A Review on Man and Management

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Abstract -**The study of an organizational culture has always remained as one of the most-urgent, disciplines, in management studies, since its origin. At the same moment, it has also been a central focus of debate for both such critiques of the developing and the developed nations. It is necessary to consider the culture, psychological climate and company personality that play a vital role in understanding the man and management in an organization, and which are largely responsible(always) to setting a major impact upon the performance, attitude, and motivations of people and their potential. Thus, the present endeavor makes an inquisitive inquiry into the nature and use of the organizational man and its systematic and logical affairs to accommodate within it, and hereby, substantiate that an authentically true essence of a successful administration, is essentially a matter of creative action, as well as the quality of leadership, that settle on the future of any organization.**

Keywords - **Organization, Depersonalization, Self-actualization, Strategies, Cumulative research, Sociological research.**

I. INTRODUCTION

Man in management spends a considerable amount of times in Interacting with other people both within their own organization as well as outside. These people peers, subordinates superiors, suppliers, customers, Government officials, community leaders, and so on. All these interactions require an understanding of Interpersonal behaviour. Studies show that interacting with people takes nearly 80% of a manager's time.

The concept of man in management has been influenced significantly by three considerations. Firstly, the experience of practicing managers, secondly, the experimenting of limited data from sociological research by early social scientists and finally, the interpretation of cumulative research data from experience and from behavioural scientists moving towards a more complex formulation about the nature of a man. The three identifiable considerations are:

i)   The Rabble Hypothesis
ii) The social man Hypothesis
iii) The complex man Hypothesis

While none of these concepts is exclusive, the implications for each of them for management's theory of man are interesting and important.

A) The Rabble Hypothesis

It assumes man nature to be inert, that he must have things done for him. The major contributions to this view have been made by the economists and technicians who regarded man as an instrument for action rather than the central figure who makes the choice for action. His support is to be obtained of his superior(s).

Analyzing the work of Ricardo, the economist Mayo suggest that Ricardo based his studies and logic on the following three concepts [1]:

i)   Natural society consists of a horde of unorganized individuals.
ii) Every individual acts in a manner calculated to secure his self preservation of self-interest.
iii) Every individuals thinks logically, to the best of his ability, in the service of his aim

Max Weber famed for having developed the concept of bureaucracy, who also influenced by his direct contact with his work and his observation of arbitrariness the management of organization. He felt that some order and rationality in the work system was needed. He set out a series of proposition for the creation of a legal rational system although he was much later appalled by

some of the consequences of his system on human organization.

While Weber sought to protect people from arbitrary. He proposed the principle of legitimating authority and emphasized the importance and from of a position [2]. The person holding it may change but the job's form and content may not. Work is organized into functional divisions; so is supervision, thus creating functional command. Depersonalization is emphasized by selection and recruitment being assigned to an independent authority. The machine-like precision Weber sought to attain in the organization had other limitations that would become massive with time; delays, a premium on mediocrity, a neglect of innovation, causing serious problems in the co-ordination of work because functional departments develop thick impenetrable walls around them [3-4].

In Weber's formulations, as in Taylor's [5] the employee is the recipient; he needs to receive direction from his superior; to have his work planned by his superior and he must achieve for his superior what the superior specifies.

Briefly, the characteristics of man in the rabble Hypothesis are the following:

(i) Man is disorganized and works primarily for his personal ends.

(ii) Given adequate incentive he could be made to do what the manager desires of him.

It is clear from the above that the concept of man has come to be described as the economic man or the machine man.

Implication for Management

The Rabble Hypothesis implies that (a) two distinct entities exist in an organization, one concerned with doing, the other with determining what is best for the man and the organization; and (b) the manager must plan and organize the doer's behaviour for achieving the mission of the organization. It is not surprising that large-scale expression of these fragmentation of tasks, determination of standard procedures of work incentive payment. In fairness to Taylor, these practices were

only a part of the concepts he and his colleagues had formulated [6]. In practice, the implementation became partial, lacking the sharing of responsibility on which he laid so much emphasis.

If we examine the way organizations function, and take a close look at the patterns of leadership behaviour in organizations, it is not difficult to see that the Rabble Hypothesis, more than any other, is generally accepted among the managerial ranks in India and other developing countries, even though the statements made of the concept of man may be greatly different.

