

“Evaluation of IT Employees (Working from their Homes) Involvement and Job Satisfaction by using OCTAPACE Culture Methodology”

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ABSTRACT

The term "OCTAPACE" was created by Prof. T.V. Rao of the Indian Institute of Management in Ahmedabad, India. Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration, and Experimentation are all recognized as aspects of the OCTAPACE culture. The Success of any organization largely depends on its employees. The Pet Milk Theory of human resource approach advocates that happy cows gives more milk likewise happy workers are productive workers. It is undoubtedly proven that more the employee involved in their work with higher satisfaction the output of organization increases. Hence I have chosen the topic “Evaluation of IT Employees (Working from their Homes) Involvement and Job Satisfaction by using OCTAPACE Culture Methodology”. With objectives To study the concept and importance of OCTAPACE Culture., To measure the involvement and job satisfaction level of IT Employees working from their homes in and around Chikkamagaluru City under OCTAPACE Culture Methodology and To know, OCTAPACE Methodology helps in evaluating the overall effectiveness of employee involvement and satisfaction within the organization. The scope of the research is restricted among the identified 203 IT employees working from their homes, who were identified in and around Chikkamagaluru City of Karnataka State, India. Therefore in the research the population (N) is considered as 203 employees. The sample size was determined using Slovin's formula. Slovin's formula, the sample of 135 respondents in the target population would be enough to give the confidence levels the researcher needs. From the study it is evident that employee involvement and satisfaction level can be effectively measured by making use of OCTAPACE Culture Methodology, and also can identify and categorize factors influencing employee satisfaction under OCTAPACE Culture Methodology.

Using the statistical tool chi square test the result has been obtained that there exist a high level of employee involvement and job satisfaction level in respective organizations of IT employees working from their homes. Further it is also proved by the responses and with the help of chi square test that if the organizations adopt OCTAPACE Culture Methodology then effectiveness of Employee Involvement and Job satisfaction level can be evaluated, same opinion with employees where OCTAPACE Culture Methodology already exists.

Keywords: *OCTAPACE Culture Methodology, IT Employees, Work from Home, Employee Involvement & Job Satisfaction.*

INTRODUCTION

The term "OCTAPACE" was created by Prof. T.V. Rao of the Indian Institute of Management in Ahmedabad, India. Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration, and Experimentation are all recognised as aspects of the OCTAPACE culture. It deals with how much certain views are propagated inside the organization. According to empirical studies (Tejvir Kaur, 2012), the OCTAPACE ideas are well- or moderately-ingrained in the cultures of many organizations. These ideas contribute to creating an environment where human resources are continually developed.

About Octapace Variables:

1.	Openness:	<ul style="list-style-type: none"> • The ability to engage, share, and communicate without restriction. • The ability to engage, share, and communicate without restriction. • Getting comments. • Offering team members thoughts and recommendations. <p>Outcome:</p> <ul style="list-style-type: none"> • It promotes innovation and better system implementation. • Open communication amongst teammates. • Specificity in goal-setting
2.	Confrontation:	<ul style="list-style-type: none"> • Going deeper and figuring out answers • Facing the issues and challenges head-on and not backing down. <p>Outcome:</p> <ul style="list-style-type: none"> • Better clarity and problem-solving skills • Problem-solving team conversations

3.	Trust:	<ul style="list-style-type: none"> • Assuring assistance in times of need • Maintaining the confidentiality of information supplied by others and the company. • The organization's level of religious and philosophical conviction. <p>Outcome:</p> <ul style="list-style-type: none"> • Greater empathetic • Greater empathetic response • Prompt assistance • Lessened stress • A reduction and simplicity of forms and processes
4.	Authenticity:	<ul style="list-style-type: none"> • Congruence between one's feelings and words; • The organization's usage of ethical and legal procedures. <p>Outcome:</p> <ul style="list-style-type: none"> • Open discussion about feelings to enhance relationships. • Communication distortion is lessened.
5.	Pro-activeness:	<ul style="list-style-type: none"> • Taking the initiative, planning ahead, and acting prophylactic ally • It is another name for being proactive. • It can entail exhibiting fresh, unique behavior or initiating an entirely new procedure. <p>Outcome:</p> <ul style="list-style-type: none"> • Planning and executing responses to urgent concerns. • Planning and executing responses to urgent concerns.
6.	Autonomy:	<ul style="list-style-type: none"> • Using the freedom and giving freedom to plan as well as to act in one's own spear. • That means valuing and encouraging an individual and role autonomy. <p>Outcome:</p> <ul style="list-style-type: none"> • Develop joint relationships; reduce reference made to senior people. • Enhance the creativity and innovation, willingness to take up responsibilities in the organization.
7.	Collaboration:	<ul style="list-style-type: none"> • Assisting teammates and accepting assistance from them. • The extent of teamwork inside the company. • Teamwork and cooperation in problem-solving. <p>Out-come:</p> <ul style="list-style-type: none"> • On-time work • Better communication • Sharing of resources • Enhances the performance.

