

Journal of Managerial Psychology

Call for Papers for the Special Issue on

Organization Behaviour in African Organizations: Employee, Managerial, and Organizational Issues

Deadline for Submissions

1 July 2013

Africa with a population of over 1 billion is the second most populous continent on the planet after Asia. Recent economic forecasts for the continent point to its rising presence in the global marketplace. Although commodities and natural resources have always been viewed as the primary means for Africa's development, its greatest untapped resource in the 21st century may well be its people (Jackson, 2004). A recent review of published research on management in Africa from 1960 to the present found a number of articles on micro issues in Africa. However, while the topics ranged from job satisfaction to diversity, there was insufficient depth in most to warrant meaningful conclusions (Zoogah and Nkomo, forthcoming). There remains an urgent need for additional research based on insight into the challenges and issues managers encounter in mobilizing the talent of the continent's workforce (Kamoche, 2011). Africa's diversity in terms of socio-economic status and culture suggest the complexity of and potential range of pertinent micro organization behaviour and psychological research needing scholarly exploration.

Existing research suggests managing people in Africa is strongly influenced by socio-economic factors, culture, demographics, the growing influence of multinationals seeking new ventures and markets on the continent as well as the impact powerful African nations like Nigeria and South Africa are having on business and development. The trade between Brazil, Russia, India and China has risen to over \$ 200 billion in recent years. China views Africa as the key to its global rise and is investing heavily in the continent. Some have begun to wonder about the influence China will have on the management of people as it establishes businesses and trade across the continent (Lumumba-Kasonga, 2010; Jackson, 2012).

Cultural values and traditions are thought to account for differences in the attitudes and behaviours of workers and managers. In contrast to the largely individualistic cultures of developed nations, researchers have pointed to Africa's collectivist values and humane orientation (House, Hanges, Javidan, Dorfman & Gupta, 2004). Yet, migration patterns in Africa suggest a growing movement of people from traditionally rural areas to large urban centers. At the same time, a large proportion of

the African labour force is employed in unskilled or semi-skilled jobs while a significant number subsist through informal economic activities. Low wages, high unemployment in some countries combine with strong extended family values to place strain upon African employees far beyond the typical nuclear family understanding of work-family conflict. Africa also has a significant youth population. Fourteen of the fifteen youngest countries in the world are in Africa. This demographic trend may have significant implications for understanding worker psychology.

Research has suggested that organizational and people management still reflect some of the autocratic and highly bureaucratic management practices established during colonial rule in many nations. These practices were devised to serve colonial needs with little regard to indigenous cultures or the development of a cadre of managers (Kiggundu, 1991). Most post-colonial nations in Africa are still trying to find effective ways of managing, motivating and developing a workforce to realise the continent's economic and social potential.

In this special issue, we are seeking micro-oriented manuscripts that provide insight into the issues related to managing people in African organizations. We invite contributions that are empirical as well as theoretical that provide new knowledge, particularly on untapped topics. Manuscripts that address the key contemporary influences on managerial, industrial psychology, and human resources practices in Africa are particularly welcome. However, the emphasis is on individual and small group, not organizational level analysis. We invite authors to contact us about their ideas for contributions by so that we can provide feedback on their suitability for this special issue.

The key themes and foci that we would like to explore include some of (but not limited to) the following questions:

- 1) How do the perceptions of employees influence interactions and outcomes in African organizations?
- 3) How do employees and organizations manage identity?
- 4) What diversity forms and effects exist in African organizations?
- 5) What personality forms and dynamics manifest and how do they affect organizations?
- 6) How do affective responses of employees influence interactions and behaviour?
- 7) What are the forms of stress and responses of employees?
- 8) What traditional motivational mechanisms are employed in organizations?

- 10) How do politicking behaviour of employees influence interactions and organizational outcomes?
- 11) What traditional leadership mechanisms are used in organizations?
- 12) How do teams and team dynamics function in African organizations?
- 13) What forms, processes, and outcomes of managerial decisions occur in African organizations?
- 14) What forms of conflict occur in the workplace?
- 15) What traditional communication processes occur in African organizations and how do they contribute to organizational effectiveness?
- 16) What new organizational forms exist in Africa and what effects do these have on employees?
- 17) How do corporate cultures interact with traditional and modern cultures in African organizations?

Researchers must distinguish the contextual characteristics of their studies (see Zoogah, 2008) and the contribution of their study to theory development (Brief, 2003; Conlon, 2002; Colquitt & Zapata-Phelan, 2007; Corley & Gioia, 2011; Kilduff, 2006; Whetten, 1990). Using Colquitt and Zapata-Phelan's (2007) typology, they must explicitly indicate whether and how they are reporters, testers, builders, qualifiers, or expanders. Even though we are interested in showing the unique contribution of Africa to the OB discipline and therefore would prefer expanders, we nonetheless recognize the dearth of OB studies and therefore would welcome reporters, testers, builders, and qualifiers consistent with theoretical contribution (Corley & Gioia, 2011).

