

# The Knowledge and Impact of Comparative Management in an Organization

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**Abstract:** *The objective of this discussion is to familiarize you with the topic of comparative management and management techniques in various cultural contexts. The module covers fundamental ideas in comparative management, including how to distinguish between universalistic and particularistic theories, how to use and apply contingency theory, how to assess the explanatory power of culture, how to approach management and administration in comparison to other cultures, and how organizations manage their human resources in various contexts. The goal of the course is to prepare scholars for a career in management by guiding them through the process of comparative management. After finishing their courses, individuals will eventually manage their companies or serve in executive positions at large corporations. The learner will benefit from having a solid understanding of comparative management and the complexities of managing in many cultural contexts in other spheres of human endeavor.*

**Keywords:** *Comparative Management, International Economy, Organizational Structure, Cross-Cultural Management.*

## INTRODUCTION

Your introduction to comparative management and management methods in various cultural contexts is the main objective of this course. The course covers fundamental ideas in comparative management, including how to distinguish between universalistic and particularistic theories, how to use and apply contingency theory, how to assess the explanatory power of culture, how to approach management and administration in comparison to other cultures, and how organizations manage their human resources in various contexts.

The course aims to prepare students for a career in management by guiding them through comparative management (Kramer & Walston, 2019). After finishing their courses, students will eventually manage their own companies or serve in executive positions at large corporations. The student will benefit from having a solid understanding of comparative management and the complexities of managing in many cultural contexts in other fields of human endeavor.

The study is separated into logical sections to fully accomplish the course's objectives. Each unit begins by outlining the goal it seeks to fulfill. Therefore, you must study the particular goals before reading the unit. First, however, the following summarizes some of the course's primary goals. In other words, after finishing the entire course, you ought should be able to understand and explain the following:

1. A comparative approach to management and administration.
2. The theories of comparative management and administration.
3. Human resources management across different cultural backgrounds.
4. Recruitment and selection methods in organizations.
5. Nigerian professionals and research in comparative management.
6. Comparative management of corporate bodies.

The area of study known as comparative management focuses on how management and organization vary between nations. The value of studying management and organization in both domestic and foreign contexts is sufficiently understood. Additionally, a comparison has long been seen as a helpful method in social science research because it may help with explanations and improve comprehension. Despite this knowledge, comparative management is generally underestimated. There have been few attempts to incorporate the field's ideas into textbooks. This study guide is among the first to take this kind of comparison seriously and demonstrate to the reader the value of expanding their thinking beyond well-known ideas in the subject to work more effectively.

## COMPARATIVE MANAGEMENT

The specific focus of traditional management theory is on productive businesses that operate in a single setting. Several notable books describe management as "the accomplishment of desired objectives by establishing an environment favorable to a performance by people operating in organized groups." Using this strategy, the management duties. Comparative management focuses on global management issues and managerial effectiveness. When examining management theory to identify what tools and procedures may

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be applied in this comparative domain, it becomes evident that the theory's direction and applicability to many cultures and economies suffer significant flaws (Farmer & Richman, 1964).

The study of organizational systems and practices in various cultural contexts and their variations and similarities can be referred to as comparative management. Understanding environmental factors' complexity, diversity, and influence on institutions is necessary. On the other hand, management is the process of accomplishing organizational goals through the four fundamental management tasks of planning, organizing, leading, and regulating; according to this definition, management is a continuous process whose operations are intended to achieve predetermined goals and objectives.

### ADMINISTRATION VS. MANAGEMENT

The evident fact is that many individuals have sought to view the two notions (administration and management) as interchangeable. Administration and management, however, are not the same. Although "management" is frequently used instead of "administration," there are still significant distinctions. The remark above is consistent with scientific thinking, distinguishing between management and administration. Furthermore, it has been emphasized that the term management describes processes in private or personal sector handling. In contrast, the term administration describes processes in the corporate or public sector.

Additionally, it is thought that administration is static and focused on upholding the status quo and non-innovation, whereas management is dynamic and business-oriented. Although the distinction may appear acceptable, political and managerial systems globalization has made it unnecessary. The facts developing from these debates are that management and administration are considered components of management.

Other academics concur that management is a component of administration. For them, administration includes management as one of its actions. According to them, management activity unites, regulates, and organizes all other group operations to achieve the predetermined goals.