8.	Experimentation:	<ul style="list-style-type: none"> • Using and promoting creative problem-solving techniques. • Making use of newly acquired abilities and information. • Opportunity to employees to show and employ what they have learnt. <p>Outcome:</p> <ul style="list-style-type: none"> • Creation of novel products, practices, and methodologies. • Looking at things from different angle and stimulating creativity
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Satisfaction:

Job satisfaction is an intangible indicator that is defined as a positive emotional reaction you experience when carrying out your responsibilities or being present at work. The majority of organizations now routinely conduct job satisfaction surveys, and top companies are now attempting to measure this experience.

It's important to remember that each employee has a unique perspective on job satisfaction. One employee may not experience the same positive aspects of their job satisfaction as another in the same workplace and under the same conditions.

This makes it essential to have a comprehensive strategy for boosting employee happiness that takes into account the following factors:

- The demanding nature of the work, which pushes individuals to achieve new heights.
- A degree of comfort (short commutes, access to the right digital tools, and flexible hours)
- Regular expressions of gratitude from upper management and the firm as a whole
- Competitive remuneration that allows workers to maintain a high standard of living
- The assurance that career advancement will coincide with each employee's personal growth objectives.

Work From Home

Work From home or WFH is a concept where the employee can do his or her job from home using company approved assets, policies and tools. Work from home gives flexible working hours to the employee as well as the job for the employer is done with ease. Work from home is helpful to delivering work life balance to the employee, and also parallely helps the company to get the work done. Nowadays, most of the employers are offering this option to their employees.

Work from home (or working from home) is a modern work approach enabled through internet and mobility wherein irrespective of the physical location of an individual work can be done. Work from Home is also known as Working remotely or telecommuting which implies that the employee is working from a remote location usually home. (Published by MBA Skool Team, 2022)

REVIEW OF LITERATURE

Pooja singh (2022)

“Understanding OCTAPACE culture through insights from ancient Indian texts”. A examination of the literature in the area reveals that management and human resource development have been the subject of several studies from a variety of angles. However, very little has been done to relate traditional Indian texts with organisational culture, particularly OCTAPACE. This fills a gap in the literature on organisational culture, and it also offers some significant and insightful information on OCTAPACE from the views of early Indian philosophy. Such an attempt can also assist in understanding how traditional Indian values, which have endured the test of time, can support the development of extra resilient organisational cultures in the contemporary active world. OCTAPACE culture is important and essential for corporate success since it boosts productivity and effectiveness. (Singh P. , 2022)

Susmita Ghosh, Ashutosh Muduli (2020)

“A study on learning agility, culture and outcome”. Organizational culture mediates the effect of transformational direction on psychological empowerment. Psychological empowerment mediates the effect of organizational practices on workforce agility. Therefore, we advise that Leadership influences organizational culture. Organizational culture influences psychological empowerment .Psychological empowerment influences workforce quickness. In other words, Leadership influences workforce agility over organizational culture. (Susmita Ghosh, 2020)

Harish B. Bapat (2014)

“A Study of organizational dynamics through OCTAPACE culture in IT companies”. This analysis attempts to get the OCTAPACE culture in the business and analyses the OCTAPACE Culture for middle management staff in an organizations. In addition, it attempts to review the difference in the OCTAPACE Culture for middle management staff in an organization’s 50 middle-level management professionals who took the test for the top five IT organizations in Indore city provided the basic information. This review use specific statistical

techniques to determine if the produced hypotheses are valid or not. The findings demonstrate that the test organizations experience varied degrees of OCTAPACE culture and that there are considerable fluctuations in their OCTAPACE cultures. (Harish B. Bapat, 2014)

Benjamin Akinyemi (2011)

The development environment of two significant, long-standing insurance and telecommunications companies in Rwanda is evaluated in this analysis. Additionally, it makes an effort to understand the differences between the insurance and telecommunications industries in terms of the current Developmental Climate across the three dimensions of HRDC. Using a structured series of self-administered questionnaires created by Rao and Abraham, significant data is gathered from 87 respondents (1986). Within both private organizations, the questionnaire evaluated the OCTAPAC (Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity and Cooperation) Culture, HRD Systems, and overall Environmental Climate. Based on the termination, both organizations' HRDC is currently friendly. Results indicate that the telecoms company has a more conducive environment for development than the insurance companies, nonetheless. (Akinyemi1, 2014)

Kavita Singh (2010)

The analysis of the study identifies that the partnership between the company culture and the understanding business in Indian business organizations and concludes that the business culture takes on an important role in the introduction of a learning business. It further contends that three major constructs of business culture, i.e., openness, proaction and experimentation have a tendency to provide the customers of a business with a feeling of path and creative thinking which enhance organizational learning in turbulent environment. (Singh K. , 2010)

Rakesh Kumar Agrawal, Archana Tyagi (2010)

