

Earlier Management Practice and Thinking: Hediya Peoples' Indigenous Management Philosophy in the Construction of "Mud-Hut" In Central Ethiopia Regional State

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ABSTRACT

The main problems of research are: the impact of social environment on human behaviour has contributed to the debate against the management view of universal applicability, and also there are multiple challenges for the African indigenous management theories development. The research aims to have an indigenous management philosophy of the Hediya people in Ethiopia in their mud-hut construction. The study is carried out using the metaphoric method of the qualitative research approach. The researcher collected metaphoric data from the Hedy-nefra of Lemo community where researcher was born, and through his observation while living in his lifetime. The findings include the strongest essence of team work, strategic recruitment and selections, motivating of employees through financial and non-financial factors such as team environment and work design. Particularly, the finding includes: continuing of employees' benefit for the ex-employees is important not only for them but also for the organisation on the future; employees are enforced to give focus on the work quality not to have current work related benefits but also it is a means of getting employment and finance in the future. In the management idea of Hediya peoples' indigenous hut building system, the relationship of an organisation with competitors was being practiced positively and helping each other, so that it needs to be enforced. Besides, the good quality of current work will attract a lot of employers other than current workers/organisation with referent of previous hut construction quality. The hut construction concept of Ethiopians' management practices should be verified.

KEYWORDS: *Rounded Mud-Hut, Base construction, Pole/pillar, Hatch/thatch, Beam*

JEL CLASSIFICATION: *M12*

1. INTRODUCTION

The indigenous knowledge system (Nel, 2005) has been argued as “knowledge, practices, values, and ways of knowing and sharing in terms of which communities have survived for centuries”. Indigenous knowledge is a concept of multidimensional, ever-changing, and embedded with the understandings of socio-economic and cultural practices of a community (Ngulube et al., 2015). That helps to compensate the others' gap of knowledge as the other communities' indigenous knowledge helps as a source of solution to the community (Marsden, 1991) when its scientific feature is systematised (Chandan, 1987; Woolf, 1965). Similarly, management is not made of intuition; it is truly a science (Cole, 2004). According to the differentiated about the development of community, which is based on the evaluation of local constructions, but it is taken into account to the degree of the life and the history, and it may lead to improvement and/or change (Brigg, 2013; Escobar, 1995). The idea of management may exist at various levels in over the entire world through different societies.

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That includes developing countries like Ethiopia. It is found in the sub-Sahara region and is inhabited by more than 80 ethnics who are endowed with their own lifestyle and culture of living, accommodation, and meal consumption. Of these indigenous resources, the author of this study has tried to dig out management idea and practices of Hediya nation those are living in the central Ethiopia regional state. These people have their own thinking about the shelter building.

On the other hand, universal applicability affects the purpose of indigenous management study (Balbinot et al., 2012; Buckley & Casson, 1998; Melin, 1992), while, there is management concept conflict search of well fit to all contexts and nations (Wehrick & Koontz, 2003). The affection of social environment on the human behavior caused the paradox of best practices view of management on the one hand, and the problem related with the indigenous management theory study is various in number and in its settings (Akpor-Robaro, 2018; Ogundele, 2005). This shows that there is a gap of management philosophy that needs some other indigenous management view. Therefore, here to extend the knowledge and understanding of the management theory from the practical world, particularly from the community of Hediya, the researcher has strived to interpret Hediya nation's indigenous management practice and theory.

The lack of management philosophy for the current dynamic world may be due to lack methodological criticality to bring creative idea that includes such as metaphoric methods. Metaphoric research is carried out in the other fields other than organisational or management fields (Creed & McIlveen, 2017). According to Creed and Nacey (2020), metaphor in the management concepts (like career, psychological conditions of employees) and generally in the organisational behaviour related theories has been becoming known (Creed & Nacey, 2020), but not yet enough to bring creative ideas for the current world chaos (Creed & McIlveen, 2017; Creed & Nacey, 2020). Therefore, this research also enhances metaphoric analysis in the management and organisational research.

Here, the author of this research tried to explain the Hediya nation's indigenous management theory and practice in the natural setting from the society, as well as harvest untapped knowledge on its nature there in Hediya Nefra. Therefore, the main objective is to have an indigenous management idea of Ethiopians from their mud-hut building philosophy, particularly from the Hadiya peoples who are currently living in the central Ethiopia regional state, Ethiopia.

2. IMPORTANCE

The main initiative gear for the researcher in this study is to fetch an indigenous management idea of the Ethiopians own management philosophy from mud-hut building culture. Moreover, the author has an intention to bring new indigenous management concepts and theories.

