

# Organizational Culture, Workforce Alignment and Productivity Outcomes: An Empirical Study of OCTAPACE Dimensions in Manufacturing SMEs

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**Abstract:** *The current study examines the role of organisational culture in employee's behavioural alignment in the Indian automobile manufacture industry by using an empirical approach focusing on the eight OCTAPACE dimensions namely, openness, confrontation, trust, authenticity, proaction, autonomy, collaboration, and experimentation. Utilising a quantitative, cross sectional approach, the data were gathered from 175 employees who work as technical and non technical posts in a big automobile enterprise situated in Tamil Nadu, India. The standardised OCTAPACE culture instrument was used as the main instrument of data collection and further analysis included descriptive statistics, reliability analysis, correlation analysis, and one-way analysis of variance (ANOVA) with the statistical package (SPSS). Findings show that the all-round OCTAPACE cultural perception is above the average level with proaction, collaboration and trust emerging as the most prominent perceived dimensions. No statistically significant differences were found in OCTAPACE culture perception in hierarchical strata, indicating a culture of shared understanding within the organisation. Nevertheless, meaningful differences occurred between employee behaviour and OCTAPACE dimensions, supporting the behavioural salience of organisational culture. Theoretically, the research strengthens the use of value-based culture frameworks as a way of explaining employee behavioural alignment in manufacturing scenarios in emerging economies. From a managerial perspective, the outcomes call for specific human resource interventions that strengthen autonomy, authenticity, and experimentation as a way to increase cultural efficacy and employee engagement. Practically, the research provides actionable insights for managers who are determined to leverage the organisational culture as a strategic resource for sustainable performance.*

**Keywords:** Organisational Culture, OCTAPACE, Employee Behaviour, Automobile Industry, Emerging Economies, Human Resource Management

## Introduction

In an era of accelerating technological advances, fierce international competition, and the sweeping change brought about by Industry 4.0, manufacturing companies have increasingly placed an organisational culture of equal importance to strategic assets instead of administrative constructs (Jagtap et al., 2021). Beyond the level of operational efficacy and technological sophistication, the coherence of employee behaviour has emerged as a key factor in determining the adaptability of organisations, innovation in employee behaviour, and long-term viability of organisations. Existing literature stresses consistently that organizational culture does have an impact on employee attitudes, decision-making processes and their discretionary behavior, and on the organization's overall performance, especially under knowledge-intensive and manufacturing-driven environments (Cohen et al., 2019).

Within the manufacturing industry, the collision between ordered production systems and human-centred cultural values is a unique Managerial dilemma. While higher production technologies make production processes more efficient, the more or less effective these systems are, will depend on the propensity of employees to act proactively, to work together across functional boundaries and to experiment with new forms of solutions. In emerging economies like India, where manufacturing entities operate in varying socio-cultural and institutional milieu, the role of value-based organisational culture is made more important. Indian manufacturing companies increasingly rely upon the participative management paradigms, trust building and employee empowerment to maintain competitiveness in global value chains (Aguilar Rodríguez et al., 2021).

The OCTAPACE framework (as it is called), built on openness, confrontation, trust, authenticity, proaction, autonomy, collaboration and experimentation, brings a holistic understanding of how to scrutinise the organisational culture as a behavioural enabler. Rooted in human resource development and organisational-behaviour theory, OCTAPACE describes culture as a shared system of values that supports transparent communication, effective problem-solving, and unceasing learning (Yang & Gu, 2021). Despite the conceptual soundness of the theory, empirical studies carried out in the framework of the OCTAPACE paradigm are still primarily descriptive and fragmented and do not provide much insight into the relationship that the different cultural dimensions have with employee behavioural alignment in a modern manufacturing context (Althabatah et al., 2023).

Existing scholarship mostly has viewed organisational culture as a fixed entity or has focused on isolated aspects of culture without the integration of employee behaviour as a key outcome variable. In addition, empirical evidence based on manufacturing context in emerging economies is limited, especially when considering statistical studies of the link between OCTAPACE culture dimensions and employee behaviour at hierarchical levels (Dallasega et al., 2018). This lacuna makes it difficult to understand theoretically the manifestation of value-based frameworks in culture at the operational level in highly structured industrial environments.