The analysis discovers the ways of organization philosophy widespread on different industries of the Indian overall economy by the OCTAPACE culture. Examination of facts, gathered through employees of 16 various organizations owned by consultancy's, manufacturing sectors, services and IT/ITES industries show that significant distinctions can be found in the ethnicities of organizations in the different sectors. Autonomy and Authenticity tend to be more appreciated in talking to when matched with the production and services establishments. Confrontation and openness are higher in the IT/ITES sectors, while collaboration is higher in the manufacturing sector. Private industries have an

exposed up and a trusting culture when compared with the general public sector. Outcomes reveal that employees who are properly trained rate confrontation, authenticity and autonomy greater than those who find themselves not properly taught. However, no significant difference exists between males and females in the study of organizational culture. (Rakesh Kumar Agrawal, January 2010)

STATEMENT OF PROBLEM

The Success of any organization largely depends on its employees. The Pet Milk Theory of human resource approach advocates that happy cows gives more milk likewise happy workers are productive workers. It is undoubtedly proven that more the employee involved in their work with higher satisfaction the output of organization increases. Hence I have chosen the topic “Evaluation of IT Employees (Working from their Homes) Involvement and Job Satisfaction by using OCTAPACE Culture Methodology”

- To know the level of employee involvement and their satisfaction level within the organization as they work out of office environment (Work from Home).
- To undertake the above research in detailed and effective manner and to know OCTAPACE Culture Methodology, dose or doesn't effectively help in identifying employee involvement and satisfaction.

OBJECTIVES

- To study the concept and importance of OCTAPACE Culture.
- To measure the involvement and job satisfaction level of IT Employees working from their homes in and around Chikkamagaluru City under OCTAPACE Culture Methodology.
- To know, OCTAPACE Methodology helps in evaluating the overall effectiveness of employee involvement and satisfaction within the organization.

SCOPE OF STUDY

The scope of study is defined in order to know level of employee involvement and job satisfaction. In order to access the involvement and satisfaction level the OCTAPACE Culture Methodology has been effectively used, further the scope of the research is restricted among the identified 203 IT employees working from their homes, who were identified in and around Chikkamagaluru City of Karnataka State, India. Therefore in the research the population (N) is considered as 203 employees.

The scope of the study is confined to know the level of employee involvement and their satisfaction level within the organization as they work out of office environment (Work from Home).

The independent variables considered in the study are Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration, and Experimentation are all recognized as aspects of the OCTAPACE culture.

The study tires to investigate the effect of independent factors (recognized as aspects of the OCTAPACE culture) on the employee involvement and job satisfaction level.

RESEARCH MODEL

From an extensive review of the literature, we found that, Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration, and Experimentation are all recognized as aspects of the OCTAPACE culture, OCTAPACE culture methodology considered to be independent variable. Employee Involvement and Job satisfaction are the dependent variables. Here in model we can state that the independent variable have an impact (both Positive and Negative) on identified dependent factors. The research model is depicted in diagram No.1 The theoretical frame work of the study addresses the relationship between the identified independent factors in turn effect on Employee Involvement and Job satisfaction.

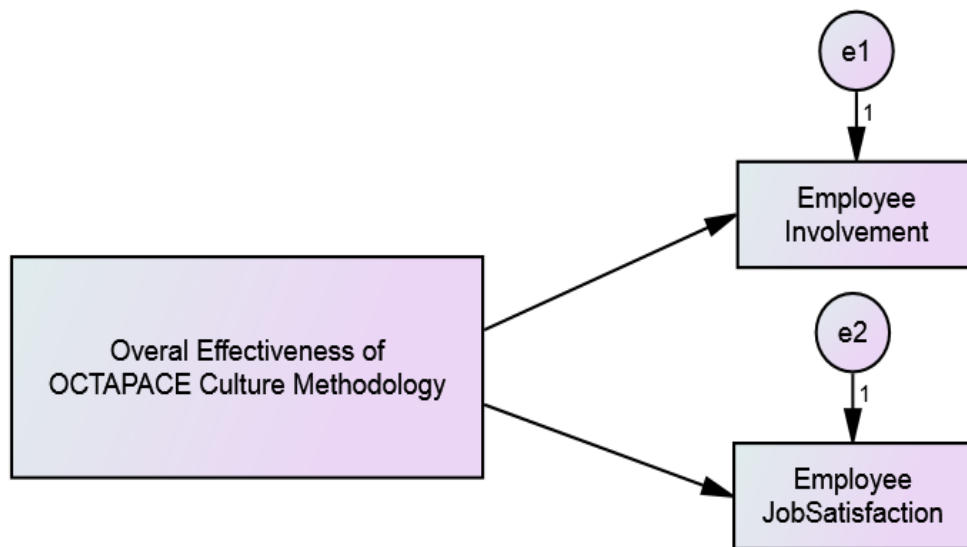


Diagram No.1: Research Model for OCTAPACE Methodology evaluating Employee Involvement and Job Satisfaction

RESEARCH HYPOTHESIS

H0₁: The OCTAPACE Culture Methodology doesn't helps in knowing the employee involvement within the organization.

H1₁: The OCTAPACE Culture Methodology helps in knowing the employee involvement within the organization.

H0₂: If or already implemented or existing OCTAPACE Culture Methodology, doesn't effectively help in identifying employee job satisfaction.

