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Mark Kiiza, Benon C. Basheka,

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Indigenous Human Resource Management Practices in Africa: Empirical Lessons from Four Sub-regions

Mark Kiiza and Benon C. Basheka

Abstract

Over decades, indigenous management practices and their values in Africa have changed from time to time. However, it continued to remain relevant in most business organisations in developing countries. Today in Africa and across the globe, there is a paradigm shift and stiff competition in human resource management practices as a basic element for effective and efficient business organisations' performance. Effective human resource management practices and performance of organisations rely on the integration of indigenous management practices and sound strategies aligned to cultural values and cores business objectives. The study covers four regions of Africa as a continent. Empirical teachings of the study form a basis for active reforms and innovations, so as to revamp the use of indigenous knowledge, which was deliberately destroyed by colonial masters. Over the years, human resource management practice has evolved in favour of Western strategies and ideologies. Advocates for curriculum reforms in all African countries so as to incorporate indigenous knowledge content, since it is believed to be the future of Africa. An appropriate employees management practice in Africa is a necessary move in today's business community as it enhances service delivery and performance. The application of indigenous management practices is believed to play a vital role and invokes effective decision-making practices in the business organisation. Therefore, the chapter traces the origin of indigenous wisdom and its fundamental structure in management practices. This chapter attempts to throw light on indigenous management practices and their values in business organisations in Africa.

Keywords: Indigenous; knowledge; African; management; practices; educators

Introduction

Africa like any other continent had enjoyed indigenous management practices prior to its colonisation and influence of Western mechanisms and ideologies (Kiiza & Basheka, 2018). The chapter is organised as follows: first, it begins with introduction, followed by a brief background description in which observations of various form of human resource management practices are made, and moves to methodology, the origin of indigenous human resource management practices in the four sub-regions of Africa, which includes west and North of Africa, East and North of Africa, Central and South Africa (Horwitz & Budhwar, 2015). Finally, the chapter provides a way forward for curricular reforms to support the assertions of capacity building and strategies to be done in order to improve the human resource management practices and community-based models that are relevant to African perspectives (Horwitz & Budhwar, 2015). It also gives suggestions and strategies that ensure effective human resource management in business organisations.

It is notable that Africa's management practices have evolved from time to time based on the influence of different cultural values and social environment. The introduction of the Western mechanisms and strategies is no harm, but it is a deliberate attempt in destruction of the indigenous knowledge in the society. This chapter, therefore, attempts to critically examine the underlying factors that pose a hindrance to the effective application of indigenous knowledge in management practices. The study covers four regions of Africa exploring the management practices of business organisations. The empirical evidence and teachings call for reforms and integration of indigenous knowledge in human resource management practices. The chapter, therefore, views the need and demand for curricular review by incorporating concepts of indigenous knowledge. This approach paves the way for indigenous knowledge deliverance due to its potential in decision-making processes. Indigenous knowledge is necessary for the society; it contrasts with the global knowledge systems from universities and higher institutions of learning. Moreover, it also fuels community participation and sustainable development in Africa (Kiiza, 2017). This chapter critically examines indigenous management practices in Africa and serves as a guide to educators and practitioners. We strongly believe that application of indigenous knowledge in management practices in Africa is imperative and it should be respected by all business organisations in Africa. It is worthwhile to note that an indigenous management practice in Africa is unique in its context and practice across the continent, because it observes the cultural values and norms of the society. Most of the African business organisations and institutions have great reverence for their socio-culture values and community beliefs that are binding (Reiche, Stahl, Mendenhall, & Oddou, 2016). These indigenous core values are based on distinctive identities of the sovereignty of African states. The chapter suggests to African educators and managers to integrate the indigenous knowledge submissions in management practices. Indigenous knowledge in human resource management practices largely depends on the perception of the practitioners. It is for this noble cause that educators and managers gain a competitive

advantage over others while using their indigenous wisdom in strategic development of Africa (Boxall & Purcell, 2015). The chapter critically observes the trends, dimensions and management practices of human resource management in Africa and advocates for educators to revisit the curricular by enclosing indigenous knowledge concepts. The teaching of these concepts at elementary and other levels of education will not only enhance awareness but also support management practices. This strategy per se will pave the way for reinforcing its co-existence with the Western ideologies across the African continent. This knowledge draws inspiration from cultural values and core structures within the community (Kiiza & Basheka, 2018). It is historically known that people of Africa have enjoyed a wealth of indigenous knowledge in management practices. For examples, the backcloth making industry was doing very well with the application of indigenous knowledge in management practices of human resource. The industry was appropriately contributing to African economy while utilising the available resources. The industry was environmentally friendly and transferred knowledge easily from one generation to another (Kiiza & Basheka, 2018). The chapter further provides empirical evidence from African human resources management practices and experiences of some African business organisations (Marinov, 2015). However, realisation of organisation goals and sustainable development largely depend on efficient management of human resources. This chapter advises educators for a curriculum reform and innovation so as to create space for learning indigenous knowledge aspects. The future of Africa lays in curriculum reform and educators will spread indigenous knowledge intentionally and concurrently avoid dependency of Western ideologies (Nsamenang & Tchombé, 2012). The chapter further provides empirical insights' of where indigenous knowledge works well in management practices in society across four sub-regions on the African continent. The study of this chapter traces the origin of indigenous management practices and demonstrates its application. The indigenous management practices and approaches in Africa mainly focus on socio-cultural practices and classical theories of fundamental management perspectives. These approaches have their roots from various kingdoms within Africa communities (Chin & Charles, 2014). It is notable that educators and most practitioners of human resource management had to face many challenges. The management practices experienced in Africa today clearly reflect Western ideologies and models that negate the indigenous management practices. Yet, we believe that indigenous management practices and models have the potential to yield better results in Africa and lead to sustainable development (Analoui & Danquah, 2017). The chapter also comprises suggestions and advisories to managers and educators, premises of human resource management framework, conclusions and recommendations to be made. We conclude by saying that it is imperative to pay attention to the human resources in order to yield high management performance in a business organisation. This chapter sheds light and provides insight into indigenous human resource management practices, scope and factors for upholding values of indigenous cultural values in order to achieve competitive advantages in the management function of Africa.

