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Journals for Organization and Management: For Managers and Academicians

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조직과 관리에 관한 저널평: 조직관리자와 학자를 위하여

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행정학과

I. FUNCTIONS OF THEORIES AND "JOURNALS"

In Perrow's term, theories are simplifying mechanisms.¹⁾ Accordingly, organizational theories and management principles are (broadly) simplifying the world of organizations by mirroring each individual behaviors or organizational structural phenomena through the different perspectives.

In more practical sense, the roles and the functions of the organization theories and management principles are shaping the managers' viewpoints (whether he/she is in public sector or private sector) toward the world of organizations, and improving the managers' ability to understand various aspects of organizational behavior, to predict the organizational change and to act properly according to those variety of organizational dynamics.

In this sense, "Journal" is commonly perceived as relatively easily accessible medium to see the world of phenomena for the organizational managers, employees, students, and professions. So, journal plays a key role in defining research problems or current trend of issues, in conceptualizing topics for the research, and in transforming the ideas into the practices.

Broadly, organization and management related journals can be categorized into two spheres in the context of their different audience: one is Trade Journals (Practitioner oriented), and the other is Scholarly Journals (Academic oriented). However, it does not necessarily mean that each journals publishes articles and reviews only for its own audience, because the character of each journals also varies with articles it publishes.

In an effort to describe the general character of journals I have chosen (Trade Journals: California Management Review, Harvard Business Review, and Organizational Dynamics; Scholarly Journals: Academy of Management Journal, Academy of Management Review, and Public Administration Review.), in the next section, I will summarize 12 representative and distinct articles from those six journals. Then, I will define the character of each journals according to my views and articles I reviewed. Finally, I would like to provide some implications of each of those journals to managers who will face actual managerial problems.

II. ARTICLES REVIEWED

A. Trade Journals

1. Erik W. Larson & David H. Gobeli, "Matrix Management: Contradictions and Insight," CMR (Summer 1987), pp. 126-138.

1) C. Perrow, *Complex Organizations: A Critical Essay*, 3rd., New York: Random House, 1986: 258, et passim.

As J. Galbraith has distinguished different forms of matrix on a continuum which ranges from the functional organization (traditional hierarchical structure) to the pure project organization (separate from functional organization and set up as a self-contained team), and their hybrid, matrix organization, the authors question that "Does matrix management stifle or foster the development of new products?". The arguments in favor of and against matrix consist primarily of anecdotal success or failure stories. The issue is further obscured by the failure to recognize that these are different types of matrix. The authors collected data on the usage and effectiveness of three matrix structures (functional, balanced, and project matrices) from 500 managers experienced in product development.

The authors concluded that the results of the study indicate that matrix is still the dominant approach for completing development projects. However, while all three types of matrix have comparable usage rate, the project matrix (project managers will have direct authority to make decisions on personnel and work activities.) is considered the most effective. Companies using matrix management should consider project matrix if they are trying to improve their performance.

2. Frederick Herzberg, "Motivation and Innovation: Who are Workers Serving?" *CMR* (Winter 1979), pp. 60-70.

Herzberg argues that there can be no organizational innovation not tied to productivity. Then, he introduced Orthodox Job Enrichment (OJE) as a mechanism toward more productive organization. According to him, OJE restructures individual jobs by emphasizing client relationship and worker productivity. To support his notion, the author shows an example of Air Force Logistics Command (AFLC). From over 100 OJE projects in the AFLC, which affected more than 10,000 workers, the benefits of focusing job enrichment on the work itself are clear. According to the author, in job enrichment approaches based on motivation-hygiene theory, we cannot divorce satisfaction from what workers are satisfied about.

3. Jay W. Lorch & Haruo Takagi, "Keeping Managers Off the Self," *HBR* (July/August 1986), pp. 60-65.

The authors begin with the assumption that "Reaching a plateau does not have to mean retiring on the job."