The value of study is noticeable that the outcome of research will boost and respect the awareness of community while the other researchers will be motivated to harvest locally grounded management practice and contribute to the contemporary management paradox (Akpor-Robaro, 2018). Thus, "all stakeholders including governments, business organisations, individuals and management scholars- to be involved and do all that is necessary in their capacities to be part of the promotion of indigenous management theories in Africa" (Akpor-Robaro, 2018).

3. SCOPE OF THE STUDY

Therefore, research scoped the study under the management concepts in broader and on the argued management related concepts that metaphoric of mud-hut construction. Geographically, scoped in the Hedy-Nefra (where well-constructed mud-hut with well-endowed by the aged trees in front of the house) particularly society of Lemo woreda in Hediya zone, central Ethiopia regional state of Ethiopia.

4. KEY TERMS

- *Rounded Mud-Hut*: - a kind of traditional house in Ethiopia round in shaped and made of strong wood from trees with layering of wall with mud.
- *Base construction*: - the main skeleton of the hut includes both upper and lower parts before masking them.
- *Pole/pillar*: - a long and strong straitened wood which planted at centre of the rounded hut and extends to the top of the hut.
- *Hatch/thatch*: - is a term for the by-product of wheat and a raw material for the covering the roof of hut.
- *Beam*: - a string wood supports the ceiling from inside part and one part is mantled on the pole.

5. METHODOLOGY OF THE STUDY

5.1 Research methodology and method

The researcher has employed metaphoric methods of qualitative research approach, relying on the argument of Steen, *et al.* (2010), that shows metaphoric ideas from primary source can be analysed via qualitative and quantitative research perspectives (Creed & McIlveen, 2017; Creed & Nacey, 2020). Hence, this research was studied using subjective approach which is ontologically nominal, epistemologically non-positivist, and ‘an idiographic assumption for methodology’ (Luthans & Davis, 1989).

5.2 Data collection tools

Data was collected using observation and focus group data collection tools. The interviewees (mainly two technicians of mud-hut, owners of mud-huts, and supporters from the community) in the focus groups are not fixed in advance, because the data collected through participatory observation. Hence, to collect enough data, the researcher interviewed when participants are freely discuss about something of hut. Hence, participants’ relevant data differentiated through agreement of situational focused groups.

5.3 Data collection techniques

The assumption of metaphoric study is that ‘to harvest contextually based community phenomenal knowledge based on the culture and history’ (Creed and McIlveen, 2017) and ‘a means of gaining access to both implicit and explicit attitudes, opinions, beliefs, and values’ as discussed by Nacey (2022). Their argument shows metaphoric survey from respondents is appropriate technique from inductively idiographic approach (Redden, 2017).

5.4 Data analysis

Metaphor (see, e.g., Lakoff & Johnson, 1980) is commonly described as a tool ‘to discuss abstract, complex ideas in terms of more concrete entities, whereby certain real or perceived qualities from a (typically concrete) “source” domain are mapped onto a (typically abstract) target domain’. Nacey (2019) proposed six procedures by Steen *et al.* (2010) discussed as:

Step-1: the researcher first read the text from the interview as a whole. Lurz and Krachun (2019) described as ‘experience projection is experimental method to know that details communities that make predictions’. That is “projection” and “de-contextual” category was employed in organisational research (see Cornelissen et al., 2008). Hence, accordingly first researcher based on the theoretical based de-contextualised mud-hut construction at understanding level. Moreover, researcher provided basic meaning to each procedure of mud-hut construction using community language called Hediya, that was followed translation to English version.

According the researcher’s experiential that was gotten from own long living in the birth place with the community that enforced to have an experience and interpreted hut construction under the lens of management ideas. Researcher has tried to look the hut construction thorough classifying in four stages or phases based on the nature of work skills needed for each phases. The detailed unit of functions and composition under these main four divisions had been seen as well. These are lower base (wall) construction, upper base (ceiling) of the hut construction, covering roof (thatching) and layering the wall (mudding). Painting is considered with layering activity. In order to display the interpretation in ease form, author again classified the explanation of hut construction in to pre-construction and activities during the formation of hut building. Therefore, the consideration of a shelter called ‘mud-hut’ is as an organisation.

Step-2: determine the lexical units. Here open coding is applied to each text.

Step-3: researcher provided contextual meaning for each unit words

Step-4: researcher searched for the more basic meaning other than contextual meaning (i.e., a more concrete, precise, and/or human-related sense),

Step-5: then both the contextual and basic meanings analogical difference was understood by the comparison.

Step-6: researcher has selected those metaphorically analogous from the lexical unit.

5.5 Limitation

Research was conducted from the ethnographic point of view in a very broader theoretically and ambiguous as well as it is not specified concept of the organisational management, as well as the author shows understanding and mastery of the subject matter and has a strong, wide-ranging and articulate argument, the research couldn’t be delimited and summarised in relation to the specific management theory. To mitigate such challenges of the study, researcher has discussed the specific areas of the organisational concepts in a narrow term with the thinking’s of the Hediya people’s Mud-Hut construction in Ethiopia.

