

Impact of OCTAPACE Culture on Job Satisfaction of Hotel Employees

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ABSTRACT

Hotels are distinguished for the highest standard of service they provides to the guests. It is not only about the grandeur of its façade, aesthetic beauty of its interior and contemporary design – class of the hotels are defined by the unparallel service standard set by the employees of those hotels. The behavior and attitude of the staff makes a lot of difference in the mind of the customers. As the hotels set a benchmark of services, it is the responsibility of the employees to sustain that standard. That is only possible when the workforce get a congenial work environment and continuous motivation to perform their job. An outstanding work culture makes the job smooth and hassle free. Unfortunately, the hotel employees, in general, face some challenges in their work life. Hotel industry is known for long duty hours, low salary, heavy work pressure and high turnover. Because of the prevailing situation in the industry, job satisfaction of employees is on lower side. It is a daunting task of the management to create an environment which fosters good relationship among the employees and builds positive perception about their job as well as their organization. OCTAPACE culture, invented by Uday Pareek, is used in this study to understand the organization culture of the luxury hotels of Kolkata. The main objective of the study was to identify the relationship between OCTAPACE culture and job satisfaction. The results of the study are significant which shows that there is cause and effect relationship among OCTAPACE culture and job satisfaction in the selected luxury hotels of Kolkata.

Keywords: Hotel Industry, OCTAPACE, Job Satisfaction, Culture

Introduction

Providing excellent customer service is primarily based on the effectiveness and disposition of the people who deliver it. Employees' attitudes and behaviors are shaped by the culture of their workplace. Fostering a culture of positive conduct and attitude among employees is a difficult task

for human resources departments. It can take years to cultivate a positive work environment. Conscious efforts are needed to create a work environment that is beneficial to all parties involved. It's HR's job to make sure employees are hired correctly and then provide them with a work environment that brings out the best in them. Employees in the service business must put forth

their best efforts, and this is only feasible if they are motivated, efficient, and have a good outlook on their work. An employee's performance and the success of a company depend on the right mix of abilities, knowledge, and drive. These three components are absolutely essential to the performance. If one or more of them is missing, the result will be disastrous.

The labor-intensive nature of the hotel industry is well-known. Employees in the hospitality business may be dissatisfied because of long hours, physical and emotional stress, inadequate working facilities, limited career prospects, and inadequate compensation.

Employees are highly motivated to improve their performance at work while their personal development is taking place. Workplace monotony can be alleviated by expanding one's skill set and acquiring new skills through cross-training and job enlargement. Learning new skills and expanding one's horizons are the primary goals of most employees. Once again, monetary rewards and remuneration are a major aspect that motivates people to perform better and help the firm thrive.

The OCTAPACE profile was employed in this study to have a better understanding of the hotel's culture. The effect of OCTAPACE culture on employee job satisfaction is investigated.

Kolkata, West Bengal, has been chosen as the study location. This region of the country has not seen a study of organizational culture utilizing the OCTAPACE profile, which has been used by many other academicians.

The ideas and activities of a particular socioeconomic, ethnic, or age group are characterized by Pareek (2002) as "culture." Gaining a better grasp of an organization's culture can aid in the development and growth of that organization.

The culture of an organization is formed by the

vision of its leaders, common beliefs, rituals, myths, or symbols, and it grows over time. Another feature of organizational culture is the reduction of difference in employee behavior, conduct, and attitude.

The values of different organizations are distinct. This culture has developed over time as a result of tradition, myths, and tales. Culture has a significant impact on employee behavior, attitude, motivation, and output in organizations (Lather et al, 2010).

Profile of OCTAPACE

Developed by Uday Pareek, the OCTAPACE profile is a comprehensive assessment that takes into account every facet of an organization's culture: its core values and ethos; its behavior and ethics; its norms; its environment; and its employees' attitudes and perspectives.

A person's OCTAPACE profile consists of the following elements: openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, and experimentation. A company's culture relies heavily on the presence of these elements. A company's ability to perform and expand depends on its OCTAPACE culture. Through the usage of this technology, higher productivity and organizational effectiveness can be obtained (Jafri, 2012). Organizations with stronger OCTAPACE values are more likely to achieve high engagement and happiness, teamwork, development, as well as a free flow of communication among its members. A company's culture is heavily influenced by the values it upholds.

