

Management Development in Low-Income Countries: Challenges and Strategies for Creating Future Managers

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Abstract

The level of monitoring among low-ranking employees and organizational leaders is referred to as management. Successful managers, who sit between effective leadership and efficient staff, are crucial to organizational success. There are two ways to become a manager: via the ranks or by outside accomplishments. To fulfill corporate goals and engage staff, managers must have certain knowledge, skills, and abilities. There are various causes of an institution's inefficiency, but the most fundamental is a management issue. In low-income countries, this management problem originates from the government's inability to plan ahead of time for preparing the future managers in charge of the institutions. Managers assigned by the government to fill the position are unaware of the institution's current situation, have an inadequate educational background, are unfamiliar with the workforce, have an insufficient understanding of the institution's work, entirely misunderstand the institution's culture, and face communication challenges. Managers are also assigned to positions as a result of their political beliefs and social connections, rather than their professional abilities. Because of this reason the allocated managers did not go through the procedure and did not comprehend the institution's overall condition. As a consequence, they will be unable to adequately manage the facilities and will be dismissed. The solution to this challenge is to identify people who have progressed from low-level to top-level management among existing employees and to train and supervise future managers today.

Keywords: Future Manager, Management Development, Challenges, Promotion

Introduction

Using indicators such as gross national product (GNP), and gross domestic product (GDP), and gross national income (GNI) countries have been categorized depending on their economic status. Depend on the World Bank, Countries that are not "developed" are referred to as "Low-Income Countries" with a GNI per capita of \$1,135 or less in 2022 (World Bank, 2022). In many ways, low-income countries are not as homogeneous as developed countries. Organizations and their management approaches have been significantly influenced by the rapid speed of change in macro-environmental variables (Elena DOVAL, 2016). One of the important success criteria for global commercial operations in the twenty-first century may understand how businesses in various countries manage themselves.

Those in low-income countries have poorer management practices on average than companies in developed countries (Ramampisendrahova et al., 2021). According to the International Growth Centre (IGC) studies, well-managed companies are more productive, profitable, and grow quicker than badly managed ones (Nick Bloom et al., 2018). Companies with better management rankings are more productive, grow faster, and profitable, according to surveys (Chen et al., 2021). Companies that are well managed are also larger, have a longer lifetime, employ more skilled professionals, and are much more able to export (Nicholas Bloom et al., 2021; Nicholas et al., 2020). Low-income countries have worse management. This appears to be related to a significant number of poorly managed enterprises as well as a huge range in management scores between companies. An Indian textile company increased its average productivity by 17% after implementing improved management methods that increased production quality, increased efficiency, and minimized inventory (Nicholas Bloom et al., 2013). It also distributed decision-making to a

greater extent. Similar findings were seen in Pakistan, where a 10% rise in a company's management score was connected with a 12% increase in employee productivity(Lemos et al., 2016).

Long-term relationships based on mutual trust and benefits are hard to establish in low-income countries(Nissanke, 2019). Because there is little competition, the client does not get first attention. People are not accustomed to following regulations, making it difficult to encourage employees to follow a company's work system. Personal close relations and attitudes take priority over organizational rules.

Therefore, to grow like a manager is an everyday devotion and over time. These efforts produce quality managers who have the skills, knowledge, and attributes to make good, bold decisions in the face of uncertainty that all organizations face. Developing a manager who will be capable of dealing with strategic ambiguity/issues begins early.

The Challenges of Management Development in Low-Income Countries

The systematic process of developing effective managers is known as management development(Lagat & Muathe, 2018). Managers, regardless of their leadership style, perform four core duties inside a company: planning, organizing, leading and controlling. The organization is dealing with several management development difficulties. However, understanding the problems of management development is crucial before establishing an efficient management development system. Here are some of the challenges that Robert Fulmer suggests for the establishment of good management development programs(Fulmer, 1992).

