

# **INTERNATIONAL RESEARCH JOURNAL OF MANAGEMENT SOCIOLOGY & HUMANITIES**



**ISSN 2277 – 9809 (online)**

**ISSN 2348 - 9359 (Print)**

*An Internationally Indexed Peer Reviewed & Refereed Journal*

[www.IRJMSH.com](http://www.IRJMSH.com)  
[www.isarasolutions.com](http://www.isarasolutions.com)

Published by iSaRa Solutions

## **Exploring gender-based differences in OCTAPACE perceptions: a cross-cultural workplace perspective**

**Dr. Namrata Anand**

Assistant Professor

Department of Management

Shivalik College of engineering, Dehradun

Zip code: 248001

Email: namrata.anand@shivalikcollege.edu.in

**Ms. Anshika Srivastava**

Assistant Professor

Department of Management

Shivalik College of engineering, Dehradun

Zip code: 248001

Email: anshika.srivastava@shivalikcollege.edu.in

**Mr. Kishan Kumar Mishra**

Assistant Professor

Department of Management

Shivalik College of engineering, Dehradun

Email: kishan.mishra@sips.co.in

### ***Abstract:***

This study aims to examine the gender-wise differences among employees about their values and perception towards Indian organisational culture in cross-cultural setting. Also, the study attempts to find the correlation between two sets of respondents (male-female) and Organisational ethos at workplace. This study has adopted Lewis's model of Cross-cultural communication and Udai pareek's OCTAPACE model to study cross-cultural behaviour of employees and organisational work culture respectively. This research is exploratory in nature where primary data has been collected through a survey conducted among IT (Information & Technology) employees across the country India. The findings reveal that there are significant differences among male and female employees and their perceptions towards OCTAPACE dimensions (Openness, confrontation, trust, autonomy, pro-action, authenticity, collaboration, and experimentation). This study categorizes, integrates, and extends the findings from current research to a meaningful structure. This research is helpful for managers and leaders to understand their employees' individual cultural identity and its importance in their respective organisations, thereby helping in achieving desirable organisational outcomes.

**Keywords:** cross-cultural behaviour, linear-active, multi-active, reactive, OCTAPACE, organisational culture, cultural diversity, diversity and inclusion, gender.

### ***1. Introduction***

After independence in 1947, government emphasised on the development of economy to solve the pertaining issues. India adopted Russians' concept of 'Five-year planning' where a greater emphasis was given to public sector but after a span of time, huge losses were observed and to cope up with those losses, government introduced LPG policy in the early 1991. With the implementation of LPG (Liberalisation, Privatisation, and globalisation), trading became more liberal and progressive across the country. Liberalisation enabled foreign players to enter the market and compete with domestic firms; on the other hand, globalisation integrated global economies, markets, cultures, and policies. The term culture has gained several definitions and comprehension over the course of time. However, it is commonly used to describe the concept of 'organisational culture', 'art and culture', as well as 'cross-culture organisational behaviour'. It represents an abstract entity that suggests a set of norms, values, and patterns of behaviour caused by human activities (Pauluzzo & Shen, 2018). Indian organisations are known for its diverse workforce, most of the multinational companies get attracted to India because of its diverse markets. These organisations make efforts to fill the skill gap by including various cultural groups so that they can derive the benefits of diversified workforce as business case (Meena, 2015).

Previously, organisations employed those who belong to the same community, culture, caste or creed, as the promoter or top management of the organisation. But recently, a change has been observed in Indian organisations regarding this. Now, culture and diversity has gained much attention in the business world that has changed the whole game. Subsequently, companies have been concentrating on managing diversified workforce and promoting culture to manage a diverse workforce (Garg & Ganesh, 2018). Workforce diversity has an immense importance in business world in today's era as it has a direct relation with the employees and organisational performance. Diversity and inclusion are viewed as an imperative condition for a successful business across the globe (Maqsoom et al., 2020). Organisations have been facing challenges in managing diversity at workplace due to the increased mobility and interaction of people from diverse background. With the improvement in economic and political system, people have started recognising their human rights and hence it has become challenging for organisations to manage diversity at workplace (Henry & Evans, 2007).

Diversity among workforce brings heterogeneity at workplace that needs to be appreciated, nurtured and cultivated to increase organisational effectiveness in this competitive world (Henry & Evans, 2007). The work culture of an organisation becomes more enjoyable and energetic when members are identified with their individual cultural identity. This helps in the upliftment of productivity of team, openness among team members and sharing of ideas and information (Agrawal & Tyagi, 2010). Koh and Boo (2001) discovered three measures of organisational culture that positively associate with employees' commitment: top management support, ethical behaviour and career success. According to the cultural studies related to organisation, diversity has been given an utmost importance at workplace but managers are facing challenges in managing the diversified workforce on various cases. Since there are limited researches on cross-cultural behaviour and its relationship with organisational culture, this study illuminates the connection

between these two variables. This research empirically examines the distinct cross-cultural behaviour of employees by adopting Lewis model of cross-cultural communication and its relation with organisational ethos as per the Pareek's OCTAPACE model in IT (Information & Technology) sector. The reason behind selecting this sector is to attain maximum diversified data to achieve accurate findings that can contribute in further studies.

## **2. Literature Review**

This study focuses on cross-cultural behaviour of employees at work that may affect an organisational culture. There are limited studies on organisational culture, cross-cultural behaviour and their relationship. The current study is an attempt to fill this research gap and contribute in the comprehension of cross-cultural behaviour and its relation with organisational culture.

