

**SOME OF THE CULTURAL VALUES
AND PRACTICES THAT MATTER IN
UGANDA**

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THE PROBLEM

- The link between culture and development is now recognized
- There is a sustained effort to integrate culture into development policies
- Still, little progress is made and little is known about relevant cultural facts and how they impact on development
- One problem is that culture has come to mean everything and nothing
- We take the action view of culture

Purpose of the Study

- To propose a cultural construct for use in academic and policy research for the purpose of measuring the influence of culture in development effort.



The Cultural Interface

STUDY OBJECTIVES

1. To use the “institution” construct to introduce a cultural interface framework
2. To use the ‘cultural interface’ to integrate selected current effort linking culture to development
3. To use cultural and individual value constructs to measure social capital
4. To demonstrate a relationship between social capital, organisational innovation and market share



Structure of the Paper

- Define what an institution is and use it to propose and present the concept of the Cultural interface.
- Review selected works linking African culture to development using the cultural interface
- Introduce cultural values as the most used institution in the study of culture and development
- Present social capital as a cultural value
- Present two successive studies demonstrating the relationship between social capital as a cultural value, organisational innovation and market share



Culture as the Context for Learning, Development and Growth

The Concept of the Cultural Interface

- An interface is an abstraction referring to an interpersonal or an inter-group space
- It is generated by the meeting of agents in the process of an exchange.
- The interface characterises the way the parties (agents) relate to each other in the process of a social or economic transaction.
- It is composed of the interactional outcome of motivations, beliefs, perceptions, and underlying experiences that each of the parties bring to an exchange.



Institutions as Antecedents of Cultural Interfaces



- Cultural interfaces come about as a result of the existence of institutions
- Institutions are patterns of behaviour that a group of people consider right or correct.
- A pattern of behaviour becomes institutionalized when members of a group approve its being followed and disapprove of its being rejected or neglected.



Properties of Institutions

An institution has two properties.

- The first is its attribute, content or the agenda.
- The second is its relation to other institutions in a defined society.
- Relations are context specific and last as long as an institution is in contact with another institution.
- Actors must look for the connections that compose the contextual relationship
- When we examine the relational content of an institution, we identify the cultural interface.



Generic Relationships of Cultural Interfaces



- Following Fallers (1965), we additionally define a cultural interface as the consequences of an institution for another institution with which it comes in contact.
- The relationship may be one of conflict, of assimilation, of integration or congruence; it may be of neutral consequence.



Figure 1: Types of cultural interfaces

Relational Intensity	Emergent Property /Relational Type	
	Integration	Conflict
Intimate involvement	(1) Harmonious steady state, e.g. social capital	(2) Exogenous and endogenous role conflict.
Mutual irrelevance	(3) War of each against all	(4) Drift and disintegration

Exogenous and endogenous role conflict in Africa.



- Role conflict is the personal or organisational strain caused by non-compatible institutions brought together
- Role conflict is prevalent in Africa and is the most researched cultural interface.
- Fallers attributes this to the long range of effective kinship and Africa's failure to create counter institutions such as the institution of the Conflict of Interest.
- The conflict is exogenous when one or more of the institutions brought into a relationship is from outside the host culture
- It is endogenous when both are from within.



Social Capital as Cultural Interface

- In this model we see social capital as two or more complementary institutions coming together in a productive relationship
- Social capital is value-adding since it removes the strain of incompatible institutions and reduces the hostility of the social environment in which actors operate.
- It lowers relational costs such as transactional, administrative, and informational costs

Social Capital as a Cultural value



- Societal and individual values are among the most documented of all institutions of society
- Values are motivational and directional states lying dormant in the unconscious which can be aroused by an external or internal stimulus
- When values are aroused they dictate to the individual or society appropriate actions and directions
- Compatible values create social capital and institutional stability
- Incompatible ones create role conflict leading to psychological strain and institutional instability

Components of Social Capital and Underlying Values



Bonding Capital:

- Volunteerism involving premeditated willingness to help an acquaintance or one's community.
- Trust and reciprocity are central characteristics

Bridging Capital:

- The channel through which societies and individuals are able to get the means by which they overcome a shortage of resources that stop them from functioning progressively
- Motivation to network and to bridge are central



Section II: Testing the Cultural Interface Model

Organisational Innovations and the Cultural Interface

- If Africa is to survive and compete as we know it, it has got to create new strategies of work performance
- This will depend on the capacity of managers to interpret the institutional environment since it is regulatory and controlling (Munene, 1995).
- The cultural interface is a summary of well documented institutional environment and its effects on organisational and individual performance in Africa.
- We tested its relevance to the present day Uganda by comparing the traditional Public Service and Makerere University.





