



A Study on Cross-Cultural Issues of Pharmaceutical Companies Located in Mountainous Region

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Abstract

This research work was undertaken on behalf of a pharmaceutical company located in a mountainous state of India. Company reported conflicts and clashes between its working-staff who are primarily local and others who have arrived from other states of India. The purpose of this research is to identify the existing fault-lines between these two groups of working-staff. Exploratory study has shown that reasons could range from socio-political to cultural. Accordingly this study was planned and executed. The fault lines have been clearly identified and it is hoped that appropriate measures suggested will help in bringing down unpleasant instances in the company. For the sake of confidentiality the name of the company is not being disclosed. The survey was conducted on 100 employees comprising of 50 local as well as 50 non-local employees. SPSS was used to analyse the recorded responses of the respondents.

Key-Words: Culture, Cross-Culture, Local, Non-local, Perception Gap

Note: To maintain the confidentiality of the Pharmaceutical Company, as asked by the authorities, the researcher has used a hypothetical name of the Company as ABC Pharmaceutical.

1. Introduction to Culture

Culture is a broad concept and reality that influences who we are - as individuals, families, communities, professions, industries, organizations and nations; and how we interact with each other regionally, nationally and globally. Culture can be defined 'as a set of values, beliefs and notions learned by sharing our behaviours within a particular society. This characteristic of culture gives us our sense of identity and belonging. An integrated pattern of human behaviour that includes thoughts,



communications, languages, practices, beliefs, values, customs, courtesies, rituals, manners of interacting and roles, relationships and expected behaviours of a racial, ethnic, religious or social group; and the ability to transmit the above to succeeding generations' (nasponline, 2014)^[1]. "Culture" refers to patterns of human groups, "acquired and transmitted by symbols; the essential core of culture consists of traditional (i.e., historically derived and selected) ideas and especially their attached values (Kroeber and Kluckhohn 1952.)^[2]

Culture is a set of assumptions and values, beliefs, procedures and policies that are shared by a group of people and it influences each member's behaviour and their interpretation of other behaviour.

In 1870, Anthropologist Edward Taylor^[3], defined culture as 'that complex whole which includes knowledge, belief, art, morals, law, custom, and other capabilities acquired by man as a member of society. Greert Hofstede (1980)^[4], an expert on cross-cultural differences and management, defined culture as, "the collective programming of the mind that distinguishes the members of one organisation from others." 'Culture consists of the derivatives of experience, more or less organized, learned or created by the individuals of a population, including those images or encodements and their interpretations (meanings) transmitted from past generations, from contemporaries, or formed by individuals themselves.' (Avruch 1998, Spencer-Oatey H. 2012)^[5, 6]

2. Cross Culture

Cross culture can be experienced by an employee who is transferred to a location in another country. The employee must learn the language and culture of those around him, and vice-versa. This can be more difficult if this person is acting in a managerial capacity; someone in this position who cannot effectively communicate with or understand their employees' actions can lose their credibility. In an ever-expanding global economy, cross culture and adaptability will continue to be important factors in the business world. (Investopedia, 2014)^[7]

The term "cross-cultural" emerged in the social sciences in the 1930s, largely as a result of the *Cross-Cultural Survey* undertaken by George Peter Murdock, a Yale anthropologist. Initially referring to comparative studies based on statistical compilations of cultural data, the term gradually acquired a secondary sense of cultural interactivity. The comparative sense is implied in phrases such as "a cross-cultural perspective," "cross-cultural differences," "a cross-cultural study of..." and so forth, while the interactive signification may be found in works like *Attitudes and Adjustment in Cross-Cultural Contact: Recent Studies of Foreign Students*, a 1956 issue of *The Journal of Social Issues*. Usage of "cross-cultural" was for many decades restricted mainly to the social sciences. Among the more prominent examples are the International Association for Cross-Cultural Psychology (IACCP) established in 1972 "to further the study of the role of cultural factors in shaping human behaviour," and it's associated *Journal of Cross-Cultural Psychology*, which aims to provide an interdisciplinary discussion of the effects of cultural differences. (Wikipedia, 2014)^[8]

2.1 Cross-Cultural Management

Cross cultural management refers to a system that is designed in such a way that trains the people in the global business for the variations in culture, practices and preferences of people around the globe. As time lapses, the need for cross-cultural management increases due to the diversity in culture, practices and preferences which is significantly increasing, so it should be able to bridge the communication gaps for every culture.

