



THE INTELLECTUAL DEVELOPMENT OF THE THEORIES OF THE ORGANIZATION

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Article history:	Abstract:
Received: 6th March 2022 Accepted: 6th April 2022 Published: 17 th May 2022	Many researchers and thinkers have been talking about organizations and the importance of studying them in scientific ways based on clear foundations, and the purpose of this scientific study was to enable both the organization and the individuals working in it to reach their goals. The development that the world has reached has increased the complexity between the organization and the individuals working in it, and accordingly the organization must learn about the behavior of individuals and the factors affecting this behavior, and individuals must have a comprehensive knowledge of the organization and the foundations and rules on which it is based, which contributed greatly to the diversity of theories that talk about this relationship and try to reach a general and comprehensive formula for it, and the follower of the development of organizational theories, their construction and methods of formulation knows that these theories have developed greatly, and they included traditional theories in addition to human theories, and finally modern theories. Given the complexity of these theories, I chose to talk about them in order to identify them, and to show their most important contributions in the field of interpreting work in the organization.

Keywords: Organizations, scientific study

INTRODUCTION

Many researchers and thinkers have been talking about organizations and the importance of studying them in scientific ways based on clear foundations, and the purpose of this scientific study was to enable both the organization and the individuals working in it to reach their goals. The development that the world has reached has increased the complexity between the organization and the individuals working in it, and accordingly the organization must learn about the behavior of individuals and the factors affecting this behavior, and individuals must have a comprehensive knowledge of the organization and the foundations and rules on which it is based, which contributed greatly to the diversity of theories that talk about this relationship and try to reach a general and comprehensive formula for it, and the follower of the development of organizational theories, their construction and methods of formulation knows that these theories have developed greatly, and they included traditional theories in addition to human theories, and finally modern theories. Given the complexity of these theories, I chose to talk about them in order to identify them, and to show their most important contributions in the field of interpreting work in the organization.

RESEARCH SIGNIFICANCE:

The importance of this research appears in the fact that it will discuss one of the topics that are considered very complex, as the theories that spoke about the organizations are many and very numerous, and thus shed light on the most prominent of them and show their historical development and summarize their ideas will be very important, and also the importance of this research is reflected in the fact that it will be An important reference for many research and studies that will talk in the future on the subject of organization theory.

RESEARCH OBJECTIVES:

Through this research, the researcher aims to achieve a set of goals:

1. Clarifying the nature of the development of the theory of the organization by clarifying the traditional theories that spoke about the organization.
2. Explaining the role and importance of humanitarian theories as one of the most important theories that talked about organizations and their workers.
3. Shed light on the most prominent modern theories of the organization.



First: The traditional theories of the organization.

The traditional theories in the study of the organization included several important theories that worked on the study of the organization, and these theories are the bureaucracy theory, the scientific management theory, and the administrative divisions theory. The following is an explanation of these theories.

Bureaucratic theory.

One of the most prominent thinkers who dealt with this topic is Max Weber, who worked on the analysis of administrative and political organizations, so he tried to clarify the way in which the organization or administrative bodies develop, and the nature of the difference of each administrative body according to the structures or organizations of the authority itself. As for the second type of authority, it is the traditional authority, where the individual, or the leader, derives his authority from the inheritance of authority, which is based on the sanctity of traditions, and belief in the immortality of the past, and also the quality of personal loyalty, and that all administrative staff are subordinate to the ruler. As for the third type, it is the legal authority, and it is the highest type of authority that Western thought has reached because it is characterized by rationality and rationality because submission is not to a specific person, but to a set of standards and objective rules that appear in the form of general laws that organize, direct behavior towards clear and specific goals, and are based on mental organization for management¹.

In view of the many criticisms of Max Weber's analyzes regarding his neglect of the human and social nature of the individual, in addition to his focus on the principles of control and supervision, and thus the possibility of deviating instructions and not implementing them, other models of the organization emerged derived from Max Weber's thought with modifications to avoid the criticisms leveled at him Among these models²:

¹ Sevens, morning. (2007). Bureaucratic organization and administrative efficiency. Master Thesis. College of Humanities and Social Sciences. Mentouri University of Constantine. Algeria. p. 26.

² Tauriret, Noureddine. (2006). Measuring organizational effectiveness through organizational

A- Robert Merton model.

