

## Human Nature in Organization Theory. The Need for Assumption's Articulation, and a New Image of Man

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ABSTRACT. The political philosophers made explicit both their assumptions about human nature, while the administrative theorists dealt primarily with the subject of order, but left implicit their assumptions about human nature. The aim of this study is to find an answer to the following questions:

1. What is the assumption of management theory toward human nature and organization?
2. What is the ultimate goals and objective?
3. How these assumptions and goals determine the form of organization, and influence the management strategy?
4. Why the needs for an alternatives administrative paradigm?

The finding leads us to the conclusion, why it is necessary to start thinking about alternative values, models and premises Organization theory should articulate its assumptions about the nature of man. This articulation is a fundamental prerequisite for any serious effort to save this body of confusion and to improve both the process and objectives of the organizations.

### Introduction

Assumptions about human nature are the basic elements in designing organizational, governmental and social systems; (Light 1985), Maslow (1962) stated:

"When the philosophy of man (his nature, his goals, his potentialities, his fulfillment) changes, then everything changes, not only the philosophy of politics, of economics, of ethics and values, of interpersonal relations and of history itself, but also the philosophy of education." (p. 177).

### **The Usefulness of Human Nature as a Theoretical Construct**

The importance of social theories-their ability to predict accurately-rests on certain assumptions about human nature (Carton 1981). In political philosophy for example Thomas Hobbes had specific assumptions about human nature, the state of nature, and rules of conduct which led him to prescribe a sovereign authority of commanding power as the center of the political structure. With Hobbe's assumptions he argues that an absolute sovereign authority was necessary to prevent each man from fighting everyone else, so prevent a continual state of war, and to avoid a chaotic state full of uncertainty and threat.

Other political philosophers, such as Plato, and Roceaue also conceptualized their political theories based on some assumptions of human nature.

### **The Need for Assumption's Articulation in Public Administration**

Stephen Bailey (1968) argues that public administration theory has been particularly lax in setting forth what might be called "assumptive" propositions. Propositions which articulate root-assumptions about the nature of man and about organization, management or administrative theory has developed without any evidence of careful evaluation and articulation of assumptive theories. The failure to improve executive-branch, personnel system, and program-budgeting has come be cause the failure to posit realistic assumptions about the nature of man and organization. The political philosophers made explicit both their assumptions about man's nature and the need for order in society. The administrative theorists dealt primarily with the subject of order, but left implicit their assumptions about human nature. This study base on the premise that knowledge of the specific assumptions about man's moral nature made by administrative theorist is essential to the full under standing of his philosophy and of his recommendations for implementing that philosophy in organizations, if such assumptions are not explicated and they have tended not to be in administrative, theory, then confusion is compound whenever a contemporary author writes from that specific theoretical base (Scott and Hart 1971).

### **The Goal and Scope of the Study**

Despite the difficulty involved in such studies, our aim is to find an answer if possible to the following questions:

1. What is the assumption of management theory toward Human nature and organization?
2. What is the ultimate goals and objective?
3. How these assumptions and goals determine the form of organization, and influence the management strategy?
4. Why the needs for an alternative administrative paradigm?

The thesis of this study is to find an answer to the above questions and to do so, the definition of human nature will be discussed. The three theories of organization which influence the management thought and practice will be reviewed, in which this study will try to pinpoint the Assumption of each theory about human nature and the implication on the form of organization and management strategy. Finally the needs for an alternative paradigm will be stated.

### **Defining Human Nature**

Surveying the major contributors to the field of public administration, one finds a variety of assumptions of human nature, defined by authors as models of man or images of man. The models of man underlying the theories in popular currency often include beliefs about the essence of man as well as the essential attributes. For the purposes of this paper, the notion "model of man" is defined as a set of assumptions held about the human being's origin, nature, abilities and characteristics, capacities and potentials, and relationships with others.

### **The Organization Theories**

These theories labeled in this study as the:

- A. classical
- B. neoclassical
- C. contemporary

Each of these is fairly distinct but they are not unrelated.

