

ORGANIZATIONAL THEORY AS DRAWN FROM SELECTED
NOVELS OF ORWELL, HUXLEY, CAMUS AND KAFKA

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ABSTRACT

ORGANIZATIONAL THEORY
AS DRAWN FROM SELECTED NOVELS
OF ORWELL, HUXLEY, CAMUS AND KAFKA

By

Kellie Gardner

The author's intent was to derive properties of organizations and theorems of organizational behavior from the data, stated and implied, in 1984 of George Orwell, Brave New World of Aldous Huxley, The Plague of Albert Camus and The Trial of Franz Kafka.

The methodological requirements called for a preliminary, replicable screen for data extraction and a non-replicable psychological screen for the development and linkage of the material.

The results of the study suggested the following points.

1. The reference frame currently and generally employed in organizational theory, although valid, is a limited or local-space reference frame. It is management centered, and such orientation permits only particular typologies and restricted analyses of organizational properties.

2. The foregoing centering of the frame is reflected in the basic definition of an organization : A social unit deliberately constructed and reconstructed in order to achieve specific goals. An equally valid view would consider an organization to be : A set of unified systems for controlling the behavior of a group of individuals called the membership.

3. Within a new reference frame concepts are also changed. Goals become relatively meaningless, and their functions within theory are replaced by the more general concept of products-effects.

4. Organizations tend to distort under four major forces emanating from : The Suprasystem, Structural Relations, Products-Effects and Internal Human Element Drives.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that proper record-keeping is essential for transparency and accountability, particularly in financial matters. The text suggests that organizations should implement robust systems to track and document every aspect of their operations, from procurement to sales.

2. The second part of the document addresses the challenges of data management in a rapidly changing environment. It highlights the need for flexible and scalable solutions that can adapt to new technologies and evolving business requirements. The author argues that investing in modern data infrastructure is crucial for staying competitive and making informed decisions based on real-time information.

3. The third part of the document explores the role of leadership in driving organizational success. It stresses that effective leaders must inspire and motivate their teams, fostering a culture of innovation and collaboration. The text provides several key strategies for building a high-performing team, including clear communication, delegation, and continuous learning.

4. The fourth part of the document discusses the importance of risk management in achieving long-term goals. It outlines a systematic approach to identifying, assessing, and mitigating potential risks, ensuring that the organization is prepared to handle unforeseen challenges. The author emphasizes that proactive risk management is not just a defensive measure but a strategic tool for achieving sustainable growth.

5. The fifth part of the document focuses on the importance of customer satisfaction and loyalty. It argues that providing exceptional customer service is a key differentiator for businesses in a crowded market. The text offers practical tips for understanding customer needs, improving service quality, and building strong relationships that lead to repeat business and positive word-of-mouth.

6. The sixth part of the document discusses the importance of financial management and budgeting. It provides a detailed overview of how to create a realistic budget, track expenses, and optimize resource allocation. The author stresses that sound financial practices are the foundation of a successful business, enabling it to maintain financial stability and invest in future opportunities.

7. The seventh part of the document explores the importance of innovation and research and development (R&D). It encourages organizations to allocate resources to explore new ideas and technologies, even if the immediate return is uncertain. The text argues that innovation is the engine of growth and the key to staying ahead of the competition in a dynamic market.

8. The eighth part of the document discusses the importance of legal and regulatory compliance. It outlines the key areas where organizations must stay up-to-date with changing laws and regulations, such as data privacy, labor laws, and industry-specific requirements. The author emphasizes that compliance is not just a legal obligation but a way to build trust and credibility with stakeholders.

9. The ninth part of the document focuses on the importance of human resources and talent management. It discusses strategies for attracting, developing, and retaining top talent, including competitive compensation, professional development opportunities, and a supportive work environment. The text argues that a strong workforce is the most valuable asset of any organization.

10. The tenth and final part of the document provides a summary of the key points discussed throughout the document. It reiterates the importance of a holistic approach to business management, where all these elements work together to drive overall success. The author concludes by expressing optimism about the future of business and the potential for continued growth and innovation.

5. The above forces are countered, in varying degrees, by organizational systems delineated as Stabilizing, Innovating and Attitudinal, with the first noted carrying most of the counter force.

6. Of the basic elements of an organization, the structure and the human being, the human element is determinant in organizational evolution; and, one of the primary motivators of human behavior - the most neglected or obscured in current works on theory - is the sex drive.

7. In spite of the above, certain constructs reach a stable state in evolution, and the human element is eliminated as a factor in further evolution.

8. Necessary to the stable state is a domination of the communications subsystem by the Stabilizing system of an organization.

In general, the study is heuristic and with the flaws implicit in any such work. It is not a study which leads to comprehension through a review of preliminaries and a summary. It demands new definitions and a non-replicable screen. On the other hand, if the study has a virtue, it

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is in that one is moved to consider a field from a new point of view and to speak of that field in a variant language.

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L. Kellie Gardner

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the $\mathbb{R}^n$ -valued function $\mathbf{f}$ is called a *vector field* on M . If $\mathbf{f}$ is a vector field on M , then the vector $\mathbf{f}(p)$ is called the *value* of $\mathbf{f}$ at p . If $\mathbf{f}$ is a vector field on M , then the vector $\mathbf{f}(p)$ is called the *value* of $\mathbf{f}$ at p .

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INTRODUCTION

INTENT :

The intent of this dissertation is to derive properties of organizations and theorems of organizational behavior from the data, stated and implied, in 1984 of George Orwell, Brave New World of Aldous Huxley, The Trial of Franz Kafka and The Plague of Albert Camus.

PRELIMINARY CONSIDERATIONS :

There exists a vast literature on organizations, their components, their functioning and their effects on some total ecology. That information is banked in monographs, dissertations, treatises and texts as well as in less structured forms such as the novel. For, if one accepts even an elementary definition of an organization, a social unit deliberately constructed and reconstructed to seek specific goals,¹ then it follows that any art form with commentary upon the elements of that definition should be of concern to the student of organizations.

For the above reason, the drawings of Hogarth² or Picasso's single "Guernica,"³ Shelley's "Prometheus Unbound," Milton's "Paradise Lost," certain music, particular dances, political

cartoons and a number of comic books are all proper sources of data for theorists of organizational behavior.

The depth of one's concern with the content of these different forms has varied from age to age. It has been determined by the individual researcher's inclinations, the state of the art or science under consideration, societal values, and the particular methodology in vogue.

Thus, one researcher may seek his "facts" from whatever is observable reality while another chooses "facts" from primary source work written in the field. One researcher considers his field so advanced conceptually that he seeks further knowledge of it only within the field, while another views it so fractured at its foundations that he seeks new concepts from outside of the field. One researcher sees theoretical forms as ends in themselves while the other demands utility according to a particular society's definition of the term. One researcher is based in scholasticism and the other in empiricism.

Contemporary concern with organizational behavior might appear to be centered in empiricism and locked to the scientific method. The canons of this attitude, however, do not permit one to pass a priori judgment on the value, validity

or accuracy of data stored in art forms and reprocessed by some psychologic.

Let one consider the matter from a somewhat different point of view.

Prior to Gauss, Bolyai and Lobachevsky⁴ the axioms of Euclidean Geometry were generally considered to be "truths" about the nature of space. The derived or discovered theorems of that structure became clarified or detailed explanations of the "reality." A major exercise of geometers was to expand the given system by discovering further theorems within the structure.

By taking a new axiomatic base, one which contradicted empirical measurements, the non-Euclidean geometries were framed. Over one half a century passed before experimentalists discovered that modified Elliptic Geometry (non-Euclidean) appeared to be a relatively more accurate model for space than the Euclidean model.

That is to say, if one draws models solely from an empirical basis, then one may well be restricting the growth and understanding of a discipline.

The same parallel may be made in the field of abstract algebra in which form or structure have preceded the discovery of matching "reality" structures.

These general considerations need not be limited to logical models. A simple change of frames of reference - engendered by any number of idea sources - may be healthy for a science; or, in the same manner, a re-examination of assumptions - stimulated by concepts from any field - may forward a discipline.

To this point, then, one has noted that a source of data on organizational behavior exists by definition in diverse art forms; that a priori judgments on data validity are themselves, in current logic, invalid; that the throwing off of abstract forms and the shifting of reference frames may forward a discipline; and, that some discoveries have been made despite empiricism rather than because of it.

In the above spirit one is led to the particular problem considered in this dissertation.

STATEMENT OF THE PROBLEM :

This section will be presented in two parts : An explicit statement of the general problem; and, a discursive consideration of the major elements within it.

Part I :

In the history of organizational theory and management thought one is well aware of the shift in emphasis between Scientific Management, Human Relations and Structuralist schools. It may be agreed upon that each shift - in spite of some overemphasis - contributed to the advancement of the art or science. One may question, however, the value of permitting a single reference frame to dominate study in a field. The frame of reference dominating all of the schools has included and emphasized these factors : a management oriented attitude, a quantitative approach, and an empirical data base under a single methodology.

But it is axiomatic that for a field to grow or to rejuvenate itself there must be occasional changes in reference, methodologies and data sources. The problem is usually benign; and, it is one which is aggravated generally upon the occasion of a crucial experiment. When there is an absence of

such crucial experiments, the growth and strengthening of a discipline demands a problem-creating mechanism; and, one such device might be a critical, exploratory study of one's concern through divers fields and with variant methodologies.

The general problem, then, is one of developing problem-creating mechanisms for the field of organizational behavior. Related to it, and not inferior, is the need to examine the axiom which demands methodological, reference frame, and data-source changes for disciplines. The specific problem is one of orienting students of organizational behavior to the above concerns; and, the intent of this dissertation is yet a subheading, in that one would discover organizational theory, however fragmented, within specific works of the given novelists.

Part II :

Novelists have observed reality - whatever it may be - and, presumably, scientists have observed that same reality. Or, as Ackermann states : "Artistic practice is as dependent as scientific practice on any external reality that may be admitted, and yet we do not normally regard artistic practice as objective."⁵

Clearly, the novelist has filtered his observations through his individual psycho-logic; the scientists have filtered their observations through a somewhat standard logic. Or, the measuring instruments, the procedure and the methodology of each novelist is different from that of the other; and, any given experiment with reality can not be repeated. Scientists - with varying degrees of brilliance - use standard tools, methods, and so on : Experiments on reality may be repeated. This brings one to the question of what constitutes theory; for, there is even a question as to whether or not any organizational theory exists at this time. One may note the comments of March and Simon in Organizations : "The literature leaves one with the impression that after all not a great deal has been said about organizations...there is... a great disparity between hypotheses and evidence. Much of what we know or believe about organizations is distilled from common sense and from the practical experience of executives. The great bulk of this wisdom and lore has never been subjected to the rigorous scrutiny of scientific method."⁶

Ackermann gives a less despairing view : "...theories were generally taken to be collections of laws along with other statements of a more general nature which were used to explain a variety of experimental results and observations... what might be called a theory in one branch of a science

might seem rather impoverished by comparison to a theory which explains a comparatively broad range of experimental data in some other branch."⁷

It is further observed that : "The absence of general laws and theories becomes more pronounced as we move from physics to biology, biology to psychology, and from psychology to sociology."⁸

Theory may be, in sympathy with Humpty Dumpty, precisely what one wishes it to be - no more and no less. This, however, violates the conservation (and utility) of definition, and one might do well to seek some common definition of it.

In Lillian Lieber's The Einstein Theory of Relativity one finds criteria for "good" theory in physics.⁹ Dr. Lieber maintains that theory must first explain known "facts" of a discipline, that it must then be able to account for new facts within its framework as they arise, and that it finally must permit one to predict phenomena - either yet to be discovered or hitherto unexplained within the standard frame of reference.

Thus, Einstein's Theory of Relativity is an example of "good" theory; for, on the basis of minimal and "rational"

assumptions it accounts for a wide range of phenomena of classical physics; it explains the "fact" or "conspiracy" arising from the crucial Michelson-Morley experiment; and, it incidentally accounts for the previously unexplained lag of Mercury in its orbit.

The above criteria for "good" theory are, perhaps, too stringent for the social sciences. The atom is relatively well-behaved. On the other hand, the analysis of human behavior might be analogous to the playing of an infinitely complex game of chess in which occasionally, while the player is not looking, a pawn, knight and bishop get up on their own and quietly, surreptitiously move to another square.

Thus, "...the logician is fond of pointing out that an infinite number of hypotheses can always be fitted to any available data."¹⁰

Or, as Stinchcombe states : "A student who has difficulty thinking of at least three sensible explanations for any correlation...should probably choose another profession."¹¹ And, again : "...although it may reflect my dim view of the state of the discipline, I think the only way to get theories of many important phenomena is to make them up oneself."¹²

And, finally, returning to Ackermann : "Scientific theories cannot therefore be seen as abstractions from available evidence, but are often free constructions of human intelligence which are as creative as any human activity could be."¹³

The evolution of the definition of theory for the sociologist, the organizational theorist and so on, is implicit in the statement from Blau and Scott's Formal Organizations : "If the early sociologists were primarily concerned with broad problems of social organization, and neglected questions of scientific evidence, later ones became preoccupied with refining methods for testing hypotheses, and were willing to sacrifice the sociological focus on organized social relations for neatness of research design."¹⁴

Or, one may consider McGregor's statement : "Every managerial act rests on assumptions, generalizations, and hypotheses - that is to say, on theory."¹⁵ And this rather "loose" - if still acceptable - notion of theory is reflected in McGregor's sets of assumptions for "Theory X and Theory Y."

Clearly, in the social sciences and organizational behavior in particular there is no consensus on the definition of theory.

For every Jerald Hage with "An Axiomatic Theory of Organizations"¹⁶ one may point to a generalist believing the state of the contributing sciences too weak for meaningful development of models structured along classical or formalist mathematical lines - assuming the mathematical form should be taken at all.

For the purpose of this dissertation, theory will be considered in the more loose sense of McGregor. Theory for organizational behavior will be any set of consciously framed assumptions connected with generalizations and hypotheses through which one attempts to account for known facts and to predict new phenomena of organizational behavior.

If the lack of precision of the ad hoc definition is unsettling, it at least demands a systematizing of observations and sufficient analysis to connect assumptions and generalizations. The brief consideration of what constitutes theory in organizational behavior may have clarified the intent of this dissertation; however, by defining theory as a loose construct of axioms, theorems and hypotheses, one runs the risk of having a study dismissed before its conception. Indeed, this is related to the general problem. For, to this point, one has developed the following argument :

1. In Preliminary Considerations one observed that by the definition of organizations and the nature of the novel, novels formed valid data sources for the theorist of organizational behavior.
2. Theory, as defined loosely, may well have a generative or predictive value; however, even a flimsy construction of axioms, theorems and hypotheses qualifies as satisfying the Intent.
3. It would, in fact, be next to impossible not to find "theory" in novels.

The question naturally arises as to the "quality" of the theory. One may ask whether it is "good" or "bad" in the sense noted by Lieber. One may not, however, assume that it is "bargain basement conceptually;"¹⁷ nor may one judge it after the fact as such, merely because it agrees or disagrees with theorists writing in such an early period as the 1950's. The former question is beyond the scope of this dissertation. The latter judgment must take the following note into consideration.

With the exception of Weber, all of the theorists noted in conjunction with the four novelists - for comparisons will be made - completed their work well after that of the novelists. In as much as theories match - and there is no noted

precursor in organizational theory - some credit must be given to the novelists. In that they do not match, one has established an area with hypotheses to be tested.

Some thought was given to the general qualifications of novelists. These notes may be summarized briefly. In as much as organization theory must deal with human beings, then novelists are, at least, qualitative experts in the field. Psychologists, reviewing the literature of their own field, will attest to that. This does not mean to say that Dostoyevsky and Inglis' Fletcher¹⁸ are equivalent; but one would not equate Einstein with a laboratory technician or McGregor with the local manager of the supermarket.

One has deliberately chosen novelists with a world-wide reputation for analysis of the human condition rather than those concerned with immediate sales in a pandering to contemporary tastes. (These latter, however, might make for an interesting study in themselves.)

As Griffiths may elaborate on what theory is not,¹⁹ one may conclude from the foregoing that the discussion has been on what the sub-problem is not. Rather, one has spoken of theory, the general design, the major problem of the study, and the credentials of novelists.

But these were necessary elements; for, admittedly, the major problem was framed before the sub-problem. Further, notes on the sub-problem become a proper part of Methodology and a Review of the Related Literature.

METHODOLOGY :

The general method requires one to : 1. Extract raw data on organizations from the novels by use of a preliminary replicable screen; 2. Order the data and draw implications by a psychological screen; 3. Link the models into a general framework by a final psychological screen.

Extraction of Data :

In order to keep assumptions about organizational behavior at a minimum and to permit each reader to extract approximately the same basic data from the novels, a first screen for the total novel data permits one to know :

1. An organization is a social unit deliberately constructed and reconstructed to seek specific goals.
2. Organizations may have both a formal and an informal structure.

Of course, variations on point one might have been chosen.

Thus, one might have limited the argument to administrative organizations and considered their decision-making structures as does Simon,²⁰ and utilized the appropriate definition. Or, one might have noted Parson's concept that : "...all social systems must solve four basic problems..."²¹ And, from the foregoing screened out for further examination all material on adaptation, goal achievement, integration and latency.

The latter type of screen, however, appears too selective, and would relate to a particular question such as : What have the writers under consideration have to contribute to Simon's decision-making concept or to Parson's fundamental statement on the problem of social systems.

Two problems arise with this general screen. If one has, to some extent, equalized various "researchers'" prior knowledge about organizational behavior, one has not done the same for one's prior knowledge about the novelists and their works. For example, a thorough reading of all of Orwell's works and his critics might permit a literary-minded student to know that the pyramidal structures of Orwell's Ministries were hierarchical symbols. The organization-minded student would, of course, recognize the symbol but would screen it out; for, he would know that it is a symbol in his organizational theory, but he would have no way of imputing such knowledge to

Orwell. For this reason, a third point was added to the screen.

3. Symbolic material must be clear from the single text of the author under consideration.

The second problem arising from the screen is that of the definition of a goal (for organizations) and a social unit.

For the goal one must add Etzioni's definition :

4. "An organization goal is a desired state of affairs which the organization attempts to realize."²²

This has an anthropomorphic ring, and will bring about data differences - for who, what group is the organization. (In any case, discrepancies in raw data may lead to a reexamination of the definition.)

The social unit poses a different problem. Again, Etzioni equates social units to human groupings.²³ However, one is not much better off than with the first expression. Etzioni continues his discussion with examples of specific social units to the point that one is willing to treat social unit as the undefined term of the argument. That is, its definition reduces to "pointing," and one finishes with a conceptual knowledge of the social unit in much the same way that one comprehends the undefined elements of point, line and

plane in Geometry.

Ordering of Data :

Already one has reached the second psychological filter - the first having been that of the individual novelist on whatever is observable reality.

The only required categories which this writer imposed upon himself were : The Suprasystem and Formal Structure of the Superorganization or organizations.

The reason for the above was simply to give some mutual point of departure for various readers using similar data. Categories beyond the basic two depended upon the force of novelist upon this reader.

Linkage of Models :

Regardless of the ordering of the material, it is assumed that the data drawn from the novels by different readers will be somewhat similar. Ordering, however, does give emphasis. In the same way, one returns to Ackermann's comment : "...an infinite number of hypotheses can always be fitted to any available data."²⁴

To this writer's knowledge there is no way of assuring - if such is desirable - that a model drawn from the extracted data will in any way represent an Orwell's, Huxley's, Camus' or Kafka's views. Perhaps the best that one can say is that the novelists' views have formed the factual basis and stimulation for the created or partially derived models. The novels themselves have become observable reality.

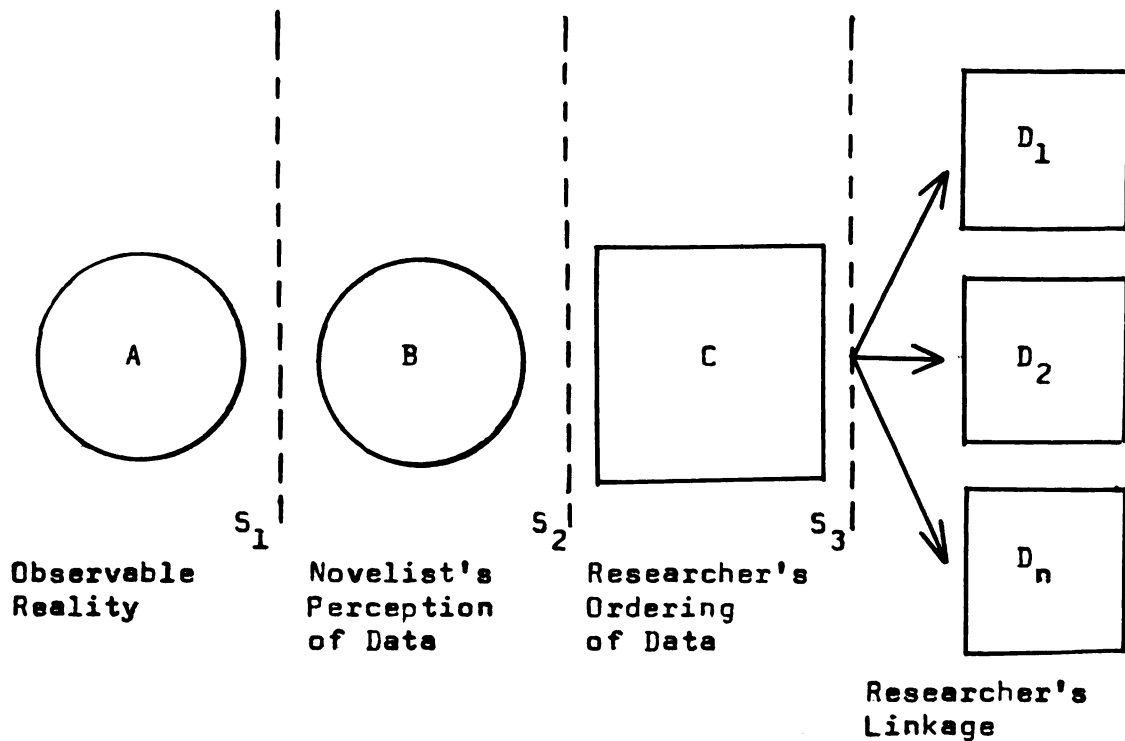
The resultant structures or models may be called ideals. The comparison of these ideals with the reality models of current theorists will have value in that the models differ rather than agree.

The above, then, is a generating system permitting non-specialists in organization theory to contribute to the field through hypotheses construction - without the disadvantage of an organizational "school" set.

General :

Schematically, to this point, one has considered observable reality (A) as screened psychologically by a given author (S_1); then as screened by use of the four points in "Extraction of Material" (S_2); then as again screened and organized by the individual "researcher" (S_3); and, finally, as linked by the

researcher.



Perhaps the foregoing appears to be no more than an exercise which Stinchcombe would demand of his students : "...Choose any relation between two or more variables which you are interested in; invent at least three theories...which might explain these relations..."²⁵ This is, however, "theory" with a minimum of elements and interactions. In scientific practice observable reality is screened for "fact" of a particular, measurable, even enculturated nature. That is, the screens S_1 and S_2 are replaced by the general screen of

scientific method and scientific importance. The distortion of (B) reality is avoided. One jumps from an (A) observable reality to the (C) set of relatively agreed upon facts. The screen S_3 remains the same.

Clearly, if (B) - the Huxley, Orwell, Camus or Kafka worlds - were observable reality, then the moving from that area to ideals is equivalent to the method of the social scientist in developing theory or ideals - with only slight changes in the S_2 screen.

The only major difference in the proposed method for creating ideals and that used in standard practice is the use of the S_1 psychological screen of the novelist. The screen may distort, but in doing so it emphasizes one or another aspect of organizational behavior - perhaps of essence, depending upon the given novelist's perspicuity. That aspect could well have been overlooked in the necessary detail-work of theorem development, particularly when the social scientist is imbued with a single, current, normative view of his discipline. Again, by analogy, one would match this scientist with a pre-relativistic physicist devoted to the development of the superstructure of physics while, in fact, the foundations were in need of replacement.

PROCEDURE AND PRESENTATION :

Each novel text will be considered separately with preliminary notes made according to the screen S_2 or, the four point criteria noted in methodology. (These first notes have not been included in this study.) The resultant material will then be ordered and summarized in individual sections. There will follow a more formalized extension and summary of the various concepts.

DEFINITIONS AND ASSUMPTIONS :

In general, one will use Etzioni's definition as framed in Modern Organizations. If, in comparing constructs with those of other theorists, there are serious differences concerning definitions, those differences will be noted on the occasion of usage. In the case of the novelists, if there are new or variant concepts, the necessary definitions will be framed in the final chapter of this dissertation.

Screen S₂ Definitions :

Organizations :

Social units (or human groupings) deliberately constructed and reconstructed to seek specific goals.²⁶

Informal Organization :

The social relations that develop among the staff or workers above and beyond the formal one determined by the organization, and/or the actual organizational relations as they evolved as a consequence of the interaction between the organizational design and the pressures of the interpersonal relations among the participants.²⁷

Goals :

Organizational goals are desired states of affairs which the organization attempts to realize.²⁸

Real Goals :

Those future states toward which a majority of the organization's means and the major organizational commitments of the participants are directed.²⁹

Ordering Definitions :

Suprasystem :

The total ecological pressures capable of exerting force on a given organization or subsystem.

Formal Structure (Formal Organization) :

The organizational pattern designed by management.³⁰

General Definitions :Effectiveness :

Effectiveness is (measured by) the degree to which an organization realizes its goals.³¹

Efficiency :

Efficiency is (measured by) the amount of resources used to produce a unit of output.³²

Unit of Output :

The unit of output is a measurable quantity of whatever the organization may be producing.

