A Secondary Analysis of Organizational Taxonomies and Typologies

Chul-boo Huh*

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I. Overview

An attempt is made to examine organizational taxonomies and typologies employing Kenneth D. Bailey's typology of typologies. His typology of typologies consists of classification-identification and monothetic-polithetic dimensions.

It is assumed that low paradigm state of organizational theories can attain faster maturity or unification when typology and organizational theories are studied in close coordination. In other words, key variables included in the taxonomies can be examined in both micro organizational theories and macro organizational theories. And conversely taxonomy can incorporate key variables from major organizational theories to guide organizational research.

For that purpose, in addition to Bailey's dimensions, the following questions are asked in assessment of major organizational taxonomies:

1) What organizational models are implied in each author's taxonomy?
2) What are key variables?
3) Are they adequately seeking to accomodate both similarities and differences in their taxonomy?
4) How are they attempting to integrate both macro and micro organizational theories?

Finally, an attempt is made to propose major dimensions to be covered in the future organizational typologies.

* Associate Professor, Myong Ji University

II. Bailey's Model

Kenneth D. Bailey[1] (1973) examined a number of typologies of typologies in the sociological analysis and proposed an elegant analytic scheme essentially extending Lazasfeld's heuristic-identification model. He did it by adding the dimension of politheticism and monotheticism.

According to Bailey, classification is conceptualization and heuristic is classification without identification. Identification is operational language requiring measurement and then classification. Therefore it is empirical. Classical typology consists of conceptual classification and then measurement. (see the table 1)

Table 1. Three Important Combinations of Classification and Identifications* (Bailey 1)

	Heuristic (a)	Empirical (b)	Classical** (c)
Classification	X	Y	Z
	↓	↑	↓
Identification	None	Y′	Z′

* Lack of a superscript indicates a type concept resulting from classification. A superscript indicates an empirical example resulting from identification. The arrow is drawn from the operation performed first to the one performed second.

** Not named in H-E distinction.

Hc also defined that multidimensional classification is a typology in which a cell is a type.

He stressed that failure to distinguish the concepts between classification and identification would create problem. His distinction between a theoretical or thinking language and operational language runs in parallel to Hubert M. Blalock[2], (1964, 1968, 1969) who made conscientious efforts to bridge the gap between verbal or thinking language and mathematical language.

Bailey also quoted from Stinchcombe (1968) to state that the function of empirical null cell advances scientific theory radically. It sounds paradoxical but their reasoning is that theoretical combinations of factors are exhaustive. And empirically we cannot find all the types in reality. For, Stinchcombe said that "typologies have two radically different functions in scientific theory, one of which is fundamental, the other of which is just convenience. In the first case, typology is a statement that a large number of variables have only a small number of combinations being rate or nonexistant."[3]

Mature science has precedences in null cells later dicovered. For example in chemistry,

atoms predicted in the table were later found. And in Astronomy some theoretically projected planets were later dicovered.

Bailey extended the typology of typologies by adding another dimension of monotheticism and polytheticism. A monothetic typology consists of a possession of a unique set of features both necessary and sufficient for identification of a specimen as belonging to a cell. In other words, a cell has a theoretical homogeneity. In contrast, a polythetic typology consists of grouping those units sharing overall similarity. For example, a cell has heterogeneity so that one is not sure if it is unidimensional. Therefore in polythetic typology, no single feature is either necessary or sufficient for a type. Polythetic typology requires measurement as a precondition.

The problems with both deductive heuristic model, inductive empirical model and deductive classical model in organizational typologies and taxonomics are that they need to be exhaustive in the classification factors. And when organizational theories are in the state of low paradigm as in Kuhn's language (1970)[4] there is a pressing need for the scientists of typologies and taxonomies to make efforts to include as many dimensions as possible from exhaustive search of organizational theories.

The problem with the heuristic model is that it does not predict more than what is proposed by the theory. In other words, it is theory bound and would overlook factors not specified in the theory. And a problem with the empirical model is that it is usually made out of convenience. Therefore the unidimensionality is not assured. And it does not have a null cell for the advancement of scientific knowledge. Other problem of empirical model is that "you ended up finding what you are looking for", an epistemological dilemma.

Bailey also applied his four model to illustrate Stinchcombe (1959)[5] and Udy's[6] (1958, 1959) extension of Weber's ideal type concept of rational and bureaucratic models. He presented how Udy's four rational dimensions namely, 1) compensatory rewards, 2) specialization, 3) performance emphasis, 4) segmental participation, can be shown in four by four monothetic-heuristic typology. (see Table 2)

Such monothetic heuristic typology of Weber's four dimensions of rational organization was reduced to polythetic empirical typology in Table 3. Type 1 includes all organizations those have variable 1 and variable 3 (rational), while Type 2 includes all organizations those do not have variables 1 and 3 (nonrational).

Classical typologies are supposed to be monothetic before measurement but after measure-

Table 2. A Sixteen-cell Monothetic Heuristic Typology Based on Weber's Four Dimensions of Rational Administration as Presented by Udy (1958)*

Variable 3: Performance Emphasis	Variable 1: Compensatory Rewards			
	Present (1)		Absent (0)	
	Variable 2: Specialization		Variable 2: Specialization	
	Present (1)	Absent (0)	Present (1)	Absent (0)
Present (1) Variable 4: Segmental Participation Present (1)	(1, 1, 1, 1) 1	(1, 0, 1, 1) 2	(0, 1, 1, 1) 3	(0, 0, 1, 1) 4
Absent (0)	(1, 1, 1, 0) 5	(1, 0, 1, 0) 6	(0, 1, 1, 0) 7	(0, 0, 1, 0) 8
Absent (0) Variable 4: Segmental Participation Present (1)	(1, 1, 0, 1) 9	(1, 0, 0, 1) 10	(0, 1, 0, 1) 11	(0, 0, 0, 1) 12
Absent (0)	(1, 1, 0, 0) 13	(1, 0, 0, 0) 14	(0, 1, 0, 0) 15	(0, 0, 0, 0) 16

(Bailey, 1973 ASR Vol. 38 p. 24)

* The four-variable score for each monothetic cell is determined by coding each variable as 1 if present, and 0 if absent. For example, the score for Cell 1 is (1, 1, 1, 1). If a specimen has any other configuration, it cannot be assigned to Cell 1.

Table 3. Polythetic Empirical Types of Organizational Rationality Formed without Prior Classification or Conceptualization(all organizations are hypothetical)

Organization	Score[1]	Type 1[2] (Rational)	Type 2[3] (Nonrational)
A	(1, 1, 1, 1)	X	
B	(1, 0, 1, 1)	X	
C	(1, 1, 1, 0)	X	
D	(0, 0, 0, 0)		X
E	(0, 0, 0, 1)		X
F	(0, 1, 0, 0)		X

(Bailey, 1973 ASR Vol. 38 p. 25)

[1] The score for each organization is determined by coding each of Udy's four rationality variables as 1 if present, and 0 if absent, as in Table 1.

[2] Type 1 is polythetic because Organizations A,B, and C do not possess common values on all four variables. Type 1 is not fully polythetic because A,B, and C do possess common values on variables 1 and 3.

