Intra - National Cultural Values : A Systematic Review of Literature and the Way Forward for Comparative Studies in India

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Abstract

The purpose of this paper was to seek productive directions for intra - national comparison of cultural values in a diverse country such as India. We conducted a systematic review of peer-reviewed literature about subcultures within nations. The review indicated increasing interest in studies of intra-nation cultures. It also demonstrated that more needs to be done in the area of comparing cultural values at the intra-nation level, particularly in diverse non - Western countries. The review indicated the following features as desirable in such research, to make it useful to management :

↳ Compare geographic units.

↳ Select values purposefully based on relevance to management.

↳ Use survey as the source of data.

↳ Use scales that are as similar to those used in inter - nation studies as practical.

↳ Report findings as mean scores, ranks, plots, or comparison of pairs.

↳ Include at least one country-level data point to serve as a reference for a non-domestic audience.

Keywords : Intra-national cultures, subcultures, regional cultures, inter-cultural management, micro-cultures, India

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India's share in the global economic growth is expected to rise to 15.5% by 2024 ("These 20 countries will dominate," 2019), thus attracting even more multi-national corporations. Taxation and other regulations are being streamlined. The nation-wide Goods and Services Tax (Beemabai & Krishnakumar, 2019) is enabling pan-India business operations for these corporations (as also for domestic companies). Competitive forces are making scaling-up and expanding the geographic footprint a requirement for survival.

However, organizations need knowledge of cultural values prevalent in the specific locations that they plan to expand into. They need it because several aspects of organizations are influenced by cultural values. The host culture influences foreign firms' choice of location (Bhardwaj et al., 2007) and cultural closeness has been shown to be positively related to the number of foreign firms an Indian state attracts (Murugesan & Poovendhan,

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2016). Firms that do expand to locations with higher cultural distance show a lower preference for acquisition of existing operations and instead prefer green-field projects (Beugelsdijk et al., 2018). In the case of a merger, differences in culture pose unique challenges (Yadav & Mohania, 2020). During post-investment integration of the subsidiaries, the emphasis on transfer of management practices also tends to be higher (Beugelsdijk et al., 2018). The difference in cultural values also affects the subsidiary's performance negatively (Beugelsdijk et al., 2018). Human resource management (HRM) practices, in general, need a thorough understanding and consideration of cultural issues (Gupta & Bhaskar, 2016). Performance of employees is impacted by culture (Kumari & Singh, 2018). In manufacturing, one finds that even the most successful and deeply entrenched business practices like the Toyota Production System (James & Jones, 2014) cannot be successfully transferred to a new plant without due regard to cultural differences. The impact of culture on innovation has also been emphasized by several studies (Tian et al., 2018). Marketing strategy and marketing mix too can benefit from an understanding of culture across different regions (Pillania, 2021). Overall, as research by Peng and Lebedev (2017) concluded, very significant financial gains can be had by understanding cultural differences.

The extant knowledge of local culture, as will be shortly demonstrated, is deficient, and further research is needed, particularly studies comparing sub-cultural values. Such research will be productive if informed by a review of available peer-reviewed literature on intra-national culture. Hence, this paper seeks productive directions for intra-national comparison of cultural values, in a diverse country such as India, through analysis of existing literature. There are also learnings to take from studies comparing national cultural values, which have been, by far, the more popular approach. Hence, this paper also includes, as background information, a presentation of studies published in the area of inter-national cultural differences. It then briefly looks at the major criticism of the inter - nation approach and then describes the systematic review of articles concerning intra-nation cultural values. This is followed by a more in-depth analysis of several features of studies comparing cultures within nations. The analysis forms the basis for the section discussing suggested directions for future research.

Background

Before reviewing the literature on intra-national cultural values, it will be useful to look at the more popular inter - nation approach to the comparison of cultures and the criticism it has attracted. This is likely to provide directions and even potential frameworks to consider for any intra-national study.

Inter - National Differences in Cultural Values

The field of cultural studies has its origins in anthropology. Anthropologist and scientist Hall (1959, 1960) considered culture as a means of communication. He identified what he called "silent languages" that people around the world use to communicate with others.

In management sciences too, cultural values around the world have been studied for several decades. In what is clearly the most cited work in inter-cultural studies in the business context, Dutch management consultant and scholar, Geert Hofstede (1980) studied people in their work settings at IBM and introduced a four - dimension model of cultural values. Hofstede's framework has been very widely used in empirical research ; over 180 studies were found in a study (Kirkman et al., 2006) of just 40 publications in a period of 22 years after 1980.

Trompenaars (1985) approached his discovery of cultural values by noting how people would resolve dilemmas presented in a set of imaginary situations. The initial nine-country study was later expanded and included India (Trompenaars & Hampden - Turner, 1993).

Schwartz (1992a, 1992b, 1994) theorized values based on literature review and reasoning. He surveyed 25 countries and found that the 56 value items surveyed fell neatly into 10 *a priori* theorized value types. Schwartz

(1994) rearranged the 10 individual-level values into seven value types at the cultural level. These were organized in a circular structure indicating value types that were polar opposites and those that co-varied.

