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The influence of indigenous governance

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ABSTRACT

The nature and effect of small business governance is inadequately researched despite the growing importance of the small business sector to South Africa's economy. This study reviewed literature drawn from history, sociology and anthropology as well as contemporary small business literature, and constructed an ideal type of indigenous governance against which the governance modalities of four Black South African small business owner managers were examined. A phenomenographic exploration of these governance modalities through the lens of an indigenous framework of good governance finds reasonable support for the idea that indigenous governance principles have a contribution to make to small business governance. Recommendations for small business owner-managers as well as academia include the over-arching emphasis of an indigenous model of small business governance; an emphasis on a broader definition of organisational purpose; greater use of independent council and a concern for employee wealth in the governance of small business.