Organisational Culture: A Comparative Study of Public Sector and Private Sector Banks in East Delhi

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ABSTRACT

There is a significant transformation in the banking sector in India both in the Public and the Private Sector Banks. The everyday scandals makes it imperative to understand the Organisational Culture of the Public and the Private Sector banks. The various terms that are used in association with organisational culture are: values, ethics, beliefs, ethos, climate, and culture. Ethos are the values that give a unique identity to a group.

The study has been conducted using the 4 point Instrument of Udai Pareek on OCTAPACE, the Organisational ethos. OCTAPACE is the acronym for eight steps to create functional ethos. OCTAPACE stands for Openness, Confrontation, Trust, authenticity, Pro-action, Autonomy, Collaboration, and Experimenting. The research is undertaken through a primary survey in 32 branches of the Public Sector and Private Sector banks in East Delhi. The findings of the study indicate that there is an interrelationship between various factors of the OCTAPACE profile in case of the two types of banks. There seems to be no significant differences between the OCTAPACE profiles of the two types of banks.

Keywords: Organizational culture; OCTAPACE; Public sector banks; Private sector banks.

1.0 Introduction

While many formal definitions exist, organisational culture is basically a term used to describe the environment in which people work and the influence it has on how they think, act, and experience work. Cultures can vary significantly between and within organisations, (Warrick, Milliman, & Ferguson, 2016). The culture of an organisation can be characterised as: (i) the prevailing beliefs, norms and values which serve to guide behaviour of individuals and groups; (ii) the beliefs that are shared by people throughout the organisation; and (iii) culture is developed over a period, (Joshi, 2001).

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Edgar Schein has distinguished three levels of culture: basic assumptions, values or ideology, and artifacts (such as special jargon, stories, rituals, dress, and decor), (Schein, 1992). The various terms that are used in association with organisational culture are: values, ethics, beliefs, ethos, climate, and culture. Ethos are the values that give a unique identity to a group. It is made up of beliefs, customs or practices. OCTAPACE is the acronym for eight steps to create functional ethos. OCTAPACE stands for Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration, and Experimenting. The term was given by Udai Pareek and the acronym was coined by T.V. Rao, (Pareek, 2006).

Climate is the way organisation deals with its members, groups and issues. It is defined as the perceived attribute of an organisation and working of its subsystem. The culture is a combination of beliefs, values, assumptions and important phenomena, as reflected in artifacts, rituals, etc. (Pareek, 2006).

The objectives of this research are:

- To determine and measure the OCTAPACE Culture of Public sector and Private sector banks in East Delhi.
- To find out the differences, if any, between the OCTAPACE profile of Public sector and Private sector banks in East Delhi.
- To determine the correlation between various factors of OCTAPACE culture for Private Sector banks.
- To determine the correlation between various factors of OCTAPACE culture for Public sector banks.

Following are the hypothesis framed for the research:

- **Ho1** - There is no significant difference between the Openness of the Public sector banks and the Private sector banks.
  - **Ha1** - There is a significant difference between the Openness of the Public sector banks and the Private sector banks.

- **Ho2** - There is no significant difference between the Confrontation of the Public sector banks and the Private sector banks.
  - **Ha2** - There is a significant difference between the Confrontation of the Public sector banks and the Private sector banks.

- **Ho3** - There is no significant difference between the Trust of the Public sector banks and the Private sector banks.
  - **Ha3** - There is a significant difference between the Trust of the Public sector banks and the Private sector banks.

- **Ho4** - There is no significant difference between the Authenticity of the Public sector banks and the Private sector banks.
Ha4- There is a significant difference between the Authenticity of the Public sector banks and the Private sector banks.

v) Ho5- There is no significant difference between the Pro-action of the Public sector banks and the Private sector banks.

Ha5- There is a significant difference between the Pro-action of the Public sector banks and the Private sector banks.

vi) Ho6- There is no significant difference between the Autonomy of the Public sector banks and the Private sector banks.

