

International Journal of Advance Research in Computer Science and Management Studies

Research Article / Paper / Case Study

Available online at: www.ijarcsms.com

Relatedness of Personal and Familial Factors with Cultural Attitude of Aspiring Managers: A Comparative Study

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Abstract: The aim of this study is to examine the cultural attitude variations among aspiring managers of private university and state technical university on the basis of personal factors (age and gender) and family factors (occupation of father and family income) with a sample size of 138 MBA final year students with 69 respondents from each university. For this purpose the analysis part has been divided into two categories. First part determines the variations in cultural attitude among aspiring managers across personal factors as well as family factors with the help of t-test and ANOVA. The second part elucidates the relationship between age, gender, occupation of father, family income and cultural attitude with the help of correlation analysis. The first finding of this study suggests that aspiring managers of state technical University differ significantly on the basis of age only in case of 'Individualism v/s Collectivism', on the basis of gender only in case of 'Masculinity v/s Femininity' and on the basis of age and gender in case of overall cultural attitude. But the aspiring managers of private university do not differ significantly in any case. Secondly the study represents both negative and positive correlation among personal factors, family factors and cultural attitude of aspiring managers which signifies that the aspiring managers studying in a private university in NCR have exhibited cultural insensitivity in contrast to their counterparts studying in State Technical University in other region.

Keywords: data Culture, Cultural Attitude, Overall Cultural Attitude, Personal Factors, Family Factors.

I. INTRODUCTION

Culture is process to live in group. Each individual follow some rules and norms in order to keep society burly and integral. Culture is a process for distinctiveness for every living creature and cultural fruition raises the uniqueness of the society and its benefit goes to its individuals. Culture differs from group to group as their behaviour changes though major part remains same as human culture to discriminate from other species. This gives different identity. Culture developed by beliefs, faith, practices, customs, way to live, art, intelligence, language, food habits, and economy etc. Hofstede (1980) described that "Culture is an important determinant of how people think and behave, while "values" are broad tendencies to prefer certain state of affairs over others" and further describes culture as the "collective programming of the mind" through four dimensions for evaluation of cultural dispositions shown as per Figure-I.

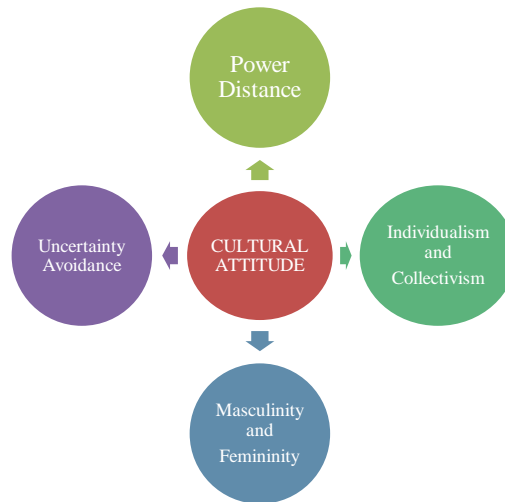


Figure-1: Dimensions of Cultural Attitude

- 1) **Power Distance**, is “the extent to which the less powerful members of institutions and organisations within a country express and accept that power is distributed equally”. People in a high power distance culture are comfortable with the status accorded to various group of people. In terms of leadership they have a high dependence on their bosses. Their performances are for an autocratic type of leadership. Organisations in a high power distance culture centralise power. The structure is very hierarchical. Superiors are entitled to privileges. In a low power distance culture equality prevails and the situation is opposite to high power distance situations.
- 2) **Individualism and Collectivism**, such a culture emphasises the degree the society reinforces individual or collective achievement. Individuals under an individual’s culture are supposed to look after him or her, and personal relationships are loose. In collectivism interpersonal relationship are strong and group needs rank higher than those of individuals. Individuals prefer to have time on their hands and freedom to pursue challenges. Organisations employing such people should structure jobs or tasks to meet such needs. In a collectivist culture it is important for individuals to work with in groups and teams and group loyalty becomes important. Organisation cultures differ depending on individualist or collectivist culture. This has implications for managing people depending on whether you are managing within an individualist culture, in which case performance is monitored on an individual basis, or a collectivist culture, in which case performance is based on team or group work.
- 3) **Masculinity and Femininity**, a high masculine culture focuses on the high degree the society reinforces the work role model of male achievement. Such role emphasises the importance of earning, recognition, advancement and challenge. In a masculine society, the ethos tends more towards ‘live in order to work’. A high femininity culture emphasises the importance of good working relationship, co-operation and security. Conflict is resolved by negotiation and compromise. The leadership style in a masculine culture is more geared towards being assertive and decisive, and making decisions without consultation. In a feminine culture, on the other hand, a leader likes to arrive at a decision by consensus.
- 4) **Uncertainty Avoidance** reflects the level of tolerance for uncertainty and ambiguity within the society. High uncertainty avoidance shows a low tolerance for uncertainty and vice versa. In such a situation laws and rules prevail in abundance.

