

CHAPTER 5

ANALYSIS OF MANAGEMENT PHILOSOPHIES

5.1 INTRODUCTION

In Chapter 4, Ubuntu as core value system was described. The arguments of Van der Post, Koopman and Mbigi, the exponents of Ubuntu, formed the basis of that chapter. The relevant business sphere was also identified, demarcating the research area of Ubuntu.

Data analysis requires a number of closely related operational decisions, such as establishment of categories or dimensions, the application of these categories or dimensions to raw qualitative data, tabulation and finally progressing into quantitative research, where factor analytical processes will take place.

The establishment of *categories or dimensions*, where raw data were classified into some purposeful and usable categories or dimensions, became apparent in the discussion done on historical background of management in Chapter 2, thereafter also used in Chapter 3. Using the inductive strategy, (refer Chapter 6 for more information) the researcher embarked upon the study without an explicit conceptual framework, but was led by the data itself, discovering relationships or patterns by means of close scrutiny of the data. At this point in the research process, a general understanding of the phenomenon being studied has been reached. In terms of the Mitroff & Kilmann (1978) model describing the scope of this study, this chapter deals with the conceptual framework, circle II.

In this chapter these established categories or dimensions will be tabulated, wielding the qualitative data into a few manageable groups and presented in a tabulated format for further analysis.

The comparative analysis describing Western, Japanese and African management, juxtaposed with Ubuntu as core value, will now follow.

ANALYSIS OF MANAGEMENT PHILOSOPHY

SOCIAL/ENVIRONMENTAL/CULTURAL CONTEXT

JAPANESE	WESTERN	AFRICAN	UBUNTU
Perceived significance of titles; important average power distance; power of the elder	Significance of titles unimportant; below average power distance	Titles/status important; above average power distance	Title unimportant; below average power distance; power of the elder
Kinship and business ties relatively strong	Kinship and business ties relatively weak	Kinship and business ties relatively strong	Kinship and business ties; very strong extended family; shared values
Established educational infrastructure. Higher education based wholly on ability. Alma mater and year of graduation important points of identification. A generalist model predominates at university, followed by an apprenticeship at specific company	Established educational infrastructure. Higher education open to majority. Alumni networks and university ties secondary to individual accomplishments. Pre-dominance of technical training in business schools	Weak/absent educational infrastructure. Educated elite (educated in the US, Europe or former Russia)	Developmental focus; integrates traditional and Westernised education; age is an important source of wisdom
Very high on masculinity index; materialistic; differentiated sex roles; decisiveness; sympathy for the achiever; a "live-to-work" philosophy	Scores "average" on masculinity index	Scores "low" on masculinity index; people orientated; interdependence; sympathy for the unfortunate; intuition; a "work-to-live" philosophy	Scores "low" on masculinity index; people oriented interdependence; sympathy for the unfortunate; intuitive integration between work and home; extended family
Collectivistic culture: view themselves as group members and less as individuals	Individualistic culture: view themselves as individuals who together form a group; self reliant	Collectivist culture, but not as collective as the Japanese. Group affiliation more important than individuality	High collectivist culture. Group affiliation much more important than individuality (an individual emerges out of a group); dependent
High face-saving culture: preserving one's prestige/ dignity	Low face-saving culture: very direct	High face-saving culture	High face-saving culture; dignity; inclusive group orientation; greatest fear is rejection by group

JAPANESE	WESTERN	AFRICAN	UBUNTU
Are less accustomed to using the law to resolve conflicts: shun win-lose situations and believe all matters can be resolved through compromise and reconciliation. Never use attorneys in negotiations	Use the law in resolving conflicts. Businesses use attorneys to negotiate or assist in negotiation	Law available to the elite; seen as luxury	Justice is a sense of fairness; do what is right and moral; laws must be in tune with values
High-context culture: information implicitly contained	Low-context culture: information explicitly conveyed	High-context culture: organisation information on a "need to know"	High-context culture: information implicitly conveyed; unconditional dialogue
Leaders in development/ utilisation of modern technology	In forefront with development/utilisation of modern technology	Lagging behind in effective utilisation and management of foreign technology	Low utilisation and management of foreign technology
Greater emphasis on qualitative techniques - relates to Confucian dynamism index - high CD society: long-term (future) oriented	Greater emphasis on and trust in quantitative techniques - low Confucian dynamism society: short-term oriented	Very low Confucian dynamism society - want to satisfy needs here and now	Emphasis on qualitative techniques; belief in non-control over the self
Power not determined by monetary value	The more the individual has, the more powerful he is	Very poor communities; number of children equals wealth	The more the communal person is prepared to give and share, the more respected he/she becomes
Concept of time: proud of heritage; future-oriented	Concept of time: infinite - the past is gone - look to the future; want to control future	Concept of time: past is important, live from day to day; not future-oriented; destiny	Concept of time: circular view of time (past is more important than the future) accept destiny

