MAX WEBER

'Bureaucracy' is rule conducted from a desk or office, i.e. by the preparation and dispatch of written documents .

Max Weber, a sociologist who began to study the new forms of organization being developed for managing large numbers of people in far-flung and complex activities.

Weber attempted to isolate the elements common to all of these new organizations and concluded that all these new large-scale organizations were similar.

Each was a bureaucracy.

Today many of us regard bureaucracy as a dirty word, suggesting red tape, inefficiency, and officiousness

- The theory was developed by Max Weber (1864-1920).

- Webber's rational bureaucracy states that :

- employees performing a large variety of tasks in an organization must follow established rules and regulations in order to ensure uniformity and rationality of output.

- The following are the characteristics of an ideal organization as described by Weber

Characteristics of an ideal organization by Weber

- Division of labor: there should be clearly defined authority and responsibility given as official duties

- Hierarchy of authority: Positions should be organized in a hierarchical manner resulting in scalar chain

- Formal selection: Employees should be selected on the basis of technical skill, formal examinations or by education or training

- Formal rules: There must be formal rules and controls regarding the conduct of official duties and administrations

FEATURES DEVELOPED TO MAKE BUREAUCRACIES RATIONAL

- functional specialization
- clear lines of hierarchical authority,
- expert training of managers,
- decision making based on rules and tactics developed to guarantee consistent and effective pursuit of organizational goals.

RATIONAL BUREAUCRACY

- Weber noted additional features of rational bureaucracies that are simple extensions of the four just outlined,

- 1. To ensure expert management, appointment and promotion are based on merit rather than favoritism, and those appointed treat their positions as full-time, primary careers.

- 2. To ensure order in decision making, business is conducted primarily through written rules records, and communications

Neoclassical theorist/ motivational theories

- Neoclassical theorists also referred as human relation or motivational theorists.
- Are concerned with the human factor at work place.
- it is concerned with motivation, group relationships and leadership.
- They wanted to discover what triggers and sustains human behavior.
- The major assumption of this theory is that people desire social relationships, respond to group pressures, and search for personal fulfillment.

Definitions of Motivation

- "Motivation takes place when people expect that a course of action is likely to lead to the attainment of a goal - a valued reward that satisfies their particular needs". (Armstrong:1997).

- "The willingness to exert high levels of effort toward organisational goals, conditioned by the effort's ability to satisfy some individual needs". (Robbins:1998).

- **Concept of Motivation**

- The underlying concept of motivation is -some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation.

- Peoples behaviour is determined by what motivates them.

- Their performance is a product of both ability level and motivation.

- Performance = function (ability X motivation)

Types of Motivation Theories

- Content Theories
- Process Theories
- **CONTENT THEORIES**
- These theories attempt to explain specific things which actually motivate an individual at work.
- These theories are concerned with identifying peoples needs and their relative strengths, and the goals they pursue in order to satisfy these needs.
- Content theories place emphasis on what motivates human behavior i.e. the wants and needs that people are trying to satisfy.

Content Models

- The Hierarchy of Needs Theory (Maslow:1943).

- The ERG Theory (Alderfer:1972).

- The Acquired Needs Theory/Achievement Motivation Theory(McClelland:1961).

- The Dual-Factor Theory (Herzberg:1968

- **PROCESS THEORIES**
- Process theories- These seek to explain specific actions focusing on the thought process that people experience prior to behaving in a particular manner.
- **Process Models**
- Theory X, Theory Y (McGregor:1960)
- Expectancy Theory (Vroom:1964 and Porter & Lawler:1968)
- Equity Theory (Adams:1965)

Hawthorne Studies

- Prof. Elton Mayo (Australian) (1880-1949) Psychologist, carried research at the Western Electric Company in the USA(1.1 1927-1932). He was concerned about studying people, in terms of their social relationships at work. He carried out a study at the Hawthorne plant of the Western Electric Company with emphasis on the worker rather than the work

Conclusions from Hawthorne Theory (Elton Mayo)

Individuals cannot be treated in isolation, but must be members of a group.

The need to belong to a group and have status within it is more important than monetary incentives or good physical working conditions .

Informal (or unofficial) groups at work exercise strong influence over the behavior of workers.

Supervisors and managers need to be aware of these social needs and cater for them if workers are to collaborate with the official organization rather than work against it.

MASLOW HIERARCHY OF NEEDS (Theory of Motivation)

- Maslow's studies into human behavior led him to propose a theory of needs based on hierarchical model with the basic needs at the bottom and higher needs at the top.

- Basic proposition is that people are wanting beings, they always want more, and what they want depends on what they already have.

- Hierarchy ranges through 5 levels and is displayed in the form of a pyramid implying a thinning out of needs as people progress up the hierarchy.

- Ascending order implies that it is the next unachieved level that acts as the motivator.