Bureaucratic Structure :

The Ideal as described by Weber. (Variations, as Weber has been interpreted, will be noted.)

One will employ the above definitions with the understanding and reservation that although they are "accepted" definitions, they still admit to various interpretations and lack the precision which one would expect to find in more quantifiable disciplines.

As for assumptions, those drawn from the various novelists' work will form a portion of the final chapter.

The major research assumption is that novelists do have substantial contributions to make to organizational theory. Of course, this must remain an assumption rather than an hypothesis to be or not to be rejected. In so much as the present study fails to give credence to this axiom in reality, one may point to the limited sample size and the particular choice of authors; and, in that the study establishes the axiom's place within the discipline, one may object that another axiom, that of scientific induction, is hardly satisfied.

A second major assumption is that no single methodology or approach - for example, the scientific method - is sufficient for the full development of a discipline. The reasonableness of this assumption is based, to some extent, upon Godel's Theorem³³ as well as the knowledge of schisms within many disciplines between formalists and intuitionists.

Operationally, one accepts the standard laws of logic.

Assumptions for inferences in this literary rather than mathematical context have not been codified and are rarely

noted if only because the field does not yet exist, unless one accepts nearly all critical "methods" and disjointed "flashes" of intuition through analogy, background of reader, and so on.

Finally, it is assumed that the reader is familiar with the major works of the organizational theorists used for comparison, and that one has more than a casual knowledge of the novels under consideration.

REVIEW OF THE RELATED LITERATURE :Preliminary :

The review of related literature for this particular study hinges first on a set of negatives.

By definition of the methodology, no study exists which employs the precise elements of the screens S_2 and S_3 if only because an individual's judgment and experience is a part of those screens. Or, taking a slightly broader view : To the writer's knowledge, no study exists for any combination of the four novels which utilizes the four points under S_2 alone.

The above is not intended to emphasize the trivial, but rather to lead to the notion that portions of the screens have been employed by any student of organizations who has read any of the novels under consideration. Strengthening the notion, one states : It is impossible to read without employing some form of personal screen. That is not to say that transfer from one's specialized knowledge is automatic. Indeed, it occurs less than one might wish; for, one adjusts the screen. One reads toward particular objectives with a

"set" more or less determined by one's early learned view of a field's potential. Thus, the specialist in literature may read a treatise on economics : and, style, plot, structure, symbolism and so on, become of little consequence to him. Of course, there is a "seepage" even in one's readings in disparate fields; there is a vague transfer. Thus, too, a specialist in organizations may read a novel; and, elements of theory - human elements - become characters. Plot, tension, symbolism - these are points of concern; for, in spite of his special knowledge, he has been trained by teachers of literature to read literature. He has developed a screen. Occasionally, he drops the screen consciously or subconsciously, and the result is transfer.

An empirical proof of the foregoing statements is beyond the scope of this dissertation. The statements, however, are not basic to whatever may be discovered in this study; rather, they are intended to serve as an introduction for one's approach to the review of the related literature.

To summarize : The particular study of this dissertation has not been previously undertaken; and, the general methodology has been used by every student.

But then, have novelists been studied by organizational theorists ? And here, "study" implies a search for ideas on organizational theory.

A review of the bibliographies of the theorists noted in this dissertation shows that only C. Wright Mills made use of novels as a data source. Etzioni, Katz, Kahn, Likert, Simon, McGregor, March, Griffiths, Hage and the others made no reference to novelists other than in passing - and that was rare.

The related literature, then, should perhaps involve the literary critical writings on Kafka, Orwell, Camus and Huxley. (A commentary upon the organizational theorists referred to in this study will be found in Appendix A.)

In so much as one is aware that these same critics have set a screen which may well involve "ideas," but which probably neglects the foundations of organizational theory, one may then turn to those critics as a source.

Finally, it should be borne in mind that a full review of the critical studies of the works with which one is here concerned is impossible. What follows is, hopefully, an unbiased sampling of critical work.

General :

" 'My friend...told me that Oswald Spengler had taken the doctrine of The Decline of the West from Goethe's Faust.'

'That is perfectly possible.' said Franz Kafka. 'Many so-called scientists transfer the world of the poet to another, scientific, plane, and so achieve fame and importance.' "34

The above may not be in accordance with the scientists' views of poets; however, Jaffe notes : "There is dearth neither of general criticism of Kafka nor of particular points of view, and almost anybody can find something to his taste. Among the ...critical attitudes are those of theology...(but) Kafka's work (has also been interpreted) from the points of view of sociology, economics, and psychology."35

The foregoing is understandable if one considers Politzer's quote from Dearest Father. In it Kafka writes : "The crows maintain that a single crow could destroy the heavens. There is no doubt of this, but it proves nothing against the heavens, for heavens simply mean : the impossibility of crows."36

Parables are not quantitatives. Perhaps it is better to know that "...Kafka obtained his Doctorate in Jurisprudence...and proceeded to work for the required period...in the courts..."37

This gives direction to a study, as does "Kafka himself at one time thought of The Trial as a parable of the individual and responsibility."³⁸

With yet more direction : "As the title indicates, The Trial is not focused on the fate of the bank clerk Joseph K. but on the proceedings to which he is subjected."³⁹

But these are ideas in passing. They generally remain undeveloped, and when - on rare occasions - they are expanded, the idea is often set in a reference frame of doubtful consequence to the organizational theorist. Thus, "At many points in the ensuing narrative (The Trial), a healthy man would have been able to extricate and to free himself. A healthy man would not have complied with his persecutors, would not have questioned himself. But then these things would never have happened to a healthy man."⁴⁰ One does not press for a definition of healthy; and, after reading the above statement, one might consider a reading of the critic a belittling of the author.

One might expect that the more didactic and "organizationally oriented" Orwell would receive a critical analysis more within the needs of the theorist of organizations.

Lief in Homage to Oceania praises Orwell's political insight, his knowledge of society, and to make her own set clear, notes : "He (Orwell) had no genius either for living or for artistic creation."⁴¹ But analysis stays at a level such as : "Because Orwell believed it was natural for human beings to love each other rather than causes, he was the implacable enemy of ideologies which supplanted human loyalties."⁴²

Lee notes that "Orwell's force as a political commentator has been so pervasive that his art has suffered...The novels are usually disdained."⁴³ He, in turn, quoted Voorhees as saying that 1984 "...is not really a novel at all. It is a combination of tale of terror and political treatise."⁴⁴ Wyndham Lewis, similarly, says : "The book as a whole is a first rate political document."⁴⁵ The analyses, however, are neither sharply political - objectively speaking - nor do they bear with any intensity on the problem of organizational theory. One arrives at such generalities as : "He (Orwell) knew that the empiricism of science is the enemy of all such nonsense as the 'biology' of the Nazis, the 'ethics' of the Communists, and the 'metaphysics' of Oceania."⁴⁶ Voorhees, as so many, has screened with tacit assumptions - 1984 represents only a Communist or Nazi world.

Huxley receives better treatment by Meckier who notes that the perversion of language is dysfunctional for Huxley's utopia.⁴⁷ Although one may disagree with him, depending on one's choice of reference frames for the establishment of dysfunctionality, the observation relates to organizational theory and can be tested from textual evidence.

Unfortunately, literary critics have a tendency to belabor "how" a thing is said rather than "what" is said. For every Meckier there are at least a score of Jog's with "...(Brave New World is) a penetrating analysis of our civilization. It contains a message and a warning...wit and satire are at perpetual play."⁴⁸ Or, there are Atkins' with : "The opposition between body and spirit naturally finds its clearest expression in the field of sex."⁴⁹ But a full chapter on "Romantic Passion and Physical Sexuality" in his work on Huxley does not mention Brave New World.

Calder in Chronicles of Conscience has a commendable work on Orwell and Koestler in which she notes Orwell's questioning of Huxley's characters' motivation to keep the hollow Brave New World functioning.⁵⁰

When one turns to the multitude of critics of Camus, one might expect among other things an incisive study of the

system man has created for man. Again, however, the greatest depth reached would be by Thody when he states : "His (Camus') aim is to equate the plague with the bureaucratic tyranny of a modern dictatorship, and he does it by describing the plague as manifesting itself in the same way and having the very same effects as bureaucracy."⁵¹

Such direction toward reading lessens with Haggis : "For Camus believed that the writer cannot ignore the social, political and philosophical problems of his day..."⁵² Or, "Tarrou, Castel, Grand and Madame Rieux all express different aspects of this attitude of 'revolt' against the conditions of existence that the universe imposes upon man."⁵³

Further, one notes the countering, although vague comments such as : "Other critics...considered that the book (The Plague) showed man as the innocent victim of a purely external evil for which he was in no way responsible."⁵⁴ These and similar commentaries may be found ad infinitum, and will mitigate the slight effects of : "The average reader does not need to have heard of Heidegger or Kafka to see in this account of an outbreak of plague in Oran the image and symbol of the human condition..."⁵⁵

Pursuing this matter, one notes : "Into the fabric of La Peste he (Camus) seems to have woven both the struggle against temptation to nihilism and despair brought by the events of his time and his increasing awareness of their horror, and his nostalgia for the hard, yet simpler and less anguished, world in which he grew up."⁵⁶ Or, "... (The book) reveals the author's compassion for humanity, it portrays noble attitudes of courage, endurance, and co-operation, and it emphasizes the links that bind men to one another and the extent to which they depend on one another."⁵⁷

Could not one say the foregoing about any "classic" work ? One would prefer the author on himself : "I propose to express through the plague the sense of suffocation which all of us have experienced and the atmosphere of threat and exile in which all of us have lived."⁵⁸

Perhaps it is not the critic's task to pursue novelists' ideas in depth through divers disciplines. Certainly, a selected review of their works - and here one has noted only the more pertinent studies - shows a lack of idea development in the realm of organizational theory.

One may ask if a particular set, a screen made precisely for development of organizational theory will produce more satisfactory results.

THE MODEL OF ORWELL

THE SUPRASYSTEM :

The model envisages a world system consisting of three superorganizations or superstates which are alike in goals, philosophy, structure and functioning.

The three superorganizations are in a permanent power balance. One cannot overwhelm another even in combination or reach any position of dominance.¹⁵⁴ Certainly, there are minor fluctuations in the control of labor pools and raw materials as the superorganizations alternately conquer, lose and reconquer areas and slave populations through perpetual war : "But if they (slave populations) did not exist, the structure of world society, and the process by which it maintains itself, would not be essentially different."¹⁵⁵

The process through which this balance is achieved parallels the process by which each superorganization maintains internal stability. (Internal control mechanisms will be discussed in later section.) The essential at this point is to note that exogenous factors which would normally be disruptive to the superorganization are matched or balanced by equal force of arms. With these factors balanced, the superorganization further assures itself of closure by providing that "...there

should be no contact with foreigners except, to a limit extent, with war prisoners and colored slaves...the average citizen of (a superorganization)...is forbidden the knowledge of foreign languages."¹⁶²

Closure then permits the superorganization to create an artificial exterior environment with imaginary forces which serve, nevertheless, as psychological controls upon the individual members of the superorganization.

It should be emphasized that both closure and war are necessary to the model. Peace is an unstable state in which potential exterior forces are unknown, unpredictable and, hence, a threat to another superorganization's stability. Thus, although one could conceive of closure in a state of peace while "war" was only simulated through destruction of goods and a time-to-time execution of masses of people, the real exogenous factors would still remain unpredictable.

This form of closure does not make a single superorganization a system in itself. It remains a subsystem of the world model in so much as it must determine itself and structure in order to control external factors. Orwell notes that the three superorganizations "...prop one another up, like three sheaves of corn."¹⁶²

There are tacit agreements between the superorganizations.

"...the territory which forms the heartland of each super-state always remains inviolate;"¹⁵⁵ and, cultural integrity is always maintained. These agreements, however, are matters of convenience rather than necessity for stability.

A dynamic system implies the possibility of change in structure of the total system; the growth of major components, the creation of new components or their disintegration. It will be shown that the three superorganizations cannot be changed in structure from within; and, since the external factors have already been controlled, one is considering, therefore, a system which has reached a stable state.^A

The force vectors of the superorganizations on one another are equal; internal development of each superorganization is at the same rate and in the same and fixed direction, and "The cyclical movement of history..."¹⁶⁸ is frozen.

THE SUPERORGANIZATION :

For convenience one will refer only to the superorganization of Oceania, bearing in mind that "...the conditions of life in all three superstates are very much the same."¹⁶²

Goals :

It is common practice, though not necessarily rational, to speak of the goals of an organization. One shall continue with that practice in the introductory portion of this section on Goals.

From "The Theory and Practice of Oligarchical Collectivism" one discovers that the goals of the organizations are :
 "...to conquer the whole surface of the earth and to extinguish once and for all the possibility of independent thought."¹⁵⁹ One might pose this in terms of organizational problem solving. "One is how to discover, against his will, what another person is thinking, and the other is how to kill several hundred million people in a few seconds without giving warning beforehand."¹⁵⁹ Again, according to the same "treatise" the goal of the organization is the perpetuation of itself.¹⁷³

To the above, one may add a contradictory goal or objective :
 "And, as usual, the ruling groups of all three powers are simultaneously aware and unaware of what they are doing. Their lives are dedicated to world conquest, but they also know that it is necessary that the war should last everlastingly and without victory."¹⁶²

The major goal of the organization^B as stated by Outer Party members to Inner Party members is to improve the general lot of all Party Members. The Proles are excepted : "Proles and animals are free."⁶²

The goal of the organization according to O'Brien of the Inner Party - and one assumes him to be the Everyman of The Inner Party - is : To seek power. "...we are interested solely in power. Not wealth or luxury or long life or happiness : only power, pure power."²¹⁷ Amplifying upon this statement : "Power is not a means; it is an end."²¹⁷ And, more clearly : "The object of persecution is persecution. The object of torture is torture. The object of power is power."²¹⁷

According to Julia the goal of the organization is to stop one from doing what one wants to do. In that fashion, the perceived goals of the organization might be extended to cover the views of each individual character.

Let one phrase the goal problem in another manner. Within the organization there are "public relations" stated goals by organization members - goals which differ for and from class to class. There are unstated goals - normative for each class. There are individual goals and perceptions of these many stated and unstated goals. (Etzioni notes the goal "problem" in

some detail;^C however, his partial solution involves a - possibly - unjustified anthropomorphic view of organizations.) How, then, shall one determine the primary goal or goals of an organization ?

For the Orwellian model let one consider the following. At the creation of the organization - whether for some specific goals or not - a construct of human elements was designed or evolved to function in specific ways, in channels determined by some control system. (As for goals, one might note : "But the purpose of all of...(these new movements) was to arrest progress and freeze history at a chosen moment.")¹⁶⁷

Upon functioning, the construct created predicted and non-predicted products and by-products.

Now, let one ignore for the moment the goals and the functional or dysfunctional aspects of the construct. Let one simply state that a number of products were generated by the functioning construct. These included materials, ideas, human interactions, and so on. They affected some total ecology. They satisfied and dissatisfied to varying degrees the needs of the individuals within and affected by the construct.

The construct itself had no goals, no more than would a printing press. It functioned upon energy input and it produced.

The important consideration, then, - unless one is organization mechanic^D - is not what various individuals intend for the construct to achieve, but what it does achieve.

That is to say : There are no such things as organizational goals for the Orwellian model. There are only human goals; and, these goals are more or less met by the functioning of some construct called an organization.

In the Orwellian model, then, the absence of any criteria for establishing "real" organization goals, forces one at this point to note only general effects of the organization. For example : Consumption of human and material energy is an effect of the organization. Physical destruction and mental distortion of the human being; need satisfaction and dissatisfaction of human elements are all such effects. These will be considered in detail in the section on Production.

Formal Structure :

Oceania is a flat hierarchy with only four basic levels in its overall structure. It is headed by a single leader (Big Brother) and descends through the Inner Party, the Outer Party and the Proletariate (Proles).

"Big Brother is infallible and all powerful...we may be reasonably sure that he will never die, and there is already considerable uncertainty as to when he was born. Big Brother is the guise in which the Party (Organization) chooses to exhibit itself to the world."¹⁷¹

Whether Big Brother had ever existed is moot; and, this doubt is further emphasized by references to Oligarchical Collectivism. Be that as it may, even the imagined existence of a Big Brother serves the construct with a charismatic leader by the Weberian definition.^E

Backing Big Brother is a modified Weberian Bureaucratic structure."...the Inner Party (some 6,000,000 members) is described as the brain of the State, (and the Outer Party) may be justly likened to the hands."¹⁷² The Inner Party represents approximately 2 % of the population; The Outer Party accounts for 13 % and the Proletariate for the

remaining 85 % of the population.

Concerning this bureaucratic^F variation :¹⁷²

1. Although there is class stratification, membership is not hereditary but adoptive,
2. Admission is by examination,
3. There is no racial discrimination,
4. Administrators of an area are drawn from inhabitants of the area,
5. Leaders are held together by adherence to a common doctrine.

Clearly, positions are a career; however, of most interest in this social system - organization, "...nothing was illegal, since there were no longer any laws..."⁹ Or, again, "...his actions are not regulated by law or by any clearly formulated code of behavior."¹⁷⁴ Further, "Apart from very short notes, it was usual to dictate everything into the speakwrite..."¹⁰ And, above all, the written or printed records of organizational history were continually revised and updated to fit current purposes of the hierarchy. All other material of a contradictory nature or potentially contradictory nature was theoretically burned by dropping the material into a "memory hole" - an opening into a vast system of tubes which led, presumably, to a furnace.

Thus, record keeping was essential to the organization (that is, it was built into the construct;) however, the records in no way were intended to reflect the past. They were conceptions of the present for present needs rather than for realistic predictions.

If one accepts the characteristics of a bureaucratic administrative staff as interpreted from Weber by Blau and Scott,⁶ the major variations appear in "A formally established system of rules and regulations governs official decisions and actions," and in "The positions of offices are organized into a hierarchical authority structure."

The first case is clear from what has been said already about records. The second case involves the complex, overlapping control system of the Orwellian model, one in which each member of a given class is simultaneously invested with the potential power to destroy any other member of his class - and possibly below and above his class - and is, in the same manner a subordinate of all others within the system.

Of course, the flat hierarchy as described still admits of various levels of positions within the three major classes. Orwell does not dwell upon these. Only in passing is one informed that, for example, Winston Smith "...had been

appointed to a sub-committee of a sub-committee which had sprouted from one of the innumerable committees dealing with minor difficulties that arose from..."²⁴²

Formal structure, as here employed, does not deny the possibility of informal groups. Orwell does not address himself to the informal group in any positive fashion; indeed, his emphasis is on the very isolation of the individual within the structure.

The Human Control System :

The major emphasis of the Orwellian model is upon the human control subsystem of the superorganization. Control elements are stressed from the opening "Big Brother is watching you,"⁵ to the close of the work "...with an armed guard behind his back..."²⁴⁵ In fact, viewed dispassionately, 1984 might be called a Treatise on Human Control were it not for its novel form and characteristics.

This emphasis may, at first consideration, appear to set the model apart from organizations of today's reality. On the other hand, the force of Orwell's argument may generate a point of view such that all organizations are basically human control systems - even those falling in Likert's

"participatory" category.^H Thus, the status system of today's organization is no more than a subsystem of the basic human control system. The staffing process with its concomitants of recruiting and selection are a part of the control system. Compensation and appraisal, the internal public relations department along with the subsystem of distributive justice are all a part of the pervasive human control system. But that is not all. Integral and necessary to the functioning and continuance of all "legal" organizations - though rarely seen on process charts - are tax financed police, local Militia and National Guard, the Court and the Penal system. And still one has not considered further forms or subsystems - call them Marcusian^I control systems - which are a part of every organization's human control system.

Heading the Orwellian control system is the group of Thought Police. It may be reasonably assumed that the control system for which they are responsible is turned upon the Thought Police themselves; however, one's primary concern here is control over the Outer Party members.

The surveillance subsystem involves all members of the super-organization. An individual is monitored nearly constantly by television or audio devices. Beyond this, children's groups have been formed which train the children to spy on their

parents' behavior. More effective still, each citizen of the superorganization is expected to observe all individuals with whom he comes into contact and to report any deviant behavior. Thus, although surveillance is common to all organizations, it is basically discrete surveillance while the Orwellian model demands continuous surveillance. Perhaps the nearest one approximates continuous surveillance in today's organizations involves assembly line work; however, this extends for only six to eight hour periods. (One might argue, perhaps, that any member of modern society undergoes something approximating continuous surveillance by noting the plethora of government agencies observations of an individual, plus that of his "company," of private organizations, of neighbors for normative behavior and so on. Again, however, the surveillance is not yet centralized and is not complete in that certain aspects of behavior are ignored.)

The effect of continuous surveillance coupled with the threat of punishment - usually torture and then death - may affect each individual differently; but, the result is that "He has no freedom of choice in any direction whatever."¹⁷⁴ And, as Winston Smith recognized : "Your worst enemy...was your own nervous system. At any moment the tension inside of you was liable to translate itself into some visible symptom."⁵⁶

Further, speaking of a man he had seen in the street :

"...the man's face was suddenly contorted by a sort of spasm...It happened again...it was only a twitch...but obviously habitual...that poor devil is done for...The most deadly danger of all was talking in your sleep."⁵⁶

Continuous surveillance backed by immediate punishment is, of course, not sufficient as a control mechanism. Orwell's model demands a particular communications system and a conditioning system.

Communications about the superorganization flow downward only. There is no upward or lateral channel. Communications on technical work of the superorganization may flow in all directions.

A downward flow would normally imply some new genesis of concepts concerning the superorganization according to the will or whim of a Big Brother or the normative idea of the Inner Party. The continuous surveillance system precludes any change in organizational direction. It may be argued that Inner Party members do have "freedom" since an O'Brien can turn off the telescreen.¹⁴⁰ But O'Brien notes : "It is unwise even for members of the Inner Party to turn off the telescreen for more than half an hour."¹⁴² And, one must assume that there is still mutual surveillance between O'Brien and

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his "servant" Martin.

The structuring of the communication channels serves to isolate the individual and to prevent deviants or potential deviants from forming a counterorganization of any size.

While communications about the superorganization are highly restricted and downward, there is a relatively free flow of technical information; for, it is technical information which will eventually strengthen the control structure. Thus, Winston Smith's task is to falsify all records of the past which might cast any doubt on party philosophy, objectives or achievement. This very act strengthens party control on Smith. In a sense, he builds his own scaffold for his hanging; he distorts his own sense of reality, and reality becomes whatever the party dictates. In the same manner, Parsons encourages his children to spy for the party until they turn on him and denounce Parsons himself to the Thought Police. Julia worked in the Fiction Department, contributing indirectly to the pacifying of the Proles - those who, Smith felt, were the only hope for salvation if they were sufficiently aroused.

It is essential to the Orwellian model that one does not consider simply the communication channels which exist but the

type of information which may be passed through the channels. Further, relative to the general control system, one must appreciate that in most cases the subsystems of Surveillance, Punishment, Communications and Production are mutually dependent.

A functioning construct of human beings which basically processes human beings might be expected to distort over time. (Robert Michaels as others has detailed the phenomenon of goal displacement; although, here the emphasis is on construct distortion for reasons which will become clear.)^J There are numerous reasons to expect such distortion, and among them are : Changes in external pressures as in an open system with evolving mores; standard dysfunctional aspects of an increased demand for control; readjustment of power lines within the construct as roles expand and contract according to the personalities of new occupants; planned directional adjustments from change agents or innovative substructures which have been deliberately built into the construct or organization; and, human interaction among construct members and the human beings who are processed.

Of course, this list could be expanded; however, the above - Possibly - forms major categories.

The Orwellian model, through its control system, is protected from such distortion. The construct, once functioning, moves rapidly toward a stable state. At this point, individuals are powerless to alter the machinery created and, hence, the direction of the organization.

The system is closed through the power balance of the super-organizations. New organizational or social forms are not permitted to come in contact with the given construct. (This assumes that such new forms exist. At best, they are only slight variations on the society of Oceania.)

Dysfunctional aspects of demand for control - causes of distortion - such as those noted by Selznick, Gouldner and Merton create imbalance in modern organizations.^K In the Orwellian model the communication of minimum standard behavior, if not capricious, is at least varying. The past is altered in all records and there is no communication between workers of what was actually the past. There can be no call to precedent. And, finally, elimination of an unsatisfactory worker is automatic. Group work norms are thereby of no importance. Rigidity of behavior leading to difficulty with clients is, naturally, of no concern to a monopoly. In fact, rigidity of behavior is a built-in functional aspect of the organization. As for a bifurcation of interests stemming

from demand for control and subsequent delegation of authority, any such delegation is linked with continuous surveillance. Deviation from the construct toward individual goals is immediately punished.

Role expansion according to the personality of the occupant will be negligible in the Orwellian model. "...ambitious members of the Outer Party are made harmless by allowing them to rise."¹⁷² As for ambitious Proles, they "...are simply marked down by the Thought Police and eliminated."¹⁷² Role expansion may imply deviation. The direction of expansion must be in perfect accordance with the construct. Both Outer and Inner Party Members are regularly marked down for disgrace.

There are no substructures designed to make structural changes within the superorganization. It is true that research and development are fostered within the direction of increasing control over internal and external environments. Suggestions which deviate from that course or which could conceivably change the Party construct would be marked as crimethink. As with the communications system, technical improvements - though conceivably dangerous to the originator - flow back and forth between Inner and Outer Party members.

Leadership in current organizations implies among other things the power and ability to make structural changes, and therefore leaders are often expected to be change agents. There is, however, no need for a leader to act as a change agent when the exterior environment is perfectly controlled and the system functions. In fact, Orwell's system prevents the leader from functioning as a change agent and directs his energies toward increasing the efficiency of control. Were he not to play this role, the surveillance system would trap him and eliminate him, and the many Winston Smiths would erase him from history.