The Challenge of Learning

The learning challenge is one of the aspects that contribute to an institution's success or failure(Rexeisen et al., 2018). Institutions should constantly assist their employees in staying current, even if they know their employees and management to the best of their abilities. Furthermore, there is a need for a management body that can learn from mistakes, predict the future, and guide the organization through a crisis(Farazmand, 2017; Weick & Sutcliffe, 2001). This requires consistent self-discipline and preparation for ongoing self-learning. Essentially, organizations cannot become complacent or reliant on existing knowledge. Fostering a culture of continuous learning, reflection and growth is vital, starting from leadership itself.

The Power of Teams

A company that aspires to be successful today cannot be managed by a single individual. As a result, it is critical for an institution to have a shared vision, goal, and perspective while employing a team-based management approach(Katzenbach & Smith, 2015). One of the ways in which teams provide huge promise for this millennium is their capacity to significantly reduce the time necessary to complete activities(Kayworth & Leidner, 2000). When considering time as a competitive advantage, it is critical to consider the possible benefits of time-based management for institutional growth. Proper time management increases productivity(Taylor, 2023). Make future managers aware of the difference in time value in terms of organizational effectiveness to emphasize the importance of time. In the twenty-first century, wasting time is equivalent to destroying an institution. The Manager empowers their team members to achieve their organizational success. This helps the members to be committed to their mission. They make them to grow into competent, confident, and selfless leaders.

Dramatic leadership

There are significant differences in leadership qualities between leaders and managers, according to Kotter(2008). Managers operate enormous bureaucracies and keep their organizations stable, while leaders are the driving force behind change(Tiwari, 2020). As a result, both are critical in different situations. As a result, understanding and developing these skills is critical to the institution's success.

Globalization and Transnationalization

Organizations are now becoming more global or cross-border in nature. According to Ohmae, the head of McHinsey's Tokyo office, a single organization cannot be effective in only one part of the world (Ohmae, 1990). To be globally competitive, a company must consider all market opportunities and be present and successful in Europe, United States, Pacific Rim, and Africa. These four marketplaces need different types of skills and experience, but they must be successfully managed in order to rank among the top (Leontiev et al., 2020).

Flexibility and Resilience

The capacity of leaders to be flexible and resilient is critical for effective management. The Center for Creative Management has done some of the greatest longitudinal research on what distinguishes the "arrivers" from the "derailed." Arrivers are those who accomplish the potential that was predicted for them early in their careers, whereas derailed are those who have comparable potential but fail to meet their companies' expectations for them (Abzari & Teimouri, 2009). One significant distinction is that Arrivers recover from their failures with greater energy and excitement, and they can learn from their mistakes (Manuell, 2021). To be successful, a business must be able to adapt to changing conditions and make sound judgments in the face of uncertainty.

Customer Responsiveness, Service, Quality

The eagerness to assist clients and deliver quick service is defined as responsiveness (Asree et al., 2010). Responding immediately to client issues and concerns is critical, especially in today's fast-paced environment. Responsiveness also applies when clients are slow to reply to you (Zhang & Shao, 2019). The way we serve our customers, the quality of the service we provide, and responsiveness are critical to the success of an organization. Considering customers to be ignorant, presenting poor quality products, and not responding promptly to customer inquiries are some of the major factors that can make a company go bankrupt (Darby, 2020).

Technology and Information Systems

In the 21st century, technologies are advancing faster than ever. Managers are faced with unpredictable and uncomfortable environments which makes the world more complex. As the world becomes more complex, leaders have to respond to this complexity with agility and systematic thinking that recognize the nature of the environment (Bader et al., 2019). So any future-oriented management cannot simply ignore the significance of technology and information systems. The dominant organizational form and genuine consequences for the industrial age emerged around the midpoint of this development, we are now in a position to perceive some of the consequences of the information era, which we have already entered. Technology is critical in advertising and selling a product at any time and in any location (Katsikeas et al., 2020; Van de Sanden et al., 2022). Many standard business factors appear to be out of date at this time. Developments in computer-based information technology have resulted in a wide range of decision-making and implementation systems used by managers.