### **2.1. Cross-cultural behaviour**

With the continuous evolution of internet, social media and technology, it has become very easy for people to connect globally. In today's era, countries are mixed with the multitude of culture, ethnicities and cultural entities through social media networking (Ramsahai, 2021). Culture explains the way people spend their life that exhibits unique meanings and values. It is a collective programming of the mind that differentiates a person from one group to another group (Sumathi et al., 2018). India is a country where multiple religion, culture, languages and ethnicity exists. In global world, the mass influx of migrants and refugees have impacted the ethnic, cultural and socio-demographic landscapes of most of the countries. Due to which, it has become very difficult for scientists, entrepreneurs, World leaders, Universities, and directors of HRM to deal with the diversity of culture in order to embrace and promote the citizenship of people in their own nation-state (Ramsahai, 2021). Since India comprises of different cultures and continuously undergoing changes, it is almost impossible to perform cultural analyses of individual. Hofstede conducted cultural analyses based on national culture that was typified as western where five cultural dimensions were introduced, later on, one more dimension was added to it. On the contrary, Lewis offered a cross-cultural perspective from a social-constructivist viewpoint. According to Lewis, the nature of culture is dynamic and can be analysed on the basis of individual, family and community, rather than so called "national culture" (Ramsahai, 2021). Lewis defined national culture as an abstract derived from diverse local cultural forms, practices and activities that represents a country or nation. For instance, two people belonging to same village and ethnic group can represent different cultural pattern or behaviour. This happens because everyone undergoes cross-cultural and transnational changes in their own way (Ramsahai, 2021). The Lewis cultural model represents the social-constructivist approach which has an immense importance in today's corporate, Anthropological, Sociological, Political, Economic and Linguistic research. Lewis developed three typologies to understand human behaviour: Linear-active, multi-active and reactive specifically to understand employees' behaviour at workplace so that composition of team and selection of new employee become easy and effective.

#### **2.1.1. Linear-active:**

Linear-active people are those who are highly organised, task-oriented, and do one task at a time. They made logical arguments and make sure that rules and regulations are followed (Ramsahai,

2021). Germans are found to be linear-active as they are known for their highly-organised and task-oriented nature. They prefer to complete action chains by doing one thing at a time according to the linear agenda (Lewis, 2019). Linear-active is also considered as data-oriented culture, it is a culture where people gather data through database sources and prints. People in this category relies on written data more and prefer verbal communication less (Nizam, 2016).

***Multi-active:***

Multi-active people are emotional and impulsive in nature, they prioritise their family and relationship above all (Ramsahai, 2021). They are multi-tasking, loquacious and poor follower of an agenda ; Latins are found to be multi-active in nature in global context (Lewis, 2019). This culture is also considered as dialogue-oriented culture, where people trust face to face communication and prefers direct contact to gather information. People of this category are also named as high-context cultural group where verbal communication is emphasized and networking is given utmost importance (Nizam, 2016).

***2.1.2. Reactive:***

Reactive people are polite and attentive in nature, they rarely initiate any action or discussion; instead, they prefer to listen and react accordingly (Ramsahai, 2021). As per the Lewis' study, Asians are reactive in nature, people of this category are good listener and establish their opinion after listening to others (Lewis, 2019). They never interrupt in between any conversation, and try to understand their partner. They don't take any hasty actions, rather they prefer to stay calm and understand the situation before taking any action (Nizam, 2016).

***2.2. Why Lewis's cross-cultural assessment is important?***

Cultural assessment is an excellent tool to manage change process within companies, especially when diversity and inclusion is introduced within a company as a philosophy. This tool helps in understanding employees when group of employees deny to accept the importance of diversity. Further, it helps in introducing, mobilising and progressing diversity within a company; managers can select new employees, manage team compositions, monitor quality from a distance, and handle effective globalisation through cultural understanding (Ramsahai, 2021). Today's world is dynamic in nature full of human movement, influence, change and awareness about diversity and social inclusion. It is impossible to use Hofstede's homogeneous nation-side based cultural model to understand the dynamics of culture. The Lewis's model helps to identify and comprehend the diverse range of cultural identities and practices that forms a cultural profile of an individual, family, community or society at large. This approach can be used in the corporate and business world effectively (Ramsahai, 2021):

- i. As a tool to introduce and promote change
- ii. For selection of new entry of employee, their mobility and promotion
- iii. For managing and composing team
- iv. To foresee modern leaders of 21<sup>st</sup> century
- v. To promote team collaboration and avoid clashes
- vi. To promote effective globalisation

### **2.3. Organisational Culture**

Organisational culture has an immense importance due to its impact on employee performance and satisfaction. Understanding organisational culture has helped organisations to develop strong corporate identity, also it has helped in increasing organisational effectiveness and its development. Organisational culture is the set of values, beliefs, assumptions and norms that are created and shared by the members of an organisation. Culture represents a symbolic side of an organisation, it shows the thought process and human behaviour in the system (Wani, 2013). The dawn of globalisation created enormous opportunities of growth, expansion, image building and profit maximization on the horizon of trade and commerce. Simultaneously, it also resulted in outbreak of serious threats to the organisations survival especially in the countries that were either developed or developing. In such situation, Organisations started searching for influential strategies which could provide them a source of survival, means of growth and the most important, a power to win over the potential competitors (Mufeed & Gurkoo, 2007).

Organisational culture and strong ethos help a company in attaining competitive advantage because the way it contributes value to its product and services is hard to replace or imitate. Organisational culture is not a monolithic value structure which means it is not necessary that organisation share the same perception, it might have a dominant culture or sub-cultures (Sanaria & Singh, 2019). The present study has adopted Dr. Udai Pareek's OCTAPACE model to understand organisational culture and its association with cross-cultural behaviour of employees. Organisational culture comprises of ethics, values, beliefs, environment and culture. OCTAPACE is a 4-point scale developed by Pareek (2007) consisting of 40 distinct subject tools that covers eight significances.