Whereas many organizational writers find the ever increasing demand for control dysfunctional,^L the Orwellian model makes it functional. Equal pressure is placed on the entire organization, compressing it without imbalance or distortion; and, human interaction leading to construct distortion results in immediate elimination of the offending human elements - a desired objective.

Since all human elements of the superorganization are being processed to one degree or another, one might expect some interaction within and between members of various classes as they tighten the system against one another. But, sympathetic emotions which may be felt are dissembled for self protection,

and a further control subsystem to be described assures one that what seem present horrors committed within the system will eventually appear to be joys. O'Brien says : "If you want a picture of the future, imagine a boot stamping on a human face - forever."²²⁰ It is merely a matter of substituting one human pleasure for another or emphasizing one human capability in emotions over others. This is a matter of conditioning. Thus Winston Smith writes : "Last night to the flicks. All war films. One very good one of a ship being bombed somewhere in the Mediterranean...Audience much amused by shots of a great huge fat man trying to swim away...then he was full of holes...audience shouting with laughter...then there was a wonderful shot of a child's arm going up up right up into the air..."¹¹ The present becomes normality, becomes the acceptable : The past is rewritten, the future unthinkable.

Of course, in reality, a non-Orwellian reality, that which is normal and acceptable lies in the recent past or almost present. The control system of 1984 is more pervasive and efficacious. It forces an almost instantaneous change of opinion, and the present becomes normality with all else being deviant.

The status system is minor in Orwell's model. It is a part of the control system as is Compensation. Although a Julia would say of the Inner Party members : "There's nothing those swine don't have, nothing..."¹¹⁷ there remains the testament on oligarchical collectivism which states : "...they (the Inner Party members) were less avaricious, less tempted by luxury, hungrier for pure power..."¹⁶⁹ This power "...is in inflicting pain and humiliation. Power is in tearing human minds to pieces and putting them together again in new shapes of your own choosing...In our world there will be no emotions except fear, rage, triumph and self-abasement."²²⁰

The real coin of compensation is this power. Status exists with the class differences and symbols such as black overalls for Inner Party members. One is given little information on status differences within a particular class.

The selection subsystem is also a part of the control structure. From the formal structure one knows that in principle the selection for Party positions is adoptive rather than hereditary and that admission is by examination. In fact, however, Proles are generally eliminated by the Thought Police rather than advanced in the society. One is not apprized of the nature of these tests. One does know that the selectors themselves were formerly "...bureaucrats, scientists,

technicians, trade-union organizers, publicity experts, sociologists, teachers, journalists and professional politicians...people, whose origins lay in the salaried middle class and the upper grades of the working class..."¹⁶⁹

However the selection process is managed, one does know that "The Party is not concerned with perpetuating its blood but with perpetuating itself. Who wields power is not important, provided that the hierarchical structure remains always the same."¹⁷³

CONDITIONING STRATEGIES :

ASSUMPTIONS CONCERNING THE INDIVIDUAL.

As McGregor noted two different sets of assumptions by management concerning the human elements of an organization,^M the Orwell model also has its assumptions.

1. Human beings may be roughly divided into two broad classes : Party Member Types and Proletarians.

As for Proletarians, "Left to themselves, they will continue from generation to generation...working, breeding, and dying ...without any impulse to rebel...They can be granted

intellectual liberty because they have no intellect."¹⁷³ And further, with a minimum gratification of their physiological needs and their psychological drives, they can be duped and controlled.

As for Party Member Types, they are endowed with an intellect. They are capable of maintaining or breaking the construct if left to themselves. Hence, "...not even the smallest deviation of opinion on the most unimportant subject can be tolerated."¹⁷³ And, as noted, a complex control system has been built into the construct to prevent this deviation.

2. Party Members needs and drives are infinite in variety and are the source of deviation from fixed roles in the construct.

3. There are, however, only three basic need-drives : Existence, Power and Sex.

4. For the construct to function without change :
- a. The physiological need must be minimally met,
 - b. The power drive must be controlled, and
 - c. The sex drive must be repressed and its energy be channeled toward strengthening the construct.

5. All human beings can be conditioned to react in a predetermined manner toward some stimuli.

Thus, under the fifth assumption even Winston Smith finally gazes at the portrait of Big Brother : "Two ginger scented tears trickled down the sides of his nose. But it was all right, everything was all right, the struggle was finished. He had won the victory over himself. He loved Big Brother."²⁴⁵

There are, of course, a number of minor assumptions made throughout Orwell's work. For example, education could be a factor in liberating the Proles. "They could only become dangerous if the advance of industrial technique made it necessary to educate them more highly..."¹⁷³ And, that increased technical knowledge will cause or permit one to doubt general non-conflicting party lies. "The Party claimed...to have liberated the proles from bondage."⁶¹ And in the past : "...every capitalist had the right to sleep with any woman working in one of his factories."⁶³ And Julia : "...did not feel the abyss opening beneath her feet at the thought of lies becoming truths."¹²⁸ "She believed, for instance, having learnt it at school, that the Party had invented airplanes."¹²⁷

There are multiple conditioning strategies and machineries employed to form the human being into a functional working

part of the construct. One notes : The Antisex League, The Hate, The Spies, divers activities of the four ministries (Minitrue, Minipax, Miniluv, Mini plenty) and Newspeak.

"The sex impulse was dangerous to the Party, and the Party had turned it to account. They had played a similar trick with the instinct of parenthood. The family could not actually be abolished...(but) the children...were systematically turned against their parents and taught to spy on them..."¹¹¹

"With Julia, everything came back to her own sexuality... Unlike Winston, she had grasped the inner meaning of the Party's sexual puritanism...the sex instinct created a world of its own which was outside the Party's control...What was more important was that sexual privation induced hysteria, which was desirable because it could be transformed into war fever and leader worship."¹¹⁰ And Julia said : "When you make love you're using up energy; and afterwards you feel happy and don't give a damn for anything...All this marching up and down and cheering and waving flags is simply sex gone sour. If you're happy inside yourself, why should you get excited about Big Brother..."¹¹⁰

The Antisex League, the general schooling, make sex "dirty" and the Party makes sexcrime punishable by death.

"...(sexcrime) covered fornication, adultery, homosexuality and other perversions, and, in addition, normal intercourse practiced for its own sake."²⁵¹ And finally, "For how could the fear, the hatred, and the lunatic credulity which the Party needed in its members be kept at the right pitch except by bottling down some powerful instinct and using it as a driving force ?"¹¹¹

The emphasis on sex as driving force, a motivator, a potentially functional and dysfunctional aspect in any construct involving human elements is of cardinal importance in Orwell's model.

The Hate burns off excess, unchanneled sexual energy. And, it instills vague and specific fears of the "enemy" - however unfounded - through its normative orienting; and, it binds the Party members together through this common fear. It is, of course, in harmony with the construct direction which grinds mechanically toward the elimination of all emotions other than those of "...fear, rage, triumph, and self abasement."²²⁰

As already noted, the Orwellian model takes into account the fact that certain vestigial "institutions" can not be entirely eliminated in the first stage of the construct's functioning.

The family is one such institution. The Spies, children organized to report deviant behavior in their parents, was the Party's weapon for control and eventual destruction of the family. Often a "...child hero'...(of the Spies) had overheard some compromising remark and denounced his parents to the Thought Police."²⁴ And, "... (in spite of their vicious training, the children) adored the Party...The songs, the processions, the banners, the hiking, the drilling with dummy rifles, the yelling of slogans, the worship of Big Brother...All their ferocity was turned outwards...against foreigners, traitors, saboteurs, thought criminals."²⁴

Although the communications system was noted earlier, the Newspeak medium of expression is both a control and conditioning device. "The purpose of Newspeak was not only to provide a medium of expression for the world-view and mental habits proper to...(the construct) but to make all other modes of thought impossible."²⁴⁶ And, "Newspeak was designed not to extend but to diminish the range of thought..."²⁴⁷

"In Newspeak it was seldom possible to follow a heretical thought further than the prescription that it was heretical; beyond that point the necessary words were nonexistent."²⁵²

Newspeak is a language of steadily decreasing vocabulary - one which decreases as the system tightens controls. The

grammar and the words left in the final vocabulary were designed "...to make speech...as nearly as possible independent of consciousness."²⁵³ "Ultimately it was hoped to make articulate speech issue from the larynx without involving the higher brain centers at all."²⁵⁴

The basic assumption behind Newspeak is that language begets ideas and ideas are the prelude to change. Thus, language must be developed for the construct in such a way that it expresses only thoughts in harmony with construct machinery and precludes all other thought.^N

More will be said of language in the development of the general Orwellian model; however, one must note - without overdue emphasis on the present - Orwell's observation : "It was perceived that in...abbreviating a name one narrowed and subtly altered its meaning...The words Communist International, for instance, call up a composite picture of universal human brotherhood, red flags, barricades, Karl Marx, and the Paris Commune. The word Comintern...suggests merely a tightly knit organization and a well-defined body of doctrine...Comintern is a word that can be uttered almost without taking thought, whereas Communist International is a phrase over which one is obliged to linger..."²⁵²

Linked with all the strategies and machinery for conditioning is the pattern of group norms. One is now speaking of formal work groups, task forces within the organization, which might be expected to set a norm level well below their maximum capability in production. But this sort of tacit, informal group is impossible in Orwell's model. Each individual has the power to denounce another in secrecy. With only technical communications moving laterally, there is no way to trust him. The norm for a group then becomes a "sum" of maximum individual efforts. Ownlife, a crime, or ownwork is therefore undesirable from an Inner Party view and is dysfunctional in the sense that it could lead to a change in the construct. In addition, the individual is conditioned - or driven - to maximum effort by the group standard, a standard which the worker himself continually raises. This, of course, is the same resonance effect which one finds in the general control system with control begetting control and the result being functional for construct stability.

MISCELLANEOUS COMMENTARY :Task Satisfaction :

It has been noted that the tasks of the Party Members in the organization are such that successful completion of the task increases the power of the organization over that very individual and further stabilizes the construct.

If a prime motivator for doing a task is the fear of torture and death, there is a secondary motivator - the enjoyment in doing a given work.

Julia "...enjoyed her work, which consisted chiefly in running and servicing...(an) electric motor...she was fond of using her hands and felt at home with machinery."¹⁰⁸

As for Winston Smith, "... (his) greatest pleasure in life was his work. Most of it was tedious routine...but there were also jobs so difficult...that you could lose yourself in them."³⁹ Winston was also "...good at this kind of thing."³⁹

Syme is fascinated with his task of word-destruction; Ampleforth finds his major joy in juggling rhymes necessary for his rewrite book. Parsons, O'Brien, Charrington - each enjoys his work.

Whether recruitment, selection, or the mere absence of other opportunities for self expression - or a combination of the above and other reasons - has determined that these humans will find task satisfaction is not specifically noted. One may observe, however, in Smith's case that the job gives little or no satisfaction once he has met and fallen in love with Julia.⁰ In addition, since there appears to be no machinery or system constructed to please the individual unless it be that for generating power and control, one might assume that job satisfaction is merely an accidental product of the construct in the majority of cases. Since it is not dysfunctional relative to the continuance of the organization, it is not controlled to any degree.

Production :

An organization may produce any number of goods. Generally these are thought of as being materials, ideas or services. To understand the Orwellian model it is simpler to state that an organization may produce any number of effects on a total ecology.

This is similar to the approach taken in the section on Goals. To speak of intended products or production is to speak in a founder's terms or that of individuals : the organization or

construct has no intentions. Once functioning, it changes an environment in diverse ways - be they depletion of resources, polluting an ocean, placing stress on a political system, conditioning human beings, breaking or establishing human relationships or distorting its own original structure. All of this is in addition to the ordinary "production" of cars, bootlaces, books, bombs and so on, as well as technology and services.

Material goods production beyond the minimal for human survival is of little consequence in the model. "All one knew was that every quarter astronomical numbers of boots were produced on paper, while perhaps half the population of Oceania went barefoot. And so it was with every class of recorded fact, great or small."³⁷

It might be of interest to note the total products-effects of the Orwellian model; however, many of these have already alluded to : the fact of continual war, the blasted human relationships, and need for consumption. It may be more profitable to observe that whatever products-effects result from a construct, these products-effects are determined in early stages of organizational evolution by :

1. Human element desires (paper goals) and interactions,
2. External factors of the suprasystem, and

3. Machinery of the construct.

In the Orwellian system the evolution of the organization was guided by the controls systems to a stage of development in which factors 1 and 2 above became negligible in further evolution. One has, at this final stage, virtually a programmed machine with a permanent energy source which "blindly" stamps out or creates a variety of products-effects.

With this in mind, and returning to the question of "products" of the organization, one might ask what is the principal or major product-effect of the construct. This is in much the same way that one might ask : What is the principal "product" or product-effect of General Motors ? Probably one's first answer would be "Cars." On the other hand, in the question of goals one discovered that there are no such things as organizational goals unless one takes a particular point of view : that is, unless one makes a definition which would depend, perhaps, on the norms of the human elements involved. In the same way one can not speak of functional or dysfunctional aspects of an organization unless one takes a point of view. Thus, the Public Relations Department of an organization may appear functional relative to the Sales Department but dysfunctional for long term organizational survival and functional again from some worker's view - one who might seek the dissolution of the organization on philosophic or

moral grounds.

For the above reasons the following definitions are made :

1. The products-effects of an organization are the total of effects on the ecology of the suprasystem.
2. The principal products of an organization are those determined by a particular reference frame.

One must note that it is the emphasis upon the second definition which could limit - to one's detriment - organizational theory. Indeed, the limitation prevents a thorough analysis of organizational problems from any viewpoint. For example, returning to the example of General Motors, one might say that the product-effect of pollution could have been noted long before the public clamor. (The failure to examine such problems could deeply affect a construct in an open system.) Katz and Kahn briefly note the issue from a "goal" viewpoint of organizations and the notion of societal welfare.^P

The particular point of view taken here for deciding the principal products of the Orwellian system is that of "management," meaning O'Brien who has been referred to as the Everyman of the Inner Party.

Thus, the principal products of the organization are :

1. Self generating, tightening control systems on :
 - a. Original organizational form (without distortion.)
 - b. Human behavior
 - c. The External environment.
2. Increased power (As with Weber : "The probability that one actor within a social relationship will be in a position to carry out his own will despite resistance.")^Q of individuals over individuals.

Were one to have considered the total products-effects of the system over a period of time, one might have noted that the vast majority of these products-effects were constants in the total environment, while control systems and power accelerated, and "new" products-effects were not generated.

Effectiveness and Efficiency :

"The actual effectiveness of a specific organization is determined by the degree to which it realizes its goals. The efficiency of an organization is measured by the amount of resources used to produce a unit of output."^R

One shall not labor the relativism of goals further : Suffice it to say that O'Brien goals, which are among the products-effects of the organizations, are being reached effectively. They will continue to be so met because of the constricting nature of the control system and the accelerating nature of O'Brien's concept of the principal products.

Efficiency, assuming there is effectiveness, is clearly not a concern in the Orwellian model, unless a special measure is developed for the Thought Police and control subsystems. This follows from the supposition that efficiency is of no concern in any ideally closed organization or subsystem. Of course, the relativity of goals, products and so on, may again come into play. One may speak of an individual's concern for efficiency in so much that it is a concern of the hierarchy and of the individual for promotion. And, one might strengthen this negative argument for the Orwellian system in which certain units of output are the destruction of materials. "But it was also clear that an all-around increase in wealth threatened the destruction...of a hierarchical society."¹⁵⁶ And, "The problem was how to keep the wheels of industry turning without increasing the real wealth of the world."¹⁵⁷

PRELIMINARY SUMMARY OF THE SECTION :

One has noted "facts" and considered some implications of the Orwellian system. The intention now is to summarize the major points and ideas inherent in this system.

Particular Features of the Model :

1. The Suprasystem is in a stable state. (No combination of variable forces between the superorganizations can upset this stability in a foreseeable future.)
2. The superorganization is closed.
3. A form of war (artificial or not) is necessary for :
 - a. The maintenance of closure,
 - b. The destruction of material wealth, and
 - c. The proper emotional state of human elements.
4. The structure of the superorganization is hierarchical with reservations noted.
5. The Leader (imaginary or not) has charismatic qualities.
6. There exists a modified Weberian Bureaucratic structure with principal variations being :
 - a. The hierarchical authority pattern gives overlapping power to members (a subordinate may denounce a superior),

b. A number of formally established rules vary continually.

c. Records of the actual past are continually changed.

7. There exists an automatically tightening system for control of human behavior which does not distort the construct.

8. The Control subsystem includes : Administration, Surveillance, Distributive Justice (Punishment), Communications, Production (tasks forcing further control), Conditioning (multiple subsystems and special machinery), Status, Compensation and Selection.

9. The Surveillance subsystem utilizes continuous rather than discrete surveillance.

10. The Communications subsystem has channels for technical information and separate channels for information about the organization. The former is multidirectional and the latter is downward only.

11. The human elements are such that their predominant drives are : Existence, Power, and Sex. Further, they are such that they can be conditioned to accept almost any situation.

12. The driving energy of the system comes from a repressed and then rechanneled sex drive.

13. There are no innovative structures built into the system and human elements throughout the hierarchy are prevented from exhibiting innovative behavior.

General Notes Drawn from the Model and Related Material :

The above points are some of the principal features of the particular system notes by Orwell. Beyond these features, one should note the ideas or concepts which may be inferred from the total scheme.

1. An organization, per se, has no goals. There are only human goals. The organization, when functioning, throws off a number of products. Some of these products will assume more importance than others in the eyes of the human elements of the organization. The ascribing, then, of goals to an organization is actually the fixing of a reference frame upon an individual or group of individuals with similar or normative goals.

2. The standard elementary definition of an organization : "A social unit (or human grouping) deliberately constructed and reconstructed to seek specific goals"^S might be reconsidered. Thus, with the Orwellian concept it might be : An organization is a construct for channeling human energy and controlling human behavior. The eventual products-effects of the organization will depend upon : Human element desires and interactions; external factors of the suprasystem; and, machinery of the construct.

3. When one speaks of functional and dysfunctional aspects of an organization, one must specify the frame of reference. The consideration is relative, and even the continuance of existence of the organization is not necessarily desired by all human elements.

4. The human sex drive occupies a predominant place in Orwell's considerations. The sex drive, repressed and rechanneled, generates the energy needed to operate the system. The protagonists, Julia and Winston, are motivated - to a great degree - by the sex drive.

One can hardly pretend that the recognition of sex as a motivator and distorter of human behavior is new. Indeed, it has been so recognized, that it has become neglected. At what point is its repression or encouragement functional or dysfunctional to some aspect of the organization ? This, in turn, leads to observations such as : "The only thing that made life tolerable on the assembly line was that secretaries passed from time to time. We tried to pinch them on the ass;" and, "I used to show up at work because this girl was there." and, "...if you'd hire more men here we'd like working here better."^T

If Orwell merely makes cardinal what one already suspects as well as that which some psychologists have accentuated, then a heavier emphasis upon it in organizational theory might be called for. Social needs, physiological needs, interpersonal interaction, all may have the turn of an euphemism.

5. The Orwellian system leads to a concept of the Stable State. This is a state of organizational evolution in which the human element of the construct is virtually powerless to alter the preset role structure or control the product flow of the system. The construct machinery determines the speed and direction of evolution in Orwell's model; for, even external pressures have been equalized.

The Orwellian model, it has been noted, steadily tightens the control system of the construct without deforming it. Of course, other machinery may be envisaged which would lead to the breaking-up of an organization or even its expansion.

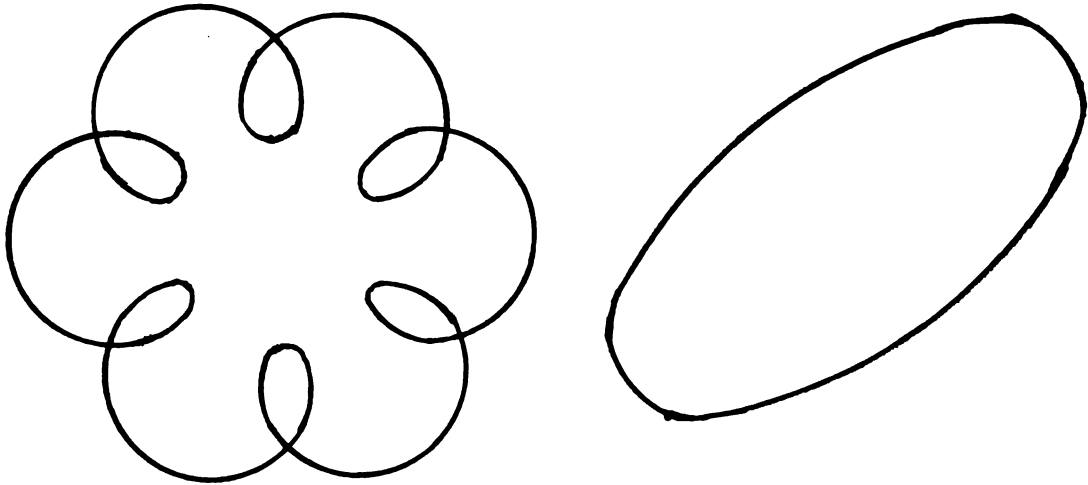
6. There is, perhaps, a tendency of a school to fix a single frame of reference in organizational study. For example, the view of Management toward Employees and of Employees toward Management does not necessarily represent two frames of reference; however, usually, the view will be from the single "management" frame which demands an increase in efficiency

or effectiveness for one reason or another.

Concern with Orwell's system raises a question of relativity of reference frames. This is particularly clear when considering the products of the system. What, finally, are the products of an organization ? The determination of the products will depend upon the placing of a coordinate system.

In the same way, kinematics permit one to drive the axes of a solar system through any point one wishes : Be that point Earth, Sun, the third moon of Saturn or some changing point between two asteroides.

Dynamics are another matter. They raise a more complex problem. One is certainly familiar with the fact that upon observing through a telescope the motion of Neptune and upon plotting that motion over some period one finds retrograde motion. If one, however, makes the assumption that the earth revolves about the sun in a given time, then the motion of Neptune is simply that of an ellipse.



The preference, of course, is for the simpler form of motion and what appears to be subsequent simpler form of dynamics. Other than that - at least in this present - one has no reason to prefer one reference frame to another as being that of "reality."

Orwell would have one place the reference frame, at least for his discussion, with the origin at the individual, his freedom, or some similar point set. But this leads to the question of dynamics and power : It leads to a question of products. One may then envisage a frame which permits one to consider the products of an organization to be : The total of products-effects in the ecology of the suprasystem.

THE MODEL OF HUXLEY

THE SUPRASYSTEM :

The Huxleyan suprasystem is composed of a single super-organization and numerous minor organizations called Islands and Reservations.

These systems are virtually closed to one another. As will be shown, any "opening" of one to the other is dependent upon the superorganization; however, it has already reached a form of the stable state,^A and its machinery is geared to closure.

Closure of the minor organizations is maintained by force from the outside superorganization. For, one notes that Island members are outcasts of the superorganization : "I don't know what we should do without...(Islands). Put ...(outcasts) in the lethal chamber, I suppose."¹⁵⁶ Reservation members live in areas "...not...worth the expense of civilizing."¹⁰⁹ The New Mexico Reservation has been "...surrounded by a high-tension wire fence...five thousand kilometers...at sixty thousand volts."⁶⁷

Closure of the superorganization itself vis-a-vis Islands and Reservations involves a police force; however, just

as essential is genetic manipulation, conditioning, and drugging of members of the superorganization. In addition, there exists machinery for selective repression of research and falsification or destruction of chronicles from the past.

If the balance between the Orwellian superorganizations may be considered a dynamic equilibrium, then the balance between Huxleyan states is static.

Indeed, one might take the point of view that Islands and Reservations are merely subsystems of the single superorganization; for, Islands serve as penal colonies while Reservations may be considered as merely undeveloped human and material resources of the superorganization.

THE SUPERORGANIZATION :

General Notes :

There is a deceptive simplicity to the Huxleyan model. The human elements are created in Hatchery and Conditioning Centers located in various parts of the world. Through genetic manipulation and chemical treatment ("Nothing like oxygen-shortage for keeping an embryo below par."⁹) the

humans are created and divided into five basic intellectual classes : Alpha, Beta, Gamma, Delta and Epsilon - Alpha being the highest and Epsilon the lowest on a genius to near moron scale. The precise number of each class created in this intellectual hierarchy depends upon a system-wide human resource planning. Subsequent conditioning of the subjects guarantees - in most instances - their contentment with their intellectual class and appointed tasks.

Thus, the conditioning voice repeats : "I'm so glad I'm a Beta...Alpha children wear grey. They work much harder than we do, because they're so frightfully clever. I'm really awfully glad I'm a Beta, because I don't work so hard. And then we are much better than the Gammas and the Deltas. Gammas are stupid. They all wear green, and the Delta children wear khaki. Oh no, I don't want to play with Delta children. And Epsilons are still worse. They're too stupid..."¹⁸

In the same way, the Epsilon-Minus semi-moron is made to enjoy his menial work. For example : "Roof ! He (the Epsilon-Minus operator) flung open the gates. The warm glory...made him start and blink his eyes. Oh, roof ! he repeated in a voice of rapture...He smiled up with a kind of doggily expectant adoration in the faces of his passengers..."³⁹

The conditioning of the classes and individuals takes different forms : "I do love flying, I do love having new clothes..."³² and among the end results in an "...adapting of future demand to future industrial supply."³² Thus, human beings are created per job descriptions - rather than the reverse; and, consumer demand is created for some future supply.

Let one continue with general observations before noting specifics of the system.

