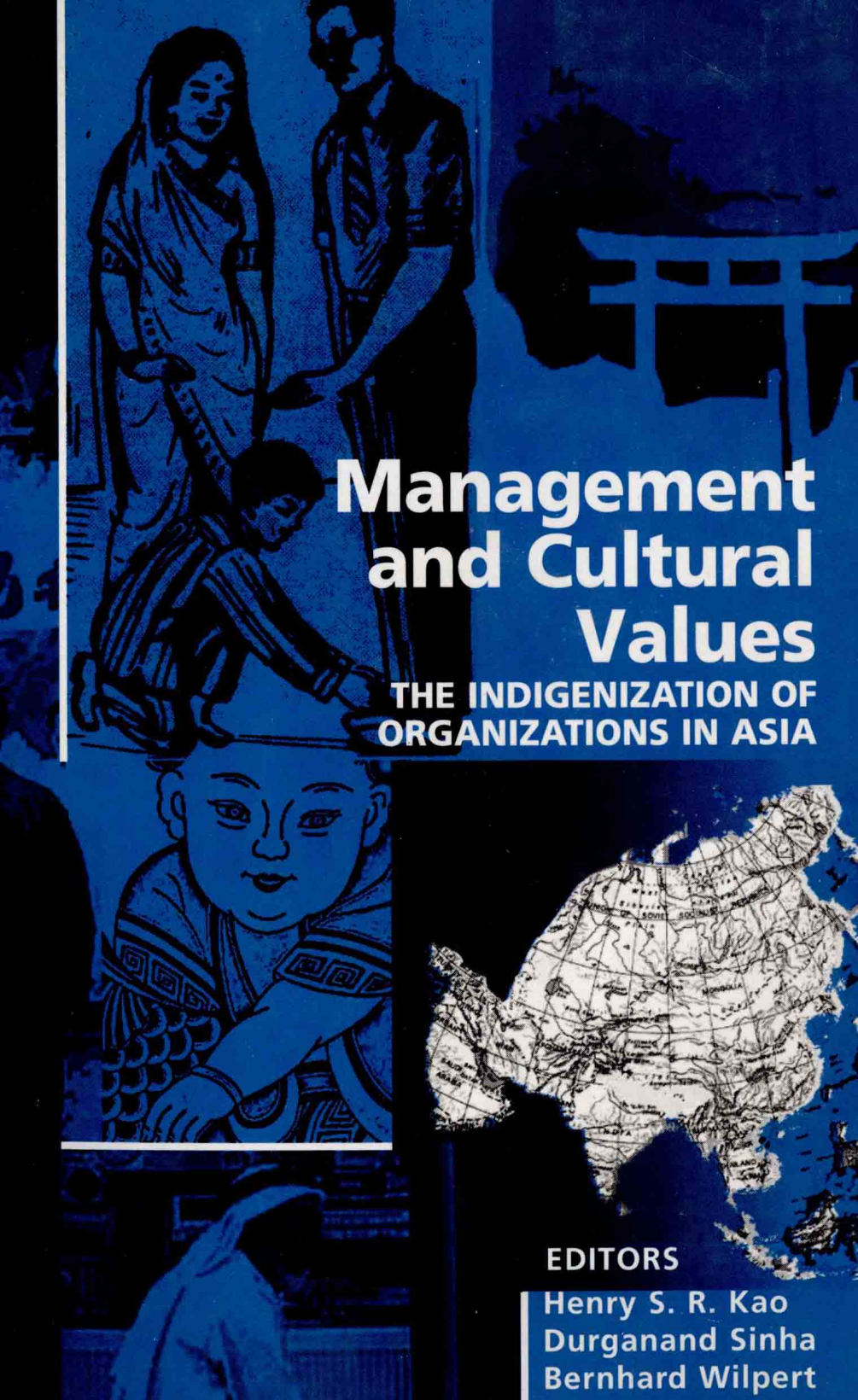

Management and Cultural Values

THE INDIGENIZATION OF ORGANIZATIONS IN ASIA

EDITORS
Henry S. R. Kao
Durganand Sinha
Bernhard Wilpert

MANAGEMENT AND CULTURAL VALUES

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HENRY S.R. KAO

DURGANAND SINHA

BERNHARD WILPERT

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Dedicated to
Professor Durganand Sinha
A Great Scholar, Humanist and Friend

(1922–1998)

