Research Paper Psychology

# Individualistic and Collectivistic Orientations of Rural and Urban Professional Students and Their Attitudes Towards Fairness in Appraisals and Procedures in HRM Practices

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**ABSTRACT**

The present study of Individualistic and Collectivistic Orientations of Rural and Urban Professional Students and their attitudes towards fairness in Appraisals and Procedures in HRM Practices show that the Rural professional students have Individualistic Orientation and the Urban professional students have low Individualistic Orientation i.e., they show Collectivistic orientation . The study revealed that the Rural professional students show positive attitude towards fairness in Appraisals and Procedures in HRM practices and the Urban professional students show low positive attitude (i.e., negative )attitude towards fairness in Appraisals and Procedures in HRM practices.

**KEYWORDS** | Individualism, Collectivism , HRM practices

**INTRODUCTION:**

Hofstede's study considered the relationship between national culture and work related values. Hofstede's dimensions are widely accepted as useful tools for analysis of differences in the culture of groups, individuals within groups, and national cultures. It is more quantitative and provides a worldwide structure in cultural differences. Much of the work in culture is based on Geert Hofstede's research on the structural factors of culture, particularly those that most strongly affect behavior in the work situations of institutions and organizations. (Hofstede, 1983).

Hofstede displayed that there are cultural differences between nations and that they can affect differences in HRM perceptions and practices and national cultures have significant impact on the attitudes and values related to employees. Hofstede (1980) suggested four generic cultural dimensions, largely independent of each other: (1) Large vs. small Power Distance (2) Individualism vs. Collectivism (3) Strong versus Weak Uncertainty Avoidance (4) Masculinity vs. Femininity.

The reconstruction of economic and political life led to the arise of modern individualism Expansion of individualism into other institutions and into ideology was led by economic and political individualism.

Individualism Collectivism orientation has a strong influence over workplace attitudes and behaviours (Wagner, 1995) and preferences for specific personnel policies (Ramamoorthy, Ostrow & Smith, 1999). Individualists preferred meritbased systems, equitybased rewards. Collectivists preferred equalitybased systems and rewards. The independent self supports managerial practices that provide opportunities for individual success. The interdependent self shows interest in the success of the group. Self-consistency of the independent self is interpreted in reference to the individual's personal history while the interdependent self evaluates the level of collective-consistency in line with the collective history of the group to which the person belongs.

Effectual human resource management is positively connected to financial and organizational performance. Differences in culture may impact implementation of HR across borders. HRM is a means of achieving management objectives by the utilization of the human resource in achieving competitive. HRM is closely linked to motivation, leadership and work behaviour. An enterprise's policies and practices have an impact on contribution of HRM in achieving management goals.

Human resource policies should be internally consistent in the sense that policies in each area of human resources (e.g. selection, motivation, rewards) should further common strategic objectives. Employees should be integrated so that there is as little divergence of interests between those of the enterprise and the employee.

An attempt was made by the investigator to assess the individualistic and collectivistic orientations of rural and urban professional students and their attitudes towards fairness in appraisals and procedures in HRM practices.

**OBJECTIVES OF THE STUDY:**

1. To know the individualistic and collectivistic orientations of professional students in their existing environment.
2. To assess the attitudes of professional students towards fairness in appraisals and procedures in HRM practices.

**HYPOTHESES:**

H1: There is a significant difference between rural and urban professional students towards individualistic/collectivistic orientations.

Hofstede (1980) , using employees of a single organization, found that US ranked the highest in Individualism. India tended to be more collective than US. Subsequent studies (Eg:, Verma, Triandis, 1999) gave reported that Indians are more collectivist than the US. Variations in the IC orientations across cultures may also affect differences in HRM practices across cultures to achieve a better fit between cultural values and HRM practices.

H2 : There is a significant difference between rural and urban professional students towards fairness in appraisals and procedures in HRM practices.

**SAMPLE OF THE STUDY:**

To identify attitudes of Rural and Urban Professional students towards Human Resource systems and their individualistic and collectivistic orientations , 200 professional students from Rural background and 200 professional students from urban background are selected through random sampling from 6 engineering colleges.