Huxley's paper organization (the role structure deliberately conceived prior to its functioning with human elements) demands in its motto : Community, Identity, Stability. A number of assumptions are then made about the human element, and one of the more salient is : A stable organization will remain stable only if it is operated with humans who are intellectually and emotionally matched to job demands.

"An Alpha-decanted, Alpha-conditioned man would go mad if he had to do Epsilon semi-moron work - go mad or start smashing things up."¹⁵¹ Phrased in another way, one might say that there is a human drive to use one's intellect. Frustrated from using that intellect, the human breaks down - or breaks the system. Overtaxed, the human again breaks down and fouls or smashes the system.

Further, this created human being is not a completely static creature. Although genetically and chemically deformed from some original sperm, although conditioned, although drugged and sated with sex and tactile pleasures - the human element still may grow beyond his planned limits. That is, perfect control over or prediction of the human element is still impossible. Therefore, those who become ill fitted for their preassigned tasks may move, to some slight degree, vertically and horizontally in the hierarchy of the organization. If the individual is still a misfit relative to the paper organization and if drugging does not rectify the matter, then the individual is banished from the superorganization.

The emphasis in these brief, general notes has been on the Huxleyan human element rather than unique structural features of organizational machinery or facts such as police control and stated philosophy. For, Huxley stresses - if only by volume of words - the importance of distorting the human element in order to fit it into a construct. And, although the organizational machinery is of interest, it could as well be almost any construct, and the malleable human being could be shaped to fit it.

Goals :

As was noted earlier,^B organizational goals are simply the goals and goal-compromises of individual human beings; and, the determination of what those goals are for a particular organization will depend upon the placing of the analyst's reference frame.

With Huxley one shall begin with the paper organization goals. These are also the goals of Mond and the other World Controllers; for, the Controllers - as everyone else - have been conditioned and screened until there is a perfect fit between Founder and current management aspirations for the organization.

A primary goal of the organization, then, is the development and maintenance of happiness for mankind.

This happiness, whatever it is, can be achieved through an emphasis on Community, Identity and Stability. And, the measure of the Happiness is found in the extent that human beings have lives which are emotionally easy and even, as well as intellectually not dissatisfying.

Stability is a goal and a necessary condition for reaching happiness. "No civilization without social stability. No social stability without individual stability."²⁸ But individual stability, a form of happiness, in turn depends upon immediate gratification of desires. So it is noted :

"Impulse arrested spills over, and the flood is feeling, the flood is passion, the flood is even madness...feeling lurks in that interval of time between desire and its consummation. Shorten that interval..."²⁹

Thus, surrounding the goals one adds a number of objectives such as the elimination of passion and unfulfilled desire. Or, when the Savage claims the right to be unhappy, Mond replies : "Not to mention the right to grow old, ugly and impotent; the right to have syphilis and cancer; the right to have too little to eat...the right to be tortured by unspeakable pains of every kind."¹⁶³ Then, the elimination of these horrors, too, becomes objectives of the organization.

Happiness and Stability, however, remain fundamental.

"Don't you wish to be free...?"⁶¹ "I don't know what you mean. I am free. Free to have the most wonderful time. Everybody's happy nowadays."⁶¹ And the Controller argues, "Besides, we have our stability to think of. We don't want

to change. Every change is a menace to stability."¹⁵³

Indeed, the reference frame for determining the goals of the organization could be placed at any point in the system (excepting with the banished and yet-unbanished deviants) and the goals of the individuals for the organization would be in harmony with the founder goals.

The Epsilons would certainly not be able to conceive of the full range of goals of the Alphas; however, they would be convinced that their own needs are primary in the system and that others are quite happy working for them. In the same way the Deltas, Gammas, Betas and Alphas each have the best of all possible worlds.

Because of this goal "harmony" one is tempted - at least in Huxley's model - to speak of the goals of the organization without further qualification. This same temptation arises when one considers organizations in which goals are a set of compromises. At that time, a cataloging of the individuals' perceived goals in no way reflects the "real" operations. In both cases, for convenience, one speaks of the goals of an organization. But the use of the word "of" leads to an anthropomorphic view of organizations. If the goal concept does have a value, then perhaps one should

abandon the unqualified "organizational goals" and "goals of an organization" for the more precise "consensus organizational goals" or "goals for an organization."^C

Formal Structure :

The Huxleyan model is a flat hierarchy of subsystems which is headed by the Controllers Council. The subsystems themselves are steep hierarchies with, presumably, a modified bureaucratic administration.

In addition, there is a social hierarchy and an individual power-authority structure which are first determined by one's intellectual class and then refined according to one's work function.

As for the subsystems hierarchy, one might rank them according to any number of reference frames : power, social acceptance, task intellectual demands, stabilizing influence, and so on. Huxley does not make such a ranking except to place the Controllers Council at the head of the super-organization and to permit one to infer that those subsystems primarily dedicated to stability - Police, Hatcheries and Conditioning (and probably some production) - would rank high.

As for the social hierarchy, individual notables are :

"The Chief Bottler, the Director of Predestination,...

Deputy Assistant Fertilizer-Generals (and so the Fertilizer-General), the Professor of Feelies in the College of Emotional Engineering (and so the President of the College), the Dean of the Westminster Community Singery, the Supervisor of Bokenovskification..."¹⁰⁵ To this list one adds :

The Arch Community Songster, the Director of Hatcheries and Conditioning and, of course, the ten World Controllers.

The social hierarchy is congruent with the individual power-authority structure.

The Huxleyan formal structure does not, in itself, show marked variations from classical structure - in this case, legal authority with a bureaucratic administrative staff. On the other hand, Huxley's model functions more effectively and more efficiently than any known "real" organization operating with a similar structure. And Mond states, "Technically it would be perfectly simple to reduce all lower-caste working hours to three or four a day. But would they be happier for that ?"¹⁵²

This operational perfection does not arise from a structural variation over classical forms but, rather,

from a close tailoring of the human element to a given role, a holding of its character constant and a satisfying of all of its wants.

Of course, as C. Wright Mills observes, modern corporations condition and train employees in this Huxleyan manner.^D Lack of closure and inability to condition employees from a sufficiently early age preclude a Huxleyan success.

THE HUMAN CONTROL SYSTEM :

Given a paper organization meant to function in a closed system and given a major objective of organizational stability, then the human control subsystem becomes an important feature of the construct.

In the Huxleyan system, markets and materials, total products-effects, and so on may all be treated as constants. Consumption, too, may be set at any constant level.

"We condition the masses to hate the country...(but) to love all country sports...(that) entail the use of elaborate apparatus."¹⁵ The single first order variable of the Huxleyan model remains the human being - in spite of predestining machinery and conditioning. Organizational

stability for the Huxleyan model means permanence of the paper structure. The human element must not be permitted to deviate from a preassigned role set.

Police :

The ultimate arm of the control subsystem is the Police. Mustapha Mond denies this : "Then came the British Museum Massacre. Two thousand culture fans gassed...In the end... (we) realized that force was no good. (We accepted) the slower but infinitely surer methods of ectogenesis, neo-Pavlovian conditioning and hypnopaedia..."³⁴ Yet, riots are quelled by police. Marx must be quieted by guards. Deviates presumably do not all go willingly to Islands - and there is no record of Islanders escaping. Reservations are controlled by police and natives are gassed by guards.

The above is not meant to overemphasize the role of the police in the system of control, but simply to point out that police are essential to it.

In the same way, considering contemporary "real" organizations, the inference is that a state police system is essential for organizational survival. (This note will be

carried further in the general model in which an organization is considered the sum of its subsystems in a reference frame which permits it to include all government and private agencies, paid and partially controllable, which perform tasks for the construct.)

Communications :

For simplicity one may consider the Huxleyan communications subsystem on two levels : the Social and the Technical.

Social :

Social communication is class-locked; that is, there is no social communication between classes. Alphas and Betas, in this case, form a single class; Gammas, Deltas and Epsilons each form single classes. Huxley addresses himself primarily to the Alphas and Betas.

Within that dual class there is a relatively free flow of information. One might almost call it a required flow of conversation on the subjects of acceptable sex, sports and tactile pleasures. This "free flow" permits members of the group to detect deviants. For, although Mond claims,

"Characters remain constant throughout a whole lifetime,"³⁷

not all mistakes in the Hatcheries manifest themselves immediately in the human being. If there is no narrowing of the band of acceptable behavior - for Controllers have the final word on banishment - there is still a continual removal of deviants. The class morality remains constant.

The blocking of communications between classes aids the conditioners in their task of making each individual feel that he has the best of situations.

Social communication is encouraged not only to make the detection of deviants relatively easy, but also to assure that the full pressure of group norms is brought to bear on potential deviants. "I really do think you ought to be careful. It's such horribly bad form to go on and on like this with one man."²⁷ If Fanny says this to Lenina, then consider Mustapha Mond : "...the old men work, the old men copulate, the old men have no time, no leisure from pleasure, not a moment to sit down and think..."³⁷ Indeed, it is a sin to be alone, to communicate with oneself; and the sin of forming a twosome is nearly as great. For, "Every one belongs to every one else, after all."³¹

The essential problem, however, is to keep this social communication on subjects which are not disruptive to the

stability of the organization. The natural bent of the human element - must be emphasized through all social channels in order to satiate the potentially disruptive human, to exhaust him, to prevent him from having any energy or desire left to set in motion or stimulate the intellectual or creative drive within him. For, in spite of all conditioning, the structure of the human is such that he does invent, does create. Creation can lead to change. This is, according to Mustapha Mond, an anathema to the organization.

Technical :

From the management point of view, again that of Mustapha Mond, "I'm interested in truth, I like science. But truth's a menace, science is a public danger...we can't allow science to undo its own good work. That's why we carefully limit the scope of researches...We don't allow it to deal with any but the most immediate problems of the moment. All other enquiries are most sedulously discouraged."¹⁵⁵

The above philosophy or point of view has led Mond upon reading "A New Theory of Biology" to write : "The author's mathematical treatment of the conception of purpose is novel and highly ingenious, but heretical and, so far as the

present social order is concerned, dangerous and potentially subversive. Not to be published."¹¹⁸

That is, technical progress or discoveries and theories lead to new social ideas and potential dysfunctioning of a system. A control system for eliminating these dysfunctional ideas must exist; and, the Controllers perform this function.

Of course, technical ideas are explored during social or non-working hours; however, with the exception of a Helmholtz, these ideas are confined to the current, acceptable framework. Even Helmholtz with his "radical searching" limits his conversations to two people : Marx and The Savage.

The networks of communication in Huxley's model are distinguished not by directional flow or even the closed loops within the different classes, but by the information which can be passed on the channels. The human senders and receivers are so conditioned as to be unable to frame a message of any non-conforming meaning or to receive one with an analytical reaction. Only a one-to-one network permits the transmission of rare messages outside of the accepted framework.

Technical or social words are essential to the development of emotion, and emotion in turn breeds instability. So, for the Savage relative to Popé : "...he had never been able to say how much he hated him. But now he had these words, these words like drums and singing and magic."⁸⁹ Thus, certain words must be conditioned out of the language; and in the same fashion, certain ideas must be eliminated. Helmholtz of flexible, liberal thought bursts out in laughter on the hearing of a particular passage from Romeo and Juliet : "The mother and the father (grotesque obscenity) forcing the daughter to have some one she didn't want !...In its smutty absurdity the situation was irresistably comical."¹²⁴ Helmholtz's own thoughts on solitude, however, result in his being reported to his Principal at the College. "Remember, they've (the students have) had at least a quarter of a million warnings against solitude."¹²²

Words, though not simply cut out of the language as in Orwell, are rendered useless through conditioning of the human being.

In order to assure that controversial information is eliminated, the past is eliminated. Books have been destroyed. With a flick of his hand Mustapha Mond brushes away history. "Back to culture. Yes, actually to culture. You can't

consume much if you sit still and read books."³³ But if consumption is needed, the destruction of books is for a more cogent reason. Books are the source of words and ideas, the stimulus for change, the glorification of the individual over the group.

With the closing of the past there is a corresponding emphasis upon the present and a blocking out of the future. (For the future, too, or the consideration of it, can lead to instability.) And, with communication so limited and the human element conditioned to any predetermined role, the general organizational structure - beyond the basic human control mechanisms - becomes relatively unimportant in the functioning of the organization.

Surveillance :

Each member of the organization is conditioned to accept the value system of his class and to discourage deviant behavior. This results in a surveillance system which has been formally planned to operate outside of "management."

Surveillance, although not continuous, is nearly so and is essential to stability; for, the steady removal of the non-conformists keeps the "preassigned" norms constant, permits

one to treat the human elements as homogeneous and with predictable behavior.

As noted earlier, the Controllers Council also serves as a surveillance unit. This is a management unit and is primarily devoted to the suppression of ideas - that is, the blocking of communication - and, although it does concern itself with social behavior, this is a secondary function.

Interestingly, the Controllers themselves appear to be relatively free from surveillance. This will be considered under Innovative Mechanisms.

THE HUMAN ELEMENTS AND THE VALUE SYSTEM :

"A mental excess had produced in Helmholtz Watson effects very similar to those which, in Bernard Marx, were the result of a physical defect...what the two men shared was the knowledge that they were individuals."⁴⁵

But these two men were aberrations. The Islanders, the Savages and to some extent the Controllers were all aberrant forms of the human element. The "true" Huxleyan fell neatly into one of five categories - Alpha through Epsilon.

Emotions, intellect and height were similar for "individuals" within a given category; however, certain general assumptions held for all the classes.

1. Man is malleable, and with proper care can be conditioned to accept, even embrace, any situation.^E
2. The driving forces within the human are those of sex, the search for tactile pleasure and creativity. (One must assume that basic physiological needs are being met.)
3. Other so-called human drives are merely sublimations of the sex drive or of such minor magnitude that they can be drugged to ineffectuality.
4. The need-sated human will adjust best to a given role; however, there must be an intellectual and job-demand fit.

Class values are established according to general societal needs and along the lines of human drives according to the human's class. That is, one chooses the paths of least resistance. Although one may condition any value system into a subject, the task is made easier with the satisfaction of basic drives.

Thus, in general, it is good to consume. If lower classes value country sports materials, a Beta says : "We always throw away old clothes. Ending is better than mending."³³ And, "The more stitches, the less riches..."³³ In general,

it is good to tolerate others. Although "I'm glad I'm not a Gamma..."⁴² one must recognize that "Every one works for every one else. We can't do without any one."⁴⁹ In general, soma is good. "A gramme in time saves nine"⁵⁹...and one cubic centimeter cures ten gloomy sentiments."⁶⁰

Although the following would have been spoken differently and styled differently were an Epsilon to have phrased it, the Director of Hatcheries expresses the general class values in his damnation of Marx : "By his heretical views on sport and soma, by the scandalous unorthodoxy of his sex-life, by his refusal to obey the teachings of Our Ford and behave out of office hours, 'even as a little infant'...he has proved himself an enemy of society, a subverter..."^{100,F}

But, as was noted earlier, it is fundamental to the value systems that each member of the total system is convinced that there is no better position or life within or without the system than the one which he himself holds.

INNOVATIVE AND STABILIZING MECHANISMS :

An organization or construct which is closed to outside pressures of other organizations and individuals is still subject to distortion through internal pressures. At least such appears to be true in the Huxleyan model; and, this fact is clear without recourse to the more recent paradigms of Gouldner.^G

Internal factors tending to distort the construct are mechanical or human (poor human-job fit, natural capriciousness, physical-mental difference from some norm) or some combination of the above.

For example, the Director of Hatcheries and Conditioning notes : "...Gammes, Deltas, and even Epsilons, had been conditioned to like flowers...The idea was to make them want to be going out into the country...to consume transport...(but) a love of nature keeps no factories busy. (Now)...We condition the masses to hate the country...(but) to love all country sports."¹⁴

The Controllers with the Alphas-of-planning act as a stabilizing mechanism or in the stabilizing subsystem of the organization. It is important to note, however, that

this subsystem operates to modify a situation to a fixed structure; that is, the human is changed rather than the structure.

This leads one to a distinction - one which may or may not raise a useful concept - between stabilizing and innovative subsystems of an organization. Thus, the stabilizing subsystem shall be that which attempts to change the situation or human to fit the structure and the innovative subsystem shall be that which attempts to change the structure of an organization to fit the situation or human element.

In Huxley's model, then, the human control subsystem would be one aspect of the stabilizing subsystem.

Is there, indeed, such a thing as an innovative subsystem in the Huxleyan model ? Certainly, there is such a thing as Research and Development. One of the Controllers' principal functions is to eliminate those ideas which could conceivably lead to change. But Research and Development, no matter how unfettered, is without direction toward structural change, and does not meet the above definition. It is simply an idea source for stabilization.

This, in turn, might raise the question of innovative versus stabilizing subsystems in contemporary organizations. Given a situation, to what degree is it met by the two subsystems ? For example, a "product" is placed upon the market and sells at slightly less than expectation. Does Advertising - a stabilizing subsystem by definition - move in to push the product ? Is the Sales Division reorganized ? Is there a combination of the two ? Is the product simply dropped ? Is Management described, in some way, by the employment of these subsystems ?

For example, in a political situation, a "product" is placed upon the market. Let one imagine that Russia must be suddenly placed in people's minds as a favorable ally in the place of Finland. Is it the Stabilizing subsystem which is always the first to take on the task ? Indeed, in these organizations - if innovative subsystems even exist - are they so geared that structural changes are impossible in meeting problems except at the top of the superstructure ?

The essential for the argument of this section is, however, that in the Huxleyan model there is only a Stabilizing subsystem. Further, Research and Development - or Research only - which could at least provoke attitudinal changes without demanding structural revision of the organization,

is dominated by the stabilizing influence of the Controllers.

One might object to the above statement by noting : "In the end...the Controllers realized that force was no good. The slower but infinitely surer methods of ectogenesis, neo-Pavlovian conditioning and hypnopædia...(were more effective)." ³⁴ But this shift is not even attitudinal : the view of controlling the human being for the human's happiness remains.

One might then wish to conceive nice distinctions between structures which have mechanisms for structural or attitudinal changes and the relationship between them and the stabilizing subsystems.

ORGANIZATIONAL EVOLUTION :

If the Orwellian model develops a particular state and then spirals inwardly, tightening the construct while maintaining structural relationships; then the Huxleyan model, too, has reached a Stable State - but one in which not only the structural relations remain the same, but also the intensity of interaction remains constant.

In the former case, one can envisage a point at which the construct "explodes," while in the latter case there is a planned dissipation of energy and a non-constricting design. With suprasystem and internal organization closure relative to the structure, there is scant possibility of organizational evolution.

A Mustapha Mond, a World Controller, may say : "Almost nobody (reads books). I'm one of the very few. It's prohibited, you see. But as I make the laws here, I can also break them. With impunity, Mr. Marx...Which I'm afraid you can't do."¹⁴⁸ But the extent to which Mustapha Mond can change the structure of the organization is slight. He is conditioned as are all members of the Controllers Council. As he, himself, would say, his bottle is only slightly larger than are those of other beings.

In as much as energy remains, however, all systems are "candidates" for disruption. A Mustapha Mond - a human being - may develop into a Helmholtz or Savage, as may the entire membership of the Council, and the result will be a form of evolution.

PRELIMINARY SUMMARY OF THE SECTION :

Particular Features of the Model :

1. The superorganization is in a Stable State.
2. The superorganization is closed. Both internal and external pressures have been eliminated. The external pressures included "the force of the past" as carried in words and ideas in books and art, internal pressures were generated by the human element. The former were prohibited or burned outright, and the latter were contained by the human control and stabilizing subsystems. Among the means employed in these subsystems were : genetic manipulation, force, drugging, conditioning and more or less continuous surveillance.
3. The formal structure within lower classes is egalitarian with a superimposed bureaucratic authority structure composed of members of the Alpha class.
4. The status pattern within classes, excepting Alphas and Betas, appears to be flat or equal. The status pattern between classes depends upon the observer's view. Each class is convinced that it has the best of all possible worlds in status.

5. There exists a social hierarchy within the Alpha-Beta joint class which generally matches an individual's position in one of the many superimposed authority structures.

6. Paper or Founders goals include human "happiness" through the subgoals - or objectives - of Community, Identity and Stability.

7. With closure, stability and relatively unlimited resources, the only first magnitude variable in the construct is the human element.

8. Conditioning is a necessary but not sufficient control strategy for operation of the organization. At the base of operations is the force of police.

9. There are essentially two communications networks within the system : The social, and the technical. If the former is essential to the human element's mental well-being and social direction, it is also a control device for the system in the detection of deviant behavior. The social network has five nearly closed loops. (Controllers, Alpha-Beta, Gamma, Delta, and Epsilon.) The technical network, for all practical purposes, extends only through Controllers, Alphas and Betas. Operational information flows in all directions;

innovative Technical information flows upward for screening and revision or suppression.

10. The surveillance and communications subsystems are fused. (This is not unlike Orwell's model.)

11. Of importance to the model is the matching of value systems to the tasks of a given class, as well as to the reward or status system. This eliminates the "relative" dissatisfaction for work and value received.

12. The Huxleyan human elements are, to a great extent, homogeneous within a given class. Deviants are eliminated.

13. General assumptions concerning the human element include :

- a. Man is malleable, and with proper care can be conditioned to accept, even embrace, any situation.
- b. The driving forces within the human are those of sex, the search for tactile pleasure and creativity. (One must assume that basic physiological needs are being met.)
- c. Other so-called human drives are merely sublimations of the sex drive or of such minor magnitude that they can be drugged to ineffectuality.

- d. The need-sated human will adjust best to a given role; however, there must be an intellectual and job-demand fit.

General Notes Drawn from the Model and Related Material :

1. The human being can be conditioned - in nearly all cases - so as to function successfully in any organizational structure in so long as his physiological needs are met, and : He is sated sexually; his creativity drive is given outlet; and, there is minimal stress between job demand and individual ability.

This human conditioning - or perfect selection in an open system - is the primary factor for a closed system, and the mechanics of the organization are secondary. As one moves from a closed to an open system, machinery rises in importance; however, the human element does not correspondingly diminish in importance.

Of course, one could create a structure to fit the human elements; however, in as much as human beings are not homogeneous elements (apart from behaving according to gross or approximate laws) such a structure will be nearly impossible to create in any realistic form. Personnel change

and human "growth" complete the problem. Further, even a continual evolution of organizational structure would be dysfunctional for some of the human elements. Thus, conditioning again becomes primary.

2. One might do well to use the phrase goals for an organization rather than goals of an organization. Although the latter is often employed by writers on organizational theory, the result is a deceptive anthropomorphizing of the constructs and leads away from clear analysis.

3. Through Huxley, one might agree that a continuing task of management is to effect closure. That is, management must exert a continuing effort to control organizational environment. The areas to be controlled are multitudinous, and the methods employed are many; however, particular attention should be given to control of the past. What actually happened in the past is unimportant : What people think happened in the past is a determinant for the present. (One might note parallels to Huxley's thought. Thus, contemporary major oil companies advertize repeatedly that care for ecology has been the primary concern of the companies for several decades. In the same way, one finds sympathetic (if false) company histories as public relations departments rewrite the past to match present needs.)

5. Huxleyan management performs a stabilizing function in the organization. Problems are solved by manipulating humans or situations; that is, no basic structural or attitudinal change is possible for the organization or management.

This might lead to a classification of the four "systems" of the novelists, one which could conceivably be generalized.

Put another way, one might argue that organizational problems may be met by management through a Stabilizing, Innovative or Attitudinal attack or some combination of them. The former two have been defined. Attitudinal refers to an undirected shift in management's basic attitudes toward goals or problems.

When they exist, are these approaches the function of a single group - such as management - or are they divided among independent task force groups which will then advise management ? In the Huxleyan model, the three approaches are vested in a single management. If Research and Development is ever capable of making Attitudinal changes, it is here delimited to immediate solution of current problems. Further exploration is prevented by the human control system.

6. As in Orwell, a consideration of the system leads one to establish reference frames other than that of the organizational mechanic.

It is common practice to recognize that an organization is embedded in - or, from an organismic view - a part of a suprasystem. Even this latter viewpoint is occasionally obscured by the organizational mechanic through his tendency to define the membership or subsystems of an organization within a framework of direct payroll-personnel.

Further, the very definition of an organization as used in this study limits one to a particular "social unit."

Perhaps one should place more emphasis upon the total subsystems of an organization. For the present, these shall be defined as those systems which are partially or wholly funded by the organization and which measurably affect the operation of the organization. Thus, the state police system is, in a very real sense, a subsystem of a legitimate organization within a state. The judicial system of the state and/or nation is a subsystem of the organization. In the same way, the bureau of posts, of sanitation, are also subsystems of an organization.

In a practical sense organizational personnel do recognize these ancillary organizations or subsystems from the fact

that they attempt to control them. A question is then posed as to the extent to which auxilliary organizations actually control the organizations of which they are subsystems.

7. The Huxleyan system has reached the stable state.

In spite of the Controllers Council, the direction of the organization depends only upon the machinery of the construct, and the machinery functions without distortion.

THE MODEL OF CAMUS

THE SUPRASYSTEM :

Camus' suprasystem consists of the real world complex of interdependent organizations and individual human beings as well as the governments (controlling and facilitating organizations) which span them.

For a period of approximately ten months a small set of humans and organizations - those in the city of Oran - become virtually a closed system.

The closure is ordered by the government; and, it is maintained by its external police force and its internal force as aided by citizens of Oran.

The human elements in the Camus model have ennobling features, particularly when compared to those of Huxley and Orwell; however, even at the height of rational action and when the need for closure is clear, that closure can only be maintained by force. Thus, the suprasystem protects itself and controls its environment. The basis of all control is the police force.

