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Role of OCTAPACE Culture in Knowledge Management

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Abstract

Knowledge is considered as the most important asset in 21st century. Organizations all over the world are focussing on acquiring and retaining knowledge in order to leverage against the highly dynamic business environment. In knowledge creation, sharing and retention, employees' play the most inevitable role. Efficient knowledge sharing demands an open and cohesive culture. Organizational culture directly affects the extent to which effective knowledge management is possible. OCTAPACE culture is such a measure. This paper aims to study the impact of OCTAPACE culture in Knowledge Management with an emphasis on gender. The findings of the study may help organizations to focus on certain factors while devising strategies for Knowledge management.

KEYWORDS: OCTAPACE Culture, Knowledge Management, Organizational culture

Introduction

Knowledge management in the simplest words can be defined as the process of capturing, developing, sharing, and effectively using organisational data. If we talk about the current scenario, only the firms actively involved in creation and utilisation of knowledge can hope to enjoy the returns of today's predominantly knowledge-based economy. With the profound business reforms, role of organisational culture in evolving a learning organisation is gaining wide recognition. In a market like ours that is highly volatile, uncertain and highly competitive what organisations eye for is an efficacious system that roots in the very culture of the organisation. On a closer look a profound link can be established between how the readiness for knowledge management can be catalysed by the core components of OCTAPACEculture. In the words of Peter Drucker knowledge management is "the

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coordination and exploitation of organizationalknowledgeresources, in order to create benefit and competitive advantage" (Drucker1999). An elaborate definition is presented by Davenport &Prusak (2000), which states that KM "is managing the corporation's knowledge through a systematically and organizationally specified process for acquiring, organizing, sustaining, applying, sharing and renewing both the tacitand explicit knowledgeof employees to enhance organizational performance and create value.

Literature Review

Review of literature has revealed that past research on knowledge management has focused on their theoretical framework as well as on judging their employees awareness and implementation level by the organizations (Nonaka, 2007; Easterby-Smith and Prieto, 2008; Sanghani, 2009; Holsapple and Joshi, 2002; Singh and Soltani, 2010; Anand and Singh, 2011; Gavrilova and Andreeva, 2012; Yadav et al., 2012;Lashkary et al., 2012; Abdel –Qader et al., 2013; Denford, 2013) According to **O'Dell** 'Culture is perhaps more potent and more difficultto alter than any of the other KM enablers'. This emphasises the profound impact culture, especially in the internal context plays in facilitating the KM efforts.**Shaw and Tuggle's** case study (2003, p.76) of four organisations offer 13 cultural factors (which include trust, openness, teamwork, optimism, autonomy, rewards and recognition system to name a few) that are 'germane to the adoption of KM'.Among the above listed factors found in the study, a few happen to be core components of the OCTAPACE concept which makes it aligned to the KM effort.**A. Ladd and Mark A. Ward**('An Investigation of factors influencing knowledge transfer', August 2003) underlined the importance of factors like autonomy and change management. During knowledge management implementation there is usually a lot of friction from the employee base which has the direct impact on the KM process.According to **Wiig**, 'Usually, introducing KM in an enterprise results in considerable change. It requires adoption of new perspectives and management and work practices and implementation of new approaches. Such changes require efforts and time' (1993, p. 29).Effective change management can only be achieved by balanced amounts of autonomy and confrontation.**Hersocovitch& Meyer** (2002) measured affective, continuance, and normative commitment to KM initiatives. Affective commitment represents the desire to support the KM based on a belief in initiative's inherent benefits. Continuance commitment is the recognition that there will be costs associated with failure to provide support for KM initiatives.The result focuses on openness and promptness on behalf of the organisation.\

Cleland (1990) identifies knowledge as one of the components of culture: "An organizational culture is the environment of beliefs, customs, knowledge, practices, and conventionalized behaviour of a particular social group."**Almeida, Song, & Grant**, (2002):highlighted an

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indirect relation between culture and the knowledge sharing process. Culture, for example, plays a role in defining the acceptability of a specific organization structure, which in turn influences knowledge sharing.**Harish B. Bapat, Vishal Soni, VinayakKhare**(Asian Journal of Management Research- Volume 4 Issue 4, 2014) found Openness, Trust and collaboration as the factors that indisputably contribute to the whole knowledge management effort while the dependency on factors like Confrontation, Authenticity, Pro activity, Autonomy and Experimentation varies on the basis of the type of industry under study.