CAREER AND ATTITUDE TOWARDS EMPLOYEES

JAPANESE	WESTERN	AFRICAN	UBUNTU
Life-time employment, rare dismissal, non-specialised career path	Short-term employment, frequent dismissal, specialised careers; outsourcing	Life-time employment; uncertain career path	Life-time employment; human rights
In-house training as generalist, for all employees	Specific skill training useful in many organisations, seen as perk; sharing of knowledge	Little in-house training	In-house training important; knowledge sharing
Early career emphasis on following directions, team skills; later, quantifiable objectives, team leadership in decision making	Early career quantifiable objectives; later, individual decisions and inspiring followers	Early career emphasis on following orders/red tape	Early career emphasis on following directions determined by group/ internal values; later qualitative objections; de-bureaucratised organisation
Job rotation for all to develop generalists	Transfers for middle managers to broaden views	No job rotation or transfer due to poor manpower/ management development strategies	Job rotation based on teamwork
Evaluation on proficiency at tasks, teamwork skills, ability to contribute to development of others	Evaluation on achievement of individual quantifiable objectives	No specified evaluation techniques. Very little evaluation - low priority. No linkage between performance and reward	Evaluation based on teamwork and teamwork skills
Promote on seniority, training	Promote for doing something beyond the job paid for; "added value"	Little promotion; when promoted it is because of nepotism, family status; sometimes because of bribery	Promotion unimportant but dependent upon leadership skills; how will it benefit group?
Entry directly from school, promote from within	Fill top levels from outside - gives "fresh blood"	Promote from within, otherwise political appointment	Entry on advice of group nepotism; "is he/ she part of the group"?
Emphasis on group co-operation	Emphasis on accomplishments, ability; individual as team player	Emphasis on group co-operation; loyalty to group stronger than loyalty to organisation	Emphasis on group co-operation; loyalty to group and organisation; inclusive philosophy; developmental and transformative

JAPANESE	WESTERN	AFRICAN	UBUNTU
Outstanding performance not equated to fast movement up ranks/ rapid salary increases; instead, additional responsibility/ recognition - "elite track"; hiring based on education not skills, low wages consistent through industry, bonuses, fringe benefits, allowances tied to organisational performance	Performance must be rewarded quickly with promotion/pay increases or the employee will leave; hiring based on skills of immediate use to company, high wages in top organisations, bonuses tied to achievement of objectives, perks due to status	Allowances tied to socio- economic environment. Large gap between management and worker benefits. Individual performance protected by group. Individual wage supplemented by private work/interests (usually in the form of bribery)	Hiring based on adaptation/inclusion/belonging in group; individual performance influences group performance; small gap between management and worker benefits; group opinion more important than materialistic benefits
Relative pay equality between workers/ management; pay increases with age and seniority	Wide salary discrepancies, based on position and level in company	Infrequent pay increases; wide salary discrepancy between senior levels	Group-related pay increases; little salary discrepancy between senior levels; group reward for group effort
Payment-by-results based on group performance	Payment-by-results on individual performance	Payment based on socio- economic environment	Payment based on socio-economic environment based on group performance and consent; do not want to be separated by money
Personal well-being, housing, recreation, and security considered	Personal matters left at home; ratings on performance	Personal and work life are intertwined; workers supplement income outside institution	Personal and work life integrated; group well-being
Organisation a system of personal relationships, values, social interactions	Organisation a system of roles	Organisation an extension of social interaction values; weak task differentiation	Organisation an extension of social interaction and group values
Business paternalistic; emphasis on status, security and harmony; preservation of group most important	Business mechanistic; emphasis on smoothly functioning parts; realisation of profits most important	Business paternalistic/ authoritarian; emphasis on group security and preservation	Business co-operative; group harmony important; convivial business outlook
Quality control circles based on belief that cause of poor performance is unknown and workers will find causes and remedy if given opportunity	Layers of inspectors becoming less; based on belief that workers holding back, need to be checked on	Little quality control; group protective of individual; low morale and productivity; exercise close supervision	Quality control is group effort; high morale; high correlation between productivity and empowerment