[3] Type 2 is polythetic because Organizations D,E, and F do not posses common values on all four variables. Type 2 is not fully polythetic because D, E, and F do possess common values on variables 1 and 3.

ment it becomes polythetic. The process is analogous to the process of revising a hypothesis later on the basis of empirical findings. Finally Bailey extended the heuristic-empirical typology of typologies into four typologies: 1) heuristic, 2) empirical, 3) classical, and 4) reduced classical. (see Table 4)

Table 4. Extended Typology Based on the Classification Identification and Monothetic Polythetic Distinctions*

	Monothetic	Polythetic
Classification only	Heuristic	Null**
Identification, then Classification	Null**	Empirical
Classification, then Identification	Classical	Reduced Classical

(Bailey, 1973 ASR Vol. 38 p. 27)

* Monotheticism and polytheticism are mutually exclusive concepts. A class cannot be simultaneously monothetic and polythetic. Thus, there is not a third column in the typology. However, classification and identification are separate research operations both of which can be performed on the same typology. Thus, there is a third row. There would be a fourth row if one included identification without classification (Footnote 3).

** For discussion of why these cells are generally null, see Footnote 6.

Bailey also demonstrated a few methods of scaling the typology such as partial order scaling and simple order Guttman scaling. But they will not be elaborated here.

Having observed Bailey's conceptual framework in evaluating typologies, an additional features will be discussed so that typologies and taxonomies will have some contribution to make for the advancement of organizational study.

It is assumed that scientists of organizational taxonomy and typology can better contribute towards the guidance of organizational theory improvement and unification by exhausting major dimensions proposed by organizational theories today in an exhaustive manner. For that purpose, additional questions were raised to existing major organizational typologies in addition to Bailey's framework. They are:

1) What models are employed in the taxonomies?

2) What are problems?

3) What additional dimensions can be added?

It is also assumed that a proper understanding of the organizational taxonomy requires an understanding of implicit or explicit organizational theory behind it. It is also proposed that the general direction of the contemporary organizational theories is moving towards the General Systems Theory. GST is epistemologically holistic. But there is a gap between

the direction and the present state of art. For most of contemporary organizational theories are either linguistically holistic (bureaucatic model, public administrative models) or empirically atomistic. (micro models) [For clarification of the concepts from the philosophy of social science, refer the author's paper (1978) on research method and GST.]

The holism and atomism is closer to the Bailey's concept of monotheticism and polytheticism from mature science of biology. Bailey employed the term monotheticism as to mean theoretical while the term monotheticism was used to mean empirical convenience though weak in theory. The author uses the term holism as taking either an organizational unit or an organization as a whole unit of analysis while atomistic approach is interpreted as taking only an aspect from the unit of analysis, i.e. a part of an organizational unit or a segment of an organization.

III. Reclassification of Major Organizational Theories

Existing major organizational theories can be grouped into four classes based on their epistemology, for the examination of major taxonomies:

1. Socio-Economic Model

This perspective treats technology as a key variable. Earlier forerunner is Karl Marx, who proposed an economic determinism of social organization. Many economists endorsed this perspective including Adam Smith, with varying degree of determinism when they postulated that the key achievement of the First Industrial Revolution as a turning point in the contemporary human civilization resulted in division labor and specialization. Perrow (1972) felt that technology is an independent dimension of organizational analysis. It could be rephrased that technology is an overriding factor over other variables in the organization. Woodward and Thompson are included in this school. But they failed to relate technology to many important dimensions of organization. Raymond Hunt (1970) made an attempt to relate technology to GMT oriented organizational typology.

2. Organizational Center School

This school focuses their level of analysis to the key actors in the organization at the cost of ignoring peripherial structure of organization such as lower echelon in the typical organizational chart. This school can include Meberian bureaucratic models, classical administrative models and contemporary decision models. Their key variables are authority/power/conflict, "getting things done through people," (less defined cluster of

variables) rationalism, goal, information processing etc.

The problems with this school are their overemphasis on the top management units and, except in the decision school, make no distinction between "what should be done" and "what is the reality." Many contempolary critics on bureaucratic model have pointed out the incidences of unintended consequence of the model. Inherent problem in this school, including decision model advocates, is that they have failed to look at the non center part of the organization on it's own right, including subject and psychological dimension of person-system interaction and environment. Decision school is a comtemporary extension of the organization center school. It too emphasizes on the organizational center. But it makes distinction between objective aspect such as information available and information search behavior, and subjective dimension such as goal and decision criteria and quasi resolution of conflict between organizational goals and individual expectation or motivation. It considers, unlike most of classical theories of organization, environmental dimension in terms of abstracted information search. Its problem is that entire processes and structure of organization are abstracted into the form of information, so that traditional variables are oversimplified.

3. Average Individual School

The humanistic school attempted to correct the mistakes of the organizational center school by tapping the residual part of the organization. Which has been overlooked in the traditional school. They centered on such variables as democratic leadership and participatory decision making. Sociologists have been traditionary interested in variables of alienation from Marx, Durkhein to many contemporaries. Such two traditions in the average individual school have similarities in shifting their attention to the organizational majority from the minority. As a result, they are often blamed for displacement of organizational task and goals. But their contribution can be seen in the introduction of psychological variables in the study of organization, including leadership, group psychology, motivation and personality. But their descendents, industrial psychologists were often blamed for putting less emphasis on objective and/or contrived dimensions of organization.

4. Emerging Behavioral Science School to Natural Unit of Organization

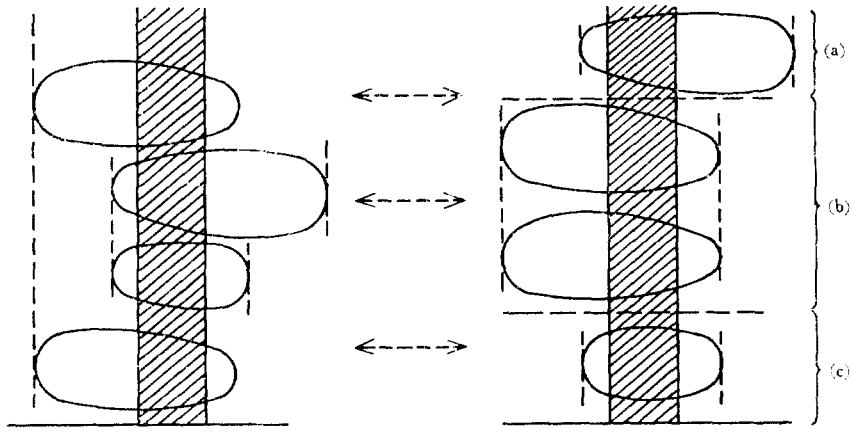
This school has not been presented as a unified school nor there has been much attempts to develop any organizational taxonomy. But there is a definite trend among rigorous organizational researchers to focus their attention systematically to the naturalunit of

organization. It is considered that this school originated from small group studies in sociology, social psychology, and it includes such concepts as role theory, leadership and motivation, personality etc. The representative authors are, Homan(1961), Cartwright and Zender (1962), Jacobs(1971), Merton(1968), Hollander and Hunt(1976), Beyer and Stevens (1978), Alutto(1968), Dansereau(1974), Graen(1976), Golembiewski(1965) and Lewin (1951)[8] to name a few.

Although not many attempts have been made to observe multiple theories in the natural unit of organization in the atomistic tradition, there is a possibility to integrate several key theories simultaneously in the setting in an exhaustive manner, within the frame work of General Systems Theory, i.e. input, process, output, feedback and environment. Of course it requires simultaneous cluster of reduction rather than the traditional manner of reduction of only one construct at a time.