Cross-culture management techniques help managers cope up with the challenges and opportunities of managing employees in such a culturally diverse organizational environment. Globalisation has led



the managers to be more sensitive towards the culture of the Global workforce. Cross-culture management techniques hinge on an understanding of the values and beliefs of employees from different cultural backgrounds. Cross-culture management also focuses on the cultural dimensions that characterize different societies, such as an emphasis on collectivism versus individualism. The companies which have more sensitivity towards cultural differences in a cross-cultural environment make better decisions. Managers attuned to cross-culture management techniques enable smoother workplace-relationships.

2.2 *Cross-Cultural Issues in Management*

Geert Hofstede is a sociologist who studied employees working in a multi-national corporation. He described four ways that can help in analysing and understanding other cultures as follows:

- 1) **Power distance:** is the extent to which a culture accepts that power in organizations is distributed unequally. High power distance equates with steep organizational hierarchies, with more autocratic leadership and less employee participation in decision making.
- 2) **Uncertainty avoidance:** is the degree to which members of a society feel uncomfortable with risk and uncertainty. High uncertainty avoidance (Japan, Argentina, and France) will be reflected in the high priority placed on rituals, routines, and procedures in organizations and society in general. Countries with low uncertainty avoidance (Denmark, UK, India, US) tend to emphasize flexibility and informality rather than bureaucracy.
- 3) **Individualism:** is the extent to which people are supposed to take care of themselves and be emotionally independent from others.
- 4) **Masculinity:** is the value attributed to achievement, assertiveness, and material success (Japan, Mexico, Germany, UK) as opposed to the stereotypical feminine values of relationships, modesty, caring, and the quality of life (Sweden, Netherlands, Denmark), according to Hofstede. (The Cultural Relativity of Organizational Practices and Theories,1983)^[9, 10]

Since culture may be defined as “the inherited values, concepts, and ways of living which are shared by people of the same social group.” Culture is not possessed by a certain social class; in fact each and every person has not only one culture but cultures which causes the complexity of the term. Culture can be defined as “dynamic” in the sense that it changes over time, this change in culture might also lead to conflict.

In order to better understand culture, there has to be an understanding of the conflicts that may arise due to differences among cultures. According to Avruch (1998), who wrote a paper on cross- cultural conflict, he defines conflict as follows:

“A competition by groups or individuals over incompatible goals, scarce resources, or the resources of power needed to acquire them. This competition is also determined by individuals’ perceptions of goals, resources, and power and such perceptions may differ greatly among individuals. One determinant of perception is culture, the socially inherited, shared and learned ways of living possessed by individuals in virtue of their membership in social groups.” (Tagreed Issa Kawar, 2012)^[11]

3. **Pharmaceutical Sector in India**

The Pharmaceutical industry in India is the world's third-largest in terms of volume. According to Department of Pharmaceuticals, Ministry of Chemicals and Fertilizers, the total turnover of India's pharmaceuticals industry between 2008 and September 2009 was US\$21.04 billion while the domestic market was worth US\$12.26 billion.



According to Brand India Equity Foundation, the Indian pharmaceutical market is likely to grow at a compound annual growth rate (CAGR) of 14-17 per cent in between 2012-16. India is now among the top five pharmaceutical emerging markets of the world.

Exports of pharmaceuticals products from India increased from US\$6.23 billion in 2006–07 to US\$8.7 billion in 2008–09 a combined annual growth rate of 21.25%. According to PricewaterhouseCoopers (PWC) in 2010, India joined among the league of top 10 global pharmaceuticals markets in terms of sales by 2020 with value reaching US\$50 billion.