Ha6- There is a significant difference between the Autonomy of the Public sector banks and the Private sector banks.

vii) Ho7- There is no significant difference between the Collaboration of the Public sector banks and the Private sector banks.

Ha7- There is a significant difference between the Collaboration of the Public sector banks and the Private sector banks.

viii) Ho8- There is no significant difference between the Experimentation of the Public sector banks and the Private sector banks.

Ha8- There is a significant difference between the Experimentation of the Public sector banks and the Private sector banks.

ix) Ho9- There is no significant difference between the Organisational Culture of the Public sector banks and the Private sector banks.

Ha9- There is a significant difference between the Organisational Culture of the Public sector banks and the Private sector banks.

2.0 Literature Review

Public sector banks are significantly better than private sector banks on revenue maximisation efficiency but there is no difference between Public sector banks and foreign banks. Public sector banks are significantly better than private banks in respect of technical efficiency but not in respect of allocative efficiency (Mohan, 2004). There is an urgent need to rethink on work ethos and values in banks. A review and necessary actions would help the banks to develop the appropriate organisational culture. If organisations need continuous improvement, it should evolve a culture where people at all levels will be encouraged to question the existing systems and processes, (Mankidy, 1996).

District Cooperative Bank (DCB) managers had a significantly higher mean scores than Regional Rural Bank (RRB) managers on all the four dimensions, such as accessibility to information, adequacy of information, upward receptivity to information
On role interchangeability, RRB managers scored significantly higher than DCB managers. It seems that DCBs' climate encourages more job specialization than the Regional Rural Banks' climate. Managers of DCBs reported that they were more job involved than the managers of the RRBs but on social responsibility index the result was just the reverse, (Biswas, 1993).

Kanagaretnam, Lim, & Lobo (2011) examined the relation between four dimensions of national culture and earnings quality of banks using a sample of banks from 39 countries over the period 1993-2006. They found that banks in high individualism, high masculinity, and low uncertainty avoidance societies tend to manage earnings to just-meet-or-beat the prior year's earnings. They found that banks in high individualism, high power distance, and low uncertainty avoidance societies tend to report smoother earnings. The results implied that culture has an important effect on bank earnings quality, despite the banking industry being highly regulated. Khandelwal (2005) proposed that the banks have to extricate themselves from the mode in which they found themselves over the last four to five decades. As the market has changed, the customer too has changed, customer expectations have taken new forms, and people policies also have to change, as it is the people who will be the key differentiators in the new era. Together with financial capital and technology capital, human capital would contribute to the capabilities of the banking organisations to adjust to the new banking order. There is the existence of a remarkably good HRD climate in the scheduled, co-operative and public sector banks in the Kolhapur district of Maharastra. Nearly 60 per cent of the respondents considered the OCTAPAC factors existing in their organisations as moderate, (Pillai, 2008).

“Banks require quality human resources and that would be in serious trouble unless quality HR is retained. HR needs special focus in terms of attracting, retaining and motivating human resources. Challenge before Indian banks today is to encourage people and help them feel being treated fairly and to unleash the power of thinking and application,” (Bhatt, 2012). The locus of change in a Public Sector Enterprise could be: (a) its environment, (b) its strategic apex. and (c) its middle line, (Nilakant, 1987).

High level of cultural conflict may cause uncertainty and stress and lead to loss in productivity, low morale and employee turnover. Cultural differences should be considered before the decision to acquire/merge is taken. Compatibility in the two cultures can be found out by the process of cultural due diligence. Old Private sector Banks had a kind of role culture while task culture was prominent in New Private sector Banks. Multiple formal and informal mechanisms of change like communicating through magazine, meetings, discussions can be adopted for achieving acculturation between two different banks, (Bajaj, 2009).
A positive and high degree of correlation exists between organisational culture and employee morale, where as freedom in decision making and use of status symbol, show insignificant relationship with morale. The commercial banks and cooperative banks have been found to comprise an average level of organisational culture and employee morale. Both of these type of banks differed significantly on parameters like, interpersonal trust, communication patterns, importance given to merit, leadership styles, receptiveness to new ideas, importance to excellence and use of status symbols. Commercial bank employees were found to have a higher level of interpersonal trust as compared to their counterparts in cooperative banks, (Bansal, 2007).

