



# Comprehending Dubai's IT Companies' Corporate Culture through Octapace Profiling

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## ABSTRACT

The most significant component of the existence of a corporation is its culture. It is considered the DNA of the corporation, which comprises assumptions and values shared in a corporate sector. The OCTAPACE Profile, developed by Uday K. Pareek is used in this study to evaluate the degree of corporate culture present in the IT sector. The OCTAPACE profile is a 40-item tool that provides an overall view of corporate culture in eight values: Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, and Experimentation. The OCTAPACE culture of the IT sector in Dubai was examined using a descriptive research design with the help of a 4-point scale structured questionnaire. Fifty software employees working in various firms in the IT sector in Dubai were surveyed using the random sampling approach for the study. The analysis was carried out using Microsoft Excel and SPSS 23, and the paper applies certain statistical methods such as mean, standard deviation, and correlation. The findings demonstrate a strong correlation between each dimension of OCTAPACE culture. The analysis reveals that employees perceive almost an identical pattern in entire OCTAPACE values, among them, confrontation and collaboration are the most highly valued, and authenticity is the least valued. The study serves as a guideline to the top management to determine the weaker aspects of corporate culture and substantially develop a healthy work environment in the organization. It also aids in developing a competitive advantage and desired organizational performance in the long run.

## 1. INTRODUCTION

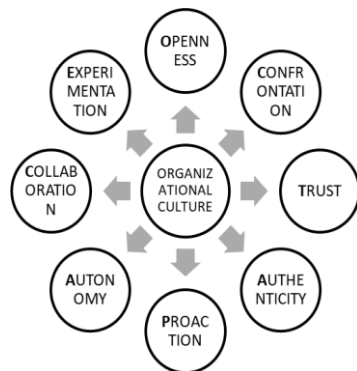
In today's world, every corporate is facing challenges due to rising customer expectations, cost pressures, environmental pressures, new market entrants, innovations in products and technology, globalization, changing consumer buying patterns, erratic attrition rates etc. Culture of a corporate plays a significant role in adapting with these challenges and maintaining a corporate identity. Schein (1992), have opined that “excellent companies focus on building a strong corporate culture”.

According to Pareek (2002), “the Culture-related concepts are multilevel concepts. The first level concepts are the ‘values’, which give a distinct identity to a group. The second level concept is ‘climate’, which can be defined as the perceived attributes of an organization and its members, and groups. The third level concept is ‘atmosphere’, which is the distinct factor that affects the development of someone or something”.

He defines culture as eight dimensions vital to institution-building. These eight dimensions are called OCTAPACE.

OCTAPACE = OCTA (eight) + PACE (step)  
 (Pareek 2007)

It helps to develop an organizational culture profile that makes the corporates distinct from each other. Those eight dimensions of OCTAPACE which help to build a strong organizational culture are: -



### 1. OPENNESS:

- Feelings can be expressed openly
- Enhanced execution of innovations and systems
- Better objectives clarity
- Fair performance feedback without biases

### 2. CONFRONTATION

- Confront the problems firmly and confidently without fear
- Improved clarity in roles
- Preparedness of teams to review and resolve sensitive issues

### 3. TRUST:

- Greater empathy
- Efficient delegation and increased productivity
- Lower stress, Timely support, and Procedure simplification

### 4. AUTHENTICITY:

- A higher level of faith
- Conformity in what one feels, says and does
- Lower distortion

### 5. PROACTION:

- Taking the initiative and preplanning
- Computing the outcome of an alternative course
- Carrying out preventive action

### 6. AUTONOMY:

- Freedom to act and plan in one's own sphere
- Reduction in seeking references from senior people
- Effective delegation

### 7. COLLABORATION:

- Giving and asking help to and from others
- Improved communication and Productive meetings
- Encourages the team's efficacy

### 8. EXPERIMENTATION:

- Better and improved creativity
- Innovative approaches in problem-solving

Developing a culture that is deeply rooted in OCTAPACE values aids an organization to become more flexible, adaptable, and alive to changes. Thus, it is crucial to understand the existing OCTAPACE level in the corporates so that whatever laid back can be improved.