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LIST OF ABBREVIATIONS

A	Adult
APQC	American Productivity and Quality Center
BEL	Bharat Electronics Limited
CC	Compliant Child
CEO	Chief Executive Officer
CP	Controlling Parent
CPC	Communist Party of China
FC	Free Child
G & B	Godrej and Boyce
HCL	Hindustan Computers Limited
IAAP	International Association of Applied Psychology
IOC	Indian Oil Corporation
IPC	Influence–Power-sharing Continuum
IPCL	Indian Petrochemicals Corporation Limited
IR	Industrial Relations
IUPsyS	International Union of Psychological Science
IWE	Islamic Work Ethic
JDI	Job Description Index
JIT	Just-in-Time
MBO	Management by Objectives
METSA	Managerial Effectiveness Through Self Awareness
MUL	Maruti Udyog Limited
n-ach	need for achievement
NICs	Newly Industrialized Countries
NIIT	National Institute of Information Technology
NR	Nurturing Parent
NTL	Nurturant Task Leader
OB	Organizational Behaviour
OD	Organizational Development

PEM	Population–Ecology Model
PI	Pioneering Innovating (model)
QC	Quality Control
RC	Rebellious Child
SPIRO	Style Profile of Influence Role in Organization
SRF	Shri Ram Fibres
TA	Transactional Analysis
TELCO	Tata Engineering and Locomotive Company
TISCO	Tata Iron and Steel Company

PREFACE

Indigenous psychology in Southeast Asia has developed with the deep introspection of Asian psychologists, outgrowing its overwhelming dependence on the Western approach to studying and explaining human behaviour. The focus has shifted from merely adopting Western theories, conclusions and practices to one which cherishes the unique social and cultural factors influencing human behaviour and the applications of psychology for national development which are in considerable demand in the Southeast Asian context.

In the last two decades of the 20th century, psychologists from national organizations of forty-six countries under the International Union of Psychological Science (IUPsyS) have pursued the important interest of indigenous psychology by establishing an International Network of Centres of Research in Psychology in the Third World. The late Prof. Durganand Sinha, (Chairman of the IUPsyS International Network of Psychology and the Developing World), and Prof. Henry S.R. Kao (President of the Division of Psychology and National Development, International Association of Applied Psychology [IAAP]), organized the first international conference in the Department of Psychology at the University of Hong Kong, from 27 to 29 April 1987. The conference addressed how psychology could contribute to national development by understanding the shared beliefs and value systems of a culture. The papers presented at that conference were compiled in the first such volume, *Social Values and Development: Asian Perspectives* (Sinha and Kao, 1988, Sage). With such a promising beginning, this area of work has continued, with the support of colleagues from many developing and advanced economies, to promote the important theme of social and cultural factors in the development of indigenous psychology in both research and applications.

The International Symposium of Social Values and Effective Organizations (26–30 November 1988) was organized one year later at the National Central University, Chung-Li, Taiwan. Papers selected from this symposium were published in the second volume, *Effective Organizations and Social Values* (Kao, Sinha and Ng, 1995, Sage). With the positive reception and inspiration of the first two books, Prof. Kao and Prof. Sinha were encouraged to further enrich psychology literature especially within Asia. Hence, they undertook another joint project which resulted in their third publication, *Asian Perspectives on Psychology* (Kao and Sinha, 1996, Sage).

The third symposium, on 'Indigenous Behaviours in Effective Management and Organizations,' was organized during the Asian–Pacific Regional Conference of Psychology convened under the auspices of IUPsyS and co-sponsored by the IAAP and the International Association of Cross-cultural Psychology. It was held in Guangzhou, China, from 27 to 30 August 1995. This symposium was organized by Prof. Kao and Prof. Sinha together with Prof. Bernhard Wilpert (President of the IAAP) as co-convenors. The special agenda of this symposium was to exemplify the successful blending of traditional social values, attitudes and institutional norms and practices with the demand of techno-economic systems in Asian enterprises that has led to the emergence of characteristic patterns of management and organizational functioning that are distinct from those found in the West. Papers selected from that symposium have been included in the present volume. To fill certain gaps, several specially invited papers by scholars from Canada, India, Korea, Taiwan and Thailand have been added. The editors are beholden to all the participants of the symposium and the authors for sparing their valuable time and efforts to make their contributions.

We thank all the authors for contributing papers to this volume. Thanks are also due to Ms Leanne Chung Pui Ling and Violet Goan Ching Hui for their valuable help and assistance in the organization of the symposium. For secretarial assistance, we are thankful to Ms Cindy Li, Theresa Leung, Kendy Tse and Doris Fung. We are also grateful to Dr Prakash Nath Bhargava and Padmakar Tripathi for their patience and perseverance in the preparation of the final typescript. Lastly, without the facilities made available by the Department of Psychology of the University of Hong Kong, neither the organization of the symposium nor the preparation of the present volume would have been possible.

Finally, it is with deep sadness that we record the recent passing away of Prof. Durganand Sinha, who dedicated the whole of his academic life

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