The government started to encourage the growth of drug manufacturing by Indian companies in the early 1960s, and with the Patents Act in 1970. However, economic liberalisation in 90s by the former Prime Minister P.V. Narasimha Rao and the then Finance Minister, Dr. Manmohan Singh enabled the industry to become what it is today. This patent act removed composition patents from food and drugs, and though it kept process patents, these were shortened to a period of five to seven years. (Wikipedia,2014)^[12]

3.1 Cross-Cultural Issues in Pharmaceuticals:

Cross-cultural management issues arise in a range of pharmaceutical companies. Cross-border joint ventures, alliances, or buyer–supplier relationships between two or more Pharma also require a cultural compromise. Most of the times the pharmaceuticals face cultural differences in the form of conflicts between the people of the same country related to the locals as well as non-locals. These conflicts seem to be small in nature but in turn it affects the whole productivity of the company. Our study also focuses upon the same issue as heterogeneity is a major force that creates fault lines.

4. Methodology

4.1 Objective of the Study

4.1.1 To determine the perception gap between local and non-local populace regarding each other.

4.2 Sources of Data

Primary data: Primary data was collected through Personnel Interviews, Questionnaire and Observations.

Secondary data: ABC Pharmaceuticals profile, websites, magazines, handouts, articles were used widely as a support to primary data.

4.3 Sampling frame: the sample size comprised of 50 local and 50 non-locals all over the premises.

A questionnaire was developed and questions were measured using Likert Scale. The sampling technology used was Random Sampling due to unavailability of employees and crisis of time on part of employees for filling the questionnaire. The Likert Scale comprised 5 ratings mentioned below:

- (i) Strongly Disagree
- (ii) Disagree
- (iii) Neither Agree nor Disagree
- (iv) Agree
- (v) Strongly Agree



5. Analysis & Findings of Study

Table. 1 illustrates analysis of the perceptual gaps of local and non-local employees

Statement	Questions	Mean		t-value	Significance
		Local	Non Local		
1	A well organised induction schedule is followed for all new joiners including the contract workers.	3.8333	3.6	0.697	0.488
2	Supervisors and Managers take keen interest in developing their subordinates.	2.4333	4.1333	-9.03*	0.00*
3	Staff from outside the state has adjusted to the local culture.	2.3	2.3667	-0.251*	0.803
4	There is harmonious relationship between the outsiders and the locals.	2.1	1.9333	0.665	0.508
5	The local workers give due respect to their superiors.	3.6667	2.5	6.484	0.00*
6	Company gives equal opportunity to locals and outsiders in the selection and development of employees	2.5667	3.9667	-9.158*	0.00*
7	Workers/supervisor/managers from outside behave in a respectful way.	2.7667	3.9667	-6.65*	0.00*
8	People from hills are docile or submissive.	2.6333	2.4	0.822	0.415
9	People from hills are well cultured	4.0667	2.5667	6.306	0.00*
10	People from outside are trustworthy.	2.3667	4	-10.521*	0.00*
11	People from outside adapt to the local culture easily.	2.03	3.4	-6.896*	0.00*
12	People from hills welcome outsiders happily in the organisation.	3.6	2.7333	4.317	0.00*
13	Workers/supervisor/managers/executive trusts the management for their decision.	3.7333	3.7	0.095	0.925
14	Management provides training to the employees for adapting to the new culture	1.5333	2.9667	-5.628*	0.00*
15	Common language [Hindi/English] has been made compulsory	3.8667	3.9667	-0.687*	0.495
16	People from outside are cooperative with the local people in the organisation.	2.3667	4.1	-9.387*	0.00*