Although traditional theories have such characteristics as emphasis on similarities and causality, the emerging theories can build on simultaneous observation of both similarities and differences, in a microcosm of organization, a natural unit of organization. Such variables from both similarities and dissimilarities would have direct relevance to macro study of organization and development of organizational typologies and taxonomies as

Table 5 **Table 6**



|////| Similarities
|←→| Dissimilarities
←→ Interchanges of knowledge for mutual enrichment.
(a), (b), (c) are subclasses or types in the polythetic reduced classical or monothetic classical typology,

illustrated in the Tables 5, 6. For emphasis on one construct and similarities only would be considered to lead to the disintegration of the organizational theories than unification and diseconomy and missing information unnecessarily. And this is the opposite direction of the ealier advocates of behavioral science in their language of interdisciplinary approach. (See the author's paper on GST)[9]

It becomes clear in the comparison of Table 5 and 6 that insistance on similarities result in the loss of important information, what can be similarities within a subclass or type towards enrichment of knowledge on organization and unification of the theories. And also it is assumed that such type, in return, economized both holistic and atomistic rigorous empirical research. As researchers have a flow chart to identify characteristics of types so that they are dealing with more or less homogeneous sub class for research.

From these conceptual framework of five taxonomical factors from the Bailey's extended typology of typologies and four classes of contemporary organizational theories, a general framework is developed into a four by five contingency table with representative authors in the cell. Sometimes the names overlap between cells as the authors of typologies included both features, but they were included in cell.

Table 7.

	Heuristic (Monothetic, classification only)	Empirical (Polythetic, Identification then classification)	Classical (monothetic, classify then identify)	Reduced classical (Polytheitic, classify)
Socio-Economic	Thompson		Woodward	Perrow
Organizational Center	Durkheim Burn & Stalker	Hall Blau and Scott Aston Group	Udy Etzioni	Blau & Scott Aston Group
Average Individual			HR school	
Natural Unit	Katz and Kahn Raymond G. Hunt			Harrison

IV. Examination of Major Organizational Taxonomies and Theories

1. Socio-Technical School

The forerunner of the school, Karl Marx proposed that technology was the sole

determiner of organizational structure and process. But he did not elaborate on typology but discussed the problem of alienation. Durkheim[10] advanced the theme as well as may earlier sociologists such as Tönnis in their typolgy of organic structure and mechanistic structure or homogeneous grouping or hetrogeneous grouping. Burn and Stalker's[11] heuristic model extending Durkheim's thesis within Weber's bureaucratic framework was operationalized by Frank Harrison(1974)[12] in his study of scientists. Since his variables are related ones, his typology can be also applied in the behavioral science or natural unit type too.

However, Karl Marx's work was lauded by Katz and Kahn (1966) as "the most systematic, as well as challenging attempt to deal with social structure and its social psychological aspects."[13] Marxian materialistic determinism consisted largely of the mode of production as the key and only determiner of all societal intrastructure from simple social relations surrounding technology and eventually to the shaping of organizational structure and process. Although he went too far to the extreme of revolution, he is justified in pointing out one of the key variables in the contemporary organization. For it was rediscovered by Woodward, Hunt(1970) attenpted to extend techology variable to GST model of organization.

In now a classical chance discovery of the study done by Joan Woodward[14] (1965), the team conducted a survey of 100 manufacturing organizations in England. But they did not start with technological variables. They were interested in causal variables of organizational structure such as number of managers, span of control for the top and first line managers, worker-staff ratio etc. Their initial explanatory variables were history, background, objectives, manufacturing process, routinization, and the firm's records of success. In their second study, as they did not get any satisfactory explanation in the first study, they came up with 11 technological variables, which were reduced to three: 1) Job order production, 2) Mass production technology, and 3) Process manufacturing. And they could explain the structural variance with these three variables.

James D. Thompson[15] (1967) modified of developed a scheme with more inclusive technological variables in a continuum for a taxonomy:

1. Long-linked technology involving serial interdepence
2. Mediating technology involved in joing clients
3. Intensive technology

The *first* variable is taken as mass production, widely prevailing machine oriented technology in America, the secondary in the economic taxonomy. *The second* variable can be regarded as traditional tiriary industry or sector involving simple skilled color jobs. The *third* variable is regarded as one emerging with a futuristic implication-the intensive knowledge oriented white color jobs, *i.e.*, R & D.

It seems that Woodward was concerned only with the secondary industry with relatively stable technology so the research is more focused, while Thompson's scheme is more global including a rapidly emerging new type of technology, the key feature of the Post Industrial mode of production.

Charles Perrow[16] (1972) observed righteously the strengh and weakness of the "technological school," when he said, that one of the merits of the technological school is that it provides for some independent leverage in constructing typologies from the structurally independent construct. Yet he also rightly saw the problem as "how to define technology in any or how to measure it." And he proposed to define a technological taxonomy based on two orthogonal dimensions: degree of variability and the degree of uncertainty in search procedures. These seem to be more behaviorally oriented rather than technologically oriented. And he warned against a model construction over a simplistic variables. He also quoted from T. Burns and G. M. Stalker's study of improvisation and uncertainty in the electronics firm.

Other problems that can be cited with regard to the technological school in the study of contemporary organization and taxonomy are that they did not deal with behavioral science variables other than structure, the contrived dimension of authority, task, communication network etc, as well as heavy biases on managerial problems of "how to"

Table 8. Technology Variable
(*Industrial Example*)

SEARCH

Unanlyzable Problems

EXCEPTIONS

Few exceptions	Craft industries (specialty glass) 1	Nonroutine (aerospace) 2
	Routine (tonnage steel mills, screw and bolts) 4	Engineering (heavy machinery) 3

Many exceptions

Analyzable Problems

Table 9. Raw Material Variables
(People-Changing Examles)

PERCEIVED NATURE OF RAW MATERIAL

Not Well Understood

VARIABILITY OF MATERIAL		
Perceived as uniform and stable	Socializing instit. (e.g. some schools) 1	Elite psychiatrie agency 2
	Custodial institutions, vocational training 4	Programmed learning school 3

Perceived as nonuniform and stable

Well Understood

Table 10. Task Structure
Task-Related Interactions

	Discretion	Power	Coord. w/in gp.	Interdependence of groups	Discretion	Power	Coord. w/in gp.	Interdependence of groups
Technical Superv.	Low	Low	Plan	Low	High	High	Feed	High
	High	High	Feed		High	High	Feed	
	Decentralized			1	Flexible, Polycentralized			2
Technical Superv.	Low	High	Plan	4 Low	3 High	High	Feed	Low
	Low	Low	Plan		Low	Low	Plan	
	Formal, Centralized				Flexible, Centralized			

Social Structure

The bases of non-task-related interaction

Social identity (communal) 1	Goal identification (mission, "character" of organization, distinctive competence, etc.) 2
4 Instrumental identity (job security, pay, protection from arbitrary power)	3 Work or task identification (technical satisfactions)

Goals

System	Product	Derived	Sytsem	Product	Derived
Stability Few risks Moderate to low profit emphasis	Quality No innovations	Conserv.	High growth High risks Low emphasis on profit	High quality Innovative	Liberal
		1	2		
4 Stability Few rlsks High profit emphasis	Quantity No innovations	Conserv.	3 Moderate growth Some risks Moderate profit emphasis	Reliability Moderate innovations	Liberal

Charles Perrow (1967) ASR vol 32, pp 194-208

rather than empirical question of "what is".

Perrow (1967) proposed a comprehensive typology of organization centering around three diemnsions: 1) technology, 2) task-social structure interaction and 3) goal.[17] (see the figures above.)