#### ***A. The Classical Theories***

The classical approach deals almost exclusively with the anatomy of formal organization. This doctrine can be traced back to Max Weber, Henri Fayol, Gulick and Ur wick, Taylor, and Mooney and Reiley, etc. These are some of the scholars who influence the management thought and contributed to the organizational theories until 1940. Our aim is not to review the work of each single author, but we could argue that the core element between the classical organization theorists is the efficiency and productivity. It is clearly evident in the writing of Gulick when he wrote in 1934;

"In the science of administration, whether public or private, the basic "good" is efficiency. The fundamental objective of the science of administration is the accomplishment of the work in hand with the least expenditure of manpower and material." (p. 142)

There is no clear statement of the nature and aims of classical theory than this one. It is sufficient to say that it was entirely consistent with the norms of technical rationality. Those early theorists tended to ignore social and psychological variables in the Constitutions of members of organizations, instead they stressed their "rational" and physical dimensions.

### ***Assumptions***

We could argue that most of these classical writers have not made their assumptions explicit, in fact, they have failed to state explicitly the premises of their propositions about what people are like and what motivates them. But one could argue that the classical writers' based their view of man on the concept of Hobbes model of man, Rational Economic man and Theory X. In order to attain a quick grasp of the various assumptions underlying public administration today, predominant models of man will first be articulated under each approach of organization studies.

### ***Hobbes Model of Man***

According to Hobbes, if man left of his own devices, will do evil; because the two psychic forces which dominate his behavior, the first was fear of death, the second force, was man's drive to accumulate power to protect himself. To Hobbes, the only rational solution for man is to band together and leave the state of nature, in order to become submissive to the control of common power. Vincent Ostrom (1974) observes that Hobbes, via Woodrow Wilson, is the father of Public Administration.

### ***Economic Man***

He is rationalistic (able to calculate what will maximize his utility), self-centered, mechanistic (a factor in the production process), individualistic (responsible for taking care of himself), and materialistic (with an overriding concern for his material welfare).

### ***Theory X***

This theory (McGregor 1960) represents the old-style, authoritarian type of management and is based on three primary assumptions about human beings:

1. The average human being has an inherent dislike of work and will avoid it if he can.
2. Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed threatened with punishment to achieve organizational objective.
3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all.

Accordingly (Northrop and Perry 1985) the role of the manager would be to create an atmosphere of dependency and fear if the worker is to produce to their maximum.

The insight of the classical management of thought reflected the acceptance of Hobbes' model of man. Max Weber for example assumed man is irrational and self-utility maximizing.

Scott and Hart (1976) in their study, suggested that Taylor was like Hobbes, he was inclined toward maximum control to obtain order in organizations. He believed that control; exercised by central authority, was necessary to counter the natural tendency of men to act in self-destructive ways. This comparison study revealed that both Hobbes and Taylor were autocratic and they saw the necessity to concentrate authority in a common power, in order to overcome the inherent evil in man's nature.

The other scholars' work as Fayol's 14 principles, Gulick's Mooney's scholar and functional principles, Urwick's interest in planning, forecasting and "principles of coordination," are similar to Taylor's work, "one best Method" they have similarity in their approach and content and there is a strong paradigmatic unity among these schools, particularly in their "domain assumptions" about man and organization. The highest priority was given to efficiency, productivity and economy (Vaughan 1984).

### ***Implications***

As Edger Sehien (1980) indicates, the writer's assumption will not only determine to some degree the form of organization but will also determine the management strategies.

The above assumptions about the nature of man and the ultimate goals of the classical management theory had directed the strategy and approach of these theories. Max Weber when assumed is irrational and self-utility maximizing, the answer to him is by control the human being through rationalism, regulations, impersonality and the bureaucratic machinery. Weber was aware that this organization for was designed in such a way as to make serious demands for conformity and loyalty on members, in fact he was pessimistic about the-human freedom, especially when bureaucratization gained the upper hand the world in his view would be nothing but an "iron cage" (Wrong 1970).

The works of Taylor, Fayol, Gulick, and Mooney etc. serve as clear examples of the emphasis on means to achieve efficiency and productivity as an end in the management thought.

The general characteristics of the classical theory is its control orientation. As the administration process was defined purely in technical terms, control was identified as one of its major components, control is one of the leading principles of Fayol, it meant a clear emphasis on conformity to the scientific standards. In fact; for most of these schools of thought, the control orientation represented the philosophy of these schools about the nature of man, which represent the utilitarian image of man.

One could argue that the managerial strategy to the classical theories is:

1. Plan, 2. Organize, 3 Motivate, and 4. Control.

Thus, one organization operating by these principles has to worry:

First, about the organization itself, the structure and process.