Organizations can use OCTAPACE, a 40-item questionnaire, to gauge their values. The OCTAPACE profile is used to compare the organizational cultures of Kolkata's best hotels in this study, which examines employee happiness and dedication.

Organizations are increasingly putting great emphasis on reducing employee attrition as a means of enhancing their capacity to function, grow, and improve. In order to increase overall performance and save money, HR managers have a big challenge: retaining their most valuable employees.

Literature Review

Soni and Rawal (2014) found that hotel workers are under a great deal of stress due to a variety of factors, including extended work hours, physical and emotional pressure from superiors, an unpredictable workload, and an often changing duty roster. Employees under the age of 30 are particularly affected by this. Again, this has a negative impact on the employee's private life. Personal issues might have an impact on a worker's productivity in the workplace. The researchers studied the working conditions in the hotels in Udaipur. Employees at a hotel were polled on their work-life balance, including things like self-management, technological management, time management, stress management, and leisure management, to see how they felt about it. Researchers advocated an open, flexible, and transparent work environment that allows for job enrichment.

Employee job satisfaction in the hospitality and tourism industry has been thoroughly investigated by Kong et al. (2018). The researchers looked at trade journal articles to find the predictors of job satisfaction. The elements were broken down into four categories: organizational, individual, social, and psychological. The most important factors for an individual are education, knowledge, and ability. Organizational elements that influence job satisfaction include culture, policies, and employee perceptions of support. Managerial assistance for employees' families and the community is a key social indicator of job happiness. Work-life balance is essential. Stress and burnout at work are the psychological factors

that have an effect on job satisfaction.

According to Glisson et al. (2002), organizational culture has a direct impact on employees' work attitudes, job satisfaction, and organizational loyalty. Organizational culture has an impact on service quality and employee turnover intentions. In the workplace, Parker et al. (2003) found a connection between employee productivity and motivation and the atmosphere of the firm.

Twenty-one of the Fortune magazine's 100 best places to work were the focus of Hinkin and Tracey's (2010) research. Four of these businesses are in the hospitality sector, while the others are in the grocery and healthcare sectors, which have many of the same human resources challenges as the hotel sector, such as long work hours, high attrition rates, and poor pay scales. In order to be a preferred workplace for employees, these organizations employ innovative human resource practices that emphasize the value of human beings and flexible scheduling; employee-oriented training programs; innovative staffing practices; and transparent policies regarding performance-based compensation that are reflective of the organization's values. These organizations' benchmarks can serve as a guide for other hotel and restaurant companies.

The OCTAPACE profile was used by Agarwal and Tyagi (2010) to examine the types of organizational values that people in various industries of India practice and experience. It was discovered that the cultures of various industries differ greatly. In comparison to the service and manufacturing sectors, authenticity & autonomy are accorded higher weight in consulting. In the IT/ITES sector, confrontation and openness are more highly regarded. As a rule of thumb, collaboration is more prevalent in the manufacturing sector. Comparing the private and public sectors, it was discovered that the former had higher levels of transparency and trust. According to the findings of the research, employees with

professional qualifications place a higher importance on Confrontation, Autonomy, and Authenticity than do those without.

It was found by Jafri (2012) that the OCTAPACE culture had an impact on employee dedication to the company. Public sector personnel in Bhutan were surveyed using a standardized questionnaire that included the factors of interest. Results showed that OCTAPACE Culture has a substantial impact on employees' dedication to their company. All eight elements of the OCTAPACE Culture have varied implications on employee commitment to the organization, according to the study.

Muppuri (2019) investigated the mediating influence of OCTAPACE culture on hotel employees' perceptions of their job contentment. According to the study, hotel workers' perceptions of job satisfaction while working in those hotels were examined. Trust, Autonomy, and Collaboration were the most highly rated values by employees in the survey, which looked at the perceptions of all eight values. Job satisfaction is also influenced by the other five qualities, according to the study. Overall, the study found that the OCTAPACE culture had a considerable impact on employees' perceptions of job satisfaction.