Background Description

The chapter also critically examines the indigenous management practices in African countries. The diffusion of indigenous human resource managerial practices and skills in emerging economies like Africa considers diversity of cross-culture values and norms within the countries (Lituchy, Punnett, & Pupilampu, 2013). Indigenous management practices involve practical application of cultural values with appropriate engagement of human resources. While other countries in Asia like Japan, Korea and China apply foreign policies to their human resource management, they also predominantly observe their indigenous knowledge and cherish their home cultural values. The chapter therefore critically examines the trends and human resource management practices, theories and models that are practised in Africa. It also suggests reforms and innovations to improve the existing management practices in the African Continent.

On the other hand, analysts debate that using indigenous knowledge is a major concern for the revitalisation of African ideology, which attracts criticism not only in the African continent but the world over (Dong, Kassam, Tourrand, & Boone, 2016). It is worth noting that Africans had enjoyed good human resource management practices before getting in contact with their colonial masters. This study of indigenous human management practices in Africa had critical and careful reviews of a secondary source in order to get a deeper understanding of indigenous human resource management issues (Chelladurai & Kerwin, n.d.).

Additionally, effective human resource management practices are drawn from the ideologies of Taylor, Fayol and Max Weber which significantly contributed towards achievement of effective human resources management (Horwitz & Budhwar, 2015). These scholars provide evidence-based data to classical management practices and theories that aid effective human resource management to the emerging economies of Africa. The study covers four geographical regions of Africa attempting to vigorously examine the factors that hinder effective utilisation of indigenous management practices in major business organisations. The chapter suggests that the use of indigenous knowledge in human resource management is vital and it can significantly influence attainment of sustainable development goals. However, this does not rule out the use of the Western strategies and Europeans models in the human resource management practices.

Hofstede (1980) referred to cultural values as a way of life and pattern of thinking, feeling and belief, and this is mainly communicated through symbols which form a distinctive identity. The study covers four regions of Africa examining human resource management approaches and its evolution across various geographical regions. The study observed that the management practices and application of indigenous knowledge can be strongly drawn from cultures values and core fundamental structures. The business organisation that applies indigenous human resource management practices clearly defines the cultures and core values that becomes a focal point of the decision-making process (Kouzes & Posner, 2012). However, it should be observed that most of the African countries are not

independent still and are forced to follow the ideologies of their colonial masters, rather than build their own strong socio-cultural values. The chapter, therefore, suggests reforms and advocates for an integrated approach to human resource management practices.

The incorporation of indigenous knowledge with Western ideologies is complicated as it intends to address the problems associated with their colonial master's experiences instead of their own cultural practices (Emeagwali & Shizha, 2016). For example, the practice of human resource management in Nigeria today is largely 'Westernized'; it has minimal association to the cultural values of the West African Kingdoms. The chapter, therefore, advocates for reforms and interventions attempting to rejuvenate the use of indigenous knowledge in human resource management practices (Denhardt & Denhardt, 2015). The response to the existing practices involves capacity building and creation of awareness of the values of indigenous knowledge in the human resource management discipline. When you turn to indigenous human resource management practices in Africa, it is paramount to note that it supports the identity of cultural values and sovereignty. The chapter provides the reader with a feel of the experiences from the four regions of Africa: West and North Africa, East and Horn of Africa, Central as well as South Africa (Obioma, 2015).

The chapter tends to equip readers and educators with a deep understanding and broad overview of the experience in the management practices and what should be done in order to promote effective management practices in Africa. This study, therefore, appreciates different cultures while examining their influence over human resource management skills (Samovar, Porter, McDaniel, & Roy, 2016). The compelling examples of Patel, Li, and Sooknanan (2011) help readers to examine their own assumptions, perceptions and cultural bias in management practices. The second view of reforms is to enhance the effectiveness of human resource and profound ways of community participation while observing indigenous practices. This provides rich exposure to the traditional Kingdoms and cultural leaders who have greatly influenced the indigenous human resources management practices (Jackson, 2012). The authors of the study realized that indigenous people of Africa tend not only to copy but also cherish the Western ideologies and strategies. They tend to follow methodologies of management and governance system of their colonial masters as compared to their own indigenous management practices and cultural framework, which advocates for practical application of fundamental theories and structures from the community.