II. REVIEW OF LITERATURE AND GAP ANALYSIS

After recognizing the enhancement in the foreign born learners as well as the increase of citizens of colour in higher education institutions, this is essential for educators to pay attention to the changes of cultural orientation and communication and their influence on the classroom climate. Carter-Jenkins & Alfred (2010) explored the relationship between cultural orientation, cross-cultural communication and culturally-responsive pedagogy in university classrooms. The findings suggested making the classroom more welcoming for students of non western social and educational traditions. Narver & Russell (2010)

considered the link between grade satisfaction and the perceived impact of cultural diversity on team performance for two cohorts of international students in a graduate program in business. The results exposed that factors such as team size, English language capabilities, prior group experience, and countries of origin were not related to grade satisfaction or perceived cultural impact. Other factors such as member participation, communication skills, team selection procedures, and the role of the faculty were used by the students to evaluate their group experiences. On the basis of literature a common expectation of the materialism is that highly individualistic people are more materialistic due to a substitution of goods for social relationships as self-identifiers although the evidence is mixed. Including the vertical-horizontal difference into the individualist-collectivist agenda is expected to provide more insight into the drivers of materialism.

Park et al. (2008) explored the relationship between nationality, cultural orientation, and attitudes toward different ways in which an employee might blow the whistle on the basis of six dimensions of whistle blowing and four types of cultural orientation. The study investigated two questions – are there any significant differences in the attitudes of university students from South Korea, Turkey and the U.K. toward various ways by which an employee blows the whistle in an organization?, and what effect does cultural orientation have on these attitudes. The findings showed a preference for formal, anonymous and internal modes of whistle blowing and there were significant variations related to nationality and cultural orientation. In this highly competitive world knowledge management approaches are the backbone and driving force behind the organizations' work processes by full utilization of the knowledge assets that exists within an organization. In this era, knowledge is an economic resource which looked to contain an ability to influence ideas and innovation. One of the challenges of knowledge management is that of getting people to share their knowledge. People are typically rigid in sharing their hard-won knowledge, because this is one of their key factors for personal advantage over others. Knowledge era has put Knowledge Sharing Behaviour as the driving force of today's economy and for the organizations' work processes in order to full utilization and retention of the knowledge assets that presents within an organization. Punia and Sharma (2008) viewed that to retain best talent organisations need to strengthen their procurement practices and herein the institutional culture plays a dominant role in fostering the feeling of bonding amongst the employees which in turn call for studying and strengthening the cultural attitude. Sawal et al. (2011) investigated and resolved the cultural orientation (Horizontal Collectivism and Vertical Individualism) and the knowledge sharing behaviour among the students from the UiTM Kedah, Malaysia and how does it inflict on their knowledge sharing behaviour. The findings discovered that Horizontal Collectivism and Vertical Individualism which found strong association with the knowledge sharing behaviour among the students. Acculturation among Hispanic adolescents involves learning the behaviours, beliefs, and values of American culture.

Perez & Padilla (2000) examined changes in cultural orientation across three generations of adolescents. Results indicated that Hispanic cultural orientation decreases in the same direction across the first three generations whereas American cultural orientation increases linearly. These findings advised that most Hispanic adolescents reveal a mainly American culture orientation within a few generations while home culture orientation decreases across generations, it does not evaporate completely. In addition to this adolescents still retained committed to their Hispanic family values. In Indian context, Punia et al. (2004) explored that in educational institutes the problems are largely solved by cognition and logic, conflicts are handled with a positive attitude, collaborative style. The prevailing organisational climate has been found conducive to performance and the interaction between the two is more significant on collective basis rather than individual basis. Utsey et al. (2008) tested a part of a model given by Constantine & Sue (2006) that examined whether certain attitudes, beliefs, and behaviors thought to be constant with the cultural orientation would envisage ego resilience, optimism, and subjective well-being in a sample of African American college students. Results suggested that cultural orientation would envisage ego resilience, optimism, and subjective well-being and religiosity and racial pride positively predicted psychological functioning and well-being. Present time orientation will negatively predicted psychological functioning and well-being. Speech-language pathologists serving multicultural populations may bump into unfamiliar beliefs about speech disorders among the members of different cultures.