The GLOBE study of 62 societies (House et al., 2004) established nine cultural dimensions that help compare cultural values and beliefs in these societies. In India, which is clustered under South Asia, the study found that charismatic leadership is highly effective.

Researchers have continued to build on the above approach of considering a nation as the unit of comparison of cultures. Some of the above researchers have come out with augmented or refined models and findings, e.g. Hofstede et al. (2010) and Schwartz (2002). Several other researchers too have published their own dimensions of culture or suggested variations in the above. There is a proliferation of frameworks of national cultures by several researchers ; Tsui et al. (2007) listed 43 cross-national studies. But are these serving their purpose adequately ?

Criticism of the Inter-Nation Approach

The inter-nation approach of differences in cultural values has been fiercely criticized. Tung (2008) suggested that the inter-nation comparison approach makes a completely inaccurate assumption that culture is homogeneous within nations. McSweeney (2009) drew attention to the fact that the approach originated in the field of anthropology before it was adopted by management studies and that it was abandoned by anthropologists long before it became popular in management studies. He questioned the very existence of national cultures. A meta-analysis (Taras et al., 2016) demonstrated that most (nearly 80%) of the variation in societal values is to be found within countries and hence equating culture with country is inappropriate. Kirkman et al. (2017) urged future researchers to go beyond the use of nation as a unit for comparison of cultures. Likewise, it is suggested (Gelfand et al., 2017) that there is a need to capture cultural differences within nations at the provinces/states level or based on racial, religious groupings, or by social and economic status. Even Hofstede, in his book (2001, p. 462), acknowledged that nations are complex and heterogeneous in culture and that analyses of national cultures needed to be complemented with further subcultural differentiation.

The criticism and calls have been responded to and there have been several attempts to study intra - nation differences in cultural values as is evident from the following literature review.

Literature Review of Intra - National Studies

This section describes the method followed for our literature search, an overview of the results, a review of studies comparing intra-national cultures, and finally, an analysis of the features of the studies comparing intra-national cultures.

Method

A systematic literature review (SR) method is adopted to study existing research papers on the subject of intra-national sub-cultures. This is because SRs offer several benefits. They result in a comprehensive overview of available evidence on the topic and help identify research gaps that may potentially be fruitful areas for future research (Eagly & Wood, 1994) and highlight areas that have been adequately covered by available literature and hence further research might not be beneficial (Chalmers & Glasziou, 2009).

Elsevier's Scopus database was selected, given its extensive coverage of high-quality research publications and ease of access. Age of the publication was not restricted since any cultural values are relatively stable over time (Hofstede et al., 2010) and even when these change, the comparative positions remain stable (Beugelsdijk et al., 2015). After several searches of the database and listing of various terms used to denote intra-national cultures, on August 23, 2020, the following search was run :

TITLE-ABS-KEY ((subculture OR "intranation culture" OR "regional culture" OR "microculture" OR "intracountry culture" OR "intranational culture" OR "sub-culture" OR "intra-nation culture" OR "micro-culture" OR "intra-country culture" OR "Intra-national culture"))

This search resulted in 17,609 documents being found. To exclude studies related to language, art, drama, rituals, and other cultural artefacts and to focus on cultural values alone, the following search syntax was added :

AND (values)

This resulted in 3,174 documents being found. To focus on the areas of business and management, the following search syntax was added :

AND (LIMIT-TO (SUBJAREA , "BUSI"))

This resulted in 426 documents being found. But the results excluded studies from fields such as sociology and psychology, though they were relevant to business and management. Hence, this last step was undone and instead unrelated areas such as medicine, bio-chemistry, agriculture, and others were specifically identified and excluded. Also, because of our interest in peer-reviewed research articles alone and not in books or conference proceedings, the latter were also excluded. These exclusions were done by adding the following search syntaxes :

AND (LIMIT-TO (DOCTYPE , "ar"))

And then:

AND   (EXCLUDE (SUBJAREA, "MEDI") OR EXCLUDE (SUBJAREA, "BIOC") OR EXCLUDE (SUBJAREA, "AGRI") OR EXCLUDE (SUBJAREA, "IMMU") OR EXCLUDE (SUBJAREA , "ENVI") OR EXCLUDE (SUBJAREA, "PHAR"))
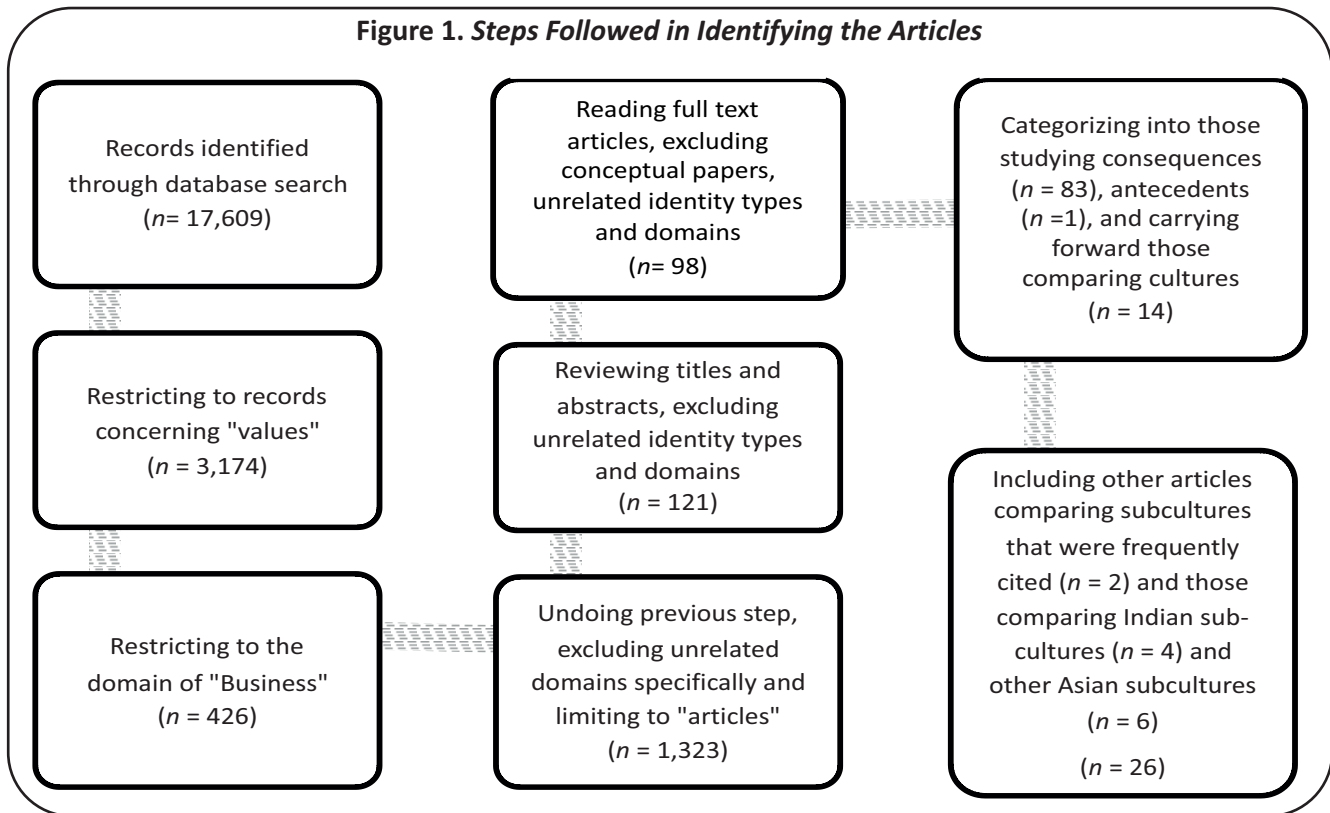
This resulted in 1,323 documents being found. Browsing through the results did not indicate any clear theme that could be used to further narrow down the results to show only relevant articles. Hence, the results were downloaded as a file in the comma-separated values (.csv) format and opened as a spreadsheet in MS - Excel. This spreadsheet was reviewed in detail, particularly the title and abstract, to identify and mark for exclusion articles that did not relate to our area of interest. For the most part, this was due to researchers using categorizations such as :

Profession/occupation, age/generation/era, gender, sexual orientations, urban-rural, economic status, organization/industry, organizational hierarchy, club/institution membership, sport/game/hobby, prisons and cults.

Others that seemed to have escaped the exclusion syntax and were left over from the fields of microbiology, pathology, and cellular/molecular cultures and some that covered festivals and arts and fashion and a few from completely unrelated topics were marked for exclusion.

These steps resulted in all but 121 articles being excluded. Full-text versions of these 121 were then accessed and read. Further articles were marked for exclusion due to the following:

Figure 1. *Steps Followed in Identifying the Articles*

Records identified through database search (*n*= 17,609)	Reading full text articles, excluding conceptual papers, unrelated identity types and domains (*n*= 98)	Categorizing into those studying consequences (*n* = 83), antecedents (*n* =1), and carrying forward those comparing cultures (*n* = 14)
Restricting to records concerning "values" (*n* = 3,174)	Reviewing titles and abstracts, excluding unrelated identity types and domains (*n* = 121)	
Restricting to the domain of "Business" (*n* = 426)	Undoing previous step, excluding unrelated domains specifically and limiting to "articles" (*n* = 1,323)	Including other articles comparing subcultures that were frequently cited (*n* = 2) and those comparing Indian sub-cultures (*n* = 4) and other Asian subcultures (*n* = 6) (*n* = 26)

Conceptual articles on nature of sub-cultures or cultures ; divergence, convergence, and cross-vergence of subcultures ; suggested approaches to unify minorities ; the interaction of economic, sub-cultural, and educational capital ; investment in subcultural regional identities ; explanation of variation in reliability coefficients in cultural studies ; the conceptualization of regional culture as a value-regulatory system ; the concept of subcultures based on lifestyle within middle-class ; youth subcultures such as K-Popo and Rude Boy ; the field of neuropsychology ; emotional subcultures, civic subcultures ; deeper understanding of a specific subculture ; inter-nation cultural comparison ; subcultures of organization hierarchy ; interactions of subcultures with organization culture ; cultural stereotyping, and urban-rural cultures ; and two articles whose English translation was not available.

