Organizational Theory

• “A way to examine and analyze organizations... based on patterns and trends in organizational design and behavior” (pg. 27)

• Models of organizations
  ▫ **Closed systems**: explain organizations via internal events
    • A prison riot, for example, might be explained by reference to internal factors only (poor training, weak leadership, physical structure of facility).
  ▫ **Open systems**: explain organizations via external events
    • A prison riot might be explained by reference to external factors (larger gang tensions imported into the prison, racism in society, diminished funding by government agencies)
Closed-Systems Models (Classical Perspective)

• Overview
  ▫ The external environment is stable and predictable and does not present problems for the organization
    • The environment includes things outside of the organization such as the community, legal decisions, cultural and demographic forces, etc.
  ▫ Organizations are sealed off from the outside
  ▫ Emphasis is on the efficient management of the organization
    • Since the environment is largely unchanging, classical theorists suggested a single best way to organize.

• Emerged during the Industrial Revolution to improve the efficiency of work (machine models)
Closed-Systems Models (Classical Perspective)

- Three closed-system model subfields
  - Scientific management
  - Administrative management
  - Bureaucratic management

- Commonalities across subfields
  - Individuals are rational
    - Rational individuals: people act logically and correctly
  - All people will behave the same way in similar situations
Classical Perspective #1: Scientific Management

• Father of scientific management was Frederick Taylor

• Characteristics
  ▫ There was a correct way to perform every task; goal was to identify and document those procedures
  ▫ Scientific study of tasks, especially through time motion studies
Classical Perspective #1: Scientific Management (cont’d)

• Role of managers
  ▫ Develop standard procedures for each job
  ▫ Select workers with skills and abilities and match them to tasks
  ▫ Train workers in standard procedures
  ▫ Monitor and support workers through careful planning of work

• Supervisors were experts in certain areas; they were not authorities in areas beyond their areas of expertise

• However, in criminal justice agencies, as in other agencies, the authority of managers often goes beyond their areas of expertise.
• **Motivation**
  - Monetary incentives
  - **Piecemeal pay**: standard wage for standard output; more pay for exceeding standard output
    - Standard wages typically increased as the new procedures for performing work increased overall output for the organization. However, the increase was not equal. A doubling of output, for example, did not lead to a doubling of pay

• **Criticisms of scientific management**
  - Managerial authority extended beyond area of expertise
  - Faulty assumptions about workers (e.g., won’t all act the same in similar situations)
    - Officers responding to a scene or probation officers dealing with a probationer do not all act the same way
  - Workers ignored for all but physical labor (e.g., rules guide behavior limiting the thinking skills of workers)
    - The mind is not used; follow the manual
Classical Perspective #2: Administrative Management

- Linked to Henri Fayol
  - Scientific management → frontline workers
  - Administrative management → managers

- Identified 14 principles of management
Classical Perspective #2: Administrative Management (cont’d)

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- **Criticisms**: Incompatible with modern management thought. Workers are trained to make decisions and act appropriately. Less reliance on centralized organizations with authority at the top of the hierarchy.
Classical Perspective #2: Administrative Management (cont’d)

1. **Division of work**: divide work into smaller tasks
2. **Authority**: managers need authority to command staff
3. **Discipline**: required in order to ensure rules are followed
4. **Unity of command**: only one boss giving orders to each worker
5. **Unity of direction**: similar tasks grouped together under a manager
6. **Subordination of individual interest to the general interest**: goals of organization paramount
7. **Remuneration of personnel**: fair compensation
8. **Centralization**: power and authority at top of organization
9. **Scalar chain**: single line of authority from top to bottom
10. **Order**: clear and easily understood rules
11. **Equity**: managers should display fairness in dealing with subordinates
12. **Stability of personnel tenure**: employees learn with experience
13. **Initiative**: work environment should allow for some initiative in carrying out work
14. **Espirit de corps**: managers should foster morale
Classical Perspective #3: Bureaucratic Management

- Linked to Max Weber
- Addresses the organization as a whole— the intersection of workers and managers
- Five major components of bureaucratic management
  1. Impersonal social relations: favoritism should be eliminated; workers behave according to rules
     - Impersonal social relations: prevent favoritism and nepotism. Reduces likelihood the friendships and connections will cloud judgment.
Classical Perspective #3: Bureaucratic Management (cont’d)