Bebout & Arthur (1992) looked at attitudes toward four disorders (cleft palate, dysfluency, hearing impairment, and misarticulations) among university students representing English-speaking North American culture and several other cultures (e.g., Chinese, Southeast Asian, and Hispanic). The results showed significant group differences on items involving the subjects' beliefs about the emotional health of persons with speech disorders and about the potential ability of speech-disordered persons to change their own speech. Punia (2013a & 2013b) investigated the performance of pupil teachers and found that there is significant main effect of instructional strategies on performance level of teacher trainees in feedback sessions. The researcher further stressed upon the use multimedia based teaching methods as it increases the motivational level of the students and special training programme should be introduced for the effective use of multimedia and other educational technologies. Shakibai (2005) inspected the levels of collectivist cultural orientation among Middle Eastern college students of differing academic class levels, generation status, and gender. The overall results showed no significant difference indicating that collectivist cultural orientation among Middle Eastern students does not differ by academic class level, generation status, and gender. Hayes & Introna (2005) considered differences in cultural values among overseas students towards plagiarism and the implications of this may have for postgraduate education in a western context. Findings reported the views of plagiarism among postgraduate management students which shows a high constituency of overseas students. Results suggested that plagiarist practices are often the outcome of many, complex and culturally situated influences and educators need to understand these differing cultural assumptions if they are to act in an ethical manner when responding to issues of plagiarism among international students. Heath (1999) found the relationship between acceptance of new technology and epistemology among students studying in the Honolulu area and found the extent of their use of technology. The findings investigated that acceptance of technology was more related to particular demographic issues than others. Therefore, different types of technology showed that different demographic issues were important. The most influencing demographic effects were gender, father's education and national/cultural origin.

Research Gap

Most of the researches related to the cultural attitude have been done in foreign countries and scanty research has been done which focuses on the cultural attitude of Indian aspiring managers. There is not a single study which finds the influence of family variables on the cultural attitude of aspiring managers. From the literature available the researchers have not come across a single study which differentiated the cultural attitude of aspiring managers of private university and state university. So, there is a need for such a research which focuses not only on the influence of personal and family variables on the cultural attitude of aspiring managers but create a difference between the cultural attitude of the students who are studying in private university and the students who are studying in state university also.

III. OBJECTIVE OF THE STUDY

The purpose of this paper is to examine whether there is any difference between aspiring managers of private university and state technical university with regard to their cultural attitude on the basis of personal factors (age and gender) and family factors (occupation of father and family income) or not. The incidental objectives of the study were as under:

1. To study the variations in the dimensions of cultural attitude and overall cultural attitude of aspiring managers of private university and state technical university according to age.
2. To examine the variations in the dimensions of cultural attitude and overall cultural attitude of aspiring managers of private university and state technical university according to gender.
3. To observe the variations in the dimensions of cultural attitude and overall cultural attitude of aspiring managers of private university and state technical university according to occupation of father.
4. To check the variations in the dimensions of cultural attitude and overall cultural attitude of aspiring managers of private university and state technical university according to family income.

5. To find out the relationship between age of aspiring managers of private university and state technical university and the dimensions of cultural attitude.
6. To study the relationship between gender of aspiring managers of private university and state technical university and the dimensions of cultural attitude.
7. To examine the relationship between occupation of father of aspiring managers of private university and state technical university and the dimensions of cultural attitude.
8. To investigate the relationship between family income of aspiring managers of private university and state technical university and the dimensions of cultural attitude.

IV. SAMPLE CHARACTERISTIC AND DATA

The sample consisted of 138 aspiring managers wherein 69 were the respondents who studying in Amity University, Gurgaon and same 69 respondents were there who studying in Guru Jambheshwar University of Science & Technology, Hisar. The data for the present study was collected with the help of a mix of simple random and purposive sampling techniques. The respondent's profile can be explained with the help of Table-1. If the researchers examine the Table-1 than in the data of private university, 11 respondents were up to the age of 21 years and 58 respondents were above the age of 21 years. 48 respondents were male and 21 were female. On the basis of occupation of father 28 respondents were that whose fathers have their own business, 22 respondents were that whose fathers does government Job, 12 respondents were that whose fathers does private Job, 3 respondents were there whose fathers does agriculture and rest 4 respondents were there whose fathers fall in other categories. Differentiating respondents on the basis of family income 10 respondents were there who had family income up to 2 lakhs, 10 respondents with family income in between 2 lakhs-3lakhs, 13 respondents were there who have family income in between 3 lakhs-4 lakhs and rest 36 respondents were there who have family income above 4 lakhs. If the researchers examine the Table-1 than in the data of state technical university, 18 respondents were up to the age of 21 years and 51 respondents were above the age of 21 years. 42 respondents were male and 27 were female.

