CROSS-CULTURAL DYNAMICS IN INDIA:
A STUDY OF PUNJAB AND RAJASTHAN

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ABSTRACT

The cross-cultural distinctions between the two unique areas of Punjab and Rajasthan are examined in this study, with an emphasis on the ways in which these differences affect consumer decision-making processes and more general socioeconomic behaviours. Punjab's rural, community-focused culture stands in stark contrast to Rajasthan's opulent, royal customs. The goal of the study is to pinpoint the cultural cues that influence consumer behaviour. The study looks into how cultural values influence consumer behaviours, purchasing behaviour, and preferences. The comparative research sheds light on the many frameworks for decision-making that are in use in these culturally different areas. With the goal of helping entrepreneurs, marketers, and politicians better interact with regional markets, this study advances our understanding of India's cultural variety. This research reveals the intricacies of cross-cultural relations in Northern India, providing essential perspectives on the evolving interaction between tradition and modernity in consumer behaviour.

KEYWORDS: *Cross-Cultural, Consumer Behaviour, Decision-Making, Globalisation, Entrepreneurs.*

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Introduction

National cultures are becoming increasingly significant in the context of globalisation processes and the rise in economic interconnectedness between nations (Hofstede 2011; Schwartz 2014). Even in a domestic context, an understanding of culture helps prepare one for the difficulties of modern international commerce. However, acknowledging the significance of cultural distinctions aids in managers' comprehension of their foreign associates and rivals, which in turn advances their management abilities (Cullen, Praveen Parboteeah 2011). The present paper sought to ascertain the differences in the culture of Punjab and Rajasthan. In common parlance, the term "culture" is frequently used imprecisely to refer to a variety of discrete ideas; for instance, the term "culture" is frequently used to refer to ideas like "Organisational culture" and "art and culture." The word's historical origin is the Latin verb colere, which means "to build," "to tend," "to plant," or "to cultivate." Definitions of culture today are nuanced and multifaceted. Tylor (1887) defines culture as —that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society. Cross-cultural study is defined as research that is done between two cultures or between nations that represent distinct cultures. Consumer behaviour is clearly affected by cross-cultural study (Tan et al., 1987). Businesses are becoming more and more globalised, which makes it imperative to comprehend the cultural background of customer behaviour (Maheswaran and Shavitt 2000). A shrewd marketer has to be aware of the differences that exist between markets in addition to having a solid understanding of culture. For this reason, there has been an upsurge in cross-cultural research and exploration. cross-cultural elements, built theories, and frameworks to comprehend cultural variances. According to Singh (2007), cross-cultural research is any study conducted between two different

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countries or cultures. Literature added new aspects to the scale in accordance with their culture and validated the decision-making patterns that supported the original CSI to some extent. Marketers are eager to learn about customer patterns and decision-making styles in order to profile their clientele abroad and benefit from development and growth. So yet, no precise decision-making style typology is established (Mitchell and Bates, 1998). The idea that different cultures have different ways of making decisions has been validated (Durvasula et al., 1993, Lysonski et al., 1996, Mitchell and Bates, 1998, Mehta and Dixit, 2016, Appiadu et al., 2021). The goal of this study is to comprehend the differences in the cultural dimensions in sub culture of India i.e. Punjab and Rajasthan so that consumers decision making styles can be understood in a more precise way. The shopping behaviour of today's young cohort tends to be quite distinctive from that of antecedent cohorts owing to the frequent cultural and, socio-economic, political revolutions that occur in society as a continuum (Delafrooz, Paim, & Khatibi, 2010).

The need to comprehend why young customers prefer to make online purchases grows as e-commerce usage and acceptance rise. Identification of Gen Z's consuming traits is crucial because recent studies by Puiu (2016) and Desai and Lele (2017) found that Gen Z differs from preceding generations in terms of consumer values, interests, and concepts. For that instance, it is important to understand the cultural dimensions that young consumers posses so that marketers can better comprehend the decision styles. The study fills the research gap in understanding the differences in the cultural dimensions in the Gen Z consumers in Punjab and Rajasthan. The present papers answer the following research question:

RQ1. What are the cultural differences in the Punjab and Rajasthan consumers?

To present study sought to ascertain the answers by using Hofstede cultural dimensions to understand the cultural differences in among the consumers of Punjab and Rajasthan.