Although Perrow's typology is by far more comprehensive than the other schools, it leaves one doubt if he indeed exhausted major dimensions of organizational variables. For example, technology is abstracted into analyzable and standardized dimension, in the tradition of decision school's search behavior. Other possible area in the information is the time and cost involved in the search of information as well as the cost of socializing the actors involved in the behavior.

Secondly, the task-social structure involves such variables as nature of raw material, adminstative and bureaucratic variables such as control, coordination, role socialization and outcome variables. The typical approach of resarchers in the past were from official records or reports from supervisors. They have failed to deliver information on the unanticipated consequences or operational structure and process. It is also doubtful if the dimensions like task, strucutre, individual and role are mutually exclusive dimensions.

Thirdly, the goal dimension is similar to Parsonian functionalistic approach incorporating such dichotomy as instrumental and expressive goals from earlier sociologist, Tönnis.

The question is if these dimensions are mutually exclusive. Other problem is if they exhaust dimensions implied in each factor. And how does he propose to incorporate micro and psychological variables and environmental variables in the typology? Essentially it is a reduced classical model more or less integrating dimensions suggested from available organizational theories requiring more work to be done His strategy of 2×2 contingency tables can be restructure to a multivariate contingency table similar to correlation matrix.

2. Organizational Center School

This school derives theoretical background from Weberian bureaucratic model and from the classical organizational administrative process models. For example Udy derived mostly from Weber, and from Burn and Stalker who essentially derived from Durkheim's model. Perhaps the most comprensive work done is those of Aston group headed by D.S. Pugh (1963, 1968, 1969a, 1969b)[18]

The aston group conducted a series of empirical study in England with 52 organizations to derive three dimensions of organizational structure related to seven types of bureaucracy clusters. The three structural dimensions are: a) structuring of activities, b)

concentration of authority, and c) line control of work flow.

The classification scheme they empirically derived are:

a) Full bureaucracy

b) Nascent full bureaucracy

c) Workflow bureaucracy

d) Nascent workflow bureaucaracy

Table 11. Taxonomy of organizations (N=52).

Cluster and Organization product or service	
Full bureaucracy (N=1)	Preworkflow bureaucracy (N=11)
Repairs for government department	Four metal component manufacturers
Nascent full bureaucracy (N=4)	Motor component manufacturer
Civil engineering firm	Two metal goods manufacturers
Abrasives manufacturer	Carriage manufacturer
Local authority transport department	Engineering tool manufacturer
Paper manufacturer	Food manufacturer
Workflow bureaucracy (N=15)	Personnel bureaucracy (N=8)
Vehicle manufacturer	Government inspection department
Food manufacturer	Local authority baths department
Confectionery manufacturer	Cooperative chain of retail stores
Tire manufacturer	Local authority education department
Nonferrous metal manufacturer	Savings bank
Printer	Local authority civil engineering department
Three motor components manufacturers	Food manufacturer
Commercial vehicle manufacturer	Local authority water department
Omnibus company	Implicitly structured organizations (N=s)
Glass manufacturer	Component manufacturer
Metal motor components manufacturer	Chain of retail stores
Heavy electrial engineering equipment manufacturer	Department store
	Insurance company
Aircraft components manufacturer	Research division
Nascent workflow bureaucracy (N=5)	Chain of shoe repair shops
Metal goods manufacturer	Building firm
Components manufacturer	Toy manufacturer
Brewery	
Engineering component manufacturer	
Domestic appliances manufacturer	

(Pugh, et al., ASQ 14, 1969 pp. 115-126.)

e) Preworkflow bureaucracy

f) Personnel bureaucracy

g) Implicitly structured organization

They also examined characteristics and contextual variables such as size, technology, dependence on other organizations and ownership. This is a very refined work that can be termed polythetic empirical typology incorporating both bureaucratic model and administrative model. Their limitation lies essentially in limitation of sample size and sample characteristics, For their samples are from what economists would call secondary and tirtiary industries not including contemporary knowledge intensive type of organization. They did not elaborate on the technology variable in the manner of Thompson. There is

Table 12.

BLAU-SCOTT	*Business*
Mutual benefit	Bank
County medical association	Hotel-motel
County political party	Manufacturing plant
Farm cooperative	Marketing organization
Farmers' federation	Newspaper
Labor union organization	Private television station
Private country club	Public transit firm
Religious-fraternal organization	Public utility
State church organization	Quarry
Trade asosciation	Railroad
Service	Restaurant
Civil rights organization	Retail store
Delinquent reformatory	Trucking firm
Insurance company	*Commonweal*
Juvenile detention center	City recreation department
Parochial school system	Educational television station
Private hospital	Fund-raising agency
Private school	Governmental regulative agency
Private welfare agency	Law-enforcement agency
Public school system	Military supply command
Religious service organization	Municipal airport
State psychiatric hospital	Post office
State school	State hospital
University	State penal institution

(Richard Hall, 1972, p. 49.)

no indication of behavioral science varaibles and environmental variables. (see Table 10)

In contrast to such relatively comprehensive taxonomy, Scott and Blau's taxonomy is one dimensional or atomistic, nor theoretically elegant. It is based on one dimension, the beneficiary of organizational outcome. It is an example of poorly conceived atomistic empirical study. (See the following table 12)[19]

Other example of empirical taxonomy is Richard Hall's (1972) taxonomy based on three factors; 1) major functions of organizations, 2) compliance structure, 3) nature of major beneficiary. In other words, they operated on a loose factors of expressed goals, expressed organizational center actors' response which vary from situation to situation, as well as some features of the outcome recipients. There are some trace of Parsons and Katz and Kahn's functional models, human relations and environmental variables. But it does not consider technology, size and other environmental factors.

Other heuristic and classical model within the framework of Weberian model is Etzioni's[20] (1967) two factor taxonomy. His two dimensions are compliance and response interaction centering around organizational control and authority. Compliance is the manner the authority is exercised from the organizational center and response is the manner the actors from the organizational periphery would interact. There three types.

Table 13.

Response from Organizational Periphery	Compliance from Organizational Center		
	Coercive (political)	Renumerative (instrumental)	Normative (expressive)
Alienation	X		
Utilitarian		X	
Moral			X

It is heuristic but it considers only two variables, whose unidimensionalities are doubtful. It does not consider structural property, micro variables, environement and technology. However it is suggestive by proposing dyadic interaction in the micro studies as one of variables.

Moving on to more heuristic and holistic model is functionalism. Resourceful contributors to the consensus social system of contemporary society is undoubtedly Talcott Parsons. Until he had been torn down by the neo-Marxian revolutionary ideology in the United States in the sixties, he reigned as a giant over the American Sociology. The attack was

Table 14.

ETZIONI	
Coercive	*Normative*
Juvenile detention center	Church
Law-enforcement agency	City recreation department
State hospital	Civil rights organization
State penal institution	County political party
State school	Delinquent reformatory
Utilitarian	Educational television station
Bank	Farmers' federation
Farm cooperative	Fund-raising agency
Governmental regulative agency	Local religious organization
Hotel-motel	Military supply command
Insurance company	Newspaper
Labor union organization	Parochial school system
Manufacturing plant	Private country club
Marketing organization	Prinate hospital
Medical association	Private school
Municipal airport	Private television station
Post office	Private welfare agency
Public transit firm	Public school system
Public utility	Religious-fraternal organization
Quarry	Religious service organization
Railroad	State church organization
Restaurant	State psychiatric hospital
Retail store	University
Trade association	
Trucking firm	

(Hall, 1972, p. 49.)

more ideological for he has been blamed for being the advocate of the establishment and conservation. But until then, his structural-functionalism was accepted not only as the paradigm of contemporary sociology, but also by other neighboring social sciences. Till today, we do not have a better explanation for the stability of social institutions.