THE SUPERORGANIZATION :Formal Structure :

Camus assumes that the reader is familiar with French bureaucracy; therefore, one is not given structural details but, rather, brief insights into the bureaucratic inability of coping with an abnormal and changing situation.

A plague is raging and the administrative staff puts out ineffectual regulations. One does not wish to alarm the citizens. But the statistics on plague deaths rise, and the situation demands immediate action. The Prefect says, "I'll ask government for orders."⁵⁸ The government delays. The Prefect belatedly tightens the regulations; but now the plague demands still more stringent measures. Long after the decision should have been made, the government orders the city closed.⁵⁹

In the same way, the regulations concerning burials are followed meticulously but ceremonies are being speeded-up to an absurd pace. Only the overwhelming fact of masses of bodies forces the breaking of the regulations.

This functioning of the bureaucratic administration in a single direction - and usually with the same speed - is again apparent as one segment of the administrative staff, a segment which should be fighting the plague, placidly gathers information for some future collection of taxes and possible debts to the government.⁹⁹ The military concerns itself with such trivia - but to itself important - as the problem of awarding military medals to prison guards.¹⁵⁴ The church continues unperturbed in its ritual, and if a Paneloux explains that "...religion in a time of plague could not be the religion of every day,"²⁰² then Paneloux is "dallying with heresy." The church did not change; Paneloux died.

Whatever the formal structure is - and one has necessarily assumed that it is an enormous hierarchy with a slow functioning, grinding bureaucratic administrative staff - one is at least made aware of some of the things it does to humans. It converts them into prosecutors.²²⁶ It can order up firing squads of human beings to murder human beings.²²⁷ It distorts them so that they will accept any number of half-lies as the truth.¹¹

The vignettes of those working in the formal structure are many. As for Grand, a minor functionary, "Even before you knew what his employment was, you had the feeling that he'd

been brought into the world for the sole purpose of performing the discreet but needful duties of a temporary assistant municipal clerk..."⁴¹ And, in a city where thousands live in poverty, a Mayor considers it sufficient that "...there was no reason to believe that anyone had ever died of hunger in the town."⁴³ They, the bureaucrats, were "...sticklers...(or) consolers...(or) important persons who asked the visitor to leave a brief note of his case and (said)...they would decide on it in due course." They were "...triflers...(or) the red tape merchants, who made...(one) fill up a form and promptly interred it in a file; overworked officials...and much-harassed officials who simply looked away; and, finally, the traditionalists - these were by far the greatest number - who referred...(one) to another office or recommended some new method of approach."⁹⁸

This officialdom is not incapable of asking for voluntary help. But official channels - at this level - will not permit the transmission of spirit. "What they're short on is imagination."¹¹⁴ And one returns to the note that "Officialdom can never cope with something really catastrophic."¹¹⁴

Thus, one has the portrait of a bureaucratic structure which becomes ineffective in periods of radical change, which continues meaningless housekeeping tasks when the need for such

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and the role of the accounting system in providing reliable financial information. It emphasizes the need for transparency and accountability in financial reporting.

2. The second part of the document outlines the various components of the accounting system, including the general ledger, subsidiary ledgers, and the trial balance. It explains how these components work together to provide a comprehensive view of the company's financial position.

3. The third part of the document discusses the importance of internal controls in preventing fraud and ensuring the accuracy of financial data. It highlights the role of the accounting system in monitoring and controlling the company's financial activities.

4. The fourth part of the document discusses the importance of budgeting and forecasting in financial planning. It explains how the accounting system can be used to track actual performance against budgeted amounts and to make adjustments as needed.

5. The fifth part of the document discusses the importance of financial analysis in making informed business decisions. It explains how the accounting system can provide the data needed for various financial ratios and metrics.

6. The sixth part of the document discusses the importance of financial reporting in providing information to stakeholders. It explains how the accounting system can be used to generate financial statements and reports that are easy to understand and interpret.

7. The seventh part of the document discusses the importance of financial management in ensuring the long-term success of the company. It explains how the accounting system can be used to monitor and control the company's financial resources.

8. The eighth part of the document discusses the importance of financial compliance in ensuring that the company is following all applicable laws and regulations. It explains how the accounting system can be used to track and report on the company's financial activities.

9. The ninth part of the document discusses the importance of financial innovation in improving the efficiency and effectiveness of the accounting system. It explains how new technologies and methods can be used to enhance the accounting system.

10. The tenth part of the document discusses the importance of financial education in ensuring that all employees understand the role of the accounting system and the importance of financial management. It explains how the accounting system can be used to provide training and education to employees.

has vanished, which converts humans to a brutish state and which generates a single, inflexible approach to problem-solving among the human elements. (So, a problem which is not upon one's personal desk is not a problem at all.)

The above might lead one to consider dysfunctional aspects of bureaucracy which would not necessarily involve assumptions about the human element.^A That is, as change accelerates, the bureaucracy, which is dependent upon ordinary decision-making by rules or regulations, becomes dysfunctional. Problems change more rapidly than rules. Problems tend to become unique - if only for lack of time or machinery for categorizing them so that new rules may be applied.

Incidental Organizations :

The plague situation coupled with human needs and desires brought about the existence of Tarron's Volunteer Group¹²⁰ and the Smuggling organization¹²⁸ with which Cottard was associated.

One is given scant information about organizational operations. The Volunteers worked as a set of teams. Each volunteer did what he could do best or accepted a task - perhaps below his powers - in which he was told he was needed.

If Tarrou was the prime organizer and Grand became a form of general secretary¹²² to these sanitary squads, there was still no formal hierarchy. This ad hoc organization, it would seem, could function only in a time of high stress with an immense work load and a stress-related need on the part of the volunteers.

One knows even less about the Smuggling Organization. It existed in spite of danger because of an easy market and high rewards. As one is assumed to know about the operations of French Bureaucracy, one shall assume a structure with the flexibility of the Volunteers - one guided by a "moral" code but untrammelled by bureaucratic rules.

THE HUMAN ELEMENT :

"Our citizens work hard, but solely with the object of getting rich. Their chief interest is in commerce...(and) doing business. Naturally, they don't eschew such simpler pleasures as love-making, sunbathing, going to pictures. But...they reserve these pastimes for Saturday afternoon and Sundays and employ the rest of the week in making money, as much as possible."⁴

This is Dr. Rieux's opinion of the general citizenry in the ordinary days before the stress of the plague. It is a commentary rather than a condemnation.

These citizens have learned to "...get through the days without trouble...(for they) have formed habits. And since habits are precisely what our town encourages, all is for the best...social unrest is quite unknown among us. And our frank-spoken, amiable, and industrious citizens have always inspired a reasonable esteem in visitors."⁵

These same citizens are put under the stress of the plague. Their lives are in danger; their work and their habits are disrupted. They move from anger to shock to a chaos of action and finally to a somewhat organized state of resistance to the plague - or, if one wishes, to new habits.

From this citizenry there are those who apply early for volunteer work to fight the plague. But these should not be overly praised : "For this attitude implies that such actions shine out as rare exceptions, while callousness and apathy are the general rule. The narrator does not share that view ...On the whole, men are more good than bad...but they are more or less ignorant...the most incorrigible vice being that of an ignorance that fancies it knows everything and

therefore claims for itself the right to kill."¹²⁰

This citizenry can rarely forget reality and its self-created reality. But there are rare moment such as those at the end of the plague. "All were laughing or shouting. The reserves of emotion...were being recklessly squandered to celebrate this, the red-letter day of their survival. Tomorrow real life would begin again, with its restrictions. But for the moment people in very different walks of life were rubbing shoulders, fraternizing. The leveling-out...was realized at last, for a few gay hours, in the rapture of escape."²⁶⁷

The foregoing has furnished a description of the "average" citizen; however, rather than now listing so-called properties of that human element, one must consider the world which existed around him when there was no plague. For that, one must turn to the views of Camus' surhomme, the rare one who has found the time to evaluate the suprasystem.

Rieux says : "Do you know that there are some who refuse to die ? Have you ever heard a woman scream 'Never !' with her last gasp ?...(after that) I saw that I could never get hardened to it. I was young then, and I was outraged by the whole scheme of things...Subsequently, I grew more modest. Only, I've never managed to get used to seeing people die."¹¹⁷

Tarrou says : "Have you ever seen a man shot by a firing-squad ?...The spectators are hand picked and it's like a private party, you need an invitation...Do you know that the firing-squad stands only a yard and a half from the condemned man ? Do you know...their big bullets make a hole into which you could thrust your fist ?...those are things that are never spoken of. For the plague-stricken their peace of mind is more important than a human life."²²⁶

Rambert says : "Man is an idea, and a precious small idea, once he turns his back on love. And that's my point; we - mankind - have lost the capacity for love." And again : "Well, personally, I've seen enough people who die for an idea. I don't believe in heroism; I know it's easy and I've learned it can be murderous. What interests me is living and dying for what one loves."¹⁴⁹

Rieux, Tarrou, Rambert and even Grand have each spoken through their separate philosophies to the horror or absurdity of the world in which they and those ordinary citizens live and for which they are in part responsible.

With this in mind, one may note a few of the assumptions of Camus concerning the ordinary citizen.

1. He is a creature of habit, comfortable in a routine.
2. He is naturally industrious, but, of course, is driven by a desire to make money.
3. He is not callous or apathetic, but is more or less ignorant.
4. This habit, this ignorance, this industry, this system which he has created prevent him from taking any broad view of man himself and the human condition. Thus, he does not even recognize :
 - (a) that he has adjusted to absurdities and even promotes them,
 - (b) that his rationale permits him to justify the murder of human beings; indeed, this is a normal state of things which does not even bear examining.
5. He can be ground down into a person without love, and if this affects his personal happiness, his awareness is so dulled that he does not revolt; further, his work is not effected adversely. It will be all that remains to him.
6. He can eventually adjust to any situation and accept it as normal.

In spite of the above, it should be recognized that this human element has the potential to love, to break downward through self-constructed class barriers, to have passion

without murder; but, the system and the self place this somewhere in the doubtful future. Few have fulfilled that potential. Or, as Tarrou says : "...it's a wearying business being plague-stricken. But it's still more wearying to refuse to be it...a weariness from which nothing remains to set us free except death."²²⁹

ORGANIZATIONAL MORALITY :

Organizational morality has the same anthropomorphic ring as organizational goals; and, perhaps, one should speak only of concepts of morality for an organization. Of course, it has yet to be debated whether the concept of morality even has a place in organizational theory; nevertheless, certain questions arise from The Plague which may be best considered in terms of morality.

Camus' central characters of Rieux, Rambert and Tarrou - although these are not the only ones - are involved in morality, a morality different from that of the ordinary citizens of Oran. Their codes guide them as much as habit guides the citizen. A major difference is that the central characters act with an awareness of why they act. If the individual has any control over his destiny - which problem shall not be

argued here - they, at least, have the illusion of control.

For Rieux : "The thing was to do your job as it should be done."³⁸ And, "...the law was the law..."⁷⁹ But, even though he could not accept the scheme of things, he worked within and through an organization.

For Rambert : "The truth is I wasn't brought into this world to write newspaper articles. But it's quite likely I was brought into the world to live with a woman."⁷⁸ But, there was no way he could break free of the constraining organization.

For Tarrou : "I learned that I had an indirect hand in the deaths of thousands of people; that I'd even brought about their deaths by approving of acts and principles which could only end that way. Others did not seem embarrassed by such thoughts...they told me...I should remember what great issues were at stake."²²⁷ And, Tarrou has withdrawn from every activity which could have anything to do with a man's death - that is to say, from most activities in the world.

It is not necessary to develop here the full moral codes of Rieux, Rambert and Tarrou. Whatever they are, one knows that they are different from the general ethic of organizations

and at variance with the many particular moral codes - institutional, professional, religious - to which the "accepted" man is expected to ascribe.

The human element in Camus' world is caught between these powerful code-ridden organizations and there is conflict with his personal code. Although that conflict exists for all human elements, it is the surhomme of Camus who is most torn and most capable of feeling pain. And, it is the ordinary citizen who is prevented from rising above himself in love and awareness. For Camus, the adverse effects of this conflict - no matter that they may be momentarily ennobling - are always on the individual.

The general ethic or moral code of organizations is usually unwritten. However, Rieux and Tarrou see it to be much the same throughout the world. Tarrou, in particular, sees it as a set of "should's" and interdictions which subvert the individual code to the benefit of the organization and the destruction of the individual.

From the individuals in The Plague one might infer the organizational ethic for the member; and, not surprizingly, the derived code closely resembles Hubbard's well-known and management-venerated "A Message to Garcia." Thus :

1. Man should play his contracted role in an organization, one which includes this ethic, and subvert the personal code when conflict arises or one should leave the organization.
2. As a corollary, man should always be loyal and supportive of the organization and the humans filling positions in the hierarchy.
3. Personal codes may be suggested and forwarded within the organizational framework; but when they are rejected, the matter should be dropped.
4. Man should not concern himself with the ultimate products of organizational endeavor, but rather with the excellence of his clearly defined work. For, it is that for which he is paid and not for the passing of devisive moral judgments.

This emphasis or obsession with morality - depending upon one's point of view - can be related to more than a single element in a theory of organizations. Theory itself and the theorist must be questioned.

For example, it is natural that in a new field - such as organizational theory - one utilizes the methods and patterns of the established fields at the inception of study. Thus, physics, astronomy, chemistry, biology and mathematics have

become models for organizational theory while data and theorems have been drawn from psychology, political science, economics and so on.

In organizational theory, then, one has identified elements, examined constructs, and created models which permit prediction. This theory, when one takes the view of Camus, has neglected the limiting factor in the analogy between the new and old disciplines - the human element.

One cannot point to the Human Relations school of organizational theorists as a significant variant from the school of Scientific Management. In the inferred view of Camus, a Fayol and Taylor were as advanced as any member of the Human Relations group. For, one must note that the task of both schools was to make the human being functional for the organization rather than to make the organization functional for the human. Indeed, one might say that the theorists' concern has been primarily if not solely with the limited area of "Organizational Mechanics."

Now, clearly, the student of organizational mechanics must know and be able to create divers structures; he must know the variant moral codes of the human elements; and, he must analyze this human in interaction with humans and the

structure. For Camus, the science would still be incomplete. It was noted that Camus would question theory and theorist. In the first case he would ask that variant philosophies be attached or integrated with mechanics; and in the second instance he would demand that the theorist not only place the reference frame of importance on the human being, but also analyze his own (the theorist's) position or role in fostering a system of horror and absurdity.

PRELIMINARY SUMMARY OF THE SECTION :

Particular Features of the Model :

1. The superorganization is partially closed.
2. The basis of all closure and control is a police force.
3. The formal structure of the superorganization is bureaucratic under rational-legal authority.
4. The structure is dysfunctional in periods of rapid change.

And, the dysfunction arises from an inability of :

- (a) The organization to categorize problems and establish related rules as well as annul past rules,
- (b) The human element to break from habit and exercise imagination, and,

(c) the human element to recognize or admit the
"problem" of the human condition.

5. General assumptions concerning the ordinary human element include : he is a comfortable creature of habit, driven by a desire to make money, neither callous or apathetic but more or less ignorant. He can be (and has been) reduced to a loveless person, ignoring the murder of himself and his fellow human beings. He will eventually accept every situation as normal and promote the absurdities which grind him down.

General Notes Drawn from the Model and Related Material :

1. Although the primary variable in the "success" of any organization is the human being, most structures are so designed that the human is reduced to a functioning but non-creative "cog" in the system.
2. Bureaucratic models may be shown to be technically dysfunctional when a system is partially open in a period of rapid change. In this one may criticize Weber for making the tacit assumption that the velocity of change will remain constant.
3. Management assumptions concerning humans, whether they be those noted by McGregor or those by the novelists considered in this study, should be paralleled with management codes of

ethics or morality.

4. Organizational Mechanics has been the prime concern of Organizational Theory. One might do well to consider a discipline of Organizations which in turn would demand related philosophies, various theories and finally a subcourse in Mechanics.

5. The theorist who has chosen organizational mechanics as his specialty must examine his personal philosophy and then reexamine it in the light of his tasks within mechanics. He must be, at least, aware of his placing of reference frames and of his perpetuation of various products-effects of an organization.

THE MODEL OF KAFKA

PRELIMINARY :

Literary interpretations of The Trial are as numerous as the critics of Kafka. Clearly, some of those interpretations were not those intended by Kafka; and, the present extraction of concepts for organization "theory" results - in all probability - in another unintended study.

That aside, one should observe that the screen employed in this study restricts the material drawn from a symbolist such as Kafka much more than it does the material from an Orwell, Huxley or Camus.

THE SUPRASYSTEM :

Kafka's suprasystem involves a reality system and a nonconflicting but associated court system.

The reality system includes the multitude of organizations within the states of the world. One is given scant information about this general structure. The major focus is on a single organization within it : K's Bank. One does know, however, that "K. lived in a country with a legal

constitution, there was universal peace, all the laws were in force..."⁷

One suspects that the organizations within the reality system are structured and function much as does the Bank. They would appear to fall under Likert's Benevolent Authoritative classification^A - at least at the upper management level - and into the Exploitive Authoritative class for other levels. The assumption in the above is that the class structure of K's society is rigidly stratified and breeds, or is associated with a similar rigidity in organizational functioning.

This class-conscious society is documented in small remarks and attitudes such as K.'s thought : "...nor did he want her (Levi) to find him so deep in intimate conversation with the tradesman..."²²⁰ Or, note the manufacturer speaking of the poor painter : "...it would certainly mean swallowing one's pride to go to such a fellow for advice."¹⁷¹ Or, K. asking : "Must I...let myself be confused still worse by the gabble of those wretched hirelings ?"¹⁰

One can find ample evidence of the above; however, there is no appraisal of interaction between organizations in the reality system.

The notion of a suprasystem implies some connection or interaction between elements of the totality, therefore, one should ask what relationship exists between the major systems of reality and court.

It is easy enough to imagine that the court system exists only in the mind of Joseph K. Or, one might also claim and defend the statement that some form of court system exists, more or less developed, in the mind of every man. At the same time, although one would be hard pressed, one might be able to defend the notion that the court system exists in the same fashion as the Bank and related organizations which form the reality system.

One could, of course, complicate or sophisticate the matter infinitely.

For example, if the court system exists only in the mind of Joseph K., indeed, if all is seen through his distorting eyes, then the suprasystem - as one can deduce its nature from the work - is no more than K.'s perception of this reality. It includes the Bank, fragmented descriptions of other organizations, individuals and the imaginary court system - all interacting in unpredictable ways.

Or, one may become more objective - perhaps - by ignoring such things as point-of-view, and characters' distinctions between reality and imagination. Then, it may be stated that one has Franz Kafka's description of a suprasystem, the limits of which are not defined, but in which the focus magnifies a Bank organization, an individual and his possible distortion of reality.

The above "attitudes" with their concomitant assumptions will lead, clearly, to different interpretations of the work with varying degrees of relevance for the study of organizations.

In one case it may be argued that the very use of the court system metaphor implies that there is an overriding impact of organizations upon individuals, one which gives the individual a sense of powerlessness^B and deranges him mentally. But, even as in Kafka's own extended cathedral metaphor, one may argue that organizations are made to appear elementary in structure and functioning, that even the irrational court system is simplicity itself when compared to the individual when drawn in his full complexity. Further, it may be said that Kafka, although sketching his multi-faceted individual in terms of the court bureaucracy, is describing the loss of control of the reality system

organization over the individual and is purposely minimizing the importance of the reality organization.

Since it is highly unlikely that one may resolve a matter which has yet to be resolved by a host of literary critics, the approach in this phase of the study will be one which is merely in harmony with previous phases - however limiting that may be. One will accept a character's point-of-view as being one of many valid descriptions of reality.

Therefore, the suprasystem in The Trial shall consist of a reality system and a court system. They are on equivalent levels in whatever is reality and for whatever is existence. Interaction between the two systems occurs as individuals attempt to satisfy the demands of each system. There is a continual drain of human energy from the reality to the court system. For this, organizations of reality merely adjust themselves by a "compensating reaction"¹⁵¹ : The court, on the other hand, is unaffected by the reality system, except as it affords a controlled energy input.

• *Staphylococcus aureus* is a Gram-positive, spherical bacterium that is commonly found on the skin and in the nose. It is a facultative anaerobe, meaning it can grow with or without oxygen. *S. aureus* is a major cause of skin infections, such as abscesses, boils, and impetigo. It can also cause more serious infections, such as pneumonia, sepsis, and food poisoning. *S. aureus* is resistant to many antibiotics, making it a difficult pathogen to treat.

• *Streptococcus pneumoniae* is a Gram-positive, spherical bacterium that is commonly found in the lungs. It is a facultative anaerobe, meaning it can grow with or without oxygen. *S. pneumoniae* is a major cause of pneumonia, meningitis, and sepsis. It is also a common cause of ear infections and sinusitis. *S. pneumoniae* is resistant to many antibiotics, making it a difficult pathogen to treat.

• *Escherichia coli* is a Gram-negative, rod-shaped bacterium that is commonly found in the intestines. It is a facultative anaerobe, meaning it can grow with or without oxygen. *E. coli* is a major cause of food poisoning and urinary tract infections. It can also cause more serious infections, such as hemolytic uremic syndrome and sepsis. *E. coli* is resistant to many antibiotics, making it a difficult pathogen to treat.

• *Salmonella enterica* is a Gram-negative, rod-shaped bacterium that is commonly found in the intestines. It is a facultative anaerobe, meaning it can grow with or without oxygen. *S. enterica* is a major cause of food poisoning and enteritis. It can also cause more serious infections, such as sepsis and meningitis. *S. enterica* is resistant to many antibiotics, making it a difficult pathogen to treat.

• *Listeria monocytogenes* is a Gram-positive, rod-shaped bacterium that is commonly found in the soil and in food. It is a facultative anaerobe, meaning it can grow with or without oxygen. *L. monocytogenes* is a major cause of food poisoning and listeriosis. It can also cause more serious infections, such as sepsis and meningitis. *L. monocytogenes* is resistant to many antibiotics, making it a difficult pathogen to treat.

• *Clostridium difficile* is a Gram-positive, rod-shaped bacterium that is commonly found in the intestines. It is a facultative anaerobe, meaning it can grow with or without oxygen. *C. difficile* is a major cause of antibiotic-associated diarrhea and colitis. It can also cause more serious infections, such as sepsis and meningitis. *C. difficile* is resistant to many antibiotics, making it a difficult pathogen to treat.

• *Mycobacterium tuberculosis* is a Gram-positive, rod-shaped bacterium that is commonly found in the lungs. It is an obligate aerobe, meaning it requires oxygen to grow. *M. tuberculosis* is a major cause of tuberculosis, a disease that can affect the lungs and other parts of the body. *M. tuberculosis* is resistant to many antibiotics, making it a difficult pathogen to treat.

• *Histoplasma capsulatum* is a dimorphic fungus that is commonly found in the soil. It is an obligate aerobe, meaning it requires oxygen to grow. *H. capsulatum* is a major cause of histoplasmosis, a disease that can affect the lungs and other parts of the body. *H. capsulatum* is resistant to many antifungal drugs, making it a difficult pathogen to treat.

• *Coccidioides immitis* is a dimorphic fungus that is commonly found in the soil. It is an obligate aerobe, meaning it requires oxygen to grow. *C. immitis* is a major cause of coccidioidomycosis, a disease that can affect the lungs and other parts of the body. *C. immitis* is resistant to many antifungal drugs, making it a difficult pathogen to treat.

• *Aspergillus fumigatus* is a filamentous fungus that is commonly found in the air. It is an obligate aerobe, meaning it requires oxygen to grow. *A. fumigatus* is a major cause of aspergillosis, a disease that can affect the lungs and other parts of the body. *A. fumigatus* is resistant to many antifungal drugs, making it a difficult pathogen to treat.

• *Candida albicans* is a yeast-like fungus that is commonly found in the mouth and in the vagina. It is a facultative anaerobe, meaning it can grow with or without oxygen. *C. albicans* is a major cause of candidiasis, a disease that can affect the mouth, vagina, and other parts of the body. *C. albicans* is resistant to many antifungal drugs, making it a difficult pathogen to treat.

THE FORMAL STRUCTURE :Reality System :

The Bank, the only organization of which one is appraised in the reality system, has already been noted to fall into one of Likert's Authoritative classes. Certainly, it appears that the Bank is bureaucratically organized and meets the Weberian criteria. In the same way, variations on recognized bureaucratic dysfunctions are apparent.^C Thus, K.'s personal problem with the court causes him to neglect his clients¹⁶¹ which in turn causes the Assistant Manager to survey K.'s work more closely. K. resents the supervision and vows to get even with the Assistant Manager. "...I'll make him suffer for it, too."¹⁷⁵ One is not told precisely how this increase in tension affects the Bank operations. K. must imagine it minimal; for, the Bank is an organization like the court : "One must lie low...and try to understand that this great organization remained...in a state of delicate balance, and if someone took it upon himself to alter the disposition of things around him, he ran the risk of... ..destruction, while the organization would simply right itself by some compensating reaction in another part of its machinery...and remain unchanged, unless...it became still

more rigid, more vigilant, severer, and more ruthless."¹⁵¹

In the same way, having authority as Chief Clerk, K. finds it more rational that he neglect his clients than that the Assistant Manager have the right to collect data on those clients from K.'s files. That is, associated with role demands are role privileges which, in the mind of the role player, are of greater importance than the task.