The study covers a number of multinationals business organisations in emerging economies like Nigeria, Ethiopia, Uganda and Namibia (Lituchy, Galperin, & Punnett, 2016). All these business organisations portray that there is increasing demand and need for a wider body of literature reflecting the need for adoption and incorporation of African ideologies; indeed, Nigeria supports indigenous human resource management practices. However, the authors of the study noted that Africans organisations must make a conscious effort to apply their indigenous knowledge potential and ability to their decision-making practices. African business organisations have the capacity and potential to growth and development, but they

fail to uphold the resources to their advantage. Meanwhile, it is important to note that most of the developed countries like China, North Korea, Sweden and Japan place their own indigenous knowledge and values at the forefront. The authors, therefore, observe that African organisations need to borrow relevant theories and models and integrate them with their own so as to have a strong base. It is also notable that most of the African countries lack able leaders who can effectively advocate loyalty and appropriate utilisation of indigenous knowledge. The spirit of Africanisation across the continent is still inadequate and therefore this chapter attempts to make lives of inhabitants meaningful by incorporating indigenous management practices.

It is for the above said noble cause that this chapter comes out with timely advice to educationalists and management practitioners in Africa to fill the knowledge gap so as to underpin the challenges faced by public sector. This goal will lead to the effective use of management models. This in turn will help to promote the attainment of the predetermined goals in their organisations. As noted earlier, the indigenous management practices in Africa has changed and evolved over time due to competitive market mix and technological advancement in the business world (Mason, 2016, p. 368). This chapter, therefore, explores the underlying challenges of management practices so as to throw light on indigenous human management approaches that have occurred for decades. Most of the researchers and practitioners of human resource management are aware of the advantages and disadvantages of neglecting their own indigenous identity and adopting the a westernized blended competitive model (Martin & Whiting, 2013, p. 340).

The chapter advocates African leaders to make considerable efforts to formulate policies and institutionalise indigenous human resource management practices if we are to ably struggle which a paradigm shift to the middle-income earners forthcoming two decades. The perceived indigenous human resource management practices and current trends seem to have significant variations and a slight correlation; person-organisation fit and person-job fit has not been examined before (Darwish, 2013, p. 101). Today, we are looking at sustainable development goals and the knowledge gap of effective human resource management that prevail in Africa. The only way is to integrate the indigenous notion with the Western theories and models. This chapter observes the values of indigenous knowledge that most African countries advocate for in whatever we do so as to achieve sustainable development goals. The indigenous management practices fuel community participation and call for engagement of stakeholders in addressing their own problems in modern organisations. Kale (2014, p. 57) asserts that successful human resource management practices largely depend on smart planning and effective execution of leadership skills.

The Africa kingdoms like West Africa, the Songhai Empire, the powerful Fulani Emirates of Northern Nigeria and other strong kingdoms of Uganda, Buganda, Bunyoro and Toro are democratically controlled by Elders Councils who influence the governance. In most of the countries of East Africa like Tanzania, Kenya and Rwanda, systems of administration are based on socio-cultural values and institutional governance policies within the community. The Africans, therefore, observe the human resource management practices in a different dimension, that is, they are

influenced by their cultural practices and policies of their former colonial masters. Despite those ideas, the chapter suggests differing views and calls for the integration of indigenous wisdom with Western ideologies. This chapter advocates an able African leadership which can resist the influence of colonizing power, such as British, Germany, French and Portuguese. It is worth noting that some of the colonial masters made a deliberate effort to ensure that indigenous system of management is eliminated.

Therefore, the African manager is responsible to strike a balance between his colonial master's ideologies and his own indigenous human resource management approaches (Boxall & Purcell, 2015). In this chapter, we trace the ideologies of other developed countries like China and Japan which have to remain solid on their identity and use their traditional knowledge for a sustainable development. The privatisation of the indigenous HR management approaches and a new technique that involves all human resources in an organisation is gaining importance and relevance in the effective realisation of organisational objectives (Kouzes & Posner, 2012). However, the authors observe that utilisation of indigenous knowledge is a direct tool which is meant to provide solutions to problems that emerge in the community rather than applying the modern and Western practices, which detach most of the stakeholders. The indigenous knowledge practice is an inclusive approach for effective service delivery. It significantly involves active participatory of human resource for sustainability of the available resources.

Generally, the focus of indigenous knowledge is a very powerful tool that yields high performance, commitment and involvement the community. The active engagement of all human resources or employees will yield job satisfaction and realisation of the organisational goals and objectives. Wanberg (2012, p. 26) contends that appropriate engagement of employees provide basic fit between human skills and organisational objectives. The study describes the contributions of indigenous knowledge towards the human resource management in African context and practices in organisations (Truss, Alfes, Delbridge, Shantz, & Soane, 2013, p. 13).

