

## Gender based study of Generation X and Generation Y with reference to OCTAPACE

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**Abstract-** In the continuously changing era of organizational culture with respect to the multigenerational workforce mainly Generation X and Generation Y in the context of working professional prerequisite of the employees also keeps on shifting. There is an ongoing requirement from the managing side to understand the dimensions and perspective of the employee's preference toward values which ultimately responsible for building work culture. Many studies have also proven that Gender has a different opinion in different domains. Therefore, survey-based descriptive research has been made towards to know as others in this context also Genders are different in terms of opinion towards OCTAPACE. To measure the OCTAPACE profile a validated instrument by Dr. Udai Pareek is used for survey purpose. For this study, the Sample size was (n=218). The primary data was collected thru Online surveys from all over India irrespective of industry and location. The results conveyed that at many values males and females of both Generations are significantly different in opinion. By discovering the values out of OCTAPACE where Generations are similar, HR practitioners may relate it to the holistic improvement of the organization culture and where the generations ans specifically genders are significantly different may count for improvement and can utilize their strength strategically in the interest of the organisation.

**Key words:** OCTAPACE, Génération X, Génération Y

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### I. Introduction

In India, using Hofstede's (1984) cultural dimension model as a benchmark, the country is considered a male nation with a score of 56 on this measure. Indian culture tends to favor the masculine when it comes to visually represent progress and power, despite the fact that it hardly ever gets above the average. In a male-controlled country like India, the focus is on progress, and fulfillment is sanctioned by material achievement. There is also a centrifugal emphasis on the working life of an Indian employee, where the professional success and reputation of the organization are considered crucial. Although Indian culture values the self-confidence, intensity, and aspiration of an individual, the career success of any individual creates social dominance.

To attract and retain employees in any sector it is not only important to understand their capabilities and the best fit in the workplace but also their desires from work and the methods by which they look forward to achieving those desires. However, due to generational differences, these wants and desires tend to vary across generations. Lack of attention to generational differences will make any business, corporate institution, attractive to younger employers, thus leading to higher recruitment costs and more difficulty finding suitable staff. In the past, several generations worked at the same company, but the generation gap and gender gap were not as marked today.

Therefore, the objective of the present study is to find out gender-based possible differences between Generation X and Generation Y on their work culture-related insights. Here researcher describes the two generations of attention in this research. Then, previous industry and research outcomes concerning potential differences between Generation X and Generation Y on OCTAPACE work culture. (i.e., openness, confrontation, trust, Proaction, autonomy, collaboration, and experimentation) are reviewed.

### II. Review of Literature

About the word "Generation", this is distinct as the recognizable cluster which shares birth year as well as therefore experiences of the same important life and history, and social life.

Generation X refers to as Lost Generation that is born between 1965 - 1979 (William, 2008, Tay, 2011). Generation Y is well known as Millennials who are born between 1980 to 2000 (William, 2008, Tay, 2011).

**Generation X** As stated by the Ordun, (2015), Generation X employees can be inspired by flexible work schedules, the informal work environment, and unbalanced supervision. The reasons for these choices may be related to Generation X's attitude toward work; They probably think you have to work hard even if you don't have a supervisor. Santos and Cox (2000) discovered generation X prefers organizations that grant them a flexible working schedule, high autonomy, interesting yet challenging work, and continuous opportunity for professional growth.

**Generation Y** is well known as Millennials who are born between 1980 to 2000 (William, 2008, Tay, 2011). Zemke et al., (2000) and it is perceived that Generation Y employees are more cooperative and optimistic than their elders as most of them have a high educational background. Ismail, (2016) stated that Generation Y is hopeful and has exclusive requirements, which shows in their craving for an effective profession. Zemke et al., (2000) and it is perceived that Generation Y employees are more cooperative and optimistic than their elders as most of them have high educational background. Hence, most of them are well graduated at least with a Diploma or Degree in colleges or universities (William, 2008). Afshari et al. (2017), Generation Y has considered higher education. Some research suggests that they are surprising in that they seek or expect consistent and honest responses in the workplace. Al Khajeh (2018) suggested that Generation Y had the skills and desire to work in a flexible work environment. Appel- Muelenbroek and Haynes (2011) discovered that Generation Y builds strong team instincts and builds strong relationships with their peers.