He explains the social system at very macro levels using four variables: 1) Pattern-maintenance including creative cultural system, 2) Integration of coordination, 3) Goal attainment of personality, and 4) Adaptation of behavioral organism.[21]

Perhaps, it can be said that Parsonsian structural-functionalism, in which the subsystems are intertwined with mutually compatible functions, to General Systems Theory and

Behavioral Science movement, which has been most persistently persued by some social psychologists.

Katz and Kahn (1966) felt that the problem was the global typology of the social system and organization. Their view is that organizations cannot be overstretched because most organizations are not homogeneous in the functionalistic view, but they rather incorporate some of the four functions within one organization with varying proportion. Their compartmentalized sections filter the environmental input of information selectively so that the system would not be disrupted.

The other problems are the often raised questions of teleology, vitalism etc.

Some regard this global typology as static, content oriented, as if all the societal organizations and social institutions are in perfect harmony and interdependence, thus limiting itself to explain the processes.

Especially during 1960's many New Left oriented sociologists attacked Parsonsian functionalism as advocates of the establishment and it is interesting to note that Talcott Parsons (1971) attempted to revise his structural functionalism in light of the pressure from the conflict oriented sociologists :

Function/goal	Structure/content	Developmental Process	Subsystems
Integration	Norms	Inclusion	Societal community
Pattern maintenance	Values	Value generalization	Pattern Maintenance or Fiduciary
Goal attainment	Collectivities	Differentiation	Polity
Adaptation	Roles	Adaptive upgrading	Economy

Although the organizational center oriented school came up with important dimension of power and control but there still is a problem of refining and operationalizing this dimension. However, the difficulty does not mean that there is any way to go around the dimension.

Somehow related to the issue of control and power more in task oriented manner has been persued by the classical administrative school.

Lawrence and Lorsch's anchorage point is what we now call classical administrative school, machine model or closed system perspective. Yet the scientists were rigorous enough to divorce themselves from the prescriptive bias and become empirical and objective in

their study. They were interested in depicting the extent to which the demand from the environment is responded by the key organizational designers in terms of structural differentiation. Some of their key research questions are:

1. How are the environmental demands facing various organizations different and how do environmental demands relate to the internal functioning of the effective organization?

2. Is it true that organizations in certain or stable environments make more exclusive use of the formal hierarchy to achieve integration, and if so, why? Is it because less integration is required, or because in a certain environment, these decisions can be made effectively at higher organization levels or by few people?

3. Is the same degree of differentiation in organization and in departmental structure found in organizations in different industrial environments?

4. If greater differentiation among functional departments is required in different industries, does this influence the problems of integrating the organizations' parts? Does it influence the organizations' mean of achieving integration?[23]

These questions were centered around their key variables: 1) Differentiation, 2) Integration, and, 3) Environment, which are basically congruent with the approaches of the General Systems Theory. The focus here is on the control structure, in which the variable, integration could be recaptured or elaborated in the context of behavioral science theories.

Lawrence and Lorsch did not specifically proposed an organizational taxonomy. But they tapped, the interrelationship between environmental factors and organizational differentiation. Organizational structure within the Maxian model is determined strictly by technology. In the organizational center school such as administrative and bureaucratic models, internal structural differentiation is determined either by rational design or power and control factors. Therefore Lawrence and Lorsch too can be considered as a contributing party in the organizational taxonomies.

Regarding the issue of environment, there are some studies at a preliminary stage on organizationa-environment interaction: Some of the examples are William M Evan's organization set model[24] and F. E. Emery and E. L. Trist's Causal Texture of Organizational Environment (1968)[25]. These studies are potentially important to develop organizational taxonomy. But their chief concern as yet have been in the process of formulation rather than the outcomes of some process or substance.

3. Natural Organizational Unit School

The average individual model was raised at the begining of the paper simply for the sake of providing some input of variables from some organizational theories. But their implicit or explicit organizational typology did not differ from leadership types such as democratic leadership and autocratic leadership continiuum somehow similar to Durkheim's organic solidarity and mechanistic solidarity. Their contribution towards the organizational theory and taxonomy development can be seen in their input of psychological variables and their focus to the traditionally neglected area of organizations' noncenter. So the discussion of average individual model is omitted.

Somewhat related to the previously discussed organizational theories, the contemporary trend of GST is first raised by Katz and Kahn(1966).[26]

Katz and Kahn captured the Parsonian scheme in their term genotypical typology:

1) Productive or economic organization concerned with creation of wealth.

2) Maintenance organization devoted to the socialization of people for their roles in other organizations.

3) Adaptive structures including the creation of knowledge.

4) Managerial or political function oriented organizations concerned with adjudication, coordination and control of resources' people and subsystems.[12]

Katz and Kahn proposed second order characteristics in addition to Parsonsian genotypic function of the organization:

1) The nature of throughput functionally transforming objects or molding of people.

2) The processes for insuring the maintenance input of Human personnel, engaged in the process of commitment and involvement of people in the organizations. Which is further broke down to:

(a) The expressive versus the instrumental cycle

(b) Partial inclusion, potency and priority of involvement

The subcategory of expressive versus instrumental cycle connotes more of functional aspect while the second subcategory involve more behavioral aspect.

3) The type of organization structure

(a) System openness and differentiation from its environment, is a typology concerned with boundaries and their permeability.

(b) Elaboration of structure, is concerned with the degree to which the system is

differentiated from the surrounding environment; and also the differentiation of the internal structure of the organization.

(c) Hierarchical dimension of organizational allocation mechanism is concerned with the segmentation of organization into potentially conflicting subsystems engaged in hierarchical differentiation of authority and reward structure. Such political subsystems are also viewed as subsystems of energic transaction within the larger system. This differ in the interpretation of the system from Marx, who viewed the power system for self perpetuation, while Katz and Kahn viewed the subsystem functional and essential part for the whole system.

Essentially what Katz and Kahn have attempted is the taking of Parsonsian typology of organization as genetypical scheme and extended it towards the internal structures of the organization; how different functions, clusters of organization play in the total environmental system, as well as its correspondence within the subsystems of organization. Yet they did not neglect to warn against the inherent dilemma of any taxonomy of organization which balances the two conflicting reguests of how to depict the uniqueness of a system and at the same time show the differences among the clusters of organization.

Some of the inherent difficulties of organizational typologies are discussed, including the often-over- emphasized uniqueness of individual organizations, and the inability of pure types to account fully for the variability encountered among organizations.

Katz and Kahn's four principles employed in the typology are:

1. Either the processing targets are people or objects.
2. Either interaction orientations are expressive or instrumental.
3. The degree to which the boundaries are open and permeable. This factor is assumed to be correlated to the structural elaboration horizontarily and vertically.
4. The degree to which organization attempt to maintain equilibrium state through environment-system transactional strategy of maximizing energy return.[28]

Although Katz and Kahn did not advanced organizational typology further, one important dimension they raised is that organization should be observed in whole including its immediate environment. The second and most important contribution made by the authors is that due to the problems of complexity, there is a problem of the difference and similarity within and across organizations. Although some authors assumed simplistic organizational taxonomy as if there are homogeneity within class or type and sharp

distinction across types, such illusion is offset by the observation of Katz and Kahn. In addition, due to their clarification of the holistic nature of organization, it provides a new horison of possibilities of incorporation of micro organizational variables.

V. Summary and Conclusion

An attempt has been made to examine major organizational typologies and taxonomies based on Bailey's (1973) and a clusters of major organizational theories.