In this article, they emphasize the importance of high career managers and the usefulness of them. As managers reach their 40s and 50s, inevitably the organizational pyramid gets narrower. Some are left behind - "plateaued". Most managers in large U.S. corporations remain with the same employer throughout their careers. They usually spend their last 10 to 20 years at the same functional level. In this situation, the authors argue that keeping plateaued managers motivated and productive will be critical to their companies' success. Based on their research, senior executive should:

- 1) connect their job assignments to the company's mainstream.
 - 2) be candid with them about career prospects and explain why further advancement is not possible, but stress that the managers importance to the organization will continue and be rewarded.
 - 3) involve them in important decisions and activities and foster their teaching and coaching efforts.
4. Henry Mintzberg, "The Manager's Job: Folklore and Fact," HBR(July/August 1975), pp. 49-61.

Mintzberg descriptively depicts that managerial work is action-oriented; that managerial time is fragmented; that managers carry responsibilities for the performance of the tasks; that managers gather information through extensive contact with the organization; that they process the information they obtain and make decisions based on a combination of fact, prior knowledge, instinct, and intuition.

Mintzberg then concludes that because managers engage in these activities, they do not plan, organize, direct, and control.

Unlike Gulick's early piece, POSDCORB, this article suggests that managers with irregularity, flexibility, and cognitive intuition will outperform managers with strong illusion of POSDCORB. This article seems very contradictory, but the author tried to establish a study of the activities in which managers engage in the performance of their "jobs."

5. Vijay Sathe, "Some Action Implication of Corporate Culture: A Manager's Guide to Action," *Organizational Dynamics* (Autumn 1983), pp. 4-23.

Sathe develops a way of thinking about corporate culture that makes the concept analytically useful for dealing with managerial problems. He shows that by distinguishing between culture and behavior, and examining both simultaneously it is possible to see more clearly why culture can be both an asset and a liability, and why it has such a subtle but powerful influence on organizational life. He presented in the article some approaches for diagnosing a culture and understanding its strengths along with some implications for managerial action.

Even though it is difficult to match culture and person (organization man), Sathe makes suggestions for avoiding such mismatches and for better managing the culture shocks that inevitably influence the newcomer to an organization. He then turns to the question of how culture/person misfits may be understood and managed and what it takes to successfully deviate from the organization's culture when one is required to do so.

In sum, the approach to understanding, entering, deviating from, and changing culture presented here can help enhance both organizational efficiency and organizational effectiveness.

6. Charles Perrow, "The Short and Glorious History of Organizational Theory," *Organizational Dynamics* (Summer 1973), pp. 2-15.

It is no exaggeration to say that a walk through the history of organizational theory by Charles Perrow will be the most well-made masterpiece of all other pieces. Perrow divided major trend of organizational theory into two categories, one from the force of darkness (mechanical school of organizational theory) and the other from the force of light (human relations school).

He shows the complex development of organizational theory throughout this century, the scientific management begets the human relations and the development of bureaucracy, both antecedents (human relations theorists and structuralists) were criticized by power-oriented theories, and finally entering to the realm of goals, environments, and systems.

Perrow provides management with very succinct implications which reflect complex development of organizational theories as follows:

- 1) An organization's behavior and success depend on the external environment rather than limited internal human cognitions.
- 2) A variation in organizations depends on the type of work done in the organization - the technology.
- 3) Management must deal with actual situations with highly sophisticated selectivity between human factors and structural factors.
- 4) A good leader should be both fine human-manager and fine environment- manipulator.
- 5) A desired changes in an organization should be both changes in the formal structure and changes in the intangible and covert processes in the organization.

B. Scholarly Journals

1. Peter K. Mills, Richard B. Chase, and Newton Margulies, "Motivating the Client/ Employee System as a Service Production Strategy," *AMR* (April 1983), pp. 301-310.

This article deals with productivity improvement issue. In any organization, productivity improvement issue is very critical to its survival, especially, in service organizations in which the client is directly involved in the production function. The authors see the client/customer as an active participant of the organization and regard motivating both client and employee and controlling their productive behavior as the most critical aspects in improving productivity.

Based on the authors' analysis, they formulated a system model which assumes that performance improvement can be secured by viewing the client as a "partial" employee.