OCTAPACE = OCTA (Eight) + PACE (Step).

These 8 steps create an organisational culture. An OCTAPACE culture has the highest possibility of achieving high level of involvement, satisfaction, teamwork growth, smooth communication, and desirable collaboration of leadership in an organisation (Jain & Ahuja, 2020).

OCTAPACE culture comprises of eight values Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimentation (Jafri, 2012).

**Openness:** Employees feel free to share their ideas and suggestions, they are willing to take risk and to experiment with their new ideas and strategies (Kashive, 2013). With openness, employees can spontaneously express their feelings and receive feedback without defensiveness (Bhalla & Nazneen, 2014).

**Confrontation:** This value reflects courage, it shows the extent to which employees can face challenges and accept their mistakes (Sanaria & Singh, 2019). It deals with the employees ability to work with concerned party to find its solution rather than shying away from problems (Jain & Ahuja, 2020).

**Trust:** It deals with the extent to which employees have mutual faith on managers and other employees regarding their work, sharing of information, and interpersonal relation (Jafri, 2012). It deals with employee involvement, compatible environment, and supportive team members (Sanaria & Singh, 2019).

**Authenticity:** It deals with the extent to which employee is real and genuine with other employees and their managers (Jafri, 2012). It refers to the employee's willingness of accepting his/her feelings for others and acknowledging them. Authenticity is the value underlying trust (Sanaria & Singh, 2019).

**Pro-action:** this deals with employee's ability of preplanning or acting in advance when there is any expected foreseen threat to the business (Wani, 2013). It shows the extent to which employees are action-oriented, willing to take initiative and represents proactiveness at work (Sanaria & Singh, 2019).

**Autonomy:** It deals with the employee's freedom and willingness to use power without any fear (Wani, 2013). In this culture, employees have freedom to act independently within the boundaries of their job role (Kashive, 2013).

**Collaboration:** it deals with the employee's team spirit, their concerns with one another with respect to preparing strategies, planning chain of actions and implementing them together (Kashive, 2013). This value deals with the extent to which employees work together and help each other for common cause (Bhalla & Nazneen, 2014).

**Experimentation:** This value emphasises on the importance of innovation and employee's willingness to try out new things to deal with problems in organisation (Jain & Ahuja, 2020). It helps in encouraging the creativity of employees and their readiness to initiate and implement new ideas (Bhalla & Nazneen, 2014).

### **Methodology**

India is a country with multiple culture, customs, religion, and language where a person differs from other in various ways such as their way of acting, thinking and resolving problems. The current study deals with cultural behaviour of employees and to study the diverse culture, we need to target companies which have maximum diversified workforce. As per the news headlines of Hindustan Times (2023), Indian companies are embracing diversity and inclusion policies and providing training, sensitization, and education to their employees to handle and promote diversity at workplace. IT (Information & Technology) companies like Concentrix, Wipro, Infosys, and many more Infosys have observed a positive change after adopting diversity at the workplace in terms of productivity and profitability. This study examines the differences of opinions among males and females about Organisational ethos and the relation between these two sets of respondents and OCTAPACE dimensions.

### **Hypothesis**

H<sub>1</sub>: There exists gender-wise differences among linear-active employees towards OCTAPACE culture.

H<sub>2</sub>: There exists gender-wise differences among multi-active employees towards OCTAPACE culture.

H<sub>3</sub>: There exists gender-wise differences among reactive employees towards OCTAPACE culture.

### **Data Collection**

This study is exploratory in nature where primary data has been collected through google forms. We have targeted respondents from IT companies located in 4 different zones of country namely

North, South, East and West. The study utilizes Dr. Udai. Pareek's OCTAPACE model to study organisational culture at workplace and Richard. Lewis's Model of cross-cultural communication to identify employee's behaviour at workplace. The structured questionnaire has been used here to study OCTAPACE given by Pareek (2006). To identify the cross-cultural behaviour of employees, a scale was developed based on standard characteristics laid down by Lewis under the guidance of area experts and supervisor. The sample size was determined by using Cochran's formula (1963), according to which 465 sample would be adequate to draw the conclusions. However, we targeted 600 respondents among which 581 responses were received. After the identification and classification of employees according to Lewis's typologies, 534 responses were used for further data analysis. The remaining 47 responses were mapped in the model because they exhibit combined traits of all the three categories which shows that an individual can get influenced by other layers of culture.

In OCTAPACE scale, there are 40 items with eight constructs each comprising five statements related to eight ethos of organisational culture, openness, confrontation, trust, authenticity, proaction, autonomy, collaboration, and experimentation. The reliability of the scale is 0.789 for OCTAPACE and 0.70 for Cross-cultural behaviour. Apart from 40 items of OCTAPACE, the questionnaire comprises of demographic section and cross-cultural behaviour section.

#### ***Data analysis***

The data analysis was carried out using MS Excel and SPSS. MS Excel was used for descriptive analysis of demographic profiles of respondents and scoring of OCTAPACE dimensions. The scoring was done according to the formula given by Pareek to determine the individual scores of all the eight dimensions. Independent samples 't' tests were used to test the differences between two sets of respondents (male and female) about their values towards openness, confrontation, trust, authenticity, proaction, autonomy, collaboration, and experimentation respectively. Also, correlation analysis was conducted to examine the correlation between gender and OCTAPACE dimensions.