Addressing this gap, the current study empirically examines the perceptions of employees about OCTAPACE culture and its relational dynamics with employee behaviour in a large automobile manufacturing organisation in India. By combining organizational culture theory with behavioral analysis, this research attempts to expand upon a body of existing literature by demonstrating the importance of shared cultural values in terms of behavioral consistency and engagement within various strata of the organization (Pillai & Sivathanu, 2018).

Accordingly, the following objectives guide the study: (i) to evaluate the prevailing OCTAPACE culture within the organisation (ii) to assess employee perception of OCTAPACE dimension across the hierarchy level (iii) to examine the relationship between OCTAPACE culture and employee behaviour. Based on these objectives, the study tests these hypotheses: (a) there is no significant difference in OCTAPACE culture perception among the ranks of employees and (b) organisational culture exerts significant influence upon employee behaviour.

## Literature Review

### *Organisational Culture as a strategic Resource*

Organisational culture has increasingly been defined as a strategic resource that influences employee cognition, behaviour and performance. Contemporary management research upholds culture not as a set of shared values but as an enabling mechanism that is used by organizations to coordinate actions, manage uncertainty, and sustain competitive advantage (Hartnell, Ou, & Kinicki, 2019; Schneider, Ehrhart, & Macey, 2017). Within the context of a resource-based framework, organisational culture is useful, scarce, inimitable, and socially complex, making it a key factor in long-term organisational effectiveness, especially in complex manufacturing milieus. Recent empirical investigations emphasise the fact that strong

organisational cultures encourage behavioural consistency, psychological safety, and employee discretionary effort (Ogbonna & Harris, 2020). In manufacturing situations (where the need for standardization is met with innovation requirements) culture serves as a balancing force between operational discipline and adaptive employee behavior (Berson, Oreg, & Dvir, 2022). Studies done in emerging economies have also suggested the role of culture for further moderating institutional uncertainty and improving employee engagement (Gupta & Singh, 2020).

#### *OCTAPACE Framework and Value Based Organisational Culture*

The OCTAPACE framework defines organisational culture by eight value-based dimensions including openness, confrontation, trust, authenticity, proaction, autonomy, collaboration, and experimentation, which represent behavioural norms to support learning and development. While it was primarily based on a literature review on human resource development, recent studies support the relevance of OCTAPACE in contemporary organisational contexts, especially in promoting participative management and innovation-oriented cultures (Rao & Abraham, 2021). Empirical research has shown that openness and trust form a base of transparent communication and knowledge sharing, while confrontation and authenticity provide an opportunity for constructive conflict resolution and ethical decision-making (Singh & Mishra, 2019). Proaction and autonomy to empower employee to take initiative and to respond to environmental changes in an effective way, a critical capability in technologically intensive manufacturing firm (Kundu, Mor, & Bansal, 2019). Collaboration and experimentation, further aid cross-functional integration and constant improvement, which adhere to the Industry 4.0 requirements (Sony & Naik, 2020).

Despite the aforementioned insights, recent scholarship suggests the investigations based on the OCTAPACE framework prefer to have a descriptive orientation, which focuses on cultural assessment without adequate attention to the examination of behavioural outcomes (Reddy & Rao, 2022). This methodological shortcoming amounts to a compelling impetus for empirical inquiry with a direct connexion between OCTAPACE dimensions and employee behaviour.

#### *Organisational Culture and Behaviour of Employees*

Employee behaviour (operationalised through constructs such as engagement, discretionary effort, adaptability and organisational citizenship behaviour) is widely recognised as a basic product of organisational culture. Contemporary behavioural research assumes that employees perceive cultural cues in the form of normative cues that guide acceptable and rewarded behaviours (Schein & Schein, 2019). Empirical studies in the manufacturing and service industries have shown that strong, consistent cultures have a beneficial effect on employee commitment, cooperation, and proactive work behaviours (Jiang et al., 2020). In manufacturing situations, behavioural alignment is especially important, because of interdependence between roles and the need for coordinated behaviour. Empirical evidence supports that cultures with trust, collaboration, and autonomy positively influence the willingness of employees to exchange knowledge, address problems cooperatively, and commit to quality standards (Bamel & Bamel, 2018; Karatepe et al., 2021). Nevertheless, findings also show that the strength of culture does not necessarily ensure behavioural consistence unless the practise of fair HR, leadership support, etc. (Peccei & Van de Voorde, 2019).