## 1.1. OCTAPACE INSTRUMENT PROFILE

The OCTAPACE Profile is a 40 items-two-part questionnaire developed by Prof. Pareek (1994) that has five statements for each of the eight values.

- Part 1 consists of 24 items with three statements for each of the eight OCTAPACE values, (that is

8 variables\*3 statements per variable). The respondent rates the importance of each item on a four-point rating scale based on how much it is valued in the organization.

- Part 2 consists of 16 items with two statements for each of the eight OCTAPACE values (that is 8 variables\*2 statements per variable). The respondent's rate on a four-point scale how broadly each item is shared across the organization.

## 2. OBJECTIVES OF THE STUDY

1. To understand the values and beliefs widely shared in the IT sector in Dubai based on OCTAPACE profiling.
2. To examine the employee's perceptions towards the overall level of OCTAPACE culture prevailing in the IT sector in Dubai.
3. To analyze the degree and direction of relationship between various dimensions of OCTAPACE culture in the IT sector in Dubai.

## 3. LITERATURE REVIEW

### 3.1. IT SECTOR

(Azmi & Sharma, 2007) in their study 'Profiling the OCTAPACE Culture: An Empirical Study of Banking and IT Sectors in India' found that although culturally the IT and banking sector do not significantly differ, significant differences were observed within several companies in the IT sector, though no significant difference existed within the firms in the Banking sector. (Kashyap, Vohra, & Kaur, 2012) In their study 'Comparative Analysis of Organizational Culture: The Empirical study of IT Organizations in the Region of Mohali (Punjab, India)' showed that employees in different organizations perceived almost a similar pattern in OCTAPACE dimensions. (Subrahmanian, 2012) in the study 'Achieving high involvement & satisfaction through OCTAPACE culture in IT companies' revealed that OCTAPACE culture is overall good in the organization but some of its dimensions show a lower limit than the specified norms. In the study (Kumari, 2013) reported that the overall OCTAPACE climate of the organization is encouraging where the top management knows the importance of employees and they build team spirit.

(Dwivedi, Kaushik, & Luxmi, 2014) the study found that organizational culture has a significant impact on employee commitment where smaller BPOs have a higher significance than medium or larger BPOs. The study also revealed a significant relationship between employee commitment and all the dimensions of OCTAPACE except autonomy and openness. (Bapat, Soni, & Khare, 2014) in their study 'A Study of organizational dynamics through OCTAPACE culture in IT companies' found that an organization has varying OCTAPACE level and it differs significantly. (Kumar, 2014) in his paper found that the organizational objective of KIC can be attained in the presence of positive organizational cultural ethos of OCTAPACE having expectancy free and non-bossy leader, along with a good IT system. (Neelam, Bhattacharya, Sinha, & Tanksale, 2015) in the study found that the most valued OCTAPACE cultural constructs among the polled IT employees were proaction, openness, trust, and experimentation.

### 3.2. OTHER SECTORS

(Famina, 2009) In her study 'OCTAPACE Profile and Human Resource Climate in a South Asian Public Sector Undertaking with Special Reference on KSFE' revealed that the overall HRD climate of the public sector undertaking under study is satisfactory where proaction, experimentation, and collaboration are the factors which are highly rooted in the organizational culture. (Jafri, 2012) conducted an exploratory study to examine the impact of OCTAPACE culture on various dimensions of organizational commitment in public sector organizations in Bhutan. The study revealed that OCTAPACE culture is significantly and partly related to three dimensions of organizational commitment. (Solkhe & Chaudhary, 2012) in their study revealed that there exists a significant difference among all the items of OCTAPACE in the organization and found two organization values such as interpersonal trust and collaboration as the major drivers of employee satisfaction.