#### ***Results and discussions***

The table (1) outlines various demographic characteristics, categorized by age, gender, religion, ethnicity, and educational qualifications, along with their respective percentages. In terms of age distribution, 68.6% of the population falls within the 20-30 age group, 21.8% are between 30-40, and only 0.4% are aged 40-50. Gender is split into 41% male and 59% female. When it comes to religion, the majority of the population identifies as Hindu (84%), while smaller portions identify as Muslim (6%), Punjabi (5%), Sikh (3%), and Christian (2%). The ethnic breakdown includes a variety of groups such as Bengali (7%), Gujarati (3%), and several others with smaller percentages. Educational qualifications reveal that 53% of the population has completed matriculation, 46% are graduates, and 1% hold postgraduate degrees. This demographic breakdown provides an overview of the population's composition in terms of key sociocultural and educational variables.

Table1: Demographic profile of the respondents

S.No.	Demographic characteristics	Category	%
1.	Age	20-30	68.6
		30-40	21.8
		40-50	0.4
2.	Gender	Male	41
		Female	59
3.	Religion	Hindu	84
		Muslim	6
		Punjabi	5
		Sikh	3
		Christian	2
4.	Ethnicity	Bengali	7
		Gujarati	3
		Hindi	64
		Kannad	1
		Karnatak	1
		Kashmiri	2
		Kumaoni	1
		Marathi	5
		Oriya	3
		Punjabi	9
		Sindhi	1
		Urdu	3
		5.	Educational Qualification
Graduate	53		
Post graduate	46		

Table 2 shows the classification of employee’s behaviour corresponding to their geographical zones. As per the table 2, we can conclude that employees from South-zone are linear active in nature, whereas employees from North zone are multi-active in nature and employees from West are Reactive in nature. Further, the table 2 shows that total 161 respondents belong to North zone including cities such as New Delhi, Chandigarh, Mohali, Jammu and many more. The South zone comprises of cities like Bengaluru, Chennai, Hyderabad, etc. and the total number of respondents from that zone are 182 which is maximum among all. Moving further, the total respondents from East zone including cities like Guwahati, Kolkata, and Patna are 86; whereas the respondents from West zone including cities like Mumbai, Pune, Ahmedabad, etc. are 105.

Table 2: Cross-cultural behaviour and geographical zones

		BEHAVIOUR			Total
		Linear-active	Multi-active	Reactive	
ZONES	East	15	28	43	86
	North	88	49	24	161
	South	120	28	34	182
	West	51	16	38	105
Total		274	121	139	534

Fig.1. is the diagrammatic representation of table 2, where linear-active, multi-active, and reactive employees are three extreme corners and geographical locations are dotted according to the derived data. The black dots represent those individuals who exhibit the mixed characteristics of all the three categories.

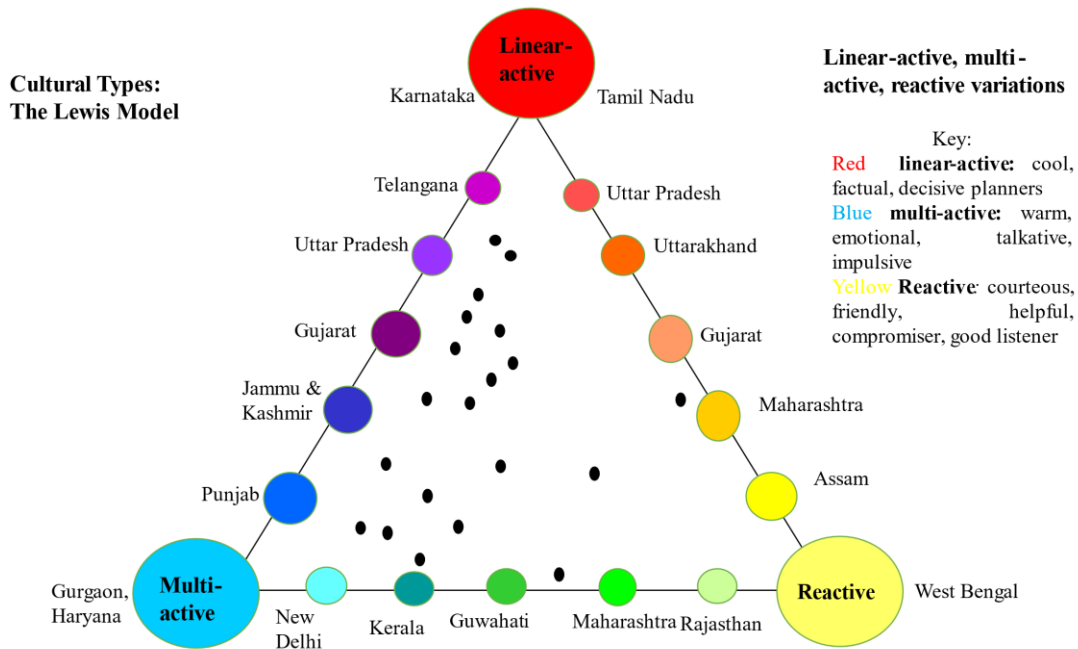


Fig.1. Cross-cultural Model in Indian context

Table 3 illustrates the mean, standard deviations, and intercorrelations among the linear-active variables. It can be seen from the table that geographical zones have significant and positive correlation with openness ( $r = 0.121$ ) which means that employees prefer such organisation where employees can freely interact and discuss things with each other irrespective of their different cultural backgrounds. Table 3 shows that gender has a significant and positive correlation with openness ( $r = 0.187$ ), authenticity ( $r = 0.162$ ), pro-action ( $r = 0.208$ ), and collaboration ( $r = 0.281$ ). These findings indicate that whether its male or female, employees have positive attitude towards openness, genuineness, pro-action, and team work culture of organisations. The intercorrelation between OCTAPACE values shows that openness has a significant and positive correlation with trust ( $r = 0.501$ ), authenticity ( $r = 0.331$ ), pro-action ( $r = 0.688$ ), collaboration ( $r = 0.665$ ), and