Guest Editors

Dr. Stella M. Nkomo, Department of Human Resource Management, University of Pretoria, South Africa and President of the Africa Academy of Management (stella.nkomo@up.ac.za)

Dr. David A. Zoogah, Earl Graves Business School, Morgan State University, USA and Secretary of the Africa Academy of Management (David.Zoogah@morgan.edu)

Dr. Samuel Mafabi, Makerere Business School, Uganda
(smafabi@mubs.ac.ug)

Stella M. Nkomo

Dr. Stella M. Nkomo is a Professor in the Department of Human Resource Management at the University of Pretoria in South Africa. Her internationally recognized work on race and gender and managing diversity appears in numerous journals and edited volumes. She is an Associate Editor for the *British Journal of Management* and is on the editorial board of a

number of international management journals. Dr. Nkomo is the co-author of two books: *Our Separate Ways: Black and White Women and the Struggle for Professional Identity* (Harvard Business School Press) and *Courageous Conversations: A Collection of interviews and reflections on responsible leadership by South African captains of industry*. She is currently the President of the Africa Academy of Management and an Associate Editor for the *British Journal of Management*.

David B. Zoogah

Dr. David B. Zoogah earned his Ph.D. in Management with specialization in Human Resources Management and Organizational Behavior from The Ohio State University. He currently teaches courses in human resource management and organizational behavior at the Earl Graves School of Business and Management at Morgan State University, Baltimore, Maryland, USA. Dr. Zoogah is currently the Secretary of the Africa Academy of Management. His research interests center on Strategic Alliance Management, Employee Development and Training, Team Effectiveness, Corporate Sustainability, and African Management. Dr. Zoogah has published in the *Journal of Applied Psychology*, *Perspectives on Industrial and Organizational Psychology*, *Journal of Organizational and Occupational Psychology*, *International Journal of Human Resources Management*, *Asia Pacific Journal of Management*, *Journal of African Business*, and the *International Journal of Leadership Studies*.

Samuel Mafabi

Dr. Samuel Mafabi is a lecturer in the Department of Human Resource Management at Makerere University Business School, Kampala – Uganda and an industrial and organizational psychologist. He holds a PhD from Makerere University. His research interests include positive organizational behavior, organizational development, and performance management. Dr. Mafabi consults, teaches and publishes in the areas of organization development and organization behavior

References

Brief, A. 2003. Editor's comments: AMR—The often misunderstood journal. *Academy of Management Review*, 28: 7–8.

Colquitt, J. A., & Zapata-Phelan, C. P. (2007). Trends in Theory Building and Theory Testing: A Five-Decade Study of the Academy of Management Journal. *Academy of Management Journal*, 50 (6):1281–1303.

Conlon, E. 2002. Editor's comments. *Academy of Management Review*, 27: 489–492.

Corley, K. G., & Gioia, D. A. (2011). Building Theory About Theory Building: What constitutes a theoretical contribution? *Academy of Management Review*, 36 (1): 12–32.

House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. and Gupta, V., eds (2004) *Leadership, Culture, and Organizations: The Globe Study of 62 Societies*. Thousand Oaks, CA: Sage.

Jackson, T. (2004) *Management and Change in Africa: A Cross-cultural Perspective*. London: Routledge.

Jackson, T. (2012) Postcolonialism and Organizational Knowledge in the Wake of China's Presence in Africa: Interrogating South-South Relations, *Organization: the critical journal of organization, theory and society*, 19: 181-204.

Kamoche, K. (2011). Contemporary developments in the management of human resources in Africa. *Journal of World Business*, 46: 1-4.

Kiggundu, M. N. (1991) 'The Challenges of Management Development in Sub-Saharan Africa', *Journal of Management Development* 10(6): 32-47

Kilduff, M. 2006. Editor's comments: Publishing theory. *Academy of Management Review*, 31: 252-255.

Lumumba-Kasongo, T. (2010) 'Foreword on "China in Africa"', *African and Asian Studies* 9: 201-6.

Whetten, D. A. 1990. Editor's comments: Personal comments. *Academy of Management Review*, 15: 578-583.

Zoogah, D. B. and Nkomo, S. M. (forthcoming). Management Research in Africa: Past, Present and Future Possibilities. In T. Lituchy, B J Punnett, & B Puplampu (eds) *Management in Africa: Macro and Micro Perspectives*. New York: Rutledge Publishes.

Zoogah, D. B. (2008). African Business Research: A Review of Studies Published in the Journal of African Business and a Framework for Enhancing Future Studies. *Journal of African Business*, 9(1): 219-255.