Table-1: Respondents' Profile Sheet

Private University		Age		Gender		Occupation of father					Family Income			
		<i>I</i>	<i>2</i>	<i>M</i>	<i>F</i>	<i>Ow</i>	<i>G</i>	<i>P</i>	<i>A</i>	<i>Ot</i>	<i>I</i>	<i>2</i>	<i>3</i>	<i>4</i>
Age	<i>I</i>	11	-	7	4	4	2	2	2	1	3	1	2	5
	<i>2</i>		58	41	17	24	20	10	1	3	7	9	11	31
Gender	<i>M</i>			48	-	21	17	7	2	1	8	6	10	24
	<i>F</i>				21	7	5	5	1	3	2	4	3	12
Occupation of Father	<i>Ow</i>					28	-	-	-	-	1	5	8	14
	<i>G</i>						22	-	-	-	5	1	3	13
	<i>P</i>							12	-	-	2	2	1	7
	<i>A</i>								3	-	2	0	0	1
	<i>Ot</i>									4	0	2	1	1
Family Income	<i>I</i>										10	-	-	-
	<i>2</i>											10	-	-
	<i>3</i>												13	-
	<i>4</i>													36
State Technical University		Age		Gender		Occupation of father					Family Income			
		<i>I</i>	<i>2</i>	<i>M</i>	<i>F</i>	<i>Ow</i>	<i>G</i>	<i>P</i>	<i>A</i>	<i>Ot</i>	<i>I</i>	<i>2</i>	<i>3</i>	<i>4</i>
Age	<i>I</i>	18	-	4	14	8	5	2	2	1	5	2	10	1
	<i>2</i>		51	38	13	16	17	1	15	2	26	13	5	7
Gender	<i>M</i>			42	-	13	14	1	12	2	21	9	8	4
	<i>F</i>				27	11	8	2	5	1	10	6	7	4
Occupation of Father	<i>Ow</i>					24	-	-	-	-	10	6	6	2
	<i>G</i>						22	-	-	-	6	3	7	6
	<i>P</i>							3	-	-	2	0	1	0
	<i>A</i>								17	-	10	6	1	0
	<i>Ot</i>									3	3	0	0	0
Family Income	<i>I</i>										31	-	-	-
	<i>2</i>											15	-	-

	3												15	-
	4													8

Source: Field Survey

Note: Age, 1=Up to 21 yrs., 2=Above 21 yrs., Gender, M=Male, F= Female, Occupation of Father, Ow = Own Business, G = Govt. Job, P = Pvt. Job, A = Agriculture, Ot = Other, Family Income, 1= Up to 2 Lakhs, 2=2 Lakhs-3 Lakhs, 3=3 Lakhs-4 Lakhs, 4= Above 4 Lakhs.

On the basis of occupation of father 24 respondents were that whose fathers have their own business, 22 respondents were that whose fathers does government Jobs, 3 respondents were that whose fathers does private Jobs, 17 respondents were there whose fathers does agriculture and rest 3 respondents were there whose fathers fall in other categories. Differentiating respondents on the basis of family income than 31 respondents were there who has family income up to 2 lakhs, 15 respondents were there who has family income in between 2 lakhs-3lakhs, 15 respondents were there who has family income in between 3 lakhs-4 lakhs and rest 8 respondents were there who has family income above 4 lakhs.

V. MEASURE AND DATA ANALYSIS

The present study was based on primary data collection through a well-structured questionnaire that measures the cultural attitude of aspiring managers. The scale encompasses 25 statements developed by Hofstede, (1980) depicting four types of cultural attitude i.e. uncertainty avoidance, individualism v/s collectivism, power distance and masculinity v/s femininity. The data collected was tabulated, analyzed and interpreted by applying various statistical tools and techniques. The data has been analysed strictly as per the guidelines of scale used. Tables were used for interpretation in the light of the objectives of the study. The statistical analysis done as per the directions of tools used and relevant statistical techniques i.e. Mean, SD, t-test, F-test and Correlation were used to answers the objectives of the study.

VI. RESULTS AND DISCUSSION

Cultural Attitude Variations among Aspiring Managers of Private University and State Technical University on the Basis of Personal Factors and Family Factors

From Table-2, it is visualised that the upper part of the table is concerned with the results of Private University and the lower part is concerned with State Technical University. If the researchers see the respondent's concern about uncertainty avoidance than the respondents of Private University do not differ significantly on the basis of any of the demographic variables i.e. age, gender, occupation of father and family income. The P-value comes out to be 0.74 on the basis of age, 0.81 on the basis of gender, 0.38 on the basis of occupation of father and 0.89 on the basis of family income which all are not significant.

There is no significant difference among the respondents who belongs to the State Technical University related to uncertainty avoidance on the basis of age, gender, occupation of father and family income. The respective P-values are on the basis of age 0.50, gender 0.40, occupation of father 0.20 and family income 0.86.

Findings: There is no significant difference in the view of the respondents of Private University, Gurgaon and in the view of the respondents of State Technical University, Hisar related to uncertainty avoidance on the basis of age, gender, occupation of father and family income.