6. RESULTS OF THE STUDY

6.1 Data analysis and discussion

6.1.1 Structure of hut construction and Hut as an organisation

The researcher looked at the hut construction thorough classifying in four stages or phases based on the nature of work skills needed for each phase. The detailed unit of functions and composition under these main four divisions was presented. These were lower base (wall) construction, upper base (ceiling) of the hut construction, covering roof (thatching) and layering the wall (mudding). Painting is considered with layering activity. The hut is a

primitive housing with a single class, though design and materials to build huts universally varies (but round houses can be found in various countries in Africa Rosenthal, 1961-1970).

According to Wikipedia, *Tukul is a round mud hut with a cone-shaped thatched roof, which is usually found in Ethiopia, Sudan, and other parts of eastern Africa. A Tukul appears in flag of older Ethiopian southern nations, nationalities, and peoples region as a widespread symbol of local culture.*

This mud-hut house is locally termed as “Huk-Mine” in the Hediya Zone which is one of central Ethiopia regional state in Ethiopia. Huk mine has the meaning of “the house made of hatch”, and even if it replaced by other latest housing designs and constructs, more than half of the communities have been practicing this housing style and construction materials with its original thinking practices. The historical mode of mud hut construction is being built in the cultural wholly place called “Hediy Nefera” in Hosanna town, the capital of Hediya Zone.

According to Wikipedia, *an organisation is an entity comprises multiple people, such as an institution or an association that has a particular purpose. From the institutional perspective, an organisation is viewed as a purposeful structure within a social context. In social context and political science in general an organisation may be more loosely understood as the planned, coordinated, and purposeful action of human beings working through collective action to reach a common goal or construct a tangible product. According to the business dictionary, a social unit of people that is structural and managed to meet a need or to pursue collective goals. All organisations have a management system that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks.*

6.1.2 Pre-preparation

Managerial roles have been becoming broader, became more complicated, active, and creative in the current dynamic world. Hence, managers ought to be fully enough with multipurpose knowledge to fulfil more functions and play on many “stages” of organisations (Cieslinska, 2007). The owner of the house acts as three elements for the organisation as a stakeholder of the organisation in that ownership of the hut is the person himself.

On the second step owner is of the main customer, due to the basic importance or the usage of the house is for vendor and for his family in addition to neighbours and relatives. Therefore, the owner is also first stage customer of the organisation.

As stated before, managers in small business enterprises can take the role of multilevel managerial roles, including executive managers. The third owner also acts a manager of the organisational system at business level that needs determinations of rules so that a certain task can be fulfilled though a system of coordinated division of labour.

Site selection, resource availability assessment for the construction of the house will be deemed a long time ahead of beginning the building. The owner of hut is the one who select the place of the construction but the idea of the neighbour, friends, relatives, wife and young children and other people that can forward idea participated in the idea generation. However, the participation of the constituents depends on the extent of owner’s openness to have idea freely, and then these ideas will be taken as an input to make own decision.

This shows there was the participatory management style in the work practice of Ethiopia. Beside the Owner or top manager of the organisation is expecting to make the firm successful

in strategic thinking as (Okanlawon, 1994). The success or failure of the organisation mainly depends on the strategic decision making that is the key management role. That starts from its foremost beginning. Comparing the size of house to be built with resource availability; mostly the owner's available resource on hand to the hut construction seizes larger share than having resources by the in-receipt support from others like neighbours, relatives, friends and, but it is returnable once upon in the future.

As in the management world someone to start entrepreneurial firm, source of finance may be his own saving, others like relatives, friends, etc. And the size of the organisation depends on the available resource on hand. Formerly bastion of the hut has been prepared ready by the proposition of the expert, even before having agreement with him, from the juniper trees sooner than 6 months henceforth assortment of other resources is continued as such. On the other hand, male household composes financial competence to every expense on the hut construction while women are equipped for the workers' meal until the building is finished. The preparation of unfamiliar meals usually motivates workers to perform.

Having relation with crucial future employee is good to get some relevant advice from them. The consideration of raw materials is carried out earlier in the starting the production of goods and services. That is very similar to manager uses different motivational systems by offering benefits in a form of finance and non-financial terms to inspire the staffs on the job. According to Hatten, (2012) it is 'an entrepreneur who takes advantage of a business opportunity by assuming the financial, material, and psychological risks of starting or running a company through offering compensations.' In Ethiopians hut construction, whatever the motivation techniques; there are presuppositions of motivational influences on the performance of the worker, then on the quality of the organisation. Moreover, the financial benefit is still one factor of the employee motivation in the work place especially in the developing countries in the contemporary organisation management philosophy, but it was existed in Ethiopia a long time ago.