(Solkhe, 2013) in his study found that there exists a significant correlation between organizational ethos and values and various components of OCTAPACE culture have a significant difference in the organization. (Neelam, Venkatachalam, & Tanksale, 2013) in their study found that samples do not have a significant difference in terms of preferred organizational values and beliefs with OCTAPACE culture dimensions. The study recommended the HR

managers to consider this as an approach of prevention rather than cure.

‘A Study of Organizational Climate and Culture in an Indian Nationalized Bank using an OCTAPACE Survey’ conducted by (Jain, Mehta, & Bagai, 2014) discovered that OCTAPACE dimensions do not have equal significance in the organization in which Trust and Autonomy are the two dimensions which are falling towards the lowest side. The study recommended focussing on Openness, Confrontation, and Experimentation dimensions to make the organization more productive and effective. (Yadav, 2014) in the study discovered that the desired level of OCTAPACE values is not much high in sample universities where except openness rest all other values are desired to be greater than its prevailing level. In the study (Purohit, Patel, & Purohit, 2014) revealed openness as the highly perceived organizational values and collaboration and autonomy as the least practiced values. The study advised incorporating OCTAPACE culture values for effective organizational performance and effectiveness. (Fukofuka & Loke, 2015) in the study discovered a strong positive correlation among seven constructs of OCTAPACE and it stated that organization has a high level of OCTAPACE culture would be more resilient and they move up together. (Panchamia & Petonjee, 2015) in their study found that all the cultural ethos in the power sector organization is valued above average where proaction is highly valued and authenticity is lowly valued.

(Harish, 2016) in his study ‘Conceptual Review of OCTAPACE culture’ examined various aspects of OCTAPACE culture prevailing in the organization and revealed a detailed explanation regarding the components of OCTAPACE culture and its possible outcomes. (Jain & Varghese, 2016) conducted a study to analyze the impact of organizational culture variables under OCTAPACE model on employee’s performance and satisfaction and found that organizational culture has a huge impact on satisfaction and performance level of employees. (Dharshini & Mehta, 2016) in the study found that regardless of employees’ qualification, Confrontation ethos was perceived high and Autonomy and trust were perceived low. The study recommends QWL programs, Quality Circles, Informal Communication structure, diversity, and sensitivity training programs for employees to enhance OCTAPACE ethos in the organization.

In the study (Panchamia & Pestonjee, 2017) found that OCTAPACE ethos and other organizational variables are significantly related while structural organicity and perceived organizational support are insignificantly related. A Study of Organizational Culture: OCTAPACE Profile’ work done by (Fatima, 2017) found that overall OCTAPACE level in the organization was fairly high and no significant difference exists in different zones except some variations found in Openness score. (Lapalika & Bhandari, 2017) in their study ‘OCTAPACE Culture: A predictor of Faculty performance’ found that employees are keen on building a strong organization culture having OCTAPACE values where their attrition rate is low due to the high level of satisfaction and morale in achieving the goals.

#### 4. RESEARCH METHODOLOGY

The study is conclusive and descriptive in nature using both primary and secondary data. The primary data is collected from 50 employees working in various IT Corporates in Dubai using random sampling techniques. To collect data, OCTAPACE profile questionnaires were sent to the respondents via Google forms with concise instructions to facilitate easy and accurate responses. Secondary data comes from published sources such as newspapers, e-journals, official websites, the organization's HR department, and others.

#### 5. DATA ANALYSIS AND INTERPRETATION

The data was processed with the help of IBM SPSS 23 and MS Excel 2007. The Cronbach's alpha test was used to evaluate the internal reliability and consistency. When the value exceeds 0.7, it is considered acceptable. In this study Cronbach’s alpha was found as 0.94 which shows that the instrument is consistent and reliable for the study.