An analysis of more than 30000 publications on OCTAPACE culture published in Scopus and Web of Science between 2005 and 2020 has been conducted by Shastri et al. (2021). Researchers in the field of OCTAPACE culture can greatly benefit from the systematic examination of parameters such as authorship, number of articles, year-by-year publications, and territory-by-territory publications. According to the researchers, the subject has been receiving increasing attention over the past few years, with the most recent year seeing the most articles on it.

Objectives of the Study

- To identify OCTAPACE culture in selected luxury hotels.
- To identify the relationship between OCTAPACE culture and job satisfaction.

Hypotheses

H_{o1} : There is no significant cause and effect relationship among OCTAPACE culture and job satisfaction in selected luxury hotels of Kolkata

Research Methodology

The work satisfaction level of employees in turn depends upon the company culture. Hence, the purpose of the current study is to analyse the influence of organisational culture on the behaviour and work satisfaction of the hotel employees. A link is sought to be formed between the prevalent organisational culture and how the workers feel about their employment in the current company.

Sampling Procedure and Sample Size:

Purposive sampling was used to collect the primary data. Initially 15 luxury hotels were visited to collect the data and employees were contacted and requested to provide the data but less than 5% responded on request. Later on snow-ball sampling technique was used to collect the data in it the reference of the employee was collected and then asked to provide the information and give new references. This snow-ball technique helped me a lot and saved my resources too. More than 900 respondents from fifteen hotels were contacted and only 385 of them responded.

Data Collection Method & Tool:

In present study the primary data was collected from the employees of selected luxury hotels of Kolkata. Survey method was used to collect the primary data. Due to Covid-19 restrictions it was difficult to interact with employees so Google

Form was designed to collect the data in online mode. The structured schedule (Google Form) was given to the employees with the request to rate the questions.

Data Analysis

Table 1 : Demographic Profile of the Respondents-I

	Particulars	No. of Respondents	Percentage	Cumulative
Gender	Male	322	83.6364	83.636
	Female	63	16.3636	100.000
Marital status	Unmarried	147	38.1818	38.182
	Married	238	61.8182	100.000
Educational Status	Up to 12 th	93	24.1558	24.156
	Under Graduation	174	45.1948	69.351
	Post-Graduation	84	21.8182	91.169
	Professional	34	8.8312	100.000
Age	Less than 25years	138	35.8442	35.844
	26-35 years	118	30.6494	66.494
	36-45 years	73	18.9610	85.455
	46-55 years	38	9.8701	95.325
	Above 55 years	18	4.6753	100.000

Table 2 : Demographic Profile of the Respondents-II

	Particulars	No. of Respondents	Percentage	Cumulative
Department	Front Office	45	11.6883	11.688
	Food & Beverage	76	19.7403	31.429
	Housekeeping	145	37.6623	69.091
	HRM & Training	18	4.6753	73.766
	Kitchen & Bakery	68	17.6623	91.429
	Others	33	8.5714	100.000
Duration of job in current organization	Less than 1 Years	61	15.8442	15.844
	1 - 3 Years	164	42.5974	58.442
	3 - 5 Years	64	16.6234	75.065
	5 - 10 Years	52	13.5065	88.571
	More than 10 Years	44	11.4286	100.000
Total job experience	Less than 1 Years	58	15.0649	15.065
	1 - 3 Years	74	19.2208	34.286
	3 - 5 Years	112	29.0909	63.377
	5 - 10 Years	68	17.6623	81.039
	More than 10 Years	73	18.9610	100.000

Table 3 : Demographic Profile of the Respondents-III

	Particulars	No. of Respondents	Percentage	Cumulative
Level of management	Entry level	202	52.4675	52.468
	Supervisory level	127	32.9870	85.455
	Managerial level	48	12.4675	97.922
	Corporate level	8	2.0779	100.000

The table no I, II and III clearly depicts the demographic, economic and social profile of the respondents in numbers and percentage both.

This part of the data analysis clearly outlines the economic, social and demographic profile of the respondents. The employee's perception changes with their profile so it is necessary to know the set of the respondents.

This kind of grouping helps us to understand the specific needs of the subset. Luxury Hotels need to discriminate themselves via culture, values and job satisfaction.