The model shows the client provides the vital information through the direct

interface with the service employee, and the assessment of client performance is needed because this participant will directly influence the output (service). Finally, the authors produce several propositions based on the model they built as follows:

- 1) Productivity gains can be achieved in service organization through greater involvement of the client/customer.
 - 2) As the task credibility of the service employee increases, the cohesiveness of the client/employee team is likely to increase.
 - 3) The more closely matched the personality between client and employee, the more cohesive will be the client/employee team.
 - 4) Goal-setting is likely to be weaker in its relationship to performance than role taking is to performance.
 - 5) As subordinates' role taking activities increase, supervisor will tend to spend more of their time engaged in role clarification activities.
2. Edwin A. Locke, "The Ideas of Frederick W. Taylor: An Evaluation," *AMR* (January 1982), pp. 14-24.

Locke begins with the question that if Taylor's views are now accepted or not by the contemporary scholars and managers. Locke examined the ideas and techniques of Taylor's with respect to their validity and their acceptance in modern management. Basically, Taylor's views can be categorized into two ways; his philosophy of management, and his techniques.

Broadly, Locke agrees that the perspectives of scientific approach to managerial decision making, concerns on labor-management relationship, and techniques such as time study, standardization, goal setting, direct material method as a motivator, scientific selection, and rest pauses are still effective and accepted in modern management. However, Locke makes some sharp criticisms on Taylor's ideas with respect to Taylor's ignorance on social factors, advocates to authoritarianism, treatment men as machines, antiunionism, etc.. In this criticism, Locke remarks cautiously that:

"Taylor's views not only were essentially correct but they have been well accepted by management..... Taylor probably was only partially correct, and has been partially accepted.He was right in the context of his time, but is now outdated.

3. Jeffrey Pfeffer & Alison Davis-Blake, "Administrative Succession and Organizational Performance: How Administrator Experience Mediates the Succession Effect," *AMJ*, Vol.29, No.1, (March 1986), pp. 72-83.

The authors provide empirical analysis on the effect of managerial replacement on organizational performance by analyzing pooled time series and cross-sectional data for all of the teams in the NBA for the 1977 through 1981 seasons.

The authors analyze 8 variables concerning with the future performance of each

team to produce the correlation among those variables. After the analysis, the authors provide the results of five multiple regression equations. The first equation included only the analysis for effects of succession, without reference to either experience or the past records of new coaches. The next four equations indicate that the quality of new coaches has a significant effect on team performance.

According to the authors' findings, succession has no effect on subsequent team performance when prior performance is controlled. However, when the competence of new coaches is included in the analysis, it appeared that succession influences apparently subsequent team performance.

The authors conclude that teams in which succession occurred, and in which (1) the coach had a good prior record, (2) had prior experience in the NBA or ABA, or (3) had brought about performance improvements in other teams, performed better than teams whose new coaches either lacked experience or had performed less well in the past.

4. Jay S. Kim & Anthony F. Campagna, "Effects of Flexitime on Employee Attendance and Performance," *AMJ*, Vol.24, No.4 (1981), pp. 729-741.

In the contemporary organizations, flexitime has been regarded as an organizational development intervention, and has been a less costly vehicle to improve performance of organizations. The authors try to explore the empirical evidence of the effectiveness of flexitime program in their study.

The Analysis of Covariance (ANOCOVA) on the employee's attendance and performance revealed that 1) the flexitime program appears to permit employees to reduce their use of unpaid absences and 2) performance efficiency tends to be higher among employees under the flexitime program.

5. David H. Rosenbloom, "Public Administration Theory and the Separation of Powers," *PAR*, Vol.43, No.3 (May/June 1983), pp. 219-227.

Rosenbloom argues that the development of a more coherent body of public administration theory must recognize the utility of each of three approaches (conveniently labeled managerial approach, political approach, and legal approach to public administration) as they apply to various aspects of administration. In this paper, Rosenbloom sees public administration as an independent variable and each of those approaches emerged through different origins, values, organizational structure and views individual in different terms. He also argues that each of those approaches reflects the constitutional separation of powers, and they can be integrated in building public administration theory to help scholars and practitioners. So, attention should be paid to the public administrative practitioners whose action is circumscribed by internal considerations of checks, balances, and administrative and political pressures.