There is a perception of poor organisational climate by private sector employees as compared to their counterparts in the public sector. On individual constructs also, the private sector banks invariably lag behind. Further, monetary benefits, supervision, concern for welfare, objectivity and rationality, safety and security arrangements and participative management along with scope for advancement and training and development facilities are the other factors that are relatively overlooked in the private sector banks. There is a significant difference in the overall organisational climate perception of employees belonging to private and public sector banks, (Gani & Shah, 2001). The public sector banks have been responsible for the decline in efficiency where as the private and foreign banks have improved efficiency since 1990s. Though the turnover/employee ratio has risen in the public sector banks, the turnover per employee in the private and foreign banks doubled relative to the ratio for the public sector banks during this decade, (D'Souza, 2002).

The combination of higher technology and higher skills have posted a higher turnover for the private and foreign sector banks as compared to public sector banks. In contrast to public sector, private and foreign sector banks are able to provide better customer support, and manage assets better, (D'Souza, 2002). Human Resource Development (HRD) should be the number one priority for Public sector banks. Large disparities and performance-linked pay can prove disruptive of the public sector culture, (Mohan, 2008).

3.0 Research Methodology

The methodology includes questionnaires that are circulated to the employees in the Public sector banks and Private Sector Banks in East Delhi. The 4-point scale developed by Pareek, (2002) has been used for the present study. The eight dimensions were taken to determine the Organisational Culture of the Public Sector banks. The dimensions are measured through a 40 items instrument that gives the OCTAPACE
profile of the banks. The instrument contains two parts. In part 1, values are stated in items 1 to 24 (three statements of each of the eight values). Part 2 contains sixteen statements on beliefs, two each for eight values. Respondents have to check how much these statements are valued in their respective organisations on a 4-point scale. The eight dimensions are openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, and experimentation.

The Questionnaires were circulated to 150 employees in 32 branches of Public sector banks in East Delhi. Questionnaires were distributed through both offline and online approach. In Online approach the questionnaires were emailed to the respondents. But the data has been gathered through offline approach by personally visiting the branches and taking permission from the respective branch managers. Because of the busy schedule of the employees in the banking industry, data could not be obtained through emails. Out of 150 employees, responses were obtained from 101, out of these responses, 91 correct and filled questionnaires have been used in the present study and rest are discarded. The responses obtained from different branches of banks are reported as under in Table 1.

**Table 1: Responses obtained from different Banks**

| Public Sector Banks                      | Private Sector Banks                      |
|------------------------------------------|------------------------------------------|
| **Banks Visited** | **Responses** | **Branches Covered** | **Banks Visited** | **Responses** | **Branches Covered** |
| State Bank of India                     | 9             | 2                    | Kotak Mahindra Bank Limited | 9             | 3                    |
| Vijaya Bank                             | 4             | 2                    | HDFC                  | 19            | 4                    |
| Central Bank of India                   | 4             | 1                    | Old Private sector bank** | 5             | 1                    |
| Union Bank of India                     | 4             | 1                    | DCB Bank Ltd          | 4             | 1                    |
| Syndicate Bank                          | 4             | 1                    | Karnataka Bank        | 4             | 1                    |
| Indian Overseas Bank                    | 4             | 1                    | IndusInd Bank         | 9             | 1                    |
| Canara Bank                             | 6             | 2                    | Axis Bank             | NR*           | 1                    |
| State Bank of Bikaner and Jaipur        | 1             | 1                    | Yes Bank              | NR*           | 2                    |
| Andhra Bank                             | 2             | 1                    | ICICI Bank            | NR*           | 1                    |
| Indian Bank                             | 3             | 1                    |                       |               |                      |
| Corporation Bank                        | NR*           | 1                    |                       |               |                      |
| Oriental Bank of Commerce               | NR*           | 1                    |                       |               |                      |
| Punjab National Bank                    | NR*           | 1                    |                       |               |                      |
| Bank of Baroda                          | NR*           | 1                    |                       |               |                      |
| **Total**                               | 41            | 17                   |                       | 50            | 15                   |