#### *Social Exchange Theory and Cultural - Behavioral Linkages*

Social Exchange Theory (SET) offers a sound theoretical base for explaining organisational culture's impact on employee behaviour. According to SET, employees reciprocate favourable organisational treatment with positive attitudes and behaviours (Cropanzano et al., 2017). Cultural dimensions like trust, openness and authenticity are indicators of support and fairness from the organisation thus stimulating mutual behaviours such as commitment, cooperation and discretionary effort. Recent studies on the application of SET into organisational culture research shows that employees who believe that the organisational culture is supportive and transparent are more likely to engage in proactive behaviours and organisational citizenship (Aboramadan et al., 2020). In the context of manufacturing, reciprocal exchanges are reinforced to the extent that cultural values are bolstered through consistent managerial actions and HR practises (Zhang, Rasheed, & Luqman, 2022). Consequently, OCTAPACE dimensions may be seen as social exchange cues influencing behavioural responses of employees.

### *Ability-Motivation-Opportunity (AMO) Framework & Culture*

The Ability-Motivation-Opportunity (AMO) framework is another way of understanding how organisational culture transforms into employee behaviour. According to the AMO theory, employee performance and behaviour are determined by their abilities, motivational, and opportunities to contribute (Jiang et al., 2012). Cultural dimensions such as experimentation and autonomy strengthen the possibilities of employees to use skills, and proaction and collaboration strengthen motivation through meaningful involvement. Recent empirical studies combining the theory of AMO with the topic of organisational culture show that cultures that foster learning and empowerment increase the effectiveness of HR systems and improve behavioural outcomes (Bos-Nehles & Veenendaal, 2019; Khoreva & Wechtler, 2020). Within manufacturing organisations (where skill utilisation and continuous improvement are a vital part) the OCTAPACE culture is very much aligned with the principles of AMO as it fosters an environment where initiative, cooperation and innovation are encouraged.

### *Research Gap and Hypotheses Development*

Although past research has acknowledged the value of organisational culture in determining employee behaviour, there still exist a number of gaps. First, there are explicitly linking OCTAPACE culture dimensions to the behaviour of employees using robust statistical techniques empirical research is limited. Second, current research seldom examines whether cultural perceptions vary across the levels of hierarchy, especially in structured manufacturing organisations. Third, there is little evidence in emerging economy contexts that combines OCTAPACE culture with existing theories of behaviour such as SET and AMO.

In order to fill these gaps, the present study combines organisational culture theory with Social Exchange Theory and the AMO framework in order to empirically analyse the relationship between OCTAPACE culture and employee behaviour. Accordingly, the following hypotheses are put forward:

H1: There is no significant difference in the perception of OCTAPACE culture among employees in the different hierarchical levels.

H2: OCTAPACE culture dimensions significantly impact on the behaviour of employees.

## **Research Methodology**

### *Research Design*

The research design is quantitative and a cross sectional research design is used in this study to investigate empirically the perception of organisational culture and its relation with organisational behaviour. A quantitative approach applies because the investigation aims to quantify latent cultural constructs and test hypothesised relationships statistically by using standardised instruments. Cross sectional designs are commonly used in organisational culture studies particularly when the goal is to capture collective perceptions at a specific time point (Hair et al., 2019). This design allows for the objective comparison of employee groups, and allows for hypothesis testing when employing inferential statistical techniques.

### *Population and Sampling*

The population for the study consists of employees involved in technical and non - technical functions in a large automobile manufacturing organisation located in Tamil Nadu in India. A stratified random sampling technique was used to ensure that there is a proportional representation of employees at various levels of hierarchy and in different functional categories. This approach adds to the generalisability of findings by reducing sampling bias and attaining a range of organisational perspectives. A total of 250 questionnaires were distributed and 185 of them were returned. Following data screening for completeness and response consistency, 175 valid responses were kept for final analysis, which represented a usable response rate of 70%. The final sample size meets the minimum requirements for statistical analysis including Analysis of Variance and reliability analysis, as per contemporary methodological guidelines (Hair et al., 2019).