The most important thing Merton focused on is emphasizing the negative effects of generalization within the organization, and what is meant by generalization is what members of the organization generalize about the different responses they have learned through different experiences on all similar situations, which leads to unexpected and undesirable results by the organization. The model presented by Merton is based on a "requirement of oversight issued by senior management", according to the following:

- Focus on practical and functional relationships and stay away from personal relationships as much as possible.
- Emphasis on the need to respect the rules and formal procedures within the organization.

Relying on the tabulation method in making decisions, narrowing the doors of disposition, i.e., tabulating alternatives, and limiting the search for them. Consequently, this results in a shift in the behavior of the members of the organization to a predictable behavior, that is, to its inertia, and the reduction of personal relationships leads to the development of morale, that is, an increase in the perception of common goals among its members, which leads to defending each other against external pressures.

B - Selznik model.

The most important thing that Selznick focuses on in his model is the issue of delegation of authority within the organization, and he proceeded from a basic issue that the organization faces the demand for control exercised by the highest presidential levels in the organization, and this necessarily imposes a permanent delegation of authority, and therefore the delegation must be of a clear and systematic nature The importance of this delegation comes in that it contributes to increasing the ability to train for specialized jobs, and to gain experience in specific fields, which enables the organization member to face and address problems as well, in addition to its contribution to increasing the growth of units and sub-sections in the organization, which results in a diversity of interests and interests of these subsections, Selznick explained that there are functional and non-functional consequences of this delegation, and one of the most important functional

evaluation. Ph.D. College of Humanities and Social Sciences. Mentouri University of Constantine. Algeria. p. 35.



results is that the more there is delegation, the more there is the ability for everyone to participate in decision-making, and the more authority is delegated, the more career progression is made available to members of the organization. As for the non-functional results, they are In the administrative units obtaining independence and thus flexibility in dealing with problems, and whenever there was delegation, the specific goals were replaced by general goals for the group as a whole³.

C - Colander model.

Colander has taken a keen interest in the subject of censorship and the unanticipated consequences of norms and standards. While the rules are necessary to maintain the balance of the bureaucratic organization, the reliance on supervision to maintain the sub-equilibrium leads to the disruption of the larger system, and generates unexpected results that negatively affect the organization, through the weakness of the social relationship between workers, and the widening of the gap between the various groups in Hierarchical,⁴ therefore, the Colander model works according to several steps⁵:

- The reliance on the requirement of oversight by the administration leads to the establishment of clear formal procedures and thus ease the power relations within the group.
- The work group accepts the authority of its supervisors and thus reduces tension within the organization.
- Actual achievement is less than what can be achieved by setting the minimum performance.

- By setting the minimum performance, there are differences between the general objectives of the organization and what is actually accomplished on the ground, and therefore the senior management believes that there has been a failure.
- Because of this failure, the administration exercises greater control over the group.
- This control would lead to an increase in tension and an increase in power relations at work.

Scientific Management theory.

A number of pioneers of the scientific management movement appeared, including Sarlus Babbage, Henry Metcalf, Henry Town, Frederick Taylor and Frank Gilbert, and each of them had a role in this field, but Frederick Taylor had a more important role in the field of scientific management, as he is one of the most important private theorists The organization necessarily leads us to show his contributions in this field, as "Taylor" is considered the father and leader of scientific management, and the importance of his contributions in this field is that he was working at the Meadville Iron and Steel Industry in Philadelphia, USA in 1878, where he rose from the position of a maker to the position of chief engineer in 1884. Through his work, he was able to reach a conclusion that there is a clear discrepancy in the efficiency of workers within the company, in addition to the fact that there is a low level of work in it and the way the management deals with workers, especially in terms of the management's inability to direct workers, or set standards for work, Also, management decisions depend on the method of trial and error, and there was no scientific study of work methods and tools, and that the method of assigning workers to work is not done in a planned manner, but rather the worker is assigned to perform work randomly without looking at his abilities or desire to work, which leads to problems between management and the worker, and to address these gaps, Taylor made several studies aimed at improving the relationship between management and workers, and providing effective means to manage work, and access to solutions that would lead to increased production, and as a result of a set of studies carried out by Taylor, he concluded that each production process consists of a large number of simple movements that can be analyzed after observing them and their timing, and thus the unauthorized movements can be deleted necessary and improving methods, and thus, a record time can be reached for each of the operations, and Taylor focused on a group

³ Al- Sulami, Ali. (1980). The evolution of organizational thought. Kuwait. Publications Agency for Printing and Publishing. Second Edition. p. 42.