6.1.3 Formation of hut building

Hut construction is completed within a period of time besides there are fixed phases contained by the owner recruits' experts with supporting idea headed for each phase, commonly that has four phases: base (lower or roof) construction and covering the roof and mudding the wall /lower base/, and flooring & painting the wall. The step of hut construction is mainly based on four phrases and within four building procedures indicates or organisation accomplishment couldn't be over at once, it needs systemic procedures. According to the Deloitte and Touche and the World Business Council for Sustainable Development (1992), 'production processes and operating procedures must be assessed in relation with regulations, industry practices or internal standards, in order to determine areas for improvement'.

The Ethiopian indigenous hut owner is stressed to collect ideas about the best professionals to obtain base construction manager fairer than next senior experts of the hut in advance. This seems the human resource availability assessment for the main expert should be one of the basics for the organisation formation. The experts who get contracted with the owner could be considered as production managers since they take the responsibility of the main work type until they complete it. The production manager employed as a contractual agreement by the owner informally mainly they are four in number for four phases one for each.

The owner of the house is the one expected to put together all desirable resources for the building, including meal and accommodation. Furthermore, the hut possessor recommends

ideas but the intruding on the expertise skill and knowledge is forbidden. Because the expert is the first accountable person for the outcome, nevertheless, hut building experts receive various constructive preferences and ideas from the owner of the hut, employees and other societies (visit the hut), on the contrary to the owner takes ideas on the location selection for the hut, size determination and on the recruitment as explained in previous discussion.

In general, this concept shows almost similar with the contemporary management context of managers opens to all concerning bodies to generate different ideas and accept feedback as supported by Klein (1996), 'the communication strategy should be agreed with the general stages of the organisational work process and the relevant associated informational requirements'. But in the building of hut the production managers are sensitive to communicate negative feedback. In similar circumstance communicating negative feedback is in a very technical way in the present management practices.

Employees strives to work rigorously not only to have good current work performance but also to get a means of employment and finance in the upcoming time in existing and other institution due to good quality of current work will attract a lot of employers with referent of present hut construction. Hence, they have been being enforced to give focus on the quality and counts of work outcome. The experts who get contracted with the owner could be considered as production managers since they take the responsibility of the main work type until they complete it. The production manager employed as a contractual agreement by the owner informally mainly they are four in number for four phases one for each.

For the employee, the benefit will be sustained even for the future. Even the twenty-first century management philosophy has unsighted such kind of organisational and societal management advantages. On the contemporary management practice with having linkage the ex-employee other than providing benefit and bonus while working in their organisation is not familiar one. According to Sertoglu and Berkowitch (2002) a two-way value proposition sated that on the ex-employees:

'If a company expects former employees to keep it updated as they are, what they're doing, and what they're thinking, it has to offer them a compelling quid pro quo. Because, if former employees participate, they benefit from staying connected with their former colleagues. But the most effective alumni programs offer additional benefits, such as access to semi-proprietary intellectual capital, free or subsidized training programs, and invitations to events and social gatherings. Companies used to go out of their way to avoid recruiting ex-employees. But that was always shortsighted. The facts are, it costs half as much to rehire an ex-employee as it does to hire a brand new person; rehires are 40% more productive in their first quarter at work; and they tend to stay in the job longer.'

As former employees are outside to easily manage, they may affect more than current employees outside, especially if they had gone recently and unsatisfied. Therefore, public relation expert must focus on the formation of organisational reputation through having extended managerial actions. Till know this latest management concept has been practiced in Ethiopia as an advantageous to the firm in the mud-hut construction, which is an attractive to both parties.

Nonetheless, single-handedly dexterous worker can't assemble the hut construction in a high quality. Going through the early phase, the mainstay of the house is not doable by means of an expert why not after the pole erection is over; it is not possible to make the hut

construction all alone. Making the pole stand erect needs more than 10 persons and sometimes these persons look the hut's pole positioning from all directions and impart their implications on the balance of pole of the hut. Subsequently, the experts amend pole positioning supporting with their own skills."

Team work (Montebello et al., 1993) is 'the collaborative effort of a team members to achieve a common goal in the most effective and efficient way'; sales (Cooke & Rosea, 2008). Team work idea of firm management is core in the construction of hut building of Ethiopians sheltering system. In the bringing of pillar from the Jungle to the hut the construction area and standing it at the center of the hut; in the building of the roof to finish within few fixed days; roof covering and wall mudding never be applied without formation of team, which is more employed in the contemporary organisational management. According to Michael Jordan, "Talent wins games, but teamwork wins championships," so encouraging team members efficiently is essential to maintain talented individuals with complementary skills (Stanley & Karolin, 2016). Following properly installation of the ground part of the hut, the house positioning will be seen for some days not more than seven days because of the intimidation of imbalance situation in some cases. The business idea can be tested at the early beginning of the big organisational job, which is stated by Neuwenhuizen et al. (2004), as 'viability study that is an in-depth investigation of the profitability of the business idea in need of transferring to the opportunity of business enterprise'.

