

Management and Indigenous Knowledge Systems: An Analysis of Motivational Values Across Cultures

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ABSTRACT There has been a general upsurge in cultures and managerial research in the last decades or so. Despite this fact, empirical studies on cultural dimensions to management practices in Sub-Saharan Africa have been limited in numbers and scope. There is very limited knowledge about African, its cultural values and the consequences they pose for managerial motivation. In order to bring this very crucial and important issue as research priority to African scholars, business and management researchers, consultants and development experts, work-related values were studied in four European countries (France, Italy, Netherlands and Scotland) and one African country (Nigeria) through questionnaire. A major research question this study addressed was whether the results could help to explain the disappointing socio-economic development of African countries. The findings do confirm profound differences in cultural values among the five countries covered in the research project. With regard to motivation, the family collective interests plays a more important role in Nigeria. The study challenges the validity of the dominant western universal stance on managerial motivation in traditional African organizations. The study suggests that elements of traditional values pose serious challenges to African managers' ability to adopt local cultural and traditional values practices that can improve motivation in their lives and raise organizational performance.