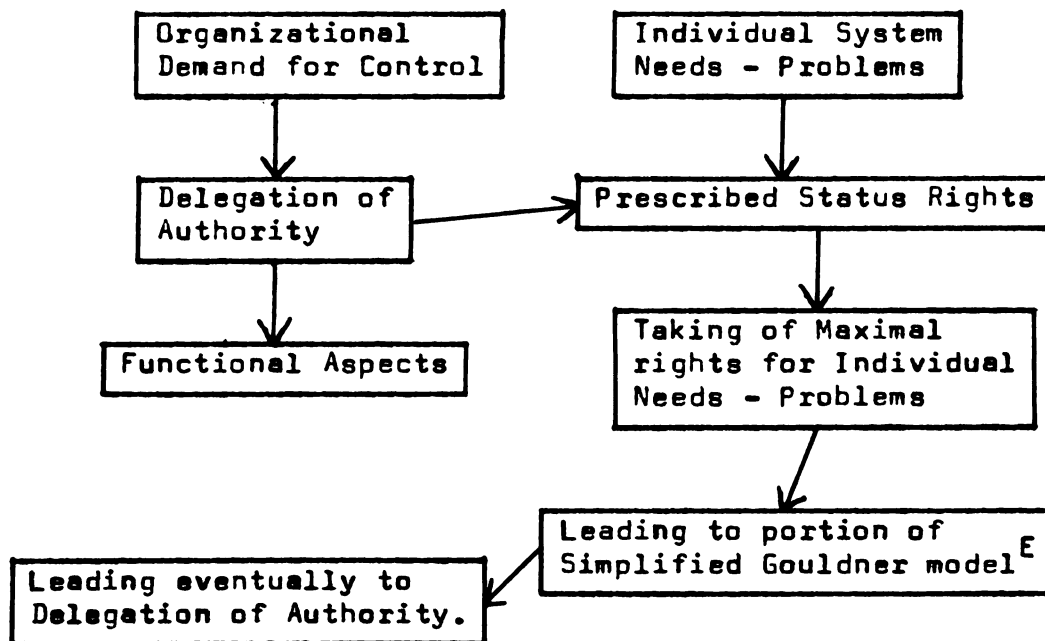
Dysfunctional behavior from a management view - assuming that efficiency and effectiveness are defined in the standard manner - is even more apparent in the operation of the court. Since the Bank and court are both bureaucratic structures, and since the above assumption may not hold for the court, a comment on Bureaucracy, Weber and his critics - as prompted by Kafka's work - may now be appropriate.

"Weber has often been criticised for presenting an idealized conception of bureaucracy...he addresses himself to the problem of how a given element contributes to the strength... of the organization. What is missing is a similar systematic attempt to isolate the dysfunctions of the various elements discussed and to examine the conflicts that arise..."^D

Let one assume for the moment that the criticism is valid.

Kafka's model points to any number of dysfunctional paradigms from the Weberian base. In that these paradigms are variations (due to conceivable human actions) of later-conceived and empirically derived models, they can hardly be discounted without discounting those others. For example:

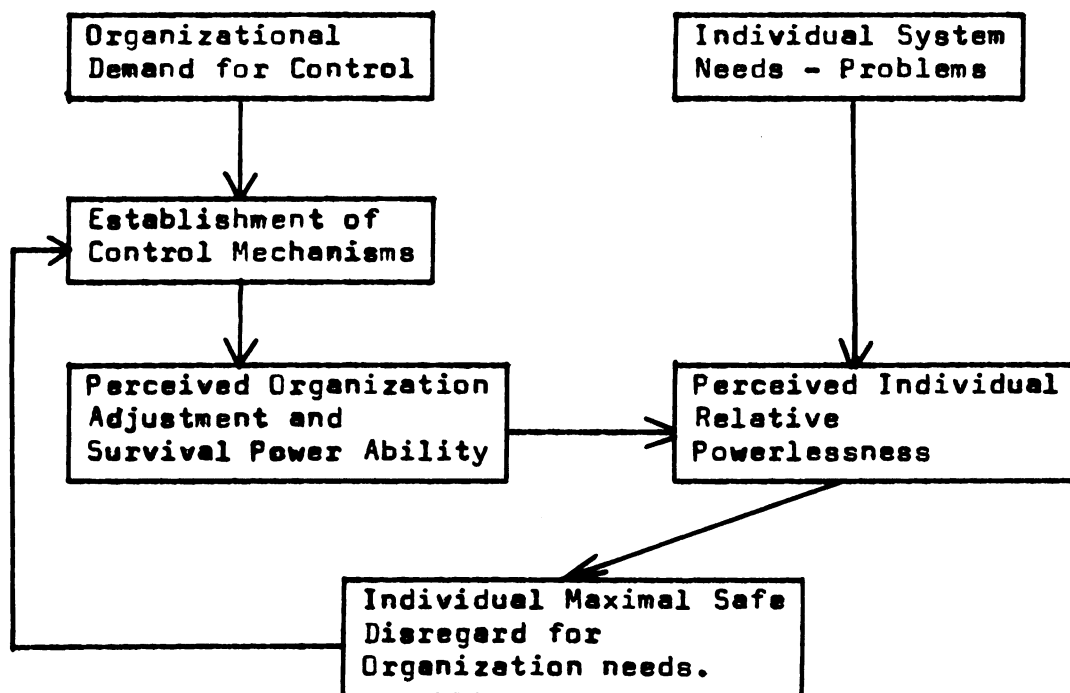
Paradigm I



Paradigm I is simply that of Joseph K. - a member of Bank management - as he takes maximal right as Chief Clerk and neglects his clients for consideration of his personal

needs and problems. (This parallels a worker's knowledge of minimal acceptable behavior when rules are set and is equally dysfunctional for the organization.) The taking of maximal right - and more - leads to closeness of supervision by the Assistant Manager. This results in an increase in power relations and tension and, although not cycling to Gouldner's centerpiece of "use of general and impersonal rules" does return to Selznick's "delegation of authority."

Paradigm II



Paradigm II is drawn from Joseph K.'s perception of organizational power both of the Bank and the court system and the recognition of his relative powerlessness. "One must lie low...he ran the risk of destruction."¹⁵¹ This leads to a maximum safe disregard for organizational needs; however, with general control mechanisms functioning, it recycles to strengthening of control mechanisms.

Other paradigms might be drawn from the Kafka model; however, let one return to the discussion of Weber as stimulated by a consideration of Kafka.

Weber defined the salient features of what he chose to call a bureaucratic structure. It is logically of no consequence that this description varies from structures found in "reality." Variance becomes a measure and the "degree of bureaucratization" a frame of reference. Further, that Weber did not develop the "logical" dysfunctions amounts to the criticism of the great for not being greater. But the foregoing is not enough : There cannot exist many of the logical dysfunctions noted by theorists unless certain definite assumptions are made concerning the human elements which are to function in a given structure.^F

March and Simon point this out relative to Gouldner's model, stating that it "...leaves some puzzles unexplained. In particular, why is increased supervision the supervisory response to low performance ? It seems reasonable that the tendency to make such a response is affected both by role perceptions and by a third equilibrating process in the system - the individual needs of the supervisors. Thus, the intensity of supervision is a function of the authoritarianism of supervisors and a function of the punitivity of supervisory role perception." ^G

The above sophisticated explanation could have been prefaced, perhaps, by the introductory note : The first order factor in the functioning of any construct is the basic nature of the human elements to be placed in that construct.

McGregor is well aware of this. Certainly Weber was also aware of it; however, some of his assumptions about the human element were tacit, and this itself may be a relatively valid criticism.

Kafka's Ideals may have a failing in that structure description is sacrificed to that of human description.

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Court System : Part I

"The ranks of the officials in this judiciary (court) system mounted endlessly, so that not even the initiated could survey the hierarchy as a whole. And the proceedings of the courts were generally kept secret from subordinate officials, consequently they could hardly ever quite follow in their further progress the cases on which they had worked; any particular case thus appeared in their circle of jurisdiction often without their knowing whence it came, and passed from it they knew not whither."¹⁴⁹

If the above gives an overview of the possible chaos within the structure, there are other aspects :

Of the Warders : "...you (Joseph K.) are arrested." When K. asks why, they reply : "We are not authorized to tell you that...Proceedings have been instituted against you, and you will be informed of everything in due course."⁶ And, "We are humble subordinates who...have nothing to do with your case except to stand guard over you..."⁹ And, "...the high authorities we serve...must be quite well informed about the reasons for the arrest..."¹⁰ And, when K. demands to be taken to see the Warders' superior officer, one answers, "When he orders me, not before..."¹¹ According to the

Warders they "...would certainly have been promoted to be Whippers..."¹⁰⁵ but, due to a minor failing "...all is lost ...our careers are done for..."¹⁰⁶ That failing seems to have been a conflict between tradition and regulations. They have stolen, "...but it's a tradition that body-linen is the warders' perquisite..."¹⁰⁵

However much one would screen out prior knowledge of the Weberian bureaucratic authority structure - and remain with only "formal" structure - one cannot ignore similarities with the Blau and Scott interpretation of Weber as considered in the section on Orwell.

Of the Inspector : K. asks if he may sit down. The Inspector notes, "It's not usual..." K. then demands : "What authority is conducting these proceedings ? Are you officers of the law ? None of you has a uniform, unless your suit..."¹⁶ Following this tirade, the Inspector says that K. is laboring under a great delusion. "These gentlemen here (the Warders) and myself have no standing whatever in this affair of yours, indeed we hardly know anything about it. We might wear the most official uniforms and your case would not be a penny the worse."¹⁶ Finally, on learning that arrest leaves one with freedom of movement, K. says "...there was no particular necessity to tell me about it..."²⁰ The Inspector

states : "It was my duty."²⁰ "A stupid duty," K. said.
 "That may be...but we needn't waste our time with such
 arguments."²⁰

Of the Whipper : "...I refuse to be bribed. I am here to
 whip people, and whip them I shall."¹⁰⁷

Of the Law Student : On speaking to K., "...it was your
 duty to go away, and as soon as I came in..."⁷¹ And, after
 having "violated" a woman, he carries her off to the Exa-
 mining Magistrate for similar treatment. The woman cries to
 K., "Let him alone...He's only obeying the orders of the
 Examining Magistrate..."⁷³ But no one will thrash the
 student, "...he's too influential."⁷⁷

Of the tradesman Block : "So the way Block stuck to his
 reading (incomprehensible papers for his trial) showed me
 how faithfully he does what he is told."²⁴²

Of the Priest : "...if it were this priest's duty to preach
 a sermon at a certain hour regardless of circumstances, let
 him do it..."²⁶¹ And, the Priest admits, "I had to speak to
 you (K.) first from a distance. Otherwise I am too easily
 influenced and tend to forget my duty."²⁶⁶

Now, the foregoing comments of minor characters give further hints of the Weberian form of the Court system. Because of this direction and the multitude of quotations necessary to establish the full system one shall employ a defensible short-cut at this time. One shall state the Weberian form in full and match the Court system to it. References for the defense or comparison of forms will, of course, meet the criteria for passing the defined screen. The screen shall then be reemployed to pick up additional material, in order to avoid biasing this phase of the study.

Court System : Part II

In dealing with Orwell one referred to Blau and Scott's interpretation of Weber. Differences in the Orwell and Weber models were such that a broad "matching" of points was sufficient; further, the Orwell construct and hierarchy had few of the complexities of formal bureaucratic structure, and a detailed, prolonged study of it did not appear worth while. The Kafka model, however, is based on a relatively complex formal structure and demands the nicities of a primary source.^H

Essential to Court system development in Part III of this section is a verbatim text of the Blau and Scott

interpretation of Weber on Legal Authority with a Bureaucratic Administrative Staff, and notes by Weber (as translated) on the same subject.

Blau and Scott Interpretation^I

Almost all modern administrative organizations (as well as some ancient ones) are bureaucratically organized. Weber enumerates the distinctive characteristics of this type of organization in the following way :

(1) Organization tasks are distributed among the various positions as official duties. Implied is a clear-cut division of labor among positions which makes possible a high degree of specialization. Specialization, in turn, promotes expertness among the staff, both directly and by enabling the organization to hire employees on the basis of their technical qualifications.

(2) The positions or offices are organized into a hierarchical authority structure. In the usual case this hierarchy takes on the shape of a pyramid wherein each official is responsible for his subordinates' decisions and actions as well as his own to the superior above him in the pyramid and wherein each official has authority over the officials under him. The scope of authority of superiors over subordinates is clearly circumscribed.

(3) A formally established system of rules and regulations governs official decisions and actions. In principle, the operations in such administrative organizations involve the application of these general regulations to particular cases. The regulations insure the uniformity of operations and, together with the authority structure, make possible the coordination of the various activities. They also provide for continuity in operations regardless of changes in personnel, thus promoting a stability lacking, as we have seen, in charismatic movements.

(4) Officials are expected to assume an impersonal orientation in their contacts with clients and with other officials. Clients are to be treated as cases, the officials being expected to disregard all personal considerations and

to maintain complete emotional detachment, and subordinates are to be treated in a similar impersonal fashion. The social distance between hierarchical levels and that between officials and their clients is intended to foster such formality. Impersonal detachment is designed to prevent the personal feelings of officials from distorting their rational judgment in carrying out their duties.

(5) Employment by the organization constitutes a career for officials. Typically an official is a full-time employee and looks forward to a lifelong career in the agency. Employment is based on the technical qualifications of the candidate rather than on political, family or other connections. Usually such qualifications are tested by examination or by certificates that demonstrate the candidate's educational attainment - college degrees for example. Such educational qualifications create a certain amount of class homogeneity among officials, since relatively few persons of working-class origins have college degrees, although their number is increasing. Officials are appointed to positions, not elected, and thus are dependent on superiors in the organization rather than on a body of constituents. After a trial period officials gain tenure of position and are protected against arbitrary dismissal. Remuneration is in the form of a salary, and pensions are provided after retirement. Career advancements are according to seniority or to achievement, or both.

Weber on Legal Authority With a
Bureaucratic Administrative Staff

Weber distinguishes between the effectiveness of legal authority, the fundamental categories of rational legal authority, and the criteria for the purest type of bureaucratic administrative staff. Occasionally, as in the Blau and Scott text, the points under the three headings are combined; occasionally, points are dropped. In the following passage the effectiveness and category notes will be abridged where there is merely elaboration on the central point

being made. The criteria notes will be verbatim from the translation of Weber's text.

(Effectiveness :)

The effectiveness of legal authority rests on the acceptance of the validity of the following mutually interdependent ideas.

1. That any given legal norm may be established by agreement or by imposition, on the grounds of expediency or rational values or both, with a claim to obedience at least on the part of the members of the corporate group. (There follows a brief passage on the extension of this obedience claim.)
2. That every body of law consists essentially in a consistent system of abstract rules which have normally been intentionally established. Furthermore, administration of law is held to consist in the application of these rules to particular cases...
3. That thus the typical person in authority occupies an 'office.' In the action associated with his status, including the commands he issues to others, he is subject to an impersonal order to which his actions are oriented. This is true not only for persons exercising legal authority who are in the usual sense 'officials,' but, for instance, for the elected president of a state.
4. That the person who obeys authority does so, as it is usually stated, only in his capacity as a 'member' of the corporate group and what he obeys is only 'the law,' He may in this connexion (sic) be the member of an association, of a territorial commune, of a church, or a citizen of a state.
5. In conformity with point 3, it is held that the members of the corporate group, in so far as they obey a person in authority, do not owe this obedience to him as an individual, but to the impersonal order. Hence, it follows that there is an obligation to obedience only within the sphere of the rationally delimited authority which, in terms of the order, has been conferred upon him.

(Categories :)

The following may thus be said to be the fundamental categories of rational legal authority :

1. A continuous organization of official functions bound by rules.
2. A specified sphere of competence. This involves (a) a sphere of obligations to perform functions which has been marked off as part of a systematic division of labour. (b) The provision of the incumbent with the necessary authority to carry out these functions. (c) That the necessary means of compulsion are clearly defined and their use is subject to definite conditions. A unit exercising authority which is organized in this way will be called an 'administrative organ.'
(There follows an elaboration on the point and the note that not all administrative organs are provided with compulsory powers.)
3. The organization of offices follows the principle of hierarchy... there is a right of appeal and a statement of grievances from the lower to the higher. (Differences in hierarchies are then briefly noted.)
4. The rules which regulate the conduct of an office may be technical rules or norms. In both cases, if their application is to be fully rational, specialized training is necessary. It is thus normally true that only a person who has demonstrated an adequate technical training is qualified to be a member of the administrative staff of such an organized group, and hence only such persons are eligible for appointment to official positions. (Further elaboration follows.)
5. In the rational type it is a matter of principle that the members of the administrative staff should be completely separated from ownership of the means of production or administration. Officials, employees, and workers attached to the administrative staff do not themselves own the non-human means of production and administration. These are rather provided for their use in kind or in money, and the official is obligated to render an accounting of their use. There exists, furthermore, in principle complete separation of the property belonging to the organization, which is controlled within the sphere of office, and the personal property of the official... There is a corresponding separation of the place in which official functions are carried out,

the 'office' in the sense of premises, from living quarters.

6. In the rational type case, there is also a complete absence of appropriation of his official position by the incumbent. Where 'rights' to an office exist...they do not normally serve the purpose of appropriation by the official, but of securing the purely objective and independent character of the conduct of the office so that it is oriented only to the relevant norms.

7. Administrative acts, decisions, and rules are formulated and recorded in writing, even in cases where oral discussion is the rule or is even mandatory. This applies at least to preliminary discussions and proposals, to final decisions, and to all sort of order and rules. The combination of written documents and a continuous organization of official functions constitutes the 'office' which is the central focus of all types of modern corporate action.

8. Legal authority can be exercised in a wide variety of different forms....

(Criteria :)

The purest type of exercise of legal authority is that which employs a bureaucratic administrative staff. Only the supreme chief of the organization occupies his position of authority by virtue of appropriation, of election, or of having been designated for the succession. But even his authority consists in a sphere of legal 'competence.' The whole administrative staff under the supreme authority then consists, in the purest type, of individual officials who are appointed and function accordingly to the following criteria :

1. They are personally free and subject to authority only with respect to their impersonal office obligations.
2. They are organized in a clearly defined hierarchy of offices.
3. Each office has a clearly defined sphere of competence in the legal sense.
4. The office is filled by a free contractual relationship. Thus, in principle, there is free selection.

5. Candidates are selected on the basis of technical qualifications. In the most rational case, this is tested by examination or guaranteed by diplomas certifying technical training, or both. They are appointed, not elected.

6. They are remunerated by fixed salaries in money, for the most part with a right to pensions. Only under certain circumstances does the employing authority, especially in private organizations, have a right to terminate the appointment, but the official is always free to resign. The salary scale is primarily graded according to rank in the hierarchy; but in addition to this criterion, the responsibility of the position and the requirements of the incumbent's social status may be taken into account.

7. The office is treated as the sole, or at least the primary, occupation of the incumbent.

8. It constitutes a career. There is a system of 'promotion' according to seniority or to achievement, or both. Promotion is dependent on the judgment of superiors.

9. The official works entirely separated from ownership of the means of administration and without appropriation of his position.

10. He is subject to strict and systematic discipline and control in the conduct of the office.

Court System : Part III

The task, now, is not to criticise Weber or his commentators, but rather, to compare the Kafka Court system with the Weberian Ideal of Legal Authority with a Bureaucratic Administrative Staff, with particular emphasis on the criteria section.

Beginning with the criteria for individual officials of the bureaucratic administrative staff :

1. Condition met. (One must assume that even the pandering of the law student is an obligation of office. That the functionaries from Ushers through Examining Magistrates are subject to power and persuasion, is true; however, these are not negating factors in meeting the condition.)

2. Condition met. (Again, although "...not even the initiated could survey the hierarchy as a whole,"¹⁴⁹ the hierarchy is sufficiently well defined within any individual's sphere of action.)

3. Condition met. (The Usher, Warders, Whipper, Priest - all have, to the best of one's knowledge, a defined sphere of competence. The absurdity of that sphere is of no consequence.)

4. Condition met. (The Warders are poorly paid¹⁰⁴ and the Usher is dissatisfied; however, they choose to stay with the organization. K., of course, is not a member of the bureaucratic administration, but is an unwilling 'member' of the Court system per Weber's effectiveness point 4.)

5. Condition met. (This is based on limited information; however, one notes that the Law student may rise to great power, and the Whipper is an expert in his task.)

6. Condition met. (Salaries are paid to Warders and Ushers and presumably to others in the hierarchy. Pensions are not required and the remaining criteria appear to be met.)

7. Condition met.

8. Condition met. (Even a Warder claims "...we had every prospect of advancement and would certainly have been promoted to Whippers pretty soon..."¹⁰⁵ The Law student will advance. Presumably, minor judges will advance in the infinite hierarchy.)

9. Condition met. (If Kafka's judges do have 'rights' to an office - as in point 6 of categories - one finds no evidence that it does lead to appropriation. The "right" may aid, but certainly not secure "...the purely objective and independent character of the conduct of the office..."; however, that final condition falls under categories rather than criteria.)

10. Condition met. (Certainly this is true for the minor officials : Usher, Warders, Whipper, Inspector. There is no reason to suppose it is not so for the judges and others as one moves upward in the hierarchy.)

Since Weber does not "close" his model, that is, since he has not forbidden the addition of other unique features to this model, one must observe that the Kafka model has a nearly perfect fit with the Weberian bureaucratic

administrative staff criteria.

In the same fashion, although one shall not labor the point, one will find a good fit between the Court system and the effectiveness and the categories lists enumerated under Weber's Rational Legal Authority.

The discussion, however, is of more interest in the ideas generated than in the exactness of fit.

1. "Experience tends universally to show that the purely bureaucratic type of administrative organization...is, from a purely technical point of view, capable of attaining the highest degree of efficiency and is...the most rational known means of carrying out imperative control over human beings. It is superior to any other form in precision, in stability, in the stringency of its discipline, and in its reliability."^K

But the Kafka model, matching the ten points of the criteria, functions under both authority (imperative control) and persuasion or influence. One can similarly conceive of a model operating under power.

This leads to a "paper" analysis of dysfunctional aspects of a construct under each heading. It suggests the addition or

subtraction of descriptive points to the basic ten in the first Weber-Kafka model. Thus, what is the effect of changing point seven in the model to : The office is treated as the secondary occupation of the incumbent ? Or, what is the effect of changing point eight in the model to : The office shall not constitute a career ? Or, what is the effect of changing point one to : They are personally free and subject to authority only with respect to their personal office obligations; however they are expected to react to official status in the same manner when on or off the job ?

In short, the Kafka model in comparison with that of Weber suggests that one establish a number of formal variations from the ideal.

2. In the above, one has spoken of paper constructs without the inclusion of the action force - the human being. Kafka, as will be noted in the following section, has detailed to some extent the drives and motivators of his human elements.

Weber, of course, made assumptions concerning the human elements which were to fit in his construct. Many of those assumptions are implicit in the description of the bureaucratic staff. Thus, the human must be "...subject to strict and systematic discipline and control in the conduct of his

office,"^L and the incumbent in office "...works entirely separated from ownership of the means of administration and without appropriation of his position."^M There were tacit assumptions about the human element as well - ones which were not built into the construct description. Thus, the probable existence of a work-ethic in which a knowledge of minimal acceptable standards did not lead to minimal production, was tacit.

These notes lead, in turn, to general dysfunctional models of bureaucracy and their validity in a critical sense to the Weberian and even Kafka ideal. One notes again the Gouldner, Merton and Selznick models of paradigms. Dysfunctional aspects depend upon one's assumptions concerning human behavior. Any reaction to a demand for control or delegation of authority because of a demand for control in those models probably depends upon non-Weberian assumptions.

Thus, March and Simon observe : "Gouldner's model leaves some puzzles unexplained. In particular, why is increased supervision the supervisory response to low performance ?"^N And, one might also ask, relative to Selznick and Merton : What assumptions about the human element has one made - different than those of Weber - which lead to bifurcation of interests with subsequent internalization of goals and

emphasis on reliability leading to rigidity of behavior with subsequent client trouble ?

McGregor - as well as the novelists - gave a direction in that he noted with some clarity his assumptions concerning the individuals who will function in a given construct in a given time. (The "given time" is tacit with McGregor.)

On the other hand, it should be noted that the above view or approach to the organization theory "problem" - no matter how obvious it might appear - is rather different than the view of other current theorists. Hills, for example, states : "There is little to be gained...in the study of organizations by identifying the concrete human participant as the element and then making every conceivable observation on those elements. There are far too many properties that may be ascribed to any such entity to make this a feasible approach."⁰

3. Finally, the Kafka communication network must be considered. The communication loops vary radically from those which one assumes function in Weber. (Certainly, in the Weberian system, there is a stated downward flow of commands and an upward flow of grievances; and, there is implicit exchange of information in the systematic surveillance of one's office. But, this does not give one a sufficient

description of the network; for, the same may be said of Kafka's model and yet the functioning of the network produces different results.)

For all practical purposes the Court system has a set of "informational" communication loops which are closed at each given level. Surveillance generally appears to permit one to lift a "case" or problem from one level to the next. Between hierarchical levels there is little or no communication other than downward directed "command" channels.

From the model one suspects that the communications network description is essential for any analysis of the functioning of an organization. Thus, given a construct, one might superimpose any number of networks and one would discover an entirely different set of products-effects.

The obviousness of the above may be matched with a decision-making pattern's importance in the functioning of an organization. The linkage between the two might be examined. This is not to ignore Simon's work, but to point out that decision-making patterns (effective or ineffective for someone's goals for an organization) may be partially independent of internal communication channels. That is, communication channels for an organization are extensive, reaching far

beyond those of the internal or official external networks of a construct; and, in that extension distort the planned internal decision-making pattern and displace official decision-making centers of the organization.

THE HUMAN ELEMENT :

Generalizations about Kafka's human elements may be made ad infinitum. The problem is one of elimination rather than generation; for, all comments on humans and human interaction have passed through the preliminary screen. More, perhaps, than in similar sections on other authors, the inferred must take the place of the stated. Where a certain "common" logic dictated previous selectioned material, it is here purely a matter of predilection on the delimitation and relative importance of Kafka's commentary on the human element.