The study will eventually improve the customer experience by helping the major players understand better cultural differences that led them to take decisions. In the end, it will help the management create marketing mix plans and place principles into place, overcoming the obstacles in the way of offering customers high-quality products and seamless experiences in order to preserve important and long-lasting connections with them. Eight sections comprise the study paper: theoretical foundation, research methods, analysis, discussion, conclusion, limitations, and implications for the future.

Theoretical Background

- **National Culture**

The most widely accepted definition of culture, which also refers to its origins and key elements, is credited to Hofstede (1980). It is defined as "the interactive aggregate of common characteristics that influences a group's response to its environment... the collective programming of the mind which distinguishes the members of one human group from another." The mind is the brain, the heart, and the hands—that is, the ability to think, feel, and act in a way that shapes beliefs, attitudes, and abilities. The idea of a mind's communal programming is similar to the idea of habitus, which was put out by French sociologist Bourdieu (Hofstede 2001). Schwartz (2014) expounded upon the unique cultural characteristics of every global cultural zone to elucidate the significance of the cultural map. According to Schwartz (2014), the cultures of Bosnia and Herzegovina, Slovenia, and Hungary place a moderate emphasis on affective autonomy and a strong emphasis on harmony, equality, and intellectual autonomy. In terms of hierarchy and mastery, embeddedness is not highly valued in the culture. In contrast, there is minimal cultural emphasis placed on equality, intellectual autonomy, and harmony in Croatia, but mastery, embeddedness, and hierarchy are widely valued. Affective autonomy is also only modestly emphasised. Indian culture is like European union having a set of various sub cultures. The Indian subcontinent is home to a wide range of subcultures, each shaped by unique historical, geographical, and socio-economic factors. These subcultures vary significantly across regions in terms of language, traditions, religious practices, and social values, which in turn influence consumer behaviour and decision-making. For instance, the collectivist nature of South Indian societies contrasts with the more individualistic tendencies observed in certain parts of North India, while the tribal communities in the Northeast possess their own distinct cultural practices that differ from mainstream Indian norms. According to Khare (2014), these cultural variances deeply affect consumer preferences, where family influence, risk aversion, and brand loyalty vary based on regional cultural contexts. Understanding these subcultural nuances is essential for businesses and marketers looking to effectively engage with diverse Indian consumer segments.

- **Cultural Impact on Consumer Behaviour**

Consumer with varied cultural backgrounds may adopt divergent purchasing behaviour or styles even for the same product (De mooij, 2010). There are various factors such as store attributes, product attributes, reference groups, consumer characteristics, variety, trial options, discount and promotional facilities (Rajput and Khanna, 2014) which affect decision making style but not necessarily in same manner among cross cultural consumer. Consumers in different gender and variant culture could behave in different ways that lead to divergent shopping behaviour. Consumer decision making styles may be indifferent across cultures (Chen, 2012). In Japan, feeling good is more related with interpersonal situations such as warmth and tenderness whereas in US it is concerned with interpersonal distance like superior or proud. In UK, feelings of happiness are positively related to the feeling of independence and in Greece it shows negativity to the feeling of independence (Nezlik, et al. 2008), (De mooij and Hofstede, 2011). (Hofstede, 2011) states in his earlier research six dimensions of national culture:

- **Power distance:** This states that in less power distance culture, the power is unequally distributed whereas in large power culture, everyone's rightful place and social status is very much clear.

- **Individualism V/S Collectivism:** In Individualism, people are 'I' or self-conscious like USA and in Collectivism focus is on 'We' conscious like Japanese. This difference is reflected in advertising also: persuasion v/s creating trust.

- **Masculinity V/S Feminist:** In masculine society, achievements and performances are highly valued, female roles are differentiated, more focus on status whereas in feminine society there is caring for others, quality life, men share household work responsibilities.

- **Uncertainty Avoidance:** Culture with strong uncertainty avoidance people is less often to change and innovation than the people of culture with less uncertainty avoidance.

- **Long V/S Short term orientation:** Long term perspective indicates future oriented approach whereas in short term there is steadiness and stability, focus is on happiness and respect for tradition.

- **Indulgence V/S Restraint:** Indulgence society indicates freedom, healthy and happy life, people are more optimistic whereas Restraint society is regulated by strict social norms and strict moral discipline, introvert and pessimistic personalities and more workaholic persons.