experimentation ( $r = 0.647$ ); confrontation have a significant and positive correlation with autonomy ( $r = 0.298$ ); trust has a significant and positive correlation with authenticity ( $r = 0.460$ ), pro-action ( $r = 0.578$ ), collaboration ( $r = 0.298$ ), and experimentation ( $r = 0.527$ ); authenticity has a positive correlation with pro-action ( $r = 0.596$ ), collaboration ( $r = 0.233$ ), and experimentation ( $r = 0.535$ ); pro-action shows a positive correlation with collaboration ( $r = 0.580$ ) and experimentation ( $r = 0.756$ ); collaboration shows a significant and positive correlation with experimentation ( $r = 0.419$ ). These findings conclude that a workplace with open culture empowers employees, build trust among employees and promote innovation and collaboration at work.

Table 4 shows the mean, SDs, and intercorrelation among multi-active variables. It can be seen from the table that there is a significant and positive correlation between geographical zones and trust ( $r = 0.239$ ) which implies that for multi-active employees, trust and interpersonal relationship is utmost important at workplace irrespective of the cultural differences among them. Gender shows a significant and positive correlation with pro-action ( $r = 0.251$ ), collaboration ( $r = 0.340$ ), and experimentation ( $r = 0.183$ ). Moving further to the intercorrelation among OCTAPACE values among multi-active employees, the table shows that openness has a significant and positive correlation with confrontation ( $r = 0.292$ ), trust ( $r = 0.614$ ), authenticity ( $r = 0.515$ ), pro-action ( $r = 0.763$ ), collaboration ( $r = 0.562$ ), and experimentation ( $r = 0.874$ ). Trust has a significant and positive correlation with authenticity ( $r = 0.597$ ), pro-action ( $r = 0.786$ ), collaboration ( $r = 0.503$ ), and experimentation ( $r = 0.703$ ); authenticity has a significant and positive correlation with pro-action ( $r = 0.634$ ), collaboration ( $r = 0.254$ ), and experimentation ( $r = 0.608$ ); pro-action has a significant and positive correlation with collaboration ( $r = 0.741$ ) and experimentation ( $r = 0.775$ ); collaboration has a positive correlation with experimentation ( $r = 0.574$ ). These findings validate that multi-active employee value interpersonal relationships most at the workplace; also, it concludes that all the eight values are somehow positively correlated with each other.

Table 5 illustrates the mean, SDs, and intercorrelation among reactive variables. It can be seen from the table that geographical zones have a significant and positive correlation with collaboration ( $r = 0.176$ ) and experimentation ( $r = 0.179$ ). Gender has a significant and positive association with openness ( $r = 0.181$ ); openness has a significant and positive correlation with trust ( $r = 0.599$ ), authenticity ( $r = 0.604$ ), pro-action ( $r = 0.616$ ), collaboration ( $r = 0.534$ ), and experimentation ( $r = 0.825$ ). Confrontation has a significant and positive association with autonomy ( $r = 0.593$ ); trust has a significant and positive correlation with authenticity ( $r = 0.532$ ), pro-action ( $r = 0.622$ ), collaboration ( $r = 0.567$ ), and experimentation ( $r = 0.713$ ). Authenticity has a significant and positive correlation with pro-action ( $r = 0.622$ ), collaboration ( $r = 0.325$ ), and experimentation ( $r = 0.560$ ); pro-action has a strong positive correlation with collaboration ( $r = 0.820$ ) and experimentation ( $r = 0.836$ ); collaboration and experimentation are positively correlated with each other ( $r = 0.686$ ). The intercorrelation between OCTAPACE values among reactive respondents reveal that collaboration and experimentation has a positive relation with other values which suggests that team work and innovation are the most effective values for reactive employees.

Table 3. Linear-active: Mean, standard deviations, and intercorrelation among variables in the study (N= 274)

		Mean	S.D	1	2	3	4	5	6	7	8	9
ZONES	p-value	2.11	1.055	1								
GENDER	p-value	1.58	0.494	-0.202*	1							
OPENNESS	p-value	16.97	1.372	0.121*	0.187*	1						
CONFRONTATION	p-value	15.12	1.220	-0.126*	0.063	-0.050	1					
TRUST	p-value	16.49	1.146	-0.049	0.057	0.501*	-0.106	1				
AUTHENTICITY	p-value	15.75	1.668	-0.052	0.162*	0.331*	-0.218*	0.460*	1			
PROACTION	p-value	18.89	1.459	0.091	0.208*	0.688*	-0.120*	0.578*	0.596**	1		
AUTONOMY	p-value	11.91	1.353	-0.139*	-0.279*	-0.499*	0.298*	-0.263*	-0.041	-0.365*	1	
COLLABORATION	p-value	15.68	1.555	0.021	0.281*	0.665*	-0.175*	0.298*	0.233**	0.580*	-0.656*	1
EXPERIMENTATION	p-value	16.50	1.110	0.051	0.113	0.647*	-0.063	0.527*	0.535**	0.756*	-0.163*	0.419*
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

that

Gender: Male = 1, Female = 2

Zone: North = 1, South = 2, East = 3, West = 4

Table 4. Multi-active: Mean, standard deviations, and intercorrelation among variables in the study (N= 121)