Vijayalakshmi. Sunderlined the major domains of OCTAPACE and how effectively they influence the creation and sharing of knowledge in IT firms.**Baumgartel** (1971) viewed organizational climate as a product of leadership practices, communication practices, and enduring and systematic characteristics of the working relationships among persons and division of any particular organization.A study by **Ajay Kr. Singh and Vandna Sharma**(2011) revealed sufficient evidence to establish a correlation between organisational culture, organisational learning, KM and employee satisfaction working in the Indian telecommunication sector

Need and Scope of the Study

Our study can have an immense effect on the prevalent notions surrounding the very concept of knowledge management and also how it is significantly affected by the organizational culture. The operating culture of any firm can greatly contribute to the openness regarding creation and sharing of knowledge at all the hierarchical levels. We are in an era where successful working of any organization greatly depends on how open it is to continuously evolve and adapt to new working environments. This depends on how well an organization imbibes the changes in its culture and the organization's willingness to bring about knowledge management interventions. The ever increasing concept of learning organizations greatly depends on both of these factors- the culture and a keen eye towards knowledge management objectives.

We look forward to contribute to this knowledge revolution with our work that clearly suggests a profound relation between various components of OCTAPACE culture and the readiness to knowledge management.

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Objectives of the Study

- To find out the essential factors that impact the OCTAPACE Culture for Knowledge Management in selected organizations.
- To study the impact or role of gender on OCTAPACE Culture in selected organizations.

  Judgemental sampling was used

Limitations:

1. The sample size was relatively small considering the scale of variables which might lead to over-generalization of data. By and large, we tried to cover the maximum possible domain within the concerned sample size.
2. Access to limited resources restrained further exploration of all the possible conditions influencing the organizational culture and ultimately the readiness to knowledge management.
3. There might be slight variations in the factors depending upon the industry type and the market position of the respective firms.
4. Due to time as a constraint and limited data a few factors had to be eliminated which could have had their contribution to the subject.

Methodology

This study was done with the help of primary data gathered with the help of OCTPACE Profile of Dr.UdaiPareek. The OCTAPACE profile is a 40 items instrument that gives the profile of the organization's ethos in eight values. These values are **Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimentation**.

The sample size was 78. Respondents were working professional in diverse industrial sectors(both service and manufacturing sector) in India. A majority of respondents were from I.T and/or Software industry.

Sample Distribution:

Male	47
Female	31
Total	78

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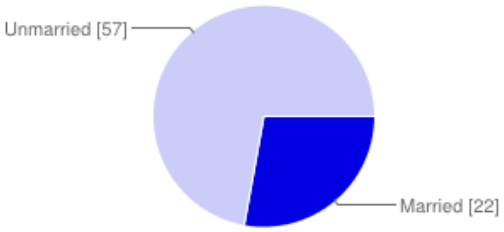
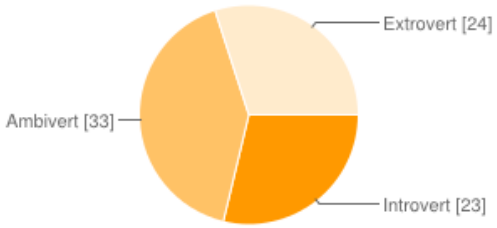
Marital Status