The following are some domains where management and administration are seen similarly:

- The art and science of pursuing knowledge are independent academic disciplines in administration and management.
- Both ideas are applied in contemporary organizations. They incorporate organizational operations to achieve the predetermined goals, including planning, coordinating, budgeting, and reviewing other organizational activities.
- Every sphere of human endeavor involves management and administration. They strive to achieve both corporate and personal objectives.
- Crossing cultural barriers, management, and administration reflect worldwide phenomena. They are often used in professional and corporate settings to communicate with others.
- The extent to which resources—both human and material—are directed for productive business is improved by administration and management. They enable companies to use their resources effectively and efficiently for beneficial purposes.

Every administration's first responsibility is organization. The engine for getting things done is organization. It primarily focuses on the provisions, arrangements, and workforce mobilization that allow the administration to change how it fulfills its commitments.

Organization is the term used to describe the intricate web of interactions and ties among a group. Each group member receives essential information from this pattern and many presumptions, objectives, and attitudes influencing decisions. It also gives them a clear understanding of the other group members' actions, how they will respond to choices, and a set of consistent and comprehensive expectations. Our concepts and values can be organized as well. This includes developing innovations and institutional programs for reforms and improvements and enshrining desired concepts and values, such as standards of performance, laws and regulations, policy formation, and administration.

**Table 1: Functions of Organization/Administration**

FUNCTIONS	
Organization	Administration
The operational manifestation of administration theory is organization.	All efforts are intended to help an organization run smoothly.
An organization is a body, system, structure, or framework for human endeavors.	Running, handling, directing, controlling, and coordinating are all terms used in administration.

The organization is involved with the provision of supplies, human equipment, rules, forms, and working conditions.	The practice of coordinating staff efforts and using suitable materials to get the most out of the facilities at hand is known as administration.
The organization supplies a machine or a combination of machines to do tasks.	The administration is concerned with how the setup's machinery runs and performs.
The organization provides resources. The organization is the vehicle through which we attain our goals.	The administration is concerned with the operation, administration, and use of resources. Organizational plans, programs, and procedures give rise to administration.
Functions, programs, and activities are defined and determined by the organization.	Essentially, the administration is concerned with how well plans and initiatives are carried out.
A well-organized endeavor provides unity of effort, efficiency, goodwill, and efficient use of resources.	A reasonable administration ensures proper planning, guidance, and assessment.

Source: Compiled by Author

### THEORIES OF COMPARATIVE MANAGEMENT

Comparative management, as was previously said, is the field of study that examines how organizational systems and practices vary and are comparable across cultural contexts. Again, understanding environmental factors' complexity, diversity, and influence on institutions is necessary.

In general, "management" refers to individuals or subordinates who require leadership or guidance, behavior coordination and channeling, and performance measurement, appraisal, control, and reward. Alternatively put, we manage people. According to this school of thinking, the administration is concerned with the policies, practices, and other facilitative and coordinative instruments used to improve effectiveness and efficiency. The argument is that creating policies, establishing processes, and developing ways to complete tasks are all part of the administration.

#### *Universalistic Theory of Management*

According to the universalistic management theory, management and organizational phenomena are governed by the same fundamental principles anywhere in the globe. An illustration would be that several studies have discovered a correlation between an organization's size and the degree of internal difference. According to the universalistic view, this relationship holds everywhere globally since it is founded on fundamental traits of human conduct.

Cross-national distinctions in management and organization, since they exist, are expected to vanish in the future, according to universalistic theory. Globalization is a key driver behind this homogenization trend. Regardless of the firm's nationality, management, or employees, industry-leading best practices will replace less effective management and organizational methods as more and more markets are subjected to the pressure of global competition. Cross-national disparities might be viewed as transient disequilibrium situations that will disappear once market barriers are eliminated.

The universality of management is the idea that, regardless of title, position, or degree of management, all managers perform the same tasks: they all carry out the five management activities and collaborate with others to accomplish organizational objectives.

The term "universality of management" refers to the fact that management concepts may be used at all organizational levels and in all types of organizations. It shows that the managers use the same management techniques and strategies for all managerial roles across various firms. Universality refers to the management abilities' applicability to different nations and business sectors. It suggests that all companies may use management because it is a common practice. As a result, an industrial manager, a retired army general, a government worker, and so on may all manage different types of organizations.

#### *Contingency Theory of Management*

According to the contingency theory of leadership, a leader's effectiveness is based on whether or not their leadership style is appropriate for the situation. This point of view contends that a person might flourish as a leader in one circumstance while failing miserably in another. This theory suggests that you should be able to evaluate each event and determine whether or not your leadership style would be advantageous in order to boost your chances of being a successful leader. This often calls for self-awareness, objectivity, and adaptability. Furthermore, according to the contingency theory of leadership, a leader's success depends on the circumstances at hand. When deciding whether a particular leader or leadership style is acceptable for a specific situation,

several factors are considered (Amanawa, 2022). These factors include the task, the leader's personality, and the group composition to be led. Its core idea is that external factors determine leadership success or failure.