##### Reliability Statistics

Cronbach's Alpha	N of Items
0.94	8

##### 5.1. OBJECTIVE 1:

Statistical tools such as Mean and Standard deviation were applied in the study to understand the

values and beliefs widely shared in the IT sector in Dubai based on OCTAPACE profiling.

#### 5.1.1. Parameter 1 – Openness

Table 1: - Statements	Mean	Std.Deviation
Free interaction among employees, each respecting others feelings, competence and sense of judgment	3.583	0.5542
Genuine sharing of information, feelings, and thoughts in meetings	3.361	0.7983
Free discussion and communication between seniors and subordinates	3.500	0.6969
Effective managers put a lid on their feelings	3.028	0.8102
Free and frank communication between various levels helps in solving problems	3.417	0.6036

**Table 1** (Source- Primary data)

Interpretations: It is evident from Table 1 that employee's rate the Openness metric quite highly, placing a high importance to the statement "free interaction among employees, each respecting others feelings, competence and sense of judgment" and the employees give comparatively lower rank to the statement that Proficient managers conceal their emotions. So, it is clear that IT firms in Dubai nurture a culture where employees can interact freely by respecting one another's sentiments, abilities, and opinions followed by open conversation and exchange of ideas between superiors and subordinates.

#### 5.1.2. Parameter 2 – Confrontation

Table 2: - Statements	Mean	Std.Deviation
Facing and not shying away from problems	3.500	0.5606
Going deeper rather than doing surface-analysis of interpersonal problems	3.194	0.9508
Facing challenges inherent in the work	3.500	0.5606

situation		
Pass the buck tactfully whenever there is a problem	3.333	0.7559
Surfacing problems are not enough; we should find the solutions	3.444	0.6068

**Table 2** (Source- Primary data)

Interpretations: Regarding the confrontation parameter, workers in the IT sector in Dubai generally agreed that confronting problems directly and not running from them, as well as facing the inherent challenges of the workplace, were preferred than 'Going deeper rather than doing surface-analysis of interpersonal problems.

#### 5.1.3. Parameter 3 – Trust

Table 3: - Statements	Mean	Std.Deviation
Offering moral support and help to employees and colleagues in a crisis	3.611	0.6449
Interpersonal contact and support among people	3.278	0.7411
Confiding in seniors without fear that they will misuse the trust	3.194	0.8218
Trust begets trust	3.389	0.5989
Surfacing problems are not enough; we should find the solutions	3.028	0.8102

**Table 3** (Source- Primary data)

Interpretations: According to Table 3, the majority of workers in Dubai's IT sector felt that providing moral support and assistance to coworkers and employees during difficult times was greatly valued in the workplace. Parameters like interpersonal contact and support, entrusting in elders fearlessly and trust begets trust are given a substantial amount of significance in the organization.

#### 5.1.4. Parameter 4 – Authenticity

Table 4: - Statements	Mean	Std.Deviation
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Congruity between feelings and expressed behavior	3.139	0.8333
Tactfulness, smartness and even a little manipulation to get things done	3.083	0.9673
Owing up mistakes	3.278	0.8146
Telling a polite lie is preferable to telling an unpleasant truth	2.917	0.9373
People generally are what they appear to be	2.694	0.8886

**Table 4** (Source- Primary data)

Interpretations: Based on the grand mean, it is evident that authenticity is not highly valued as other OCTAPACE Values in the organization. Acknowledging one's own mistakes and maintaining consistency between one's emotions and behavior seems to be more prevalent in the organization than other statements such as 'Telling a polite lie preferable to telling the unpleasant truth' And 'People generally are what they appear to be'.