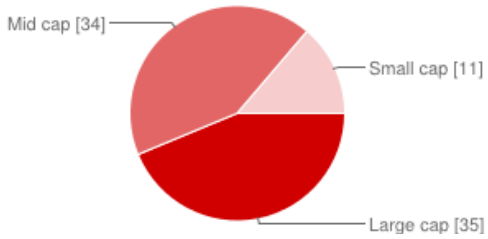
Married 22 27.5%
Unmarried 57 71.3%

Orientation



Introvert 23 28.8%
Ambivert 33 41.3%
Extrovert 24 30%

Company Profile



Large cap 35 43.8%
Mid cap 34 42.5%
Small cap 11 13.8%

Reliability Statistics:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.795	.812	24

The Standard range of reliability is 0.5-1. Reliability testing for our study comes out to be 0.795 which signifies that reliability lies in standard scale.

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Statistical Test

Testing of Data was done by two methods- Factor Analysis and ANOVA through SPSS Software.

Findings & Analysis

The KMO (Kaiser-Meyer-olkin) measures the sampling adequacy, which should begreater than 0.5 for a satisfactory factor analysis to proceed. Large value for the KMOmeasure indicates that a factor analysis of the variables is a good idea. Another indicator ofthe relationship among variable is Bartlett's test of sphericity. Bartlett's test of sphericity isused to test the null hypothesis that the variable in the population correlation matrix areuncorrelated. The observed significance level is 0.000(table1). It is concluded that the strength of the relationship among variables is strong. It is a good idea to proceed with factor analysis for the data.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.791
Bartlett's Test of Sphericity	Approx. Chi-Square	793.638
	df	276
	Sig.	.000

Extraction Method: Principal Component Analysis and Rotation Method: Varimax with Kaiser Normalization. Variables 3, 10 and 11 were discarded from the study because of no loadings being obtained.

S.No.	Factors and their loadings	Variables	variable loading
F1.	CONSIDERATE AND OPEN APPROACH TO PROBLEMS AND PEOPLE(3.048)	a) Facing and not shying away from problems b) Accepting and appreciating help c) Free interaction	.776 .686 .584
F2.	APPRECIATION FOR OUT OF THE BOX THINKING(2.817)	a) Trying out innovative ways of solving problems. b) Encouraging employees to take a fresh look at how things are done c) Close supervision of, and directing employees on, action. d) Seniors encouraging their subordinates	.796 .643 .597 .588

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F3.	TRANSPARENCY AND PROMPTNESS (2.731)	a) Surfacing problems is not enough; we should find the solutions	.801
		b) A good way to motivate employees is to give them autonomy to plan their work	.764
		c) Free and frank communication between various levels helps in solving problems	.735
		d) Employees' involvement in developing an organization's mission and goals contributes to productivity.	.720
F4.	ACTION ORIENTED APPROACH AND EFFECTIVE INTERPERSONAL RELATION (2.383)	a) Confiding in seniors without fear that they will misuse the trust	.838
		b) Taking independent actions relating to their jobs.	.575
		c) Considering both positive and negative aspects before taking action.	.543
F5.	PROBLEM SOLVING TACTICS. (2.054)	a) Going deeper rather than doing surface level analysis of inter-personal problems	.723
		b) Preventive actions on most matters	.660
		c) Congruity between feelings and expressed behavior	.562
		d) Genuine sharing of information, feelings and thoughts in meetings	.517
F6.	ACTIONS ALIGNED IN ACCORDANCE WITH THE OUTCOME.(1.556)	a) Telling a polite lie is preferable to telling the unpleasant truth.	.761
		b) In today's competitive situations, consolidation and stability are more important than experimentation	.701
F7.	PRIORITISATION OF TASKS.(1.511)	a) Performing immediate tasks rather than being concerned about large organizational goals	.786

In order to explore the factors that affect OCTAPACE culture and what role does gender plays in this regard following hypothesis were proposed:

- There is no significant impact of gender on free interaction among employees, each respecting others, feelings, competence and sense of judgement. The significance level at df=1,76, F=0.180 is 0.673 which is more than .05(p value) hence the hypothesis is accepted. Hence gender does not play an important role in communication.
- There is no significant impact of gender on Facing and not shying away from problems. The significance level at df=1,76, F=2.861 is 0.095 which is more than .05(p value) hence the hypothesis is accepted. Hence, problem handling is irrespective of gender.