Methodology

The study employed a singular qualitative method which provided a descriptive analysis of human resource management in the sub-region of Africa. The adapted study method enabled appropriate collection of the required data so as to give deeper understanding to the variables under study. The paradigm provided segmentation of humanity from African perspective. The study method and epistemological approach guided the researcher in the collection of the necessary data in order to attain ultimate reality in the application of indigenous knowledge as far as human resource management is concerned in Africa (Collings, Wood, & Caligiuri, 2014, p. 129). The study further adapted a cross-sectional case design covering four sub-regions of Africa. It also used a positivism philosophy leading epistemological and ontological stance to enable a deeper understanding of the variables under

study. The study adapted a singular method which largely focused on gathering secondary information and to a lesser extent limited interview and focused discussions (Berg & Lune, 2014).

The secondary sources were primarily collated from the history of our cultural values as well as history of the colonial period. However, the major reason for adapting a single method was to save cost of the research process. The advantage of using secondary data is it does not require accessing respondents or key informants for data collection making it a less expensive mode of research. Moreover, relevant literature related to the study was easy to access. That is, a vast collection of papers, journals and books on management and culture made comparative study possible (Rizzo & Mignosa, 2013) and (Dinnie, 2015).

Indigenous Management Practices in Africa

A critical view of the evolution of indigenous management practices and application of classic management theories that provides a firm ground to the study. The study covered four African sub-regions, it is clearly evidenced that human resource management is grounded in organisational culture, fundamental structures and theories of management. Human resource management builds on the fundamental cultural values and norms of the people in society. It is worth noting that some of the colonial masters made a deliberate effort to ensure that indigenous human resource management practices is eliminated. These institutions are grounded in scientific, classical management schools of thought which fuels their management practices. It is with these core values that the chapter paves a way forward for scientific management theories and observance of indigenous African human resource management wisdom. It is interesting to note that most of the African business organisations are forced to respond to the needs of humanity and the community in order to remain relevant. They should uphold human resource management practices and principles which are blended with indigenous knowledge values so as to provide them with competitive advantages for effective service delivery.

Definition of Indigenous People

Indigenous people in Africa are those people who are the inhabitants, policy makers and development agencies; the study of definition of indigenous people is important and inescapable in their homeland (Grant, 2016). Indigenous communities, peoples and nations are those which have a historical continuity with pre-invasion and pre-colonial societies that developed on their territories, considering they are distinct and unique from other sectors of the societies now prevailing in their homeland. Jakubowski (2016, p. 129) affirms that indigenous people from the dominant sectors of society are expected to preserve their cultural rights and values in the community. Efforts are made to educate the citizens and transmit their ideologies, culture values, norms and

traditions to the future generations of their ethnic identity. Thus, human resource management approaches are made in accordance with their own cultural patterns, social institution and systems. On the other hand, the application of indigenous human resource knowledge is grounded on the cultural values and institutional theories that can easily be identified with indigenous symbols, language and cultural traits (Patton, Renn, Guido, & Quaye, 2016, p. 144). In the same vein, effective human resource management practices can be attained in different regions if all the leaders respect the cultural values and patterns of the society.

- Tribal peoples from independent countries whose social, cultural and economic conditions distinguish them from other sections of the country and whose status is regulated wholly or partially by their own management practices, customs or traditions or by special laws or regulations (Keitumetse, 2016, p. 38).
- Peoples in independent countries who are regarded as indigenous on account of their descent from the populations that inhabited the country or a geographical region to which the country belongs, at the time of conquest or colonisation. They follow their own social, cultural institutions which form the indigenous management practices of the human resources (Pretzsch, Darr, Uibrig, & Auch, 2014).

It is notable that indigenous identity is not an absolute state of being; it is rather a political claim and practice. This assertion and claim of being indigenous is made relative to the perceived threats and domination in the society. The research, therefore, covered four African regions in an attempt to critically examine their indigenous human resource management practices using their own perceived cultural values and traditions as well as business ethics.

An Overview of the Covered Four Regions

Southern Africa

The indigenous peoples of the South African region include Bugakhwe, Khoisan, Gana, XunTyhua and Khomani and many others ('Khoisan,' 2017). The descendants of the first origins of the southern African region are collectively known as San and Khoekhoe. They largely share the same common origin and cultural practices of their community. The study examined their main socio-economic activities and the practices of human resource management. For example, looking at Africa Bank Investment Limited under their leadership, they critically observed Kirkinis operation system which had become one of the prominent players in the provision of finance credits in South Africa. It is worth noting that the human resource management practices and banking system observe the traditions of South Africa. The same human resource management ideas are extended to agriculturalists. They also observed indigenous management practices of farming on small scale and they were

sheep pastoralist several years ago. These people contributed to the core values in the management practices and its spread across the whole of South African sub-region (Dong et al., 2016).

The San population comprises of various groups of Bantu-speaking people who are referred to as Bushmen; they normally move from one place to another gathering food from the bushes; they also hunt for wild animals. Bushmen include Basarwa, Baroa and Abathwa. The most important and interesting aspects of the covered regions are that the application of indigenous knowledge in human resource management practices is characterised by cultural values, norms and traditions. Besides, the leaders also respect the institution of traditional management theory comprising fundamental structures as the core concepts in the management practices and system. They focus mainly on ability, willingness and voluntary practices unlike indigenous practices of other regions in Africa. The human resource management approach and practices in this region are deeply rooted in culture and traditions. However, there are some spillover effects of their colonial masters that influence management practices. They have governance structures derived from their cultural leaders and kingdoms in the region (Godfrey & Herbert, 2016, p. 41).