H1₂: If or already implemented OCTAPACE Culture Methodology, dose effectively helps in identifying employee job satisfaction.

RESEARCH METHODOLOGY

Sources of Data Collection

1. Primary Source Data

The primary data in the present study was collected through a structured questionnaire containing 33 closed ended questions and will be distributed among the respondents from selected in and around Chikkamagakuru City of Karnataka State, India.

2. Secondary Source Data

The secondary source of data was collected from magazines, books, journals, articles and from the survey reports etc

Sampling Unit

Proper care was taken to identify and select only those respondents (IT Employees) working from their homes in and around Chikkamagaluru City of Karnataka State, India.

Sampling Size

In the current study, the sample size was determined using Slovin's formula. Slovin's formula (Singh A. a., 2014) permits an investigator to determine the sample size with a required degree of accuracy. The formula provides the required sample size which is required to ensure a judicious accuracy of results. Slovin's formula was used to compute the sample size (n) for the given the population size (N) with a margin of error (e) is given by,

$$n = \frac{N}{1 + (Ne^2)}$$

Where:

N is the sample size

N is the population size

E the desired level of precision (i.e. the margin of error),

In the study, since, the total population was restricted among the identified 203 IT employees working from their homes, in and around Chikkamagaluru City of Karnataka State, India, which is assumed to be true representation, as taking the city wide representation is difficult. Assuming, at least 5 percent plus or minus precision, ie., the margin of error= 5%, so we get

$$n = \frac{N}{1 + (Ne^2)}$$

$$n = \frac{203}{1 + ((203) * (0.05)^2)}$$

$$n = \frac{203}{1.5075}$$

$$n = 134.66 \sim 135 \text{ Samples}$$

Hence, the sample of 135 respondents in the target population should be enough to give the confidence levels the researcher needs.

RESEARCH INSTRUMENT

A Structured questionnaire containing 33 closed ended questions will be used for collecting primary data. The questionnaire consists of 3 sections, Demographic Information (Section I), Questions related to measure the involvement and job satisfaction level of IT Employees working from their homes using OCTAPACE Culture Methodology (Section II), Questions Related to know the Effectiveness of OCTAPACE Culture Methodology (Section III). A structured questionnaire containing dichotomous, factual questions and multiple-choice response type questions.

MEASUREMENT SCALE

The demographic information is measured by nominal scale and interval scale is gender, age of the respondent, marital status, Designation, Years of Experience, & Company name. A Likert Scale is a type of ordinal scale. Likert scale is the most commonly used rating scale that needs respondents to specify the degree of agreement and disagreement on each respondent of statement such as “Strongly Agree”, “Agree”, “Neutral”, “Disagree” and “Strongly Disagree”. All the five responses could have a numerical value which could be used to quantify the attitude under study. The value could be summed up to quantify the respondents’ overall attitude. In the study, all the exogenous and endogenous variables have been measured by using 5 – point Likert scale. Where 1= “Strongly Disagree” and 5= “Strongly Agree”.

LIMITATIONS OF THE STUDY

This study will have its own limitations.

- The research was limited to IT employees Working from their homes in and around Chikkamagaluru city only, thus, the findings of the study can’t be taken as representative for all the employees.
- There is no standard procedure to select employees.

- The employees belong to different organizations and designations, along with difference in job roles and assignments which will have greater influence on response.

DATA ANALYSIS AND INTERPRETATION

Introduction

In this study, research questionnaire was disseminated to 135 respondents, out of which 120 questionnaires were found suitable for data analysis. **Table No: 1** shows the data collection statistics.

Table No.1: Showing Data Collection Statistics

Survey Type	Accepted	Rejected	No Response	Total
Online	20	10	5	35
Offline	100	00	0	100
Total	120	10	5	135

Reliability Analysis

Pilot Survey- A pilot survey is a small size of data collection earlier to the actual data is collected from participants. The aim of pilot survey was to confirm that the research instrument is fully comprehended by the participants. It also recognizes issues which may rise and to test its reliability and validity. In the current study, the pilot survey was conducted before the actual survey. The pilot survey had a sample of 10 respondents from Chikkamagaluru City. Printed questionnaire was employed for the pilot survey.

Reliability Analysis Result for Pilot Survey

The Cronbach's Alpha Coefficient was employed to measure the reliability of all constructs. If coefficient range is high, it connotes high degree of correlation and results in higher reliability of the research outcomes. The result of the reliability test is presented in Table Below.

Table No. 2: Cronbach's Alpha Coefficient of Constructs

Construct	Items	Alpha	Remarks
Openness	4	0.796	Good
Confrontation	3	0.804	Good
Trust	3	0.734	Acceptable
Authenticity	3	0.714	Acceptable
Pro-activeness	3	0.751	Good
Autonomy	3	0.858	Good
Collaboration	3	0.942	Very Good
Experimentation	3	0.772	Good
Effectiveness of OCTAPACE Culture Methodology	3	0.916	Very Good

Based on **Table No.2**, it was evident that, all the variables considered are reliable as the values of Cronbach's Alpha Coefficient are more than 0.70. The overall results indicate that all the items were assessing the same underlying factor. Therefore, we can conclude that, the questionnaire is reliable. Hence, the data was collected and tabulated for data analysis.