17	Workers/supervisors/managers from outside speak offending language	3.8	1.7667	9.463	0.00*
18	Workers/supervisors/managers from outside speak impolite language.	3.6667	1.9	9.616	0.00*
19	Workers/supervisors/managers from outside are disrespectful.	3.6	2.1333	7.144	0.00*
20	Workers/supervisors/managers from outside are hostile.	3.6667	1.9	9.961	0.00*
21	Workers/supervisors/managers from outside are ill-mannered.	3.7333	1.7	9.463	0.00*
22	People from outside often use offensive gestures.	3.6	1.9333	7.671	0.00*
23	People from hills are ill-treated when the go to the plain areas.	2.1333	1.7	1.889	0.064
24	Management makes biased decisions on the basis of favouritism	3.8667	2.3333	6.388	0.00*
25	People from hills are untrustworthy.	1.7333	2.4	-2.929*	0.005*
26	Management provides training on developing communication skills.	3.4667	3.7	-1.855*	0.069
27	Management ignores the cultural differences among the locals and non-locals	2.8333	2.9	-0.315*	0.754
28	Management faces problems in integrating peoples from different cultures	3.8667	3.5333	2.389	0.02*
29	People from outside are ethnocentric.	2.0333	3.6667	-10.358*	0.00*
30	As per you what should the organisation do to remove the cultural differences?				
31	Local people speaks offending language	2.0333	2.4	-1.907*	0.061
32	Local people speak impolite language.	2.0333	4.1333	-13.078*	0.00*
33	Local people are disrespectful.	1.9333	3.7333	-10.898*	0.00*
34	Local people are hostile.	1.8667	4	-12.469*	0.00*
35	Local people are ill-mannered.	2.6	3.0333	-1.277*	0.207
36	Local people often use offensive gestures.	1.7333	4	-15.817*	0.00*
37	People from outside are ill treated when they come to local area.	1.7333	4.0667	-13.069*	0.00*
38	Local often deliberately take offence to language a gestures.	2.1333	3.7	-9.905*	0.00*



39	Job should be only given to local people.	3.8333	1.6	11.404	0.00*
40	What can be done to improve cross-cultural environment in Zydus.				

In column number 3&4 the mean value of local and non-local belief is shown. If the value is below 3 it will show a negative perception of people towards the statement and the value above 3 will show a positive perception towards the statement.

Under value of 't' the * mark signifies rejection of null hypothesis as per the decision rule i.e. $t \geq 1.96$ or ≤ -1.96 . Rest show rejection of alternate hypothesis as they are not falling between the decision rule.

In the column of level of significance, the * mark signifies significant differences in the beliefs of men and women as the values are falling below 0.05 as per the decision rule. Others that are unmarked show insignificant differences as the values are exceeding the values are exceeding the value of 0.05.

- 1. A well organised induction schedule is followed for all new joiners including the contract workers.** We find that mean for this statement is 3.83 for local and 3.6 for non-local. The t-value is 0.697 (that is within ± 1.96) and therefore there is no significant difference between the beliefs held by local and non-local.
- 2. Supervisors and Managers take keen interest in developing their subordinates.** We find that mean for this statement is 2.4333 for local and 4.1333 for non-local. The t-value is -9.03 (that is beyond ± 1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. So, the non-locals think that the supervisors take keen interest in development but locals do not agree much.
- 3. Staff from outside the state has adjusted to the local culture.** We find that mean for this statement is 2.3 for local and 2.3667 for non-local. The t-value is -0.251 (that is within ± 1.96) and therefore there is no significant difference between the beliefs held by local and non-local. This shows that both of them agree that staff from outside adjust properly in the local culture.
- 4. There is harmonious relationship between the outsiders and the locals.** We find that mean for this statement is 2.1 for local and 1.9333 for non-local. The t-value is 0.665 (that is within ± 1.96) and therefore there is no significant difference between the beliefs held by local and non-local. This means that there is a harmonious relationship between local and non-locals.
- 5. The local workers give due respect to their superiors.** We find that mean for this statement is 3.667 for local and 2.5 for non-local. The t-value is 6.484 (that is beyond ± 1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This shows that the locals think that they give due respect to their superiors but the non-locals don't think alike.
- 6. Company gives equal opportunity to locals and outsiders in the selection and development of employees.** We find that mean for this statement is 2.5667 for local and 3.9667 for non-local. The t-value is -9.158 (that is beyond ± 1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This shows that the locals think the company gives equal opportunity to both of them in development and selection but the non-locals don't think alike.
- 7. Workers/supervisor/managers from outside behave in a respectful way.** We find that mean for this statement is 2.7667 for local and 3.9667 for non-local. The t-value is -6.65 (that is beyond ± 1.96) and the belief held by local and non-local in this context is significant which is



further conformed by the corresponding significance which is 0 – well below 0.05. This shows that the non-locals think that they behave in a respectful way but locals disagree to this.