Second, it will re-examine its incentive plans.

Third, it will re-examine its control structure. Workers are viewed (Cleveland 1985) as raw material for the construction of organization.

The above analysis lead us to believe that most of the classical school of thought have based their assumptions about the nature of man on the Rational-Economic man and Theory X which assumes man is inherently lazy and irrational, therefore, organization can and must be designed in such a way as to neutralize and control man's feeling through economic incentives in order to manipulate him.

## ***B. The Neoclassical Theory***

### ***1. Human Relation***

This movement was born out of a creation to the classical formal approach which their idea was "organization without people." The Hawthorn study by Elton Mayo and his associates discovered that, the amount of work carried by workers is not determined by his physical capacity, but by his social capacity, and workers do not react to management and its norms and rewards as individual but as members of groups (Etzioni 1964).

#### ***Assumptions***

Elton Mayo had based his assumption of human nature on John Locke model of man. In a comparative study by Scott and Hart, Mayo and Locke were not pessimistic about man as it was obvious in Hobbes and Taylor. Locke believed that men are born morally neutral, not inclined for good or evil, but they do have active minds, the ability for rational thought and strong passions. Since man was open to influence, the institutions within he was reared would determine the kind of person he would be come. With Locke, Elton Mayo came with the same idea when he dismissed the inherent evil of man. Also Mayo discussed the role of the elite in society and he predicted that this elite would come from the ranks of organizational administration, and they would have to have "social skills" and the ability to influence the behavior of men. The new elite had to be behavioral managers to get the cooperation necessary to make an industrial society work.

From this perspective, Elton Mayo and his associates came with different assumptions about the nature of man which are quite different from the rational-economic man, they assume:

1. Man is basically motivated by social needs and obtains his basic sense of identity through relationships with others.
2. Man is more responsive to the social forces of the peer group than to the incentives and control of management.
3. Man is responsive to management to the extent that a superior can meet a subordinate's social needs (Schien 1980).

#### ***Implications***

These assumptions has drastically different implications for management strategy, managers here should give more attention to the needs of employees rather than to the task, and should be concerned with the worker's feelings and accept work group.

The existence of the formal organization with its rules, orders and payment plans, coupled simultaneously with an informal organization with its bases of sentiments and human interactions, posed problems for management. The informal organization should not be viewed as "bad" but as a necessary interdependent aspect of the formal organization.

Viewing the organization as a social system enabled management to attack the conflict between the "logic of efficiency" demanded by the formal organization and the "logic of sentiments" of the informal organization.

The manager should strive for an equilibrium between the technical organization and the human one (Korten 1984) by securing the economic goals while "maintaining the equilibrium of the social organization so that individuals through contributing services to this common purpose obtain personal satisfactions that make them willing to cooperate.

In short, the strategy of this approach was a call for a new mix of managerial skills. These skills were ones which were crucial to handling human situations. First, diagnostic skills in understanding human behavior and second, interpersonal skills in consoling, motivating, leading, and communicating with workers. Technical skills alone were not enough to cope with the behavior discovered at the Hawthorne works.

Henry Mayo (1981) attack this approach when he wrote:

"It is disgraceful that American academies had to have a scientific experiment to prove that factory workers were human beings." (p. 201).

In fact, the social man model was potent until 1950 when William Whyte in his famous book, "The Organization Man," attack the organization man and his manipulation through the "social ethic."

### ***The Behavioral Science School***

The Behavioral Science School evolved gradually from the Human Relations School. Since the Hawthorne Experiments result a number of psychologists have continued to explore the interface between the human personality and industrial organization. These groups, such as, Argyris, Herzberg, Maslow, MacGregor, Likert and Warren Beunis. In the early part of 1960, those groups came to the conclusion that the loss of meaning in work is not related so much to man's social needs, however, as do man's inherent need to use his capacity and skills in a mature and productive way. It is obvious in their talk about "human dignity" and "self-actualization".

### ***Assumptions***

Herbert Simon came with the Administrative man which not much different from the Behavioral Science man as seen in Table (1).

