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## **EMPLOYEE SERVICES: THEORETRICAL POSITIONS**

### **Editorial Staff**

**Groves, D. and Manns, D. 1995 Philosophical Bases of an Employee Services Theory, Visions in Leisure and Business, Vol. 13(4), p 29-39.**

### **ABSTRACT**

This is a part of a reprint a previous manuscript. The basic function is to provide a perspective/summary to theoretical positions as they relate the associated organizational sciences. In understanding the relationships among these various theoretical positions, it will provide a basis to start the integration of ideas and concepts toward a contingency approach. Such methodologies will help the individual and the organization to understand that there is a multiplexing of styles in helping them appreciate each other's position.

**Key Words:** human resources, principles and concepts, contingency approach, theory, Mouton and Blake.

### **INTRODUCTION**

The most relevant theory for this study was Mouton and Blake. Management in this context is based upon a continuum of organizational and individual components. The important elements on the organization end of the continuum are: control, pressure and process. On the individual end of the continuum are the: incentives, buying in and caring. (Abstract)

## **MODEL 1**

A conceptual framework that can help clarify and compare the position and importance of different management theories is one developed by Mouton and Blake. Two books by Robert Levering and Moskowitz and Eva Innes, Robert Perry and Jim Lyon on the 100 best companies in America and Canada were the standards used to develop the framework. One end of the continuum is organizational types of theories and the other end of the continuum is theories which relate to the individual. If one begins to conceptualize management theories and position them on this continuum, on their degree of dedication to the organization and/or the individual, it is possible to develop taxonomy of ideas that will have some type of application for comparative bases. (Model 1) On the extreme end of the organizational continuum, theories or ideas are based upon direct control, while those toward the center are more humanistic. The upper end of the individualistic continuum is based upon ideas of responsibility. The positions near the middle represent less decision making by the individual and represent the role of environmental factors and conditions to create a positive productivity.

## **MODEL 2**

### **Organization**

An example of a management theory that belongs at the extreme of the organizational continuum is the Machiavellian power principles. (Model 2) This is a principle in which ends justify the means and an organization operates as a dictatorship, from the top down, with the primary focus being the objectives of the CEO. The next position on the continuum may be best characterized by the authoritarian theory. The leadership is dictatorial and the human resources are a tool to achieve a means. It differs from the Machiavellian principle in that it is not evil. There are some ethics applied to the application of control for order. The next point on the continuum is the Benevolent Dictator which is the use of power and authority to manipulate position. The leader is moral and protects the individual. Theory X in the XY Theory and Scientific Management are negative use of pressure to achieve the objective of the organization. The next points on the continuum are the bossing and manipulation theories. This is where positive coercion is applied to bring designated end results. This coercion is not abrasive but represents the best interest of the organization. The next position is one of relationships, especially a patriarchal emphasis in which the individual is treated as a child and the authority is primarily one of a father. The next position on the continuum may be expectancy theory where rewards are used to stimulate the

proper behavior. The individual in this particular case is treated as a mother would treat a child. The primary focus is still the organization, but the motivation is very gentle to achieve the desired outcomes for the organization. Near the center of the continuum are concepts like MinMax, TQM, and Corporate Culture. The focus upon these types of management theories or ideas is upon processes of management. The focus is on the process, not the individual and the giving of the individual tools necessary to work within a certain structure of management to achieve the organizational goals. The individual in this context must fit into the organization and become a part of the culture to achieve their objectives almost simultaneously with the organization.

## **Individual**

The extreme end of the continuum contains humanistic philosophies. These philosophies are epitomized by Theory Y and Learning Environment which emphasizes that the individual will motivate them and work is as natural as play. (Model 2) The motivation is primarily intrinsic. The next points on the continuum are those where motivation is provided by incentive to give the worker a ownership in the company. The stakeholder and relationship theories are directly motivated by the investment that they have in the company. One of the examples of an incentive is stock options. Their future is directly linked to the company's future through their achievement. The next point on the continuum would be the enriching and tailoring the job to the practical and the emotional needs (job satisfaction) of the worker. The focus is on the quality of life. The basic philosophy behind this approach is that the worker has status and dignity is placed upon the working experience so as to enrich the job and this job enrichment will lead to greater productivity. The last points on the continuum before the neutral position are those that are stimulated by conditions (Work Climate and Herzberg). These conditions represent the opposite end of intrinsic motivation. The primary emphasis of this type of management theory is deciding the necessary conditions to stimulate the worker. The stimulation provided by the employer is the catalyst for the achievement of the company.

## **FUTURE**

These models are not complete but only provide a framework for development of new ideas and positions. Most of the theories are from a classical perspective and provide a foundation for understanding relationships to develop a personal contingency approach for the application of information.

It is essential that the individual develop a repertoire to deal with different economic and environmental conditions to achieve individual and organizational effectiveness. The essential element of this type of approach is motivational factors so that incentives can be provided and the movement of provocation from extrinsic to intrinsic positions.

**Model 1  
Organizational/Individual Continuum**

**Organization**

**Direct Control**

**Humanistic**

**Environmental Factor**

**Responsibility**

**Individual**

Model 2  
Organizational Continium

Control	Machiavelli Power	Absolute Power/Dictatorship/Dominator
	Authoritarian	Control for Order
	Benevolent Dictator	Order through manipulation
Pressure	Theory X	Intimitation
	Scientific Management	Cohersion (Negative)
	Bossing	Cohersion (Positive)
	Manipulator	Carrot and stick
	Parets Principles	Cause and effect (Negative or Positive)
	Paternalism/Mentor	Parent/Child and/or Friendship Relationships
	Expectancy	Reward (Motivation)
Process	Minimax	Removable of Barriers to change
	Quantification/TQM	Process/tools over people
	Corporate Culture	Organizational Socialization

Model 2  
Individual Continium

Conditions	Work Climate	Generous parent/ Devoted to Individual Interest and how climate Influences
	Herzberg	Motivators and hygiene conditions that affect work
Incentive	Job, Redesign and Enrichment	Tayloring Job to Individual/Director
	Job Satisfaction/Morale	Sense of Worth
Buy In	Stakeholders	Investment
	Relationship	Symbosis
Caring	Theory Y/Maslow	Achievement Performance
	Learning Environment	Ownership