*Source: The details of responses is from the collected primary survey
Responses exclude discarded responses

* NR signifies no response. Either the HR approval is pending in these banks or could not be obtained.
** Old Private Sector Bank: The branch manager does not want the name of the bank to be disclosed
4.0 Data Analysis

Questionnaires were distributed to 150 employees using multistage sampling to the employees of private and public sector banks in selected regions of East Delhi. Responses were obtained from 101 employees, but 10 of them were discarded and 91 responses formed the final sample size. The overall response rate was low, just about 67% of distributed Questionnaires. In case of public sector banks, responses were obtained from 41 employees and 50 respondents were there from private sector banks. The average age of employees in case of Public sector banks was 37 years and in case of private sector banks the average age was 30 years. Minimum age was 24 years and maximum was 59 years in case of public sector banks, minimum age was 22 years and maximum was 54 years in case of private sector banks. About 46% of respondents were males and 54% were females from public sector banks. 32% were males and 62% were females in case of private sector banks. 6% of the respondents did not disclose any personal information in case of private sector banks.

The response obtained for the OCTAPACE profile of the public sector banks and the private sector banks was tested for reliability using Cronbach alpha and split-half test. The reliability was high in case of public sector banks. The value for Cronbach alpha was 0.784 and Guttman split-half coefficient measured 0.813. Split-half values are separately computed for odd and even items. The reliability was close to 0.70 in case of private sector banks but was relatively lower than the public sector banks. The value for Cronbach alpha was 0.656 and Guttman split-half coefficient measured 0.643 in case of responses from the private sector banks. The data was also tested for normality, separately for public sector banks and private sector banks.

Various descriptive statistical measures like mean and standard deviation were computed and are reported in Table 2. As seen from Table 2, mean value of Openness is 14.93 in case of Public sector banks and 15 in case of private sector banks. Confrontation measured 15.27 in case of Public sector and 14.72 in case of private sector banks. Trust was rated as 14.83 in public sector and 14.58 in private sector banks. Authenticity was 12.51 in public sector and 12.84 in private sector banks. Similarly, Pro-action measured 16.37, Autonomy 12.54, Collaboration 14.10, experimentation 14.73 in case of public sector banks. Whereas, in case of private sector banks, Pro-action was rated 15.86, autonomy 12.42, Collaboration 14.50, and Experimentation as 14.28. The overall OCTAPACE culture was rated as 14.408 in public sector banks and 14.275 in private sector banks. From these values, we can say that Pro-action is the highest rated factor and Authenticity is the least rated in case of public sector banks. Pro-action is highest
rated factor and Autonomy is least rated in case of Private sector banks. Based on mean values, there is a difference in the OCTAPACE profile of the two type of banks.

