

## **IMPACT OF OCTAPACE CULTURE AND TOTAL QUALITY MANAGEMENT PRACTICES IN HIGHER EDUCATION SECTOR**

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### **ABSTRACT**

The integration of OCTAPACE culture and Total Quality Management (TQM) practices has been shown to improve the effectiveness of higher education. OCTAPACE, which stands for Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration, and Experimentation, fosters a dynamic organizational culture that promotes innovation, teamwork, and continuous improvement. This synergy addresses challenges like quality assurance, stakeholder satisfaction, and institutional growth. The study highlights the importance of these frameworks in driving sustainable quality enhancement, improving student outcomes, and cultivating a resilient organizational ethos, emphasizing the need for strategic alignment of cultural values and quality practices. The objective of the study is to examine the highly influencing authorship work in examining the relationship between OCTAPACE culture and Total Quality Management in Higher education sector

**Key Words:** OCTAPACE culture, Education sector, Practices, Management, Organisational Culture.

### **INTRODUCTION**

The OCTAPACE culture, a conceptual framework introduced by Dr. Udai Pareek, consists of eight core values (Openness, Confrontation, Trust, Authenticity, Proactivity, Autonomy, Collaboration and Experimentation). This framework is intended to nurture a cohesive and innovative environment within organizations; thus, it holds particular significance in the education sector. In educational institutions, the OCTAPACE culture serves a transformative function by responding to the ever-evolving needs of stakeholders (including students, faculty, administrators and policymakers). By integrating these values, institutions can cultivate an atmosphere that is conducive to knowledge sharing, critical thinking and collaborative problem-solving.

Elements that are essential for promoting academic excellence and holistic development.

(i)**Openness** encourages transparency and facilitates the free exchange of ideas, enabling educators and students to communicate freely (without fear of judgment).

(ii)**Confrontation** on the other hand advocates for directly addressing challenges. This approach assists institutions in effectively resolving conflicts and enhancing processes. However, the implementation of such a culture can be challenging, because it requires commitment from all levels of the organization.

(iii)**Trust** establishes a bedrock of mutual respect among all stakeholders; this fortifies relationships and upholds institutional integrity.

(iv)**Authenticity** guarantees that individuals stay true and devoted to their roles, fostering credibility and ethical practices.

(v)**Proactivity** emphasizes forward-thinking strategies, enabling institutions to swiftly adapt to changes in the educational landscape.

(vi)**Autonomy** empowers individuals to assume ownership of their responsibilities, which boosts motivation and accountability.

(vii)**Collaboration** highlights the significance of teamwork in achieving shared goals, thus enhancing the overall institutional climate.

(viii)**Experimentation** encourages a culture of innovation, enabling institutions to explore new teaching methodologies, technologies and operational strategies.

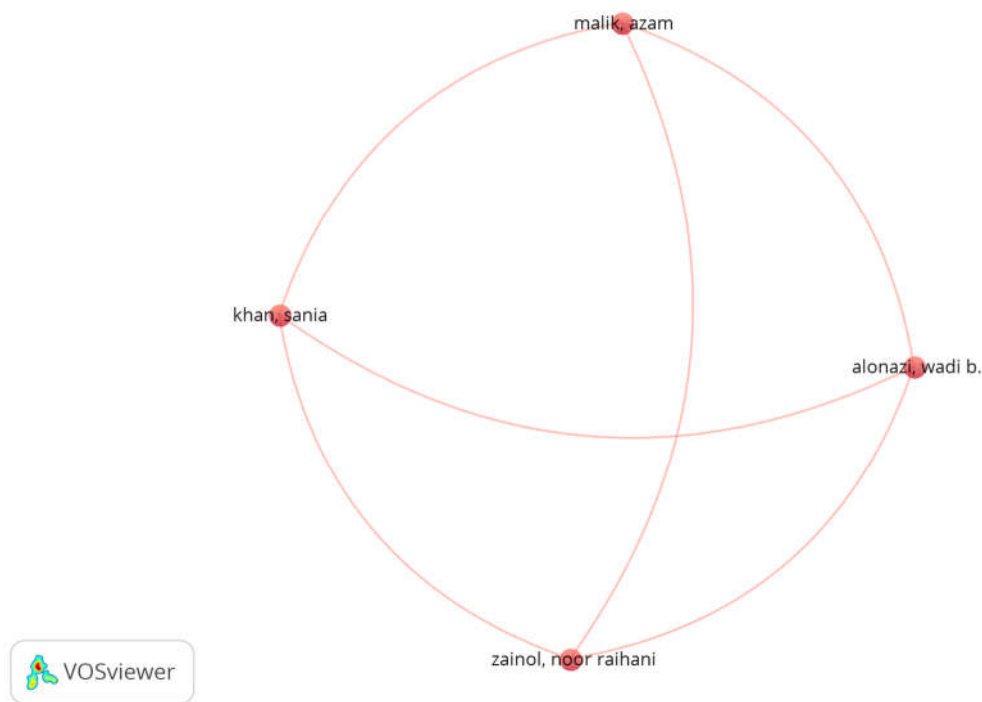
The integration of OCTAPACE culture can greatly enhance educational institutions' capacity to deliver quality education. This alignment with broader objectives—academic excellence, inclusivity and sustainability—ultimately contributes to the development of empowered learners and educators.

