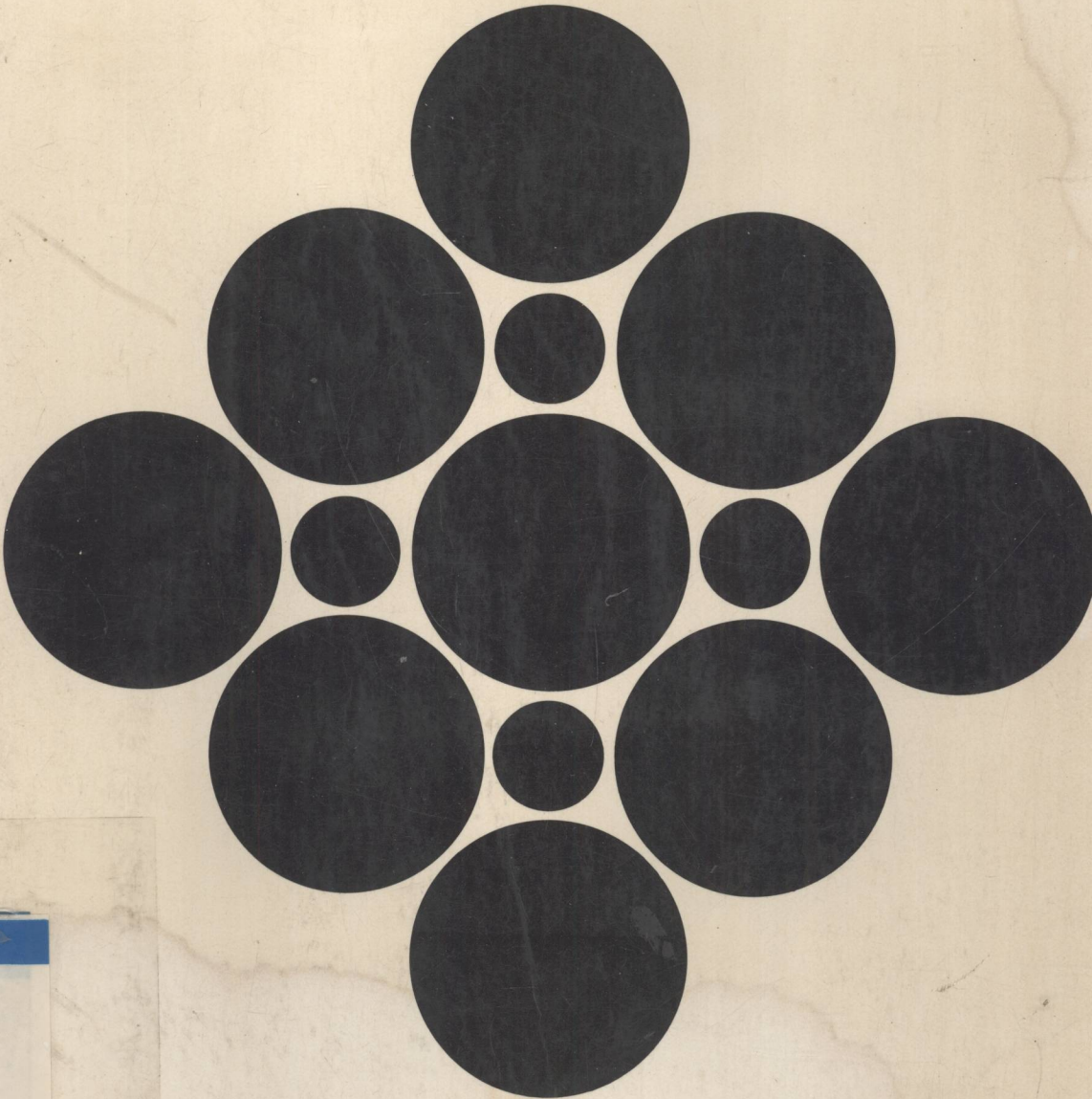


Human Relations and Organizational Behavior: Readings and Comments

Davis and Scott



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Human Relations And Organizational Behavior:

Readings and Comments
Third Edition

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Preface

Organizational effectiveness with employees is a basic social need. This book attempts to serve that need. It is designed to broaden and supplement case courses and regular text courses in human relations, organizational behavior, industrial psychology, industrial sociology, and behavioral science. It may also be used as a primary textbook for seminars and discussion groups and for personal reading by executives and students. Regarding this last use, the editors particularly recommend this book for (1) practicing executives who need to review the latest developments in organizational behavior and (2) engineering, scientific, and liberal arts students who are entering the world of work without having several courses in this area.

Our object is to present an integrated social science approach which recognizes that organizational behavior uses ideas from many disciplines. Accordingly, we have selected articles from such areas as sociology, psychology, scientific management, and industrial relations.

In our selection of articles we have emphasized philosophy and concepts rather than techniques. In this fast-developing field, a discussion limited to techniques would soon become out of date. On the other hand, we have stressed practical, management-oriented articles along with philosophy because the final test of effective organizational behavior is its *practice*.

Balance and thoroughness have been prime objectives as we screened sources from around the world. Most readings are by recognized leaders in the field and are recently published, although a few older, "classical" items are included.

The readings are organized into chapters which parallel subjects covered in current textbooks on human relations and organizational behavior, especially Keith Davis, *Human Relations at Work*, third edition (New York: McGraw-Hill Book Company, 1967).

We are especially grateful for the cooperation of the authors and publishers who granted us permission to use their materials.

Keith Davis
William G. Scott

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Part One

Fundamentals Of Organizational Behavior

Chapter One

Human Values And Administration

Introductory Comments

Organizational effectiveness with employees is a continuing task for all organizations, regardless of their type, cultural environment, or size. This effectiveness is desirable because people are human beings who merit dignity and consideration within that social system we call an organization. Human effectiveness is also desirable to help the organization achieve technical and economic efficiency which will serve customer and general social needs. In the first reading William Foote Whyte explains that effectiveness is not simply a matter of applying the Golden Rule or "being nice to people." Rather, it is a complex, difficult task requiring the highest mental ability and sound frameworks for analyzing human situations. "This is no field for the man with a warm heart and a soft head."

The second item is a cartoon which further illustrates the tendency to take a simple approach to human relationships, usually from one's own value system. General philosophical guides are helpful, but they do not by themselves tell a person how to act in all organizational situations. Effective organizational behavior requires sophisticated understanding *built upon* a

In the third reading Douglas McGregor presents some fundamentals of a sound philosophy based on behavioral science knowledge. This article became a classic in its field and made the terms "Theory X" and "Theory Y" commonplace in organizations. Theory X is the traditional form of management portrayed in a somewhat extreme manner so that its difference from Theory Y will be more evident. Theory Y is a much more modern and effective approach based upon thorough understanding of behavioral science. McGregor explains that a key behavioral science idea is Abraham Maslow's hierarchy of needs, now considered a milestone in its field.

Theory Y is sometimes misinterpreted as simple, humanist "being nice to people" and letting employees run the organization without use of management leadership. In earlier writing McGregor admits that he once thought this approach might work. As president of Antioch College he tried it under ideal conditions, and it failed. In a final message to Antioch alumni and faculty he remarked, "I couldn't have been more wrong. It took a couple of years, but I finally began to realize that a leader cannot avoid the exercise of authority any more than he can avoid responsibility for what happens to his organization."¹ You will note that the first point of his Theory Y presented three years later is, "Management is responsible for organizing the elements of productive enterprise—money, materials, equipment, people. . . ." Later in the article he adds that Theory Y "does *not* involve the abdication of management, the absence of leadership, the lowering of standards, or the other characteristics usually associated with the 'soft' approach. . . ."

The fourth reading, by Donald R. Schoen, mentions some criticisms of human relations in its early stages and then offers some refutation of these criticisms. This article is also notable because it presents a fundamental means of dealing with organizational issues called the "clinical approach" or clinical method.