⁴ Boufarma, Younes et al. (Without publication year). Administrative organization and constitutional institutions. College of Science and Technology. Moulay Ismail University. p. 8.

⁵ Tauriret, Nouredine. Measuring organizational effectiveness through organizational evaluation. Previous reference. p. 38



of important matters in connection with the work, namely⁶:

- Energy: It means the maximum that the worker can provide at work.
- Speed: It means the time it takes for the worker to complete the work assigned to him within a specific level of efficiency and effort.
- The ability to continue: It means the worker's ability to withstand various pressures in the field of carrying out the work assigned to him. After Taylor reached these various results, Taylor developed his scientific theory based on five principles⁷:
- The first principle: The aim is the horizontal division of work, through which work is done to allocate tasks in the work and determine the time that will carry out the work in the best possible way.
- The second principle: the vertical division of work and the essence of this division is based on placing the right man in the right place, in addition to the need to distinguish between those who design the work and those who implement it, provided that this matter is strictly monitored, so that the directorate team assumes the tasks of design and leadership exclusively.
- The third principle: A strict labor control system whereby managers make sure that workers carry out all tasks specified by the directorate correctly.
- The fourth principle: the wage system according to the return This principle presupposes the determination of the wage on the basis of the return, and Taylor sought to

establish a piece-rate system, which is supposed to constitute an important incentive for all workers.

- The fifth principle: where Taylor emphasized that specialization would constitute the cornerstone of the organization as it contributes to the workers carrying out what is required of them quickly and shortening the work cycle, which leads to the creation of a semi-automated method of performance and reduces or eliminates mental effort.

After Taylor put these principles to his scientific theory, he reached a very important point, which is that he focused on the rate of wages for return or the piece, and thus worked to develop this matter by focusing on the philosophy of management, not on the policy of wages, and this matter was done in 1903 by issuing the book "Managing the Factory", and Taylor tried to show through this book that the goal of rational management is to pay high wages and reduce the production costs of each unit.

In order to achieve this goal, the administration must apply scientific methods until it ends with the crystallization of unified principles that facilitate the task of controlling industrial production processes, and therefore workers must be placed in their jobs in a scientific manner, and they must be scientifically trained to hone their skills in performing their tasks and jobs so that they can be met The required level of productivity, as well as working to spread calm, stability and cooperation between management and workers⁸.

3- The theory of administrative divisions.

A group of thinkers appeared who had a role in the emergence of the theory of administrative divisions, including Mooney, Warwick, Collick and Seldon, but the most prominent of them was Henry Fayol, who was one of the most prominent who advocated the principles of management and the need to apply them in France, Hayy worked through his book "General and Industrial Administration" that appeared in 1916, where he worked in his book to clarify the most important activities practiced by the organization, which are technical activities related to manufacturing

⁶ Bagul, Zuhair. (2007). Determinants of success in administrative work in national institutions in the framework of Frederick Herzberg's theory of motivation. Ph.D. College of Humanities and Social Sciences. Mentouri Brothers University. Constantine. Algeria. p. 82.

⁷ Derbali, Abdelkader. (2019). Organization Theory. Maasar University. Algeria. Labback Publications. first edition. p. 13.

⁸ Bagul, Zuhair. Determinants of success in administrative work in national institutions in the framework of Frederick Herzberg's theory of motivation. Previous reference. p. 83.



and production, and commercial activities related to buying and selling, in addition to financial activities related to insurance Funds and their proper employment, optimum and economic use of them and their proper investment, and there are accounting activities that relate to recording the operations carried out by the institution, preparing the budget and costs, as well as carrying out statistical operations, in addition to the security activities, which are related to the protection of property and individuals from the dangers that threaten them within the organization. Finally, we have the administrative activities, which are related to planning, directing, organizing, controlling and coordinating, which is one of the most important activities and functions from Fayol's point of view⁹.