8. **People from hills are docile or submissive.** We find that mean for this statement is 2.6333 for local and 2.4 for non-local. The t-value is 0.822 (that is within +,-1.96) and therefore is no significant difference between the beliefs held by local and non-local. This states that both the locals and non-locals think that the people from hills are docile or submissive.
9. **People from hills are well cultured.** We find that mean for this statement is 4.0667 for local and 2.5667 for non-local. The t-value is 6.306 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. The locals do assume them to be well cultured but the non-locals do not think so.
10. **People from outside are trustworthy.** We find that mean for this statement is 2.3667 for local and 4 for non-local. The t-value is -10.521 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that local people don't think that the people from outside are trustworthy.
11. **People from outside adapt to the local culture easily.** We find that mean for this statement is 2.0333 for local and 3.4 for non-local. The t-value is -6.896 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that the people from outside do adopt easily but the locals don't agree to it.
12. **People from hills welcome outsiders happily in the organisation.** We find that mean for this statement is 3.6 for local and 2.7333 for non-local. The t-value is 4.317 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that the non-locals think that they are not welcomed happily but the locals think other way around.
13. **Workers/supervisor/managers/executive trusts the management for their decision.** We find that mean for this statement is 3.7333 for local and 3.7 for non-local. The t-value is 0.095 (that is within +,-1.96) and therefore is no significant difference between the beliefs held by local and non-local. This implies that locals as well as non-locals trust the Management for their decision.
14. **Management provides training to the employees for adapting to the new culture.** We find that mean for this statement is 1.5333 for local and 2.9667 for non-local. The t-value is -5.628 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that the organisation does not provide proper training to the employees to adapt to the new culture.
15. **Common language [Hindi/English] has been made compulsory.** We find that mean for this statement is 3.8667 for local and 3.9667 for non-local. The t-value is -0.687 (that is within +,-1.96) and therefore is no significant difference between the beliefs held by local and non-local. This implies that both the local as well as non-local agree that (Hindi/English) has been made compulsory in the organisation.
16. **People from outside are cooperative with the local people in the organisation.** We find that mean for this statement is 2.3667 for local and 4.1 for non-local. The t-value is -9.387 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is



further conformed by the corresponding significance which is 0 – well below 0.05. This implies that the local people think that the people from outside are not co-operative within the organisation.

17. **Workers/supervisors/managers from outside speak offending language.** We find that mean for this statement is 3.8 for local and 1.7667 for non-local. The t-value is 9.463 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that the local people agree to it that the worker or supervisor or manager from outside do speak offending language.
18. **Workers/supervisors/managers from outside speak impolite language.** We find that mean for this statement is 3.667 for local and 1.9 for non-local. The t-value is 9.616 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that the local people feel that the workers/supervisors/managers do speak impolite language.
19. **Workers/supervisors/managers from outside are disrespectful.** We find that mean for this statement is 3.6 for local and 2.133 for non-local. The t-value is 7.144 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that the workers/supervisors/managers from outside disrespect the local people.
20. **Workers/supervisors/managers from outside are hostile.** We find that mean for this statement is 3.667 for local and 1.9 for non-local. The t-value is 9.961 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that the workers/supervisors/managers are hostile towards the local people.
21. **Workers/supervisors/managers from outside are ill-mannered.** We find that mean for this statement is 3.7333 for local and 1.7 for non-local. The t-value is 9.463 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that the local people assume that the workers/supervisors/managers are ill-mannered.
22. **People from outside often use offensive gestures.** We find that mean for this statement is 3.6 for local and 1.9333 for non-local. The t-value is 7.671 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that offensive gestures are often used by the people from outside as per the local people.
23. **People from hills are ill-treated when they go to the plain areas.** We find that mean for this statement is 2.1333 for local and 1.7 for non-local. The t-value is 1.889 (that is within +,-1.96) and therefore there is no significant difference between the beliefs held by local and non-local. This implies the people from hills are not ill-treated when they go outside.
24. **Management makes biased decisions on the basis of favouritism.** We find that mean for this statement is 3.8667 for local and 2.3333 for non-local. The t-value is 6.388 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. Both of them disagree to a certain extent that the management makes biased decision on the basis of favouritism.