Table-2: Cultural Attitude (Uncertainty Avoidance) of Aspiring Managers

Private University		Uncertainty Avoidance				
		N	Mean	SD	Test Values	Significance
Age	Up to 21 yr.	11	3.31	0.79	t-Value 0.33	0.74 NS
	Above 21 yrs.	58	3.22	0.90		
Gender	Male	48	3.22	0.86	t-Value 0.25	0.81 NS
	Female	21	3.28	0.94		
Occupation of Father	Own Business	28	3.23	0.77	F-Value 1.06	0.38 NS
	Govt. Sector Job	22	3.06	1.00		
	Pvt. Sector Job	12	3.42	0.85		
	Agriculture	3	4.07	0.46		
	Other	4	3.05	1.11		
Family Income	Up to 2 Lakhs	10	3.38	0.75		

		2 Lakhs-3 Lakhs	10	3.16	0.76	F-Value 0.21	0.89 NS
		3 Lakhs-4 Lakhs	13	3.11	1.08		
		Above 4 Lakhs	36	3.26	0.89		
State Technical University		Uncertainty Avoidance					
		N	Mean	SD	Test Values	Significance	
Age	Up to 21 yr.	18	3.86	0.75	t-Value 0.69	0.50 NS	
	Above 21 yrs.	51	3.96	0.48			
Gender	Male	42	3.98	0.52	t-Value 0.85	0.40 NS	
	Female	27	3.86	0.62			
Occupation of Father	Own Business	24	3.90	0.68	F-Value 1.80	0.20 NS	
	Govt. Sector Job	22	4.01	0.41			
	Pvt. Sector Job	3	3.47	1.10			
	Agriculture	17	4.00	0.47			
	Other	3	3.73	0.12			
Family Income	Up to 2 Lakhs	31	3.97	0.44	F-Value 0.25	0.86 NS	
	2 Lakhs-3 Lakhs	15	3.83	0.58			
	3 Lakhs-4 Lakhs	15	3.93	0.71			
	Above 4 Lakhs	8	4.00	0.70			

*Significance level at 0.05

From Table-3 it is clear that the respondents of Private University do not differ significantly in second dimension of cultural attitude (Individualism v/s collectivism) on the basis of age, gender, occupation of father and family income. The significant values come out to be according to age, according to gender, according to occupation of father and according to family income which are not significant at 5% level of significance. There is no significant difference among the respondents who belongs to the State Technical University related to individualism v/s collectivism on the basis of gender, occupation of father and family income. The respective P-values are on the basis of gender 0.23, occupation of father 0.22 and family income 0.97. But the respondents differ significantly in individualism v/s collectivism on the basis of age on a significant value of 0.03.

Findings: There is no significant difference in the view of the respondents of Private University, Gurgaon related to individualism v/s collectivism on the basis of age, gender, occupation of father and family income. There is no difference in the view of the respondents of State Technical University related to individualism v/s collectivism on the basis of gender, occupation of father and family income except age.

Table-3: Cultural Attitude (Individualism v/s Collectivism) of Aspiring Managers

Private University		Individualism v/s Collectivism				
		N	Mean	SD	Test Values	Significance
Age	Up to 21 yr.	11	3.05	0.68	t-Value 1.76	0.10 NS
	Above 21 yrs.	58	3.46	0.78		
Gender	Male	48	3.35	0.82	t-Value 0.69	0.49 NS
	Female	21	3.49	0.68		
Occupation of Father	Own Business	28	3.36	0.81	F-Value 0.13	0.97 NS
	Govt. Sector Job	22	3.40	0.88		
	Pvt. Sector Job	12	3.52	0.67		
	Agriculture	3	3.20	0.35		
	Other	4	3.35	0.81		
Family Income	Up to 2 Lakhs	10	3.42	0.66	F-Value 0.15	0.93 NS
	2 Lakhs-3 Lakhs	10	3.54	0.63		
	3 Lakhs-4 Lakhs	13	3.37	1.09		
	Above 4 Lakhs	36	3.36	0.74		
State Technical University		Individualism v/s Collectivism				
		N	Mean	SD	Test Values	Significance
Age	Up to 21 yr.	18	3.12	0.62	t-Value 2.32	0.03* S
	Above 21 yrs.	51	3.52	0.65		
Gender	Male	42	3.50	0.66	t-Value 1.21	0.23 NS
	Female	27	3.30	0.67		
	Own Business	24	3.37	0.62		0.22 NS
	Govt. Sector Job	22	3.25	0.71		
	Pvt. Sector Job	3	3.13	0.23		

Occupation of Father	<i>Agriculture</i>	17	3.68	0.70	F-Value 1.46	
	<i>Other</i>	3	3.80	0.35		
Family Income	<i>Up to 2 Lakhs</i>	31	3.44	0.62	F-Value 0.08	0.97 NS
	<i>2 Lakhs-3 Lakhs</i>	15	3.45	0.66		
	<i>3 Lakhs-4 Lakhs</i>	15	3.39	0.72		
	<i>Above 4 Lakhs</i>	8	3.33	0.84		

*Significance level at 0.05

Table-4 explain that the respondents of Private University do not differ significantly in third dimension of cultural attitude (Power Distance) on the basis of age, gender, occupation of father and family income. The significant values come out to be according to age 0.77, according to gender 0.66, according to occupation of father 0.75 and according to family income 0.45 which are not significant at 5% level of significance. Same in the case of State Technical University, the respondents do not differ significantly in their opinion related to power distance on the basis of age (0.63), gender (0.47), occupation of father (0.89) and family income (0.60).