#### 5.1.5. Parameter 5 – Proaction

Table 5: - Statements	Mean	Std.Deviation
Preventive actions on most matters	3.306	0.8218
Seniors encouraging their subordinates to think about their development and take action in that direction	3.500	0.6547
Considering both positive and negative aspects before taking actions	3.500	0.6094
Prevention is better than cure	3.444	0.6522
A stitch in time saves nine	3.556	0.6068

**Table 5** (Source- Primary data)

Interpretations: It is found in Table 5 that; employees of Dubai's IT sector widely shared a belief that if you sort out a problem immediately it may save

a lot of extra work later. The organization also shares the practice of seniors pushing their subordinates to consider their own growth and act by examining the pros and cons.

#### 5.1.6. Parameter 6 – Autonomy

Table 6: - Statements	Mean	Std.Deviation
Taking independent action relating to their jobs	3.306	0.7863
Close supervision of and directing employees on action	3.306	0.7863
Obeying and checking with seniors rather than acting on your own	3.306	0.7099
Freedom to employees breeds indiscipline	2.861	0.9607
A good way to motivate employees is to give them autonomy to plan their work	3.250	0.8062

**Table 6** (Source- Primary data)

Interpretations: It is clearly evident from Table 6 that ability to make your own decisions about what to do rather than being influenced by someone else is valued by majority of employees. And Dubai's IT sector does not widely share the belief that Employee freedom causes indiscipline.

#### 5.1.7. Parameter 7- Collaboration

Table 7: - Statements	Mean	Std.Deviation
Teamwork and team spirit	3.722	0.4543
Accepting and appreciating the help offered by others	3.444	0.7725
Performing immediate tasks rather than being concerned about large organizational goals	3.222	0.8319
Usually, emphasis on teamwork dilutes individual	3.028	0.8779

accountability		
Employees' involvement in developing an organization's mission and goals contributes to productivity	3.556	0.6947

**Table 7** (Source- Primary data)

Interpretations: The grand mean of the parameter confrontation shows that corporate culture in IT sector in Dubai commonly shared the belief of working together towards shared goals. Employees who accept and value help from others and who participate in the development of the organization's mission and goals are highly valued in the workplace. People were given less value to the statement that Individual accountability will diminish when teamwork is prioritized.

#### 5.1.8. Parameter 8- Experimentation

Table 8: - Statements	Mean	Std.Deviation
Trying out innovative ways of solving problems	3.528	0.5599
Encouraging employees to take a fresh look at how things are done	3.528	0.6088
Making genuine attempts to change behavior on the basis of feedback	3.500	0.6094
Thinking out and doing new things tones up the organization's vitality	3.083	0.7319
In today's competitive situations, consolidation and stability are more important than experimentation	2.972	0.7741

**Table 8** (Source- Primary data)

Interpretations: Table 8 clearly illustrates that experimentation is widely shared across the organization. Employees were encouraged to think outside the box and to try new approaches to problem-solving. Sincere attempts to modify behavior based on feedback were also highly valued. The statement, Consolidation and stability are more crucial in today's

competitive environments than experimentation, shown as relatively low valued in the organization.

#### 5.2. OBJECTIVE 2:

Tentative norms suggested by Pareek were applied in the study to examine the employees' perceptions towards the overall level of OCTAPACE culture prevailing in the IT sector in Dubai.

OCTAPACE	LOW	HIGH
OPENNESS	12	19
CONFRONTATION	11	18
TRUST	12	18
AUTHENTICITY	10	17
PROACTION	14	19
AUTONOMY	9	17
COLLABORATION	12	19
EXPERIMENTATION	10	19

**Table 9** showing tentative norms suggested by Pareek (2003)

Interpretations: As per the accepted guidelines stated in Table 9, Scores above "high value" are considered as "excellent," scores below "low value" are regarded as "requires improvement," and scores between low and high value are regarded as "very good,". An organization's overall score can vary from the lowest score of 90 to the highest score of 130, based on the tentative norms proposed by Pareek (2003). The comparison of Table 9's tentative norms with Table 10's mean value of OCTAPACE dimensions of the IT industry indicated that Proaction, Collaboration, and Confrontation are significantly more satisfactory in the organization, since their scores are in higher range than those of the other dimensions.