Amanawa (2022) further described the characteristics of the contingency theory to be that:

- There is a non-universality of management theory: There is no single best way to do things.
- Management decisions are made depending on the existing situation.
- Environment: For managerial policies and practices to be effective, they must adapt to changes in the business environment.
- Diagnostics: Managers need to have and keep developing their diagnostic skills to anticipate and be ready for changes in the business environment.
- Human Relations: Managers should possess the necessary human relations abilities to accept and stabilize change.
- Managers must establish a communication system that can adapt to environmental changes.

### ***The Particularistic Theory of Management***

Contrarily, the particularistic management theory asserts that cross-national variations in management and organization will continue to exist. For this reason, management and organization must consider varied national expectations and preferences. This view was adamant that organizations and management might differ fundamentally between nations and that various justifications are required for various nations.

Furthermore, as national systems of management and organization depend on pat-level factors, particularistic interpretations of organization and management indicate that history matters. One might wonder, for instance, if Japanese management and organization can be truly understood without considering Japan's late industrialization, which occurred halfway through the nineteenth century and resulted in significant changes in a society that still had elements of the feudal era.

Finally, comparative management research focuses on the variations in management and organization between nations. It aims to investigate the contrasts and similarities between organizational systems and management practices across international borders. In addition, it examines how management and organization are practiced in various cultural situations worldwide.

The universalistic and particularistic theories attempted to explain the underlying causes of variances and similarities in management and organization across cultural contexts. According to the universalistic idea, management, and organization are subject to the same universal rules everywhere in the globe. In contrast, the particularistic management theory predicts that cross-national distinctions in management and organization would endure. This is because management and organization reflect different expectations and preferences across countries. This thought held that organizations and management in different countries might be fundamentally different and that different explanations are required for different countries.

## **HRM IN DIVERSE CULTURAL BACKGROUNDS**

Culture comparison presumes that there is something to compare and that each culture is not so distinctive as to render any comparison with other cultures worthless. There is a conflict between those who emphasize the distinctive parts of culture (the emic approach) and those who emphasize similar aspects (the etic approach). Before we go into cultural diversity and how it defines a manager's effectiveness, let us understand what human resource management is in practice.

Human resource management (HRM) is the practice of recruiting, hiring, deploying, and managing personnel in a business. Therefore, human resource management (HRM) is sometimes called human resources (HR). The human resources department of a corporation or organization is generally in charge of developing, implementing, and managing rules that regulate workers and the firm's interaction with its employees. HRM, or human resource management, is the management of personnel with a focus on them as a company's assets. Employees are also referred to in this context as human capital. The objective is to use people efficiently while minimizing risk and optimizing return on investment (ROI), as with other corporate assets. Compared to HRM, the phrase human capital management (HCM) has become increasingly popular (Chai & Sutner, 2020).

Human resources management is done by trained HR experts who carry out day-to-day HR-related tasks. In most organizations, human resources will take up an entire department.

**Table 2: Goals of HRM**

<b>OBJECTIVES</b>	<b>CONTEXT</b>
Organizational Objectives	These are the steps performed to ensure the organization's effectiveness. These include offering training, employing

	appropriate workers for a particular job, or preserving high staff retention rates.
Societal Objectives	These are actions taken in response to the company's and its workers' ethical and social demands and problems. This covers judicial matters like equal opportunity and remuneration for equal effort.
Functional Objectives	These rules are utilized to maintain effective HR operations throughout the whole business. This involves ensuring that HR's resources are all used to their fullest advantage.
Personal Objectives	These tools are employed to support the individual objectives of each worker. This involves preserving employee happiness and providing education or professional advancement opportunities.

Source: *Compiled by Author*

According to Chai & Sutner (2020), the goals of HRM within each unit of an organization are:

- By supplying and keeping productive staff, you may assist the firm in achieving its objectives.
- Utilize each employee's talents and skills to the fullest extent possible.
- Ensure that workers have the necessary training or are receiving it.
- Create and uphold an environment where employees feel highly satisfied and have an excellent quality of life so that they can give their all to their work.
- Effectively inform workers on corporate policies, practices, rules, and laws.
- It is maintaining policies and practices that are moral, legal, and socially responsible at work.
- Manage changes to external elements that might impact the organization's workforce.

