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Implement of Management Theories for Improve The Modern Labor- Force

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Abstract

Management theory is a collection of ideas which set forth general rules on how to manage a business or organization. Management theory addresses how managers and supervisors relate to their organizations in the knowledge of its goals, the implementation of effective means to get the goals accomplished and how to motivate employees to perform to the highest standard. Nowadays the global and modern world has a new implementing plans for management. This article would present and analysis the 3 actual modern management theories that implementing in management culture in the global world.

Keywords: Globalization, Management Theory, Administration, Competitiveness

1. Introduction

Starting from the beginning of the Twenty-First Century, we have been witnessing far-reaching changes within the world of management. Small and large organizations, public and private businesses alike, are undergoing major changes with regards to the management methods, and the overall management approach of the organization are concerned [11]. The organizational world has undergone economic events and no phenomena or event remain limited to local influence. This situation is entitled "globalization", which is within the process which is being created. That which occurs in one country reflects on other countries as well. This is because the economies of the various countries, as well as the stock exchanges, are related, and as such, if a given country undergoes a dramatic effect such as war, not only does it affect the country itself, but also other places as well [12]. For example, when the New York Stock Exchange drops, a domino effect occurs in the other stock exchanges all over the world. Nowadays, the borders are more open, free trade occurs, passage of work immigrants, excelled flow of information, and, in addition, various methods for work management/ in the current age, the name of the game is flexibility and the ability to respond quickly to the market. The globalization has caused a change in the way that workers are employed as well as in the passage from collective to personal contracts. To summarize, all of the variables concerned with the way workers are managed have undergone tremendous changes. The existing executive approaches serve as an "evolutional development" of the traditional approaches which had been written many years ago. The author of the article presents the major theories, alongside the current development and implementation of the method.

2. Materials

Adizes Model – P.A.I.E ©

One of the major methods which occupies a great deal of organizations and workers is the modern management method of Yitzhak Adizes [1]. Prof. Adizes, who is one of the most important management experts during the past forty years. built a model containing possible management profiles, using for qualities which they are supposed to possess – and through them, within the organization and its culture – in various dosages/ These were entitled by him as PAEI © styles. Adizes [3] states four major functions of the manager which are necessary in order to have a given organization function efficiently over time.

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- ✓ P – The Producer of Results: Advances the goals and purposes, produces the products and achieve the goals and purposes.
- ✓ A – Administrator: Assures that the system shall operate as it was intended to.
- ✓ E – Entrepreneur: Exhibits drives, initiatives and resourcefulness to act in a changing environment. Thus, he or she must possess the willingness to take on risks, and to do this creatively .
- ✓ I – Integrator: Causes individuals to do teamwork together, in a manner in which the work gets done without being dependent on any particular individual .

According to Adizes [2], an utmost fulfillment of each role entitles expertise and knowledge of various different skills. It is impossible to expect one individual, no matter how successful, to be able to fully fulfill all of the roles at the same time. Of all of these roles of an executive, he or she is expected, in large parts of his or her job, to be able to successfully integrate different tasks and people of various skills, when he or she does not have to be a proficient expert in each one of them.

Adizes claims that the major role of the integrating manager is to create an environment in which individuals can freely share ideas, cooperate instead of compete, learn from each other, and split the responsibility for the result [2]. A successful manager is not the one who takes personal responsibility for a variety of management tasks (planning, production, motivation, instilling discipline). Rather, he or she is the one who is able to motivate others to successfully fulfill these roles (each in accordance with his or her qualifications) and to form a connection between them. Thus, it is important that a manager shall have a high integration ability. Assuming that the managers have good abilities in some of the other fields, one can derive that the major mission of the manager is to place suitable people to roles in which his or her personal ability is at a lower quality.