The underlying assumption of this paper is that taxonomies should include key variables proposed by major organizational theories and also any organizational study should sttempt to examine many of external variables included in such mapping of organization along with main research variables. So that the low paradigm state of organizational study will be liberated from every theories's individualism. For such effort would enrich in the end both taxonomy and organizational theories towards maturity. The general direction of organizational study, it is assumed, are going towards GST.

The following specific recommendations are made for the theory-taxonomy interaction:

1. In view of low paradigm state of the field, both polythetic empirical approach (multidimensional identification than classification strategy) and polythetic reduced classical approach (multiple theoretically reduced classification followed by identification) are both recommended in typology construction. They should be allowed to provide feedback to two different approaches.

2. Some of the key dimensions should be examined simultaneously, and each dimensions should be further elaborated. The key dimensions to be considered are:

a) Technology. Hunt, Thompson and Perrow can be further refined especially incorporating more information oriented technology such as Harrison's study of scientists and R & D.

b) Information. Traditionally the decision school has been more concerned with process rather than qualitative or content and cost and time lag dimensions.

c) Macro and Micro structural variables such as role, power, authority, tension and conflict, must be simultaneously examined.

d) Structure or attempt to layout theories and variables along the general mapping of GST such as input, process, output, feedback and environment are recommended as most theories are monothetic and atomistic in orientation.

e) It is also recommended that both subjective or perceived measures and objective measures are simultaneously collected and correlated. i.e. perceptual map of structure and objective or intendedly contrived organizational chart. Information available and information selected. Information generally weighted on the average and information weighted by particular actors, etc.

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解　說

1. 現代組織理論과 韓國社會科學

現代的 組織理論은 組織行爲論이라고도 하고 또 組織心理學이라고도 한다. 우리 나라는 導入定着의 初期段階여서 迅速히 定着 및 自立하여야 하겠기에 몇 字를 附記한다. 組織行爲論이라면 行動科學이라고 하는 바 이것은 社會學, 心理學 및 文化人類學間의 綜合接近的 方法에 依한 社會科學의 相互調整的인 研究方法에 依하는 것을 뜻한다. 이것을 學際的 接

近 方法이라고도 말하는 바 美國에서 數千의 大學에서 數萬名의 行動科學者가 近三十年의 研究經驗을 가지고 있는 바 그들의 經驗과 우리 現實의 比較에서 몇가지 示唆하는 바를 提示코자 한다.

① O.B의 百家爭鳴의 春秋戰國時代로서 그 엄청난 分派作用인 바, 같은 組織行爲論(O.B) 또는 組織心理學이라고 하지만 數十, 數百의 學派가 있어 서로간의 意思疏通이 쉽지 않아 筆者의 어떤 글에서는 舊約의 「바벨 塔」의 狀態라고 묘사하였다.

② 이들은 엄청나게 多樣한 研究方法을 開發하였고 아직도 繼續 開發中이며 여러 學會에 나가보면 討論은 理論이나, 結果가 아니고 方法論 및 統計學的인 問題만이 되고 있다. 우리의 學界가 哲學的 言語學的 精巧化, 綜合的 趨勢에서 歷史的이라면, 美國의 學界는 極端의 分析的 方法論的, 計量的 精巧化, 計量化, 微分化의 正反對의 方向으로 달음질을 하고 있다. 이 두가지 兩極이 相互補完的인데도 잘되지 않고 있다. 아마도 우리 學界에 組織論分野가 널리 紹介되지 않았거나 美國學界와 면거리를 維持하는 것은 우리의 教育過程에 高等學校에서부터의 文科, 理科로 갈라 놓았고 理工系나 經濟學專攻者를 빼 놓고는 統計學이라는 計量的 論理學의 現代的 言語의 學習을 제대로 익히지 못했기 때문인 것 같다. 그러나 理工系出身이나 지나치게 計量化만 하는 學者는 抽象的 言語學的인 論理에 當惑을 느끼고 잘 概念化하지 못하는 弱點이 있기도 하다. 우리 大學의 社會科學系에도 統計學科目이 設定되어 있으나 教材를 보면 電氣工學의 强電氣에 該當하는 理工系 및 經濟學에 쓸 수 있는 統計學뿐들만 있지 電子工學의 弱電氣에 該當하는 生化學이나 醫學研究 및 社會科學에서 쓰는 機械論的이 아니고 有機體論的인 統計學이 거의 없는 狀態이다.

③ 그리고 實證主義的인 研究方法論의 좋은 入門書가 서너가지 市場에 나와 있지만 아직도 이 分野는 거의 未開拓에 가까우니 美國에서는 이 分野에만 數十個의 定期刊行物이 나오기 때문이다.

④ 行動科學의 部分的인 失敗이다. Sherif夫妻(1968)는 學際的 接近方法의 오랜 經驗에서 터득한 結論을 다음과 같이 發表하였다. 專攻이 다르고 方法論이 다른 研究者가 協同을 하면 혼자서 하느니만 더 못한 結果가 자주 나와 協同研究者는 各者가 다른 分野까지도 소상히 알고 있어야 한다고 勸하고 있다.

現在 美國의 社會科學界가 極端의 計量化와 理論의 微分化로만 흐르며 方法論의 精巧化에만 注力하는 것은 아래의 몇가지 理由 때문이라고 생각한다.

⑤ 美國學界는 「스푸트닉」 衝擊後의 케네디 教育改革과 未來學의 影響이 지나치게 커 從來의 抽象的 言語學的인 論理(Abstract-Verbal Logic)을 지나치게 輕視하고(歷史·哲學·社會科學 等) 心理學 등에서 發達한 運營的 言語(Operational Language)와 計量的 論理—콤퓨터活用 研究(Numberic Logics)에 注力을 두어 一部 젊은 學者들은 哲學이나 言語的 및

理論的으로 精巧하고 抽象的인 理論에 弱하거나 完全히 無力한 것을 자주 겪었다.

여기에는 다른 美國學界의 事情이 있으니, 實用主義者들인 많은 젊은 大學院學生들이 빨리 쉬운 學點을 따서 卒業하려는 競爭이다.

⑥ 이와 密接히 連結지워지는 現狀으로 學問의 分業化에서 細分化 및 境界化 現狀(Compartmentalization)이다. 많은 美國의 敎授들은 自己의 理論을 弟子들로 하여금 繼續 共同研究하고 引用케 하여 「콤퓨터」에 隨時 記錄되는 最新의 自己研究評價點數를 높은 狀態로 維持하려고 한다. 따라서 이들은 自身이 自動車를 만들려면 많은 弟子들을 輩出하여 엔진의 「피스톤 링」, 「시린다」設計, 「시린다」의 檢査, 「캬부레타」의 「초크 발브」, 「초크 발브 낫트」 等의 한 部分만 익히면 足하다는 式으로 獨立 못하고 相互依存하게끔 길러낸다. 三千五百餘個의 大學中 4~500個쯤의 大學은 없어버려도 좋다는 美國이다.