The discipline of management in a cross-cultural setting is known as cross-cultural management. When a manager deals with someone from a different cultural background, this is known as cross-cultural management. This managerial difficulty is increasingly prevalent as companies grow internationally, hire immigrants, and strive to broaden their customer bases. It also looks at how social cultivation affects top management techniques. While managing a business in a setting with various cultures might be difficult, it is not impossible. In order to deal with fewer cultural obstacles and embrace the benefits of cross-cultural management, numerous firms today have begun specialized awareness programs in the field. However, many still do not see the significance of bringing people from various backgrounds together.

Cultural differences in the workplace can refer to the various mindsets, beliefs, and values that influence how people from a particular country, area, or group approach their jobs and workplaces and interact with one another. While multinational corporations sometimes emphasize the significant cultural differences that exist between, for instance, employees in New York and those in Lagos or Bayelsa, experts said it is crucial to keep in mind that all workplaces, not just those that are multinational, have a variety of cultures (Beaudry, 2021).

Workplace culture is crucial in bringing out the best in workers and encouraging longer-term loyalty to the company. The current job is becoming more and more globalized and fiercely competitive. Interaction and communication across international borders have become essential for many professionals worldwide. As a result, HR is under intense pressure to recruit workers who can succeed in a global workplace while simultaneously being technically skilled and culturally astute—employees with critical intercultural competencies, such as comprehending other cultural settings and opinions and respecting others. The ability to work in various teams, attract new clientele, and assist an organization's growth are all advantages of knowing a foreign language (Ganapathi, 2013).

The emic approach strongly emphasizes the necessity of comprehending social structures from the inside out and via the definitions of their constituents. It makes an effort to evaluate the internal coherence of solitary examples. It criticizes any attempt at cross-cultural categorization as disrespecting the distinctiveness of each culture. The method can also be referred to as "idiographic" since it focuses so much on the distinctive characteristics of each culture. Pure idiographic research often relies on participant observation and interviewing to analyze qualitative data.

In contrast, etic research seeks to identify general principles regulating many cases. Furthermore, it examines the differences and correlations among cultural factors. Finally, this method can be called nomothetic since it strongly focuses on universal laws.

Nigeria, as a country, is gifted with a diverse range of cultures and ethnic groupings. The various and diversified cultures have important human resource implications and potential applications regarding how businesses may function better and involve their employees in accomplishing stated goals and objectives while avoiding conflicts and crises. Regarding cultural diversity and work participation in contextual organizational life, the authors believe that two or more individuals cannot work together unless they agree.

Studies on cultural diversity are becoming more prevalent in the literature as global human resource practices and the available talent market across borders expand. According to specific research, various types of diversity are related to organizational outcomes, such as strategic decision-making, organizational performance, innovation, and group performance. However, according to another study, various forms of team and organizational diversity can occasionally increase conflict, decrease social cohesiveness, and increase employee turnover.

However, there appears to be a shortage of studies on cultural diversity in Nigeria utilizing the elementary, secondary, and tertiary dimensions. Furthermore, there is a paucity of literature on Nigeria's cultural diversity even though the nation has a population of over 170 million (2012), making it the sixth-largest in Africa (or the fifth-largest in Sub-Saharan Africa), with between 340 and 370 ethnic nationalities (depending on the criteria used); these Nigerians speak a variety of languages with numerous dialects; innumerable customs; and countless traditions (George & Akaighe, 2017).

A thorough management approach for creating an atmosphere that will be friendly to all employees is managing diversity in the workforce. All employees, even those from the nation's traditionally dominant cultural group, are members of a particular distinctive culture. Hence, diversity management is an inclusive approach. According to academics, diversity management should not be seen as a "us versus them" problem that must be fixed but as a resource that needs to be managed (Thomas, 1991). Additionally, Carnevale & Stone (1994) noted that for most organizations, valuing and managing diversity necessitates nothing less than cultural transformation and emphasized that appreciating diversity involves acknowledging that other people's standards and values are equally valid as one's own. This is a remarkable endeavor because it calls for people, particularly those from the dominant culture, to let go of their presumptions about universal values and customs and open up to other cultures they have never encountered before, ultimately leading to national integration. According to (Solomon & Eno, 2018), these challenges and prospects can be reduced under the following subheadings; In this sense, cultural diversity in the public service provides both positive prospects and very severe issues for the managers of the Public Service in Nigeria to overcome;