JAPANESE	WESTERN	AFRICAN	UBUNTU
Concern with person	Concern with product	Concern with survival; "winner-takes-all" philosophy	Concern with group; concerned with process; unity in diversity
Feeling of caring about people; use of open office facilitates communication	Care about output and meeting profit objectives; private offices limit communication	Weak formed channels of communication; top-down communication on a "need-to-know" basis	Open informal communication (continuous dialogue); communication facilitates Ubuntu; "story-telling"
Corporate task to attend to whole person - economic, social, spiritual, and psychological needs	Employees seen as objects, units of production; corporate task to attend to economic needs	Employees seen as objects; corporate task to attend to social/ subsistence needs	Employees and organisation - inclusive; humanism

DECISION MAKING AND CONFLICT RESOLUTION

Subordinates' ideas and suggestions encouraged; obligation to include all people; effective implementation requires reconciliation of competing interests	Decisions fixed, bound in time; definite point of reference; alternatives selected before action; decisions separate from implementation, effective implementation may involve a winner and a loser	Subordinates not encouraged to make suggestions. "Acceptance" culture - do not ask questions; little "risk taking"	Consensus seeking through debate; solidarity; empowerment of people in the decision-making process
Collective decisions; use "Ringi" system; everyone feels their view is heard and will support; groups responsible for outcome, use of "action behind the scene"	Individual decisions, implementation involves lobbying or coercion; individuals responsible for outcome, use announcements; accountable to self	Top management make decisions; management involved in "trivial" decision making. Organised leadership and highly personalised management styles	Employment of the people; collective sense of responsibility and cause accountable to group
Top management coordinates decisions and middle management formulates	Movement away from individual to leadership. Top management formulates decisions; middle management feeds information to top (flatter organisation)	Top management make all decisions; little up or downward communication	Top management seek group consensus; continuous dialogue
Solutions formulated by those close to the problem; information flows bottom-up and horizontal; information channels link clusters of decision points	Solutions formulated by those with authority; information flows top down	Solutions formulated by those with authority; information flows top down	Solutions and problem-solving consensus; continuous information sharing - horizontally and vertically

JAPANESE	WESTERN	AFRICAN	UBUNTU
Middle managers provide impetus and are shapers of solutions to problems; co-ordinate and assure functional areas in agreement; implementation immediate	Middle managers functional specialists who carry out bosses' orders; unanimity based on win- lose	Weak middle management; controlled by top management; follow orders, low motivation; exercise close supervision	Empowered middle management group following; unanimity based on win-win
Emphasis on information flows; CEO improves on initiative of others, creates atmosphere in which subordinates motivated to seek better solutions	CEO makes key decisions, sets policy; welfare of organisation depends on his or her actions	CEO controls institution; makes most decisions; welfare depends on his/ her actions and standing in community; political affiliations; authoritarian/ paternalistic	CEO leads organisation; creates atmosphere for high productivity; emphasis on dialogue; transformational leadership
Top management facilitates decisions, objectives implicit	Top management issues edicts; objectives explicit	Top management has no clear mission/ direction	Top management has clear vision; shared objectives
Process important, question(s) framed by group; consensus, maintaining harmony, right spirit considered; indirect speech and subtle nuances used	Executives gather relevant information, ask for advice, evaluate on basis of efficiency and effectiveness	Few questions are asked; existence philosophy day to day	Continuous dialogue; process driven; consensus seeking
Harmonisation culture: people are part of their environment; technology is a means to maintain a balance in nature	Control culture: conviction that individuals and organisations can substantially influence the future; masters of own destiny via technology: rational approach to reality	Subjugation culture: subject to their environment; technology is a waste of effort; inferior technology	Humanistic culture; people/group are primary concern; co-operative; focus on common survival issues
Kaizen - continued improvement focus on process	Innovation - once off, results oriented focus	Maintenance	Continuous learning; process-oriented focus
Resolution involves long- term perspective	Short-term perspective, immediacy	Short-term perspective; reflective; past important	Circular perspective (past; present; future) reflective
Co-operation based on team spirit, individual sub-ordinated to group	Spirit of competition and rivalry	Co-operation based on team spirit, individual sub-ordinated to group	Co-operation based on team spirit; individual subordinated to group
Disagreement with superior often but polite	Disagreement with superior seldom but violent	Disagreement with superior seldom but polite	Disagreement addressed by debating and reaching consensus