Table No.3: Question wise Response

Sl.No.	Questions	1	2	3	4	5	Total
Element- 1: OPENNESS							
1.	I have the freedom of having free form of communication among the Peers and Superiors.	1	11	29	47	32	120
2.	Organization supports me in expressing my views and ideas.	4	10	32	36	39	120
3.	My performance appraisal and the rewards are openly communicated and discussed.	5	11	31	40	33	120
4.	Openness in the working environment has given the liberty to express my feedback to any superior (both positively and negatively) about the organization.	0	7	31	45	37	120
Element-2: CONFRONTATION							
5.	Problems are identified and solved on the continuous basis.	2	23	28	40	27	120
6.	Team discussions are encouraged to resolve the problem.	0	9	27	44	40	120
7.	I can identify the problem and bring it to the people concerned.	3	10	23	34	50	120
Element-3: TRUST							
8.	I feel there is existence of high level of trust between me and the superiors.	0	9	20	50	41	120
9.	I feel there is existence of high level of trust between me and the subordinates.	0	9	24	50	35	120
10.	I feel there is existence of high level of trust between employees and organization.	0	9	30	31	50	120
Element-4: AUTHENTICITY							
11.	My rewards and perks are authenticated as promised.	2	11	25	52	30	120
12.	Work review and performance appraisal are unbiased.	0	10	25	46	39	120
13.	Authenticity in organization reflects narrow gap between stated values and actual behaviour.	0	7	29	31	53	120

Element-5: PROACTIVENESS							
14.	Organization involves me in taking the crucial decisions like setting objectives.	2	10	29	51	28	120
15.	I can freely take initiation for planning my kind of work innovatively.	3	10	30	32	45	120
16.	Organization encourages me in articulating or participating other than work related activities.	6	6	22	38	48	120
Element-6: AUTONOMY							
17.	I have the autonomy to take leaves when required.	8	6	18	60	28	120
18.	Flexible working hours are encouraged.	1	19	5	80	15	120
19.	I can fulfil my roles and responsibilities independently.	0	2	16	45	57	120
Element-7: COLLABORATION							
20.	We work as a team without disparity like hierarchy, seniority etc.	0	8	18	42	52	120
21.	Outcomes are treated as team outcome not as individual outcome.	4	7	19	40	50	120
22.	I feel collaborative team environment is the primary mantra for the success of an organization.	1	5	9	43	62	120
Element-8: EXPERIMENTATION							
23.	I feel organization encourages me in developing innovative product/process/service	0	9	26	65	20	120
24.	Innovativeness and creativity is encouraged in the work performance.	6	3	41	44	26	120
25.	Organization supports me through financial assistance for research and development activity.	5	8	31	29	47	120
Effectiveness of OCTAPACE Culture Methodology							
26.	I strongly feel the OCTAPACE methodology can be used to evaluate my involvement and satisfaction level towards work.	0	11	24	45	40	120
27.	I strongly agree that OCTAPACE Methodology helps in knowing the employee involvement within the organization.	2	6	18	46	48	120
28.	If or already implemented, OCTAPACE Culture Methodology, dose effectively helps in identifying job satisfaction.	1	11	17	41	50	120

Source: Field Survey

Chi Square Test

Objective: To know, OCTAPACE Methodology helps in evaluating the overall effectiveness of employee involvement and satisfaction within the organization.

13.1 TEST- 1

H0: The OCTAPACE Culture Methodology doesn't helps in knowing the employee involvement within the organization.

H1: The OCTAPACE Culture Methodology helps in knowing the employee involvement within the organization.

Table No.4: Distribution of respondent's opinion on OCTAPACE Methodology helps in knowing the effectiveness of employee involvement within the organization.

I strongly agree that OCTAPACE Methodology helps in knowing the employee involvement within the organization.			
	Observed N	Expected N	Residual
1.00	2	24.0	-21.0
2.00	6	24.0	-19.0
3.00	18	24.0	4.0
4.00	46	24.0	18.0
5.00	48	24.0	18.0
Total	120		

Source: Field Survey

Table No. 4.1: Chi-Square test statistics

Test Statistics	
	I strongly agree that OCTAPACE Methodology helps in knowing the employee involvement within the organization.
Chi-Square	62.027 ^a
df	4
Asymp. Sig.	.000

Source: Field Survey

$X^2_{Cal} > X^2_{Tab}$

$61.083 > 9.488$ for df 4@ 5% level of significance

Interpretation: Since, X^2_{Cal} (62.0277) is greater than X^2_{Tab} (9.488). Hence, reject null hypothesis and accept alternative hypothesis. Hence we can conclude that The OCTAPACE Methodology helps in knowing the employee involvement within the organization.

TEST- 2

H0: If or already implemented OCTAPACE Culture Methodology, doesn't effectively help in identifying employee job satisfaction.