Background

- Makerere University, like other Public Institutions in Uganda has had to rehabilitate itself after thirty years of deterioration.
- It has made disproportionate strides in this direction when compared to the traditional Public Service which is assisted by Donors and the World Bank
- Unlike the traditional Public Service, it has had negligible external help
- We suggest that Makerere enjoyed an advantageous cultural interface for a time and capitalized on it.
- Public Service has experienced a disadvantageous cultural interface which has hindered its utilization of external help

Methods and Hypothesis

- It was hypothesized that there is a difference between University Staff and traditional Public Service Staff on bonding and bridging capital as indicators of a cultural interface.
- An implied hypothesis is the presence of a value shift towards more growth positive values in Makerere than in the Public Service





Sample Size by Organisation Type

Organisation	Frequency	Percentage
University	104	41.6
Public Service	72	28.6
Business	75	29
Total	251	100
Missing	139	
Total	390	

Measurement of Key Variables: Bonding Capital

- Items were derived from Schwartz's (1992) value survey (SVS) questionnaire to tap two central characteristics of bonding capital namely trust and reciprocity.
- The specific values used were having purpose in life, intimacy, true friendship, loyal, honest, helpful, reliable, forgiving, sense of belonging, stability, reciprocation of favors, family security, health and clean.
- In the SVS these items measure benevolence and security values.



Measurement of Key Variables: Bridging Capital



- Items were derived from Schwartz's (1992) SVS to tap motivation to network and to bridge.
- They included self-respect, ambitious, influential, capable, successful, intelligent, freedom, creativity, privacy, and self-reliance, choosing own goals and curious and other measures of the individual values of achievement and self-direction

Results



Sample		Bridging Capital	Bonding Capital
University	Mean	67.9	98.1
Public Service	Mean	45.8	65.4
Business	Mean	70.1	101
<i>F</i>		429	437
<i>Df</i>		3,389	3,389
<i>P</i>		.000	.000

Interpretation



- The Public Service has the lowest means on both components of social capital and Business has the highest.
- Makerere University is closer to Business than to the Public Service
- These data support the hypothesis of an enabling cultural interface in Makerere and, alternatively a disabling one in the Public Service.
- They indicate a correlation between changes that have taken place in Makerere and both components of social capital
- Since social capital was culture value based, we have also support for the implied hypothesis of a value shift in Makerere University.

Discussion



- Makerere University's successful innovation is traceable to concrete experiences one of which is the democratization of governance.
- This came in the form of rotating academic heads and deans.
- The rotation ensured that people with new, and bridging ideas are available.
- This also started eating away on the hierarchy that stifles new ideas
- In the Public Service this did not and has not yet happened.
- Until recently, PSs were permanent.
- Now the Directors and Commissioners who are the technical people are still permanent.
- This prevents the Public Service from utilizing the bridging function of rotating heads to introduced new ideas.
- It stifles bridging social capital.

Market Share and Social Capital



- The comparative Study discussed above assumed the dependent variable, innovation.
- To test the robustness of the cultural interface construct we carried out a study where the dependent variable, market shared was not held constant.

Background



- The study was prompted by two unrelated events.
- First a study on currency depreciation showed that there was no relationship between depreciation and volume of coffee export
- The second was the high rate of exit among private coffee exporters.
- We argued that if macro-economic policies as one set of institutional environment have no influence on volume of exports then other institutions may be responsible for the lack of relationship as well as the collapse of private coffee exporting firms.

Purpose of the Study



- To investigate the relationship between social capital as a cultural interface and the growth of private coffee exporters
- One of the objectives was to determine the difference social capital between low and high performers among the exporters

Methodology



- The sample was composed of 13 coffee exporting firms.
- We solicited answers from employers/owners and workers.
- Workers and employers answered a similar self-administered questionnaire.
- We recovered 122 usable questionnaires.



Measurement

- A similar instrument used in the first study was used for the purpose of measuring the cultural value based social capital.

Results using KW test of Difference



Firm Performance Level		Bonding	Bridging	Market Share
Low	Mean	6.3	5.5	5
High	Mean	8.5	10.4	11.5
	<i>F</i>	.86	4.4	7.7
	<i>P</i>	.35	.03	.005

Pearson Correlations between Social Capital and Market Share



Social Capital	<i>Market Share</i>	
	<i>r</i>	<i>p</i>
Bonding	.19	
Bridging	.6	.01
Combined bonding and bridging	.36	
Organisational Social Capital	.56	.1