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- There is no significant impact of gender on Congruity between feelings and expressed behavior. The significance level at df=1,76, F=0.083 is 0.774 which is more than .05(p value) hence the hypothesis is accepted and it can be said that this factor is indifferent to gender .
- There is no significant impact of gender on Preventive actions on most matters. The significance level at df=1, 76, F=0.523 is 0.472 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on Taking independent actions relating to their jobs. The significance level at df=1, 76, F= 3.527 is 0.064 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on Trying out innovative ways of solving problems. The significance level at df=1, 76, F=2.473 is 0.120 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on genuine sharing of information, feelings and thoughts in meeting. The significance level at df=1, 76, F=0.384 is 0.537 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on Going deeper rather than doing surface level analysis of inter-personal problems. The significance level at df=1, 76, F=0.194 is 0.661 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on seniors encouraging their subordinates to think about their development and take action in that direction. The significance level at df=1,76, F=0.611 is 0.437 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on Close supervision of, and directing employees on, action. The significance level at df=1,76, F= 0.039 is 0.844 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on Accepting and appreciating help offered by others. The significance level at df=1,76, F=0.065 is 0.800 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on Encouraging employees to take a fresh look at how things are done. The significance level at df=1,76, F=0.188 is 0.666 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on Confiding in seniors without fear that they will misuse the trust. The significance level at df=1,76, F=0.976 is 0.326 which is more than .05(p value) hence the hypothesis is accepted.

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- There is no significant impact of gender on considering both positive and negative aspects before taking action. The significance level at df=1,76, F=2.798 is 0.098 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on Performing immediate tasks rather than being concerned about large organizational goals. The significance level at df=1,76, F=0.449 is 0.505 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on Telling a polite lie is preferable to telling the unpleasant truth. The significance level at df=1,76, F=0.181 is 0.672 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on Free and frank communication between various levels helps in solving problems. The significance level at df=1,76, F=0.194 is 0.661 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on Surfacing problems is not enough; we should find the solutions. The significance level at df=1,76, F= 3.074 is 0.084 which is more than .05(p value) hence the hypothesis is accepted.
- There is no significant impact of gender on a good way to motivate employees is to give them autonomy to plan their work. The significance level at df=1,76, F=2.276 is 0.136 which is more than .05(p value) hence the hypothesis is accepted.
  The reason for these hypotheses being accepted may be attributed to the fact that modern day organizations are more gender neutral.
- **There is no significant impact of gender on Employees' involvement in developing an organization's mission and goals contributes to productivity. The significance level at df=1,76, F=4.602 is 0.035 which is more than .05(p value) hence the hypothesis is rejected. Thus it can be said that men and women significantly differ in their perception about Employees' involvement in developing an organization's mission and goals contributes to productivity.By focusing on why men and women have different perceptions about this factor, organizations may be able to work out better policies so that a decisive step could be taken about employees' involvement for improving organizational culture.**
- There is no significant impact of gender on in today's competitive situations, consolidation and stability are more important than experimentation. The significance level at df=1,76 F=2.089 is 0.153 which is more than .05(p value) hence the hypothesis is accepted.