In the final reading of this chapter Keith Davis presents both a historical and a future-oriented perspective in terms of "Evolving Models of Organizational Behavior." He presents four models—autocratic, custodial, supportive, and collegial—showing that as conditions change, new models come into prominence in order to meet these new conditions more effectively.

Throughout this chapter and later chapters it should be recognized that terms such as "Theory X," "Theory Y," "clinical method," and "supportive model" are merely convenient labels to describe ideas whose boundaries are broad and variable, unlike many precise definitions in physical science. Each idea has many shades of application ranging on both sides of its central core. This is the nature of behavior in *real* organizations, rather than idealistic ones.

¹Douglas M. McGregor, "On Leadership," *Antioch Notes*, May, 1954, p. 3.

1

A SYSTEM FOR THINKING ON PROBLEMS OF HUMAN ORGANIZATION: THE GOLDEN RULE?

*William Foote Whyte**

It is often said that the whole secret of good human relations lies in following the Golden Rule. If people would just follow the Golden Rule, then there would be no human relations problems.

If it were really that simple, then why hasn't it been done?

We must distinguish between an ethics of behavior and knowledge of organization. We are not saying that in the world of today the Golden Rule is an impractical maxim. Many people find in it an essential foundation for their approach to human relations. Certainly we can agree that the person who lacks an interest in other human beings is unlikely to build good human relations in his organization. But the attitude is no more than a beginning. There are many nice guys who are making a botch of human relations in industry today. This is no field for the man with a warm heart and a soft head. Building sound human relations in the complex industrial organizations of today is a task that taxes our intelligence to the utmost. Besides good will, the man of action needs a systematic way of thinking about problems of human organization.

* * *

*Professor, New York State School of Industrial and Labor Relations, Cornell University. Selected from *Money and Motivation: An Analysis of Incentives in Industry* (New York: Harper & Row, Publishers, Incorporated, 1955), pp. 250-251. Copyright 1955. Reprinted with permission.

2

SOME PEOPLE TAKE A SIMPLE APPROACH TO HUMAN RELATIONS*



" I HATE PEOPLE WHO DON'T LOVE THEIR FELLOW MAN."

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3

THE HUMAN SIDE
OF ENTERPRISE*Douglas M. McGregor**

It has become trite to say that the most significant developments of the next quarter century will take place not in the physical but in the social sciences, that industry—the economic organ of society—has the fundamental know-how to utilize physical science and technology for the material benefit of mankind, and that we must now learn how to utilize the social sciences to make our human organizations truly effective.

Many people agree in principle with such statements; but so far they represent a pious hope—and little else. Consider with me, if you will, something of what may be involved when we attempt to transform the hope into reality.

Let me begin with an analogy. A quarter century ago basic conceptions of the nature of matter and energy had changed profoundly from what they had been since Newton's time. The physical scientists were persuaded that under proper conditions new and hitherto unimagined sources of energy could be made available to mankind.

We know what has happened since then. First came the bomb. Then, during the past decade, have come many other attempts to exploit these scientific discoveries—some successful, some not.

The point of my analogy, however, is that the application of theory in this field is a slow and costly matter. We expect it always to be thus. No one is impatient with the scientist because he cannot tell industry how to build a simple, cheap, all-purpose source of atomic energy today. That it will take at least another decade and the investment of billions of dollars to achieve results which are economically competitive with present sources of power is understood and accepted.

It is transparently pretentious to suggest any *direct* similarity between the developments in the physical sciences leading to the harnessing of atomic energy and potential developments in the social sciences. Nevertheless, the analogy is not as absurd as it might appear to be at first glance.

To a lesser degree, and in a much more tentative fashion, we are in a

*Professor, School of Industrial Management, Massachusetts Institute of Technology. From *Proceedings of the Fifth Anniversary Convocation of the School of Industrial Management, Massachusetts Institute of Technology, Cambridge, Mass., Apr. 9, 1957*. Reprinted with permission.