In this prominent paper, we can find that he emphasizes the importance of independence of public administration theory and regards public administration as an

independent discipline to explain various administrative phenomena.

6. William F. West, "The Politics of Administrative Rulemaking," *PAR*, Vol.42, No.3 (September/October 1982), pp. 420-426.

This paper suggests that the use of rulemaking as an alternative means of implementation can have policy consequences and, as a result, can have significant political implications.

West argues that despite growing concern with statutory implementation, political scientists have shown a notable lack of interest in administrative processes - the formal means or tools by which agencies carry out their mandates. The author's premise is that because administrative processes often have substantive implications, they may also be of strategic importance to those affected by agency policies. Thus, their use may be influenced by and may subsequently affect an agency's relationship with its "political environment." The author gave a case of the Federal Trade Commission (FTC) to provide the evidence to his premise. In the case of FTC, the balance of forces in the agency's political environment has proved dominant in determining its willingness to rely on rulemaking.

III. PURPOSE AND AUDIENCE OF EACH JOURNALS

1. California Management Review (CMR)

After the short glancing through the subject index of CMR, we can easily find it is highly research-oriented, practitioner-oriented, and business-oriented journal. Most articles published in CMR provide relevant empirical data to each research problems and try to conceptualize the defined research on the basis of actual data they gathered. As we can see Herzberg's paper, the author provides over 100 OJE projects data from the AFLC to describe the effectiveness of job enrichment programs.

It seems clear that articles in CMR can be characterized as more announcement-oriented rather value-laden judgment-oriented. In short, CMR apparently deals with most contemporary management problems and serves to provide actual practitioners with most refined knowledge on management and analytical methods to solve the actual managerial problems.

2. Harvard Business Review (HBR)

This journal largely focuses on generic management questions on management and organizational behaviors. HBR itself indicates that it is "a magazine of decision makers, especially, for the leaders of organizations". Indeed, HBR appeared to be seeking to educate business leaders and to increase businessmen's understanding of the concepts and methods of professional management. However, recently there have

been steady efforts to transcend the boundaries of business sector, like dealing with public regulation issues on private sector, or privatization.

In the Mintzberg's paper, we can also find the general character of HBR. HBR's articles are partly more Mintzberg and Drucker oriented rather than strictly defined POSDCORB type management style in that the journal does not always deal with day-to-day management style in describing managers' job. It is more flexible toward the environment, and more based on irregular schedules.

3. Organizational Dynamics

Organizational Dynamics seems the hybrid of the preceding two journal's characters, but quite different in its approaching methods and level of analysis. The mission statement of this journal described by the journal itself is as follows: "a quarterly review of organizational behavior for professional managers. Learning more organizational behavior, especially for professional managers leads to the successful management of organization." However, as we see Perrow's prominent historical walk through over the organizational theory, this journal also provide managers with more broad insight to see the actual managerial problems. The article gives not only a succinct philosophical outlines of history of organizational theory but a instructive notion about how managers see the managerial problems and what causes a specific conflict within the organizations. Sathe's paper is highly analytic enough to fulfill the management's need to assess its demand and culture. In this context, this journal also emphasizes the importance of multicultural nature of organizations rather sticks to unilateral aspects of organizations.

4. Academy of Management Review (AMR)

If we call previous three journals as practitioner-oriented ones, following three journals will be more academic-oriented, in other words, the audience of journal is professors or scholars work in related fields.

In the sense, AMR keeps same track, that is, the focus of AMR is organization and management theory not organizational practice and management techniques. One other characteristics of AMR may be that it publishes only descriptive and prescriptive theoretical articles not empirically written pieces for practicing managers. The authors in this journal usually try to find researchable problems and conceptualize those problems. Locke's piece shows that a theory will be attacked and evaluated sharply by the successors. Locke's criticism toward the ideas of Taylor's seems very provocative and value-laden. I think that this kind of phenomenon is also true in other scholarly journal. Other character of AMR can be drawn from the Mills, Chase, and Margulies' paper. They analyze organizational productivity improvement issues in terms of open system model. According to the basic framework of open system model, the authors build a new system model to explain how productive organizations work.

