

## **Asian way: a study of cross cultural managerial skill practices**

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This study was designed to explore managerial skills required for managers working for corporations in Asia. Also, the impact of culture upon managerial skill use was explored for the purpose of analyzing the interaction effect between cultures and the managerial skills upon productivity. To achieve this objective, Sri Lankan managers in Sri Lankan corporations and joint venture corporations and Japanese managers in Japanese corporations were asked to respond to the questionnaire.

Results of the data analyses indicated that the four major skill factors, namely organizational development (OD), organizational goal attainment (OGA) proper use of personal (PUP) and technical skills (TS) were practiced among Asian managers. It was found that Sri Lankan managers tend to practice PUP and TS more frequently, while Japanese managers practice OD and OGA more. Results revealed that Sri Lankan managers who are working in Sri Lankan corporations, identify themselves with their own work culture which is different from Japanese one. But, both Japanese and Sri Lankan managers were working hard to create an unique organizational culture within the joint venture corporation. Moreover, it was found that some managerial skills such as decision making and motivating were practiced by Sri Lankan managers under strong influence by aspects of Japanese corporate culture: the consensus approach and an emphasis on customer satisfaction. Further, strategic thinking as well as quality control skills were emphasized by the Sri Lankan managers who are working in Japanese corporations. For them, the basic problem seems to be not in the cross cultural area, but in institutionalizing the efficient production systems exemplified by the Japanese model. In conclusion, it was stressed that redesigning the organizational context conducive to enhance managerial skill learning, and managing cultural differences properly for facilitating practices of critical managerial skills are the keys to successful business operations for Asian organization.

**Key words:** Asia, Culture, Management, Productivity, Skills

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