With the exclusion of the above, there were 98 articles left. The steps are summarized in Figure 1. The articles were then categorized and are presented in the next section.

Overview of Search Results

The 98 articles were categorized variously based on whether they dealt with the interaction of intra-national cultures with other aspects or with comparing intra-national cultures. Those that dealt with interactions were sub-categorized based on what they interacted with. Those articles that dealt with comparing the cultures were sub-categorized in two ways — first by the country that they covered and second by the identifying grouping used – whether by geography or by ethnicity. The frequencies of occurrence of each category and sub-category are presented in Table 1. It is apparent from the table that researchers have been engaged in subcultural studies

Table 1. *Frequency of Occurrence of Categories of Studies on Intra-National Cultures*

	Categories	Frequency	
1	Influence of subculture on:		83
	• Consumer behavior or marketing	19	
	• Violence	10	
	• Family, parenting, marriage, or sexual roles	9	
	• Morality or ethics	5	
	• Entrepreneurship	5	
	• Attitude towards politics or voting	3	
	• Cognition, learning, or teaching	3	
	• Innovation	3	
	• Leadership	3	
	• Negotiations	2	
	• Well-being or resilience	2	
	• Corporate donation behavior	1	
	• Customer service	1	
	• Purchase function of the manufacturing industry	1	
	• Stickiness of location of industry	1	
	• Work goals	1	
	• Conflict	1	
	• Weiner's attribution-help model	1	
	• Pro-economic beliefs	1	
	• Safety behavior	1	
	• Attitude towards food	1	
	• Gaming patterns	1	
	• Willingness to trust	1	
	• Meaning of life	1	
	• Appropriate therapy	1	
	• Attitude towards emotion	1	
	• Influence of religiosity on materialism	1	
	• Explanations of racial inequality	1	
	• Visits to national parks	1	
	• Choice of landscape slide	1	
2	Influence of denominational switching on subcultures	1	1
3a	Comparing intra-national cultures in:		14
	Western* nations		(7)
	• Hawaii (USA), USA, and USA and Canada	3	
	• Netherlands	1	
	• Spain	1	
	• Switzerland	1	
	• Turkey	1	
	Non-Western nations		(7)
	• Brazil	2	
	• India	1	
	• Iran	1	
	• Latin America	1	
	• Morocco	1	

	• Peru	1
3b	Or, categorized by the unit of comparison	
	Comparing intra-national cultures on the basis of :	(14)
	a) Geography (municipality, city, state, region, etc.)	11
	b) Ethnicity (race, religion, origin etc.)	3
	Total studies	98

Note. *Categorization into Western and non - Western nations is based purely on the authors' impression of common usage.

Figure 2. *The Number of Studies on Intra - National Cultures in Different Periods*
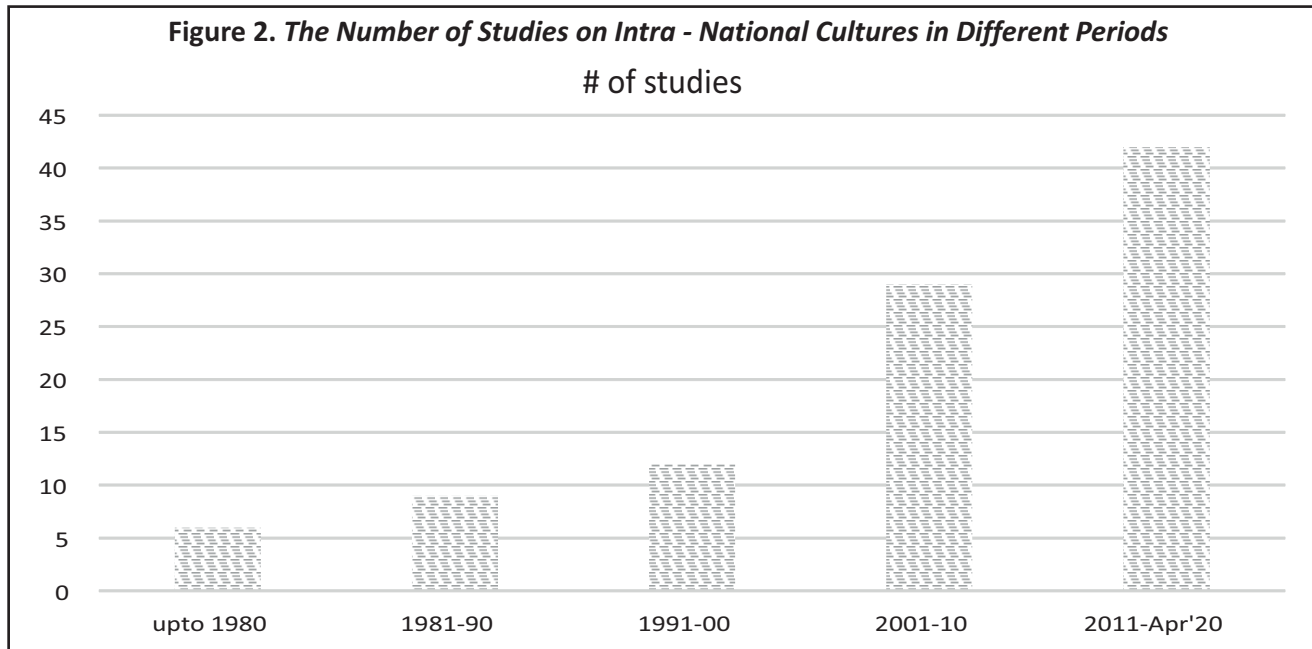
and that, as Figure 2 shows, this interest has increased recently, with the last decade alone producing 42 of the 98 research articles. It is also apparent from the table that the focus of research has been largely on studying the influence of subcultures on various aspects of life and business, with 83 of the 98 articles, or about 85% of them, addressing the subject.