"But in the end one gets used to it."⁸⁴ The girl in the court offices is speaking to K. of a single situation. She could as well have generalized; for, Kafka's human beings adapt to and eventually accept all "absurdities."

Warders Franz and Willem accept the Whipper.¹⁰⁴ The Usher accepts the (presumably) daily raping of his wife by the

Law student and Examining Magistrate.⁷⁶ The doorkeeper before the Law and the man from the country²⁶⁷ have become - or were so constructed as - static beings waiting for something in the system to move them, rather than taking action themselves. And K., first mildly resistant to the madness of the trial, eventually asks, "Am I to leave this world as a man who has no common sense ? Are people to say of me...that at the beginning of my case I wanted to finish it, and at the end of it I wanted to begin it again ?"²⁸³ By that time it seems normal and correct to K. that two comic creatures "pallid and plump, with top hats"²⁷⁹ should lead him to a cliffside, strangle him and plunge a knife into his heart.

The ability to live with a set of absurdities, relative to some past reality - itself an absurdity - is a common trait of men. Needs and/or drives, perhaps basic to the aforementioned ability to live with absurdities, include the need to break from the isolation of oneself, to be recognized as someone, as a person in the impersonality of a hierarchically arranged world. But that implies that one must seek a place in the hierarchy, and this in turn isolates the person in a role and in the expectations of others as one plays that role.

Again, the need to break one's isolation within oneself may appear in the asserting of one's authority over another

person. This is most easily accomplished in an hierarchical structure. Thus, the individual will help maintain that structure in the measure that he is satisfied or sees the possibility of satisfaction.

But the human does not, will not or cannot recognize the need of others to break the isolation and he "hides" within the role structure, "doing his duty" - as does every Kafka character. And, that human functions implacably, as the Whipper, in his well-defined role, easily able to ignore absurdities.

That same human desperately seeks the commendations of his self-defined peer group. And, Joseph K., minutes before his death, is deeply concerned with what people will say of him. Indeed, in this sense, his peer group has become those above him in a given hierarchy.

If the hierarchy of an organization is a vehicle to satisfy one's need and at the same time is dysfunctional, it should be noted that the human does not automatically or easily fit into any given structure. For, in moving between organizations, the human will seek matching role-positions and expect similar role-expectations from his fellow organization members. Sooner or later, however, the human can be

"worn down" to function within a structure. This can be accomplished by further isolating the already self-isolated human by blocking even normal channels of communication.

Sex is a primary driving force of man and woman. It affords, perhaps, the major means of communication between humans and the only non-dysfunctional way of breaking one's isolation. There is no way of separating rational decision making from the continual pressure of the sex drive. K., the Law student, the Examining Magistrate, the Lawyer Huld, Leni, Fräulein Bürstner, the Painter, the Usher's wife - all turn or act on the force of the sex drive.

Of course, one might note any number of correlative actions to the above. The Lawyer Huld needs to humiliate the tradesman Block.²³⁶ K. wants to feel that the Lawyer humbles himself before K.²³³ K. is convinced that the officials of the court are "ever-vengeful."¹⁵¹ Leni always falls in love with the accused.²³⁰ The Usher's wife does not want to be free.⁷² And, in another tone, the Whipper sees his subordinates as untrustworthy,¹⁰⁶ and the subordinates are willing to sacrifice one another to the Whipper.¹⁰⁷ If the Priest has sympathy²⁶⁷ and the doorkeeper is undeceived and faithful to the waiting man,²⁷⁴ duty - or personal security within the hierarchy - helps to prescribe one's action.

It might be well now, prior to the preliminary summary, to expand upon Kafka's view of the human element within a contextual framework of often accepted management writers.

McGregor's well-known Theory X and Theory Y management assumptions with related notes from Maslow and Herzberg shall serve as that reference frame.

From Theory X :^P

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 get them to put forth adequate effort toward the achievement of organizational objectives.
3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, wants security above all.

From Theory Y :^Q

1. The expenditure of physical and mental effort in work is as natural as play or rest.
2. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives. Man will exercise self-direction in the service of the objectives to which he is committed.
3. Commitment to objectives is a function of the rewards associated with their achievement.

The explanatory passage following point 3 reads : "The most significant of such rewards, e.g., the satisfaction of ego

and self actualization needs, can be direct products of effort directed toward organizational objectives."

4. The average human being learns, under proper conditions, not only to accept but to seek responsibility.
5. The capacity to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.
6. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

Sergiovanni's review of Herzberg's and Maslow's work^R draws the motivational pattern behind Theory Y.

Herzberg's research...tends to confirm the existence of the satisfier and dissatisfier phenomenon. Herzberg found that five factors (achievement, recognition, work itself, responsibility and advancement) tended to affect job attitudes in only a positive direction. The absence of these factors did not necessarily result in job dissatisfaction. The eleven remaining factors, if not present, led to employee dissatisfaction. The absence of these factors tended not to lead to employee satisfaction.

These eleven factors are : Salary, Possibility of growth, Interpersonal relations (subordinates), Status, Interpersonal relations (superiors), Interpersonal relations (peers), Supervision-technical, Company policy and administration, Working conditions, Personal life, and Job security.

Maslow hypothesized a hierarchy into which needs arranged themselves in order of their appearance. The Maslow

hierarchy of needs, from lowest order (most prepotent) to highest order (least basic or prepotent), is as follows : physiological needs, security needs, social needs, esteem needs, and the need for self actualization...As long as the lower needs are satisfied, they cease to motivate the individual; in our society the physiological and security needs are well met for most people, thus they seldom motivate behavior.

Were one to draw some Theory K from The Trial, then one of the many possible variants would be :

1. The average human prefers to work in a structured situation with well-prescribed duties and clear - though often unattainable - channels for advancement.
2. The average human, if sufficiently isolated, can be worn-down to accept any situation, no matter how vile or absurd relative to some prior held code.
3. The average human who has reached his own recognized limit in an organizational hierarchy, but is short of his needs, must be coerced and punished if he is to maintain a satisfactory performance level.
4. The average human will make decisions by rules rather than the rational, and although various personal needs affect a decision, all will be overridden by sex needs or drive.

As with the above "Theory K" some notions of motivation may be drawn from the text.

The needs of the Kafka individual, of course, include the basic physiological demands, and a Willem pleads : "...if you only knew how badly we are paid, you wouldn't be so hard on us. I have a family to feed and Franz here wants to get married, a man tries to make whatever he can, and you don't get rich on hard work, not even if you work day and night."¹⁰⁵

Of equal importance are :

1. The need for recognition. (And, in so much as a hierarchy will give this to a man, then the man will support the hierarchy.)
2. The need to break from the isolation of the self. (And, the hierarchy, which appears to give the individual this freedom, further isolates him within a role.)
3. The sex need or drive. (The interrelation with the above points has been noted.)

Maslow's hierarchy of needs is of interest in the light of Kafka's emphasis on the sex drive.

The sexual need, presumably, falls into Maslow's category of most preponent needs; and, those are the physiological needs.

For Kafka, by his characters, the sex drive is not satiable and is ever-present as a motivator. In the same way, the intellectual-emotional need to break from one's isolation is a basic and continuing need. Both are overwhelming motivators and neither - one should assume - has been a particular concern of "real" institutions.

The concept, then, of a step-by-step satisfaction with new motivators replacing old ones is questioned within the Kafka reference frame. Thus, the physiological-sexual needs are basic to the lowest order - as Maslow would have it, according to Sergiovanni; however, the need continues and is predominant at the second level of security and again at the social level and so on.

One might argue that the need for food and water is, equally, a continuing need through the hierarchy; and that Maslow did not intend to present non-continuous motivators in a linear simplicity without variances in degree of intensity.

The point is, however, that Kafka's system clearly draws a need pattern in which "new" motivational factors run concurrently with Maslow's prepotent needs, and extend unsatisfied (and hence as continual motivators) the length of the Physiological-Security-Social-Esteem-Self Actualization

hierarchy.

Turning to Herzberg's work in view of Kafka's extreme emphasis on the sexual need and the need of breaking from one's isolation, one might ask how these are reflected in the sixteen factors and particularly in the interpersonal relation set and personal life category. Further, one notes the a posteriori approach in Herzberg's study in the categorization of satisfiers and dissatisfiers. A possibly valid objection to the use of this method to the exclusion of an a priori approach is that employees are perhaps incapable of identifying and of verbalizing their sex needs vis-a-vis job attitudes to interviewers when the focus is upon a job which, by accepted job descriptions, rewards, and so on has rarely been associated with sex.

"Thus a man might report that as a result of tensions on the job he got along less well with his wife..."^S

One might wish to turn the interview, to direct the questions and the result could be : "thus a man might report that as a result of tensions with his wife he did poorly on the job..."

That is, the gross human motivators will operate in nearly all situations; however, the individual - for a variety of

reasons - will fail to recognize them, or having recognized them will fail to admit them. One need merely site the problems of the Kinsey researchers in a sex oriented situation.

PRELIMINARY SUMMARY OF THE SECTION :

Particular Features of the Model :

1. The suprasystem contains two major systems : reality and court. The former contains a set of interacting organizations while the latter is a single superorganization.
2. System interaction is through disruptive effects on the "shared" human element; and, there is a steady drain of energy from the reality to the court system.
3. In the reality system where "effectiveness" and "efficiency" appear to be goals, any number of dysfunctional patterns are apparent when one admits the input of personal problems under Kafka's assumption about the human elements.
4. The communication network is comprised of closed loops on each level of the hierarchy : and, in addition, a purely downward directed pattern for commands. Material is

retrieved from the closed loops through the general supervisory system.

5. The formal structure of the court satisfies the Weberian criteria for a bureaucratic administrative staff. (The reality system presumably is organized in a similar way.)

6. Although the court generally satisfies the effectiveness and categories requirements for rational legal authority, it also functions under "persuasion" and, occasionally, "power."

7. Among the major assumptions which Kafka makes concerning the human elements of his system are : The human seeks structure, can be worn-down to accept any absurdity, must be coerced and punished at a certain stage of self-realization and achievement in order to maintain satisfactory performance, and will make decisions by rules rather than the rational - while nearly all decisions will be strongly colored by his sex drive.

8. The human element is primarily motivated by the inter-related factors of : his sex drive, his need to break from the isolation of himself, and his need to be recognized.

General Notes Drawn from the Model and Related Material :

1. Dysfunctional paradigms of the Weberian model are generally not drawn through technical contradictions, but rather through assumptions made by Weber's critics about the human elements fitting into the construct.

Although it may be possible to draw Weber's own assumptions about the human elements from the criteria, and then to demonstrate that the model is dysfunctional, there is no evidence to show that such was done by Weber's critics. The serious fault, then, is with the critics who have made tacit assumptions about human elements.

2. As an exercise, perhaps leading to useful concepts, one might develop a set of related Ideals from the Kafka model by adding or subtracting certain criteria and predicting, with the use of Kafka's human elements, the variations in total products-effects. (One hesitates to seek "functional" and "dysfunctional" aspects in as much as goals or objectives for the Kafka construct are not spelled out.)

3. In the same way, one might consider a more standard or accepted model, such as offered by the Weberian bureaucratic

administrative staff, and substitute various assumption-sets about the human elements into the construct.

4. In the same way, again, one might vary effectiveness ideas (in the Weberian sense) from authority, to influence and to power.

5. Or, finally, one might superimpose a variety of communication systems and decision-making patterns upon the construct.

6. The foregoing possibilities were noted as exercises; for, although the communications system of the Kafka model appears to be a determining factor in distortion of the model's functioning when compared with that of Weber, one observes that, for Kafka, the only first order factor in the functioning of a construct is the human element. And, the element is driven primarily by sexual needs.

7. The sex drive as a physiological need cannot be satisfied, for Kafka, in the ordinary sense as would be other motivators in the Maslow hierarchy.

MODELS SUMMARY AND CONCLUSIONS

PRELIMINARY :

To this point one has screened and placed some order to the data drawn by the novelists from whatever is observable reality. The intent now is to link the material. One must bear in mind, however, that some contradictions are bound to arise in the superstructure when there is conflict in axioms - such as the various assumptions made concerning the human element.

GENERAL :Definition of an Organization :

By definition : An organization is a set of unified systems for controlling the behavior of a set of individuals called the membership.

Membership is voluntary;¹ controlling implies directing; and, unified systems shall be undefined but used synonymously with construct or organizational structure.

Unlike the Etzioni definition, a social unit (or human grouping) deliberately constructed and reconstructed to seek

specific goals, the emphasis is on individual and control rather than social units and goals.

The foregoing is not an arbitrary emphasis; rather, the definition was designed to incorporate the two basic elements of all organizations : structure and the individual human being. For the moment it is of no concern who or what controls or directs the membership nor is the reason for controlling important.

Products-Effects :

Let one assume that the voluntary association has been made and that the control systems have begun functioning. Borrowing a law from physics, something will happen. The fact of the organization's functioning will create any number of products-effects. That is, there will be some change in the total ecology of the suprasystem which is due to the existence of the organization.

Some of these products-effects will be quantifiable and others will not be; however, all must be considered for an unbiased analysis of the organization. Thus, a given organization might have as its products-effects (to note only a few) : an increase of cars within the suprasystem, an

increase or decrease of jobs, an increase or decrease of particular natural resources, a direct debilitating or resuscitating effect on an individual or group of individuals, a breakdown or support effect on various organizations within and without the system (economic, political and moral), self-structural changes, and so on.

Reference Frames :

Any study of organizations should be prefaced at various points in the study by a stating of reference frames.

For example, it is common practice to speak of dysfunctional aspects of an organization. The tacit assumption is that one is considering a management view of dysfunctionality. But, clearly, this is only one of many attitudes through which one might center a reference frame. Might one not consider organizational dysfunctions from a labor Union view point, or dysfunctions from a worker-centered frame, or dysfunctions from any one of the various "publics" view ?

The assumption of a management view is generally well founded; for, the study of organizational behavior has been primarily sponsored by management. This, however, does not justify the use of a single reference frame for a general theory; and,

such single use even precludes development of a general theory.

In much the same way, one has formed a habit of speaking of the goals of an organization when, in fact, one is speaking of the goals for an organization. This lack of specificity of reference frames may be the cause for such statements as : "Organizations are social units which pursue specific goals; their very raison d'etre is the service of these goals. But once formed, organizations acquire their own needs, these sometimes becoming the masters of the organization."²

Thus, one has thoroughly anthropomorphized the organization and, to some extent, blocked discoveries of its real properties.

Pursuing the matter further, one notes the so-called products of an organization. Few people would be willing to argue against the fact that the organization called Ford makes, among other things, cars. But this is now a statement - although true in a general reference frame - which is part of a bounded reference frame. Such a bounded frame leads to the same problems which arise with an unspecified frame.

For the above reason one has employed the general concept of products-effects.

This same review of reference frames now causes one to return to the definition of an organization. For, are not definitions often linked to particular viewpoints ?

Thus :

1. An organization is a social unit (or human grouping) deliberately constructed and reconstructed to seek specific goals.
2. An organization is a set of unified systems for controlling the behavior of a set of individuals called the membership.
3. An organization is a set of individuals creating in conscious, concerted action intended (and often unintended) products-effects of a select group of individuals called management.

One has chosen the second definition and notes that the novelists from whom it was drawn have demanded that one place a reference frame with origin on the individual.

One does not reject the first definition; however, one observes its management orientation, and so on.

One does not reject the third definition; indeed, it might be the preferred were it not for a lack of emphasis on the totality of human elements. Further, it should be pointed

out that the scope of the third definition would include such groupings as mobs. Although these are briefly noted in Huxley, Camus, Orwell and even (slightly) in Kafka, one shall "conserve definition" in this paper as much as possible.

First Summary :

To this point, then, one has :

1. Defined an organization with an emphasis upon individuals and control,
2. Indicated that the basic elements of all organizations are individuals and structure,
3. Noted that a fundamental concept in this consideration of organizations is that of products-effects, and,
4. Observed that organizational analysis should be prefaced by a reasonably precise statement of the reference frame employed.

DISTORTION :

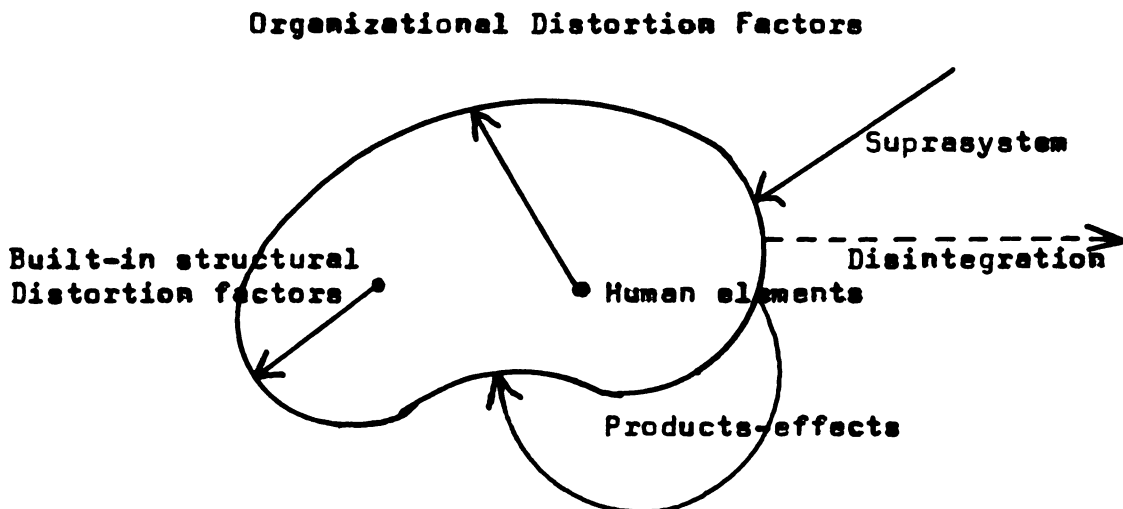
Over a period of time, structures tend to distort and human elements behave differently than upon their induction into organization. That is, an organization evolves and the

result is a change, however minimal, in products-effects.

Four major factors have been identified in this study which, in various combinations, are responsible for distortion and evolution. These are :

1. The exogenous pressures of the suprasystem,
2. The natural changes of the human element from self and interaction,
3. The inverting pressures of products-effects, and
4. The built-in deforming characteristics of the structure itself.

Were there not appropriate stabilizing mechanisms from within the organization to counter these vectors, one could easily imagine the creation, brief functioning and relatively quick disintegration of organizations.



Such disintegration does not occur with every organization. For example : in Huxley's model the Human element vector was removed by force, conditioning, sexual satiation and drugs. The Suprasystem vector was eliminated by force; and the remaining vectors were countered or controlled mechanically.

Before continuing, it might be well to give an example of each distorting factor. And, further, to note that, in exceptional cases a normally distorting factor will actually hold organizations together. (Thus, the plague held Tarrou's volunteer group together while disrupting a host of other constructs. Or, one might say that Human and Suprasystem vectors cancelled out.)

1. Exogenous Pressures of the Suprasystem :

These pressures would include :

- a. The natural disasters of fire, flood - even plague,
- b. Organizational pressures, such as,
 - (1) Market losses to competitors,
 - (2) New laws from various levels of government,
 - (3) Public service increases and decreases
 - (4) Consumer boycotts - normally an organized matter, etc.

2. The Natural Changes of the Human Element :

These pressures are basically endogenous forces. In organizations which have reached the stable state (Orwell, Kafka, Huxley) they are relatively unimportant. In Camus, only a rare set of individuals are in a position to "change" the evolutionary course of an organization.

On the other hand, human beings are the most unpredictable of all forces involved. The sum of their seemingly trivial dysfunctions - from a management view - may be such as to weaken the organization relative to other organizations, and the pressures of the suprasystem increase.

Human elements of the suprasystem, those of the "Power Elite," in as much as they direct organizations, have abnormal force. They are, however, implied under forces of the suprasystem. More will be said later of the human element.

3. The Inverting Pressures of Products-Effects :

Products-effects of an organization have been defined as "the total of effects on the ecology of the suprasystem."³ Thus, one may imagine an educational organization producing scholars who upon completion of their work, force a change in organizational attitude and structure. Or, depletion of resources in order to produce, may eventually force the

closing of this or that plant. One might, of course, simply state that any effect the organization has upon the suprasystem will eventually be felt by the organization itself - as noted in point one.

Admittedly, all factors are interacting; however, in as much as this force is generated by what the organization itself does, and may be controlled by the organization itself - certainly more so than the suprasystem - it should be counted as a factor distinct from the suprasystem forces.

4. The Built-in Deforming Characteristics of the Structure :

These may be classified as Technical and Human deforming characteristics.

Technical deformation may be easily considered in the light of the four models of the novelists.

For example, Huxley's model began to distort when people were conditioned to travel to the country where they did not consume the products of the system. This was a conflict of systems, a technical flaw in the construct. Orwell's model is in the stable state but is steadily constricting as a gradually tightening spiral. One can imagine that it will

eventually reach an entirely new state - by explosion, perhaps, when elements can no longer support the stress. Suprasystem, Products-effects and Human Element forces have all been eliminated, yet the distortion continues. Camus' model of bureaucracy does not distort itself. It is a rock which fails to erode in a river of change; and, if the suprasystem could eventually shatter the structure, that necessary force will not come from a structural dysfunction. Kafka's court organization is impervious to all forces of change.

On the human side - much like the deforming pattern noted in products-effects - one may imagine the grinding down of the human element, his gradual dysfunctionality within the construct or role-structure and subsequent distorting effects. In Orwell, Huxley and Camus this deformation does not take place because of the surveillance system which guarantees elimination of the ordinary worker as he ceases to fulfill his role. In Kafka, as noted, the force does not exist.

Big Brother of Orwell probably does not exist; there is no visible end to Kafka's hierarchy; Camus' bureaucracy appears to have an order of infinity. Only Huxley's system permits a structural deformation by the action of a Mustapha Mond who is in a position to make and break rules. But again, this is within limits. He is a member of a council, is

conditioned, and is plunged into a bureaucratic structure of magnitude.

Now, in spite of these four interacting forces, not all organizations disintegrate; indeed, many thrive and grow. This is accomplished by a countering or eliminating of the distorting forces. These counter-forces may be classified as Innovative, Stabilizing, and Attitudinal. They are a function of the human being in the organization as well as the structure of the organization. Prior to their consideration, a discussion of these organizational elements may be in order.

THE HUMAN ELEMENT :

The human being in his variety of needs, drives and aspirations is the primary concern of the novelists. Between the four authors there is scant disagreement on the properties and state of these humans. Differences - not contradictions - lie in the methods for constraining the human element.

In what follows, one speaks of the vast majority of the human elements and not the exceptional Tarrou's, Helmholtz's or Smith's of the novelists' world.

1. Man is malleable. With proper treatment he has been or can be conditioned and forced to accept all situations - no matter how absurd or contradictory vis-a-vis his code of some yesterday.

2. The basic drives of the human are existence and sex.

3. Other drives are those of power and the gratification of the senses.

4. Man is basically industrious and takes pleasure in his work.

5. The pleasure man receives from work will vary with the individual, and, in general :

- a. There should be a job demand and intellect fit,
- b. To the above, one must add emotional controls within whatever system the task exists, and,
- c. In general, routine suits the lower intellect, and variety with challenge suits the higher intellect.

6. Man may be successfully conditioned by any number of systems. The greater the closure of the system, the greater the probability of success.

7. Most satisfactory conditioning is dependent upon manipulation of the sex drive; for example, complete satiation, deprivation or distortion.

8. Ordinary humans tend to copy other human's behavior; therefore, a normative control system demands the removal of deviants.

There are, of course, observations unique to each author such as Kafka's implication : The average human being who has reached his own recognized limit in an organizational hierarchy, but is short of his needs, must be coerced and punished if he is to maintain a "satisfactory" performance level.

Further, Camus implies : Man can be ground-down into a person without love and is thus incapable of caring for or helping his fellow human being to rise above his miserable state. His awareness, without this love, is so dulled that he will not revolt. Further, his routine work is not affected adversely. It will be all that remains to him.

Orwell also has a comment on the human of ordinary intellect : In general, he will work, breed and die without an impulse to rebel if there is a minimal gratification of his

physiological needs and his psychological desires.

Of course, the above assumptions concerning the human being differ from those of Theory X and Theory Y. There is practically no similarity with the former. And, although Theory Y fares better by comparison, it is the difference in reference frames which is striking.

Thus the equating of the naturalness of energy expenditure in work, play and rest appears justificatory for management; while, the natural drives of existence, sex, power and gratification of the senses - no matter how industrious the human - are drawn from a general frame. Man may indeed "...exercise self-direction and self-control in the service of the objectives to which he is committed." However, in that rewards are rarely sufficient, a complex system of controls is required for satisfactory performance. If "The average human being learns, under proper conditions, not only to accept but to seek responsibility," one would replace the euphemistic "learns" with the more rational "can be conditioned." Further, man can be conditioned to accept anything.

In the same way, one might argue that Herzberg's factors are "academic" rather than reality centered in their neglect of emphasis on sex and gratification of the senses.

("Reality centered" is, perhaps, not too strong an expression for the novelists' reference frame when the object of observation is the human element.) Again, the sex element as in Maslow's hierarchy would not appear to follow a linear satisfied-or-not-satisfied pattern.

The essential here, however, is to recognize that each novelist has developed a relatively non-contradictory set of assumptions about the human element. Further, it should be noted that there is very little difference between these assumption sets. The chosen reference frame permits consideration of the human element in a variety of activities rather than those which appear to reflect an enculturated, management view of a particular time and place.