Systems Thinking

Systems thinking explores how various sections of the system interact with each other and how systems operate in the context of other big systems (Abzari & Teimouri, 2009). It is a comprehensive approach for analyzing many systems, including medical, political, economic, environmental, and educational systems (Checkland, 1999). When used correctly, it provides tangible benefits to organizations. It is easier to develop complicated issues that are frequently misinterpreted when employing systems thinking. Systems thinking demonstrate several approaches to strengthening the company's internal and external interactions.

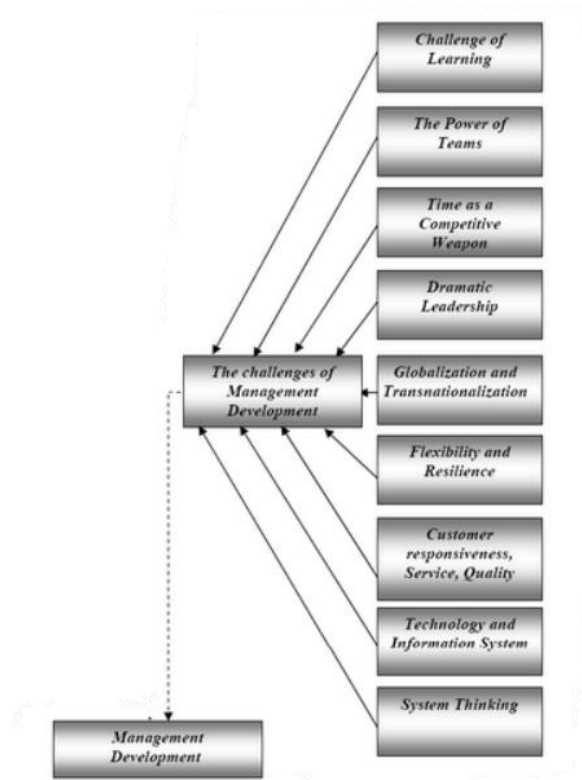


Figure 1: The Challenges of Management Development (Teimouri & Abzari 2009)

Strategies to Develop employees for Promotion

Organizations in low-income nations must undertake strong management development programs to create potential leaders who are capable of handling increased responsibilities. Effective companies understand the need to identify and develop talented employees and prepare them for advancement into management positions. One of the best strategies to develop future managers is through promotions.

Many interpretations of promotion have been proposed in the absence of a defined body of research, such as cynical promotion, political promotion, structural promotion, and rational promotion. When it comes to the involvement of politics in promotion, there is also a lack of rationality (Cassam, 2019; Useem, 1982). Ferris et al. (1992) proposed a political viewpoint that views the promotion mechanism as one of social bargaining, with promotions dependent on relationships and interpersonal influence methods. Staff development for promotions is a crucial aspect of creating and sustaining a high-quality workforce. To prepare people for a job promotion, employ four basic strategies.

Create an internal promotions culture: It is critical to create a culture in which your employees feel appreciated and have opportunities for promotion (Ridley, 2019). External hiring for managerial positions might present a barrier for people who want to advance (Cardinaels & Ize, 2021). Promoting employees at all levels, wherever possible, is the first step in developing this culture. Identifying and coaching prospective promotion candidates may go a long way toward fostering the culture you desire among your employees.

Identify and mentor future promotion candidates: While identifying the right employee at all levels for promotion may not take long, but mentoring them at every level may, depending on the nature and size of the company (Weighting, 2021). Mentoring your employees can have a significant and long-term influence on the entire team.

Challenge your employees: Challenge your employees by providing for them additional tasks or just holding them to a higher standard in their current responsibilities (Gilley et al., 1999; Preenen et al., 2014). This instils a strong sense of accomplishment and prepares them for future promotion.