**Organizational Culture** can be explained as a summative behavior of employees of an organization and the gist that the workforce finds to be associated with their movements. A strong organizational culture settles on eight-strong pillars named together as "OCTAPACE" which refers to openness, confrontation, trust, authenticity, proactive, autonomy, collaboration & experimentation. The introduction of this OCTAPACE concept in industry rather than in the field of HR has been done by Dr. T.V. Rao and said it is the best way behavioral way for a well-advanced organization. The eight extents of OCTAPACE culture are Openness, Confrontation, Trust, Authenticity, Proactively, Autonomy, Collaboration, and Experimenting which are essential for a strong and successful organization. Li, (2015) stated that , a determining factor for the success or failure of the organization is the key reason to emphasize the importance of the corporate culture.

**Generational difference-** Khor, (2017).The statistics of the Indian population, which are quite different from other regions of the world, have created unique challenges. India is in a unique position even as the global workforce ages, and the working-age population is aging. In 2021, the average Indian will be only 20 years old, compared to 37 in China and the United States, better in Western Europe, and older than Japan. Currently, more than half of the Indian population is under 25 years of age. It is a true matter of fact that the contextual generations Y are considered to be an incredible collaborator and they tend to showcase it in high favors that are relative to the teamwork. Generation Y is seen as an adult with trend-setting innovation. Cao et al. (2016)The differences between Generation X and Generation Y in some areas for example personal goals, dedication to work and home environment, and interaction with clients as well as other workers will create other barriers and challenges for employers to set personnel in an appropriate position in the organization .

**Significance of the study-** Yigit and Aksay ,(2015) A preliminary investigation confirmed that there is a lack of understanding of the generation gap, which prevents firms from capitalizing on the power of generational differences, and argues that the key reason for understanding and realizing the lack of perceptual research is to produce gaps .

Yang et al. (2015) The differences in generation in the available literature and the influence that design of work also strategies of the workforce have had on companies and their dependence on observation rather than empirical research in the literature. In addition, the main hindrances in context to the research about the difference of the generation are the absence of a practical time mechanism as many investigations are being conducted on the differences of generation with respect to the values of work, collecting data for workers of different ages .

From the time when Generation Y entered the place of work, the experiential investigation obtainable for the age group is restricted and, therefore, there is restricted research comparing Generation Y with the previous Generation. Additionally, literature is there on the reverse to the difference of the generation, and also works on precise generations. Owing to the shortage of works of literature. It is problematic to entirely understand the differences of generational between Generation X and Generation Y.

### **III. Research Methodology**

**Participants:** The population of interest for the present study includes working professionals of different organizations at the capacity of entry-level, middle-level, and top-level associates, officers, executives, managers, and senior managers. with a minimum of 1 year of work experience. The researcher utilized convenience sampling. The sample consisted of 23.4% entry level, 71.1% of middle level managers, and 5.5% of top level position holders . Along with 22% graduates, 47.7% postgraduates, 25.7% with professional degree , and 6.4% were having other than mentioned education.

**Study Duration:** November 2019 to July 2020.

**Sample size:** 218 working professionals.

**Sample size calculation:** The target population from which we randomly selected our sample was considered more than 20,000. Assumed margin of error as 5 % and confidence level of 95%. For sample size calculation researcher used sample size calculator available on [http://www.raosoft.com/sample\\_size.html](http://www.raosoft.com/sample_size.html) and obtained sample size as 377 but due to low response rate received only 218 for the study.

**Measure:** In order to conduct the survey 218 full-time employees working in the industry, full time, necessarily a member of either Generation X (born between 1964-1979) or Generation Y (born between 1980-2000), having work experience at least of 1 year, and should have education in terms of graduation, postgraduation, professional degree or any other. A demographic questionnaire was created to obtain information regarding total work experience, gender, age, and education level. To measure the OCTAPACE profile of males and females of Generation X and Generation Y The researcher used the instrument is “OCTAPACE” by Dr. Udai Pareek. Based on related guidelines OCTAPACE, an extensive study was done on the working professionals of India. The respondents were approached on a convenient basis and the responses were captured online thru google forms. At the end 218 complete responses were recorded. The Cronbach alpha reliability of OCTAPACE is .86 which can be interpreted as good reliability of the questionnaire.