Self actualization needs

Esteem needs

Social needs

Safety needs

Physiological needs
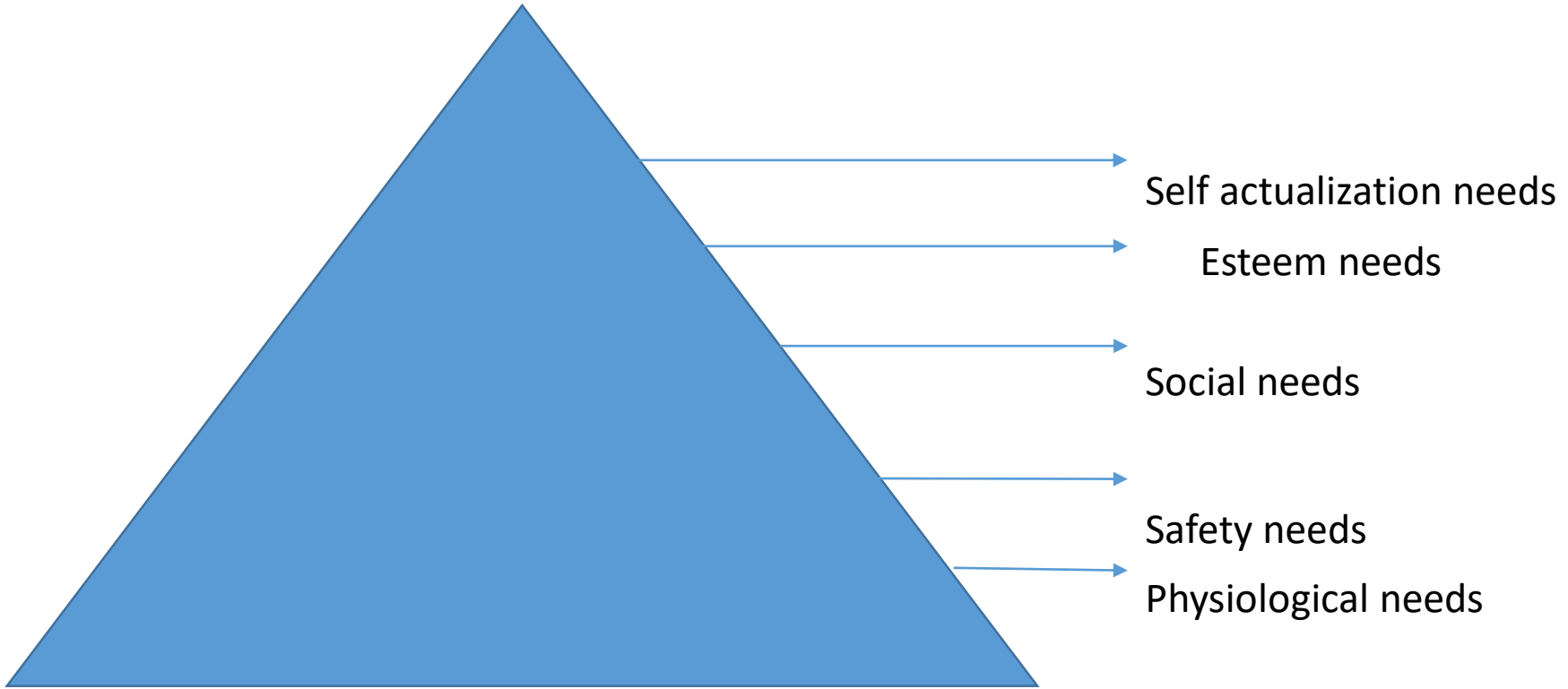
Maslow's Hierarchy of needs

- **Physiological needs-** These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.

- **Safety needs-** Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.

- **Social needs-** Social needs include the need for love, affection, care, belongingness, and friendship.

- **Esteem needs-** Esteem needs are of two types: internal esteem needs (self-respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).

- **Self-actualization need-** This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social- service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing

Central points in Maslow's hierarchy of needs

- People tend to meet their needs systematically, starting with physiological needs then moving up the hierarchy.

- Until a particular group or needs is satisfied, a person's behavior will be dominated by them

McGregor's Theory X, Theory Y

- McGregor put forward two suppositions about human nature and behaviour at work.

- He argues that the style of management adopted is a function of the managers attitudes towards people and assumptions about human nature and behaviour.

- McGregor –theory X and theory Y are essentially sets of assumption s about behavior. He saw two different sets of assumptions made by managers about their employees, one which is negative ,theory X and the other positive, theory Y

THEORY X (McGregor)

- Theory X represents the assumptions on which traditional organisations are based, and was widely accepted and practised before the development of the human relations approach.
- The central principle is direction and control through a centralised system of organisation and the exercise of authority
- **Theory X assumptions**
- Human beings are lazy, dislike work and avoid it as far as possible
- Since human beings dislike work they must be coerced, controlled or threatened with punishment to achieve goals
- Human beings will avoid responsibility, and want to be directed whenever possible
- Human beings place security above all other factors associated with work and will display little ambition

THEORY Y (McGregor)

- The central principle is the integration of the individual and organisation goals.
- It is recognised as the best way to elicit co-operation from workers
- **Theory Y assumptions**
- For most people work is as natural as play or rest.
- People will exercise self-direction and self-control in the service of objectives to which they are committed.
- Commitment to objectives is a function of rewards associated with their achievement.
- Given the right conditions the average worker can learn to accept and to seek responsibility.
- The capacity for creativity in solving organisational problems is distributed.
- The intellectual potential of the average person is only partially utilised.
- Motivation occurs at all of Maslow's levels