Conclusion

The relationship between culture and knowledge sharing is fundamental. Culture is interwoven in organizational knowledge itself in knowledge processes and in knowledge

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interventions. The readiness to knowledge management acceptance widely depends on how deeply rooted are the factors of OCTAPACE. Their degree of dependency may vary from organization to organization, but they do have an indisputable relationship with how a knowledge ecosystem can be effectively built and nurtured. Currently available studies clearly depicts a relation between OCTAPACE culture and Knowledge management in organizations. Our study tried to explore the factors that affects OCTAPACE culture and the role gender plays in this regard. Most of the factors are not affected by gender while one, how men and women perceives that "Employees' involvement in developing an organisation's mission and goals contributes to productivity", differs significantly. Other factors that affect OCTAPACE culture are individual orientation (Extroversion/Introversion), Market Capitalization etc., These factors although weren't tested statistically. Further study can be done in order to find the extent to which these factors as well as many other affect the OCTAPACE culture thus in turn Knowledge Management.

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Annexure:

Table-1

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.347	30.614	30.614	7.347	30.614	30.614	3.048	12.701	12.701

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2	2.335	9.729	40.343	2.335	9.729	40.343	2.817	11.736	24.437
3	1.607	6.694	47.037	1.607	6.694	47.037	2.731	11.380	35.817
4	1.339	5.577	52.614	1.339	5.577	52.614	2.383	9.927	45.745
5	1.260	5.252	57.866	1.260	5.252	57.866	2.054	8.557	54.302
6	1.178	4.910	62.776	1.178	4.910	62.776	1.556	6.484	60.785
7	1.033	4.305	67.081	1.033	4.305	67.081	1.511	6.295	67.081
8	.938	3.910	70.991						
9	.877	3.654	74.645						
10	.785	3.271	77.916						
11	.686	2.860	80.777						
12	.624	2.600	83.376						
13	.600	2.498	85.875						
14	.501	2.086	87.961						
15	.478	1.991	89.952						
16	.414	1.724	91.677						
17	.382	1.594	93.270						
18	.331	1.380	94.651						
19	.310	1.292	95.942						
20	.272	1.134	97.076						
21	.223	.930	98.006						
22	.178	.740	98.746						
23	.169	.706	99.452						
24	.132	.548	100.000						

Extraction Method: Principal Component Analysis.

Table-2

Rotated Component Matrix[a]

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	Component						
	1	2	3	4	5	6	7
VAR00002	.776						
VAR00014	.686						
VAR00001	.584						
VAR00003							
VAR00010							
VAR00007		.796					
VAR00015		.643					
VAR00013		.597					
VAR00012		.588					
VAR00021			.801				
VAR00022			.764				
VAR00020			.735				
VAR00023			.720				
VAR00016				.838			
VAR00006				.575			
VAR00017				.543			
VAR00009					.723		
VAR00005					.660		
VAR00004					.562		
VAR00008					.517		
VAR00019						.761	
VAR00024						.701	
VAR00011							

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VAR00018							.786

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 19 iterations.

Table-3

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
VAR00001	Between Groups	.108	1	.108	.180	.673
	Within Groups	45.853	76	.603		
	Total	45.962	77			
VAR00002	Between Groups	1.560	1	1.560	2.861	.095
	Within Groups	41.428	76	.545		
	Total	42.987	77			
VAR00004	Between Groups	.051	1	.051	.083	.774
	Within Groups	46.667	76	.614		
	Total	46.718	77			
VAR00005	Between Groups	.314	1	.314	.523	.472
	Within Groups	45.647	76	.601		
	Total	45.962	77			
VAR00006	Between Groups	2.604	1	2.604	3.527	.064
	Within Groups	56.114	76	.738		
	Total	58.718	77			
VAR00007	Between Groups	1.345	1	1.345	2.473	.120
	Within Groups	41.334	76	.544		
	Total	42.679	77			
VAR00008	Between Groups	.311	1	.311	.384	.537
	Within Groups	61.484	76	.809		
	Total	61.795	77			
VAR00009	Between Groups	.105	1	.105	.194	.661