Regression on Market Share

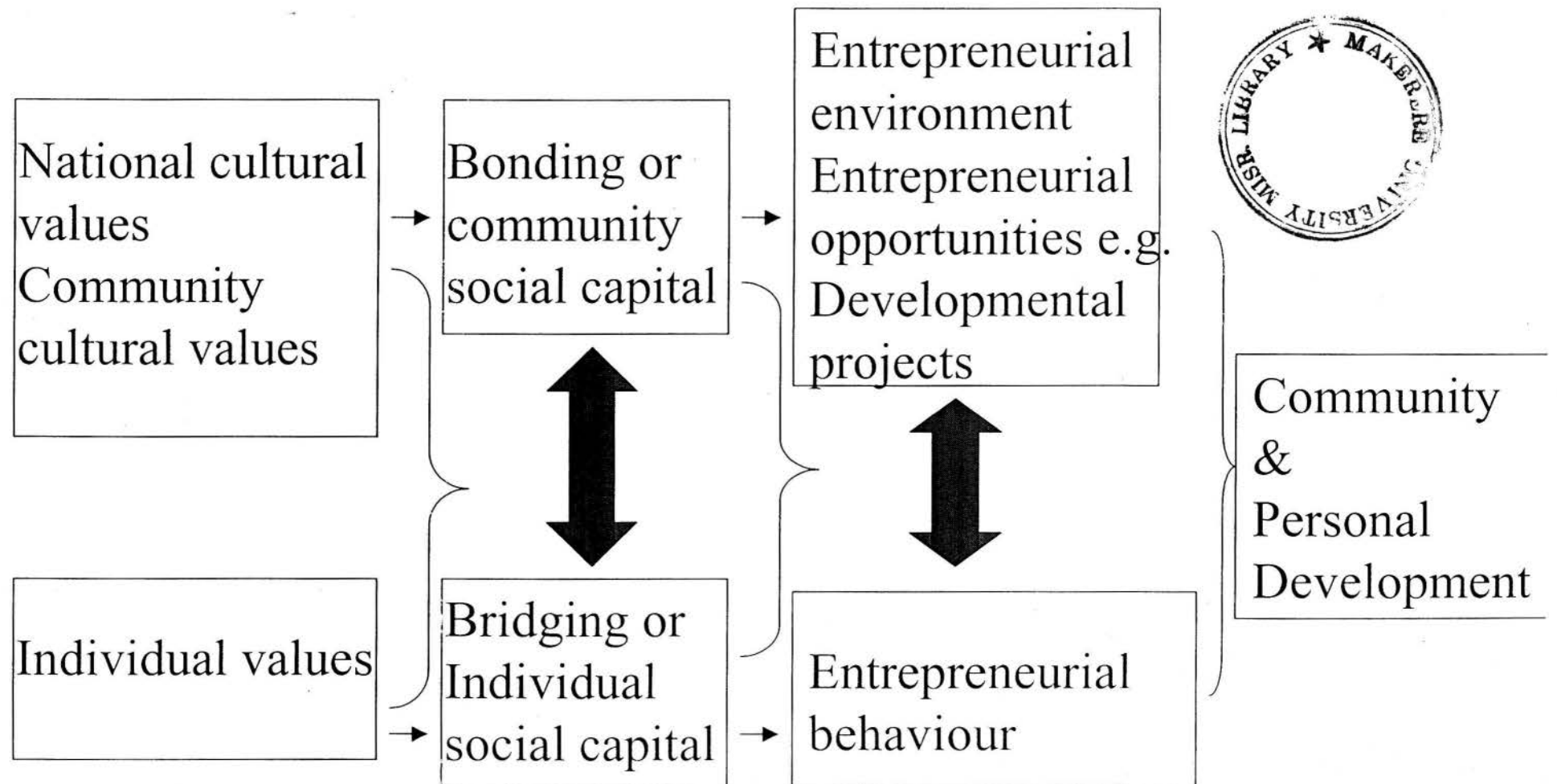
Predictors	Beta	t	p	Adj. R Sq	F	P
Constant		-3.7	.01	.53	3.7	.05
Contract violation	.45	1.5	.16			
Trust	.33	1.2	.27			
Associability	.26	.9	.39			
Bonding	-.55	-1.6	.16			
Bridging	.79	2.5	.04			

Conclusions and Recommendations



- Culture matters in development.
- The problem is in identifying precisely how
- We have proposed cultural interface as a construct we can use to assess the influence of culture on a specific task
- Culture can be in conflict and result in role conflict.
- It can be in support and create social capital
- Methodologies for identifying the relevant cultural interface exist in form of network analysis
- Such analysis will make it possible to identify the different roles people expected to perform development tasks already play
- This should indicate whether it is feasible for the task they are supposed to play should be redesigned or the people should be replaced.

Figure 1: Culture, Social Capital and Development



professor Munene:

Cultural & Individual
Values (Schwartz, 1994)