Scoring “The items marked with an asterisk are first reversed so that 4 becomes 1, 3 becomes 2, 2 becomes 3 and 1 becomes 4. This makes all items unidirectional. The rows are then added. The eight rows represent the eight aspects (OCTAPACE) in the same order. The scores on each aspect range from 5 to 20. In a group, participants can themselves score their completed answer sheets.”
 “Openness: 1, 9, 17, 25*, 33” / “Confrontation: 2, 10, 18, 26*, 34” / “Trust: 3, 11, 19, 27, 35*”
 “Authenticity: 4, 12*, 20, 28*, 36” / “Pro-action: 5, 13, 21, 29, 37” / “Autonomy: 6, 14*, 22*, 30*, 38” /
 “Collaboration: 7, 15, 23*, 31*, 39” /
 “Experimentation: 8, 16, 24, 32, 40*”

Table 4 : OCTAPACE Variables and their Codes-I

S. No.	Variables (Statement)	Code
1	"Free interaction among employees, each respecting others, feelings, competence and sense of judgment."	OP-1
2	"Facing and not shying away from problems."	CN-1
3	"Offering moral support and help to employees and colleagues in a crisis."	TR-1
4	"Congruity between feelings and expressed behaviour (minimum gap between what people say and do).	AH-1
5	"Preventive action on most matters."	PR-1
6	"Taking independent action relating to their jobs."	AO-1
7	"Team work and team spirit."	CO-1
8	"Trying out innovative ways of solving problems."	EX-1
9	"Genuine sharing of information, feelings and thoughts in meetings."	OP-2
10	"Going deeper rather than doing surface-level analysis of interpersonal problems."	CN-2
11	"Interpersonal contact and support among people."	TR-2
12	"Tactfulness, smartness and even a little manipulation to get things done."	AH-2
13	"Seniors encouraging their subordinates to think about their development and take action in that direction."	PR-2

14	"Close supervision of, and directing employees on, action."	AO-2
15	"Accepting and appreciating help offered by others."	CO-2
16	"Encouraging employees to take a fresh look at how things are done."	EX-2
17	"Free discussion and communication between seniors and subordinates."	OP-3
18	"Facing challenges inherent in the work situation."	CN-3
19	"Confiding in seniors without fear that they will misuse the trust."	TR-3
20	"Owning up to mistakes."	AH-3
21	"Considering both positive and negative aspects before taking action."	PR-3
22	"Obeying and checking with seniors rather than acting on your own."	AO-3
23	"Performing immediate tasks rather than being concerned about large organizational goals."	CO-3
24	"Making genuine attempts to change behaviour on the basis of feedback."	EX-3
25	"Effective managers put a lid on their feelings."	OP-4
26	"Pass the buck tactfully when there is a problem."	CN-4

Table 5 : OCTAPACE Variables and their Codes-II

S. No.	Variables (Statement)	Code
27	"Trust begets trust."	TR-4
28	"Telling a polite lie is preferable to telling the unpleasant truth."	AH-4
29	"Prevention is better than cure."	PR-4
30	"Freedom to employees breeds indiscipline."	AO-4
31	"Usually, emphasis on team work dilutes individual accountability."	CO-4
32	"Thinking out and doing new things tones up the organization's vitality."	EX-4

33	"Free and frank communication between various levels helps in solving problems."	OP-5
34	"Surfacing problems is not enough; we should find the solutions."	CN-5
35	"When the chips are down you have to fend for yourself (people cannot rely on others in times of crisis)."	TR-5
36	"People generally are what they appear to be."	AH-5
37	"A stitch in time saves nine."	PR-5
38	"A good way to motivate employees is to give them autonomy to plan their work."	AO-5
39	"Employees' involvement in developing an organization's mission and goals contributes to productivity."	CO-5
40	"In today's competitive situation consolidation and stability are more important than experimentation."	EX-5