<i>Economic Man</i>	<i>Administrative Man</i>	<i>Behavioral Science Man</i>
extremely rational calculating, maximize	intendedly rational but was a satisfier	totally affective, non-rational

Both models agree that human rationality is limited, They diverge, however, when discussing how to deal with the human propensity towards irrationality. Simon argues for "bounding rationality" to insure organizational rationality. Argyris, McGregor, and Likert suggest "unleashing" this energy to promote development of the individual personality, which will improve organizational productivity.

Chris Argyris, like Simon, wrote primarily for academia, while Douglas MacGregor addressed the practitioner. Argyris and MacGregor however, adopt the same paradigm, based primarily on the theories of Abraham Maslow. Both initially focus on human behavior, emphasizing a re-examination of past conceptions of human nature. McGregor for example argued that past notions based on Freud were inaccurate, and when adopted into a managerial strategy often resulted in sub-optimal performance. These notions about human nature MacGregor called Theory X, which lead to a management style that places "exclusive reliance upon external control of human behavior", as stated earlier.

MacGregor (1960) re-examined how to provide effective motivation of human effort towards organizational objectives, and articulated a new set of assumptions about human nature which he called Theory Y:

1. The expenditure of physical and mental effort in work is as natural as play or rest.
2. Man will exercise self-direction and self-control in the service of objectives to which he is committed.
3. Human being learns under proper condition, and seek responsibility.
4. The potentialities of the human being are only partially utilized under the conditions, of modern organization life.

In fact, MacGregor's Theory X, Y draws heavily from Abraham Maslow's theory of human motivation (Maslow hierarchy of needs). Also Argyris adopt Maslow's need theory. Both MacGregor and Argyris convinced that human nature is strongly influenced by environmental and cultural factors. Argyris (1973) states :

"... The Culture has much to say as to which needs will tend to be central and which will tend to be peripheral." (p. 258).

The focusing on the organization, he adds: "one cannot fully understand the individual without understanding the organization in which he is embedded". One could argue that the Behavioral Science School as noted above, redefined worker behavior as a function of both the individual (ideas, feelings, goals). and the environment (structure management style, expectations). This school of thought has rejected the old assumptions of human nature and articulated some new assumptions, as stated Warren Bennis agrees that. most contemporary behavioral scientist, when dealing with personality, base. their view of man on Maslow's hierarchy of needs theory



### ***Implications***

Assuming these new premises about human nature, one may predict an alternative management style that relies heavily on self-control and self-direction. MacGregor (1960) agrees on this notion when he stated

"... a manager's view of human nature powerfully influences his selection of a (management) strategy. His strategy in turn, powerfully influences the behavior of subordinates." (p. 215).

MacGregor stated that the individual's needs can be met primarily within the organization and still be directed towards organizational goals, and can therefore increase individual performance and organizational productivity. In a similar vein, Argyris focuses on strategies that release the psychological energy that an individual has available with which to work. Relying initially on existential psychiatric research, Argyris later turn to Maslow's theory of motivation to analyze the interface between organizational structure and human need fulfillment.

With the two premises that:

1. humans have self-actualizing needs, and
2. individuals are strongly influenced by the organizational environment,

Argyris argues that organizations should be structured in such a way as to facilitate individual self-actualization.

Assuming the same two premises, MacGregor (1960) tempers the argument by relating it to organizational productivity;

"Management's task is to provide opportunities for members of the organization to obtain intrinsic rewards from contributions to the success of the enterprise." (p. 212).

and:

"the task is to provide an appropriate environment that will permit and encourage employees to seek intrinsic rewards at work." (p.212).

from our analysis it is obvious that

Theorists who have assumptions such as these will use a strategy similar to that derived from social-man model, but with additional feature. The issue is not whether the employee can fulfill his social needs. The issue is whether he can find in his work meaning which gives him a sense of pride and self-esteem. In both, the classical theory which is based on the rational-economic man and the human relations (social man), the psychological contract involves the exchange of extrinsic rewards (economic ones or social ones) for performance. In the self-actualizing man model, the contrast involves the exchange of opportunities to obtain intrinsic rewards for high performance.

### ***C. The Contemporary Organization Theory***

The contemporary organization theory is not a homogeneous body of thought. Each writer has his special emphasis when he considers the system. Since this thought is new, this makes its appraisal difficult and its direction unclear, but one unifying characteristic in contemporary organization theory is the effort made to look at human system in their

totality. It is clear in the writing of Wolf, Kast and Rosen-wieg Bukley, Lippit (1982) and (Harmon 1981), (Carton 1981) for the purpose of this study the Organization Development (O.D.) school will be focused upon. In which O.D. is consider a relatively new field and is considered one of several mini-paradigms within public administration (Botton 1986) and (Hess and Pale 1986).