### *Data Collection Instrument*

Primary data were gathered through a structured questionnaire that had three sections. The first part recorded

demographic data, such as age, work experience, hierarchical level and functional area. The second part involved the measurement of organisational culture using the OCTAPACE instrument, which operationalises culture over 8 dimensions, namely, openness, confrontation, trust, authenticity, proaction, autonomy, collaboration and experimentation. The third section involved the behavioural perceptions of employees with respect to these dimensions of culture. Responses were marked on a five point Likert scale from 1 ("strongly disagree") to 5 ("strongly agree"). The OCTAPACE instrument was chosen based on its established relevance in organisational culture and human resource development research and suitability for measuring value-based culture in manufacturing settings.

*Validity and Reliability*

Measurement reliability and validity was thoroughly evaluated before hypothesis testing. Internal consistency reliability was assessed through the use of Cronbach's alpha and the results ranged from 0.63 to 0.95, which exceeds the cutoff acceptable value of 0.60 for exploratory and applied social science research. These results show good internal consistency across all OCTAPACE dimensions. Content validity was determined through the use of a standardised instrument that had previously been validated and widely used in the study of organisational culture. The questionnaire was then reviewed by experts in the discipline to ensure that it is clear, relevant and appropriate to the context. Construct validity was given additional support from inter-item correlation analysis which found coherent relationships between items that were designed to measure the same underlying constructs.

*Data Analysis Techniques*

Data were analysed using version 26 Statistical Package for the Social Sciences (SPSS). Demographic characteristics and general impressions of corporate culture were summarised using descriptive statistics. Reliability was measured using Cronbach's alpha, which gives an estimate of internal consistency. Inferential statistical procedures, specifically one-way analysis of variance (ANOVA) were used to examine the difference in the perceptions of OCTAPACE culture between hierarchical levels and to assess the influence of organisational culture on employee behaviour. All statistical tests were performed at the level of 5%, in agreement with current standards in behavioural and management research.

*Ethical Considerations*

The study was conducted within a strict set of ethics. Participation was completely voluntary and the respondents were well informed about the purpose of the study before data collection began. Informed consent was secured from all participants and their responses were assured confidentiality. Personally identifiable information was not collected and all data were used for academic purposes only. The research followed institutional ethics regulations as well as the general ethical guidelines that govern inquiry in the social sciences.

**Data Analysis and Discussion**

The demographic profile of the final respondents has been presented in the below table.

**Table 1:** Demographic Profile of respondents

<b>Criteria</b>	<b>Questionnaire items</b>	<b>N</b>	<b>%</b>
<b>Age</b>	Less than 35 Years	78	46%
	More than 35 Years	97	54%
	<b>Total</b>	<b>175</b>	
<b>Ranking</b>	Junior Ranks	73	42%
	Senior Ranks	102	58%
	<b>Total</b>	<b>175</b>	
<b>Work Experience</b>	Less than 10 Years	62	35%
	More than 10 Years	113	65%

	<b>Total</b>	<b>175</b>	
<b>Departments</b>	Technical	107	61%
	Non-Technical	68	39%
	<b>Total</b>	<b>175</b>	

(Source: Primary Data)

The above table provides a clear picture of the respondent’s demographic profile. 54% of respondents fall in the category of more than 35yrs of age while 58% of them are Senior Rank employees. More than 65% of the respondents have more than 10yrs of work experience and 61% of them work in the technical departments.

*Testing of Hypotheses*

H01: No significant difference in the perception of OCTAPACE culture among employees at different ranking levels.

The calculation of Cronbach’s alpha result 0.63 from the data calibration is taken into consideration for this study. This is higher than the lenient cut-off of 0. The data was tested for reliability and yielded a Cronbach alpha score ranging from 0.65 to 0.95 against the result of 0.63 is given in the below Table 3. Inter-item correlations are elevated and it is apparently proves the analysis and that the items evaluate the same underlying framework of the study.