Findings: There is no significant difference in the view of the respondents of Private University and in the view of the respondents of State Technical University related to power distance on the basis of age, gender, occupation of father and family income.

Table-4: Cultural Attitude (Power Distance) of Aspiring Managers

Private University		Power Distance				
		N	Mean	SD	Test Values	Significance
Age	<i>Up to 21 yr.</i>	11	3.06	0.50	t-Value 0.30	0.77 NS
	<i>Above 21 yrs.</i>	58	3.14	0.83		
Gender	<i>Male</i>	48	3.10	0.77	t-Value 0.44	0.66 NS
	<i>Female</i>	21	3.19	0.83		
Occupation of Father	<i>Own Business</i>	28	3.00	0.76	F-Value 0.48	0.75 NS
	<i>Govt. Sector Job</i>	22	3.19	0.85		
	<i>Pvt. Sector Job</i>	12	3.35	0.79		
	<i>Agriculture</i>	3	2.94	0.82		
Family Income	<i>Other</i>	4	3.13	0.71	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
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	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
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	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
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Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
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	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
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Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
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	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
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	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
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Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
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	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18	0.75	F-Value 0.90	0.45 NS
	<i>Up to 2 Lakhs</i>	10	3.23	0.79		
	<i>2 Lakhs-3 Lakhs</i>	10	3.23	0.55		
	<i>3 Lakhs-4 Lakhs</i>	13	2.81	0.99		
Family Income	<i>Above 4 Lakhs</i>	36	3.18			

respondents differ significantly on the basis of gender. The respective P-values are 0.06 for age, 0.46 for occupation of father, 0.33 for family income and 0.02 for gender which is significant.

Findings: There is no significant difference in the view of the respondents of Private University related to masculinity v/s femininity on the basis of age, gender, occupation of father and family income. But the respondents of State Technical University do not differ significantly related to masculinity v/s femininity on the basis of age, occupation of father and family income except gender.

Table-5: Cultural Attitude (Masculinity v/s Femininity) of Aspiring Managers

Private University		Masculinity v/s Femininity				
		N	Mean	SD	Test Values	Significance
Age	Up to 21 yr.	11	3.19	0.69	t-Value 0.02	0.99 NS
	Above 21 yrs.	58	3.20	0.82		
Gender	Male	48	3.20	0.78	t-Value 0.10	0.92 NS
	Female	21	3.18	0.85		
Occupation of Father	Own Business	28	3.14	0.80	F-Value 0.75	0.56 NS
	Govt. Sector Job	22	3.30	0.85		
	Pvt. Sector Job	12	3.14	0.86		
	Agriculture	3	3.74	0.50		
	Other	4	2.78	0.35		
Family Income	Up to 2 Lakhs	10	3.40	0.68	F-Value 0.71	0.55 NS
	2 Lakhs-3 Lakhs	10	3.14	0.67		
	3 Lakhs-4 Lakhs	13	2.94	0.97		
	Above 4 Lakhs	36	3.24	0.80		
State Technical University		Masculinity v/s Femininity				
		N	Mean	SD	Test Values	Significance
Age	Up to 21 yr.	18	2.83	0.56	t-Value 1.97	0.06 NS
	Above 21 yrs.	51	3.14	0.59		
Gender	Male	42	3.19	0.49	t-Value 2.45	0.02* S
	Female	27	2.84	0.69		
Occupation of Father	Own Business	24	2.93	0.59	F-Value 0.91	0.46 NS
	Govt. Sector Job	22	3.19	0.59		
	Pvt. Sector Job	3	3.41	0.17		
	Agriculture	17	3.04	0.65		
	Other	3	2.81	0.68		
Family Income	Up to 2 Lakhs	31	2.93	0.56	F-Value 1.15	0.33 NS
	2 Lakhs-3 Lakhs	15	3.27	0.69		
	3 Lakhs-4 Lakhs	15	3.04	0.59		
	Above 4 Lakhs	8	3.15	0.52		

*Significance level at 0.05

Table-6 explain that in the case of Private University, the respondents do not differ significantly in overall cultural attitude on the basis of age at a P-value of 0.55, gender at a P-value of 0.70, occupation of father for which the significant value is 0.89 and family income at a significant value of 0.73. But in the case of State Technical University, There is no significant difference between respondents in overall cultural attitude on the basis of occupation of father and family income. But the respondents differ significantly on the basis of age and gender. The respective P-values are 0.93 for occupation of father, 0.82 for family income and 0.02 for age, 0.02 for gender which is significant.