Decision-making is culturally contingent, depending on the values, beliefs, attitudes and behavioural patterns of the people involved. Therefore, cultural contingency becomes yet another contingency in the fit model of decision-making. At each step in decision-making, the culture influences the ways managers and others make decisions and solve problems. The present paper fills in the gap to understand the cultural differences by using Hofstede cultural dimensions so that it can eventually helps the marketers to tap niche markets keeping culture differences while serving them.

Research Methodology

Data Source

A questionnaire was used to understand the cultural differences among the consumers in Indian sub culture. The questionnaire contains 24 item scale developed by Hofstede (1980). The main purpose of the study is to understand the cultural differences in North Indian population i.e. Punjab and Rajasthan. The questionnaire was pilot tested among various scholars, academicians, professional experts. Validity of the research instrument can be assessed by a survey of competent experts whose experience can assess whether the scale measures what it indicates to determine (Zikmund, Babin, Carr, & Griffin, 2013). Based on the responses, a few of the questionnaire's items that were deemed superfluous were eliminated, and the wording was modified to make it more comprehensible. The presents study considered 24 items for understanding cultural differences. The convenience sampling was used for data collection. The age group considered were 18-26 years i.e., Gen Z.

Considering the literature review, following six factors which were employed in the survey: Power distance, Individualism V/S Collectivism, Masculinity V/S Feminist, Uncertainty Avoidance, Long V/S Short term orientation, Indulgence V/S Restraint. When answering the questions. Demographic details including age, gender, educational background, job title, source of income, monthly spending, and shopping frequency were also included in the questionnaire.

Respondent's Profile

A total number of 400 workable questionnaires with complete information were received. The survey was conducted in the North India i.e. Punjab and Rajasthan. The eight highly populated cities Ludhiana, Amritsar, Jalandhar, and Patiala from Punjab and Jaipur, Jodhpur, Kota and Bikaner from Rajasthan were considered for the same. Proportionate sampling was used at the first stage to collect sample from these cities according to their population and later convenience sampling was used. The proportions were as 40% Ludhiana, 28% Amritsar, 22% Jalandhar and 10% Patiala, a total of 200 respondents from Punjab. Talking about Rajasthan, 53% Jaipur, 18% Jodhpur, 18% Kota and 11% Bikaner sample was taken into consideration. As far as gender is concerned, there were 55.82% females and 44.18% males. A majority of 67% sample was of students and out of that 45% having their startups along with the studies or helping parents in the business.

Data Analysis and Discussion

- **T- Test:** A t-test is a statistical tool used to determine whether there is a significant difference between the means of two groups, particularly when the sample size is small and the population variance is unknown. It is applied in research to test hypotheses about population means and is commonly used in situations where researchers aim to compare two independent groups (independent t-test), the same group at two different times (paired t-test), or a sample mean against a known population mean (one-sample t-test). The formula for the independent t-test is given by

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\dfrac{S_p^2}{n_1} + \dfrac{S_p^2}{n_2}}}$$

Where,

$$S_p^2 = \frac{\sum(X_1 - \bar{X}_1)^2 + \sum(X_2 - \bar{X}_2)^2}{n_1 + n_2 - 2}$$

Table 1

Group Statistics					
	State	**N**	**Mean**	**Std. Deviation**	**Std. Error Mean**
Masculinity	Punjab	200	47.0488	37.48897	2.61198
V/s Feminist	Rajasthan	200	79.7548	20.33784	1.18613
Power Distance	Punjab	200	44.8214	46.72379	3.25540
	Rajasthan	200	80.0738	34.88108	2.03431
Individualism	Punjab	200	81.6769	43.82348	3.05333
V/s Collectivism	Rajasthan	200	52.6259	39.33352	2.29398
Uncertainty Avoidance	Punjab	200	50.2864	50.33227	3.50682
	Rajasthan	200	80.0000	45.25054	2.63906
Long term orientation	Punjab	200	66.1456	51.54695	3.88818
V/S Short term orientation	Rajasthan	200	83.0510	59.30267	3.45860
Indulgence V/S Restraint	Punjab	200	45.3350	54.95840	3.13240
	Rajasthan	200	83.1507	55.48603	3.17769