After the wall assembled well, the footing ladder for the workers on their building the ceiling of the hut will be made absolutely. Unless these standings are not strong assembling of ceiling will be unsuccessful due to the occasion and threat of danger by the workers. Therefore, the safety of people is very crucial in any situation. When something is gotten wrong on the possible incidents, the responsible body for health care expenses is the owner. Management related interpretation on this indigenous idea of hut construction is on the continuation of business cycle based on the strength of main business idea; it is not possible looking only business growth without care of the employees. And also the growth of business is through process; to accomplish tomorrow's goal one should have prepare standing on today on to stand it.

The assembling of ceiling part of the hut could be possible via a lot of employees but within four up to six days. Two-three days is more preferable one within since the contact of hut parts with the amount of rain and/or heat of sun fluctuation escorts the rope to scrape away on the elongated time of constructing the rest ceiling part after finishing building some part of the upper limit of the hut. In turn, this results the recession of the house in both quality and composition within little time. This indicates that the number of people is so important. Obviously, this indicates some parts of the management are perishable unless processed too fast within fixed time duration. And also implies the extent of how much team is better than individual work on the quality and processing of the perishable work on time. The other management idea on this point is that there are also some other external factors like characteristics/nature of the work process other than internal. Diverse experts of the hut construction in every stage, get agreement on every facet, including in outcome conditions, financial terms, and in the payment terms as well. The experts play leading role in their specific agreement boulder based on the prerequisites of owner that encompasses building style, size, etc.

The first step production manager of the organisation in the hut construction is responsible to construct the cornerstone of the organisation formation. The root of the organisational success is depending on the first stage formation since the first image of any organisation makes to get

higher image of the organisation because other steps of the hut constructions are relied on the building of base construction so it seems as a first image of the organisation formation in which overall future business goal relied on. If this base construction of the firm is not good, the other works of the firm runs in the same way, due to other works are based on the first one. The other four production managers carry out according the work in their own way based on the contractual agreement with the owner. The work of the preliminary production manager has an impact on the work attractiveness and effectively of the next production managers. As in a similar way of the modern management theory and empirical evidences concluded by Hyo-Sook (2003) shows that superb organisations include successful management structures in motivating of employees by decision-making.

The expectation of both owner and employee in account to job agreement ground includes mainly on the outcome hut construction in fine and in appropriate way. When the hut is okay as per contract at that moment becomes a point to over the contract and payment will be settled accordingly. Unless the building is far from agreement condition, the expert takes the responsibility to adjust as much as possible. On the other perspective, the quality of the hut attracts more people who want to construct house to the expert of current house.

This management idea in hut construction is similarly concluded by Rynes and Gephart (2000), greater risk-sharing between workers and owners is evident in the shift from salary based to variable pay (incentives) based upon firm performance. Unfortunately, many organisational incentive systems are based on productivity or other performance measures that are not in line with organisational goals according to the suppositions of organisational Linkages: Understanding the Productivity Paradox (1994). This shows the contractual employment is based on the ability of the employees and if the skill of manager is much lesser than minimum expectation, the contract will be given up. There is the condition for the agreement on both employer and employees till completion. What if on either side of failing to fulfill the contract condition beginning ideas of management were in use in Ethiopia a long time before. The ideas which are being in use on the current time have been in practice of the Ethiopians' indigenous hut construction tradition. In the same idea with the Risteau (2010) in a firm context, an employee is a person who is hired to provide service to a company in exchange for compensation.

Sometimes sheltering is possible onwards to the finishing point of base construction although the roof of the hut is not covered. Such situation is, nevertheless, risky for the household members, animals, properties those are available there. Likely hazards may be due to landed humidity, frog, precipitation, and rain, or sunlight and heat. These determinants of risk can cause diseases in people and domestic animals, and the capital possibly will be rusted and clothes will be rubbed away easily.

The activities those could be carried out to manage emergency was also being applied by the Ethiopian hut edifice. Management provides the idea of emergency resolution methods in relatively less terrible resulting manner. 'Here even though the quality of the hut construction's outcome may be gotten down in a less risky way than the resulting risk on the family member'. This was interpreted by the lens of management that the start to use the benefit from the organisation before well establishment is something advantageous to combat the contingency and disadvantageous on the organisation in that it diminishes the quality of the firm".