### *Assumptions*

Edger Schein suggested what he called the (complex man model), or what this study terms the (systems man), this model of man consists with the contemporary organization thought. The person in this model is an interdependent part of larger bio-social systems; the next phase in the evolutionary process is for the person to become conscious of his own evolution and to make the process purposeful so that there can be reconciliation of subsystems into large systems without loss of uniqueness. The underlying goal is the enhancement of the best potentials there are within the person.

The assumptions of human nature underlying O.D. are based on similar conceptual premises to those model. It is obvious in the writing of Robert Tannenbaum when he stated two assumptions of human nature underlying O.D. (French 1978).

1. Humans are innately good, and there is nothing inherently evil or negative in individuals. Basic human nature can therefore be trusted.

2. Humans are influenced by their environment and they will progress towards fulfillment only if the conditions are favorable. (p. 499).

Kurt Lewin emphasizes this second assumption, and argues that human behavior is a function of personality and environment ( $B = F P, E$ ). These three factors are seen as interacting, reinforcing and constantly changing. Carl Rogers adds a third assumption of human nature.:

3. The human organism has an actualizing tendency as its single, basic, underlying motive. Humans are growth oriented and tend to strive for fulfillment and actualization.

Rogers points out that the specifics personal growth vary from person to person, however, the actualizing tendency is generally inherent in every one. Humans do not know their full potential, and are always in a state of "being" or in the process of "becoming" French and Bell (1982) integrate these assumption and state that:

... Individuals have drives toward personal growth and development, and these are most likely to actualized in an environment which is both supportive and challenging. (p. 24).

Rogers agrees that if conditions are favorable, individuals will attempt to develop their potentialities to the maximum.

One could argue then that the assumptions of human nature derive primarily from early research in laboratory training by Kurt Lewin's "field theory" which provided much of the conceptual building blocks of O.D. and more recently from the humanistic phenomenology of Carl Rogers.

**Implications**

Because of O.D. assumptions toward individuals which have drives toward personal growth and development, the answer is to provide an organizational environments that is both supportive and challenging, and manager should be concerned at modifying organizational constraints that are having a dumping or throttling effect (Walter 1984).