Table 2

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference		
Independent Samples Test											
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	Result
Masculinity V/s Feminist	Equal variances assumed	20.118	.000	-12.556	498	.000	-32.70598	2.60487	-37.82387	-27.58808	Significant
	Equal variances not assumed			-11.401	289.648	.000	-32.70598	2.86868	-38.35208	-27.05987	
Power Distance	Equal variances assumed	10.993	.001	-9.656	498	.000	-35.25245	3.65089	-42.42549	-28.07941	Significant
	Equal variances not assumed			-9.183	358.154	.000	-35.25245	3.83875	-42.80178	-27.70312	
Individualism v/s Collectivism	Equal variances assumed	.737	.391	7.753	498	.000	29.05109	3.74720	21.68881	36.41337	Significant
	Equal variances not assumed			7.607	410.283	.000	29.05109	3.81905	21.54375	36.55844	
Uncertainty Avoidance	Equal variances assumed	5.396	.021	-.862	498	.001	-3.71359	4.30758	-12.17686	4.74968	Significant
	Equal variances not assumed			-.846	410.770	.001	-3.71359	4.38890	-12.34109	4.91391	
Long term orientation V/S Short term orientation	Equal variances assumed	.109	.741	.931	498	.002	5.09461	5.47316	-5.65873	15.84795	Significant
	Equal variances not assumed			.925	430.886	.002	5.09461	5.50912	-5.73348	15.92270	
Indulgence V/S Restraint	Equal variances assumed	1.207	.273	5.881	498	.000	27.13427	4.61401	18.06895	36.19960	Significant
	Equal variances not assumed			6.081	484.809	.000	27.13427	4.46202	18.36698	35.90156	

Table 1 and Table 2 presents the results of the cultural differences between the consumers of Punjab and Rajasthan.

The **masculinity versus femininity** cultural dimension, as defined by Hofstede, refers to the extent to which a society values traditionally masculine traits such as competitiveness, assertiveness, material success, and ambition (masculinity) versus traditionally feminine traits such as nurturing, cooperation, care for quality of life, and social support (femininity). In masculine cultures, gender roles are more strictly defined, with men expected to be tough and focused on success, while women are often expected to be more caring and family-oriented. In feminine cultures, there is a greater emphasis on equality, flexibility in gender roles, and a focus on work-life balance and community welfare. These cultural norms influence not only gender expectations but also workplace dynamics, leadership styles, and societal values (Hofstede, 1980). The formula for computing this index is Hofstede VSM Manual 2013:

M/F = 35(MS1-MS2) + 35(MS3 – MS4) + 70

The results states that Punjab people belong to feminist society (Mean score 47.04, Table 4.1.1) and Rajasthan people belongs to masculine society (Mean score 79.75, Table 4.1.1). T- Test further claims that there is a significant cultural difference between the two states (Table 4.1.2).

Power distance is a cultural dimension that reflects how societies handle inequalities in power and authority. In **high power distance** cultures, hierarchical structures are accepted, and there is a clear distinction between authority figures and subordinates. People in such cultures tend to accept unequal power distribution, where leaders make decisions without much consultation, and subordinates are expected to follow. Conversely, in **low power distance** cultures, power is distributed more equally, and authority is often challenged or questioned. There is an emphasis on egalitarianism, and open communication between superiors and subordinates is encouraged. These differences in power distance significantly affect organizational behaviour, leadership styles, and interpersonal interactions within societies (Hofstede, 1980). The formula for computing this index is Hofstede VSM Manual 2013:

PD = 35(P1-P2) +25 (P3-P4) + 70

The results states that Punjab people belong to less power distance (Mean score 44.82, Table 4.1.1) and Rajasthan people belongs to more power distance (Mean score 80.07, Table 4.1.1). T- Test further claims that there is a significant cultural difference between the two states (Table 4.1.2).

Individualism and collectivism are cultural dimensions that describe the relationship between individuals and their social groups. Individualism emphasizes personal independence, self-reliance, and individual achievements, where personal goals are prioritized over group goals. In individualistic cultures, people are more likely to value autonomy, personal freedom, and self-expression. On the other hand, collectivism focuses on group cohesion, interdependence, and the welfare of the community, where group goals take precedence over personal desires. In collectivist cultures, social harmony, cooperation, and maintaining relationships within the group are emphasized. These cultural dimensions significantly influence behaviour, communication styles, and decision-making processes, with individualistic societies encouraging self-promotion and collectivist societies valuing conformity and loyalty to the group (Hofstede, 1980). The formula for computing this index is Hofstede VSM Manual 2013:

I/C = 35(IC2 - IC1) + 35 (IC3 – IC4) + 70

The results states that Punjab people are individualistic (Mean score 81.67, Table 4.1.1) and Rajasthan people are collectivist (Mean score 52.62, Table 4.1.1). T- Test further claims that there is a significant cultural difference between the two states (Table 4.1.2).