Table 2: Descriptive Statistic Measures

| Variables     | Public Sector Banks | Private Sector Banks | Rank | t-statistics |
|---------------|---------------------|----------------------|------|--------------|
|               | Mean | Std. Deviation | Coefficient of variation | Rank | Mean | Std. Deviation | Coefficient of variation | Rank |              |
| Openness      | 14.93 | 1.649 | 0.110448761 | III | 15.00 | 2.241 | 0.1494 | II |              |
| Confrontation | 15.27 | 1.962 | 0.12848723 | II  | 14.72 | 2.148 | 0.145923913 | III |              |
| Trust         | 14.83 | 2.06  | 0.13890762 | IV   | 14.58 | 1.864 | 0.127846365 | IV   |              |
| Authenticity  | 12.51 | 2.039 | 0.162989608 | VIII | 12.84 | 1.646 | 0.128193146 | VII |              |
| Pro-action    | 16.37 | 2.31  | 0.14111179 | I    | 15.86 | 2.416 | 0.152332913 | I    |              |
| Autonomy      | 12.54 | 1.567 | 0.124960128 | VII | 12.42 | 1.715 | 0.138083736 | VIII |              |
| Collaboration | 14.10 | 1.985 | 0.140780142 | VI   | 14.50 | 2.121 | 0.146275862 | V    |              |
| Experimentation | 14.73 | 2.086 | 0.14161575 | V    | 14.28 | 2.458 | 0.172128852 | VI   |              |

Source: Table is developed using primary data collected from private sector and public sector banks.

To test whether the differences are significant, further independent t-test has been used. The results of the t-test analysis are reported in Table 3.

Table 3: t-Test Analysis

| Variables     | Public Sector Banks | Private Sector Banks | t-statistics |
|---------------|---------------------|----------------------|--------------|
|               | Mean Values         |                      |              |
| Openness      | 14.93               | 15.00                | -0.179       |
| Confrontation | 15.27               | 14.72                | 1.271        |
| Trust         | 14.83               | 14.58                | 0.599        |
| Authenticity  | 12.51               | 12.84                | -0.831       |
| Pro-action    | 16.37               | 15.86                | 1.018        |
| Autonomy      | 12.54               | 12.42                | 0.338        |
| Collaboration | 14.1                | 14.5                 | -0.933       |
| Experimentation | 14.73             | 14.28                | 0.948        |

Source: Table is developed using primary data collected from private sector and public sector banks. The figures are tested at 95% level of confidence.

Based on the results of the independent t-test between the OCTAPACE profile of Public sector banks and private sector banks at 95% confidence level, we can conclude that the mean differences between the two type of banks are not significant. Thus, there is no difference between the two type of banks on any of the above mentioned eight factors.
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The comparison of mean scores of overall culture in two organisations was undertaken which is reported as under in Table 4. From Table 4, it could be inferred that there is a difference in the mean of OCTAPACE culture of Public sector banks and Private sector banks. But on performing Independent t-test, it was found that results are not significant at 95% confidence level and thus there seems to be no difference in the overall OCTAPACE profile of the two type of banks. The results contrast with the results of Gani & Shah, (2001).

Table 4: Comparison of Overall Culture of Public Sector and Private Sector banks

| OCTAPACE Culture | Public Sector banks | Private Sector Banks | t-statistics |
|------------------|---------------------|----------------------|-------------|
| Mean             | 14.408              | 14.275               | 0.512       |
| Std. Deviation   | 1.308               | 1.143                |             |
| Coefficient of Variation | 0.090782898 | 0.080070053 |             |

Source: Table is developed using primary data collected from private sector and public sector banks.

Further, to test the existence of correlation between various factors of the OCTAPACE profile of the public sector banks and the private sector banks, Pearson’s coefficient of correlation is computed (Table 5 and Table 6).

Table 5: Correlation among Variables of the Public Sector Banks

| Variable          | Openness | Confrontation | Trust | Authenticity | Pro-action | Autonomy | Collaboration | Experimentation |
|-------------------|----------|---------------|-------|--------------|------------|----------|---------------|-----------------|
| Openness          | 1        |               |       |              |            |          |               |                 |
| Confrontation     | 0.671**  | 1             |       |              |            |          |               |                 |
| Trust             | 0.371*   | 0.475**       | 1     |              |            |          |               |                 |
| Authenticity      | 0.257    | 0.190         | 0.242 |              | 1          |          |               |                 |
| Pro-action        | 0.617**  | 0.717**       | 0.428 |              | 0.230      | 1        |               |                 |
| Autonomy          | 0.219    | 0.253         | 0.145 | 0.076        | 0.221      | 1        |               |                 |
| Collaboration     | 0.460**  | 0.539**       | 0.432 | -0.142       | 0.472**    | 0.272    | 1             |                 |
| Experimentation   | 0.387*   | 0.568**       | 0.571 | 0.104        | 0.628**    | 0.206    | 0.399**       | 1               |

Source: Table is developed using primary data collected from public sector banks.