		Mean	S.D.	1	2	3	4	5	6	7	8	9
ZONES	p-value	2.09	1.080	1								
GENDER	p-value	1.60	0.491	-0.073	1							
OPENNESS	p-value	16.60	1.977	-0.135	0.108	1						
CONFRONTATION	p-value	14.78	1.214	-0.194*	-0.345*	0.292**	1					
TRUST	p-value	16.26	1.458	0.239**	0.178	0.614**	0.084	1				
AUTHENTICITY	p-value	15.57	1.774	-0.049	0.099	0.515**	0.133	0.597**	1			
PROACTION	p-value	18.45	2.053	0.019	0.251*	0.763**	0.120	0.786**	0.634**	1		
AUTONOMY	p-value	11.63	1.148	-0.181*	-0.264*	-0.203*	0.012	-0.231*	-0.079	-0.335*	1	
COLLABORATION	p-value	15.50	1.708	0.029	0.340*	0.562**	-0.122	0.503**	0.254**	0.741*	-0.626*	1
EXPERIMENTATION	p-value	16.02	1.873	-0.092	0.183*	0.874**	0.083	0.703**	0.608**	0.775*	-0.116	0.574*
*. Correlation is significant at the 0.05 level (2-tailed).												
**. Correlation is significant at the 0.01 level (2-tailed).												

Table 5. Reactive: Mean, standard deviations, and intercorrelation among variables in the study

		Mean	S.D.	1	2	3	4	5	6	7	8	9
ZONES	p-value	2.68	1.057	1								
GENDER	p-value	1.61	0.489	-0.142	1							
OPENNESS	p-value	16.91	1.828	0.192*	0.181*	1						
CONFRONTATION	p-value	15.08	1.450	-0.513*	0.105	-0.293*	1					
TRUST	p-value	16.22	1.673	0.163	0.071	0.599*	-0.282*	1				
AUTHENTICITY	p-value	15.45	1.612	0.021	-0.023	0.604*	-0.211*	0.532*	1			
PROACTION	p-value	18.59	2.226	0.163	-0.014	0.616*	-0.322*	0.677*	0.622*	1		
AUTONOMY	p-value	11.66	1.254	-0.377*	0.080	-0.471*	0.593*	-0.665*	-0.415*	-0.631*	1	
COLLABORATION	p-value	15.74	1.819	0.176*	0.049	0.534*	-0.421*	0.567*	0.325*	0.820*	-0.721*	1
EXPERIMENTATION	p-value	16.22	1.777	0.179*	0.122	0.825*	-0.305*	0.713*	0.560*	0.836*	-0.517*	0.686**
*. Correlation is significant at the 0.05 level (2-tailed).												
**. Correlation is significant at the 0.01 level (2-tailed).												

(N= 139)

Gender: Male = 1, Female = 2

Zone: North = 1, South = 2, East = 3, West = 4

*Linear-active: Gender and OCTAPACE culture*

Table 6 shows the ‘t’ tests between male and female belonging to linear-active category and their differences of values and perceptions towards OCTAPACE dimensions. From the table 6, we can see that p-value is less than our significance value ( $p < 0.05$ ) in openness, authenticity, pro-action,

autonomy, and collaboration. This implies that there is a significant difference of opinions and perception of males and females towards these dimensions of OCTAPACE.

Table 6: linear-active gender wise differences on OCTAPACE dimensions

	Gender	Mean	t-value	Sig.(two-tailed)
Openness	Female	16.67	-3.141	0.002
	Male	17.19		
Confrontation	Female	15.03	-1.047	0.296
	Male	15.18		
Trust	Female	16.41	-0.942	0.347
	Male	16.54		
Authenticity	Female	15.43	-2.707	0.007
	Male	15.98		
Proaction	Female	18.53	-3.508	0.001
	Male	19.14		
Autonomy	Female	12.35	4.789	0.000
	Male	11.58		
Collaboration	Female	15.17	-4.838	0.000
	Male	16.05		
Experimentation	Female	16.36	-1.874	0.062
	Male	16.61		

Male (N) = 115, Female (N) = 159

*Multi-active: Gender and culture*

Table 7 shows the ‘t’ tests between two sets of respondents and their values towards OCTAPACE dimensions of organisational work culture. In the table 6, we can see the p-value is less than our significance value ( $p < 0.05$ ) in confrontation, trust, pro-action, autonomy, collaboration and experimentation dimensions which implies that there is a significant difference among males and females towards these dimensions of OCTAPACE. On the contrary, there is no significant differences among males and females towards the remaining dimensions of OCTAPACE. The findings reveal that organisations have uniform culture and there is no difference in males and females regarding the open work culture and authenticity of employees at work. Further, the findings validates that there are gender differences when it comes about trust, independency, confrontation, team work and innovation.

Table 7: Multi-active-active gender wise difference on OCTAPACE dimensions

	Gender	Mean	t-value	Sig.(two-tailed)
Openness	Female	16.33	-1.183	0.239
	Male	16.77		
Confrontation	Female	15.29	4.012	0.000
	Male	14.44		
Trust	Female	15.94	-1.973	0.051
	Male			

	Male	16.47		
Authenticity	Female	15.35	-1.087	0.279
	Male	15.71		
Proaction	Female	17.81	-2.833	0.005
	Male	18.86		
Autonomy	Female	12.00	2.982	0.003
	Male	11.38		
Collaboration	Female	14.79	-3.938	0.000
	Male	15.97		
Experimentation	Female	15.60	-2.029	0.045
	Male	16.30		

Male (N) = 48, Female (N) = 73

*Reactive: Gender and culture*

Table 8 shows the ‘t’ tests among multi-active male and female respondents and their values toward OCTAPACE dimensions. We can see from the table 7 that p-value is more than significance value ( $p > 0.05$ ) among males and females and their values towards all the dimensions except openness. This indicates that there are differences in the perceptions of males and females about openness in reactive category. It shows that women and men perceive openness differently at work.