Uncertainty avoidance is a cultural dimension that measures the extent to which members of a society feel uncomfortable with uncertainty and ambiguity. In cultures with **high uncertainty avoidance**, people tend to avoid risks, prefer structured environments, and rely on rules, regulations, and formal procedures to minimize unpredictability. Such societies tend to emphasize stability, security, and clear expectations. On the other hand, cultures with **low uncertainty avoidance** are more comfortable with ambiguity, take risks more readily, and are more tolerant of differing opinions and flexible structures. These differences influence decision-making processes, innovation, and the way individuals deal with change and unfamiliar situations (Hofstede, 1980). The formula for computing this index is Hofstede VSM Manual 2013:

UA = 40 (UA1-UA2) + 25 (UA3 – UA4) + 70

The results states that Punjab people are less uncertainty avoider (Mean score 50.28, Table 4.1.1) and Rajasthan people are more uncertainty avoider (Mean score 80.00, Table 4.1.1). T- Test further claims that there is a significant cultural difference between the two states (Table 4.1.2).

Long-term orientation and **short-term orientation** are cultural dimensions that describe how societies prioritize goals and values over time. **Long-term orientation** is characterized by a focus on future rewards, perseverance, and adapting to changing circumstances. Societies with a long-term orientation emphasize long-term planning, saving, and investing in the future, and they tend to value traits like persistence, thrift, and pragmatism. In contrast, **short-term orientation** focuses on the present and immediate past, with an emphasis on quick results, respect for traditions, and social obligations. Societies with short-term orientation prioritize immediate gains, stability, and preserving the status quo over long-term outcomes (Hofstede, 1991). The formula for computing this index is Hofstede VSM Manual 2013:

L/S = 40 (LS1-LS2) + 25 (LS3 – LS4) + 70

The results states that Punjab people are short term oriented (Mean score 66.14, Table 4.1.1) and Rajasthan people are long term oriented (Mean score 83.05, Table 4.1.1). T- Test further claims that there is a significant cultural difference between the two states (Table 4.1.2).

Indulgence versus **restraint** is a cultural dimension that reflects the extent to which a society allows free gratification of basic human desires related to enjoying life and having fun. **Indulgent cultures** encourage relatively free expression of emotions, personal happiness, leisure, and enjoying life's pleasures. People in these societies place a higher value on individual satisfaction, freedom, and the pursuit of happiness. In contrast, **restraint-oriented cultures** regulate and suppress gratification through social norms, viewing the control of desires as a necessity to maintain order. In restrained societies, individuals are more likely to follow strict social rules and limit personal gratification (Hofstede, 2011). The formula for computing this index is Hofstede VSM Manual 2013:

I/R = 35 (IR1-IR2) + 40 (IR3 – IR4) + 70

The results states that Punjab people are indulgent (Mean score 45.33, Table 4.1.1) and Rajasthan people are restraint (Mean score 83.15, Table 4.1.1). T- Test further claims that there is a significant cultural difference between the two states (Table 4.1.2).