In short, AMR's articles primarily focus on theoretical synthesis, theoretical

conceptualization to organization and management field, creative inventions on theory, and generic questions between public and private management to enhance scholaristic ability to establish normative framework of a certain field.

5. Academy of Management Journal (AMJ)

Unlike the Academy of Management Review, AMJ provides empirical analysis of the field of management and organization, though both journals have same background, Academy of Management. Empirical analyses include all types of methodologies (quantitative, qualitative, or combinations).

Since this quarterly-publishing journal only deals with atheoretical research, the emphasis is usually placed on the analysis of variables, data, methodologies, tests, etc...to provide more rational evidence on a certain management and organizational phenomenon. Because the results of analyses vary as time goes on and the data used in researches should be updated, we can also see articles on partially replicated, and extensions of past research. In short, the most appealing journal for the actual managers in field organizations will be more action-oriented, more practical, more readable, and less time-consuming in reading, in this sense, AMJ plays an important role in helping them.

6. Public Administration Review (PAR)

PAR has both characters of the Academy of Management Journal and the Academy of Management of Review in terms of approaches to studies. In addition to that, PAR is interdisciplinary journal as same is true in the field of public administration. The topics of articles are broadly ranged from social sciences to psychology. That kind of complex nature of public administration is well presented in the Rosenbloom's paper. In an effort to emphasize the independence of the field of public administration, Rosenbloom set up three approaches (managerial approach, political approach, and legal approach) toward the development of public administration disciplines. The other significant feature of this journal is that it also generously publishes atheoretical research work. Stallings and Ferris in 1988 present an overall evaluation of research works in the Public Administration Review (1940-1984).²⁾ They see the PAR as the most feasible data source for the historical perspective when the students, scholars, and practitioners seek to gather. Finally, there have been efforts to transcend the boundaries of public sector in PAR, because we have to see the world of private sector to enhance the public competence with business.

2) Robert A. Stallings & James M. Ferris, "Public Administration Research: Work in PAR, 1940-1984," PAR, Vol.48, No.1, 1988: 580-587.

IV. IMPLICATIONS FOR THE AUDIENCE

The relationship between journals and managers should be interactive one. Understanding major notions and theoretical perspectives in each articles is critical to administrators as well as to academic researchers or consultants. In a moment, I became to know that Perrow's assertion -- theory is simplifying mechanism and shaping managers' viewpoints in managing organizations -- is really true.

HBR and CMR take many contemporary arguable issues into their spheres, and more likely to provide managers with relatively quick answers to particular questions. Organizational Dynamics also places emphasis on organizational theory and behavior, but it also offers some normative frameworks to field managers. Perrow's (1973) and Vroom's (1973, 1976) pieces will be good examples to that aspect. In other words, managers who want to have knowledge on "what is ought to be done" as well as "how to do it" should be advised by Organizational Dynamics.³⁾

Unlike AMR and AMJ, PAR has relatively wide audience in its interdisciplinary nature. For instance, a manager takes power perspective within an organization, he will be more likely to read PAR to acquire more on political negotiation, compromise, bargaining and political maneuvers, since he believes that power game moves the organization into success. Also, PAR plays an important role in developing theories in organization and management by publishing many academical pieces.

Finally, articles in journals truly reflect their own time situations and view them either positively and negatively. However, the most important thing is that the digestion of those views are totally depended upon audience's attitude and perspective toward them.

JOURNALS AND ARTICLES REVIEWED

<Scholarly Journals>

A. Academy of Management Review (AMR)

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Edwin A. Locke, "The Ideas of Frederick W. Taylor: An Evaluation," AMR (January 1982), pp. 14-24.

3) Victor H. Vroom, "A New Look at Managerial Decision Making," Organizational Dynamics, 1973, Vol.1, pp.66-80; and Victor H. Vroom, "Can Leaders Learn to Lead?" Organizational Dynamics, 1976, Vol.3, pp.17-28.

B. Academy of Management Journal (AMJ)

Jeffrey Pfeffer and Alison Davis-Blake, "Administrative Succession and Organizational Performance: How Administrator Experience Mediates the Succession Effect," AMJ, Vol. 29, No. 1 (March 1986), pp. 72-83.

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