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	Within Groups	40.883	76	.538		
	Total	40.987	77			
VAR00012	Between Groups	.422	1	.422	.611	.437
	Within Groups	52.463	76	.690		
	Total	52.885	77			
VAR00013	Between Groups	.020	1	.020	.039	.844
	Within Groups	39.518	76	.520		
	Total	39.538	77			
VAR00014	Between Groups	.033	1	.033	.065	.800
	Within Groups	38.339	76	.504		
	Total	38.372	77			
VAR00015	Between Groups	.133	1	.133	.188	.666
	Within Groups	53.828	76	.708		
	Total	53.962	77			
VAR00016	Between Groups	.403	1	.403	.976	.326
	Within Groups	31.392	76	.413		
	Total	31.795	77			
VAR00017	Between Groups	1.688	1	1.688	2.798	.098
	Within Groups	45.850	76	.603		
	Total	47.538	77			
VAR00018	Between Groups	.251	1	.251	.449	.505
	Within Groups	42.582	76	.560		
	Total	42.833	77			
VAR00019	Between Groups	.156	1	.156	.181	.672
	Within Groups	65.293	76	.859		
	Total	65.449	77			
VAR00020	Between Groups	.163	1	.163	.194	.661
	Within Groups	63.632	76	.837		
	Total	63.795	77			
VAR00021	Between Groups	2.730	1	2.730	3.074	.084

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	Within Groups	67.488	76	.888		
	Total	70.218	77			
VAR00022	Between Groups	1.635	1	1.635	2.276	.136
	Within Groups	54.583	76	.718		
	Total	56.218	77			
VAR00023	Between Groups	3.537	1	3.537	4.602	.035
	Within Groups	58.412	76	.769		
	Total	61.949	77			
VAR00024	Between Groups	1.515	1	1.515	2.088	.153
	Within Groups	55.164	76	.726		
	Total	56.679	77			

Table-4

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
VAR00001	male	47	3.0851	.80298	.11713	2.8493	3.3209	1.00	4.00
	female	31	3.1613	.73470	.13196	2.8918	3.4308	2.00	4.00
	Total	78	3.1154	.77260	.08748	2.9412	3.2896	1.00	4.00
VAR00002	male	47	3.1277	.74065	.10804	2.9102	3.3451	1.00	4.00
	female	31	2.8387	.73470	.13196	2.5692	3.1082	1.00	4.00
	Total	78	3.0128	.74718	.08460	2.8444	3.1813	1.00	4.00
VAR00004	male	47	2.8511	.65868	.09608	2.6577	3.0445	1.00	4.00
	female	31	2.9032	.94357	.16947	2.5571	3.2493	1.00	4.00
	Total	78	2.8718	.77893	.08820	2.6962	3.0474	1.00	4.00
VAR00005	male	47	2.9362	.70416	.10271	2.7294	3.1429	2.00	4.00
	female	31	2.8065	.87252	.15671	2.4864	3.1265	1.00	4.00
	Total	78	2.8846	.77260	.08748	2.7104	3.0588	1.00	4.00
VAR00006	male	47	2.7234	.85216	.12430	2.4732	2.9736	1.00	4.00