The importance of Fayol's theory lies in the fact that he established fourteen principles of management and called for the necessity of using and developing them according to the circumstances. These principles are as follows¹⁰:

- The principle of division of labor: i.e., dividing one's work into several parts and allocating each part to a worker because the higher the specialization, the higher the worker's productivity.
- The principle of authority and responsibility: Authority is the power to give orders to others and issue them by the manager in order to carry out a specific action and obligate them, and Fayol believes that there is a great correlation between the official authority derived from the job position and the personal authority that a person enjoys, such as intelligence and special knowledge, and

⁹ - Sakhri, Mohammed (2017). Henri Fayol and management theory. Algerian Encyclopedia of Political and Strategic Studies. Referred to the link: <https://www.politics-dz.com/%D9%87%D9%86%D8%B1%D9%8A-%D9%81%D8%A7%D9%8A%D9%88%D9%84-%D9%88%D9%86%D8%B8%D8%B1%D9%8A%D8%A9-%D8%A7%D9%84%D8%A5%D8%AF%D8%A7%D8%B1%D8%A9/>.

¹⁰ Badr, Fatima. Al-Sabbagh, Moaz. (2020). Organization theory. Damascus. Syrian. Syrian Virtual University. Syrian Virtual University Publications. pp. 9-10.

responsibility is from the point of view of His view stems from and emanates from authority and therefore authority and responsibility are two things that go hand in hand and go hand in hand with each other.

- The principle of order and discipline: These are the decisions that the subordinate must respect and abide by when they are issued by the authority authorized to issue them.
- The principle of unity of command and command: It is the principle that emphasizes the necessity of the employee or worker receiving orders from one superior to prevent conflicting orders and decisions.
- The principle of unity of guidance: that each department or workshop has one plan, one head, and one goals, and this differs from the previous principle in that the previous principle relates to working individuals, while the principle of guidance is related to the administrative organization as a whole.
- The principle of subordination of the individual interest to the public interest: that is, in the event of a conflict between the personal interest and the public interest, the public interest shall be prioritized over the individual interests of the employees of the organization.
- The principle of reward and compensation: whereby the worker is given his wages and compensations according to the effort he exerts on the one hand, and the quantity and quality of the product he produces on the other hand.
- The principle of centralization: It means the extent of the concentration or distribution of power. The more centralized the manager leads, the less the role of the subordinate in the organization.
- The principle of authoritarian hierarchy: ie adherence to the plan of authority and the presidential hierarchy from top to bottom.
- The principle of arrangement: ie arranging all the organization's work equipment in a way that leads to the continuation of the production process in the most effective and efficient way possible.
- The principle of equality and justice: that is, the application of all laws within the organization in a manner based on justice and equality among all its employees, and the



absence of bias on the part of the president towards subordinates.

- The principle of employee stability: Fayol stressed the importance of employee stability in his work, and also stresses that successful organizations are stable organizations.
- The principle of initiative: so that all departments encourage individual initiatives because they lead to development and administrative and production progress.
- The principle of group or team spirit: that is, work directly by everyone to achieve the common goals of the organization, whether for individuals, workers or administrators.

Second: The humanitarian theories of the organization.

The humanistic theories in the organization came as a reaction to the traditional theories, especially the pioneers of the scientific management movement, as the thinkers of this movement focused only on the fact that the worker works in order to obtain money, while the pioneers of humanistic theories focused more on the human factor, and among the most prominent pioneers of this The theory of Lewin, Maslow, Gregor, Herzberg and Likert, the most prominent of whom was "Alton Mayo", where "Mayo" stressed that money is not only the most important factor for the worker, but there are other social considerations for the worker that appear in his relationships within work, for example when the worker maintains a level of production at a certain limit, intentionally or deliberately, in order to preserve the unity of the group and its cohesion in the face of the administration. Thus, the worker gives up a portion of his financial rewards for the sake of social goals, and to achieve a greater degree of satisfaction and psychological satisfaction¹¹.

Mayo also reached what is known as the Hawthorne Effect, which is an effect related to measuring the psychological factor at work, as Mayo found that there are other factors that motivate workers to increase productivity other than money. That would lead to the modification of his productive behavior, meaning that the management's interest in workers leads to raising productivity, and "Mayo" concluded that the relations between workers within work have a major role in

increasing their ability to produce and raising the productive level in the organization.

Thus, this factor was decisive in responding to Taylor's theory that criticized social relations within the organization, and Mayo concluded that work groups establish within them a social system for interpersonal relations, and therefore there is an impact of the group and its relationships (interpersonal emotional) on the behavior of workers and their productivity at work¹².