Create a future promotion path for each position: A promotion path is a guideline that describes what an employee must perform in order to be promoted in the future (Rosenbaum, 1979). It can assist you in clarifying the duties of your various positions, as well as the abilities and expectations of individuals in those positions (Ali Junjunan & Suwanda, 2019). These are some of the most critical elements to include in each position's promotion path.

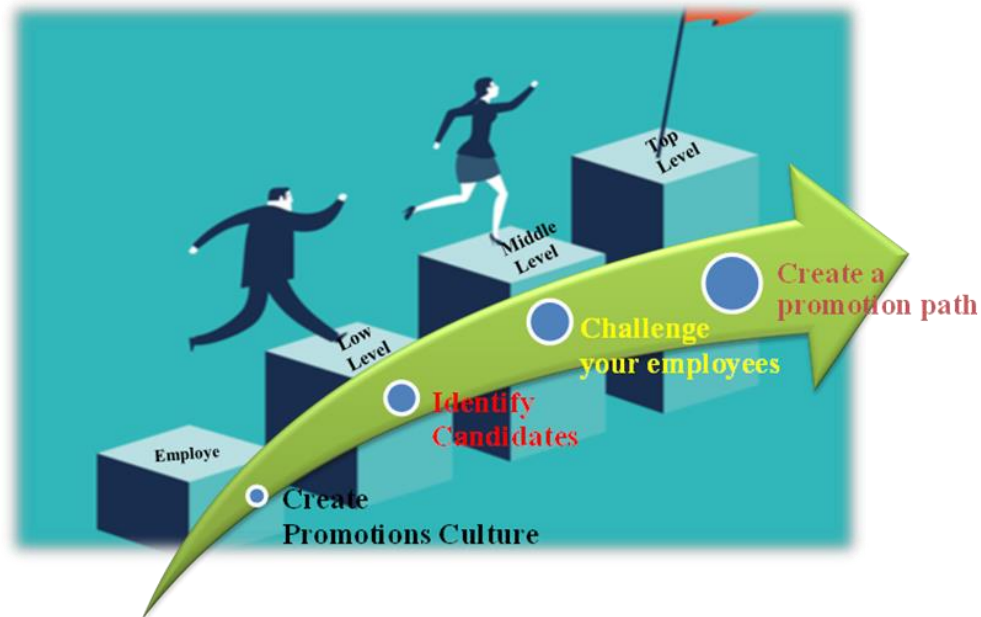


Figure 2: Employee Development Strategies for Future Manager Promotion

Different people with different interests join the organization: some of them may attract by the salary, some may attracted by the environment or some may because of it is the only option. Therefore, we may be unable to find those capacitated leaders once they will be attracted with their personal needs. As a country, it might not be a problem if we follow and apply as a principle because those will be input for the whole system. On the other hand, it can be applicable in some ways. For instance: in one organization there is an employee, team leader (low-level manager), director (middle-level manager), and bureau heads (top-level manager). If all these pass through the leadership growing line the right manager will be created then he/she performed best. This has a direct impact on state stability, and institutions will be effective as a result.

Conclusion

Management strength is both innate and developed. Therefore, investing in developing future managers is the best thing that we have to do. It results in more motivation for the employees, better performances, more profits, and more alignment to the organization vision, mission, and values, and a more creative organizational environment.

If employees pass through highly charged learning environment then they follow a manager's values and vision. They consider themselves as part of the organization which leads to long-term results.

Managers have to make the best response to organizational change and uncertainty. We lived in a fast-paced world and work trends are evolving in no time. Therefore a manager who is in quicker decision making and takes immediate action in crisis times is needed. For instance, we can take Covid 19 crisis. The crisis had changed the landscape of work culture and then manager had been obliged to find out new strategies to face the crisis.

In the 21st century, organizations are facing different challenges and changes all of the time. At this time the organizations are in need of new ideas, new approaches, and new strategies to accept changes and to overcome

challenges. Therefore developing competent, prudent leaders who can adapt to the uncertainties in high stress and high-risk environments should be institutional priority.

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