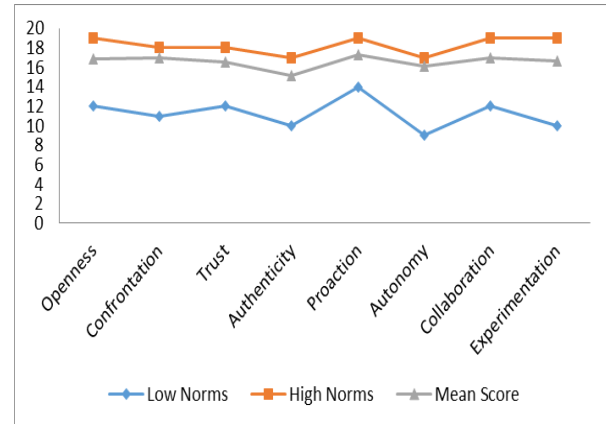
OCTAPACE	Mean	Std. Deviation
OPENNESS	16.8889	2.23961
CONFRONTATION	16.9722	2.36022
TRUST	16.5000	2.38447

AUTHENTICITY	15.1111	3.33619
PROACTION	17.3056	2.48216
AUTONOMY	16.0278	2.55775
COLLABORATION	16.9722	2.13121
EXPERIMENATION	16.6111	2.08776

**Table 10** showing Descriptive Statistics

The study found that pro-action ( $M = 17.3056$ ) exists at a higher level in the organization than any other dimensions. This meant that people in the organization take preventive actions and calculates the outcome of an alternative cause before it performs. The mean score of pro-action is followed by the collaboration ( $M=16.9722$ ), it means employees are free to give help and ask help from others. It leads to productive meetings and team efficacy. Confrontation ( $M=16.9722$ ) shows that the people have role clarity and they work as a team to deal with problems and to resolve sensitive issues. It was then followed by the mean score of openness ( $M =16.8889$ ), which indicates that people express and share their thoughts and feelings freely without defensiveness. Experimentation ( $M= 16.6111$ ) shows that the organization encourages creativity in employees and giving space to them for their innovative thoughts for problem-solving which is necessary for every software organization. The Mean score of trust ( $M=16.5$ ) indicates that there exists an average level of empathy and mutual understanding among the employees in the

organization. Autonomy ( $M = 16.0278$ ) in the organization is at an average level which specifies that employees can freely plan and act in their own sphere and there is a reduction in seeking permissions from a higher authority. The mean score is least for the Authenticity ( $M = 15.1111$ ) as it shows the equivalence of what one feels, says and does in the organization. It is clearly illustrated in Figure 1.



**Figure 1** showing the overall level of OCTAPACE culture prevailing in the IT industry

### 5.3. OBJECTIVE 3:

Inter-Item Correlation Matrix is used to analyze the direction and degree of relationship among various dimensions of OCTAPACE culture in IT organizations in Dubai.

	O	C	T	A	P	AN	CB	E
OPENNESS	1.000							
CONFRONTATION	.778	1.000						
TRUST	.722	.708	1.000					
AUTHENTICITY	.698	.654	.722	1.000				
PROACTION	.731	.665	.780	.606	1.000			
AUTONOMY	.559	.639	.597	.693	.620	1.000		
COLLABORATION	.760	.778	.745	.776	.693	.613	1.000	
EXPERIMENTATION	.632	.618	.671	.478	.718	.649	.640	1.000

**Table 11** showing Inter-Item Correlation Matrix (Source: Primary Data)



**Interpretations:** It is found from Table 11's correlation matrix that there is a significant relationship between each of the eight OCTAPACE ethos across the organization. It is discovered that Trust positively correlates with Proactivity ( $r = 0.722$ ), Collaboration ( $0.745$ ), and Authenticity ( $r = 0.722$ ). The study revealed that the most significant positive correlation ( $r = 0.780$ ) was found between Trust and Proaction. This suggests that people respect others' privacy and do not misuse information shared by others. It also gives them confidence to prepare for challenging situations in advance and take preventative measures within the organization to avoid problems down the road. It also helps the staff to make sure that their words, actions, and feelings are all in line with one another and to foster a sense of teamwork in order to solve problems together.