## METHODOLOGY

The study has used descriptive approach and executed its research through VosViewer(Visualization of Similarities).The research to bring out effective results correlation to its objectives has used VosViewer(Visualization of Similarities). VOSviewer is a free and open-source software tool for creating and visualizing bibliometric networks. Bibliometric networks are maps of the relationships between different items in a body of scientific literature, such as publications, authors, journals, and keywords. VOSviewer can also be used to identify emerging trends and new research areas. The study has used Dimensions platform to extract the relevant literature needed for Bibliometric networks to be executed through VosViewer. The software has extracted the entire review and presented three types of Visualisations

(i)**Network Visualization:** It represents the highly influencing variables and the interlinkage between the variables among extracted variables from various referred reviews. A Map is created based on Bibliographic Data which creates Co-authorship, Keyword occurrence, citation and co-citation. It takes data from Scopus, web of science, Dimensions

**Fig 1 : Figure showing Network Visualisation**



**Table 1: Table showing Authorship Link**

Item	Cluster	Link	Total strength	Document
Khan, Sania	1	3	3	1
Alonazi Wadi	1	3	3	1
Malik, Azam	1	3	3	1
Zainol, Noorrahani	1	3	3	1

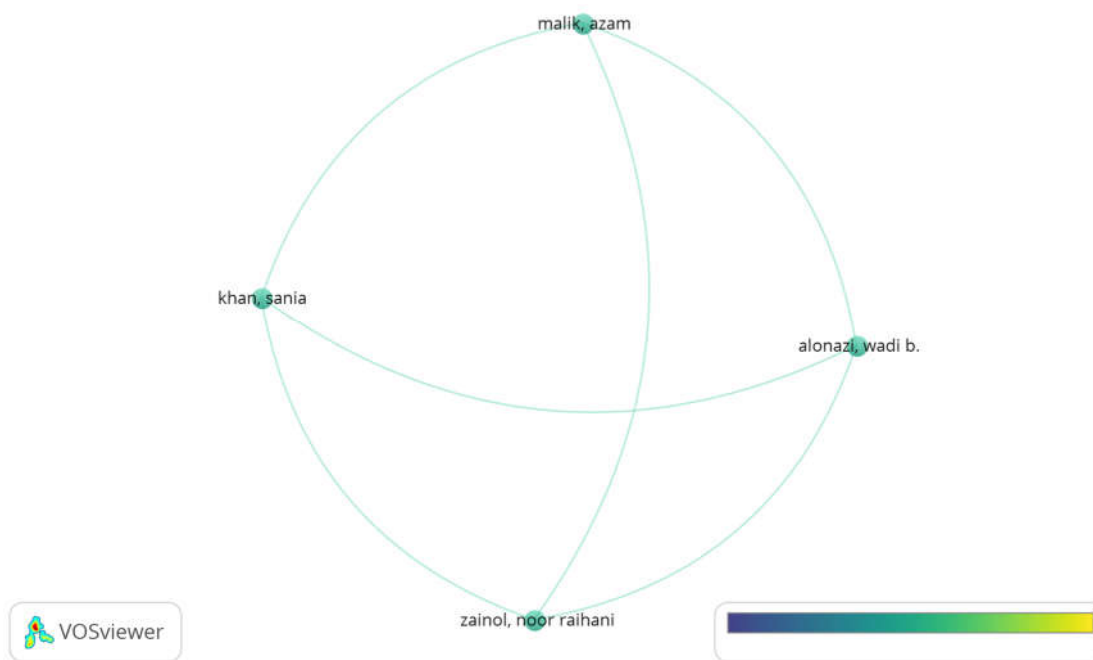
Out of 1009 reviews the most interconnected reviews with all concepts related to influencing of linkage between OCTAPACE culture and TQM reviews were presented in the publications of the authors mentioned in Table 1.