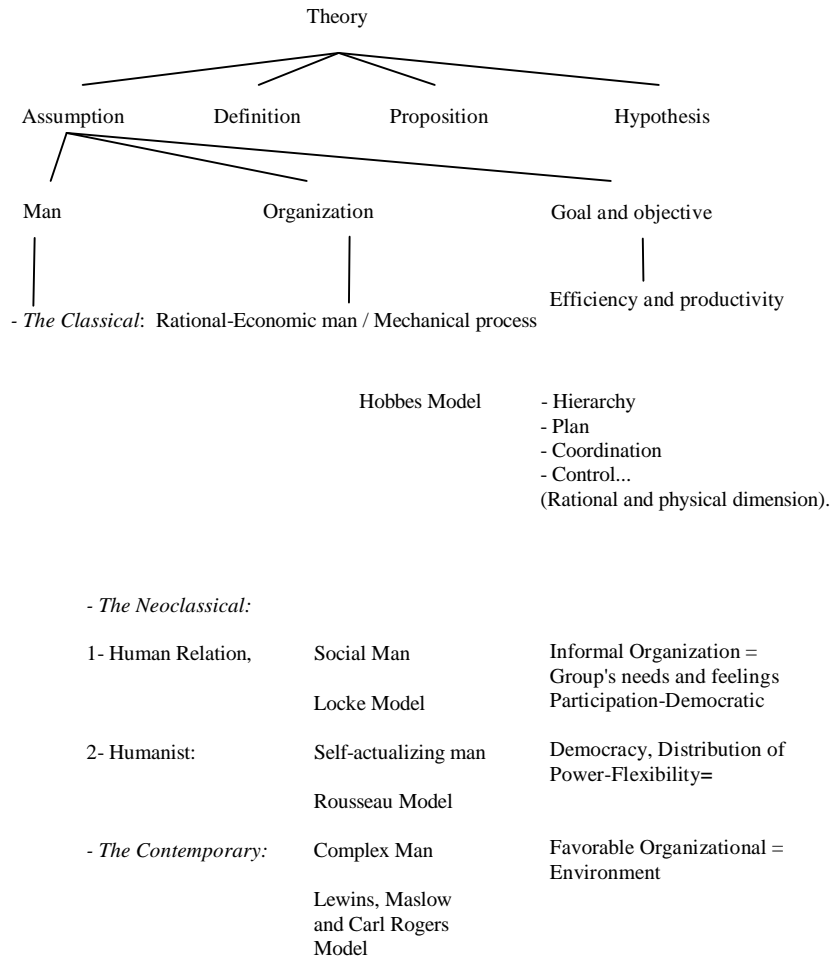


Fig.(1)

The Assumption and Management Theory

Work team is an important element in O.D. process, and collaboration and cooperation among group is mandatory to optimize group effectiveness, the formal leader cannot perform all the leadership and maintenance functions in all circumstances at all times (French 1978), hence group members must assist each other with effective leadership and a member behavior.

### **Organization Theories in Comparison**

Actually; the classical, the neoclassical and the contemporary organizational theories are not different in their ultimate goals and values (Rubinstein 1984). Rather differences lie in their operational premises and means, nothing more (Fig. 1). Rationality is the common element shared by these theories in the paradigm of management thought. Rationality is indistinguishable from the notion of efficiency, the ratio of  $(E = O/I)$ . The purpose of management, and hence the purpose of organization theory, is to increase the value of E by adjusting the relative value of output over input. The ends of organization theory have remained unchanged through the years, whereas the means used to achieve the ends have changed rapidly.

The control orientation is what is unifying and brings together classical, neoclassical and contemporary theorists to a degree that seriously undermines differences of detailed that exist among them. The control orientation brings together such unrelated names as Gulick and Bernard, Mayo and Schien, Simon and Argyris.

Management theory designed for the purpose of putting management in a better position to direct and control human resources in the organization, and the emphasis should be the need for keeping people in line with the organization's goals, conformity. Any effort to oppose organizational domination was dismissed as irrational and by definition dysfunctional. All techniques can only serve to facilitate the process of organizational containment and control of the individual to the extent that they subdivided the human psyche into distinct compartments: rational-economic, social and self-actualizing, etc. (Walter 1984). They put the organization in a better position to control man and put him in line with the organizational objectives (Kreli 1982). Because to these theorists and practitioners as Bernard maintained the organization was more rational than the individual and represented a higher kind of morality.

Simply, we could say that management thought was designed to equip management with ways and means to Overcome conflict situation and bring everyone in line with organizational objectives. These objectives were listed as:

1. Growth
- 2; Abundance
- 3: Consensus

These elements are believed to be the paradigmatic value that controls the organization theory. These values supply the criteria for acceptable social, economic and technological policies

## **The Needs for a New Images of Man**

The previous analysis leads us to the conclusion, why it is necessary to start thinking about alternative values, models and premises.

Organization theory should articulate its assumptions about the nature of man. This articulation is a fundamental prerequisite for any serious effort to save this body of confusion, and to improve both the processes and objectives of the organizations. The economic and Freudian models that have prevailed throughout the industrial era must therefore be examined for their inadequacies to the new era, which characterized by a new images of human nature, these changes are complex and interrelated and include: higher levels of educational achievement, increasing utilization of technology freeing individuals from certain physical and routine labor, increasing levels of affluence which provide new opportunities for a variety and depth of experiences historically unavailable to most individuals.

A change in our conception of human nature (Gulick 1983) affects the field of organization studies in three distinct ways:

1- It influences the predictive capability of scholars when assuming certain aspects of human nature. For example, if these assumptions are inaccurate in describing and predicting human behavior, then the theory loses much of its predictive capability.

2 - It has a normative influence by creating a vision or image of man which possibly directs our organization evolution. The dominant contemporary image of human nature may therefore, be inappropriate for guiding the development and evolution of organization studies.

3 - It impacts the capabilities of organizational survival, and therefore involves the practitioner-organizational survival depends on offering sufficient inducements to participants for contributions made to the organization. If administrators do not recognize the changing inducements/values of organizational members, the I/C balance is lost, productivity drops, and continued organizational output is threatened.

