

**OCCUPATIONAL GOAL VALUES AS RELATED TO  
INTREPRENEURIAL DYNAMICS  
A STUDY OF MANAGERS IN SOUTHERN AFRICA**

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**ABSTRACT**

The ability of an organic system to cope with the various environmental constraints depends upon the values, attitudes and beliefs its members individually and collectively hold. Many social scientists have examined the relationship between values and organizational performance, decision-making prowess, ethics, actions and above all the culture. These studies have laid good foundation for understanding the managerial culture and values so that their influence is seen the process of managerial planning, co-ordination, control, motivation etc. For understanding the rationale of the negative responses towards the behaviour of the managerial class, a study of their values, goals, styles and work-related values is necessary. Managerial class today

is subjected to public debate, enquiry and empirical scrutiny. A study of managerial culture is very useful in understanding their role in future entrepreneurial dynamics and in this study 150 managers working in several industries in Southern African countries (South Africa, Swaziland, Lesotho, Namibia and Zimbabwe). The hypotheses set was to identify the managers role in developing entrepreneurial dynamics, thus paving the way for future growth of entrepreneurs in the region. The study gives two important messages to the managerial community in the region. First, how the managers can bind the organizations with their cultural background and second, how these cultural dispersions can influence the promotion of entrepreneurial dynamics in the region. In a traditionally managed region like Southern Africa, first and foremost is to enable managers to look for opportunities likely to make them future entrepreneurs. This requires their cultural based assessment and the effectiveness of bringing these ideas to the forefront. Four dimensional managerial cultures have been identified by Hofstede namely, individualistic, power distance, uncertainty avoidance and masculinity and these cultures can effectively portray the attitudes, beliefs and values carried by the managers. The study therefore has brought in the elements that could be successively taken up for the growth of entrepreneurial ventures in the region. The findings of the study can be useful in enabling institutions involved in entrepreneurial education to further their curriculum to include the elements of the discussions involved.