JAPANESE	WESTERN	AFRICAN	UBUNTU
Disputes settled through conferral and trust, no detailed contracts, flexibility and compromise stressed	Disputes settled through contracts, binding arbitration, direct and confrontational, adversarial	Disputes settled through conferral and trust, no detailed contracts; superior tells subordinate what to do (authoritarian)	Disputes settled through dialogue and trust; team member not coerced but led to agreement; no detailed contracts - build on trust/team work
Takes time, process is important, solved by adjustment - win-win	Time is money, conflict solved by orders, coercion - win-lose	Takes time (time is not a consideration) conflict solved by orders, according to rank/superiority - win-win (subordinate doesn't lose face)	Takes time; process is important; conflict resolved after reaching consensus - win-win
Company unions: supporting link in their integrated human resources practice	Unions: low key position	Unions perceived as anti-business	Unions play facilitating role; management and unions are allies

DISCUSSION ON DIMENSIONS

This study examines Western, Japanese and African management, juxtaposed with Ubuntu as core value, demonstrating the differences, and in some cases, the similarities among them. These tabulations do not presume to exhaust the possibilities of dimensions as discussed, but rather represent the first step in this direction.

The dimensions are as follows:

- Social, environmental and cultural;
- Career and attitude toward employees; and
- Decision making and conflict resolution.

These dimensions constitute an integrated whole for each cultural group. The dimensions can also be described in terms of macro-level and socio-structural processes, and those based on interpersonal processes, all of which are present in the above-mentioned analysis. These dimensions will be discussed in detail in section 8.1 in Chapter 8. No one dimension is unambiguously more important than the other. The conscious strategic process and structural design choices of each organisation will differ according to its circumstances: Company size, ownership, philosophy and commitment to particular ideals, accessibility to technologies, as well as opportunities, threats, strengths and identified weaknesses. The dimensions identified above represent the fundamental, basic organisational design.

Organisations are complex systems operating within dynamically interacting environmental forces. The internal environment of an organisation is represented by its internal work culture, whereas the external environment represents the organisation environment (for example, educational environment and technology) and the socio-cultural environment (for example, the constructs as described

by Hofstede (1980), power distance, uncertainty avoidance, masculinity/femininity and more). Power distance concerns the extent to which power hierarchy and inequality are acceptable in society and its institutions; masculinity/femininity deals with what individuals value most in life. In masculine societies, assertiveness, achievement and acquisition of money and other material possessions are emphasised, whereas in feminine societies, interpersonal harmony, quality of relationships, and caring for others are important. Individuals in cultures with high uncertainty avoidance are described as being more risk averse and less tolerant to ambiguities and deviations from norms.

In the first dimension, social, environmental and cultural factors are conceived as shared value orientations among people in a given society. Organisations, like people, have values. To be effective in an organisation, an employee's values must be compatible with the organisation's values. These shared values (the value system of the individual/group and the organisation's value system), do not need to be the same, but they must be close enough to compliment or co-exist.

The second dimension, career and attitude toward employees, describes the human resource management practices in different areas, *i.e.* job design, supervision and control, and reward systems.

The third and last dimension is decision making and conflict resolution. This dimension could theoretically be included in the second dimension, but two dimensions were created, to capture the multidimensionality of the variables more effectively.

5.3 SUMMARY

In this chapter, the qualitative data described in Chapters 2, 3 and 4 were tabulated. The framework, which covers dimensions like decision making and conflict resolution, career and attitude toward employees and social, environmental and cultural factors, sets the data base from which statements will be inferred for the empirical research component. An overview of the dimensions constituting the framework was provided.

The activities described by the Mitroff & Kilmann (1978) model represented by circle II, the development of a conceptual framework for the study, and activities 1 and 2, (conceptualisation and modelling), have now been concluded with this chapter.

A description of the meta-methodology of this study is covered in the following chapter, Chapter 6.