Thatching follows after skeleton of hut building is being finished. Quality of resource is crucial to the quality of roof covering and house building. Low quality covering has contribution on lowering the quality and diminishing the life time of the house. The other

thing is that the excellence of base of the house construction has lion share in the quality of the covering activities. Ineffective building of the hut-base undermines quality of roof covering as well. Of the management practices and interpretation is that the growth of organisation demands additional activities even on ward completion of core organisational formation until the firm becomes huge. Quality of the stages' outcomes' and the business goal depends on the capital and raw materials in addition to human resources that was discussed on the above.

The outcome of proceeding step's quality of work processing has impacting power on the following step's excellence of the work process outcome. If the organisation built of bad beginning, the other following works will be based on badness. This again entails the problem has continuing effect in the organisational work if not decreased from its beginning.

When the hole in the roof covering is more than acceptable both in number and amount from all-direction, maintenance of roof covering will be employed. In some circumstances the holes can be created only in one direction in such case only that part of roof will be made well again. This is similar with the management thinking of the after some extent of problem, managers take redesigning measures on the affairs of the firms it may consists job, employees, or information. Nevertheless, if the problem is at maximum degree within the organisation, whole organisational work process will be redesigned to renew its earlier status.

In a condition of opening occurrence in the roof of the hut, the rain comes down on the floor in the short term and slightly the rain also goes to the other parts of the house which decomposes parts of assemble, in turn its consequences is to fell down of the hut in the long term. Unless a piece problem is changed as soon as possible, it will be widening more and causes another problem in another part. This implies the management idea of "chaos theory". Chaos theory says if the problem is differentiated and cured at the infant stage, the organisation destructs on the future due to the growth of single problem in the current time. Then other than previous experts who has specialisation in this area get contract to cover bottom part /wall/ of hut with well-prepared mud. Experts consider the conformability for the supplementary expert next to him when different experts are employed for construction in different stage of the hut construction.

The specialisation of labour was focused in the view of management on this standing point. As (Spector, 1997) suggested that job satisfaction is helpful in evaluating the emotional wellness and mental fitness of the employee that may base on the Vroom (1964) developed the classical expectation theory of motivation which is the utmost influential and well-inspected model shows that makes employees as talented, motivated and growth progress, is cited in work of Thangaswamy & Thiyagaraj (2017). As mentioned before in this research, in many phases of the hut construction, the doings by an individual is impracticable but for team work. Hence, how expectation and/or team environment impacts on the job satisfaction of employees. Likewise, the action of roof thatching can be functional in the company of minimum two workers: one to throw the hatch to the main expert who covers the roof. In a case of mudding the wall of the hut, again two persons are least requirement to do work in normal condition why because in a situation of bringing the mud using a special equipment. The experts bring the mud from the ready-made area to the convenient place. Then, the professional can get the mud easily and layers both inside and outside of the wall of mud-hut. But priority will be given to the inside. Here is a consideration for the layering with mud. If the backside of the wall is not being seen by the community, no need to mud it. Workplace satisfaction has significant affection on the staff turnover, absenteeism, burnout, and productive performance (Singh & Dubey, 2011), as well as individual wellbeing (Faragher et

al., 2005). Such team work impacts job satisfaction (Josling, 2015), as a third level in the five need hierarchy as ‘social cohesion and friendship’ is a source of socially included (opposite to loneliness) (Baumeister & Leary, 1995) or supported (mainly due to team member dynamics) (Cockshaw & Shochet, 2010). Therefore, team environment has impact on the job satisfaction of individuals in the idea of the Ethiopians’ hut building practice initiates the formation of team formation in order to accomplish even objective of the certain activity’s goal.

There are steps to make mud for the second round since it is not an activity of one day. Making mud at the degree of mudding could require more than a year why because in the case of owner has no extra money for the emergency dealing (uncertainty of no rain in some circumstance like acceptable draught). Preparation of mud depends on the water availability and the owner preparedness until the house layering over. Here also the activities of every stages of the organisation have its own procedures to carry out in attractive manner. Manager/owner is expected to consider and should be standing by for the uncertainty management. In addition to uncertainty, the procedure of preparation and layering also needs a period of time in nature. The house will be covered in two stages for each stage the mud preparation is being done not less than three times with more than four days’ interval between each terms. And some one must have to know mud preparation is not simply mixing water with soil, but the soil accumulation is dug from seriously selected place then some un-wanted items will be removed out to have high quality of mud and healthy working condition for the worker.

The addition of teff by-product to the soil not only enhances soil capacity with water but also improves the quality of the mud, effectively preventing cracking and settling during the initial phase of hut house wall construction. To ensure a seamless finish in the second phase of wall covering, it is advisable to use an appropriate quantity of teff by-product. Yet low level cracking is mandatory to run the second attractive and durable round of mud covering smoothly. In the contrary to the upper part covering of the house lower part covering must take two phases of covering to make it good quality and the second stage quality relies more on the first one in turn the first depend on the finishing and main activities of the base building of the house.”