Discussion

Cultural differences, as identified through Hofstede's dimensions, have been extensively explored in existing research studies, shedding light on how these differences influence various aspects of human behaviour and organizational practices. For instance, studies have shown that in individualistic cultures, such as the United States, there is a greater emphasis on personal achievement and autonomy, leading to more assertive communication styles and a preference for direct feedback (Hofstede, 1980; Smith et al., 2016). In contrast, collectivist cultures like Japan prioritize group harmony and consensus, which fosters indirect communication and a more relational approach to feedback (Hofstede, 1980). Further, research has indicated that power distance significantly affects leadership styles, with high power distance cultures, such as those in many Asian countries, favouring authoritative leadership approaches, whereas low power distance cultures, like those in Scandinavia, advocate for participative management styles (Hofstede, 2011; House et al., 2004). Studies on masculinity versus femininity have highlighted differences in workplace values, where masculine cultures prioritize competition and achievement, influencing organizational effectiveness, while feminine cultures emphasize employee well-being and work-life balance (Hofstede, 1980; Kahn et al., 2019). These findings underscore the critical role of cultural dimensions in shaping societal norms, organizational behaviour, and interpersonal interactions across diverse contexts. The results of the present study focus on stating that there exists a difference in the cultural dimensions. India is an Asian country despite one country there exists different sub culture that impact the behaviour of the people living in that particular culture. Despite the fact that both states are in the north, there are differences in culture because of their various cultural systems. Due to their self-governing nature, Punjabis welcome innovation and make their own decisions without any hesitation or consultation. They also embrace ambiguity. Their openness and lack of concern about group and community views stem from their membership in a less bureaucratic group where decentralization is valued and there is less power differential. Punjab is a short-term-oriented culture where individuals value living in the now above accumulating money for future endeavours. They have a strong sense of self-worth and don't consider long-term futuristic factors while making choices about

purchases. Due to their lavish upbringing, they make self-centred decisions, spend money based on their needs, and socialise freely with no restraint. When it comes to Rajasthan, the people there are collectivists who make judgements as a collective that force them to live in a restricted environment, or restriction. Additionally, strict guidelines and roles are established by the macho society and adhered to since they belong to the high-power distance group.

Conclusion

In conclusion, the study on cultural differences between Punjab and Rajasthan highlights the profound impact of Hofstede's cultural dimensions on societal behaviours, consumer preferences, and organizational practices in these two distinct regions. The findings underscore the contrasting values of individualism in Punjab and collectivism in Rajasthan, alongside variations in power distance, masculinity versus femininity, uncertainty avoidance, long term orientation and indulgence versus restraint. These cultural nuances not only influence interpersonal relationships but also shape business strategies and management styles, emphasizing the necessity for culturally adaptive approaches in organizational practices. By acknowledging and understanding these differences, stakeholders can better navigate the complexities of operating in diverse cultural landscapes, fostering improved communication, enhanced collaboration, and greater overall effectiveness in both states. This research serves as a foundational step for future studies aimed at exploring the dynamic interplay of culture and behaviour in an increasingly interconnected world.

Limitations and Future Scope

The study on cultural differences between Punjab and Rajasthan presents several limitations, including a potentially limited sample size that may not capture the full diversity within each state, and a reliance on quantitative methods that could overlook qualitative insights into cultural nuances. Additionally, the findings may reflect a specific timeframe, limiting their applicability amid evolving social norms and globalization. Future research could address these limitations by employing a mixed-methods approach and expanding the study to include longitudinal analyses or comparative studies with additional regions in India. Investigating how cultural dimensions influence specific business practices, negotiation styles, and interpersonal dynamics could provide valuable insights for practitioners. Moreover, exploring the impact of technology on cultural dimensions and social interactions could further enrich understanding in this context, paving the way for more adaptive and culturally sensitive business strategies in Punjab and Rajasthan.

Implications

The study of cultural dimensions in Punjab and Rajasthan reveals significant implications for understanding regional differences in consumer behaviour, organizational practices, and interpersonal relationships. Given Punjab's predominantly individualistic culture, characterized by a strong emphasis on personal achievement and autonomy, businesses operating in this region should focus on marketing strategies that highlight personal success and self-expression. This aligns with the cultural preference for assertive communication and direct feedback, facilitating more effective engagement with consumers.

Conversely, Rajasthan, with its collectivist cultural orientation, emphasizes group harmony and social connections. Organizations in this state may benefit from fostering community relationships and leveraging local networks to build trust and loyalty among consumers. Marketing approaches should emphasize family values and communal benefits, resonating with the collectivist mindset.

Additionally, the power distance dimension indicates that organizations in Punjab may adopt a more participative leadership style, while those in Rajasthan might favour hierarchical structures. Understanding these nuances can guide management practices, recruitment strategies, and employee engagement initiatives in both states. Furthermore, recognizing the masculinity versus femininity cultural differences can help tailor workplace environments to enhance employee satisfaction and productivity.

Overall, this research underscores the importance of cultural sensitivity in business strategies and organizational behaviour, enabling stakeholders to adapt their approaches effectively to meet the distinct cultural needs of Punjab and Rajasthan.

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