**Table 2:** Reliability analysis - Chronbach’s Alpha and Correlation

	<b>Chronbach’s</b>	<b>Correlation</b>	<b>Low</b>	<b>High</b>
<b>‘Openness’</b>	0.671	0.527	13	17
<b>‘Confrontation’</b>	0.614	0.512	13	17
<b>‘Trust’</b>	0.714	0.614	13	17
<b>‘Authenticity’</b>	0.964	0.825	10	14
<b>‘Pro- action’</b>	0.674	0.591	13	17
<b>‘Autonomy’</b>	0.871	0.754	11	16
<b>‘Confrontation’</b>	0.831	0.705	13	17
<b>‘Experimentation’</b>	0.764	0.611	11	16

(Source: Primary Data)

Also the above table proves the OCTAPACE profile scores achieved based on the tentative norms in this study, seems to be satisfactory.

Second part of the OCTAPACE questionnaire used in this study deals with the extent on how widely each of the eight values are shared, valued and how much the beliefs are useful in the organization provided us the understating of the organization’s ethos on eight values. Mean score on each variable theoretically vary from 5 to 20. Thus, collected data in this research through the designed questionnaire is analyzed and presented in table 3 below:

**Table 3:** OCTAPACE Profile Score

<b>OCTAPACE</b>	<b>N</b>	<b>Range</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>SD</b>	<b>%</b>	<b>Var</b>	<b>Skew</b>	<b>Kurt</b>	<b>Rank</b>
Openness	175	14	7	21	14.31	2.40	69.41	5.67	-0.44	-0.09	8
Confrontation	175	17	5	20	14.32	2.38	69.43	6.07	-0.28	0.32	7
Trust	175	15	5	20	14.48	2.13	68.88	4.07	-0.16	0.52	3
Authenticity	175	17	5	20	12.62	1.80	62.87	3.66	-0.20	1.13	6
Pro-action	175	16	6	20	15.54	2.82	77.20	8.65	-0.58	0.42	5
Autonomy	175	12	6	18	12.58	1.55	61.43	2.37	0.13	0.01	2
Collaboration	175	12	7	20	13.91	1.71	67.08	3.13	0.21	0.05	1
Experimenting	175	14	5	19	13.83	2.27	64.49	4.08	-0.31	0.24	4

(Source: Primary data)

In above Table 3 above describes the range, variance and standard deviations computed for studying the variability, and in addition, measures of skewness and kurtosis were also computed, i.e. skewness and kurtosis for understanding the nature of the distribution. To calibrate the interval-scale variables, the descriptive

Statistics of the following values: standard deviation, minimum, maximum, mean, range and variances were obtained.

Values of kurtosis and skewness are equal to zero is said to be normal in any distribution analysis. Skewness indices value if greater than 3.0 looks extremely skewed data sets, and values of kurtosis more than 10.0 may imply a hitch in the data collected. Out of the 175 responses, none had skewness more than 3.0, and none had kurtosis more than 10.0. The data was slightly skewed towards negative -0.58 to -0.09, and the kurtosis ranges from -0.09 to -1.13. In a scale 'Not Agree At All' to 'Strongly Agree' ranging from 0 to 4 representing, the means of perception from 2.82 to 1.71, which implies that the perception of the respondents is close to their expectations on most of the attributes.

Now, finally to prove the first hypothesis, **H01**: No significant difference in the perception of "OCTAPACE culture" among employees at different ranking levels, Table 4 describes the comparison analysis of OCTAPACE culture among employees working at different ranks at various selected departments of Renault Nissan Pvt. Ltd., and testing the hypothesis.

**Table 4:** OCTAPACE Profile and Ranks at different Departments (Source: Primary Data)

S.No.	OCTAPACE	Mean	Junior Ranks (73)		Senior Ranks (102)	
			Mean	SD	Mean	SD
1	Openness	14.38	14.28	2.62	14.49	2.43
2	Confrontation	14.39	14.12	2.41	14.38	2.56
3	Trust	14.48	14.45	2.18	14.40	2.12
4	Authenticity	12.67	12.76	2.12	12.61*	1.75
5	Pro-action	15.56	15.45*	3.18	15.52*	2.74
6	Autonomy	12.49	12.57*	1.83	12.62	1.48
7	Collaboration	13.92	13.89	1.89	13.95	1.75
8	Experimentation	13.85	14.32	2.32	13.74	2.28

Total respondents in all levels 175 (N=175), Junior ranks (N=73) and Senior ranks (N=102). While comparing the OCTAPACE profile scores between the two groups, no significant difference is observed in the organisational culture. However, the highest mean score on this account is obtained in the group of junior (15.45) and senior (15.52) positions for "Proaction" and the lowest in the group of junior (12.57) for "Autonomy" and senior (12.62) positions for "Authenticity". While testing **H01**, on the perception of OCTAPACE culture among employees of different hierarchical levels, the OCTAPACE profile scores between the two groups (Table 4), there exists no significant difference in the perception of OCTAPACE culture among employees at different ranking levels, and therefore, this condition **accepts the null hypothesis H01**.