- **Communication Barrier:** An organization's internal and external communication processes are impacted by the increased number of communication filters and language obstacles that result from hiring individuals from diverse cultures, religions, ethnicities, linguistic backgrounds, and economic statuses. This is due to research showing that less diverse workplace cultures often perceive communication simpler as employees do not have to work as hard to overcome linguistic and cultural barriers. To assist workers in overcoming the communication barriers posed by diversity, several firms employ translators and diversity trainers.
- **Cultural Resistance:** In a seminar research published in The Multicultural Advantage titled "Diversity in the Workplace: Benefits, Challenges, and Solutions," Greenberg notes the prevalence of change resistance in the workplace. The dynamics and atmosphere of the workplace alter as businesses diversify. If poorly planned and handled, these changes may stress out workers, contribute to strained working relationships, and lower morale in the company. If diversity may impact an employee's job duties and work procedures, training the staff about it is vital.
- **Discrimination:** Public sector organizations and businesses that purposefully hire diverse staff frequently have human resources procedures in place to manage diversity. However, organizations that gradually diversify without a strategic strategy could experience higher prejudice among managers, staff members, and employees. Remember that discrimination occurs when someone is mistreated due to their unique characteristics. Therefore, having a varied workforce makes discrimination more likely since diversity is built on differentiating characteristics among workers.
- **Integration Issues:** Diversity in the workforce has little impact on social integration in Public Service. In such circumstances, the emergence of cliques and restrictive social groupings is a natural process that can be difficult to manage. As a result, public organizations can see informal divisions among their staff members, leading to an environment where culturally varied personnel avoid interacting with one another during breaks and after work. Although nothing is inherently wrong with this situation, it can limit productivity development and teams' efficiency within a public service organization by impeding the exchange of knowledge, skills, and experience.
- **Workplace Relationship:** If a workforce does not reflect the varied ordinary communities that focus on color, sex, ethnicity, origin, age, and handicap, they may feel less significant while understanding the public service aims and objectives to enhance diversity. Employees who do not come from varied communities may feel devalued and unloved at work for no other reason than that they do not reflect diversity. Additionally, they could think that people from different backgrounds

have more excellent prospects for promotion, which would damage their previous working connections with coworkers and colleagues.

Diversity in the Workforce in Nigeria Public service has a variety of components, much like most global collaborations. According to academics, this evolution is unavoidable because of history's continuous progression, made possible by globalization. These workforce composition disparities, such as racial origin, first language, religion, socioeconomic class, and age, can help or hurt public organizations. Therefore, effective workforce diversity management is essential to maximize the benefits and reduce workplace diversity's drawbacks.

**Norms in American Businesses**

America has an exceptionally culturally varied population of individuals worldwide since it is a nation of immigrants. People naturally need to work. Hence the workplace has become multicultural and multiracial. Many businesses must adapt to shifting demographics in their workforces and markets. Racial diversity is one component of cultural variety. First, second, third, and fourth-generation Americans come from various racial backgrounds. Nevertheless, they all share that they are United States citizens and intelligent and skilled individuals. Numerous regions of the nation have diverse populations, and businesses are discovering that a sizable portion of their workforce comprises people of color.

Tens of thousands of immigrants are assimilated into America every year. People enter employment with a variety of skills and aptitudes and unique peculiarities. Employers frequently discover that their new immigrant workers have linguistic and cultural barriers to overcome. These could relate to social and communication styles and mental models or views. In order to secure the success of the company as a whole, the employee, supervisors, and coworkers frequently contribute to fixing these issues.

Along with diverse backgrounds, there are numerous religious connections and beliefs. The Civil Rights Act of 1964 forbids discrimination in employment and employee treatment based on a person's religion. Beyond the legal need to treat people with differing faiths fairly, a thriving workplace also necessitates that workers feel welcome and respected, regardless of their religion. In the workplace today, there may be Christians, Muslims, Jews, Taoists, Wiccans, Baha'is, Hindus, and more. During the majority demand time off for their particular holidays, certain organizations may mandate wearing specific apparel.

Employers who are savvy in the US know how to benefit from a varied workforce. For instance, team members that speak different languages might be helpful when dealing with particular local demographics or in an overseas setting. Employees from other cultural backgrounds may suggest goods, services, and marketing strategies that will appeal to members of those cultures. Each worker will contribute a fresh viewpoint and method, which might aid in identifying errors, sparking creativity, or streamlining processes (Feigenbaum, 2010).

**Norms in the UK**

According to statistics from 2022, workplace inclusion and diversity improvements have gone a long way. There is, however, still a long way to go. According to data from recent research, the following statistics on gender, ethnicity, LGBTQ+, neurodiversity, and social class treatment in businesses and organizations in the US and the UK are provided (O'Brien, 2023).