**Procedure**

Demographic items were included to gather information about participants' employer organization, participants' tenure with the organization, annual income, gender, belongingness to born year group, and education level. All demographic questions were included at the starting of the questionnaire. In contrast, the questions related to interest variables were randomly distributed to avoid respondent fatigue bias. Cronbach alpha was used to test the reliability of the instrument. The Shapiro-Wilk test for normality is being applied, data found as not normally distributed. The researcher chooses for the non-parametric test as Mann Whitney u and The Kruskal–Wallis test for hypothesis testing

**Research questions-**

**RQ1: Based on OCTAPACE** Whether there is a significant difference between females of Generation X and females of Generation Y.

**RQ2: Based on OCTAPACE** Whether there is a significant difference between Males of Generation X and males of Generation Y

**RQ3: Based on OCTAPACE** Whether there is a significant difference between females of Generation X and males of Generation X

**RQ4: Based on OCTAPACE** Whether there is a significant difference between females of Generation Y and males of Generation Y

**IV. Statistical Data analysis**

The statistical package used for the data analysis was SPSS version 26. (SPSS Inc., Chicago, IL). At first, to test the suitability of data, reliability analysis was conducted for the responses collected on each item of the 5-point Likert scale was used in the study. To establish the reliability of data the researcher calculated Cronbach's alpha ( $\alpha$ ) for all the variables under study and found satisfactory values (offered below in Table 1) signifying the reliability of data. Cronbach's alpha  $\geq 0.8$  is considered as good internal consistency (DeVellis, 2012).

**Table no 1:** Reliability of scales (based on data collected for this study)

| Reliability Statistics |            |
|------------------------|------------|
| Cronbach's Alpha       | N of Items |
| .860                   | 24         |

**Testing of normality-**

H0=the population is normally distributed”

H1= it is not normally distributed”

Interpretation- Testing for normality: • p-value > 0.05 indicate that the data are normal. • p-value < 0.05 indicate that the data are not normal.

**Table no 2:** Tests of Normality

| Variables     | Generation   | Kolmogorov-Smirnov <sup>a</sup> |     |      | Shapiro-Wilk |     |      |
|---------------|--------------|---------------------------------|-----|------|--------------|-----|------|
|               |              | Statistic                       | df  | Sig. | Statistic    | df  | Sig. |
| Openness      | Generation X | .147                            | 108 | .000 | .942         | 108 | .000 |
|               | Generation Y | .205                            | 110 | .000 | .916         | 110 | .000 |
| confrontation | Generation X | .195                            | 108 | .000 | .882         | 108 | .000 |
|               | Generation Y | .193                            | 110 | .000 | .886         | 110 | .000 |

|                 |              |      |     |      |      |     |      |
|-----------------|--------------|------|-----|------|------|-----|------|
| Trust           | Generation X | .148 | 108 | .000 | .901 | 108 | .000 |
|                 | Generation Y | .169 | 110 | .000 | .924 | 110 | .000 |
| Autonomy        | Generation X | .150 | 108 | .000 | .946 | 108 | .000 |
|                 | Generation Y | .150 | 110 | .000 | .947 | 110 | .000 |
| Proaction       | Generation X | .186 | 108 | .000 | .882 | 108 | .000 |
|                 | Generation Y | .149 | 110 | .000 | .879 | 110 | .000 |
| Authenticity    | Generation X | .185 | 108 | .000 | .928 | 108 | .000 |
|                 | Generation Y | .120 | 110 | .001 | .967 | 110 | .007 |
| Collaboration   | Generation X | .198 | 108 | .000 | .867 | 108 | .000 |
|                 | Generation Y | .114 | 110 | .001 | .967 | 110 | .008 |
| Experimentation | Generation X | .210 | 108 | .000 | .908 | 108 | .000 |
|                 | Generation Y | .201 | 110 | .000 | .901 | 110 | .000 |

a. Lilliefors Significance Correction

To check for the normal distribution of data Shapiro-Wilk test was performed and concluded that data was not normally distributed to for inferential statistics nonparametric test has been chosen. Therefore, to test the research hypothesis, non-parametric test Mann-Whitney Test has been performed followed by post hoc test as Bonferroni correction.