If our assumptions about human nature are inaccurate or inappropriate, continuing belief in these assumptions may create serious organizational and social problems.

## **Human Nature and Management in the 1990's**

Scholars suggest, that humans in our epoch are different than humans in previous eras. So, it is unrealistic to assume that human nature is constant and unchanging over time. In the next decade, the field of psychology will continue to be the main source of new insights and conceptions of individual potential and human nature.

Two characteristics can be extracted from emerging behavioral and social research. The conceptions may prove challenging to the views of human nature presently underlying organization theory (Waldo and Gawthrop 1984) and may help provide a new conceptual framework for designing organizational and governmental systems in the 1990's (Dimock 1984) and (Levine 1986). These two characteristics are:

### ***1. Human Beings are Future Oriented***

Humans are not by nature static, rather, essentially dynamic and forward flowing, more importantly, in order to realize one's potential, one must believe in an open future, have a purpose or a vision of something worth doing. This vision supplies a sense of meaning to one's life. This vision or meaning is found individually it cannot be forced from external source if it is to remain as a catalyst for individual behavior.

### ***2. Humans are Adaptive***

Adaptation is the central characteristic of living beings. The human talent for symbolization and language increases the adaptive capacity without requiring genetic change. The capacity for learning through language, concepts and abstraction provides for new human behavior patterns commonly referred to as "second nature". Individual learning capacity will also provide yet undefined "second natures" which may emerge in the future. Humans have evolved as the most malleable and educable of all animals.

These characteristics begin to delineate the image of human nature as it is evolving today. It is only one thing can be said with any certainty: we cannot be sure what human nature is or is not. There is much yet to discover, and the most interesting part is still to come.

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## الطبيعة الإنسانية في نظريات التنظيم الحاجة إلى وضوح الافتراضات ومفهوم جديد حول الإنسان

عبدالله عبدالغني الطجم الغامدي

أستاذ الإدارة العامة المشارك

ومدير مركز البحوث والتنمية كلية الاقتصاد والإدارة

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**المستخلص:** لقد تطورت النظريات والنماذج الإدارية بدون وضوح كامل حول افتراضاتها نحو الطبيعة الإنسانية.. فبينما كانت افتراضات فلاسفة علم السياسة حول الطبيعة البشرية واضحة.. كان علماء الإدارة يبنون نماذجهم المختلفة على افتراضات غير واضحة أو محددة حول الطبيعة البشرية.. وهنا قد يكون أحد الأسباب في الإخفاق في كثير من البرامج التطويرية في الإدارة سواء في مجال المنظمات والأجهزة التنفيذية أو في نظام العاملين أو برامج الميزانية.

ولما كانت افتراضاتنا حول الطبيعة البشرية لا تحدد فقط الشكل أو البناء التنظيمي، بل أيضاً تؤثر في اختيار استراتيجيات التخطيط والتنفيذ والمتابعة. لذلك فإن هذه الدراسة تعتقد أن المعلومات الواضحة والمحددة حول الطبيعة البشرية هي شيء أساسي لمعرفة أهداف فلسفة الكاتب وكذلك اقتراحاته وتوصياته.. لأنه إذا لم تكن كذلك، فإن الارتباك هو النتيجة المتوقعة.

بناءً على ما تقدم، فإن هذه الدراسة في محاولتها لمعرفة الافتراضات حول الطبيعة الإنسانية في نظريات التنظيم.. تحاول أن تجد إجابة على الأسئلة الآتية:

- أولاً : ماهي افتراضات نظريات التنظيم نحو الطبيعة البشرية والتنظيم؟
- ثانياً : ماهي الأهداف التي تسعى تلك النماذج الإدارية إلى تحقيقها؟
- ثالثاً : كيف تحدد هذه الافتراضات والأهداف البناء التنظيمي والاستراتيجيات؟
- رابعاً : لماذا الحاجة إلى مفهوم جديد حول الطبيعة الإنسانية؟

إن هذه الدراسة في إجابتها على تلك الأسئلة لا تحاول أن تبني نموذجاً جديداً في مجال التنظيم الإداري بقدر ما تهدف إلى لفت الأنظار إلى الحاجة الماسة في وضوح الافتراضات حول الطبيعة البشرية وإعادة التفكير في النماذج القائمة، وترتيب الأولويات حتى يمكن مواجهة متطلبات عصر التغيير.