The indigenous human resource management ideology in the southern African region has significantly influenced the management practices which provide a firm ground for participatory democracy. The people in South Africa region strongly recognise cultural leadership, traditions and they respect the fundamental structures which greatly contribute to effective human resource management practices (Kouzes & Posner, 2012). The indigenous people in the South African region are losing their land and property due to the fact that they are always moving with their livestock looking for grazing pastures in the rural area. However, the chapter recommends for indigenous kinds of education in order to enhance cultural values and good governance practices in the region which respects the sociology and social anthropological notion which provides a strategic fit of human resource management practices in the region.

Central African Region

The indigenous claimants of this region are Aka, Bambi, Baka, Babongo, Bakola Bagama, Bagyeli and Bororo (Bakoup, 2014). These indigenous people of central Africa are mainly forest-based hunters known as pygmies. The Pygmy people are culturally less educated and are economically distinctive from Bantu-speaking people who are predominately farmers (Rubenstein, 2016). Their level of education is low which makes a difference and affects the management practices. However, they draw much from their culture, norms and traditions which informs the human resources management practices in the region. The most interesting part of their governance system is that they do respect fundamental structures which are democratically formed by the community members. The underlying factors of a model clean energy entrepreneurship of human resource management in Africa are to that upholds on the values and norms of the founder and the executive director of the

Business which focuses on cultures values and the local community where it is found. Their business upholds changes and development innovations but that does not rule out the values as far as management practices are concerned. The changes of energy market around the world and the rationale of clean energy enterprise model remains a local solution and therefore upholds the values of the people in the community.

It is worth noting that most of African business ventures need to retain their identity while observing the current trends and innovation in order to gain competitive advantage. The manager of these ventures and indigenous people should respect the cultural values and uphold them in human resource management practices so as to stratify the community needs and demands of the organisations. The application of the indigenous knowledge in human resources management practices is aligned to anthropology. For instance, the pygmies preceded Bantu-speaking people 10,000 years ago and up to recent times, they do critically observe some of their symbiotic relations with Bantu farmers, trading honey and meat from forests (Hewlett, 2017). The indigenous people in the central region experience a lot of challenges in management practices, and they are extremely vulnerable due to the contemporary events and technology trends across the globe (Diamond, 2017).

Across Central Africa, a major concern is deforestation from logging and destruction of the forest canopy which has a radical effect on the environment and indigenous people. This aspect does affect the livelihood of Batwa population, Bororo and other indigenous people in the region (Agency, 2015; Kreber, 2016). The issue here in the region demands indigenous management practices and ideologies that call for unity and decentralisation observing the socio-cultural values. The whole idea is that all African management practices and contexts do respect human rights and observes which provides affirm ground for human resources management despite their business in the society. A high influence of cultural values, norms and patrimony of African notion prevail in the management practices of the existing business organisations in the central African region.

East Africa and the Horn of Africa

The indigenous people in this region include Karamonjong, Giriyaama, Gabra, Aasax, Aweer, Elmolo, Turkana, Waata, Dorobo, Masai, Batwa, Baganda, Ogiek, Pokomo, etc. (Keitumetse, 2016; Khoisan, 2017). These claimants (indigenous people) in East Africa and Horn of African region are mainly recognised by their symbols, language and socio-economic activities. They are pastoralists and do practice farming on a small scale, their human resource management practice system draws from the cultural kingdom leaders and the Pages. For example, in East Africa, the Baganda draws the management practices from the Kingdom leaders. The Baganda people were involved in the backcloth making industry on large scale basis. Their exposure in this practice paved way to the application of indigenous knowledge, culture and use of the environment. The indigenous knowledge of management practices portrayed by Buganda highlights the assumption that

survival of local people depend on the environment and utilisation of available natural resources. The Buganda culture values and their scientific conservation initiatives represented contrasting management practices and approaches to ecological sustainability.

The inhabitants of East Africa do practice backcloth making. This clearly illustrates how the Baganda were scientific in the management practices in Uganda, particularly in central sub-region. These pictures portray the application of indigenous knowledge with a conviction of environmental conservation. The indigenous knowledge and management practices of bark cloth making industry were so useful and this advocates that educators should incorporate it in the curriculum (Buss, 2015). It is believed indigenous management practices of back cloth making is part of Baganda culture values which is a community-based management practice and it fuels sustainable development for centuries. However, the question remains how to sustain backcloth making knowledge in the society and foster its values to the next generation. The answer is in the educators' hands to come up with education reforms and innovation to ensure that indigenous wisdom is spread to the next generation.

Lemons, Victor, and Schaffer (2012) affirm that this unique art of bark cloth making industry employs a paradigm of indigenous management practices and wisdom that can be incorporated into many modern industries for fabric making, including fashion, accessories; interior design, and piece cloth production. The integration of indigenous art and Western strategies is feasible in creating a global demand for bark cloth that can help create sustainable jobs.