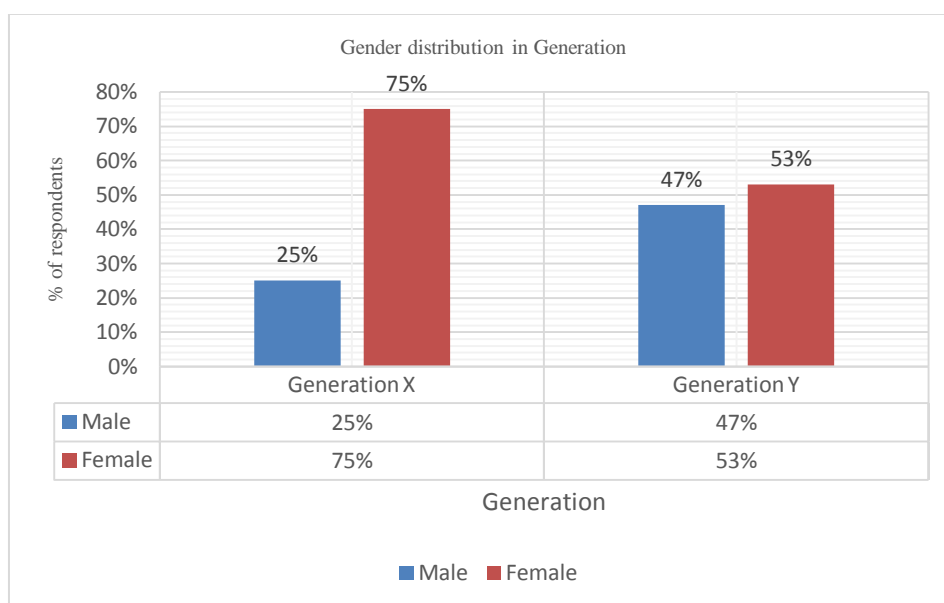


Figure no 1: Generation wise gender break up.

This section evaluates the perceptions of male and female respondents of Generation X and Generation Y regarding OCTAPACE. In the total sample of 218 respondents, Generation X was 108 of which there were 81 male and 27 female respondents. Whereas Generation Y was 110 of which there were 58 male and 52 female respondents. Data distribution was not normal proven earlier by the test of normality (refer to Table 2), So options left to perform non-parametric tests. Table 3 shows the results of the Mann-Whitney U test which is a substitute non-parametric test for the parametric t-test.

**RQ1: Based on OCTAPACE** Whether there is a significant difference between females of Generation X and females of Generation Y.

**RQ2: Based on OCTAPACE** Whether there is a significant difference between Males of Generation X and males of Generation Y

Table no 3: Mann-Whitney U- Test Statics & Hypothesis test Summary

| Variables     | Gender | Null Hypothesis  | Kruskal-Wallis H | Mann-Whitney U | Z      | Asymp. Sig. | Decision null hypothesis. |
|---------------|--------|--|------------------|----------------|--------|-------------|---------------------------|
| Openness      | Male   | The distribution of Openness is the same across Generation X and Generation Y      | 14.574           | 1471.000       | -3.818 | 0.000       | Reject                    |
|               | Female | The distribution of Openness is the same across Generation X and Generation Y      | 2.640            | 548.500        | -1.625 | 0.104       | Retain                    |
| confrontation | Male   | The distribution of confrontation is the same across Generation X and Generation Y | 2.198            | 2011.000       | -1.483 | 0.138       | Retain                    |
|               | Female | The distribution of confrontation is the same across Generation X and Generation Y | 1.753            | 578.000        | -1.324 | 0.185       | Retain                    |

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|                 |        |  |        |          |        |       |        |
|-----------------|--------|--|--------|----------|--------|-------|--------|
| Trust           | Male   | The distribution of Trust is the same across Generation X and Generation Y           | 0.091  | 2279.500 | -0.302 | 0.762 | Retain |
|                 | Female | The distribution of Trust is the same across Generation X and Generation Y           | 4.740  | 495.500  | -2.177 | 0.029 | Reject |
| Autonomy        | Male   | The distribution of Autonomy is the same across Generation X and Generation Y        | 5.283  | 1818.000 | -2.299 | 0.022 | Reject |
|                 | Female | The distribution of Autonomy is the same across Generation X and Generation Y        | 2.297  | 558.000  | -1.515 | 0.130 | Retain |
| Proaction       | Male   | The distribution of Proaction is the same across Generation X and Generation Y       | 10.889 | 1595.000 | -3.300 | 0.001 | Reject |
|                 | Female | The distribution of Proaction is the same across Generation X and Generation Y       | 6.096  | 472.000  | -2.469 | 0.014 | Reject |
| Authenticity    | Male   | The distribution of Authenticity is the same across Generation X and Generation Y    | 4.958  | 1831.500 | -2.227 | 0.026 | Reject |
|                 | Female | The distribution of Authenticity is the same across Generation X and Generation Y    | 2.540  | 550.000  | -1.594 | 0.111 | Retain |
| Collaboration   | Male   | The distribution of Collaboration is the same across Generation X and Generation Y   | 2.601  | 1975.000 | -1.613 | 0.107 | Retain |
|                 | Female | The distribution of Collaboration is the same across Generation X and Generation Y   | 3.876  | 515.500  | -1.969 | 0.049 | Reject |
| Experimentation | Male   | The distribution of Experimentation is the same across Generation X and Generation Y | 5.571  | 1808.000 | -2.360 | 0.018 | Reject |
|                 | Female | The distribution of Experimentation is the same across Generation X and Generation Y | 1.924  | 575.000  | -1.387 | 0.165 | Retain |