**H02**: No significant difference between "employees' behaviour" and "OCTAPACE culture".

The eight dimensions of organisational culture, such as "openness, confrontations, trust, authenticity, proaction, autonomy, collaboration, experimentation" as identified, on employees' behaviour have been analysed to measure their influences. One way Analysis of variance (ANOVA) is applied to find out the influences of employees' behaviour and OCTAPACE culture.

**Table 5:** ANOVA (Source: Primary Data)

Factors		Sum of Squares	df	Mean Square	F	Sig.
'Openness'	Among Groups	3.540	2	1.723	12.566	.000
	Inside Groups	20.040	173	.135		
	<b>Total</b>	<b>23.544</b>	<b>175</b>			
'Confrontation'	Among Groups	3.20	2	1.644	10.031	.000
	Inside Groups	24.120	173	.163		
	<b>Total</b>	<b>27.320</b>	<b>175</b>			
'Trust'	Among Groups	3.70	2	1.898	10.112	.000

	Inside Groups	23.570	173	.159		
	<b>Total</b>	<b>27.280</b>	<b>175</b>			
<b>'Authenticity'</b>	Among Groups	13.580	2	6.791	33.237	.000
	Inside Groups	28.710	173	.194		
	<b>Total</b>	<b>42.290</b>	<b>175</b>			
<b>'Proaction'</b>	Among Groups	1.914	2	.456	3.643	.035
	Inside Groups	19.957	173	.135		
	<b>Total</b>	<b>21.871</b>	<b>175</b>			
<b>'Autonomy'</b>	Among Groups	2.266	2	.632	7.231	.003
	Inside Groups	13.051	173	.088		
	<b>Total</b>	<b>15.317</b>	<b>175</b>			
<b>'Collaboration'</b>	Among Groups	3.380	2	1.689	15.742	.000
	Inside Groups	15.771	173	.106		
	<b>Total</b>	<b>19.151</b>	<b>175</b>			
<b>'Experimentation'</b>	Among Groups	2.063	2	.530	5.313	.005
	Inside Groups	14.670	173	.99		
	<b>Total</b>	<b>16.733</b>	<b>175</b>			

(Source: Primary Data)

The above ANOVA table provides information for testing hypotheses. Across the groups, the F-value is used in testing the significance of differences in mean scores.

F-value for "Openness" is 12.566 and its associated p-value(sig) is 0.000; this is less than 0.05, hence rejects the null hypothesis and proves the existence of differences in level of "Openness" and "employees' behaviour" among groups. F-value for "Confrontation" is 10.031 and the corresponding p-value(sig.) is 0.000; this is less than 0.05, therefore rejects the null hypothesis and concludes the existence of differences in level of "Confrontation" and "employees' behaviour" among groups. F-value for "Trust" is 10.112 and its corresponding p-value(sig.) is 0.000; that is less than 0.05, hence rejects the null hypotheses and concludes the existence of differences in level of "Trust" and "employees' behaviour" among groups. F-value for "Authenticity" is 33.237 and the associated p-value(sig.) is 0.000; this is less than 0.05, rejects the null hypothesis and concludes the existence of differences in level of "Authenticity" and "employees' behaviour" among groups. F-value for "Proaction" is 3.643 and the associated p-value(sig.) is 0.035, which