**Table 3: Diversity and Inclusion Statistics in the UK**

<b>Gender</b>	<ul style="list-style-type: none"> <li>• There are just 19.7% of women employees on corporate or organizational boards.</li> <li>• Companies with female CEOs have more balanced boards (33.5%) than males (19.4%).</li> <li>• Only 86 women receive promotions to management positions for every 100 males.</li> <li>• In the UK, men had more excellent employment rates than women across all racial and ethnic groups.</li> <li>• Women who participate in blind applications may have up to 46% improvement in employment opportunities.</li> </ul>
<b>Ethnicity</b>	<ul style="list-style-type: none"> <li>• Only 62.8% of ethnic minorities in the UK are employed.</li> <li>• In the UK, just 1 in every 16 senior management jobs is filled by members of ethnic minorities.</li> <li>• Black males with the same employment and credentials as their White counterparts make \$1,500 less annually.</li> <li>• Ethnic minority businesses have more difficulty obtaining venture funding than White entrepreneurs.</li> <li>• Only 52 of the top 1,099 positions are occupied by people from ethnic minorities.</li> </ul>

LGBTQ+	<ul style="list-style-type: none"> <li>• Employees who identify as LGBTQ+ reported hearing derogatory remarks, jokes, or slurs at work in the proportion of 67.5%.</li> <li>• Compared to cisgender persons, transgender adults have a 2x higher likelihood of being jobless.</li> <li>• Employees who identify as LGBTQ+ reported encountering discrimination in the workplace in the proportion of 29.8%.</li> <li>• More than half of LGBTQ+ workers are secretive about their sexual orientation with their present boss.</li> <li>• 41% of LGBTQ+ job searchers would refrain from applying to a position at a firm due to the lack of diversity in the workforce.</li> </ul>
Neurodiversity	<ul style="list-style-type: none"> <li>• Adults with autism are unemployed at a rate of 78% in the UK.</li> <li>• Autistic adults in the UK have the lowest employment rate of all impaired people.</li> <li>• For 45.1% of individuals with autism, daily tasks are challenging.</li> <li>• 89% of workers want their company to embrace diversity and inclusion initiatives that include people with intellectual disabilities.</li> <li>• Compared to 2014, there is a threefold increase in the likelihood that persons with intellectual and developmental impairments work as knowledge workers.</li> </ul>
Social Class	<ul style="list-style-type: none"> <li>• Working-class employees with the same educational background as the middle class typically make 17% less money.</li> <li>• Employers are frequently chosen by hiring managers based on cultural fit. Unfortunately, this unintentionally discriminates against candidates from working class backgrounds who do not share their interests or experiences.</li> <li>• According to the Bar Services Council Diversity Report, just one-fifth of barristers attended a state school in the United Kingdom.</li> <li>• Despite having higher grades than their classmates from wealthy families, those from working-class origins are less likely to pursue careers in finance, law, or medicine.</li> <li>• 72% of senior civil servants come from what are considered to be affluent origins.</li> </ul>

Source: Compiled by author

### Norms in Japan

It is no secret that Japanese workplace diversity lags behind the rest of the world. Japan placed 120th in the World Economic Forum's 2021 Gender Gap Report, trailing several other Asian nations. That is just for gender diversity. Because of its increasingly aging population, persistent patriarchy, and relatively homogenous society, Japan has a notoriously tricky time fostering diversity in the workplace. As a result, the gender and social equality gap in Japan is not closing (at least not quickly enough), despite the country's declining workforce. Nowadays, a lot of Japanese businesses look to training as the solution. Positively, training incorporates the requirement for responsibility while at least giving everyone the power to modify systems (Steele & McIvor, 2022).

## RECRUITMENT AND SELECTION METHODS

Organizations employ a wide range of recruitment techniques to entice the finest candidates. Organizations have various demands, and not all jobs have the same criteria. Therefore, companies must adopt hiring strategies compatible with their environment and appeal to the people they seek. An organization is not doing itself any favors if its hiring and selection procedures are weak. With a well-thought-out selection process, you can draw in many applications while also whittling the field until you find the ideal person for each position.

**Table 4: Most Prominent Methods of Recruitment.**

Bulletin Boards	On bulletin boards, there are still positions that may be listed. Typical examples are factory and agricultural work. Unemployed individuals frequently wait for day or contact job announcements at industrial gates. Seasonal workers in agriculture congregate at neighborhood markets or co-ops to view job postings from nearby farms.
Word of mouth	This approach can be effective in rural areas if a single company employs a sizable portion of the local workforce. Mining firms and sawmills are two examples. Additionally, high-street establishments in small towns might draw candidates by spreading the news via the local gossip network.