**Inference –**

**Males**

1. Male of Generation Y (Mean rank 85.16) have higher openness than males of Generation X (mean rank 59.16) p-value  $0.000 < .05$
2. Autonomy, Generation Y male (mean rank 79.16), and Generation X males (mean rank 63.44) are significantly different from each other. P-value  $.022 < .05$
3. Authenticity, Generation Y males (mean rank 78.92), and Generation X males (mean rank 63.61) are significantly different from each other where females have not shown any such trend. P-value  $.026$
4. Male of Generation Y (mean rank 83) found to be more in Proaction than the male of Generation X (mean rank 60.69) and the difference is significant p-value  $.001 < .05$ .
5. On the point of Experimentation, males of Generation Y (mean rank 79.33) were found to be significantly different from Generation X males (mean rank 63.32) p-value  $.018 < .05$ .
6. Collaboration, males of both the generations have not shown significant difference.
7. Confrontation, males of both the generations have not shown significant difference.
8. Males of both generations are significantly not different on the point of Trust.

**Females**

1. Females of Generation X (mean rank 47.65) are significantly different from females of Generation Y (mean rank 36.03). Indicates Generation X females show more positivity towards trust. p-value  $.000 < .05$
2. Trust, Generation Y females (mean rank 36.03), and generation X females (mean rank 47.65) are significantly different from each other . p-value  $.029 < .05$
3. Females of Generation X (mean rank 48.52) were found to be more in Proaction than the female of Generation Y (mean rank 35.58) and the difference is significant. p-value  $.014 < .05$
4. Females of Generation Y (mean rank 43.59 ) were found to be significantly different from females of Generation X (mean rank 33.09 ) toward the collaboration dimension.
5. Experimentation , females of both the generation have not shown any significant difference.
6. Females of both Generation are significantly not different on openness yet Generation Y females prefer more openness than the females of Generation X.
7. On the dimension of Confrontation, females of both generations are statistically not different.
8. Experimentation, no statistical difference has been observed in the case of females of both Generations.