H1₂: If or already implemented OCTAPACE Culture Methodology, dose effectively help in identifying employee job satisfaction.

Table No. 5: Distribution of respondent's opinion on OCTAPACE Culture Methodology, dose effectively helps in identifying employee job satisfaction.

OCTAPACE Culture Methodology, dose effectively helps in identifying employee job satisfaction			
	Observed N	Expected N	Residual
1.00	1	24.0	-22.0
2.00	11	24.0	-16.0
3.00	17	24.0	-5.0
4.00	41	24.0	15.0
5.00	50	24.0	28.0
Total	120		

Source: Field Survey

Table No. 5.1: Chi-Square test statistics

Test Statistics	
	OCTAPACE Culture Methodology, dose effectively helps in identifying employee job satisfaction
Chi-Square	73.917 ^a
Df	4
Asymp. Sig.	.000

Source: Field Survey

$X^2_{Cal} > X^2_{Tab}$

$73.917 > 9.488$ for df 4@ 5% level of significance

Interpretation: Since, X^2_{Cal} (73.917) is greater than X^2_{Tab} (9.488). Hence, reject null hypothesis and accept alternative hypothesis. Hence we can conclude that OCTAPACE Culture Methodology, dose effectively helps in identifying employee job satisfaction.

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) has become an integral part of social sciences research and is used to confirm or reject the measurement theory. CFA is more of hypothesis testing factor analysis. The researcher does an a priori model specification, based on his theoretical knowledge or the EFA, and the validity of the same is tested using CFA. The primary objective of the study is to empirically test the relationship of the three constructs. In other words how effectively does OCTAPACE Culture Methodology evaluate employee involvement and job satisfaction?

Analysis Summary

The model is recursive.

Sample size = 120

TableNo.6: Variable counts (Group number 1)

Number of variables in your model:	5
Number of observed variables:	3
Number of exogenous variables:	3
Number of endogenous variables:	2

Source: Field Survey

Table No.6.1: CMIN (Chi-Square/Degrees of Freedom) χ^2 /df -CFA

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	28	79.499	17	.000	4.676
Saturated model	45	.000	0		
Independence model	15	5910.390	36	.000	164.178

Source: Field Survey

Interpretation

Chi square is often called the ‘badness of fit’ indicator with higher values significance levels indicating a bad fit of the research data to the proposed model. A good model fit will provide insignificant results at 95% CI levels.

From **Table No.6.1**, the normed chi square for the model was 4.676 and considered well within the acceptable limit of 5.0 indicating a good model fit.

Table No.6.2: Baseline Comparisons-CFA

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.987	.972	.989	.977	.989
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Source: Field Survey

Interpretation

NFI & NNFI (Normed Fit Index & Non-Normed Fit Index) are incremental fit index and compare the chi square value of the model to chi square value of the null model. The value of NFI above 0.90 and above is considered a good

indicator of fit. From **Table No.6.2**, The model returned NFI value of 0.987 which is more than 0.90 representing a good model fit.

TableNo.6.3: Root Mean Square Error of Approximation -CFA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.078	.061	.096	.004
Independence model	.522	.511	.533	.000

Source: Field Survey

Interpretation

RMSEA (Root Mean Square Error of Approximation)

RMSEA is considered to be the most widely used and informative fit index. RMSEA of less than 0.08 indicates a good model fit. From **Table No.6.3**, The CFA returned a RMSEA of 0.078 indicating a good fit between the descriptive data and the proposed research model.

The summary of all the indices are provided in **Table No.6.5**. Based on the standardized regression coefficient between the study variables, obtained through the CFA, hypotheses from 1 to 11 were tested.

Table No.6.4: Summary of Model Fit Indices – CFA

Fit Index	Value Obtained	Value Desired
CMIN (Chi-Square/Degrees of Freedom) χ^2 / df	4.676	Between 2 and 5
Normed Fix Index (NFI)	0.987	0.9 or more
Comparative Fit Index (CFI)	0.989	0.9 or more
Tucker Lewis Index TLI (NNFI)	0.977	0.9 or more
Root Mean Square Error of Approximation (RMSEA)	0.078	0.08 or less
P value	0.000	0.05 or less
PCLOSE	0.004	0.05 or less