However, low-level cracking is mandatory to run the second attractive and durable round of mud covering smoothly. In contrast, to the upper part covering of the house lower part covering must take two phases of covering to make it good quality and the second stage quality relies more on the first one in turn the first depend on the finishing and main activities of the base building of the house.

And the best quality of the firm growth and outcome can be resulted on the step-by-step following and not being too busy via skipping some relevant procedures. Effective goal attainment takes enough time.

On the processing steps some unwanted ideas and items may be cut off and on the other hand some constructive additional items will be mixed on the existing resources. And also fetching of the raw materials or inputs for the production was been considered to get good quality. To have elegant product excluding unwanted and putting on relevant resources has been practiced in the hut construction process starting from along years ago. And there is quality consideration at individual procedures in addition to phases and stages. Sometimes backside part of the exterior of the hut in the second round mudding the wall is undermined.

This has a meaning of management if it has no high significance for the organisation, customer and firm image, it is not important to give more attention for it. Even if there is no significant contribution of covering upper to lower base of the hut, the privilege of covering

lower instead of upper may result entirely distortion of the layer of the wall. This is due to in the rainy season the mud of the wall will be landed in getting with a lot of rain water inside caused of covering the wall before proceeding thatching. On the consequences of wall mudding and roof covering; preliminarily covering the wall of hut is better to family members than covering roof; while initially, roof covering has an advantage for both family and organisation. Consequently, the sequence of activity has importance in house construction.

This step shows that if the activities fixed with the step is done in un- ordered procedure, the outcome become destroyed as much. In any time, the outcome of actions should be forecasted and compared in advance. Adjusting and designing the gate way or door of the hut is being chosen considerably in the base construction of the hut. The importance of door can be expressed in terms of protection from visible and invisible dangers.

Some activities that have no direct effect for the organisation can be carried out by the employees and organisation even if there are indirect effects on the organisational goal achievement even in the long-term. Of the main finishing of house construction, the last one is painting. Painting house has been using lime stone which is available in the area if not purchased from the market. And floor of the house also prepared properly. Of these activities, most of them are not one time as well as fixed, done but they are scheduled based on the capacity and needed hut's quality of the proprietor. Some activities are carried out daily, like sweeping; some of the others are prepared weekly, e.g., polishing with manure of cows. Painting is carried out in a year and covering upper part and lower part is made okay depending on the destruction (situational) until whole hut building is faded up.”

Even after getting possible objective achievement of the firm, the growth and maintenance of these whole parts may be needed in different circumstances and period of time. And the standing of the organisation is not static, and it needs rejuvenation and rehabilitation based on each part needs for that.

“Once the people given up to live inside of the hut continuously, the construction get to fall down within a few periods of time without dependency on the hut quality is. This shows if there is customer for the organisation, what the organisation existence is and what if not. Good image of the hut may be through constructing huge or else it may be the quality of the hut and hugeness but if both are available it most preferable one. Those who compete to have high image in among society on the hut construction provide help for the person who build the hut financially and idea support. Therefore, this indicates the relationship with the competitors in the indigenous Ethiopians' management philosophy was based on the positively and helping each other not as per the modern strategic management techniques which focuses among the competitors one to attract the customer and to have higher share in the market.

The beams attached in some steps with reasonable distance between them. Beginning from bottom in the first stage, there are more than three beams those mainly supports the upper parts of the hut and they (three beams) are being supported by the main pole. In turn the pole can be stand erect only on the standing of these sticks erect. The poles erectness depends on the positioning and balance extent of these three sticks and vice versa. Then the degree of erection has direct effect on the supporting ability of upper part and other part of the hut. And again, if these three beams can't support, the support of pole has no effect at all. But overall position of hut can be hampered due to unexpected and external things like quality of the soil of the ground where the hut constructed like some other hazard including extensive rainy, storm and hurricane.

The stage of beams indicates the managerial level when pole or the pillar of the hut is supposed as the executive manager as the manager of the organisation “hut” in similar stating: every action of top managers is keenly noticed by all other lower managers/employees in the organisation that requests motivate their employees to be more productive through interpersonal skills as a major role playing. Planning, organising, leading, and others functions of manager towards the goal are the foremost function of the top level managers by which manager able to staff ‘right job to the right person’ and have a good diagnostic ability and foreseeing capacity (Stanley & Karolin, 2016). The first-level managers are the main supporters of the organisation like that the main, first step from ground to top of pole, supporter of the roof that in turn holds the construction of the hut. If the firm is very huge and there is a gap of communication of the top manager and lower managers due to work load, it is mandatory to make middle managerial level between. Both middle and first level managers are responsible to support in lower employees under them in one side and the upper level manager of them on the other hand. The need of beam support increases on the increment of the hut size. If the size is very small, there is no need of beam which in similar sense the need of lower managers is depends on the size of the organisation.