**PROCEDURE :**
The 19 - item scale of Wagner (1995) are used to measure Individualistic /Collectivistic orientations with 1 = strongly disagree and 5 = strongly agree as anchors. These 19 items were designed to measure the following dimensions of Individualism /Collectivism : solitary work preferences, competitiveness, self-reliance, supremacy of individual interests, and supremacy of individual goals. The items designed to measure collectivist orientations were reverse coded to maintain consistent directionality.

The HRM preference scale developed by Ramamoorthy.N and Carroll(1998) that included 28-items to measure the preferences of individuals along the following HRM practices : hiring, promotion, job security, training, performance evaluation, reward allocation, fairness , and employee involvement. Data coding was done in such a way that a higher score indicates a higher preference on the dimension.

**ANALYSIS OF DATA :**
t-tests are performed to calculate the individualistic and collectivistic orientations of rural and urban professional students and their attitudes towards fairness in appraisals and procedures and reward systems in HRM practices..

**RESULTS:**
The results were tabulated in Table - 1 , Table - 2 .

Table - 1 : Means and S.Ds of scores on Individualism/ Collectivism among Rural and Urban Professional students

**TABLE-1**

| S.No | Locality | N | Mean | S.D | S.E | 't' value | p- value |
|---|---|---|---|---|---|---|---|
| 1. | Rural | 200 | 180.87 | 19.60 | 1.38 | 28.54 | 0.01 |
| 2. | Urban | 200 | 124.19 | 20.12 | 1.42 | | |

An observation of Table - 1 indicates Individualism dimension in rural professional students obtained the highest mean 180.87 with S.D 19.60 indicating that rural professional students have high individualistic orientation under individualism/ collectivism when compared to that of urban professional students . However, in order to test whether there are significant differences between the groups , the data are further subjected to 't' – test . With regard to individualistic /collectivistic orientation , there are significant differences between rural and urban professional students ( t = 28.54) at $p \leq 0.01$level.

Table - 2 : Means and S.Ds of scores on fairness in appraisals and procedures in HRM practices among Rural and Urban Professional students

**TABLE-2**

| S.No | Locality | N | Mean | S.D | S.E | 't' value | p - value |
|---|---|---|---|---|---|---|---|
| 1. | Rural | 200 | 59.53 | 4.13 | 0.39 | 47.31 | 0.01 |
| 2. | Urban | 200 | 29.91 | 3.85 | 0.32 | | |

An observation of Table - 2 on attitudes towards fairness in appraisals and procedures in HRM practices, rural professional students obtained the highest mean of 59.53 with S.D 4.13 indicating that professional students from rural locality have high positive attitude towards fairness in appraisals and procedures in HRM practices under individualism/ collectivism when compared to that of urban professional students. However, in order to test whether there are significant differences between the groups , the data are further subjected to 't' – test . With regard to positive attitude towards fairness in appraisals and procedures in HRM practices, there are significant differences between rural and urban professional students ( t = 47.31) at $p \leq 0.01$level.

**DISCUSSION :**
The results of Table-1 indicate that there are significant differences between rural and urban professional students towards individualistic/collectivistic orientations.

Individualistic cultures shape the independent self, who attends to personal criteria and standards for evaluating the meaning of certain management practices as enhancing or inhibiting opportunities for self-worth and well-being (Triandis,1989; Markus & Kitayama, 1991). Collectivistic cultures shape the interdependent self, who internalizes the criteria and standards advocated by his/her reference groups.

Individualist culture gives social status rewards to people who stand out, it may give a special, culturally motivated, incentive for innovation that is separate from the standard monetary incentive. Collectivism, in contrast, makes collective action easier because individuals internalize group interests to a greater degree.

The results of Table-2 indicate that there are significant differences in the attitudes of rural and urban professional students towards fairness in appraisals and procedures in HRM practices.

Ramamoorthy & Carroll (1998) reported that individualism orientations were positively to Progressive HRM practices (e.g., emphasizing merit in hiring, clearly defined job responsibilities, emphasizing person-to-fit , career progressions , emphasizing individual abilities) and collectivistic orientations were negatively related to progressive HRM practices.

**CONCLUSION :**
The rural professional students show more individualistic orientations and show positive attitude towards fairness in appraisals and procedures in HRM practices than the urban professional students and the hypotheses are accepted by the obtained results.

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