B) The Social Man Hypothesis

The now classic experiments in the Hawthorne plant of Western Electric near Chicago, pioneered by Elton Mayo and F.J. Roethlisberger [7] of Harvard University created a trend in thinking that led to the social man hypothesis. The series of Relay Assembly Test Room experiments made the startling revelation that changes in physical conditions of work influenced performance less than the experience of being recognized as important. When the experiment conditions of work such as lighting, rest pause, canteen facilities physical comfort, etc., were withdrawn in the last round of experimental changes in the Relay Assembly Test Room the experimenters found that the productivity went up instead of going down. [8]. The Bank wiring observation room experiments provided invaluable knowledge of the dynamics of group work. The revealed the process of socialization, how members become a cohesive group how they acquire social status, how leadership emerges and how reward and punishment for defiant behavior are practiced for the maintenance of the group's norms, etc. The experiments on group behaviour at Hawthorne initiated a large number of experiments on group dynamics [9]. They threw up significant facts. Groups exercise a powerful influence in some cases is pervasive. If the status on differential basis of skill classification or hierarchy drawn up by management differs from what has been determined by the group, the group's norms and value prevail over that of the management. The
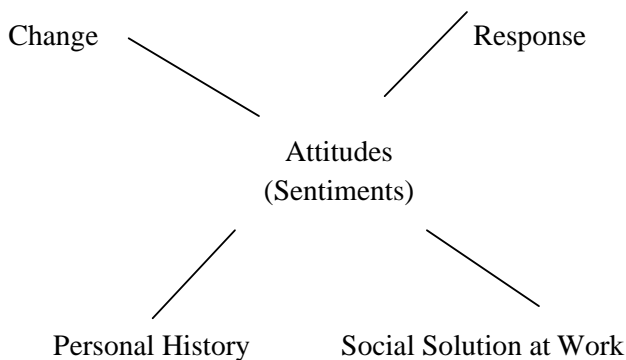
sentiments of the group members for one another were more important than the differential work statuses' laid down by management in setting up wage levels, or the hierarchy. The study of group behaviour has been an extremely well-researched field since the Bank Wiring Observation Room and most of the findings of Hawthorne studies have been confirmed in subsequent research studies.

The 'meaning', therefore, which any individual worker assigns to a particular change, depends upon:

1) His societal 'conditioning' or what sentiments (values, hopes, fears, expectations, etc.) he is bringing to the work situation because of his previous family and group associations. And hence the relation of the change to these sentiments.

Change ——————————— Response

2) The kind of human satisfaction he is deriving from his social participation with other workers and supervisors in the immediate work group of which he is member, and hence effect of the change on his customary interpersonal relations.

Change   Response

Attitudes
(Sentiments)

Personal History   Social Solution at Work

The Hawthorne Studies began in the mid-20s and a great many writings in the late 30s and 40s, and even later, were influenced by the findings of these studies.

In protest of the writings of the scientific school of Taylor and his colleagues, Mayo and others were raising serious questions about the seamy side of industrial progress, its impact on the people who were fast becoming alien to the fragmented work that industry demanded of them. While recognizing the material advantages of industrial advancement, social scientists have been greatly concerned about the danger sport that industrial society harbored with its potential for destroying historical, social and personal relationships [10].

The humanists among social scientists seriously questioned the economic man concept, depicting man as striving mainly to serve his own ends, spurred on by financial incentives. The findings on Hawthorne and subsequent studies lifted the curtain on affinitive and social membership's motives, showing them up as being as powerful as the economic, and sometimes even more. They suggested that man lived not by bread alone: recognition belonging and sentiments were powerful motives for his behavior at work.

The humanists concern assumes the individual as capable of exercising a Relatively high degree of imagination, ingenuity, creativity at his work, and of learning to accept responsibility if the conditions are conductive: McGregor [11] has distinguished sharply between the traditional assumptions about man which he labels Theory X and the research based assumptions he made, naming them Theory Y. The traditional assumption regards man as having an innate dislike of work and will avoid it if he can. He prefers to be directed and will avoid responsibility, if he can. He has to be therefore, closely supervised, and given external inducements to work.

Theory Y states that, given the appropriate conditions, man seeks out Responsibility, takes the initiative and the risk of his work needs them; that man is self – directing and result achieving if his work satisfies his other needs. The supervisor's concern assumes the responsibility for creating conditions in which man can satisfy his self actualization needs.