**Table no 4: Mean Rank**

| Gender |                 | Generation   | N   | Mean Rank | Sum of Ranks |
|--------|-----------------|--------------|-----|-----------|--------------|
| Male   | Openness        | Generation X | 81  | 59.16     | 4792.00      |
|        |                 | Generation Y | 58  | 85.14     | 4938.00      |
|        |                 | Total        | 139 |           |              |
|        | confrontation   | Generation X | 81  | 65.83     | 5332.00      |
|        |                 | Generation Y | 58  | 75.83     | 4398.00      |
|        |                 | Total        | 139 |           |              |
|        | Trust           | Generation X | 81  | 69.14     | 5600.50      |
|        |                 | Generation Y | 58  | 71.20     | 4129.50      |
|        |                 | Total        | 139 |           |              |
|        | Autonomy        | Generation X | 81  | 63.44     | 5139.00      |
|        |                 | Generation Y | 58  | 79.16     | 4591.00      |
|        |                 | Total        | 139 |           |              |
|        | Proaction       | Generation X | 81  | 60.69     | 4916.00      |
|        |                 | Generation Y | 58  | 83.00     | 4814.00      |
|        |                 | Total        | 139 |           |              |
|        | Authenticity    | Generation X | 81  | 63.61     | 5152.50      |
|        |                 | Generation Y | 58  | 78.92     | 4577.50      |
|        |                 | Total        | 139 |           |              |
|        | Collaboration   | Generation X | 81  | 65.38     | 5296.00      |
|        |                 | Generation Y | 58  | 76.45     | 4434.00      |
|        |                 | Total        | 139 |           |              |
|        | Experimentation | Generation X | 81  | 63.32     | 5129.00      |
|        |                 | Generation Y | 58  | 79.33     | 4601.00      |
|        |                 | Total        | 139 |           |              |
| Female | Openness        | Generation X | 27  | 34.31     | 926.50       |
|        |                 | Generation Y | 52  | 42.95     | 2233.50      |
|        |                 | Total        | 79  |           |              |
|        | confrontation   | Generation X | 27  | 44.59     | 1204.00      |
|        |                 | Generation Y | 52  | 37.62     | 1956.00      |
|        |                 | Total        | 79  |           |              |
|        | Trust           | Generation X | 27  | 47.65     | 1286.50      |
|        |                 | Generation Y | 52  | 36.03     | 1873.50      |
|        |                 | Total        | 79  |           |              |
|        | Autonomy        | Generation X | 27  | 34.67     | 936.00       |
|        |                 | Generation Y | 52  | 42.77     | 2224.00      |
|        |                 | Total        | 79  |           |              |
|        | Proaction       | Generation X | 27  | 48.52     | 1310.00      |
|        |                 | Generation Y | 52  | 35.58     | 1850.00      |
|        |                 | Total        | 79  |           |              |
|        | Authenticity    | Generation X | 27  | 34.37     | 928.00       |
|        |                 | Generation Y | 52  | 42.92     | 2232.00      |
|        |                 | Total        | 79  |           |              |
|        | Collaboration   | Generation X | 27  | 33.09     | 893.50       |
|        |                 | Generation Y | 52  | 43.59     | 2266.50      |
|        |                 | Total        | 79  |           |              |
|        | Experimentation | Generation X | 27  | 35.30     | 953.00       |
|        |                 | Generation Y | 52  | 42.44     | 2207.00      |
|        |                 | Total        | 79  |           |              |

**RQ3: Based on OCTAPACE** Whether there is a significant difference between females of Generation X and males of Generation X

**RQ4: Based on OCTAPACE** Whether there is a significant difference between females of Generation Y and males of Generation Y

To answer RQ3 and RQ 4 hypothesis were framed and as per obtained p-value the decision Has been made.

**Table no 5: Mann-Whitney U- Test Statics & Hypothesis test Summary**

|               | Generation X   |            |        |                        | Generation Y   |            |        |                        |
|---------------|----------------|------------|--------|------------------------|----------------|------------|--------|------------------------|
|               | Mann-Whitney U | Wilcoxon W | Z      | Asymp. Sig. (2-tailed) | Mann-Whitney U | Wilcoxon W | Z      | Asymp. Sig. (2-tailed) |
| Openness      | 1083.000       | 1461.000   | -.076  | .940                   | 1095.000       | 2473.000   | -2.534 | .011                   |
| Confrontation | 780.500        | 4101.500   | -2.293 | .022                   | 1431.500       | 2809.500   | -.471  | .638                   |
| Trust         | 794.500        | 4115.500   | -2.156 | .031                   | 1443.500       | 3154.500   | -.395  | .693                   |
| Autonomy      | 905.000        | 4226.000   | -1.353 | .176                   | 1314.000       | 3025.000   | -1.187 | .235                   |
| Proaction     | 717.000        | 4038.000   | -2.741 | .006                   | 997.000        | 2375.000   | -3.151 | .002                   |

|                              |          |          |        |      |          |          |        |      |
|------------------------------|----------|----------|--------|------|----------|----------|--------|------|
| Authenticity                 | 885.000  | 4206.000 | -1.510 | .131 | 1345.500 | 3056.500 | -.983  | .326 |
| Collaboration                | 1044.500 | 4365.500 | -.355  | .723 | 1342.500 | 3053.500 | -1.001 | .317 |
| Experimentation              | 874.500  | 4195.500 | -1.598 | .110 | 1382.000 | 3093.000 | -.780  | .436 |
| a. Grouping Variable: Gender |          |          |        |      |          |          |        |      |

**Generation X-**

1. Table 5 shows , based on confrontation females (mean rank 66.09) shown significant difference from males( mean rank 50.64) p-value **.022** < 0.05.
2. Table 5 shows, based on Trust females (mean rank 65.57) shown significant difference from males( mean rank 50.81) p-value **.031** < 0.05.
3. Table 5 shows, based on Pro-action females (mean rank 68.44) shown significant difference from males( mean rank 49.85) p-value **.022** < 0.05.