Source: Field Survey

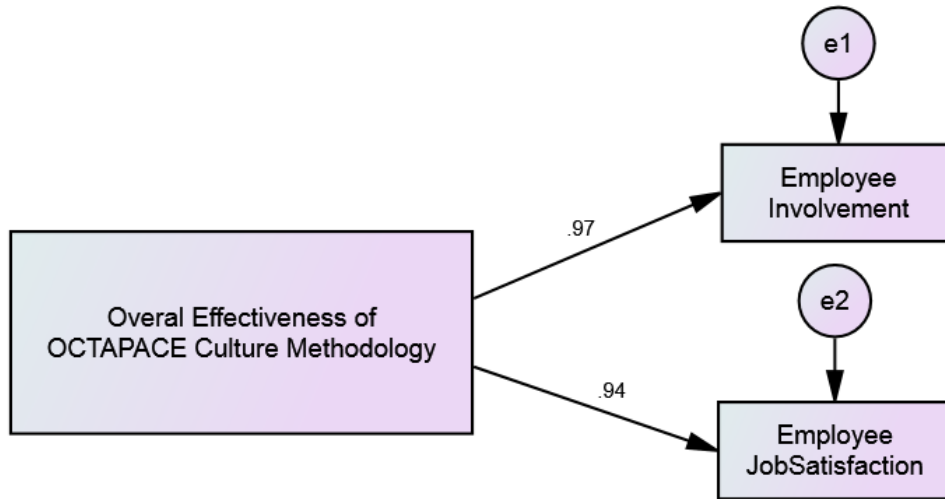


Table No.6.5: Hypothesis Testing Results: Construct – CFA

Construct Variables	Path Coefficient	P	Conclusion
EI<---OEOCM	.966	***	Hence, H_{A1}Accepted ; The OCTAPACE Culture Methodology helps in knowing the employee involvement within the organization.
EJ<---OEOCM	.936	***	Hence, H_{A2}Accepted ; If or already implemented OCTAPACE Culture Methodology, dose effectively help in identifying employee job satisfaction

Source: Field Survey

Interpretation

The purpose of the conducting CFA was to identify and explain the influence of OCTAPACE Culture Methodology on Employee Involvement and Job satisfaction. 3 variables formed part of the structural equation model fit. It was found that all 3 variables contributed towards supporting the relevant hypothesis.

FINDINGS, SCOPE FOR FURTHER RESEARCH AND CONCLUSION

FINDINGS

1. 47% of respondents agree that they have the freedom of having free form of communication among the Peers and Superiors.
2. 39% of respondents agree that organization supports their views and ideas.
3. 40% of respondents agree that performance appraisal and the rewards are openly communicated and discussed.

4. 45% of respondents agree that openness in the working environment has given the liberty to express their feedback to any superior (both positively and negatively) about the organization.
5. 40% of respondents agreed that problems are identified and solved on the continuous basis.
6. 44% of respondents agree that team discussions are encouraged to resolve the problem.
7. 50% of respondents strongly agree that they can identify the problems and bring it to the people concerned.
8. 50% of respondents agree that there is existence of high level of trust between them and the superiors.
9. 50% of respondents agree that there is existence of high level of trust between them and the subordinates.
10. 50% of respondents strongly agree that there is existence of high level of trust between employees and organization.
11. 52% of respondents agree that their rewards and perks are authenticated as promised.
12. 46% of respondents agree that work review and performance appraisal are unbiased in the organization.
13. 53% of respondents strongly agree that authenticity in organization reflects narrow gap between stated values and actual behaviour.
14. 51% of respondents agree that organization involves me in taking the crucial decisions like setting objectives.
15. 45% of respondents strongly agree that they can freely take initiation for planning their own kind of work innovatively within the organization.
16. 48% of respondents strongly agree that organization encourages in articulating or participating other than work related activities.
17. 60% of respondents agree that they have the autonomy to take leaves when required.
18. 80% of respondents agree that flexible working hours are encouraged in their organization.
19. 57% of respondents feel that, they fulfill their roles and responsibilities independently.
20. 52% of respondents strongly agree that they work as a team without disparity like hierarchy, seniority etc.

21. 50% of respondents strongly agree outcomes are treated as team outcome not as individual outcome.
22. 62% of respondents strongly agree that collaborative team environment is the primary mantra for the success of their organization.
23. 65% of respondents strongly agree that organization encourages in developing innovative product/process/service
24. 44% of respondents agree innovativeness and creativity is encouraged in the work performance.
25. 47% of respondents strongly agree that organization supports through financial assistance for research and development activity.
26. 45% of respondents agree that they strongly feel the OCTAPACE methodology can be used to evaluate involvement and satisfaction level towards work.
27. 48% of respondents strongly agree that OCTAPACE Methodology helps in knowing the employee involvement within the organization.
28. 50 % of respondents strongly agree that, if or already implemented OCTAPACE Culture Methodology, dose effectively helps in identifying employee job satisfaction.
29. The OCTAPACE Culture Methodology helps in knowing the employee involvement within the organization.- Source of findings Chi-Square test statistics & CFA- Hypothesis-1
30. If or already implemented OCTAPACE Culture Methodology, dose effectively help in identifying employee job satisfaction- source of findings Chi-Square test statistics & CFA- Hypothesis-2

SCOPE FOR FURTHER RESEARCH

- This study has taken samples from Chikkamagaluru City, Further the study can be took place in more number of cities with larger samples.
- The further study can also focus testing the level of influence of each independent factor over dependent factor.
- The model with all the elements of OCTAPACE Culture Methodology representing as independent variables and influence of each variable over dependent factor can be developed for the study, further can be tested using AMOS to get more accurate results with the help of Confirmatory Factor Analysis.