Thus, the humanistic school was able to develop a set of important ideas that can be clarified by the following points¹³:

- The organization cannot be considered as just individuals isolated from each other and there is no link between them, but rather it is the relationships that arise between groups of individuals.
- There are foundations that determine the organizational behavior of individuals within the organization, and the most prominent of these foundations is the behavior of those individuals who, in turn, are affected by social pressures derived from custom and traditions in which the group believes.
- It is not possible to modify the behavior of individuals without relying on the administrative leadership within the organization, as this leadership plays a major role in making the behavior of these individuals fit with the objectives of the organization, in addition to its role in achieving rapprochement among all within the organization, and this rapprochement is achieved through the integration of non-organization Formal in formal organization, by involving workers in the management process.
- The communication between the parts of the organization is not limited to the formal communication network, but there is also a network of informal communication that should be given more attention, and which may be more effective in influencing the behavior of employees.

Third: Modern theories of the organization.

¹¹ Muhammad, Muhammad Ali. (1985). Factory society: a study in organizational sociology. Beirut. Lebanon. Arab Renaissance House for Printing and Publishing. p. 23.

¹² Derbali, Abdelkader. Organization Theory. Previous reference. p. 26.

¹³ - Sevens, morning. Bureaucratic organization and administrative efficiency. Previous reference. p. 76.



A set of modern theories emerged in order to reach the foundations that organize the work of the organization or institution, and lead to raising its productive efficiency and making appropriate decisions. The most prominent of these theories are:

1. Systems theory.

It is considered one of the most prominent comprehensive administrative approaches that lead to the analysis of the various administrative and organizational processes, as this theory is of great importance to the manager and provides him with a comprehensive framework for analysis and thinking in order to solve various administrative problems and make effective decisions¹⁴.

Systems theory is applied to closed and open systems, but in the current era it is considered one of the most important theories applied to open systems. The systemic analysis of the organization in the context of decision-making is characterized by three types of modification¹⁵:

- The first: includes proactive adjustment and refers to facing problems within the organization proactively before these problems affect the organization.
- The second: the amendment by warning, which is to correct imbalances that occur within the organization.
- The third: the modification by mistake, which is the period during which the organization notices a difference between the goals that have been set and the results that have been achieved. These differences prompt decisions that lead to correcting this error.

2. Situational theory.

Situational theory appeared in 1960, and this theory had a set of studies that were associated with it, namely¹⁶:

- Bern and Stalker Environmental Study: where the researchers conducted studies on twenty

organizations in England and Scotland, and they reached through this study to the groups in the organization and the external environment that leads to the need to use different organizational structures, and therefore the researchers developed two types of organizations (mechanical and flexible), mechanical depends On adherence to rules and orders, while flexible membership tends to give freedom to achieve goals, and that its instructions take the form of advice and not commands, and both Berne and Stolker concluded by acknowledging the lack of an organization that suits all situations.

Lawrence and Lorch study (Environment and People): The study was in the United States of America and it was on ten organizations in several different industries in the environment, namely canning, food and plastic industries, and it was found for them that clarity of the environment, market and economic factors require more formal organizational structures.

- John Wood Word (technology): Where the researcher conducted a ten-year study on an English institution, and the researcher reached the conclusion those typical industries that do not use technology need mechanical organizational structures, while industries that rely heavily on technology need more flexible organizational structures.

Conclusion:

At the conclusion of this research and after identifying the most important traditional, human and modern theories in the study of the organization, it can be said that the theories, despite their differences, both in terms of the nature of the phenomenon that they study in the organization or the ideas they focus on, each of them has a great importance that appeared during the period of its existence, So that the traditional theories contributed during the period of their emergence in framing dealing with various phenomena within the administrative and organizational organizations, while the humanistic theories were able to emphasize the importance of the human and social factor for workers within the organization, and showed that the worker is not affected by money only, but there are human aspects On the other hand, modern theories worked to keep pace with the developments that occurred in the world. So that it developed a clear framework for dealing with the organizations and administrative

¹⁴ Sevens, morning. Bureaucratic organization and administrative efficiency. Previous reference. p. 76. Al-Jaafari, Muhammad Al-Naji. (2010). General theory of systems and its applications. first edition. p. 18.

¹⁵ Derbali, Abdelkader. Organization Theory. Previous reference. p. 43.

¹⁶ Tauriret, Noureddine. Measuring organizational effectiveness through organizational evaluation. Previous reference. p. 55



systems that suit them, whether those that depend on technology as a key factor for them or those that do not depend on technology.

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