To contest various nuisances on the beam of hut due to uncertainty and aging, the beams suit seriously maintained immediately based on the realisation of the owner. Once more a beam of the main composes can be substituted with new and fitful when one of them is spoiled, in systematic means but the quality of the hut may loosen. If the hut is very large, the support which connects pole and upper parts will be in two stages to boost the strength of both upper part and again whole of the hut. The existence of this second-stage support is due to the presence of a wide gap between the top of the pole and the first-stage support, which may lead to the imbalance and weakness of the hut construction. This second support assumed that it increases the help of the first-stage supporters on the one hand; and the standing position & strength of pole and hut in overall. In the occasions like the hut is very small, commonly less than or equal to five feet in size, there is no need of beam for the pole at all.

To combat some defaults due to uncertainty and aging will be seriously maintained immediately based on the consciousness of the owner. Again one of these main composes can be substituted with new and fitful one in its spoilage in systematic means but the quality of the hut may loosen, which is supported by the idea of “middle manager a link between the senior manager and lower manager of the organisation” (Likert, 1961). If the hut is very large, the support which connects pole and upper parts will be in two stages to increase the strength of both upper part and hole of the hut. The needs of this second stage support are due to the presence of wide gap between the top of the pole and the first stage support which may lead to the imbalance and weakness of the hut construction. This second support assumed that it increases the help of the first stage supporters in one hand and the first stage supporters in one hand and the standing position and strength of pole and hut in overall. If the Hut is very small, commonly less than or equal to five feet in size, there is no need of beam for the pole at all.

7. CONCLUSIONS AND RECOMMENDATIONS

Hut construction is like firm or management but its management view interpretation has somewhat practical and ideal linkage with organisational management philosophy. Selznick (1949) in order to treat organisation-building as a complex venture, leaders should have better to integrate an organisation’s goals and operations with the demands, goals and orientations of its institutional milieu using common strategic human resource management tools, that may include team work, participation from strategic planning (recruitment and selection), compensation, talent management, and others. These practices provide the best channels for the efficient, systematic, positive and coordinated application of the available effort.

Therefore, recruitment, team formation, effectiveness of employees can affect the next step of the organisation; the advantages for themselves in the future, the organisation relation with them and goal attainment of the firm at most. The specialisation of labour and multi skilled employees' importance was of the Ethiopian hut construction management concepts.

The role manager in dealing the problems through studying its extent of the problems and comparing the degree of problem effect on the organisation have been practiced in Ethiopian hut construction trends. The value of resources like human resources, capital, and financial resources was also practiced in Ethiopia. The activities of every stages of the organisation have its own procedures to carry out in attractive manner. The manager/owner is expected to consider and stand by for the uncertainty management. And the best quality of the firm growth and outcome can come in the step-by-step following and not being too busy via skipping some relevant procedures. Effective goal attainment requests a fixed duration of time, while decreasing and increasing the time duration has a negative impact on the mutual benefit.

But, there a lot of related mud-hut construction based management ideas that need further in depth research works. Based on the presentation of the study, the main implications include the study of the management knowledge harvesting from the cultural assets and historic trends is the bar place that could be enrolled in the academic area alike to the hut construction concept of Ethiopians' management practices. Hence, it should be verified on the further empirical researches.

Because, in addition to these stated above there are also extra management related idea those have been in practice in Ethiopians' hut construction techniques: the need of many production managers for the unit organisation in different phases; how accountability and responsibility concept was dealt in the hut building system; importance of the first stage organisation formation and even its effect on the next step organisational achievement; the idea of bonus for the employee; motivation system for the employees; dealing with the problem replication and chaos theory; how one organisation can build the image in relation to the competitors; and the interaction system with the competitors were the main concerns.

An organisation has to connect the relationship with the employees' even employees given up the job in their organisation if the employees previously rated in attractively. The ideas like the importance of continuing of employees benefit for the ex-employees for the organisation on the future that has been practiced in the hut construction techniques of Ethiopia was seen as new concept.

In the past, the concept of competitors was viewed as opposing entities that required revision into a more collaborative relationship. The indigenous mud-hut building system of Ethiopia exemplifies a management approach where organizations positively cooperated with each other, highlighting the need for enforcing such collaborative principles.

The philosophy of cultural asset-based management deserves increased attention from future researchers. Given the significant value of cultural knowledge in our dynamic and often paradoxical world, the preservation and study of each ethnic culture are vital. By doing so, we can uncover relevant solutions that can help address the numerous challenges that our world faces today. Every culture, in its uniqueness, may hold the key to resolving these pressing issues.

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