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

As given in Table 5, there is a negative correlation between Collaboration and Authenticity variables in case of public sector banks. This implies that when people work together in a team, they do not say things what they feel. This signifies that there can be a possibility of group thinking influencing individual actions. Other than these two factors, there seems to be a positive relationship between all other variables. The
correlation is significant in case of openness and confrontation, pro-action and openness, pro-action and confrontation, pro-action and trust, collaboration and openness, collaboration and confrontation, collaboration and trust, collaboration and pro-action, experimentation and confrontation, experimentation and trust, experimentation and pro-action, and experimentation and collaboration at 1% significance level. There is a significant positive correlation between trust and openness and experimentation and openness at 5% significance level.

**Table 6: Correlation among variables of the Private Sector Banks**

| Variable   | Openness | Confrontation | Trust | Authenticity | Pro-action | Autonomy | Collaboration | Experimentation |
|------------|----------|---------------|-------|--------------|------------|----------|---------------|-----------------|
| Openness   | 1        |               |       |              |            |          |               |                 |
| Confrontation | 0.407** | 1             |       |              |            |          |               |                 |
| Trust      | 0.083    | 0.286*        | 1     |              |            |          |               |                 |
| Authenticity | 0.066    | 0.281*        | -0.129| 1            |            |          |               |                 |
| Pro-action | 0.652**  | 0.547**       | 0.191 | 0.241        | 1          |          |               |                 |
| Autonomy   | -0.244   | -0.411**      | -0.071| -0.048       | -0.192     | 1        |               |                 |
| Collaboration | 0.266    | 0.197         | 0.354*| 0.035        | 0.309*     | 0.064    | 1             |                 |
| Experimentation | 0.426**  | 0.394**       | 0.213 | 0.364**      | 0.512**    | -0.091   | 0.074         | 1               |

*Source: Table is developed using primary data collected from private sector banks.*

**. Correlation is significant at the 0.01 level (2-tailed)
*. Correlation is significant at the 0.05 level (2-tailed)

As shown in Table 6, there is a negative correlation between authenticity and trust, autonomy and openness, autonomy and confrontation, autonomy and trust, autonomy and authenticity and autonomy and pro-action variables in case of public sector banks. Other than these factors, there seems to be a positive relationship between all other variables. The correlation is significant in case of openness and confrontation, pro-action and openness, pro-action and confrontation, autonomy and confrontation, experimentation and openness, experimentation and confrontation, experimentation and authenticity, and experimentation and pro-action, at 1% significance level. There is a significant positive correlation between trust and confrontation, authenticity and confrontation, collaboration and trust, and collaboration and pro-action at 5% significance level.

5.0 Discussion

To summarise, it can be said that all first nine hypothesis are accepted. There is no significant difference between all the variables of OCTAPACE profile of the public
sector banks and the private sector banks surveyed in the East Delhi. There seems to be no difference in the overall OCTAPACE profile of the two type of banks. The results contrast with the results of Gani & Shah, (2001). However, there is a correlation between various factors of OCTAPACE profile both in case of public and private sector banks. Pro-action is the highest rated factor and Authenticity is the least in case of public sector banks. Pro-action is highest rated factor and Autonomy is least rated in case of Private sector banks.