Second Summary :

An organization is defined as a human control system. Its basic elements are human beings and structure. For a thorough analysis of such a system, one should employ a general reference frame; and, a concept essential to the frame is that of products-effects.

Organizations tend to distort and disintegrate under four major forces; and, the subsystems of an organization are

primarily engaged in countering or redirecting these forces.

The human element is the generator of nearly all forces operating on the organization. Not always predictable, an undefined element, it appears to behave according to gross drives of existence, sex, power and gratification of its senses. In general it may be conditioned to perform in any manner; however, the existence of the exceptional case, the unconditionable case, is always possible.

STRUCTURE :

The human being may be placed into any number of preconceived authority patterns or constructs.

The base of all such constructs is physical force, and the secondary level is conditioning. There is a third level - overlapping as do the others - of reward. It may take positive or negative values. Thus, it may satiate or deny the various drives-needs of the human element.

For a given organization which is not itself the suprasystem one may expect to find reward to be solely the function of the organization. Conditioning, generally, is a function

• *Staphylococcus aureus* (Staph aureus) is a Gram positive cocci in clusters. It is a common cause of skin infections, such as abscesses, impetigo, and cellulitis. It can also cause more serious infections, such as pneumonia, sepsis, and endocarditis.

• *Streptococcus pyogenes* (Strep pyogenes) is a Gram positive cocci in chains. It is a common cause of skin infections, such as impetigo and cellulitis. It can also cause more serious infections, such as pneumonia, sepsis, and endocarditis. It is also the cause of strep throat.

• *Streptococcus pneumoniae* (Strep pneumoniae) is a Gram positive cocci in pairs. It is a common cause of pneumonia, sepsis, and meningitis. It is also the cause of otitis media and sinusitis.

• *Neisseria meningitidis* (Meningococcus) is a Gram negative diplococcus. It is a common cause of meningitis and sepsis. It is also the cause of gonorrhea.

• *Haemophilus influenzae* (Hib) is a Gram negative rod. It is a common cause of pneumonia, meningitis, and epiglottitis. It is also the cause of otitis media and sinusitis.

• *Legionella pneumophila* (Legionnaires' disease) is a Gram negative rod. It is a common cause of pneumonia and sepsis. It is also the cause of Legionnaires' disease.

• *Campylobacter jejuni* (Campylobacter) is a Gram negative rod. It is a common cause of gastroenteritis and sepsis. It is also the cause of campylobacteriosis.

• *Salmonella enteritidis* (Salmonella) is a Gram negative rod. It is a common cause of gastroenteritis and sepsis. It is also the cause of salmonellosis.

• *Escherichia coli* (E. coli) is a Gram negative rod. It is a common cause of gastroenteritis and sepsis. It is also the cause of E. coli infection.

• *Shigella flexneri* (Shigella) is a Gram negative rod. It is a common cause of dysentery and sepsis. It is also the cause of shigellosis.

of both the organization and the suprasystem. Force is, for all practical purposes, a function of the suprasystem.

It is important to note at this point that the organization can not be conceived of as a hard core, a nucleus of individuals under mutual control or driving toward some specific goal. Rather, it should be seen as a nucleus enveloped in a wide spreading haze of support systems devoted to force and conditioning.

Whether one speaks of Participatory or Authoritarian structures with variant overlays of a Bureaucratic administrative staff, it has been noted that the organization is subject to four major distorting forces. The counteracting or redirecting of these forces is the assigned function of the stabilizing, innovative and attitudinal systems of the construct. As will be seen, normally, the stabilizing system has been so expanded in organizations that innovative and attitudinal systems have been completely repressed or dismembered.

Reasons for the above may be found in the continuous operation of the stabilizing system as well as its relatively immediate reaction time to pressures and the already noted properties of the human elements - elements which are naturally inclined to favor routinization.

The Stabilizing System :

By definition, the stabilizing system operates to modify a situation (of forces) or humans to fit the organizations given structure.

Thus, in a sense, the system functions to maintain the status quo by controlling the four forces on the construct. Although it may anticipate a shift in forces, it remains basically a reacting system.

Within the nucleus of the models under consideration the stabilization system relies primarily upon management working through Surveillance and related components, and management working through Communication. Of course, Rewards (compensation), Selection, Induction and so on, may all be considered a part of this system which attempts to counter the distortion forces of : 1. The suprasystem; 2. The human element of the construct; 3. The inverting pressure of products-effects, and; 4. The characteristics of the structure itself.

Surveillance :

Surveillance, which is locked to the Police-Punishment component, functions most effectively in a closed system

and is directed toward eliminating force number two noted above; and, where applicable and possible, it may counter some effects of forces one and three. Ideally, every member of the organization is assigned to it in order to survey everyone else; and the communications network functions so as to isolate the individual and prevent the development of low group norms. As the system opens in a non-homogeneous organizational society, surveillance tends to move from the continuous to the discrete. Isolation becomes impossible and police efficacy drops. Norms, tolerable for the individual but insufficient for management in an open system, are developed. In the same manner, this "freeing" of the individual permits deviation in role assignment; and, the first three of the distorting forces begin to change the construct.

Communications :

The dependency of the Stabilizing system upon the communications network of an organization is primal.

It must be reiterated that the communications network of an organization extends, at least in attenuated form, throughout the suprasystem. For purposes of discussion one may imagine it as an internal and external network connected at various key junctures. Or, more concretely, it may be viewed as a wire audio system of one-way and double valves which permits

the passage of select information loads between the nucleus and the extended construct of ancillary subsystems and publics.

Unlike Surveillance, the Communications subsystem is the essential element in countering distortion in an open system. It is also the primary instrument used by members of the construct to effect a form of closure.

The most obvious communication channel is a one-way linkage from organizational management to the various exterior publics with information loads of advertizing or public relations material. The linkage does not permit a dialogue; the information passed is rarely countered directly by the various organizations of the suprasystem and can practically never be effectively countered by an individual; and, it has a conditioning property which eliminates a number of forces arising from the suprasystem, the human element within, and products-effects.

Two-way external channels exist between organizations of the suprasystem. These are direct management-to-management channels. The information load will be much as that passed between Orwell's Oceania and Eurasia or Eastasia. (In current times one would say that the information is similar to

that allegedly passed between ITT and the Justice Department.)

Within the organization one has already noted the directional patterns and load possibilities of the divers channels. One-way and multiple channels may carry social, technical, command and occasional feedback material between the membership.

The full network of various organizations would permit a typology of constructs of considerable interest - were one able to discover the actual, operating external channels. Generally, the analyst is limited to the internal system.

The Innovative System :

By definition, the innovative system operates to change a given structure to fit a situation or the human elements.

That is, in place of countering the distorting forces, the construct arranges for "planned-change." In the four models - when the system's existence is implied - it is a function of management and, to a lesser extent, of a Research and Development component of the construct.

If Huxley's "management" experiments with a Cyprus and Ireland, there is still the stated, basic opposition to change. Experimentation with structural changes does not exist in the other models.

Were one to seek reasons for the neglect of the innovative system in the models, one might note : 1. The assumptions concerning the human elements which note a preference for routinization; 2. The preoccupation of management with an already apparently effective stabilizing response to problems, and; 3. The very centering and responsibility for development of two divergent strategies - one of which is natural to the decision-making body - within the single decision making body.

The Attitudinal System :

By definition, the attitudinal system operates to develop philosophic dialogue about the organization within the organization. Further, it is non-directional, or, non-propagandizing. It is normally a function of management and could be related, again, to Research and Development. In the models of the novelists its possible existence is inferred from Huxley's research system and Camus' voluntary organization. In Orwell the very focus of the stabilizing system permits

one to imagine its existence.

Clearly, an attitudinal system could eliminate forces emanating from each of the four major sources; however, as with the innovative system, there is a conflict with the nature of the human element - or at least one's assumptions about it - and the system, generally, is inoperative.

One might wish to imagine that the three systems were in full force in divisions under management; but, by the models, the stabilizing system has absorbed the other systems along with philosophers, sociologists, scientists, and managers. The counterforce potential of the attitudinal system is clear; however, its disruptive potential is equally clear.

Variant Structures :

As a Group G varies from a Commutative Group in abstract algebra by a single axiom, one might also list any number of variations on Weber's Bureaucratic administrative staff.

The novelist proposed four such variations. Each structure when coupled with the assumed human element led to a form of the stable state. In three of the four constructs - and one might even include the model of Camus - one could argue that

the Communication Subsystem became the first order variable in directing the organization to a point at which mechanics, rather than the individuals or groups of individuals, actually controlled organizational evolution.

Organizational evolution itself is not treated extensively in the novels. Of course, one might consider the fact that evolution has stopped - barring Orwell's tightening structure - to be sufficient treatment.

CONCLUSIONS :

Preliminary :

The intent of this dissertation was to draw organizational theory from the data, stated and implied, in 1984, Brave New World, The Plague and The Trial.

That intent was directed toward a small portion of the assumed general problem which posed : A need for problem creating mechanisms in the study of organizational behavior; and, a need for examination of the axiom of change.

Consensus on precisely what constitutes theory in the field of organizational behavior was not found. One proposed, then, that theory be considered with the spirit of a McGregor. Specifically, it was defined as any set of consciously framed assumptions connected with generalizations and hypotheses through which one accounts for known facts and attempts to predict new phenomena.

The methodology employed a standard screen of limited scope in an attempt to prevent the "reading-in" of theory already well developed. Further, the novels chosen for examination were - with rare exceptions - written prior to the creation of those fragments of theory to which the novels are occasionally compared. Of course, "reading-in" cannot be completely eliminated; and, one would no more think of giving novelists credit for organizational theory than one would credit Lucretius rather than Dalton with the foundations of atomic theory.

With the above in mind, the novels were screened and the resultant data were ordered in chapter summaries.

the first of these is the fact that the system is not a simple one, but a complex one, in which the various parts are interrelated and interdependent. The second is that the system is not a static one, but a dynamic one, in which the parts are constantly changing and evolving. The third is that the system is not a closed one, but an open one, in which the parts are constantly interacting with the environment.

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The third is that the system is not a closed one, but an open one, in which the parts are constantly interacting with the environment. This is the case with the human body, which is a complex, dynamic, and open system.

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The Argument :

Clearly, the emphasis of the novelists was upon the human being - the fundamental element of an organization. Assumptions were made concerning the human being. He was placed in reasonably well-defined structures; and, dysfunctionism - or functionalism - of humans and the constructs were noted. Generalizations were made; and, those facts stand without a conviction that a character of a novelist represents, in some way, Everyman. The broad hypothesis of each work might be roughly stated as : "Given this moment of novel-writing, the assumptions concerning human elements and the current state of organizations, then; the constructs and the human beings will evolve to the state described in the given novel."

The constructs are Ideals and may be used for comparisons in typologies or as predictors for variants of stable state organizations. The assumptions concerning the human elements and the described behavior form further predictors for given structures.

The foregoing, by the definition employed, might appear to qualify as theory in organizational behavior.

One shall not dispute the possibility that more was drawn about theory and theorists than was created in specific theory.

Thus, although the concept of products-effects belongs to the novelists, it speaks more to the narrowness of current product definitions than it does to a clearly defined total, functional typology.

Thus, the change of origin of reference frames from structure to that of human beings, is more a criticism of the theorist who limits himself to organizational mechanics than it is itself a valid cornerstone for a general theory.

Thus, a definition of organizations as human control systems may be viewed as a bias with a moral tag and a commentary on scientific bias itself, rather than a precise definition basic to new theory.

In spite of these arguments, it is maintained that the employed definition for theory was met even though the constructs cannot meet the axiomatic rigor of a mathematics.

Recommendations for Further Study :

1. That further studies of novels be made using the same or variant screens.
2. That these studies be encouraged to range the field of art beyond novels.
3. That an historical study of the definitions of an organization be made and a classification formed according to the reference frames of those making the definitions.
4. That a typology of products-effects be determined for organizations already classified by other headings.
5. That the human element assumptions of the novelists be reframed and tested against those new current in specific management structures.
6. That a detailed study of the communications subsystems of organizations be made in the extended reference frame of internal and external channels.

FOOTNOTES

INTRODUCTION

¹Amitai Etzioni, Modern Organizations (Englewood Cliffs, 1964), p. 3.

²William Hogarth, an engraver and painter, a social critic and satirist (1697 - 1764).

³The painting of the German bombing of the Spanish town of Guernica during the Spanish Civil War.

⁴Gauss, Bolyai, Lobachevsky : Mathematicians of the early 19th century generally credited with the invention of Hyperbolic (non-Euclidean) Geometry.

⁵Robert Ackermann, The Philosophy of Science (New York, 1970), p.63.

⁶James G. March and Herbert A. Simon, Organizations (New York, 1966), p. 5.

⁷Ackermann, p. 33.

⁸Ibid., p. 49.

⁹Lillian R. Lieber, The Einstein Theory of Relativity (New York, 1945)

¹⁰Ackermann, p. 43.

¹¹Arthur L. Stinchcombe, Constructing Social Theories (New York, 1968), p. 13.

¹²Ibid., p.13.

- 13 Ackermann, p. 58.
- 14 Peter M. Blau and W. Richard Scott, Formal Organizations (San Francisco, 1962), p. 13.
- 15 Douglas McGregor, The Human Side of Enterprise (New York, 1960), p. 6.
- 16 Jerald Hage, "An Axiomatic Theory of Organizations," Administrative Science Quarterly, 10:289 - 320, 1965.
- 17 Reaction of Labor and Industrial Relations professor at Michigan State University and several colleagues to a proposal on novel use as data sources.
- 18 Inglis Fletcher, popular historical novelist in the 1950's.
- 19 Daniel E. Griffiths, Administrative Theory (New York, 1959).
- 20 Herbert A. Simon, Administrative Behavior (New York, 1957), pp. 45 ff.
- 21 As taken from Blau and Scott, noting : Talcott Parsons, Structure and Process in Modern Societies (Glencoe, 1953), pp. 183-186.
- 22 Etzioni, p. 6.
- 23 Ibid., p. 3.
- 24 Ackermann, p. 43.
- 25 Stinchcombe, p. 13.
- 26 Etzioni, p. 3.
- 27 Ibid., p. 40.
- 28 Ibid., p. 6.

- ²⁹Ibid., p. 7.
- ³⁰Ibid., p. 40.
- ³¹Ibid., p. 8.
- ³²Ibid., p. 8.
- ³³Kurt Godel, twentieth century mathematician.
- ³⁴Gustav Janouch, Conversations with Kafka (New York, 1953) p. 45.
- ³⁵Adrian Jaffe, The Process of Kafka's Trial (East Lansing, 1967), p. 1.
- ³⁶Heinz Politzer, Franz Kafka Parable and Paradox, (Ithaca, 1962), p. 167.
- ³⁷Charles Osborne, Kafka (London, 1967), p. 5.
- ³⁸Ibid., p. 91.
- ³⁹Politzer, p. 166.
- ⁴⁰Osborne, p. 76.
- ⁴¹Ruth Ann Lief, Homage to Oceania (Columbus, Ohio, 1969) p. vii.
- ⁴²Ibid., p. 144.
- ⁴³Robert A. Lee, Orwell's Fiction (Notre Dame, 1969), p. xi.
- ⁴⁴Ibid., p. xi.
- ⁴⁵Ibid., p. xi.
- ⁴⁶Richard J. Voorhees, The Paradox of George Orwell (Lafayette, 1961), p. 87.

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⁴⁷Jerome Meckier, Aldous Huxley, Satire and Structure (London, 1969), p. 183.

⁴⁸D.V. Jog, Aldous Huxley, The Novelist (Bombay, 196-), p. 57.

⁴⁹John A. Atkins, Aldous Huxley (New York, 1956), p. 76.

⁵⁰Jenni Calder, Chronicles of Conscience (London, 1968), pp. 231-232.

⁵¹Philip Thody, Albert Camus (London, 1961), p. 110.

⁵²D.R. Haggis, Albert Camus La Peste (Great Neck, New York, 1962), p. 7.

⁵³Ibid., p. 36.

⁵⁴Thody, p. 101.

⁵⁵Thody, p. 93.

⁵⁶Haggis, p. 54.

⁵⁷Haggis, p. 57.

⁵⁸Carol Petersen, Albert Camus (New York, 1969), p. 74.

THE MODEL OF ORWELL

All numbered footnotes in this chapter refer to the page in the text of 1984.

George Orwell, 1984 (Signet Classic, New American Library; New York, 1961, forty-sixth printing.)

^A This is a state of organizational evolution in which the human elements of the construct, alone or together, are powerless to alter their role structure or control the products-effects of the organization.

^B See the section on Goals in the chapter on The Model of Huxley.

^C Amitai Etzioni, Modern Organizations (Englewood Cliffs, 1964), pp. 5-19.

^D One does not employ the word "mechanic" in deprecation, but to underline the distinction between those who would work in particular reference frames (usually those of management) to correct organizational "faults" and those who attempt to synthesize from some general view.

^E Max Weber, The Theory of Social and Economic Organization (New York, 1966), p. 358.

^F See the section on Formal Structure in the chapter on The Model of Kafka.

^G Peter M. Blau and W. Richard Scott, Formal Organizations (San Francisco, 1962), p. 32.

^H Rensis Likert, The Human Organization (New York, 1967), p. 14.

^I Herbert Marcuse, One-Dimensional Man (Boston, 1964), as theme.

^J Etzioni, p. 10.

^K James G. March and Herbert A. Simon, Organizations (New York, 1966), pp. 40-46.

^L Ibid., pp. 40-46.

^M Douglas McGregor, The Human Side of Enterprise (New York, 1960), pp. 33-57.

^NOne might observe a similar "drive" in young disciplines to develop a precise, functional language with the dysfunctional result of blocking exterior communication.

^OSee the section on The Human Element in the chapter on The Model of Kafka with particular reference to Herzberg and Maslow.

^PDaniel Katz and Robert L. Kahn, The Social Psychology of Organizations (New York, 1967), p. 266.

^QBlau and Scott, p. 27.

^REtzioni, p. 8.

^SIbid., p. 3.

^TFrom informal talks with workers in Michigan Industry, 1971.

THE MODEL OF HUXLEY

All numbered footnotes in this chapter refer to the page in the text of Brave New World.

Aldous Huxley, Brave New World (A perennial Classic, Harper and Row; New York, 1969.)

^ASee Orwell chapter footnote A.

^BSee Orwell chapter on Goals.

^CAmitai Etzioni, Modern Organizations (Englewood Cliffs, 1964), pp. 5-19.

^DC. Wright Mills, The Power Elite (New York, 1956), p. 144.

^EIbid., p. 144.

^FMax Weber, The Theory of Social and Economic Organization (New York, 1966), p. 333. (In particular, note point (1).)

^GSee Kafka chapter on the Formal Structure.

THE MODEL OF CAMUS

All numbered footnotes in this chapter refer to the page in the text of The Plague.

Albert Camus, The Plague, Trans. Stuart Gilbert, (The Modern Library, Random House; New York, 1948.)

^ASee the chapter on Kafka, section : Reality System.

THE MODEL OF KAFKA

All numbered footnotes in this chapter refer to the page in the text of The Trial.

Franz Kafka, The Trial (Vintage Books, Random House; New York, February 1969.)

^ARensis Likert, The Human Organization (New York, 1967), p. 14.

^BGerald M. Moeller and W. W. Charters, "Relation of Bureaucratization to Sense of Power among Teachers," (Administrative Science Quarterly, 10:444-465, 1966.)

^CJames G. March and Herbert A. Simon, Organizations (New York, 1958), pp. 41-45.

^DPeter M. Blau and W. Richard Scott, Formal Organizations (San Francisco, 1962), p. 34.

^E March and Simon, p. 45.

^F Ibid., p. 37.

^G Ibid., p. 46.

^H Weber makes a distinction between efficiency, categories, and criteria in his description of Legal Authority with a bureaucratic administrative staff. Blau and Scott, probably for reasons of simplification, have compounded the three "categories." They omitted two points in the criteria list which are of particular interest in matching Weber and Kafka. These were : Point one - "They are personally free and subject to authority only with respect to these impersonal office obligations" and Point nine - "The official works entirely separated from ownership of the means of administration and without appropriation of his position."

^I Blau and Scott, pp. 32-33.

^J Max Weber, The Theory of Social and Economic Organization (New York, 1966), pp. 329-334.

^K Ibid., p. 337.

^L Ibid., p. 334.

^M Ibid., p. 334.

^N March and Simon, p. 46.

^O R. Jean Hills, Toward a Science of Organization (Eugene, Oregon, 1968), p. 5.

^P Douglas McGregor, The Human Side of Enterprise (New York, 1960), pp. 33-34.

^Q Ibid., pp. 47-48.

^R Thomas J. Sergiovanni, "Factors Which Affect Satisfaction and Dissatisfaction of Teachers," The Journal of Educational Administration (1967, 5:66-82), pp. 66-67.

⁵Frederick Herzberg, Bernard Mausner and Barbara Bloch Snyderman, The Motivation to Work (New York, 1967), p. 54.

SUMMARY AND CONCLUSIONS

¹One has chosen "voluntary" for an Ideal which conflicts to some extent with Orwell's model.

²Amitai Etzioni, Modern Organizations. (Englewood Cliffs, 1964), p. 5.

³See Orwell section on Production.

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APPENDIX

APPENDIX

In the study of the four novels, passing note has been made of a number of writers on organizations. The eclectic nature of these references may puzzle the reader unfamiliar with the literature of organizational theory. One must reemphasize that were another student of organizations to have screened the novels and linked the material, many of the authors mentioned in this study would have been replaced by others.

For example, it is conceivable that none of the following authors - authors mentioned in this study - would be familiar to the reader : Blau, Charters, Etzioni, French, Griffiths, Hage, Herzberg, Hills, Kahn, Katz, Likert, Litterer, March, Maslow, McGregor, C.W. Mills, Moeller, Parsons, Presthus, Scott, Sergiovanni, Simon, Stinchcombe and Weber.

It is not one's intent to measure the relative stature of the above noted writers; rather, one would stress those authors who are of major consequence to the concepts discussed in this study.

Max Weber is perhaps the best known of the sociologists to address himself to the study of organizations. All of his writing was done prior to 1920, and this is in sharp contrast to the other authors noted; for, the bulk of their work was post 1950. In this study one has drawn heavily upon Weber's The Theory of Social and Economic Organization; and, one has made use of his concepts from Essays in Sociology. Indeed, it is difficult to eliminate any of Weber's writings; for, many of the concepts which he developed initially have passed into the common coin of thought.

Weber laid down the criteria for the Bureaucratic Administrative Staff and developed the general Ideal Type - concepts which were employed in the study of all four novelists. Emphasis on single contributions, however, may diminish one's appreciation of the full range and depth of Weber's thought. Miller in his work Max Weber states : "... (He) has become one of the monumental figures of social science. His sociological and political concepts are part of the working vocabulary of social scientists... (he) has illumined several fields of sociology... political science... economic history and... (has investigated) the links between religion and society."

In spite of the above, it is not recommended that one begin his reading with Weber. The prose is difficult and the concepts are often clouded in the first haze of discovery. One would do better, perhaps, to read a few of the many commentators upon Weber and only then return to the original works.

Blau and Scott in Formal Organizations : A comparative Approach have been mildly criticised in this study for an over-simplification of Weber's Bureaucratic Administrative Staff; nevertheless, their general, introductory approach to Weber and to organization theory in a sociological context is commendable, and might be preferred to the more sophisticated treatment by Katz and Kahn in their work The Social Psychology of Organizations. Miller's Max Weber is a desirable addition for preliminary work.

In as much as the beginning reader is forewarned that Weber has been used and not infrequently abused by writers "standing on his shoulders" a current overview of organizational structure from Weber's interpreters and modifiers may be the most wise point of departure.

If organizations have structure and human beings as their basic elements, one would do well to note Douglas McGregor's

The Human Side of Enterprise. It is a deceptively clear work and often begets the contempt reserved for clarity. McGregor notes two divergent management views concerning the human element. One may easily generalize from McGregor's base. As one group of theorists develops variant organizational structures, another - and much smaller - group is involved in variant assumption sets concerning the human being.

Etzioni, one of the more prolific modern writers on organizations, unites and summarizes work on both the structural and human components of organizations. For that reason, his work Modern Organizations was used as a definition base in this study. His language is "standard" and he encompasses reasonably well the breadth of ideas current in organizational theory. The encyclopaedic reader, having framed his own definition of an organization and having considered the basic and elementary overviews may wish to turn to March's Handbook of Organizations. One drew indirectly upon that work in this study.

Structural and human element variations provide a myriad of possibilities for typologies of organizations. Among these typologies, the reader might wish to consider Blau and Scott's Cui Bono which classifies organizations according to the prime beneficiary of the operation.

A detailed and extremely sophisticated typology of another assumption set may be found in Rensis Likert's The Human Organization. Prior to that latter reading one might do well to consider Likert's New Patterns of Management in which he maintains that he first developed a science-based system of management.

To this point, the beginning reader has been guided toward an overview reading through Etzioni followed by a perusal of Blau and Scott or Katz and Kahn. All of these readings lead back to a base of Weber for structural development and to McGregor on the human element. The more sophisticated reader could turn to March and to Likert.

Again, however, one must warn the reader that the above is a matter of predilection. It could be argued that one should start with March and Simon's Organizations and then work outward and in depth through the three "schools" of organizational theory : Scientific Management, Human Relations and Structuralism. In the same way it could be argued that one should begin with a broad range of readings such as offered in Carver and Sergiovanni's Organizations and Human Behavior or in Etzioni's Complex Organizations : A Sociological Reader.

Rather than pursue methods or direction of study under the references given in this consideration of novelists and organizational theory, one would suggest that the reader employ the basic screen through his reading, skim the obscure references, and only after having created his own concept of organizational theory return to the standard theorists by whatever method suits best himself.

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