25. **People from hills are untrustworthy.** We find that mean for this statement is 1.7333 for local and 2.4 for non-local. The t-value is -2.929 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further confirmed by the corresponding significance which is 0 – well below 0.05. This implies that the people from hills are found to be untrustworthy as per the outsiders.
26. **Management provides training on developing communication skills.** We find that mean for this statement is 3.4667 for local and 3.7 for non-local. The t-value is -1.885 (that is within +,-1.96) and therefore there is no significant difference between the beliefs held by local and non-local. This means that the management provides training on developing the communication skills.
27. **Management ignores the cultural differences among the locals and non-locals.** We find that mean for this statement is 2.8333 for local and 2.9 for non-local. The t-value is -0.315 (that is within +,-1.96) and therefore there is no significant difference between the beliefs held by local and non-local. This implies that management ignores the cultural differences among local and non-local.
28. **Management faces problems in integrating peoples from different cultures.** We find that mean for this statement is 3.8667 for local and 3.5333 for non-local. The t-value is 2.389 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further confirmed by the corresponding significance which is 0 – well below 0.05. This implies that both of them agree on the statement that management faces problem in integrating peoples from different cultures.
29. **People from outside are ethnocentric.** We find that mean for this statement is 2.0333 for local and 3.667 for non-local. The t-value is -10.358 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further confirmed by the corresponding significance which is 0 – well below 0.05. This implies that the people from outside themselves think that they are ethnocentric.
30. **As per you what should the organisation do to remove the cultural differences?** Open-ended Question.
31. **Local people speak offending language.** We find that mean for this statement is 2.0333 for local and 2.4 for non-local. The t-value is -1.907 (that is within +,-1.96) and therefore there is no significant difference between the beliefs held by local and non-local. This implies that the local people do not use offending languages.
32. **Local people speak impolite language.** We find that mean for this statement is 2.0333 for local and 4.1333 for non-local. The t-value is -13.078 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further confirmed by the corresponding significance which is 0 – well below 0.05. This implies that the outsiders think that the local people talk impolitely.
33. **Local people are disrespectful.** We find that mean for this statement is 1.9333 for local and 3.7333 for non-local. The t-value is -10.898 (that is beyond +,-1.96) and the belief held by local and non-local in this context is significant which is further confirmed by the corresponding significance which is 0 – well below 0.05. This implies that local people are disrespectful towards outsiders.
34. **Local people are hostile.** We find that mean for this statement is 1.8667 for local and 4 for non-local. The t-value is -12.469 (that is beyond +,-1.96) and the belief held by local and non-local is



this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that the local people have been hostile towards the outsiders.

35. **Local people are ill-mannered.** We find that mean for this statement is 2.6 for local and 3.0333 for non-local. The t-value is -1.277 (that is within +,-1.96) and therefore there is no significant difference between the beliefs held by local and non-local. This implies that the local people are not ill-mannered.
36. **Local people often use offensive gestures.** We find that mean for this statement is 1.7333 for local and 4 for non-local. The t-value is -15.817 (that is beyond +,-1.96) and the belief held by local and non-local is this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that localites use offensive gestures that the non-local people have faced.
37. **People from outside are ill treated when they come to local area.** We find that mean for this statement is 1.7333 for local and 4.0667 for non-local. The t-value is -13.069 (that is beyond +,-1.96) and the belief held by local and non-local is this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that people from outside find themselves to be ill-treated by the local people in the local area.
38. **Local often deliberately take offence to language a gestures.** We find that mean for this statement is 2.1333 for local and 3.7 for non-local. The t-value is -9.905 (that is beyond +,-1.96) and the belief held by local and non-local is this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. This implies that the local people really deliberately take offence to language a gesture.
39. **Job should be only given to local people.** We find that mean for this statement is 3.8333 for local and 1.6 for non-local. The t-value is 11.404 (that is beyond +,-1.96) and the belief held by local and non-local is this context is significant which is further conformed by the corresponding significance which is 0 – well below 0.05. The local people think that the job should only be given to the local people.
40. **What can be done to improve cross-cultural environment in Zydus.** Open-ended Question.