Banks (2015) contends that the value of indigenous knowledge of this industry and education encourages unity and networking of people from different generations whereby the young ones learn from the elder which provides a rigour to sustainability. The interesting aspect worth noting in this chapter is indigenous education is free of charge, it only calls for the active practical involvement of the learners and it is based on skills orientation (Stahl, Björkman, & Morris, 2012, p. 138). The appropriate management of human resource in this artistic industry will lead to the acquisition of knowledge, skills and values. The practical orientation will automatically yield to the spirit of sustainable development as part and parcel of the people's lifestyles in the region. The value of indigenous knowledge is interwoven in the way of life reflecting their norms, culture and socio-economic realities of the endogenous people (Asabere-Ameyaw, Dei, & Raheem, 2012). These people practice multi-party form and democracy mode of learning create on opportunity for acquisition of skills which forms the backbone of their human resource management practices (Elms & Low, 2013). Besides the backcloth industry, many people's used to gather food from the nature which also needed application of traditional wisdom. The study critically examined these people's human resource management mode and practices.

The case of New City Charter of Addis Ababa greatly exhibits the values of the people in the Horn of Africa. The introduction of this charter in the Municipality of Addis Ababa takes into account the design and dynamics of the human resource management. This implication is observed in the cultural values and traditional

norms practised in Ethiopia. The human resource management practice concentrates much on forms and traditions observed in the charter. The investment into charter greatly impacts on their leaders in the community and observes the fundamental structure in their leadership styles. Their indigenous management practices focus on knowledge acquisition, skills and values that are cherished and add value to the society (Baines, 2017). They are strictly observed in spite of the diversity as far as the human resource management is concerned. The leaders respect humanity than getting things done; however, that does not compromise the quality of service delivery. It was observed that in their management practices, they integrate modern theories and models of scientific management as advanced by Max Webber and Fredrick Taylor (Mirowski, 2015). The indigenous knowledge influences management in East Africa and the Horn of Africa observes the region sociology which greatly influence their settlement and governance system (Dinnie, 2015).

The human management practices and frameworks in the region are significantly drawn from the social contingency theory which advocates for involvement of the stakeholders. The indigenous people management approaches do influence government administration in Tanzania, Uganda, Ethiopia and South Sudan. All these countries have similar characteristics that respect the indigenous human resource management paradigm as required in their communities; interestingly, they all draw values and norms from the culture process despite the strong influence of the colonial masters.

West and North Africa

The indigenous claimant people of this region include Bororo, Peul, Fulani, Tubu, Teda, Ogoni and Imazighn. These people do claim their indigenous status in the West and North Africa. They are mainly pastoralists but some do practice farming on a small scale. Some of the minority groups are vulnerable and they include Saharan and Sahelian hunters. In West Africa, the Bororo, Tubu and Tuareg people are identified by their linguistic and cultural management practices and system. The cultural institutions and Kingdoms of West and North Africa strongly influence governance structures and human resource management practices (Dima, 2016). The interesting notion of human resource management practice in the region includes cultural values and fundamental structures of administration of the community. Take the case of Amanda's subsidiary of Sylvester Investments. This business organisation observes indigenous cultures in human resources management perspectives. It involves in trading of fashion clothes for ladies in Nigeria. Amanda's business organisation faces challenges of upholding the traditions and cultures of the region (Das, Menon, Severino, & Shrestha, 2013). In the same vein, its observed that Amanda's investments do respect human resource management principles while responding to fake star brands at hand in Nigeria.

Despite influences of globalisation and innovation in the country, Amanda's Investments still remain powerful in observing the values of the culture of human resource management practices in the business community and other sectors in

Nigeria. For example, in Morocco and a big portion of Algeria, the human resource management practices and systems are predominantly influenced by cultural values despite the pressure and influence of their French colonial leaders. They are deliberately divided and are weak in political capacity. The chapter observes that in North Africa, the adherence to pan-Arabism ideology undermines the culture and identity of the indigenous people's knowledge. It is further observed that in Algiers, the leaders impose Arab rule and cultural hegemony over the traditional territories (Geertz, 2016). These influences undermine the culture, norms and traditions which have an up hand in the management aspects of this region.

Therefore, the chapter recommends that there is need to integrate indigenous knowledge in the education curriculum in order to retain the identity and the patrimony in Africa. The indigenous knowledge in society is strong and has a potential impact on the human resource management practices and governance. It provides rigour for effective governance practices and quality service delivery to the community. However, it was observed that the most of the African countries leadership and human resource management practices are influenced by the Western, Europeans ideologies and models.

Advice for Managers and Educators

The study covered four regions across Africa critically examining how the different communities utilise indigenous human resource management practices in the continent. The findings revealed that managers need to develop a scientific tool and framework which provides a strategic fit of the human resources management practices. Moreover the study observes that culture systems support for the transformation of the existing human resource management approaches (Schein, 2016). The chapter advises managers as practitioners and educationalists to focus on curricular reform and innovation so as to incorporate indigenous education system. The teaching of indigenous knowledge content and human resources management practices will instil a sense of core cultural values and leadership qualities. The focus on curriculum reforms and innovations of management systems and leadership is categorised into the following three types (Peter, 2014, p. 108):

- (1) Economics which advocates for the creation of societal values for appropriate use of the available human resources in Africa.
- (2) Politics which calls for creation of influence and power relations in management practices.
- (3) A culture which posts into pillars of education, language and human resource management practices in Africa using the ideology of indigenous wisdom in the society.