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	female	31	3.0968	.87005	.15627	2.7776	3.4159	1.00	4.00
	Total	78	2.8718	.87325	.09888	2.6749	3.0687	1.00	4.00
VAR00007	male	47	2.9574	.75058	.10948	2.7371	3.1778	1.00	4.00
	female	31	3.2258	.71692	.12876	2.9628	3.4888	2.00	4.00
	Total	78	3.0641	.74450	.08430	2.8962	3.2320	1.00	4.00
VAR00008	male	47	3.0000	.93250	.13602	2.7262	3.2738	1.00	4.00
	female	31	3.1290	.84624	.15199	2.8186	3.4394	1.00	4.00
	Total	78	3.0513	.89584	.10143	2.8493	3.2533	1.00	4.00
VAR00009	male	47	2.9574	.75058	.10948	2.7371	3.1778	1.00	4.00
	female	31	3.0323	.70635	.12686	2.7732	3.2913	1.00	4.00
	Total	78	2.9872	.72959	.08261	2.8227	3.1517	1.00	4.00
VAR00012	male	47	2.9787	.82064	.11970	2.7378	3.2197	1.00	4.00
	female	31	3.1290	.84624	.15199	2.8186	3.4394	1.00	4.00
	Total	78	3.0385	.82874	.09384	2.8516	3.2253	1.00	4.00
VAR00013	male	47	3.0638	.76341	.11135	2.8397	3.2880	1.00	4.00
	female	31	3.0968	.65089	.11690	2.8580	3.3355	2.00	4.00
	Total	78	3.0769	.71658	.08114	2.9154	3.2385	1.00	4.00
VAR00014	male	47	3.1064	.72932	.10638	2.8922	3.3205	1.00	4.00
	female	31	3.0645	.67997	.12213	2.8151	3.3139	2.00	4.00
	Total	78	3.0897	.70593	.07993	2.9306	3.2489	1.00	4.00
VAR00015	male	47	2.8511	.83350	.12158	2.6063	3.0958	1.00	4.00
	female	31	2.9355	.85383	.15335	2.6223	3.2487	1.00	4.00
	Total	78	2.8846	.83714	.09479	2.6959	3.0734	1.00	4.00
VAR00016	male	47	2.6596	.70020	.10214	2.4540	2.8652	1.00	4.00
	female	31	2.8065	.54279	.09749	2.6074	3.0055	2.00	4.00
	Total	78	2.7179	.64259	.07276	2.5731	2.8628	1.00	4.00
VAR00017	male	47	2.9574	.83295	.12150	2.7129	3.2020	1.00	4.00
	female	31	3.2581	.68155	.12241	3.0081	3.5081	2.00	4.00
	Total	78	3.0769	.78574	.08897	2.8998	3.2541	1.00	4.00
VAR00018	male	47	2.7872	.72039	.10508	2.5757	2.9987	2.00	4.00
	female	31	2.9032	.78972	.14184	2.6136	3.1929	1.00	4.00

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	Total	78	2.8333	.74584	.08445	2.6652	3.0015	1.00	4.00
VAR00019	male	47	2.5106	.90583	.13213	2.2447	2.7766	1.00	4.00
	female	31	2.4194	.95827	.17211	2.0679	2.7709	1.00	4.00
	Total	78	2.4744	.92195	.10439	2.2665	2.6822	1.00	4.00
VAR00020	male	47	2.3191	.86241	.12580	2.0659	2.5724	1.00	4.00
	female	31	2.2258	.99028	.17786	1.8626	2.5890	1.00	4.00
	Total	78	2.2821	.91022	.10306	2.0768	2.4873	1.00	4.00
VAR00021	male	47	2.4468	.99583	.14526	2.1544	2.7392	1.00	4.00
	female	31	2.0645	.85383	.15335	1.7513	2.3777	1.00	4.00
	Total	78	2.2949	.95495	.10813	2.0796	2.5102	1.00	4.00
VAR00022	male	47	2.4894	.83072	.12117	2.2455	2.7333	1.00	4.00
	female	31	2.1935	.87252	.15671	1.8735	2.5136	1.00	4.00
	Total	78	2.3718	.85446	.09675	2.1791	2.5644	1.00	4.00
VAR00023	male	47	2.5319	.88098	.12850	2.2732	2.7906	1.00	4.00
	female	31	2.0968	.87005	.15627	1.7776	2.4159	1.00	4.00
	Total	78	2.3590	.89696	.10156	2.1567	2.5612	1.00	4.00
VAR00024	male	47	2.5106	.85649	.12493	2.2592	2.7621	1.00	4.00
	female	31	2.2258	.84497	.15176	1.9159	2.5357	1.00	4.00
	Total	78	2.3974	.85796	.09714	2.2040	2.5909	1.00	4.00