According to Adizes [1], there are four management roles that need to be fulfilled to have effective management. He categorizes them by their personal qualities as follows:

Table 1: The categories in Adizes management theory

<p style="text-align: center;">P - The Producer</p> <ul style="list-style-type: none"> ✓ Organizations exist to produce results. ✓ The results being produced may vary depending on the organization, but they all exist in order to satisfy customer needs. ✓ The Producer is typically very delivery focused. They work long hours to 'do it now' and tend to believe that hard work solves everything. 	<p style="text-align: center;">A - The Administrator</p> <ul style="list-style-type: none"> ✓ While the Producer focuses on what to do. ✓ The administrator focuses on how things should be done. ✓ The administrator undertakes activities that are directed at getting things organized, planned, scheduled, systematized. ✓ He generally under control by capturing the learning curve about how to do things right in processes, procedures, and systems.
<p style="text-align: center;">E -The Entrepreneur</p> <ul style="list-style-type: none"> ✓ Entrepreneurs embrace change and inspire those around them. ✓ They focused on creating new opportunities or responding to threats. ✓ Entrepreneurs are more willing to believe in visions and take significant risks, whilst using story-telling and other techniques to bring others along with them 	<p style="text-align: center;">I - The Integrator</p> <ul style="list-style-type: none"> ✓ Integrators are reliable, trustworthy, warm and caring. ✓ The Integrator role focuses on the development of teams who can make the organization efficient over the long term. ✓ Integrator Managers often develop persistent cultures of mutual trust and mutual respect.

Source: Made by the author [3]

In management reality, managers do not fall neatly into one of the four roles - they have a mixture of the four roles. Adizes' model does not stop with categorizing managers into generic roles however. He proposes different combinations of roles are more valuable at different stages in an organization's corporate life cycle. By adjusting the weight of each role, the management team can be better 'geared' to deal with situation. There are several applications for the PAEI model in all modern organizations. Every public or private institute tend to follow a lifecycle, much like organizations do. The model can be used to assess the best management roles/styles to adopt depending on your position in the lifecycle. The model can also be used to support resource management and resource allocation to projects. Based on the model, every organization in this time can see that assigning a very entrepreneurial project manager to a project that is closing down makes little sense - strong administrators are better

suitable to manage this stage of the lifecycle.

Total Quality Management – TQM Theory

TQM, management theory stands for total quality of management. A core definition of total quality management (TQM) describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work [4]. The Total quality management, or TQM, can be summarized as a management system for a customer-focused organization that involves all employees in continual improvement. It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. Many of these concepts are present in modern quality management systems, the successor to TQM [7].

Here are the 8 principles of total quality management:

1. Customer-focused. The customer ultimately

determines the level of quality. No matter what an organization does to foster quality improvement - training employees, integrating quality into the design process, or upgrading computers or software -the customer determines whether the efforts were worthwhile.

2. **Total employee involvement.** All employees participate in working toward common goals. Total employee commitment can only be obtained after fear has been driven from the workplace, when empowerment has occurred, and when management has provided the proper environment. High-performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment.
3. **Process-centered.** A fundamental part of TQM is a focus on process thinking. A process is a series of steps that take inputs from suppliers (internal or external) and transforms them into outputs that are delivered to customers (internal or external). The steps required to carry out the process are defined, and performance measures are continuously monitored in order to detect unexpected variation.
4. **Integrated system.** Although an organization may consist of many different functional specialties often organized into vertically structured departments, it is the horizontal processes interconnecting these functions that are the focus of TQM.
 - 4.1 Micro-processes add up to larger processes, and all processes aggregate into the business processes required for defining and implementing strategy. Everyone must understand the vision, mission, and guiding principles as well as the quality policies, objectives, and critical processes of the organization. Business performance must be monitored and communicated continuously.
 - 4.2 Every organization has a unique work culture, and it is virtually impossible to achieve excellence in its products and services unless a good quality culture has been fostered. Thus, an integrated system connects business improvement elements in an attempt to continually improve and exceed

the expectations of customers, employees, and other stakeholders.

5. **Strategic and systematic approach.** A critical part of the management of quality is the strategic and systematic approach to achieving an organization's vision, mission, and goals. This process, called strategic planning or strategic management, includes the formulation of a strategic plan that integrates quality as a core component.
6. **Continual improvement.** A large aspect of TQM is continual process improvement. Continual improvement drives an organization to be both analytical and creative in finding ways to become more competitive and more effective at meeting stakeholder expectations.
7. **Fact-based decision making.** In order to know how well an organization is performing, data on performance measures are necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history.
8. **Communications.** During times of organizational change, as well as part of day-to-day operation, effective communications plays a large part in maintaining morale and in motivating employees at all levels. Communications involve strategies, method, and timeliness.