**Generation Y**

1. Table 5 shows, based on Openness , males (mean rank 64.31) and females (mean rank 45.67) of Generation Y were found to be significantly different (p-value .011 <.05 ) from each other.
2. Table 5 shows, based on Proaction, males (mean rank 62.62) and females (mean rank 47.56) of Generation Y were found to be significantly different (p-value .002 <.05)from each other.

**Table no 6: Mean Rank**

| Generation   |               | Gender | N   | Mean Rank | Sum of Ranks |
|--------------|---------------|--------|-----|-----------|--------------|
| Generation X | Confrontation | Male   | 81  | 50.64     | 4101.50      |
|              |               | Female | 27  | 66.09     | 1784.50      |
|              |               | Total  | 108 |           |              |
|              | Trust         | Male   | 81  | 50.81     | 4115.50      |
|              |               | Female | 27  | 65.57     | 1770.50      |
|              |               | Total  | 108 |           |              |
|              | Proaction     | Male   | 81  | 49.85     | 4038.00      |
|              |               | Female | 27  | 68.44     | 1848.00      |
|              |               | Total  | 108 |           |              |
| Generation Y | Openness      | Male   | 58  | 62.62     | 3632.00      |
|              |               | Female | 52  | 47.56     | 2473.00      |
|              |               | Total  | 110 |           |              |
|              | Proaction     | Male   | 58  | 64.31     | 3730.00      |
|              |               | Female | 52  | 45.67     | 2375.00      |
|              |               | Total  | 110 |           |              |

**V. Findings**

1. The study reveals that in Generation X respondents based on Gender are significantly different on Confrontation (p-value is .022 which is <.005, and female mean rank value 66.0, Male mean rank value 50.64), Trust (p-value is .031 which is <.005, and female mean rank value 65.57, Male mean rank value 50.81), and Proaction (p-value is .006 which is <.005, and female (mean rank value 68.44, Male mean rank value 49.85).
2. The study found that Generation Y respondents based on gender are significantly different on openness (p-value is .011 which is <.005, and female mean rank value 47.56, Male mean rank value 62.62) and Proaction (p-value is .002 which is <.005, and female mean rank value 45.67, Male mean rank value 64.31).
3. Study reveals that females of Generation X and Generation Y are significantly different on trust (Gen X females mean rank 47.65 and Gen Y female mean rank 36.03 ,p-value .029 <.05) ,Pro-action (Gen X females mean rank 48.52 and Gen Y female mean rank 35.58 ,p-value .014 <.05) , and Collaboration (Gen X females mean rank 33.09 and Gen Y female mean rank 43.59 ,p-value .049 <.05) .
4. Study reveals that males of Generation X and Generation Y are significantly different on openness (Gen X males mean rank 54.63 and Gen Y male mean rank 62.62 ,p-value .029 <.05) ,Pro-action (Gen X males mean rank 49.85 and Gen Y male mean rank 64.31 ,p-value .014 <.05) , Autonomy (Gen X males mean rank 52.17 and Gen Y male mean rank 35.58 ,p-value .014 <.05) , Authenticity (Gen X males mean rank 48.52 and Gen Y male mean rank 35.58 ,p-value .014 <.05) , and experimentation (Gen X males mean rank 63.32 and Gen Y male mean rank 79.33 ,p-value .018 <.05) .

## VI. Conclusion

As per the data analysis and the validation provided, we can comprehend that with each segment of the populace there is an unlike set of necessities from the OCTAPACE organizational culture, which sounded extremely challenging and a point of thought for HR. It has been observed that Generation Y females always to the values of collaboration and trust between the employees and departments. Generation Y Males are more into Experimentation, Autonomy, Proaction, and Openness. Inference can also be made that Generations X females have the highest in trust in comparison to others. Also, Generation Y males are higher in openness, confrontation, Authenticity, Trust, Autonomy collaborative approach, and experimentation. The study able to found that Generation Y females are significantly different from Generation X females on the basis of Trust, Proaction, and Collaboration. where only in Collaboration Generation X females showed higher than the other. Study reveals Generation Y males are significantly different from Generation X on the perspective of Openness, Autonomy, Proaction Experimentation.

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