Table 8: Reactive gender-wise differences on OCTAPACE dimensions

	Gender	Mean	t-value	Sig.(two-tailed)
Openness	Female	16.50	-2.155	0.033
	Male	17.18		
Confrontation	Female	14.89	-1.235	0.219
	Male	15.20		
Trust	Female	16.07	-0.836	0.405
	Male	16.32		
Authenticity	Female	15.50	0.272	0.786
	Male	15.42		
Proaction	Female	18.63	0.167	0.868
	Male	18.56		
Autonomy	Female	11.54	-0.935	0.352
	Male	11.74		
Collaboration	Female	15.63	-0.574	0.567
	Male	15.81		
Experimentation	Female	15.94	-1.441	0.152
	Male	16.39		

Male (N) = 54, Female (N) = 85

**Hypothesis results**

*H<sub>1</sub>: There exists gender-wise differences among linear-active employees towards OCTAPACE culture.*

Table. 9. Hypothesis results for H<sub>1</sub>

S.No.	Hypothesis	Results
H <sub>1a</sub>	There exists gender-wise differences among linear-active employees towards openness culture.	Accepted
H <sub>1b</sub>	There exists gender-wise differences among linear-active employees towards confrontation culture.	Rejected
H <sub>1c</sub>	There exists gender-wise differences among linear-active employees towards trust culture.	Rejected
H <sub>1d</sub>	There exists gender-wise differences among linear-active employees towards authenticity culture.	Accepted
H <sub>1e</sub>	There exists gender-wise differences among linear-active employees towards pro-action culture.	Accepted
H <sub>1f</sub>	There exists gender-wise differences among linear-active employees towards autonomy culture.	Accepted
H <sub>1g</sub>	There exists gender-wise differences among linear-active employees towards collaboration culture.	Accepted
H <sub>1h</sub>	There exists gender-wise differences among linear-active employees towards experimentation culture.	Rejected

*H<sub>2</sub>: There exists gender-wise differences among multi-active employees towards OCTAPACE culture.*

Table.10. Hypothesis results for H<sub>2</sub>

S.No.	Hypothesis	Results
H <sub>2a</sub>	There exists gender-wise differences among multi-active employees towards Openness culture.	Rejected
H <sub>2b</sub>	There exists gender-wise differences among multi-active employees towards Confrontation culture.	Accepted
H <sub>2c</sub>	There exists gender-wise differences among multi-active employees towards Trust culture.	Accepted
H <sub>2d</sub>	There exists gender-wise differences among multi-active employees towards Authenticity culture.	Rejected
H <sub>2e</sub>	There exists gender-wise differences among multi-active employees towards Pro-action culture.	Accepted
H <sub>2f</sub>	There exists gender-wise differences among multi-active employees towards Autonomy culture.	Accepted
H <sub>2g</sub>	There exists gender-wise differences among multi-active employees towards Collaboration culture.	Accepted

H <sub>2h</sub>	There exists gender-wise differences among multi-active employees towards Experimentation culture.	Accepted
-----------------	--	----------

*H<sub>3</sub>: There exists gender-wise differences among reactive employees towards OCTAPACE culture.*

Table.11. Hypothesis result for H<sub>3</sub>

S.No.	Hypothesis	Results
H <sub>3a</sub>	There exists gender-wise differences among reactive employees towards Openness culture.	Accepted
H <sub>3b</sub>	There exists gender-wise differences among reactive employees towards Confrontation culture.	Rejected
H <sub>3c</sub>	There exists gender-wise differences among reactive employees towards Trust culture.	Rejected
H <sub>3d</sub>	There exists gender-wise differences among reactive employees towards Authenticity culture.	Rejected
H <sub>3e</sub>	There exists gender-wise differences among reactive employees towards Pro-action culture.	Rejected
H <sub>3f</sub>	There exists gender-wise differences among reactive employees towards Autonomy culture.	Rejected
H <sub>3g</sub>	There exists gender-wise differences among reactive employees towards Collaboration culture.	Rejected
H <sub>3h</sub>	There exists gender-wise differences among reactive employees towards Experimentation culture.	Rejected

### Conclusion

This study has illuminated cross-cultural behaviour of employees according to their values and attributes at workplace. The analysis indicates that opinions and perceptions of employees differ according to their acknowledged cross-cultural behaviour. From the above findings, we can conclude that employees belonging to linear-active category shows the gender-based differences regarding openness, authenticity, pro-action, autonomy and collaboration. Linear-active employees are focused towards their goals and hence team work, pro-action and authenticity is essential for them. However, men and women have different approaches towards these values at work. Moving further, the findings indicate that multi-active employees have a gender-based differences towards confrontation, trust, pro-action, autonomy, collaboration and experimentation. Multi-active employees are known for their interpersonal relationships and emotional approach towards other. As per the studies, women are more emotional than men and they have different perspective regarding their colleagues and seniors at work. Reactive employees are a good listener and they prefer to work according to rules and regulations. The findings indicate that there exists no gender-based differences among reactive employees except openness dimension which means reactive employees have different approach towards open environment based on their gender. This

validates that employee from reactive category prefer to follow the policies and procedures of organisation, whether they are male or female, they prioritise work above all.