Findings: There is no significant significant difference in the view of the respondents of Private University related to overall cultural attitude on the basis of age, gender, occupation of father and family income. But the respondents of State Technical University do not differ significantly in overall cultural attitude on the basis of occupation of father and family income only. On the basis of age and gender the respondents differ significantly.

Table-6: Overall Cultural Attitude of Aspiring Managers

Private University		Overall Cultural Attitude				
		N	Mean	SD	Test Values	Significance
Age	Up to 21 yr.	11	3.15	0.44	t-Value 0.61	0.55 NS
	Above 21 yrs.	58	3.25	0.71		
Gender	Male	48	3.22	0.70	t-Value 0.39	0.70 NS
	Female	21	3.28	0.62		
Occupation of Father	Own Business	28	3.18	0.66	F-Value 0.28	0.89 NS
	Govt. Sector Job	22	3.24	0.78		
	Pvt. Sector Job	12	3.35	0.69		
	Agriculture	3	3.49	0.06		
	Other	4	3.08	0.49		
Family Income	Up to 2 Lakhs	10	3.36	0.51	F-Value 0.43	0.73 NS
	2 Lakhs-3 Lakhs	10	3.27	0.47		
	3 Lakhs-4 Lakhs	13	3.06	0.93		
	Above 4 Lakhs	36	3.26	0.67		
State Technical University		Overall Cultural Attitude				
		N	Mean	SD	Test Values	Significance
Age	Up to 21 yr.	18	3.13	0.31	t-Value 2.58	0.02* S
	Above 21 yrs.	51	3.35	0.33		
Gender	Male	42	3.37	0.32	t-Value 2.38	0.02* S
	Female	27	3.18	0.33		
Occupation of Father	Own Business	24	3.25	0.36	F-Value 0.21	0.93 NS
	Govt. Sector Job	22	3.31	0.38		
	Pvt. Sector Job	3	3.24	0.32		
	Agriculture	17	3.34	0.28		
	Other	3	3.28	0.21		
Family Income	Up to 2 Lakhs	31	3.26	0.28	F-Value 0.31	0.82 NS
	2 Lakhs-3 Lakhs	15	3.36	0.37		
	3 Lakhs-4 Lakhs	15	3.30	0.35		
	Above 4 Lakhs	8	3.28	0.45		

*Significance level at 0.05

Correlation between Age, Gender, Occupation of Father, Family Income and Cultural Attitude of Aspiring Managers of Private University and State Technical University

Table-7 shows the relationship between age, gender, occupation of father, family income and cultural attitude of aspiring managers of Private University and State Technical University. From Table-7 it can be visualised that the P-value for Pearson Correlation of age, gender, occupation of father, family income with any of the dimensions of cultural attitude (Uncertainty Avoidance, Individualism v/s Collectivism, Power Distance and Masculinity v/s Femininity) in case of both the universities come out to be:

Demographics	Private University	State University
Age with Uncertainty Avoidance	0.76	0.49
Age with Individualism v/s Collectivism	0.12	0.03*
Age with Power Distance	0.77	0.65
Age with Masculinity v/s Femininity	0.99	0.06
Gender with Uncertainty Avoidance	0.80	0.38
Gender with Individualism v/s Collectivism	0.52	0.23
Gender with Power Distance	0.65	0.47
Gender with Masculinity v/s Femininity	0.92	0.02*
Occupation of Father with Uncertainty Avoidance	0.54	0.98
Occupation of Father with Individualism v/s Collectivism	0.93	0.07
Occupation of Father with Power Distance	0.49	0.48
Occupation of Father with Masculinity v/s Femininity	0.91	0.83

Family Income with Uncertainty Avoidance	0.88	1.00
Family Income with Individualism v/s Collectivism	0.64	0.66
Family Income with Power Distance	0.86	0.89
Family Income with Masculinity v/s Femininity	0.81	0.32

From the above explanation it is clear that the only in case of State Technical University the correlation of age with Individualism v/s Collectivism and gender with Masculinity v/s Femininity comes out to be significant. In case of Private University not a single correlation values comes out to be significant.