Furthermore, it is evident that Confrontation, Trust ( $0.722$ ), and Proaction ( $0.731$ ) have a strong positive correlation with Openness. Among them, there is a strong correlation between Openness and Confrontation ( $r = 0.778$ ), indicating that employees who are able to freely express their thoughts and feelings and who receive timely, unbiased performance evaluation are better equipped to face difficult problems without fear. And it is assumed that staff members uphold a high standard of confidentiality regarding information exchanged within the company. They also assess the consequences of various options and, if necessary, take preventive action. The confrontation factor has a strong positive association with trust ( $0.708$ ) and collaboration ( $0.778$ ). It implies that workers will offer and accept assistance from others without hesitation, enabling them to confront issues and define their roles clearly. Additionally, it fosters a sense of confidence and trust among each and every person in the company. This provides additional support in taking on and successfully completing challenging assignments.

The results show a strong positive correlation between proaction and experimentation, with a coefficient value of  $r = 0.718$ . This suggests that giving employee's freedom to make decisions and take action encourages them to experiment more within the company. Sustaining an atmosphere that fosters creativity and innovation is essential in an IT organization. It is also evident from the correlation matrix that Authenticity and Collaboration ( $r = 0.776$ ) are positively correlated which means congruence

between 'what one feels, says, and does' leads to improved communication, team efficacy, more involvement of employees, more joint decisions, productive meetings, and optimum resource sharing in the organization.

## 6. CONCLUSION

A healthy organizational culture relies on eight strong ethos of OCTAPACE which enable the organization to accomplish its goals and objectives. Although the IT sector is seen as Dubai's main engine for growth, it suffers due to an unhealthy culture that leads to high employee attrition, complicated job profiles, stressful work-life balance, and other issues. With an emphasis on beliefs, values, and ethos through the OCTAPACE profile, this study sought to investigate the organizational culture prevails in IT organizations in Dubai.

The research indicates that the organization's senior management ought to foster a culture that provides employees greater flexibility to communicate their opinions and emotions as well as clearer objectives. It is imperative that managers should provide their staff with sufficient training to enable them to address interpersonal issues more deeply and face challenges head-on, rather than avoiding or delay them. The organization's management should protect the confidentiality of any information shared by employees and refrain from misusing it. The management ought to foster authenticity by proving the congruence of one's thoughts, feelings, and actions which will manifests as a greater degree of faith and pure emotional disclosure.

Management should enhance proaction within the organization by giving employees the freedom to plan ahead, take the initiative and preventive action, and computing the results of an alternative course of action. Senior management should follow effective delegation among staff members; promote less reliance on senior personnel for recommendations, and freedom to act and plan within one's own domain. It should inspire staff members to offer and accept assistance from others, as well as to increase communication and hold productive meetings. Additionally, it ought to foster creativity in staff members by providing a sufficient environment for them to come up with creative remedies for challenges.

In light of this study, management make every effort to preserve an organizational culture that fosters OCTAPACE values such as openness, collaboration, trust, pro-action, autonomy, authenticity, confrontation, and experimentation in the organization. The study indicates that it will serve as a guide for upper management to pinpoint the organization's weaker organizational cultures and to create and maintain a strong organizational culture throughout time.

The results of study will help management in creating a long-lasting competitive advantage and bringing the desired organizational performance. The study recommends the scope for improvement in sample size and sample organizations across various sectors. Since OCTAPACE culture is still relatively new, further research can be done by comparing Dubai's IT sector with those in other countries to learn about their current OCTAPACE culture situation.

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