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**Towards a Collective-Values Framework of Ubuntu: Implications for Workplace Commitment**

**Thembisile Molose, Geoff Goldman, Peta Thomas**

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| **A B S T R A C T** | | | |
| **Objective**: This paper proposes a theoretical framework for interpreting southern African cultural influences of Ubuntu for employee workplace commitment (EWC) to encourage organizational performance. | | | |
| **Research Design & Methods**: A literature review study was undertaken entailing a search of published empirical findings perusing online-databases both global and African was conducted covering the years 1960 to 2017. | | | |
| **Findings:** Factors such as Batho Pele, personal interactions, compassion and group solidarity are argued to relate affirmatively with a sense of workplace collectivism (Ubuntu). Findings suggest that the collective achievement of service quality performance goals through EWC could be enhanced if management understands the positive influence of Ubuntu as a regional collective culture and management philosophy. | | | |
| **Implications & Recommendations:** The influence of Ubuntu should be facilitated by managers as it encourages compassion, group solidarity, respect and dignity for other workers which in turn helps ensures organizational performance. | | | |
| **Contribution & Value Added:** A model based on the relationships between Ubuntu collective-values and EWC would be influential for management in the generation of accepting and applying an Ubuntu collective-values managerial framework. | | | |
| **Article type:** | Conceptual research paper | | |
| **Keywords:** | Batho Pele, performance improvement, South Africa, Ubuntu, workplace commitment | | |
| **JEL codes:** | xxx, xxx | | |
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| The contribution of co-authors is equal and can be expressed as 33% each of the authors: P. Thomas re-organised the literature review, while G. Goldman edited the entire paper. | |
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