- Five major components of bureaucratic management
  - 2. Employee selection and promotion: based on skills and competence
  - 3. Hierarchy of authority and spheres of competence:
    - Hierarchy based on amount of power and authority (more at top)
    - Authority is in position, not person in position; Weber was writing against traditional authority and charismatic authority structures where people were given authority because of who they were. Once that person left, the organization would suffer. In bureaucratic organizations, the position always retains the authority, regardless of who is in that position.
Classical Perspective #3: Bureaucratic Management (cont’d)

- Five major components of bureaucratic management
  - 4. System of rules and procedures
    - Rules would guide decisions, rather than personal judgment; Rules ensure consistency in operations, especially across time.
    - Maintain continuity across time
  - 5. Task specialization
    - Divide work into simpler tasks
    - Foster development of expertise and efficiencies
Classical Perspective #3: Bureaucratic Management (cont’d)

• Benefits of bureaucracy
  ▫ Match right person to job
  ▫ Efficiency as organization has well qualified managers and experts at performing tasks
  ▫ Duplication of work is eliminated
  ▫ Career occupation with rewards earned from successful performance
  ▫ Rules and procedures eliminate impartiality and create standardization
Classical Perspective #3: Bureaucratic Management (cont’d)

• Problems with bureaucracy
  ▫ Rulification is impossible, stifles creativity, and inhibits flexibility
  ▫ Hierarchy limits communication, creating a grapevine to disseminate information
  ▫ Task specialization prevents workers from seeing the whole job
  ▫ Departmentalization mentality leads people to see their work as more important than the organization’s work
Open-Systems Models (Humanistic Perspective)

- **Origins in 1920s: Hawthorne studies at Western Electric plant**
  - Lighting studies: productivity increased for two groups of workers, regardless of lighting level changes
  - Hawthorne effect: special attention given to workers led to feelings of pride and productivity

- **Lasting impact of Hawthorne studies**
  - Social factors matter in the workplace; workers bring attitudes and sentiments to job
  - Informal groups operate alongside formal structures in organization
Open-Systems Models (Humanistic Perspective) (cont’d)

- Four primary elements of open-systems approaches
  - **Individual differences**: people are different and react differently
    - Run contrary to assumptions of scientific management
  - **Motivation**: workers can be motivated to achieve organizational goals
    - Pay is only one motivator; social factors matter
  - **Mutual interest**: individuals have a need to socialize and group themselves at work
  - **Human dignity**: employees need to be treated with respect
Human Relations Perspective #1: Total Quality Management

- Enhance products and services by taking into account suggestions by workers and the voice of the customer

- Four elements of TQM
  - **Employee involvement**: worker input is important to improving quality of good service
  - **Customer focus**: since consumer are the judge of quality, focus on the items customers view as important
  - **Continuous improvement**: always seeking to improve performance
  - **Benchmarking**: examining peers to find areas for improvement
Human Relations Perspective #2: Supply Chain/Synergy Model

- Supply chain perspective: the interrelations between subsystems where the actions of one subsystem affect the operations of another
  - The criminal justice system is comprised of police, courts, and corrections subsystems. The system as a whole can accomplish more (investigation, apprehension, and punishment) than any single agency
- Subsystems serve as suppliers and customers
  - The designation of supplier and customer is dynamic. A prosecutor’s office is a customer of police departments (takes in arrests) but supplies prisons.
- Synergy: when these subsystems are coordinated, the whole is greater than the sum of its parts
A Changing Environment

- **Demographic changes:**
  - Children have more free, unsupervised time making them more susceptible to negative influences

- **Increasing diversity in society:**
  - Immigration, culture conflict, workplace demands

- **Technological changes**
  - Changes in communication, knowledge gathering and dissemination, and workplace

- **Heightened demands for corporate responsibility**
  - Adherence to legal, ethical, professional standards

- **Global environment, including law and order**
  - Boundaries removed
Consequences of a Changing Environment

• Learning organizations: highly flexible and adaptable to changing environmental demands allowing for problem solving.

• Changes in organizational design to facilitate learning
  ▫ Move to a horizontal structure
  ▫ Limit strict adherence to rules by giving more discretion to frontline workers
  ▫ Share information throughout the organization
  ▫ Empower the workforce to work toward overall organizational improvement and adaptation
  ▫ Collaborate with customers and clients
Difficulties Amid Successes

• Changing to a learning organization from a classical or traditional organization is daunting

• Some successes in the right direction
  ▫ Community policing
  ▫ Probation and parole