CONCLUSION

From the study “The Evaluation of IT Employees (Working from their Homes) Involvement and Job Satisfaction by using OCTAPACE Culture Methodology”, it is evident that employee involvement and satisfaction level can be effectively measured by making use of OCTAPACE Culture Methodology, and also can identify and categorize factors influencing employee satisfaction under OCTAPACE Culture Methodology.

Using the statistical tool chi square test the result has been obtained that there exist a high level of employee involvement and job satisfaction level in respective organizations of IT employees working from their homes. Further it is also proved by the responses and with the help of chi square test that if the organizations adopt OCTAPACE Culture Methodology then effectiveness of Employee Involvement and Job satisfaction level can be evaluated, same opinion with employees where OCTAPACE Culture Methodology already exists. From CFA it was found that all 3 variables contributed towards supporting the relevant hypothesis.

The total research says that OCTAPACE Culture Methodology can be said as most effective means of evaluating Employee Involvement and Job Satisfaction.

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ANNEXURE

RESEARCH QUESTIONNAIRE

Dear Respondent,

I am Dr.Vinith H P, working as Assistant Professor, in PG Department of Management Studies, AIT, Chikkamagaluru conducting a research entitled “The Evaluation of IT Employees (Working from their Homes) Involvement and Job Satisfaction by using OCTAPACE Culture Methodology” as a free lance researcher. This study aims to know the level of employee involvement and their satisfaction level within the organization as they work out of office environment (Work from Home), further to undertake the above research in detailed and effective manner and to know OCTAPACE Culture Methodology, does or doesn't effectively help in evaluating employee involvement and job satisfaction. I shall be grateful to you, if you could spare a couple of minutes to fill up the following questions. I assure you that information provided by you will be kept confidential and used for research purpose only.

PART – A**Personal Information**

1. Name of the employee_____
2. Age in year
 - a) 18-25 b) 25-35 c) 35-45 d) 45 & above
3. Education qualification
 - a) Bachelor of Engineering b) Diploma c) Any Other
4. Marital status
 - a) Single b) Married c) Separated/widow
5. Experience
 - a) Less than 1 year b) 1 year to 3 years c) 3 years to 6 years d) 6 years and above

PART- B

**Questions related to measure the involvement and job satisfaction level of IT
Employees working from their homes using OCTAPACE Culture**

Methodology

Element- 1: OPENNESS						
SL.No	DISCRIPTION	1	2	3	4	5
6.	I have the freedom of having the free formof communication among the Peers and Superiors.					
7.	Organization supports me in expressingmy views and ideas.					
8.	My performance appraisal and the rewards are openly communicated and discussed					
9.	Openness in the working environment hasgiven the liberty to express my feedback to any superior (both positively and negatively) about the organization.					
Element-2: CONFRONTATION						
SL.No	DISCRIPTION	1	2	3	4	5
10.	Problems are identified and solved on thecontinuous basis.					
11.	Team discussions are encouraged to resolve the problem.					
12.	I can identify the problem and bring it to the people concerned.					

Element-3: TRUST						
SL.No	DISCRIPTION	1	2	3	4	5
13.	I feel there is existence of high level of trust between me and the subordinates.					
14.	I feel there is existence of high level of trust between me and superiors.					
15.	I feel there is existence of high level of trust between employees and organization.					
Element-4: AUTHENTICITY						
SL.No	DISCRIPTION	1	2	3	4	5
16.	My rewards and perks are authenticated as promised.					
17.	Work review and performance appraisal are unbiased.					
18.	Authenticity in organization reflects narrow gap between stated values and actual behaviour.					
Element-5: PROACTIVENESS						
SL.No	DISCRIPTION	1	2	3	4	5
19.	Organization involves me in taking the crucial decisions like setting objectives.					
20.	I can freely take initiation for planning my kind of work innovatively.					
21.	Organization encourages me in articulating or participating other than work related activities.					
Element-6: AUTONOMY						
SL.No	DISCRIPTION	1	2	3	4	5
22.	I have the autonomy to take leaves when required.					
23.	Flexible working hours are encouraged.					
24.	I can fulfil my roles and responsibilities independently.					
Element-7: COLLABORATION						
SL.No	DISCRIPTION	1	2	3	4	5
25.	We work as a team without disparity like hierarchy, seniority etc.					
26.	Outcomes are treated as team outcome not as individual outcome.					
27.	I feel collaborative team environment is the primary mantra for the success of an organization.					
Element-8: EXPERIMENTATION						
SL.No	DISCRIPTION	1	2	3	4	5
28.	I feel organization encourages me in developing innovative product/process/service					
29.	Innovativeness and creativity is encouraged in the work performance.					
30.	Organization supports me through financial assistance for research and development activity.					

PART- C**Questions Related to know the Effectiveness of OCTAPACE Culture****Methodology**

SL.No	DISCRIPTION	1	2	3	4	5
31.	I strongly feel the OCTAPACE methodology can be used to evaluate my involvement and satisfaction level towards work.					
32.	I strongly agree that OCTAPACE Methodology helps in knowing the employee involvement within the organization.					
33.	If implemented, OCTAPACE Culture Methodology, dose effectively helps in identifying employee job satisfaction.					