CHAPTER 5

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 General findings

The culmination of the study is to draw inferences, patterns and findings from the analysis and interpretations of the data. Most of the revelations have been given immediately after analysis of the relevant issues in the chapter on analysis and interpretation of data. (Chapter 4).

From the study and the outcome of survey the following points were found:

- Organization culture has been linked with leadership and employee effectiveness.
- There is no significant difference between Demographic variable with respect to factors of Cross Cultural Behavior among managers.
- There is a significant and positive relationship between Employee Social and Work commitment, Motivation, Remuneration, Individual Growth and Organizational Growth.
- There is an impact on Improved culture with respect to Motivation, Effectiveness of work at workplace, Salary, Holidays, Leadership, Individual Growth and Organization Growth.
- Organizational culture is reflective of individual sense-making efforts of employees as it affects how individuals within a given culture try to make sense of how the organization operates.
- The influence of social culture exerted a strong effect on how organizational members responded to change.
- In Multinational companies, even though some policies remained identical to those of the parent companies, the actual practices differed due to cultural norm differences between the parent company’s culture and the local culture.
Organization culture promotes individual employee satisfaction and fulfilment, this is reviewed in almost all cultures.

Practices of Japanese model: Local OC tend to be highly reflective of the OC of the headquarters of the organization.

Practices of American model: Tend to set formal policies and practices at headquarters and then expect that these policies and practices will be adhered to in local subsidiaries as well.

Practices of European model: Localization is emphasized along with intentional attempts to be sensitive to local norms and behaviors.

U.S. respondents expect success feedback, whereas Japanese desire failure feedback.

European respondents rely more on their own experiences, whereas Japanese managers rely more on rules and procedures.

Decision making of Americans appeared to be more realistic and practical.

Japanese organization tend to attach a lot of authority to their hierarchical positions, whereas Americans do not.

Japan and the US have a similarity that related harmony and happiness in organizational life.

American organization see their subordinates as more intrinsically motivated than extrinsically motivated.

Lack of Sympathy and empathy form American, Asian when compared to Japanese respondents.

Collective achievement tendency is highest among Japanese respondents.

U.S. managers showed higher levels of trust compared to Asian managers, achievement tendency is more among the U.S respondents, also rated balanced encouragement and
exchange as more effective than Japanese respondents. For Japanese respondents, coalition tactics, upward appeals, and gifts were viewed as more effective influence factors.

- Germans and Indians responded to soft strategies less acceptable than Americans.
- Asian respondents are consistent with high collectivism.
- The US based employees gives more importance to individualistic culture and are ready to take risk in the task they want to perform.
- European respondents showed more irrelevance in term of risk taking questions posted to them.

On the basis of Statistical tools like Chi square, T-test and ANOVAs, the important inferences and trends from hypotheses testing are presented below.

5.2 Hypothesis Findings

5.2.1 Recommendations

Suggestions:

The researcher’s suggestion after a detailed research study carried out at various cultured organizations are as follows:

Implementing results from the overall findings from various culture depicted the following changes to be adopted by the Indian based firms as ……

- Innovation from Employees to be motivated
- Task performance appraisal / remuneration as per global standards
- Work time allotment
- Training and motivation

Conflict / Stress management to be supported by management
Social encouragement and emotional values to be increased

Indian people feel more tiresome and stressed during summer and extreme winter. Creating a better ambience and comfortable situation will make productivity better in such cases.

Not alone as a productivity generating element employees have to be motivated with factors influencing his performance at work place and emotional needs that in turn doubles the productivity and profitability of the organization.

5.2.2 Direction for future research

Cultural research can help validate the existing theoretical paradigms, enrich our current theorizing, and may even lead to new theories (Bagozzi 1994). There are lot of potential for developing new insights in the cross cultural work behavior and improved culture model. Based on our review of the literature, next we discuss the issues related to cross-cultural services research and point out some research directions for the future.

The critical issue is the relevance to the problem being studied. For example, if a manager wants to know whether a domestic service process could be standardized in different countries, then this becomes a great difficulty which need to be sorted out with latest trends and solution. On the other hand, if a manager is interested in developing a specific strategy in a specific country, then relevant support from management should be sought and if not a detailed research would help in finding a way.
In order to provide a basis for integrated approach to study cultural differences, the five-step process suggested by Berry (1989, p. 730) may be a useful framework to consider: 1) start with initial research on a question in one’s own culture (emic A), 2) next attempt to use the same concept or instrument to study a behavior in another culture (imposed etic), 3) then move to a discovery strategy in another culture (emic B), 4) then compare emic A and emic B, and 5) when there is no communality, then comparison is not possible, but with some communality (derived etic) comparison is possible.

Another issue relates to country selection in cross-cultural service research. Many studies do not provide a rational for the selection of countries used in their research. It seems convenience and achieving a large variation on the dimensions of interest are the primary drivers of country selection. Use of a more theoretical framework would be helpful in directing research aimed at better filling in the blanks. It is obvious countries need to be selected carefully based on theoretical considerations.

In order to achieve the goal of generalizing and building theory, careful and rigorous cross-cultural research methodology should be in place and clearly demonstrated in future research. Future research should attempt to adapt alternative cultural dimensions, when relevant, to expand our current understanding of culture and its impact on specific motivational / job profile related factors.

5.3 Conclusion

The purpose of this study was to review the literature on the overall impact of cross-cultural behavior of employees and the organization towards the employees and to highlight and discuss conceptual and methodological issues, and to make recommendations for future research regarding the interplay of culture and subjected factors. As discussed in our literature review, although there have been studies looking at the role of culture in each of the areas (i.e., expectation, evaluation, and reaction to service experiences), much more is needed to enrich our current understanding of variations as well as commonalities of employees across different cultures. In conclusion, we offer the following suggestions. It is important to develop and review all potential cultural theories to aid in making hypotheses rather than just using the most
convenient one. Cultures need to be understood ethically as well as emically. Previous empirical work must be carefully reviewed and the topic must be systematically studied across countries and contexts. Further, it is important to ask at what level culture will be operationalized and to attempt to measure differences in values rather than just assuming the differences exist across groups.

5.4 Scope for further research

The present research has developed, tested and has put forth a validated questionnaire that measures all aspects of Entrepreneurial propensity. This can be used as a standard testing tool for future studies.

5.4.1 Further scope exists in the following area

1. A cross cultural study of Eastern Vs Western culture to be identified and find suggestions especially.

2. A study on time variants and impact on employee effectiveness can be separately studied.

3. A detailed analysis and research on Kautilya’s philosophy and implemented organizations.

4. A comparative study pulling out the mismatch of policies and regulations followed by new venture companies with two different cross-cultural policies.

5. Further in-depth study could be done of crucial antecedents such as genders, educational qualification and background factors, number of siblings, and place of upbringing - as against adaptation to change in management.