Table 6 : Job Satisfaction Variables and their Codes

S. No.	Variables (Statement)	Code
1	"Satisfied with wages and salaries."	SAT-1
2	"Satisfied with employee benefits."	SAT-2
3	"Satisfied with other perks and bonuses."	SAT-3
4	"Satisfied with work load vs. compensation balance."	SAT-4
5	"Satisfied with working hour vs. compensation balance."	SAT-5
6	"Satisfied with work environment."	SAT-6
7	"Satisfied with individual growth opportunity in your job."	SAT-7
8	"Satisfied with job security in your hotel."	SAT-8
9	"Satisfied with the use of technology."	SAT-9
10	"Satisfied with the equipment and machines used."	SAT-10

11	"Satisfied with the communication among colleagues, subordinates and superiors."	SAT-11
12	"Satisfied with the communication system of hotel guests."	SAT-12
13	"Satisfied with the training facility."	SAT-13
14	"Managers have effective leadership qualities."	SAT-14
15	"Employees have clear understanding of business direction."	SAT-15

Table 7 : OCTAPACE Dimension and their individual Scores

OCTAPACE Dimension	Lowest Score	Highest Score	Range
Openness	12	19	7
Confrontation	10	17	7
Trust	12	18	6
Authenticity	10	17	7
Pro -action	16	20	4
Autonomy	9	17	8
Collaboration	13	18	5
Experimentation	11	19	8

Table 8 : OCTAPACE Dimensions and their Mean and Rank

Sl. No.	OCTAPACE Dimension	Code	Mean	Rank
1	Openness	OP	2.75885	6
2	Confrontation	CN	2.55885	8

3	Trust	TR	2.93885	5
4	Authenticity	AH	3.19885	2
5	Pro - action	PR	2.74885	7
6	Autonomy	AO	3.19885	2
7	Collaboration	CO	3.23885	1
8	Experimentation	EX	3.09885	4

The above data clearly indicates that there is widely shared belief in collaboration followed by Autonomy and Authenticity. Next come Experimentation, which means there is scope of creativity. It can be seen that Trust and Openness is prevalent in the hotels. Pro-action is also perceived to be practiced in the hotels. From the result it is seen that Confrontation is not considered to be a good practice and staff members hardly raise question when there is something wrong.

The data analysis shows that there is cause and effect relationship among OCTAPACE culture and job satisfaction in selected luxury hotels of Kolkata as the significance level is 1.94E-76 which is less than 0.05. It can be inferred that there is significant cause and effect relationship among OCTAPACE culture and job satisfaction in selected luxury hotels of Kolkata

Table 9 : Summary Output Regression Statistics

Multiple R	0.788262							
R Square	0.621357							
Adjusted R Square	0.620284							
Standard Error	0.379617							
Observations	355							

ANOVA

	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	83.47889	83.47889	579.2768	1.94E-76			
Residual	384	50.87041	0.144109					
Total	385	134.3493						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	1.222335	0.145948	8.375125	1.32E-15	0.935297	1.509372	0.935297	1.509372
X Variable 1	0.744916	0.03095	24.06817	1.94E-76	0.684046	0.805786	0.684046	0.805786

Hyotheses Testing

H0 There is no significant cause and effect relationship among OCTAPACE culture and job satisfaction in selected luxury hotels of Kolkata

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Conclusions and Suggestions

From the data analysis of primary data and interaction with the employees it can be concluded that majority of the respondents are working for less than 3 years. Despite of COVID-19 disruptions in the industry the employees were also satisfied with their workplace.

The major findings of the research can be concluded as under:

1. Hotel employees under study perceive the presence of OCTAPACE culture in their respective organizations.
2. Collaboration, Autonomy and Authenticity are preferred qualities in the hotels.
3. There is an atmosphere of Experimentation, Trust and Openness in the hotels.
4. Confrontation is an area which should be improved in the hotels under study. From the results it can be assumed that employees don't object when there is any anomaly found in the system or operation
5. Although most of the employees wish to continue with their current employment, there are employees who are not keen on the same and some of the employees are not sure about

it. The HR must make considerable efforts to retain the competent employees by offering better work environment.

6. Low salaries and long working hours prevailed in the industry. Management must ensure adequate compensation to keep the employees happy in their life.
7. Elevated level of attrition reduces customer satisfaction and lowers the repute of the hotel. Management must consider the reputation of the hotels and care for the welfare of their staff.
8. Salary increment and reduced working hours are the commonly used measures to enhance job satisfaction.

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