6. Conclusion

From the above findings we conclude that there are significant as well as insignificant differences in the perceptions of the locals and non-locals. There are no significant differences in the following:

They agree that the organisation follows well organised induction schedule for the employees.

- 6.1 They agree that the employees trust the management for their decision. This means that the employees have a faith towards the organisation.
- 6.2 They agree that language compulsion has brought the people from different platforms to interact openly and freely.
- 6.3 They agree that the organisation provides training on developing communication skills which helps even a poor communicator to improve.
- 6.4 They agree that the organisation ignores cultural differences which show that the organisations motive is towards integrating the people.



There are significant differences in the following:

- 6.5 The management does not take keen interest in developing the local people which they should to make sure that they do and convey that they are doing it.
- 6.6 The management takes biased decisions on the basis of favouritism. This perception is dangerous and must be eliminated.
- 6.7 Huge Perceptual Gap has been found out among the local and non-local employees that are to be bridged up by the Organisation to bring out effectiveness and efficiency among employees.
- 6.8 The management has to understand that communalism is objective as well as subjective.
- 6.9 Lack of training in Ethnic Sensitivity.
- 6.10 Designation: People are excessively attached to designation. So the management should ensure that designation does not interfere in between cultures.

We can see that there is a huge perceptual gap among the employees whether they are local or non-local employees for which the organisation has not to leave any stone unturned to remove it. They will have to concentrate a lot towards building interpersonal relationships between employees by conducting counselling sessions, team based activities, conducting workshops for removing prejudices held by locals and non-locals.

Also, it's the responsibility of the employees to support the organisation and management in conducting such activities which will in turn improve them and also let the organisation in developing a healthy organisation culture.

The factors that are found to be positive in the organisation that are a foundation for an organisations culture which will yield positive outcomes in the near future.

7. Recommendations

- 7.1 The management should take keen interest in developing local people as well as it should be seen doing it.
- 7.2 The management should give and seen to be giving equal opportunity to all the employees whether they are local or non-local.
- 7.3 The management should ensure and seen to be ensuring that biased decisions are not being taken and favouritism not been practiced.
- 7.4 The organization should plan out and seen planning out for socialisation of employee's either formally or informally.
- 7.5 To sort out the perpetual differences between the local and non local employees, the management can do the following:
 - 7.5.1 Conduct Team Based Activities consisting of equal number of local and non-local employees.
 - 7.5.2 Training non-local people on Local Cultural issues should be conducted through a trainer who is well versed with the local culture and can help the non-local employees to get adapted with the local environment.



- 7.5.3 Make both of them understand that their collaboration is required to make the organisation successful.
- 7.6 Also the following things can be done to remove the Prejudices:
- 7.6.1 Direct Inter-group Contact.
 - 7.6.2 Social Learning
 - 7.6.3 Social Re-categorization- us and them
 - 7.6.4 Cognitive Interventions- weakening stereotypes
- 7.8 The management should understand and be seen understanding that communalism is objective as well as subjective.
- 7.9 There should be perceptual gaps analyst's people from Sikkim and outside.
- 7.10 Management/Workers should be provided training in Ethnic Sensitivity.
- 7.11 Designation: People are excessively attached to designation. So the management should ensure that designation does not interfere in between cultures.
- 7.12 Maliciousness and mischievousness must be identified and punished and seen that it's being done.
- 7.13 The management should make arrangements and be seen arranging for such job profiles where both groups have to work out together.
- 7.14 The employees should work and be seen working more upon building their interpersonal relationship which in terms will result to their increased performance.
- 7.15 Local or non-local people should be counselled and also be seen giving counselling not to misinterpret the gestures shown by employees to each other.

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