WHETHER SUB CULTURAL DIVERSITY IS HAVING ITS INFLUENCE ON ORGANIZATIONAL BEHAVIOR ? AN INTROSPECTION IN INDIAN CONTEXT

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Abstract :

Most of the Studies have been emerged in organizational behavior having Culture as an antecedent or as one of the variables, have considered culture in homogeneity perspective. This homogeneity perspective comes from the concept of Nation State from where national culture has emerged without giving much consideration to the diversity which is existing within the nation . For example , there are chances for individualism and collectivism to co-exist within culture and individual. From this statement it is evident that along with studying nation's culture as homogenous concept, it is important to ponder on the diversity which is existing within nation especially in countries like India where multiple cultures is prevailing in terms of geographical topography, language etc. Studying the diversity and its sub dimensions existing within a nation may help to widen the scope of organization behavioral science. Heterogeneity study in Indian context relating to organizational behavior is sparse in nature. Understanding this fact this paper did an in-depth literature review and suggested research process and posted some hypothesis which can be tested further along with its scope and limitations.

Key Words: Sub Cultural Diversity , Organizational behavior

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1.1 Culture and Organizational behavior

Several cultural dimensions have emerged to identify the differences and similarities among individuals from different nations. Research works based on this dimensions have resulted in giving appreciable amount of Conceptual models and empirical findings as how far human behaviors till date are being influenced by culture apart from other antecedents like intelligent quotient, economic interdependency, gender etc in different organizational context, to name few, Job Satisfaction,Conflict management (Cheng Lu Wang, 2005), Knowledge Tarnsfer(Paul Brewer, 2008), Negotiation(Lynn E Metcalf et.al,2007), Information Systems(Xiang-Hua Lu 2009) Strategic marketing(Yang-IM Lee 2008), decision making so on and so forth. Thus the dimensions apart from identifying these similarities and differences, it is helping researchers to operate culture as an important variable in exploring several organizational behaviors.

The cultural differences that are existed in the world are said to have high influence on work related values. From organizational point of view the relationship between organizational practices especially managerial practices and culture have been explained from both theoretical and experimental perspective. And this has been viewed in terms of diversity between the nations and within the nations that is existing in the name of sub cultural diversity. In review of literature it is evident that Literature on former seems to be huge in number and citations than the latter one.

 Organizational concepts like risk commitment, trust, workplace orientation, power and its perception, leadership style, International Human Resource Management have been and still being analyzed in the realm of culture (Erez andEarly, 1987; Morris et al, 1994; Ramamoorthy and Caroll, 1998; Casimir and Keats, 1996; Gibson, 1999; Thomas and Au, 2002;). Taking into consideration the cultural dimensions given by many scholars starting from Kluckhohne down to Globe project, it is evident that all the nations have their own culture which in turn determines the organizational structure by itself as Eiffel Tower, family culture, guided missile and incubator. This organization structure is being determined by the extent to which hierarchy and equality is followed in terms of Task and person depending on the nation culture .

Hence organizations started realizing the fact that culture plays an important role in organizational life and influences practices of different nature inside the organization. This

has made human resource management to tap the individuals who have the qualities of global managers who can understand the composition of multicultural team not only in terms of technical aspect but also along with behavioral differences and similarities. This will make them to relish the positive effect of cohesiveness among the team members.

1.2 Organizational behavior - Indian Perspective

Organization behavioral studies in India has started long back and pondered many aspects related to Leadership (Jai B.P Sinha ,1984, Jai B.P Sinha and Kanungo (1997),Aditi kejriwal and venkat (2004), Motivation (Kanungo 1985), Entrepreneurship(Tripathi 1992), Indian managers and Personality (Marcelline Fusilier ,Subhash Durlabhji(2001) Malay Biswas 2010), Work place ethics (Kanika T. Bhal, Nivedita Debnath(2006) ,Conflict management styles Ethical Behaviour(Priya Nair 2010). The above studies clearly explained conceptually by reviewing the literature and empirically proved certain organizational behavior of Indian managers. Few predominant characters these studies identified among Indian managers are, hierarchical nature, personalized relationship, caste influence, lack of upward communication, Individualistic tendency along with own traditional behavior. But still , many scholars have agreed that there are some contradictory findings to the above said qualities of Indian managers. Indian managers are seems to achieve their individualistic through collectivistic tendency (Jai B. P Sinha. et.al (2002) . This makes them to have socio cultural influence in organizational setup (Sunita Singh et.al (2005)). For an instance , even hierarchical structure which is part and parcel of Indian societies culture has its own influence on learning attitude in Indian organizational set up (Madhu Ranjan & Shankaran (2005)). Apart from this there are studies which shows that Indians are seems to be losing their tradition value of Non violence , interconnectedness, non attachment and started moving towards the attitude of High aspirations, analytical, materialistic and to some extent acceptance of organizational cynicism(Marcelline Fuslilier & Subash Durbajhi (2001), Rajesh kumar (2004), Kamalanaban (2010). This shows an variation in review of literature probably between before the year 2000 and after 2000. So from this argument it became mandatory for cross cultural research to have in depth analysis on cultural differences in an holistic perspective where Sub cultural diversity has to be given equal importance.

1.3 Sub Cultural Diversity and Organizational Behavior

Sub cultural diversity refers to the sub group within a nation which shares certain common values which differ from other sub group which is existing in the same nation. This can be seen in terms of race, gender and age etc (Harris and Moran , 1996). The term Sub culture refers to cultural pattern that set apart from some segment of a society's Population (John J Macionis 2005). The concept of allocentric and idocentric introduced by Triandis (1985) described the sub cultural parallels to collectivism and Individualism (Kamil Kozan 1999) which is mentioned above.