From Table-7 it can be visualised that the P-value for Pearson Correlation between all the dimensions of cultural attitude (Uncertainty Avoidance, Individualism v/s Collectivism, Power Distance and Masculinity v/s Femininity) in case of both the universities come out to be:

<i>Dimensions of Cultural Attitude</i>	<i>Private University</i>	<i>State University</i>
Uncertainty Avoidance with Individualism v/s Collectivism	0.00*	0.00*
Uncertainty Avoidance with Power Distance	0.00*	0.01*
Uncertainty Avoidance with Masculinity v/s Femininity	0.00*	0.89
Individualism v/s Collectivism with Power Distance	0.00*	0.53
Individualism v/s Collectivism with Masculinity v/s Femininity	0.00*	0.15
Power Distance with Masculinity v/s Femininity	0.00*	0.00*

From the above explanation it is clear that in case of Private University the correlation between all the dimensions of cultural attitude comes out to be significant while in case of State Technical University the correlation between Uncertainty Avoidance with Individualism v/s Collectivism, Uncertainty Avoidance with Power Distance and Power Distance with Masculinity v/s Femininity come out to be significant. But the correlation between Individualism v/s Collectivism with Power Distance and Individualism v/s Collectivism with Masculinity v/s Femininity comes out to be insignificant.

Table-7: Correlation between Age, Gender, Occupation of Father, Family Income and Dimensions of Cultural Attitude

Correlations (Private University)		Age	Gender	Occ. of Father	Family Income	Uncer. Avo.	Ind. v/s Coll.	Power Distance	Mas. v/s Fem.
Uncertainty Avoidance	<i>Pearson Correlation</i>	-0.04	0.03	0.08	-0.02				
	<i>Sig. (2-tailed)</i>	0.76	0.80	0.54	0.88				
Individualism v/s Collectivism	<i>Pearson Correlation</i>	0.19	0.08	0.01	-0.06	0.72			
	<i>Sig. (2-tailed)</i>	0.12	0.52	0.93	0.64	0.00*			
Power Distance	<i>Pearson Correlation</i>	0.04	0.06	0.08	-0.02	0.44	0.57		
	<i>Sig. (2-tailed)</i>	0.77	0.65	0.49	0.86	0.00*	0.00*		
Masculinity v/s Femininity	<i>Pearson Correlation</i>	0.00	-0.01	-0.01	-0.03	0.52	0.62	0.72	
	<i>Sig. (2-tailed)</i>	0.99	0.92	0.91	0.81	0.00*	0.00*	0.00*	
Correlations (State Technical University)		Age	Gender	Occ. of Father	Family Income	Uncer. Avo.	Ind. v/s Coll.	Power Distance	Mas. v/s Fem.
Uncertainty Avoidance	<i>Pearson Correlation</i>	0.08	-0.11	0.00	0.00				
	<i>Sig. (2-tailed)</i>	0.49	0.38	0.98	1.00				
Individualism v/s Collectivism	<i>Pearson Correlation</i>	0.27	-0.15	0.22	-0.05	0.35			
	<i>Sig. (2-tailed)</i>	0.03*	0.23	0.07	0.66	0.00*			
Power Distance	<i>Pearson Correlation</i>	0.06	-0.09	-0.09	0.02	-0.31	-0.08		
	<i>Sig. (2-tailed)</i>	0.65	0.47	0.48	0.89	0.01*	0.53		

Masculinity v/s Femininity	Pearson Correlation	0.23	-0.29	0.03	0.12	-0.02	0.17	0.35	
	Sig. (2-tailed)	0.06	0.02*	0.83	0.32	0.89	0.15	0.00*	

*Significance Level at 0.05

VII. MAJOR FINDING

- There is no significant difference in the view of the respondents of Private University and in the view of the respondents of State Technical University related to uncertainty avoidance on the basis of age, gender, occupation of father and family income.
- There is no significant difference in the view of the respondents of Private University related to individualism v/s collectivism on the basis of age, gender, occupation of father and family income. There is no difference in the view of the respondents of State Technical related to individualism v/s collectivism on the basis of gender, occupation of father and family income except age.
- There is no significant difference in the view of the respondents of Private University and in the view of the respondents of State Technical university related to power distance on the basis of age, gender, occupation of father and family income.
- There is no significant difference in the view of the respondents of Private University related to masculinity v/s femininity on the basis of age, gender, occupation of father and family income. But the respondents of Guru Jambheshwar University do not differ significantly related to masculinity v/s femininity on the basis of age, occupation of father and family income except gender.
- There is no significant difference in the view of the respondents of Private University related to overall cultural attitude on the basis of age, gender, occupation of father and family income. But the respondents of State Technical University do not differ significantly in overall cultural attitude on the basis of occupation of father and family income only. On the basis of age and gender the respondents differ significantly.
- Correlation results show that only in case of State Technical University only two demographic factors i.e. age comes out to be significantly correlated with individualism v/s collectivism and gender comes out to be significantly correlated with masculinity v/s femininity.
- All the dimensions of cultural attitude are significantly correlated with each other in case of Private University but in case of State Technical University only uncertainty avoidance with individualism v/s collectivism, uncertainty avoidance with power distance and power distance with masculinity v/s femininity comes out to be significant.
- Findings signify that the aspiring managers studying in a private university in NCR have exhibited cultural insensitivity in contrast to their counterparts studying in State Technical University in other region.

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