Studies Comparing Intra-National Cultures

The 14 studies from our systematic search, that compared intra-national cultures, were supplemented by a few studies outside the database searched, that either have been frequently cited, as is the case with the two studies situated in the USA, or concern Asian nations since these are perceived to share cultural characteristics with India, as is the case with the four Indian studies and six studies from other Asian countries. These are summarized in Table 2 (Western nations), Table 3 (non - Western nations other than India), and Table 4 (India).

Features of Studies Comparing Intra-National Cultures

This section covers a description of some of the features of the reviewed intra-national studies that could provide

Table 2. *Intra - National Studies of Cultural Values in Western Countries*

Country (-ies), Publication Yr.	Units of Comparison	Value Dimensions/ Variables/ Scales	Data	Key Findings
Turkey, 2019 (Marcus et al., 2019)	Eighty one provinces of Turkey, also grouped under 12 statistical regions	Collectivism. Theoretical predictions based on climato-economic theory and measurement based on psychological scales (Schwartz et al., 2012) reduced to two orientations.	Survey N = 1605	As theorized, climato-economic factors predicted collectivism levels in different provinces of Turkey. The study also ranked provinces (and regions) on collectivism.
Switzerland, 2018 (Götz et al., 2018)	Twenty six Swiss	The Big Five measured by BFI-10.	Survey N = 7,767	Significant differences were found between the 26 cantons along the lines of languages spoken. Scores presented in tables as and also as heat maps.
USA and Canada, 2014 (Dheer et al., 2014)	Nine "sub-cultural regions" in USA and Canada	Individual level : (Inglehart & Baker, 2000) + 3 attitude measures Regional level : (Minkov, 2007)	Survey N = 6,520	Distinct regional subcultures exist in USA and Canada. Distances presented by Smallest Space Analysis plot.
Netherlands, 2006 (Brons, 2006)	487 municipalities	Five factors extracted from 65 indicators from demographic, political, religious, and other data.	Secondary	Scores on five factors were derived for the municipalities and presented as heat-maps.
USA (Hawaii), 2005 (Morris & Schindehutte, 2005)	Six ethnic groups in Hawaii (USA)	Survey using inventory of 46 values selected from literature.	Interview/ survey N = 180	For each ethnic group, top values that emerged from interviews were noted.
Spain, 2004 (Dolan et al., 2004)	Two of Spain's autonomous regions viz.	Work values scale inspired by Work Values Inventory (Super, 1970).	Survey N = 653	Catalonia and Andalusia shared values related to socialeconomic work status and self-fulfilment but differed in a few other extrinsic and intrinsic values.
*USA, 2001 (Coon & Kemmelmeier, 2001)	Catalonia and Andalusia's four largest ethnic groups, that is, African, Asian, European, and Latin American	Collectivism and individualism using various scales	Survey N = 1,549	Collectivism not the polar opposite of individualism in all cases. Means reported in tables.
USA, 2001 (Peppas, 2001)	Ethnic groups : African-Americans and Euro-Americans	Ten US "core values" extracted from literature and measured through a questionnaire developed by the researchers.	Survey N = 125	Significant differences were observed between the two groups on 4 of the 10 values.
*USA, 1999 (Vandello & Cohen, 1999)	Fifty USA states clustered into nine regions	Collectivism, as opposite of individualism (Triandis, 1995), measured by 8-item American Collectivism Index developed by the authors based on ecological data.	Secondary ecological data	States of the USA showed diversity in the level of collectivism.