### References

1. Agrawal, Rakesh & Tyagi, Archana. (2010). Organisational culture in Indian organisations: an empirical study. *International Journal of Indian Culture and Business Management - Int J Indian Cult Bus Manag.* 3. 10.1504/IJICBM.2010.029529.
2. Bhalla, Pretty & Nazneen, Afroze. (2013). "A STUDY OF ORGANIZATIONAL CULTURE IN INDIAN ORGANIZED RETAIL SECTORS"*International Journal of Retail Management and Research (IJRMR) ISSN 2277-4750 Vol. 3, Issue 4, Oct 2013, 1-6. International Journal of Retail Management and Research.* 3. 1-6.
3. Garg, A., & Ganesh, S. (2018). Employees Perception of Diversity Management Practices and Discrimination at Work Places. 2018 International Conference on Soft-computing and Network Security (ICSNS), 1-4.
4. Henry, O., & Evans, A.J. (2007). Critical review of literature on workforce diversity. *African Journal of Business Management*, 1.
5. Jafri, M. H. (2012). AN EMPIRICAL STUDY OF OCTAPACE CULTURE AND, 1(2), 187–194
6. Jain, S., & Ahuja, S. K. (2020). OCTAPACE Culture : A Predictor of Employee Performance & Satisfaction. 8(2), 200–203.
7. Kashive, Neerja. (2018). Comparison of Organization Culture using OCTAPACE Profiling in BPO industry, *Vishwakarma Business Review*, Volume III , Issue 1 (Jan 2013) 59 - 71..
8. Lewis, Richard. (2019). The cultural imperative: Global trends in the 21st century. *Training Language and Culture.* 3. 8-20. 10.29366/2019tlc.3.3.1.
9. Maqsoom, A., Khan, K.A., Musarat, M.A., Mubasit, H., & Umer, M. (2020). Influence of Internal Workforce Diversity Factors on Labor Productivity in Construction Projects: Empirical Evidence from Pakistan. *2020 Second International Sustainability and Resilience Conference: Technology and Innovation in Building Designs(51154)*, 1-7.
10. Meena, K. (2015). Diversity Dimensions of India and Their Organization Implications: An Analysis. *International Journal of Economics and Management Sciences*, 4, 0-0.
11. Mufeed, S A; Gurkoo, F A. *Journal of Contemporary Management Research*; Tiruchirappalli Vol. 1, Iss. 1, (Mar 2007): 28-51.
12. Ahmadzai, H., Ahmadzai, A., Neuvonen, T., & Assigned by -, H. (2008). *AFGHANISTAN IN THE LEWIS MODEL Degree Programme in International Business.*
13. Pauluzzo, R., & Shen, B. (2018). Culture and Its Dimensions: General Implications for Management.
14. Ramsahai, R. (2021). Re-conceptualising the Lewis model for addressing the challenges of diversity and social inclusion 1. S.Ramsahai.
15. Sanaria, A. (2019). OCTAPACE Organizational Culture: Review and Synthesis. *Journal of Contemporary Management Research*, 13(2), 1–14.

16. Nagarajan, sumathi. (2018). Cross Cultural Workforce - Challenges and Strategies. Volume VII, Issue III, March 2018 | ISSN 2278-2540.
17. Wani, T.A. (2013). An Empirical Study of HRD Climate and OCTAPACE Culture in FMCG Companies in India: A Case Study of Cadbury India-Thane Plant.



# EARN YOUR MBA

WWW.IIMPS.IN



Accreditation & Ranking



UGC / NCTE Approved.

INFO@IIMPS.IN

☎ 011-41005174

R  
S  
E  
A  
R  
C  
H  
G  
A  
T  
E  
W  
A  
Y

## STOP PLAGIARISM



**Arogyam Ayurveda**  
Holistic Healing through herbs



A  
R  
O  
G  
Y  
A  
M  
O  
N  
L  
I  
N  
E

## PARIVARTAN PSYCHOLOGY CENTER



### COLOR PSYCHOLOGY : HOW COLOR AFFECT YOUR CHILD



- BLUE** Calms your Child's Mind & Body
- YELLOW** Promotes Concentration, Stimulates the Memory
- PINK** Evokes Empathy, makes your Child Calm
- RED** Excites and energizes your Child's body
- GREEN** Improves Reading speed and Comprehension

www.parivartan4u.com



Confuse about your children's future?

**भारतीय भाषा, शिक्षा, साहित्य एवं शोध**

**ISSN 2321 – 9726**

**[WWW.BHARTIYASHODH.COM](http://WWW.BHARTIYASHODH.COM)**



**INTERNATIONAL RESEARCH JOURNAL OF  
MANAGEMENT SCIENCE & TECHNOLOGY**

**ISSN – 2250 – 1959 (O) 2348 – 9367 (P)**

**[WWW.IRJMS.T.COM](http://WWW.IRJMS.T.COM)**



**INTERNATIONAL RESEARCH JOURNAL OF  
COMMERCE, ARTS AND SCIENCE**

**ISSN 2319 – 9202**

**[WWW.CASIRJ.COM](http://WWW.CASIRJ.COM)**



**INTERNATIONAL RESEARCH JOURNAL OF  
MANAGEMENT SOCIOLOGY & HUMANITIES**

**ISSN 2277 – 9809 (O) 2348 - 9359 (P)**

**[WWW.IRJMSH.COM](http://WWW.IRJMSH.COM)**



**INTERNATIONAL RESEARCH JOURNAL OF SCIENCE  
ENGINEERING AND TECHNOLOGY**

**ISSN 2454-3195 (online)**

**[WWW.RJSET.COM](http://WWW.RJSET.COM)**



**INTEGRATED RESEARCH JOURNAL OF  
MANAGEMENT, SCIENCE AND INNOVATION**

**ISSN 2582-5445**

**[WWW.IRJMSI.COM](http://WWW.IRJMSI.COM)**



**JOURNAL OF LEGAL STUDIES, POLITICS  
AND ECONOMICS RESEARCH**

**[WWW.JLPER.COM](http://WWW.JLPER.COM)**

**JLPE**