Therefore, the chapter advises the educators and practitioners to observe relevant human resource management practices, that gives capacity building to

people integrated with indigenous knowledge and culture values. It also advocates for the adaption of an integrated curriculum as framework which provide means to effective use of indigenous management practices and quality service delivery (Boella & Goss-Turner, 2013, p. 129). In the ancient African communities, culture and institutional structures were taken very seriously as they could guide the human resource or employee's behaviour. It is for this noble cause that we are advocating for revitalisation of indigenous knowledge in human resource management in Africa. Farnham (2015) contends that behavioural sciences show the changes that have occurred in managing workers using indigenous management practices in the field of training in recent years. The authors further advice human resources managers and educators to imitate programmes and integrate indigenous management practices and Western ideologies to ensure high performance, commitment and involvement in order to attain a competitive edge by maximising available resources .

The chapter advocates for using the community and stakeholders strategies in an organisation for the organisation's benefits (Mullins & Christy, 2010, p. 860). The study further does advise that educators to incorporate indigenous ideologies into the school education curriculum so that the indigenous context is not overrun by the Western theories. The authors further advise human resource managers and educationalists in Africa to cultivate spirit and sense of observing their identity as that alone will help them to resist pressure from the West or European ideologies and put emphasis on indigenous management practices. Because it is believed to be a strong pillar in the decision-making process and it is influential in the administration of most of the African states. The chapter therefore positively supports the use of indigenous wisdom in order to achieve quality service delivery and obtain business organisational goals as predetermined (Amabile & Kramer, 2013, p. 11). The chapter strongly observes that the application of indigenous knowledge management practices, theories and models has the potential:

- (1) To help all employees reach optimal performance and to use their capacity and potential.
- (2) To convince employees to exert more efforts for reaching organisational goals.
- (3) To use human resources in an optimum level to reach organisational goals.
- (4) To meet employees' career expectations and development.
- (5) To unify organisational plans and HR strategies and create and maintain a corporate culture.
- (6) To create a working environment that will stimulate the hidden creativity and energy.
- (7) To create work conditions stimulating innovation, teamwork and total quality concept.
- (8) To encourage flexibility in HRM leading to achieve effective learning organisation.

The chapter strongly advances the notion that indigenous human resources management as supported in African perspective. Rosin (2012, p. 320) states that intellectual competence of workforce has a growing corporate concern for effective

service delivery. This assertion has implications on the employees' performance and service delivery so as to have a competitive advantage in almost all fields. It should be observed that the application of indigenous wisdom fuels employees' competence for effective service and increased value on organisation's performance. In addition, the indigenous knowledge practices in Africa enhances individual decision-making, creativity and innovativeness in addressing contemporary issues, demands and challenges in various working conditions.

Human Resource Management Framework

This section provides an orientation of the indigenous human resource framework which is meant to describe strategic fits of human resource management practices in Africa for effective service delivery in an organisation. It is a known fact that success in Africa and across the world is not accidental but it only comes as a result of intelligent mind and planning (Sommers, 2013). Therefore, this framework illustrates the strategies put in place to enable effective indigenous management practices of the available human resource so that success is eminent on the African continent. The framework demonstrates the interaction of different dimensions and variables based on the popular ideologies of evidence-based and active community-based participation. The framework has fundamental structures and management practices that provide rigour and means to the realisation of coordination and shared goals in an organisation (McChrystal, Silverman, Collins, & Fussell, 2015). The institutionalisation and adaption of the proposed framework presupposes effective utilisation of the human resources and relates empirically set strategies in a business organisation. Hickey (2013, p. 17) contends that the framework provides means to critically explain the ways by which past ideologies of community participation can affect the current trends in decision-making practices.

This framework further explains how community participation approach encourages the idea of effective operations, willingness, functionality and community engagement and how all these lead to sustainability (Saleebey, 2013). The effective management of human resources practices in Africa is crucial and calls for pluralistic and synergetic practices that help in public services. The overall human resource management framework structure is clearly meant to provide effective utilisation of the available resources. The framework encourages participation of relevant stakeholders (Fischhoff, 2012). McGregor (2004) noted that human resources are the active force of an organisation which must be properly and strategically managed in order to achieve the predetermined goals and strategies.

The framework provides a clear illustration of management practices in Africa leading to effective utilisation of the human resources in order to achieve of institutional or business objectives as predetermined in the strategic plan. These objectives and strategies are a shared vision that can be achieved through having strategic fits in the organisation structure and system in order the staff to attain the set strategies (Schein, 2016). Currently, the human resource management practices in African

need to be reinforced through educational institutions by cultural leaders who draw values from indigenous practices of Africa. Appropriate use of indigenous human resource management practices and indigenous wisdom does not rule out dynamic changes in African culture and core values, but it largely impacts on the service delivery (Publications & Programme, 2017).