Also, the results indicate, high level of collaboration will reduce authenticity and vice versa as seen in case of public sector banks. High level of autonomy is negatively correlated with all the other factors in case of private sector banks. Thus, autonomy that is least rated in the private sector banks may be because of the perception that high autonomy will reduce collaboration, trust, openness, authenticity and affect the pro-action capabilities of the organisation.

There is a significant positive correlation between trust and openness in case of public sector banks. Thus, if there is more free two-way communication, positive environment where people can openly express themselves, there will be a high level of trust between people. There is a significant positive correlation between experimentation and openness, so more freely people can communicate, more innovative they will be in solving their problems and will focus more on experimentation.

There is a significant positive correlation between trust and confrontation of the private sector banks. So, higher is the trust between people, more likely is the possibility of them confronting the problems and owing up to their mistakes. Similarly, high trust will also ensure high collaboration, more team-work, and prepare organisation to be proactive to encounter any problems in the banking sector. Also, more authentic are people, more likely they will confront situations in their work environment. But, interestingly, we get a negative relationship between trust and authenticity in case of private sector banks. It may be because, people perceive that if there is a greater trust between employees, it can be only because, employees are straying away from telling what they feel to each other. However, the negative relationship between trust and authenticity is not significant.

The dominant correlation between trust and openness is consistent with the results given by Lather et al. (2010) in their study that attempts to uncover the OCTAPACE culture of the organisation in the manufacturing sector. The variable trust is also correlated with other variables like openness, and collaboration. Vijayalaxmi (2014) in her paper proposed that the IT organisations are significantly valued for the attributes such as Openness and authenticity whereas the other attributes of the OCTAPACE culture model are relatively low valued. The findings of this paper are in contrast with
her findings as the openness and authenticity are low rated factors in case of banking sector and pro-action is the highest rated factor.

Based on this research and the analyses, following are the recommendation for the public and private sector banks-

a) Openness is 14.93 in case of public sector banks and 15.00 in case of private sector banks. So, it is recommended to the public sector banks and private sector banks to have more open, two-way communication between the superiors and subordinates to ensure higher trust, collaboration, encourage confrontation and promote experimentation.

b) Trust is rated just 14.83 in public sector banks and 14.58 in private sector banks. It is thereby suggested that banks focus on increasing employees trust on each other then only they will be able to work together as a team and achieve the organisational objectives.

c) Interestingly, both private (14.28) and public sector (14.73) is rated low in the experimentation variable. This is somewhere both need to work on. The banking sector is becoming competitive and tailor made solutions will not work anymore. They are recommended to start thinking afresh and promote innovative thinking in their respective banks.

d) Autonomy is also rated low in the two type of banks. It is just 12.54 in public sector and 12.42 in private sector banks. The reason can be as employees perceive that higher autonomy can affect openness, collaboration and most importantly the trust. But, low autonomy is also not appropriate for it can discourage employees to give in their best. Thus, banks are recommended to try to strike a balance between appropriate level of autonomy and openness in their organisations.

e) Authenticity is also rated low, 12.51 in public sector banks and 12.84 in private sector banks. This variable is also recommended to be improved in banks. The higher is the congruence between what people say and do, higher will be the openness and confrontation in case of the banking sector.

6.0 Conclusion

Culture refers to belief, norms and values prevalent in any organisation and developed over a period. There are various dimensions of culture and so it has been measured differently by different researchers. Organisational ethos are the believes, values, customs or practices that give a unique identity to the group. OCTAPACE measures these organisational ethos and the paper attempts to define the OCTAPACE
profile of the public sector and the private sector banks in East Delhi. The independent t-test analysis indicates that there seems to be no significant differences between the OCTAPACE profile of the two types of banks. However, there is an interrelationship between various factors of the OCTAPACE profile in case of the two types of banks. There is a significant positive correlation between trust and openness; and experimentation and openness, in case of the public sector banks. There is a significant positive correlation between trust and confrontation; authenticity and confrontation; collaboration and trust; and collaboration and pro-action, in case of the private sector banks.

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