Obviously less than 0.05, subsequently rejects the null hypothesis and concludes the existence of a difference in the level of "Proaction" and "employees' behaviour" among groups. F-value for "Autonomy" is 7.231 and the associated p-value(sig.) is 0.003, which is less than 0.05 and hence rejects the null hypotheses and concludes the existence of a difference in level of "Autonomy" and "employees' behaviour" among groups. F-value for "Collaboration" is 15.742 and the associated p-value(sig.) is 0.00, which is less than 0.05 and tends to reject the null hypothesis and concludes that there exist differences in the level of "Collaboration" and "employees' behaviour" not the same among groups. F-value for "Experimentation" is 5.313 and the associated p-value(sig.) is 0.005; hence lesser than 0.05, and this criterion rejects the null hypothesis and concludes that the levels of doing "Experimentation" and "employees' behaviour" are not the same among groups. Overall, the ANOVA test rejects the null hypothesis H02 and proves a significant difference between "employees' behaviour" and "OCTAPACE" culture.

## Discussion

The current study investigated employees' perception about OCTAPACE culture and its relationship to employee behaviour in an automobile manufacturing context. The empirical evidence generated here gives support to the continued applicability of value-based organisational culture frameworks in influencing the behaviour of employees, particularly in highly structured industrial settings. Overall, the culture perception of OCTAPACE was above the mid-point, with proaction, collaboration, and trust being the most strongly endorsed dimensions. This is in line with recent Scopus-indexed research, which highlights the increasing role of proactive behaviour and the use of collaborative work practises within manufacturing companies adapted to digital and process transformations (Hartnell et al., 2019; Berson et al., 2022). The proaction dimension indicates the willingness of employees to foresee problems and to take the first steps for solving, which corresponds to the

requirements of Industry 4.0 that require adaptive and forward-looking behaviour. The lack of significant differences in OCTAPACE culture perception across hierarchy levels is suggestive of a similar cultural interpretation within the organisation. This result supports past evidence that there are strong organisational cultures that help to reduce perceptual fragmentation and foster behavioural consistency across ranks (Schneider et al., 2017; Ogbonna & Harris, 2020). From a theoretical perspective, though, the results support the proposition in organisational-cultures theory that deeply embedded values are collective cognitive frames that guide employee behaviour regardless of their hierarchical position.

The results of the statistical analyses of the results with Anova suggested to us statistically significant differences between the employee behaviour and all OCTAPACE dimensions, so it can be pointed out that the organisational culture has a meaning for the resulting behaviour. These findings can be explained by using the Social Exchange Theory (SET), which suggests that employees respond to perceived organisational support and fairness with positive behaviours (Cropanzano et al., 2017). Cultural dimensions such as trust, openness and authenticity are social - exchange signals that lead to reciprocal behaviours such as cooperation, engagement and discretionary behaviours.

Moreover, the results are in line with the Ability-Motivation-Opportunity (AMO) framework that explains how cultural environments provide opportunities for employees to use their abilities and be motivated (Bos-Nehles and Veenendaal, 2019). Dimensions such as autonomy and experimentation - though lower on average - are critical to allow opportunity structures that support innovation and learning. The relatively lower perception of authenticity and autonomy suggests possible limits of empowerment mechanisms, which have also been noted in research with emerging economies' manufacturing companies (Khoreva & Wechtler, 2020). Collectively, the findings add to the existing literature through an empirical link between OCTAPACE culture dimensions and employee behaviour by providing robust statistical evidence to address a salient gap in the current state of organisational culture research.

## Conclusion

This study strengthens the importance of organisational culture as a mechanism of behavioural governance through empirical support of the relevance of the OCTAPACE framework in a modern manufacturing context. It shows that even though employees at different levels of the hierarchy have a common view of organisational culture, the behavioural influence of OCTAPACE dimensions is of differing intensities and highlights the role of culture in ensuring consistent but dynamic employee behaviour. Theoretically, the research contributes to the knowledge of organisational-cultural literature by revalorising OCTAPACE values from descriptive cultural indicators to active behavioural enablers, and helps to address a significant gap in previous literature. By combining Organisational-Culture Theory, Social Exchange Theory and AMO framework, the study presents an integrated view of the theories in a better understanding of the value-based cultures as they translate into employee behaviour through the reciprocal and opportunity-enhancing mechanisms. This integrated view adds to the body of management scholarship by offering an integrated explanation of the alignment of culture and behaviour in structured manufacturing environments, especially in the context of emerging economies, and a basis for future empirical research into the role of culture in generating organisational performance.

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