Africans need to be informed of their indigenous knowledge and values in human resource management practices. It is this noble cause that the chapter advocates, that is, for educators to blended education guide or curriculum so as to pave the way and revitalise indigenous knowledge variable opportunities. It also calls for managers to use indigenous management practices in an organisation or business institution in African. Because it is believed that indigenous wisdom as an important asset in human resource management practices must not be underrated (Bratton & Gold, 2012). Therefore, effective human resource management is one of the fundamental duties of management in an organisation. The successful application of indigenous human resource management largely depends on institution culture, structures and customs which influence the leaders and employees behaviour among other things.

Summary

There is a need for educators and human resource management practitioners in all parts of the Africa to uphold the values of indigenous knowledge. It is pertinent in East Africa and the Horn of Africa to integrate indigenous knowledge in cultural intuitions and elementary level educations. The appropriate incorporation of indigenous wisdom into the existing curriculum is believed to be one the viable mechanism to effectively enhance continuity in the African continent. This approach is to ensure the teaching of indigenous practices is effectively transmitted from one generation to another. The educators and management practitioners need to reinforce the application of indigenous knowledge in the society because there is a number of evidence demonstrating that the values of indigenous human resource management are ignored and they serve as a precursor for change in needs and demand for ingenious knowledge in Africa. The extent to which African leaders or managers in the West and North Africa are handling human resources management function lacks indigenous moral values and it is not the best practices in most business organisations. Therefore, there is need to improve on human resource management style and observe the fundamental structures in place so as to attain competitive advantage, amidst Western style of human resource management.

The study observes that there is a need for central African Region to take human resource capital as a vital force for production. Therefore, there is a need for formulation of a practical and empirical policy of human resource management which is based on colonial influence. There is growing concern for human management to observe the sociological and anthropological norms to some extent so as to achieve equitable justice in Africa. There is a need for holistic training of managers in the

South African region which is fully blended with ingenious and Westernised ideologies. This alone can help managers and employers to be fully equipped with strategic human resources management skills to exploit available resource to make a difference in the African continent. The managers will provide employees a chance to contribute effectively towards the attainment of business objectives and goals.

Conclusion

There are numerous literature of indigenous human resource management practices in Africa showing how modern business organisation needs to adapt suitable indigenous management practices and skills for effective service delivery. It is therefore evident that human resource management practices in African business organizations need to observe the cultural values and traditions. These business organizations should provide a platform for capacity building in order for indigenous management practices to gain glory with a particular focus on African approach for sustainable development of cultural values. The chapter concludes by saying that Africans need new able leaders and educators who have the spirit of observing indigenous knowledge potential and capacity to transcend, resist the pressure of the Western ideology in the professional of HRM practices, by so doing, encouraging the application of indigenous knowledge in management. A bold leader like the former president of Zimbabwe, Robert Mugabe and educators like Professor Peter Kanyandogo felt the need for incorporation of cultural values and deep appreciation for the indigenous wisdom in all aspects of life. These two African icons provide empirical evidence of their lives and create an environment which contrasts the Western ideologies in management practices in the African context. These leaders and educators can advocate for indigenous wisdom in the political system of Africa. Our duty is not to condemn African history and the inadequate application of traditional wisdom but it is our duty to educate, transform and advocate for an integrated curriculum in African institutions of learning.

The existing policies in most African Countries need to be revisited and refocused towards upholding the African ideologies in order to provide space for gaining strategic fits in local communities. In order for the African model, theories and policies to thrive, able educators need to regulate the practices. The public policy should encourage integration of the curriculum with indigenous knowledge concepts that match the alternative knowledge system of colonial masters and implementation strategies across Africa. Additionally, there should be wide advocacy and sensitization of the curriculum reform and innovations geared towards revamping the lost glory of indigenous knowledge so that people may perceive it right and adhere to it.

The chapter concludes by pointing towards the need for designing appropriate institutional framework and sets development models and strategies that pronounce the best practices that provide the means and serve as a conduit for effective indigenous human resource management practices in Africa. The adoption of the

institutional frameworks and models will strengthen the indigenous knowledge that are based on African perspective of culture, diversity and identity. Human resource personnel and educators in Africa need to win the support of the political class so as to revamp the use of indigenous knowledge in many business organisations. With the support of top leaders and their political will. In order to improve on the management skills of these institutions so as to include cultural values in human resource management manuals and guidelines through the involvement of the indigenous staff members' representation the cultural institution and organisation in the country.

The chapter affirms that educators need to create awareness to the masses living in the continent on the value of indigenous knowledge. It also advocates for managers and employers as practitioners of management practice to embrace African culture values and set strategies for a conducive working environment while offering capacity building to the human resource so as to improve their service delivery in the organisations. The chapter contends that Africans need to focus on revitalizing the utilisation of indigenous human resources practices. Africans should also not sit back and pave way for deliberate destruction of their potential but advocate for reforms that are pro-indigenous as suggested in this chapter. The indigenous management practices should be respected in all institutions by observing the culture and structures that support African traditional ideologies. Losing focus of cultural values and direction has greatly affected effective management practices of the organisation. The chapter strives to throw light and create awareness on indigenous knowledge and its potential in the society. It also urges Africans to consciously enforce commitment of values and embrace relevant reforms and innovations so as to counterbalance the influence of the Western pressure while strengthening their voices and identities of citizens at all levels.

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