The social man hypothesis advocates the recognition of the significance of his being a member of his social group and having distinctive motives, sentiments and

feelings. Man's response to external stimuli would have to relate to his individual identify. The supervisor's bidding would be followed fully or partially depending on how the employee feels about him. Thus, Roethlisberger writes [12]:

"It is my simple thesis that a human problem requires a human solution. First, we have to learn to recognize a human problem when we see one: And, second, upon recognizing it, we have to learn to deal with it as such and not as if it were something else. Too often, at the verbal level, we talk glibly about the importance of human factor; and too seldom at the concrete level of behavior do we recognize a human problem for that it is and deal with it as such. A human problem to be brought to a human solution requires human data and human tools."

The humanistic orientation was an aspect of changes that were taking place in Society due to rapid industrial growth and the growing concern for a democratic social order in several countries in the west. The industrial society had ushered in major changes in relation to man such as displacement of human skills by the machine and fragmentation and reutilization of operations at the shop floor and at clerical levels [13- 14]. Observers of the industrial society were concerned over man's alienation from his work, and the control that the machine was exercising over man. The social scientists showed concern not only for these Aspects but also over the effect of the stresses and strains of industrial Work on mental health of employees (Mayo, 1949), of the social man hypothesis, the implications for management were:

a) The supervisor must understand the sentiments and feelings of Employees because this understanding would induce more satisfaction and better performance. The most important task of the supervisor is to create conditions in the employee could do his best;

b) The social system of work organization is as important as the Technical; the recognition of it is essential for effective management.

Implications for management

In industry, the practical manifestations of the social man hypothesis Emerged in the shape of a great many welfare programmes ranging from counseling of employees as in the Hawthorne plant, to the establishing of subsidized canteens, home visits, health programmes, creation, etc. It was assumed that "by being human", the supervisor would create the environment suitable for work. Some organization initiated welfare schemes that took care of them from birth to the tomb and give rise to the expression "welfare to death" and in some cases, "the country club management".

C) The Complex Man hypothesis

The continuing involvement of scientists from several social science disciplines in the study of management has contributed to the complex man hypothesis. Man's behaviour is subject to his particular situation of work, the nature if interpersonal and inter group relations and to his individual, personal history. A new concept of man emerges from an increased knowledge of his complex and over simplified, innocent, pushbutton idea of inert man.

The behavioural data that go to formulate the complex man hypothesis come form different sources. Bennis [15] writes:

i) From psychology we have psychoanalytic role, and cognitive theories;

ii) From sociology there are bureaucratic, social system, symbolic interactions, and role interaction;

iii) From anthropology have sprung the central ideas of norms, sentiments, cohesion and interaction;

iv) From political science has come the recent work on the conflict theory;

v) From economics the decision processes and choice mechanism have been elucidated ;

vi) From the historical approach have come mainly case studies which have helped to clarify the role of key decision makers.

As in the social man hypothesis, man is seen to be propelled by his inner motives. But the motives are

varied and the response pattern, complex. Through interactions with people in childhood and from experiences of pain and pleasure, the individual acquires a set of attitudes and values and a perception of external reality which forms his private and personal world. His world is a complex one, for he is conscious of some motives and blind to others. He has explanations for some reactions to people and situations, none for others. As an adult, conscious and unconscious motives influence his response to work and to people. He adjusts to some situations more easily than to others; in a given situation he can establish a positive relation with some and not with others. His reactions, or some behavioural response, are dependent upon and are modified by a large variety of interactions with other people and what we learn from a variety of experiences in his life. Not with standing such differences, there is consistency in the individual's response to similar situations. Children from domineering parents respond to authority either by submission or by rejection; whatever the response, the individual would continue to react to authority in his characteristic way. Some individual can not distinguish one type of authority from another, family, social or work situations. Their characteristic response to authority in family, for example, extends to their relation and response with the supervisor at work. The concept of complex man suggests that:

i) An individual response to work situation is guided by his history and experience he has with people and situations in his environment.

ii) All actions are not known to the individual because he is unconscious of some motives of behaviour. Understanding the cause and effect (or stimulus – response) relationship in individual and group behaviour requires great knowledge of unconscious and semi-conscious motives. On the whole, however, there is consistency in the individual's response to the same kind of stimuli, and situations.

iii) The individual's behaviour is directed from within – by his own personality predispositions – but he is influenced significantly by his continuing experiences and the interactions in his environment. Learning from a given situation depends upon the individual himself, with the capability varying one from the other.