Note. *Studies from sources other than the systematic search.

Table 3. *Intra - National Studies of Cultural Values in Non - Western Countries (Other Than India)*

Country (-ies), Publication Yr.	Units of Comparison	Value Dimensions/ Variables/ Scales	Data	Key Findings
Morocco, 2020 (Louahabi et al., 2020)	North and Northwest Morocco	Hofstede's 6D Model Values with Survey Module VSM-2013	Survey *N* = 140	Significant differences found between regions on several value dimensions.
*Indonesia, 2018 (Suharnomo & Syahruramdhan, 2018)	Five out of 31 ethnic groups	Hofstede's Values Survey Module (VSM-82) (Hofstede, 1982)	Survey *N* = 699	Significant differences found between ethnic groups on the dimensions of uncertainty avoidance and masculinity.
Iran, 2015 (Saboori et al., 2015)	Khorasani region culture only with no comparison	Hofstede's 6D Model, but with empirically developed scale named CDS.	Survey *N* = 630	The study was able to validate a scale for the six dimensions and measure the region's culture on these.
*Malaysia, 2014 (Terpstra-Tong et al., 2014)	Malay, Chinese, and Indian ethnic groups	The four higher-order individual-level values measured using the Schwartz Value Survey (SVS)	Survey *N* = 528	No significant difference on individualistic value dimensions, differences on collectivistic dimensions.
*Japan, 2012 (Yamawaki, 2012)	Prefectures (47 provinces) in Japan	Collectivism, by 5-item Japanese Collectivism Index developed by the authors, based on ecological data.	Secondary ecological data	Prefectures of Japan showed diversity in levels of collectivism.
Brazil, 2010 (Hofstede et al., 2010)	Three studies with the largest one covering all 27 states	Hofstede's Values Survey Module (VSM-82 and VSM-94) (Hofstede, 1994).	Surveys *N* = 14,054, 1,086, 895	The studies found that Brazil's states were much more similar to each other than to other countries even when compared with other Latin American countries.
Peru, 2009 (Robertson & Nico Suárez Guerrero, 2009)	Ethnic groupings- Quechua/Aymara and Hispanics	Ten "Decalogue" values developed locally and clustered into four higher order values, measured by a newly developed scale.	Survey *N* = 285	Significant differences were found between the ethnic groupings on three of the four higher order values.
*Malaysia, 2005 (Fontaine & Richardson, 2005)	Malay, Chinese, and Indian ethnic groups	Schwartz Value Survey (SVS) used for both individual level and cultural level values.	Survey *N* = 324	Failed to find significant differences at either the individual level or the cultural level.
Brazil and Colombia, 2003 (Lenartowicz et al., 2003)	People of Sao Paulo and Rio Grande do Sul in Brazil. Likewise Bogotá and Cartagena in Colombia	Six out of 18 instrumental values from Rokeach Values Survey (Rokeach, 1973) that are most relevant to management.	Survey *N*= 653	Significant differences were observed between the two states within Brazil and between the Bogotá and Cartagena in Colombia. The cultural distance of Rio Grande do Sul from Uruguay was less than from Sao Paulo within Brazil.
Brazil, 2001 (Lenartowicz & Roth, 2001)	Four regional subcultures in Southern Brazil	Five motivational values from the Rokeach Values Survey (Rokeach, 1973).	Survey *N* = 189	Significant differences were observed between the regional subcultures. Scores for four regions on the five values were reported in a table.

*Vietnam, 1999 (Ralston et al., 1999)	North and South Vietnam with South and Southwest China and the USA	Schwartz Value Survey (Schwartz, 1992b) with lower-level values rolled up to Collectivism and Individualism.	Survey $N = 724$	North and South Vietnam managers showed significantly different levels of individualism but similar collectivism.
*China and Taiwan, 1991 (Pau Huo & Randall, 1991)	Chinese living in Hong Kong, Taiwan, Beijing, and Wuhan	Hofstede's Values Survey Module (VSM-82) (Hofstede, 1982).	Survey $N = 702$	The study uncovered differences in values between Chinese that lived in the four locations ; some larger than between China and Japan.

Note. *studies from sources other than the systematic search.

Table 4. *Intra - National Studies of Cultural Values in India*

Country (-ies), Publication Yr.	Units of Comparison	Value Dimensions/ Variables/ Scales	Data	Key Findings
India, 2015 (Dheer et al., 2015)	States clustered into nine regions based on a framework of cultural assessment (Lenartowicz & Roth, 1999)	Seven sets of values identified specifically for India through review of the literature and measured by indicators from a survey.	Survey $N = 2,001$	Nine clusters of states emerged through a cultural assessment based on functional and institutional theories. Significant differences observed in line with predictions.
*India, 2004 (Sinha et al., 2004)	7 cities	Eight dimensions that emerged from this study. Questionnaire developed by the authors.	Survey $N = 558$	Differences found on three of the eight dimensions studied.
*India, 2002 (Sinha et al., 2002)	5 cities	Collectivist and individualist behaviors and intentions in various combinations. Questionnaire modified from previous study.	Survey $N = 534$	Significant differences observed on collectivist behavior but not on individualist behavior.
*India, 2001 (Sinha et al., 2001)	4 cities	Societal beliefs (not values). Measured by an instrument developed by the authors.	Survey $N = 522$	Found significant differences in societal beliefs between the four cities.
*India, 1994 (Sinha et al., 1994)	7 cities	Five values identified for India (Sinha, 1990), measured using a survey instrument developed by the authors.	Survey $N = 753$	Scores resulted in three clusters of the cities aligned with their geographical separations.