These elements are considered so essential to TQM that many organizations define them, in some format, as a set of core values and principles on which the organization is to operate [8]. The methods for implementing this approach come from the teachings of such quality leaders as Philip B. Crosby, W. Edwards Deming [8], Armand V. Feigenbaum, Kaoru Ishikawa, and Joseph M. Juran.

The benefits of total quality management (TQM) are endless, helping to every organization get results. According to Drucker [9] there are some benefits from using and implement the theory in each organization. The next figure will summery the benefits from implementing the management theory. Figure 1 mapping all the benefits and the advantages:



Fig. 1: Organization benefits from TQM theory Source: Made by the author from source [9, 6]

The author of the article understood that total quality management originated in the industrial sector of Japan. Since that time the concept has been developed and can be used for almost all types of organizations such as public institute, schools, motorway maintenance, hotel management and even community centers. Nowadays, Total Quality Management is also used within the e-business sector and it perceives quality management entirely from the point of view of the customer. The objective of total quality management is doing things right the first time over and over again. This saves the organization the time that is needed to correct poor work and failed product and service implementations (such as warranty repairs).

Max Weber and Bureaucratic Theory

As the author of the article is define, scientific management was concerned with individual tasks and how workers could do those tasks most efficiently. Around the same time that Frederick Taylor was developing his theory of scientific management, other theorists were considering entire systems, such as government departments and large businesses, and trying to figure out how to manage them more effectively [10].

The last theory which describe is the one of the most influential of these theorists were Max Weber (pronounced Vay'-ber) [12]. Between Weber and the other theories (like Fayol) they defined the characteristics of organizations and the functions of managers that we still accept today. Weber was concerned that authority was not a function of experience and ability, but won by social status. Because of this, managers were not loyal to the organization. Organizational resources were used for the benefit of owners and managers rather than to meet organizational goals. Weber was convinced that organizations based on rational authority, where authority was given to the most competent and qualified people, would be more efficient than those based on who you knew. Weber called this type of rational organization a bureaucracy [6].

Weber thought bureaucracy would result in the highest level of efficiency, rationality, and worker satisfaction. In fact, he felt that bureaucracy was so logical that it would transform all of society. Unfortunately, Weber did not anticipate that each of the bureaucratic characteristics could also have a negative result. For example, division of labor leads to specialized and highly skilled workers, but it also can lead to tedium and boredom [9]. Formal rules and regulations lead to uniformity and predictability, but they also can lead to excessive procedures and "red tape." In spite of its potential problems, some form of bureaucracy is the dominant form of most large organizations today. The "pyramid" organizational structure, with responsibility split into divisions, departments, and teams, is based on principles of bureaucracy. It is used by nearly all large corporations. Weber's idea that hiring and promotion should be based on qualifications, not social standing, is built into U.S. labor laws.

The modern principles of the management theory which implementing to this time are [11]:

1. Hierarchical Management Structure - Each level controls the levels below and is controlled by the level above. Authority and responsibilities are clearly defined for each position.
2. Division of Labor - Tasks are clearly defined and employees become skilled by specializing in doing one

thing. There is clear definition of authority and responsibility.

3. Formal Selection Process - Employee selection and promotion are based on experience, competence, and technical qualification demonstrated by examinations, education, or training. There is no nepotism.
4. Career Orientation - Management is separate from ownership, and managers are career employees. Protection from arbitrary dismissal is guaranteed.
5. Formal Rules and Regulations - Rules and regulations are documented to ensure reliable and predictable behavior. Managers must depend on formal organizational rules in employee relations.
6. Impersonality - Rules are applied uniformly to everyone. There is no preferential treatment or favoritism.

Today, the term "bureaucracy" has taken on negative connotations. It is associated with excessive paperwork, apathy, unresponsiveness, and inflexibility. This is unfortunate, as Weber's ideas have spread throughout the industrial world and transformed the way organizations are run and structured. Your organization probably structured as a bureaucracy.

3. Conclusions

For the summery, as we see, the management is an art and a science. Managers deal with human beings whose behavior cannot be reduced to formulas. Managers can benefit from learning and implementing best practices or studied and tested approaches to running an organization. Management theories are visions of different ways to run a business based on differing assumptions about how people and systems operate. They have evolved considerably over time from traditional top-down authoritarian paradigms to more human-centered contemporary adaptations.

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