**(ii)Overlay Visualisation**

**Overlay Visualization:** It shows the predominant variables its linkage with other authors and the publication year.

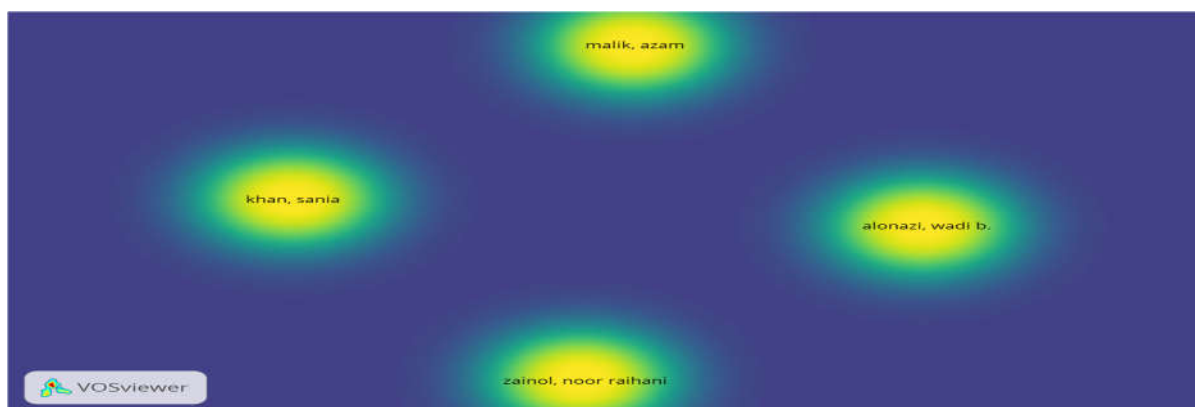
**Table 2: Table showing average Publication year**

Item	Cluster	Link	Total strength	Document	Avg Pub year
Khan, Sania	1	3	3	1	2023
Alonazi Wadi	1	3	3	1	2023
Malik, Azam	1	3	3	1	2023
Zainol, Noorrahani	1	3	3	1	2023



**Fig 2 : Figure showing Overlay Visualisation**

(iii)**Density visualisation:** It shows the volume of relationship between each variable. The variables with high density are large in size and font and are most impactful author influencing TQM and OCTAPACE Culture and vice-versa.



## **FINDINGS**

- The study has observed that there requires a strong research linkage between TQM and OCTAPACE culture.
- The average publication period is during the year 2023.

## **SUGGESTIONS**

- More research should be focussed on individual elements of TQM with individual elements of OCTAPACE culture.
- The research should be executed with the service and manufacturing sectors
- Comparison between hard and soft elements of TQM with core OCTAPACE elements.

## **CONCLUSION**

The amalgamation of OCTAPACE culture and Total Quality Management (TQM) practices offers a transformative pathway for institutions that are (endeavoring) to attain excellence in the educational domain. By adopting these practices, educational institutions can not only improve academic results but also (cultivate) resilient, adaptive and inclusive organizational ecosystems. This alignment boosts stakeholder engagement, fosters innovation and ensures sustainable institutional growth. Although the education sector faces multifaceted challenges, the combination of OCTAPACE and TQM offers a solid foundation for driving systemic improvements, nurturing excellence and equipping students and educators to navigate the demands of a dynamic, interconnected world.

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