Note. *studies from sources other than the systematic search.

productive directions for future intra-national comparison of cultural values in a diverse non - Western country such as India.

(1) Unit of Comparison : Of the nine studies in Western countries, six used geographic units (regions, states, provinces, cantons, municipalities, etc.) for comparison and three (all in the US) compared ethnic groupings. Of the 12 studies in non - Western countries other than India, eight used geographic units and four (two in Malaysia and one each in Indonesia and Peru) used ethnic groupings. And, all five studies in India used geographic units - one used clusters of states and the other four compared cities.

Overall, 19 of the 26 studies compared sub-cultures of geographic units.

(2) Basis of Selection of Values Used for Comparison

(i) Western Countries : The study in Turkey (Marcus et al., 2019) chose collectivism because operationalization of this dimension was readily available since it was a widely studied dimension. Comparison of the 26 Swiss cantons (Götz et al., 2018) was done based on the big five personality traits so that it could extend the research on person-culture-fit to the regional level. The North American study (Dheer et al., 2014) used value dimensions by Minkov (2007) because there was evidence in the literature that these dimensions were able to account for attributes that suited the framework of the study. In the Dutch study of 487 municipalities, Brons (2006) extracted five factors from the available indicators from databases. The Hawaiian study (Morris & Schindehutte, 2005) listed 46 values from literature about the six ethnic groups that it covered. In Spain, Dolan et al. (2004) studied values proposed by Super (1970) because this was considered well established. The study in the USA of the four largest ethnicities (Coon & Kemmelmeier, 2001) chose collectivism and individualism because those had been the most studied previously. In comparing African-Americans and Euro-Americans in the US, Peppas (2001) extracted 10 US core values from the literature. Study of 50 states of USA (Vandello & Cohen, 1999) again chose collectivism (vs. individualism) because this was assumed to be one of the most useful and actively studied.

(ii) Non-Western Countries Other Than India : Comparison of North and Northwest Morocco (Louahabi et al., 2020) was done using Hofstede's six values because the objective was to test Hofstede's model at the sub-cultural level. In Indonesia (Suharnomo & Syahruramdhan, 2018), Hofstede's dimensions were used apparently because these were the most widely used. In Iran, the Khorasani culture was studied (Saboori et al., 2015), again using Hofstede's six value dimensions, because it was considered the most comprehensive. The Malaysian study (Terpstra-Tong et al., 2014) used the four higher - level values from Schwartz's scale without describing the reasons for the choice. The Japanese study of prefectures (regions) (Yamawaki, 2012) went with collectivism because this was getting increasingly popular. The three studies in Brazil (Hofstede et al., 2010) used Hofstede's dimensions apparently since this was a common thing to do at the inter-nation level. In Peru (Robertson & Nico Suárez Guerrero, 2009), ethnic groupings were compared using the 10 "Decalogue" values developed locally in Peru as desirable values for progress. While studying the three ethnic groups in Malaysia (Fontaine & Richardson, 2005), the Schwartz framework was chosen because it was internationally recognized. The study in Brazil and Colombia (Lenartowicz et al., 2003) selected values relevant to management in the Western country context. Four regions in Brazil were compared (Lenartowicz & Roth, 2001) on five motivational values from Rokeach since these were seen to be related to business outcomes. The Vietnamese study (Ralston et al., 1999) selected collectivism and individualism dimensions because they were the most frequently used ones previously. The Chinese study (Pau Huo & Randall, 1991) used Hofstede's VSM because it was one of the most popular measures.

(iii) India : In India, Sinha (1990) identified values that differentiate India from the rest of the world. Later, studies by Sinha and his colleagues (Sinha et al., 1994, 2001, 2002, 2004) were based on these values and their variations. The more recent study (Dheer et al., 2015) identified dimensions from domains considered important by the Indian society.

In summary, the selection of values to compare was not explicitly based on relevance to business and management except in two (both in Brazil) of the 26 studies.

Data Source

The predominant data source was surveys, with 23 of the 26 studies employing this method ; this included all

five studies in India. The three studies that did not do so were as follows. Indicators from demographic, political, religious, and other data were used in the Netherlands (Brons, 2006). In the USA, Vandello and Cohen (1999) used readily available ecological data to compare the 50 states of the US. Yamawaki (2012) in Japan too followed Vandello and Cohen's method.