Recruitment Events	The right person may be attracted through recruiting events, which is ideal for large organizations or businesses contemplating expansion. Events might include running graduate recruiting drives on campus, attending career fairs, having open days, and participating in hackathons. Events may be expensive. Knowing exactly what kind of applicant you want to draw in and your employer's value proposition will help you obtain the highest return on investment.
Internship/Apprenticeship	<p>Arranging internships and apprenticeships are a great approach to learn about people's skills and is comparable to a working interview. Line and recruiting managers can assess the potential to find interns and apprentices who can be trained and groomed for future opportunities throughout the contract term.</p> <p>Future leaders must begin somewhere; thus, they will all be employed initially for an entry-level post. A well-run internship and apprenticeship program is a great place to spot future leaders and talent.</p>
Professional Organizations	Professional associations may be a great source of applicants when you need to fill a position requiring a high level of ability. In addition, registration with the proper professional association is a requirement for many professions upon qualification. There are other organizations where membership is optional but enhances a candidate's credentials. By collaborating with these groups and organizations, you may meet leading talent.
Recruitment Agencies	You can hire a recruiting firm to handle your employment needs. On your behalf, agencies handle full-cycle recruiting. Although utilizing an agency is expensive, it gives you more time to concentrate on essential issues. Recruitment services are a terrific choice for roles that are challenging to fill and for businesses without the internal HR resources to concentrate on hiring.
Employment Exchange	<p>Employment exchanges are not accessible in all nations, although they are required in some. An employment exchange is a government-established project that keeps track of people looking for work. The exchange receives fresh job postings from employers and provides information about qualified applicants. Although it is more cost-effective, using an exchange is best suited to more junior manufacturing, agricultural, and artisan occupations.</p> <p>The National Directorate of Employment (NDE) performs this function in Nigeria.</p>
Promotions and Transfer	<p>Although the two are not the same, the premise is the same. Suitable internal candidates are found to fill unfilled positions. A promotion entails moving up the corporate ladder, receiving new duties, and receiving a wage raise. A transfer is a horizontal relocation that often does not come with new obligations or money.</p> <p>Employees may take on a comparable function in a different department or division or be moved to the same role in another branch or location.</p>
Boomerang Employment	<p>Rehiring former employees is becoming more common. Boomerang employees are those that performed well at a firm before leaving amicably for a variety of reasons. Because they are aware of their strengths and the employee is familiar with and compatible with the corporate culture, employers realize the worth of rehiring them. Rehiring a boomerang worker shortens the hiring process, eliminates the possibility of a poor hire, and lowers the cost per hire.</p>
Employee Referral	<p>Most businesses have some scheme in place for employee referrals. Referrals from coworkers combine internal and external hiring. Existing employees are urged to recommend persons they know for open positions.</p> <p>The benefits include speed, cost-effectiveness, and the assurance that staff will not suggest the wrong applicants. Additionally, the recruit will already be more familiar with your company than an outside hire</p>
Talent pool Database	<p>Your talent pool databases should always be searched for applicants and candidates who were not hired but were suitable enough to save. The majority of employment choices require choosing between two or three prospects.</p> <p>When a new position opens up, look for candidates with comparable qualifications in your talent pool. Then, you might be able to save much time.</p>

Direct Advertising	You may locate many applications by posting job ads on your job website, job boards, social media, and in trade magazines. Additionally, it promotes your employer branding and improves the standing of your business. However, external advertising may be pretty expensive, which is a drawback.
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*Source: Compiled by author*

Human resource management recruiting strategies should not be set in stone. If hiring managers and recruiters want to identify the best applicants, they must be open to investigating all internal and external recruiting options. Of course, these are not the only hiring methods available to you. Your creative hiring strategies will get noticed and distinguish your employer brand in the never-ending talent war. Even if you run a tiny or beginning firm, your organization will be considered an employer of choice (Smith, 2023).

### PROFESSIONAL MANAGEMENT BODIES/ASSOCIATIONS OPERATIONAL IN NIGERIA

A professional body is an organization with individual members engaged in the knowledge, skills, conduct, and practice of a profession or occupation. The organization maintains control over these areas. Furthermore, the Oxford Reference defines a professional body as a group of individuals with specific professional skills. An organization of this type would aim to establish requirements for professional competence, manage membership to guarantee that its members can uphold these standards, observe members' behavior to ensure that they uphold these standards, and expel them if they do not. Professional organizations may also advocate for legislation limiting non-members' ability to offer professional services. This is intended to safeguard the public from potential harm caused by unqualified or dishonest practitioners. Entry requirements can also limit the number of applicants maintaining the cost of professional services—codes of conduct can limit competition among professions (Oxford, 2023).