The managerial implications of the complex man hypothesis are many. The manager's awareness and his capacity to recognize individual differences in his individual relationship with people assume great importance. He must strive to develop positive relationships subordinates, peers and superiors by understanding the behaviour of both individual and group behaviour. There is no single part on the management that can motivate all people at all times to work for organization goals. Because several aspects of the environment influence behaviour, the management needs to act in several ways to induce the desired patterns of behaviour. The pattern of interaction at work, the style of leadership and the situation greatly play upon man behaviour at work (Dayal, 1976). The first two aspects have long been a subject to study ; the impact of the work situations has been studied extensively during the past 20/25 years indeed, there are many research findings to support the thesis that the nature of work (work technology) influence behaviour of people at work [16-17]. Likewise, people respond to controls and to policies and practices in organizations [18- 20].

Given the complexity of behaviour, the manager requires the skill of understanding how can behave the process – and not only the skill of knowing what needs to be done-the content. He must have as a great understanding of how a policy should be implemented as a substantive nature of the policy itself. From the complex man hypothesis, the prescriptions for management are likely to include;

i) Leadership that is capable of analyzing the patters in human conditions;

ii) Development of an appropriate work organization, i.e., design that allows both task and social relationships to develop; and

iii) Policies and practices which support rather than hinder performance and relationships at work.

III. COMPARING THE THREE APPROACHES

The notions about the concept of man in management are derived from the data obtained in research, from the observations and experience of the manager and the theorist. The predisposition of the manager and the theorist and the context in which they study there primary data have influenced their concept of man. The social environments of the theorist, the values and attitudes of the community and the nature of the behavioural data have all exerted their influence. Taylor's concern for efficiency and the values and attitudes about man in his social environment were as significant as the objective data he may have used for formulating his concept. The humanist concern in the social man hypothesis has likewise been influenced by the general environment of the period.

The Rabble hypothesis conceives man as being amenable to doing what his superior tells him to do. So long he is compensated; he would do what he is required to do, as does a machine. The social man hypothesis postulates that the individual would strive toward satisfying his needs and sentiments. He would work towards achieving organizational goals if he felt that the supervisor recognized these feelings, and there was an equation between what is needed by him and what the organization provides.

The complex man hypothesis views him as the initiator, one who responds the external stimuli according to his own history and background. It emphasizes that man is inner directed and self-motivating. This concept has evolved from behavioral studies while trying to explain and predict behavior. The Freudian concept of the unconscious self has been an important contributor to this information. In practice, however, this concept is general accepted at cognitive level but has not been used widely in either policy formulation or managerial practices.

At the work places where events take place in quick succession and pressures for results are constantly exerted, supervisors often find short term solutions to deal with immediate problems. Over time these solutions themselves become problems. Let me take an example to illustrate the point. An employee gives below average output only when threatened by a show cause notice. A few experiences, of this kind lead to the conclusion that tough handling is needed to get work out of the employee. These conclusions are further reinforced by similar experiences of his peers. When this approach is widely used by the supervisors in the work place, employees develop counter-coercive strategies such as producing lower quality material, fudging data, and the alignment with the aggressive trade unions, etc. The stage is set for the confrontations strategy in dealing with people in the organization. Any amount of discussion on alternative motivational strategies to improve output would seem unrealistic. Basically, assumptions about people are derived from the reaction to the action taken by the manager to find an immediate solution to his work related problems, without sufficient consideration of alternative approaches to solving the problems at hand. Inadvertently images about people and relationship are built up in the mind of the manager. These images take a firm shape over time and guide his administrative action. Notwithstanding the problems, there is greater realization, at least at the overt level, that real life situation are complex and that simple formulations about the behaviour people yield poor results. Failures often reveal to the more perceptive among us the need to re examine the living reality. This step is surely the beginning of the acceptance of complex models of action. I believe that the change in our perceptions of man in live situations would have to go through this process of learning through failures before we arrive at a concept of the working man that is at once dynamic and true.

IV. CONCLUSION

A careful scrutiny of a wide range of elements witnesses that the survival of an organization requires, a significant leadership style, mind-set and the change

processes, that must be, without no doubt, flexible and efficient, in prompt treatment of the critical environments, so that the new developments can be achieved and mastered, also, on the other hand, the inadequacy of such capabilities can impede the organizational effectiveness and result in failure or destruction of the management and finally the organization itself . Thus a logical and effective organization, and psychological motivation of the man and his systematic management affair to accommodate within it, is highly recommended as they play, a vital role in accomplishment and achievement of their objectives.

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