When concentrating on layers of culture, Sub Cultural Diversity seems to play an important role in countries like India which have many variations in terms of cultural character. These population may have values and norms of behavior which differ from the dominant culture. Subculture while engaging in unique and distinctive forms of behavior also shares some common element with dominant culture. Frequently, subculture will develop argot or Specialized language which distinguishes it from the wider society.

If we take India it is well known fact that , it is heterogeneous in nature in various aspects, like social Identity, Historical Context, Economic parameters, Institutional factors and geography, (Sunil Kumar Sing , Vasanthi Srinivasan, Suren Sista , Manu parashar 2008). If we take the works of Mohanty, 1994, India is having thousand's of languages, rituals which determines the people to behave, even they are in search of unanswered question (Kodikal, 2005) which make them to involve in to more of religion (Peter 2002) . Meanwhile few economists agrees that southern parts of India had the higher rate of economic development when we compare northern and southern part of India. It is said that Tamil Nadu and Karnataka had the advantage of having large public sectors. Adding to the above fact, Bangalore, Hyderabad, and Chennai became the IT hub which added the fuel for economic growth. During the fiscal 2006-2007 Karnataka and Tamil Nadu got the opportunity of placing itself in fourth and third position in FDI approvals. If we take northern parts of India, thanks to green revolution which gave both social and economic development to the regions like Haryana, Punjab. Chandigarh is said to have highest per capita SDP when compare to other Indian state. The Reason behind taking economy is, it is one of the major factors that determine the culture as per the literature review. Measuring this sub cultural diversity can be done at individual level analysis, for which researchers like Triandis and Schwartz have contributed their scales to evaluate individual value which are dominant in their personality.

Based on this statement this research propose to have comparative study among Indian Managers hailing from different part of India and try to explore the research process (Fig 1.1) and proposed few research questions and hypothesis. Rationale behind choosing South Indian managers and other than Indian managers are to reduce the scope of cultural diversity as India can be classified under several afore said parameters.

RQ1 What are the major differences and similarities among Indian managers? (with reference to subcultures and Individual values)?

H1: There is significant difference between managers who are hailing from different part of India in their Individual values

RQ2:Are these value differences and Similarities have their impact on organizational Behavior ?

H2: There is an impact of sub cultural diversity on managers' organizational behavior

Basically India is being influenced by three factors namely historical background, Invasions and Religion. Due to past invasion, Indians are still said to follow the same hierarchical nature, which is evident from the words, though Indian seems to be value free, Indians are seems to be autocrat in spite of the fact that it got influenced by globalization (Jai B.P. Sinha, Kanungo 1997). This may give rise to have following research questions and hypotheses

RQ3: Whether there is an influence of abroad experience on Indian managers' value system?

H3: There is Significant difference between managers Individual values who are having abroad experience when compare to those who are not having

Figure 1.1:Research Process
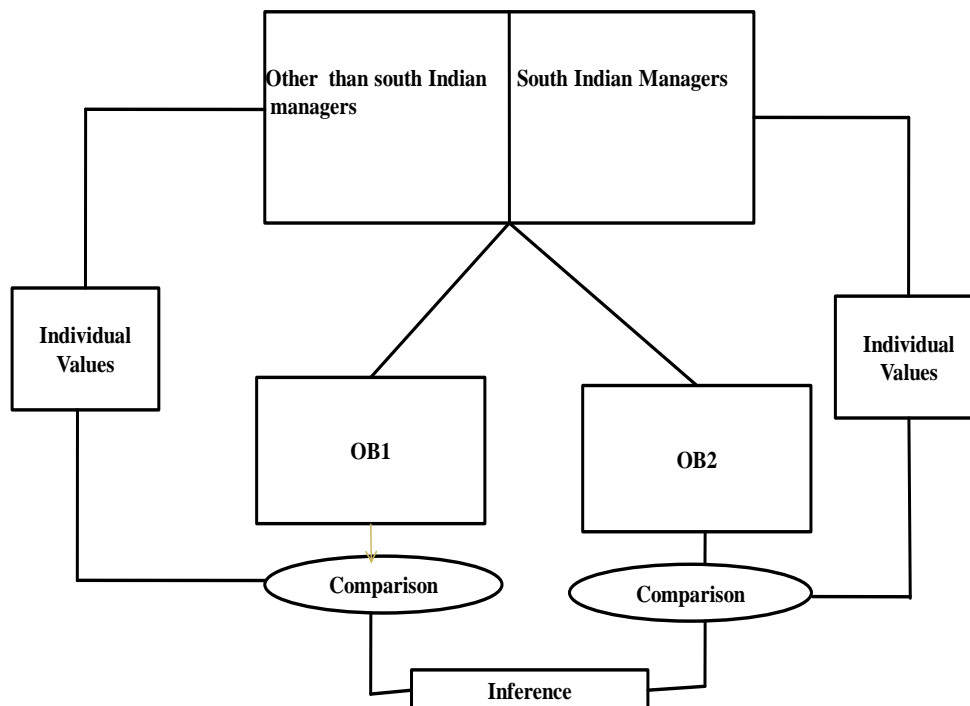
1.4 Scope and Conclusion:

Though the type of organizational behavior has not been discussed in detail, having this research proposal it will be easy for researchers to identify different variables in organizational behavior for the study taking sub cultural diversity into consideration. Also it will fill the enormous gap that is existing in heterogeneity perspective of cross cultural research. Also this will be helpful for practitioners to horn their recruitment training methodology especially when they are going for expatriate recruitment where individual behavior plays an important role in deciding their emotional intelligence. One should not forget the fact that cross cultural competence is being highly determined by emotional intelligence score where self awareness and cross cultural awareness plays a Major role

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