A list of professional bodies in Nigeria and their websites have been listed below:

1. Institute of Chartered Accountants of Nigeria <http://www.ican-ngr.org>
2. Chartered Institute of Bankers of Nigeria <http://www.cibng.org>
3. Chartered Institute of Taxation of Nigeria <http://www.citn.org>
4. Association of National Accountants of Nigeria <http://www.ananigeria.org>
5. Business Education Exams Council <http://www.beectraining.com>
6. Certified Pension Institute of Nigeria <http://www.pensioninstitute.com>
7. Chartered Institute of Marketing of Nigeria <http://www.thenimn.org>
8. Chartered Insurance Institute of Nigeria <http://www.ciinigeria.com>
9. Chartered Institute of Personnel Management of Nigeria <http://www.cipmnigeria.org>
10. Chartered Institute of Stockbrokers <http://www.cisnigeria.com>
11. Certified Institute of Cost Management <http://www.icmn.org>
12. Nigerian Institute of Management <http://www.managementnigeria.org>
13. Strategic Management Centre <http://www.smg nigeria.org>
14. Institute of Directors <http://www.iodnigeria.com>
15. West African Institute for Financial & Economic Management <http://www.waifem.org>
16. Financial Institutions Training Centre (FITC) <http://www.fitc-ng.com>
17. Money Market Association of Nigeria <http://www.moneymarketng.com>
18. African Institute for Applied Economics <http://www.aiae-nigeria.org>
19. Institute of Credit & Risk Management <http://icrmng.org/index.html>
20. Portfolio & Debt Management Institute <http://www.pdmin.org>
21. Institute of Chartered Economists of Nigeria <http://www.icennig.org>
22. Institute of Registered Administrative Managers of Nigeria <http://www.regdmanager.org/>
23. The Institute of Business Development <http://www.ibd-ng.org>
24. The Institute of Benefits and Trusts Management <http://www.institute-benefits.org>
25. The Institute of Pensions Management <http://www.penmgt.org>
26. Chartered Institute of Administration <http://www.cia-ng.org/>
27. Nigerian Institute of Professional Secretaries <http://www.nipsecretaries.org/>
28. Certified Institute of Warehousing & Materials Management <http://www.cism-ng.org/>
29. Institute of Certified Public Accountants of Nigeria [http://cpanigeria.org/education\\_prog.html](http://cpanigeria.org/education_prog.html)
30. Chartered Institute of Cost & Management Accountants of Nigeria <http://www.cicmang.org/>
31. The Institute of Credit Administration of Nigeria <http://www.icanigeria.com/>
32. The Institute of Company & Commercial Accountants of Nigeria <http://iccaofnigeria.org/about.htm>
33. The Institute of Registered Administrative Managers of Nigeria <http://regdmanager.org/>

34. The Chartered Institute of Purchasing & Supply <http://www.cips.org/>
35. Institute of Investment Management & Research <http://www.investment-fa.com>
36. Nigerian Institute of Safety Professionals (NISP) <http://www.nispnigeria.com/>
37. Institute of Public Management (Unique) <http://www.ipm-unique.org>
38. Institute of Fraud Examiners <http://acfeng.org/membership.php>
39. Nigerian Institute of Industrial Management <http://www.niim.org/index.htm>
40. Institute of Professional Recruitment Consultants, IPRC Nigeria <http://www.iprcng.net>
41. Institute of Finance & Control of Nigeria <http://www.ifcnnig.org>
42. The Chartered Institute of Logistics & Transport <http://ciltnigeria.org/index.php>
43. Institute of Treasury Management <http://www.instituteoftreasurymanagement.com>
44. The Chartered Institute of Purchasing and supply management of Nigeria <http://cipsmn.com/>
45. Chartered Institute of Commerce of Nigeria <http://www.cicng.org/>

## CONCLUSION

Multinational corporations nowadays are where comparative management is beginning to emerge. It is also described as recognizing, quantifying, and evaluating differences and patterns across national boundaries. It is the examination of management in varied situations.

It makes it simpler to transmit technical information to different nations. It is a cognitive process since it aids in identifying whether a corporation can develop and implement plans. In order to learn about the managers in other countries and to carry out activities connected to international trade, a growing number of managers will work abroad as foreign employees. It is advantageous since it aids in understanding different cultures and forming our policies. Solving problems in novel and creative ways is possible, which enhances management.

Finally, it may be claimed that comparative management is the research and analysis of management in diverse environments and the factors that influence management outcomes in other nations. Therefore, it is an essential component of increased productivity and economic progress.

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