

## Justice and Order: Part 9

In the racially diverse and multicultural Singapore of the 1980s, it was noticed immediately after his appointment to the role and stationing in Singapore as an IBM personnel manager that he could not ignore individual cultural differences and perform his role. This manager was a Dutch national and held a Dutch university doctorate degree.

More so than in Europe, it is evident that East Asia countries maintain culturally male-dominant structures. Furthermore I have understood that where Western countries value investment, East Asian companies prioritize savings.

If one wants to understand cultural differences and administer business successfully in Australia, how should they go about it? British personnel management style can be effectively compared to dairy management. In other words, the cow is allowed to eat grass and sleep freely and in exchange farmers receive milk and calves.

Personnel management in East Asia is better compared to the horse-drawn carriage. In other words, by using reins, the horse is controlled. Therefore, when I moved to Australia from East Asia, and my 'reins' were suddenly lost, I was quite puzzled.

In a non-sales department of a Japanese affiliated company, East Asians and other people on the periphery are willingly employed, however the existence of Australian anti-discrimination legislation must not be forgotten. This itself is not a problem for those people who are used to being managed by the 'reins', however it is necessary to be careful with this management style.

In the US and Western Europe, the most important thing to ensure regarding human resources management is the creation of work environment that increases productivity. It is also important to employ personnel who are compatible with that environment. Further, it is necessary for their work to be enjoyable. In East Asia, like a horse pulling a carriage, the employees work together as one in completion of their work.

Even for employment where there is no person in charge, one may tend to revert to the 'reins' managerial style to those employees who are used to that. However, if it gets out of hand the company may be found to have discriminated on the basis of race. Requesting employees to do work that was not listed in the job description may also be a violation of contract or employment law. Before utilizing a willing employee for a different task, it is necessary to get agreement from that employee and change their job description.