Approach to Development of Scales in the Case of Surveys

Of the 23 studies that used survey data, a majority (14) used available scales without modifications. This was the case both with studies in Western as well as in non - Western countries. The study in Spain (Dolan et al., 2004) modified Super's (1970) and Rokeach's (1973) scales because of some known limitations. The other eight, including all five in India, developed their own scales.

Reporting of Results

Sixteen of the 26 studies reported the differences either in the form of mean scores, ranks, plots, or comparison of pairs. The following 10, on the other hand, did not report such explicit results.

The five studies in India by Sinha and his colleagues (Sinha et al., 1994, 2001, 2002, 2004) covered a total of 17 cities but did not produce scores or ranks. Likewise, the more recent study (Dheer et al., 2015) again did not score or rank the seven clusters that it analyzed. In Iran (Saboori et al., 2015), only the Khorasani culture was studied. The Brazilian study of studies (Hofstede et al., 2010) produced inconclusive results. The Hawaiian study (Morris & Schindehutte, 2005) reported the most important values for each of the six ethnic groups. The study of the three ethnic groups in Malaysia (Fontaine & Richardson, 2005) was unable to demonstrate differences. The Chinese study (Pau Huo & Randall, 1991) did score the locations, but issues with data prevented statistically significant conclusions.

In summary, all studies in Western countries, with the exception of Hawaii, produced clear results with differences reported in the form of mean scores, ranks, plots, or comparison of pairs. Of the 17 studies in non - Western countries, a majority (10) did not report such explicit results.

Simultaneous Inclusion of National-Level Scores or Ranks in the Results

Of the 16 studies that reported differences either in the form of mean scores, ranks, plots, or comparison of pairs, only three provided a simultaneous comparison with a nation. Suharnomo and Syahruramdhan (2018) used the Hofstede dimensions and survey module for which scores for Indonesia as a country are also available. The Vietnamese study (Ralston et al., 1999) also covered the US simultaneously and hence provided a way to place the differences between North and South Vietnam in the inter-nation context. The third – the one in Brazil and Colombia (Lenartowicz et al., 2003) did simultaneously study a country but did not produce scores that can be compared with previous inter-nation studies.

Discussions on Directions for Future Intra - Nation Research

It is evident that there is increasing interest in research of cultures within nations. However, most of this research is focused on studying the consequences of different cultures and little on measuring how they compare. Knowledge of the consequences is, of course, useful, but it can be applied in management only when the differences are known. While some of the popular inter-nation studies also measured intra-nations differences in some countries, for example, Wallonia and Flanders in Belgium or German and French-speaking parts of Switzerland (Hofstede et al., 2010), they did not do so for any non - Western country, perhaps due to difficulties with access. With the

growing contribution of non - Western countries to the world economy, it is imperative that knowledge of intra-national cultures be made available to inform management decisions. This is particularly true of large and diverse countries such as India and China. Based on our review of literature comparing intra-national cultures, we believe that such research will serve management practitioners well when the following features are incorporated :

(1) The unit of comparison is geographic rather than ethnic. This is because strategic choices such as the location of operations and markets to serve are easier to make on a geographic basis. Internal policies and procedures too can be tailored to various locations rather than for different ethnic groups.

(2) Values to study are selected purposefully, after considering their relevance to management rather than just popularity in academic research or similar reasons.

(3) Surveys are used to measure differences. Admittedly, with the number of values and number of geographic units required to be studied, sample sizes will need to be high, but the effort seems worth the benefits.

(4) Scales used to measure values are as close as possible to those used in inter-nation studies so that easy comparison of the measured differences with those at the inter-nation level is possible. Modifications may be needed to make them relevant to the specific country.

(5) To make the comparisons more accessible to practitioners, differences are reported in the form of mean scores, ranks, plots, or as comparison of pairs. Descriptive and anecdotal comparisons, while interesting, do not provide clear inputs to management decisions.

(6) The study includes at least one nation so as to provide a scale or benchmark for comparison of any intra-national differences. This is essential if the knowledge created is to serve management that might be familiar only with a culture outside the country under study.

Limitations of the Study

A systematic search was carried out using Elsevier's Scopus database only. Literature not covered by Scopus could have been missed. Twelve studies not appearing in the Scopus search were included in the review to provide wider coverage. However, this does not guarantee a fully comprehensive review. Given the objective of the study, we believe that the review is adequate and useful despite this limitation.

Authors' Contribution

Jugal Choudhary conceptualized the paper. Dr. Sonal Shree determined the methodology to be used for the literature review. Jugal Choudhary carried out the database search with inputs from Dr. Sonal Shree on the criteria and the exclusions. Categorization and frequency analysis was done by Jugal Choudhary. Desired features of future research were extracted by Jugal Choudhary with inputs from Dr. Sonal Shree. The manuscript was drafted by Jugal Choudhary and reviewed by Dr. Sonal Shree.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest, or non-financial interest in the subject matter, or materials discussed in this manuscript.

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