이를테면 이들은 科學哲學이나 理論的 背景을 다 아는 것처럼 完璧한 行動을 한다. 그래서 다 아는 줄 알고 科學哲學이나 社會學의 얘기를 하면 멀적 된다. 行動科學者는 嚴格한 科學者이지 엉성한 社會學者도 아니요 더구나 空想家인 哲學者도 아니라는 것이다. 그래도 그는 科學哲學者의 影響을 입고 어느 學派와 어느 統計學派의 影響을 입어 特定 研究方法論만을 完璧(?)하게 訓練받아 눈가린 당나귀처럼 배운 動作을 機械的으로 反復할 뿐이다. 이러한 것은 徹底한 學問의 細分化와 分業에서 이루어진 能率인 同時에 엄청난 費用이라는 副作用이다. 大學의 數와 研究員 및 研究費가 天文學的인 狀況아래서 많은 浪費도 있겠고 그중에는 가끔 쓸만한 것도 섞여 나오니 그와 같은 運營哲學도 可能하겠으나 우리로서는 그러한 흉내만을 낼수는 없는 것이다.

⑦ "出版이냐 死亡이냐"(Publish or Perish)라는 强迫觀念 속에서 美國學者들은 우리 大學敎授程度의 報酬를 받고 살고 있으나 研究環境이 훨씬 좋고 信用貸付制度가 잘 發達되어 있다. 그럼에도 불구하고 그들은 性急히 學派를 이룩하려는 强迫觀念속에서 獨立해서 研究를 할 수 없는 部屬品人間을 輩出하고 있는 것 같다. 이것은 「마르쿠제」가 말하는 소위 一次元的인 人間인 바, 一次元的인 人間을 (主로 在來的 行動科學者) 非難하는 「마르쿠제」의 追從者들인 新左派들 마저도 오히려 一次元化되어 가는 逆說을 빚어내고 있다.

⑧ 現代 美國 社會科學界의 反理論的인(Atheoretical) 極端의 計量的인 實證主義(Statistical-empirical)로 흐르는 것은 六十年代의 學生反戰運動의 新左派에 對한 反動的인 側面도 많다고 보아야 하겠다. 우리 나라에서도 널리 普及된 葛藤理論은 新左派 社會學者와 現象學派가 아직 部分的으로 남아 있고 猶太人 知識人과 言論人에 依해 主導되는 이 움직임은 學部生(Undergraduate)들에게 읽혀지고 있으나 大學院에 오면 大部分 LSD와 性病 등에 휩쓸려 없어져 버린다. 大衆的이고 「센세이셔날」한 新左派는 專門化하는데 失敗하였건만 純眞한 一部 우리의 學者들과 言論人들과 學生들이 이것을 마치 西歐學問의 主流인 양 받아 들인 것은 딱하기만 하다. 많은 文化人類學者나 生物學者들은 모든 動物과 原始社會 또는 近

代社會에서 協同과 葛藤의 運動이 調和되고 共存하는 現象을 發見 및 報告하고 있다.

⑨ 마지막으로 學問과 民族優越主義(Ethnocentricism)의 問題이다. Weber와 Parsons의 理論의 行間을 읽어보면 美國과 獨逸의 主導文化인 淸敎徒精神을 强調하는 民族優越主義를 볼 수가 있고 뒤르껭(Durkeim)을 읽으면 佛蘭西와 天主敎의 優越性을 볼 수가 있다. 같은 脈絡에서 基督敎의 오랜 猶太敎에 대한 暴行(?)을 깨기 위해 猶太系 美國人들은 「마르크스」의 一部를 援用하고 基督敎思想의 變質猶太敎化, 革命「이데오르기」化, 無神論化, 虛無主義化, 無政府主義化을 長期的, 集團的, 本能的으로 行한 感이 一部社會學, 文學, 神學哲學 等에 그 흔적이 남아있다. 이와 같은 狀況 아래서 우리는 너무도 純眞하게 外部의 遠距離操縱에 依해 體制·反體制의 집안싸움을 남의 計算과 남의 利益을 위하여 벌리지 않았는가 생각한다.

이와 같은 美國學界의 片貌를 살펴보았거니와 우리의 大學政策이 택할 수 있는 길은 아래 몇가지 밖에 없다고 생각한다.

(1) 從來처럼 어설프고 不完全한 대로 外國大學의 二~三流 消費市場이 되고 大學敎授의 養成을 外國의 好意(?)와 善心에 맡겨 一級知性人을 母國보다도 外國에 忠誠하고 外國에 同一視하는 自然放任의 狀態의 一方的 從屬交流關係.

(2) 事實上의 外國學界의 出張所 몇개라도 出張所답게 제대로 키워 약간 不平等한 채로 學問의 分業을 이루어 다소의 學問的 知的 自律性을 恢復하는 相對的 平等交流關係.

(3) 몇몇 分野에 集中投資를 하여 國際的 優位를 確保하여 對等한 位置에서 學問의 國際分業을 行하는 戰略을 樹立하는 것이다. 이것이 最終 目標가 되어야겠고 또 가까운 時日內에 現實的으로 達成할 수 있다는 것을 믿어 疑心치 않는다.

그 동안 우리 나라 學界에서 社會科學方法論의 論爭이 있었던 것을 대강 보고 나서 느끼는 것이지만 우리에게는 行動科學이나 論理實證主義의 方法論的인 畜積이 별로 많지 않은 風土속에서 젖니(乳齒)를 돌기도 전에 무참히 뽑아버린 感이 없지 않다. 美國의 경우는 썩지 않은 成齒도 많고 또 썩은 成齒도 많아 너무도 깊이 박혀있는 뿌리중 썩은 것을 뽑아내는데 現象學派 社會學의 機能과 效用이 있다고 보겠다.

西歐나 日本에게는 右派의 엄청난 障壁과 部分的 非理를 修正하기 위해서 또 美國의 편향치에서 오는 非理를 部分攻擊하기 위해서 左派나 新左派의 效用이 있으나, 우리의 狀況에서는 이것이 지나치게 自己攻擊的이 되면 集團自殺本能이 된다는 것을 잊지 말아야겠다. 물론 一部體制人들의 無感應性과 男根誇示症的인 우쭐함과 過誤도 많았다. 우리의 傳統文化는 葛藤과 復讐와 好戰性과 自由 섹스와 「마키아벨리즘」과 嫉妬와 疑心의 猶太文化보다는 사랑과 正直, 寬容, 中庸, 融化의 基督敎文化에 더 가까운 것 같다.

우리의 大學이 現在의 第1型에서 第2型을 거쳐 第3型으로 재빨리 移轉하기 爲한 提言

을 해 볼까 한다. 最短時內에 우리 나라에서 敎授等 高級文化創造者를 輩出하려면 可能하다. 即 全國의 優秀敎授를 한 大學에 集中시키고 하나의 大學의 圖書館施設만이라도 美國의 Ivy League水準을 약간 윗도는 藏書 8~900萬卷水準의 國際水準級 大學하나쯤 세우는 것은 우리 經濟力으로 전혀 不可能한 것은 아니다(美議會圖書館은 藏書 7千萬卷). 이와 같이 韓國에 우선 하나만의 世界水準級 大學을 세운다는 假定下에서 論述하려 한다. 하나의 大學을 제대로 세우려면 美貨 100億弗에서 50億弗이 든다고 한다. 各科의 設計는 各科의 自律性과 學問發展의 力動性(Dynamics)에 의해 決定되기에 一律的으로 論하기는 不可能하다. 따라서 組織行爲論을 中心으로 論하고자 한다.

現代經營의 物的 側面과 大別되는 人的 側面은 人事管理, 一般管理, 勞使關係, 組織開發, 勞動經濟學, 巨視組織論(社會學的), 微視組織論(心理學的)으로 細分化된다. 이 細分化된 각각 硏究팀은 4,5名에서 10名內外씩으로 編成된 6,7個 硏究팀으로서 30~50名 程度가 한 大學의 1個 學科를 이루어야 하겠다. 여기서 各 敎授가 每學期 平均 2個의 科目을 맡아 大學院級 講義를 함으로써 科目이 훨씬 細分化·多樣化되고 專門化되며 每年 敎授人員의 折半程度의 大學院生을 받아 들인다. 그 밖에도 統計學, 콤퓨터, 經濟學, 社會學, 心理學, 人類學, 哲學 等의 隣接學科의 支援을 받아야 한다. 여기에서 近 50名의 硏究팀으로 構成된 組織行爲論 敎授團에는 적어도 아래의 定期學術誌는 初刊號부터 完璧하게 갖추어져야만 한다(圖 15參照).

別表는 美國心理學會傘下 定期 學術誌 11種인 바 이것이 完璧하게 갖추어져야 겠고 社會學會와 人類學分野도 마찬가지이다(圖 16參照).

그 밖에도 71種의 非心理學會 會員 定期心理學硏究誌는 別表와 같다(圖 17參照).

現在 約五千餘名의 會員이 加入되어 있는 美經營學者들의 모임인 美管理學 學術院(Academy of Management)의 分野細分은 아래와 같다(圖 18參照).

끝으로 꼭 갖추어야할 것은 高度로 發達한 參考(reference) 서어비스와 情報恢復시스템이다. 미국에서는 모든 圖書·論文의 要約과 Index가 잘 되어 있을 뿐만 아니라 콤퓨터에 收錄되어 있다. 1978年 現在의 Psychological Abstracts, 地方行政文書, 經營誌文書, 特히 1861年부터의 英美의 完全한 人文學과 社會科學의 碩·博士論文 要約이 들어있는 Computer 硏究 探索인 바 個個 重要心理學理論硏究는 每理論當 3,000~8,000가지씩 되어 있었고 그뒤에는 Date base가 많이 첨가 되었으리라 믿는다.

Michigan大學에는 모든 英美 碩·博士論文이 完全히 收錄이 되어 注文을 하면 複寫版을 ($8.00~$22.00)쉽게 얻을 수 있는데, 이것이 널리 알려져 있지 않다.

韓國學生과 美國學生을 가르쳐 본 筆者의 經驗에 의하면 우리 學生이 IQ가 높아 與件을 갖추고 學點이 두서운 줄 美國學生 程度만 알려준다면 훨씬 우수한 學者를 養成할 수 있다

Table 15. Selected Sources of Writing and Research on Organizations

1. Academy of Management Journal	18. Journal of Applied Behavioral Sciene
2. Academy of Management Review	19. Journal of Applied Psychology
3. Administrative Management	20. Journal of Buslness
4. Administrative Science Quarterly	21. Journal of Management Studies
5. Adveaced Management Journal	22. Management of Personnel Quarterly
6. American Sociological Review	23. Management International Review
7. Business Horizons	24. Management Review
8. Business Management	25. Manᵘgement Science
9. Business Topics	26. Organizational Behavior and Human Performance
10. California Management Review Performance	
11. Fortune	27. Organizational Dynamics
12. Harvard Business Review	28. Personnel
13. Hospital Administration	29. Personnel Journal
14. Human Organization	30. Personnel Psychology
15. Industrial and Labor Relations Review	31. Public Administration Review
16. Industral Engineering	32. Public Personnel Review
17. Industrial Management Review	33. Training and Development Journal

(Gibson, et al.)

는 것을 疑心치 않는 바이다.

參考로 왜 理論化에서 一次元的이 되어야 하며(因果律과 正確性) 또 一次元的이 되어서

Table 16. Journals affiliated with the American Psychological Association

American Psychologist
Contemporary Psychology
Developmental Psychology
Journal of Abnormal Psychology
Journal of Applied Psychology
Journal of Comparative and Psysiological Psychology
Journal of Consulting and Clinical Psychology
Journal of Counseling Psychology
Journal of Educational Psychology
Journal of Experimental Psychology
  Animal Behavior Processcs
  Human Learning and Memory
  Human Perception and Performance
Journal of Personality and Social Psychology

는 아니되고 이를 超越하여야하는 點(社會的 現實性 Realism)의 關係는 拙稿 "行動科學과

Table 17.

American Educational Research Journal
American Journal of Community Psychology
American Journal of Mental Deficiency
American Journal of Psychology
Animal Learning & Behavior
Behavior Research Method & Instrumentation
Behavior Therapy
Behavioral and Social Science Teacher
Bulletin of the Psychonomic Society
Canadian Journal of Behavioural Science
Canadian Journal of Psychology
Canadian Psychclologist
Child Care Quarterly
Child Development
Clinical Social Work Journal
Cognitive Psychology
Community Mental Health Journal
Counseling and Values
Counselor Education and Supervision
Elementary School Guidance and Counseling
International Journal of Clinical and Experimental Hypnosis
International Journal of Group Tensions
International Review of Applied Psychology
Journal of Abnormal Child Psychology
Journal of Applied Behavior Analysis
Journal of Applied Behavioral Science
Journal of Applied Rehabilitation Counseling
Journal of Autism and Childhood Schizophrenia
Journal of College Student Personnel
Journal of Cross-Cultural Psychology
Journal of Employment Counseling
Journal of the Experimental Analysis of Behavior
Journal of Experimental Child Psychology
Journal of Experimental Social Psychology
Journal of Homosexuality
Journal of Humanistic Psychology
Journal of Individual Psychology
Journal of Marriage and the Family

Journal of Mathematical Psychology
Journal of Motor Behavior
Journal of Non-White Concerns in Personnel and Guidance
Journal of Personality
Journal of Research in Personality
Journal of School Psychology
Journal of the Student Personnel Association for Teacher Education
Journal of Verbal Learning and Verbal Behavior
Learning and Motivation
Life Threatening Behavior
Measurement and Evaluation in Guidance
Memory & Cognition
Mental Retardation
Monographs of the Society for Research in Child Development
Multivariate Behavioral Research
The Ontario Psychologist
Organizational Behavior and Human Performance
Perception & Psychophysics
Perceptual and Motor Skills
Personnel and Guidance Journal
Personnel Psychology
Physiological Psychology
The Psychological Record
Psychological Reports
Psychology
Psychometrika
Psychonhysiology
Rehabilitation Counseling Bulletin
Representative Research in Social Psychology
Review of Educational Research
The School Counselor
Training School Bulletin
The Vocational Guidance Quarterly

因果律"(高大 經營新聞 1979. 11. 15)을 參照하기 바란다.

끝으로 이와같이 制度와 環境의 變化에 못지않게 중요한 것은 個個學者들의 態度와 行動인 바 美國의 中型 學者들처럼 이력서뒤에 著作論文 50篇~300篇의 目錄을 달고다니는 것을 자랑스럽게 생각하고 入門書的이고 몇 十年묵은 것 같은 敎材보다 論文著作에 注力하는 風潮가 일어나야 할 줄 안다. 왜냐하면 現代 및 미래의 知識은 몇년씩 늦은 책보다 論文을 中心으로 發展하기 때문이다. 우리는 또한 日本책에 너무 依存하지 말아야겠으니 組織學中

Table 18. Divisions of Academy of Management

Management History
Management Education and Development
Organizational Behavior
Business Policy and Planning
Management Consultation
Production/Operations Management
Organization and Mapagement
Theory Personnel/Human Resources
Social Issues In Management
International Management
Organizational Development
Organizational Communication
Health Cara Administration
Public Sector
Enterpreneurship
Status of Women
R&D/Technology/Innovation

心의 社會科學分野의 日本책은 美國보다 1~20年 늦은 것도 많기 때문이다.