

# Glossary

**alienation** A term used by Karl Marx to describe the effects of the process of production on workers. Alienation happens in a number of different ways. Firstly, the work is external to the worker, rather than part of their nature; it does not fulfil, gives a feeling of misery, and leaves them physically exhausted and mentally debased. At work, they feel homeless. The work is not voluntary, but imposed. It is not the satisfaction of a need, but only a means for satisfying other needs. As soon as there is no physical or other compulsion to work, it is avoided. Finally, the alienated character of work for the worker appears in the fact that it is not his or her work, but work for someone else; in work, he or she does not belong to him- or herself, but to another person. For original writings and meaning, see K. Marx (1961) 'Alienated labour', in *Economic and Philosophical Manuscripts of 1844*, Moscow: Foreign Languages Publishing House, pp. 85–6.

**attribution theory** This theory was developed in the 1950s and 1960s by Fritz Heider and Harold Kelley. The theory is concerned with the ways in which individuals attribute causes to events. For example, it suggests that we observe a person's behaviour and then try to establish whether internal or external forces caused it.

**authoritarian** Favouring obedience to authority. An authoritarian leadership style would favour providing clear expectations for what needs to be done, when it should be done, and how it should be done. Authoritarian leaders would be inclined to make decisions independently with little or no input from the rest of the group.

**autonomy** The amount of freedom that a person has in his or her job to make judgements and decisions about how that job is done.

**banana time** This was one of the times or informal short breaks designated by workers in Donald Roy's study of machine operators for the consumption of food and drink. The creation of these times helped operators to alleviate the monotony and tiring nature of their jobs. Without fail, each day one operator would consume the banana brought by another operator for their lunch; just before eating it he would announce 'banana time'.

**bourgeois** Members of the middle class. The term is often used in a derogatory fashion to indicate that the speaker feels that the subject has become selfish or materialistic.

**burnout contagion** This happens when symptoms of strain or burnout (e.g. exhaustion, cynicism) expressed by colleagues are transferred to other employees when they socialize at work.

**centralization** This is found where the authority to make certain decisions is located at the top of the management hierarchy.

**charities** Not-for-profit organizations focused on activities helping those in need.

**competence** Qualities such as skill, knowledge, or ability.

**conditioning** The learning of a response. The concept is crucial in understanding behaviourism and learning. In classical (or Pavlovian) conditioning, learning depends on a stimulus being given, which results in a response. For example, a learned response to hearing a fire alarm might be to get up and leave the building. Operant (or instrumental) conditioning shapes behaviour using conditioning techniques. For example, one person can condition another to increase the number of opinions that he or she gives by reinforcing his or her statements. When the subject starts a sentence with 'I think' or 'In my opinion', the reinforcer might respond with 'I agree', or a sound that suggests agreement. Conversely, he or she might decrease the statements of opinion by disagreeing in response, or simply by being silent.

**Confucian dynamism** A term which comes from Geert Hofstede's work on national cultures and refers to the extent to which societies adopt a short-term or long-term approach to life.

**content theory** A theory of motivation that would attempt to describe the individual's needs, drives, and goals.

**coop** This is short for cooperative: an organization fully owned and controlled by its members.

**decentralization** This is found where authority for decision making is dispersed widely throughout an organization.

**deskilling** Taking the skill out of work.

**deviant work** This is work that may be considered somehow morally dubious by the public. It is another term for 'dirty work'.

**'dirty work'** A term originally coined by Everett Hughes, a North American sociologist, in 1951, to describe jobs that are physically disgusting, which symbolize degradation, which wound the individual's dignity, or which 'run counter to the more heroic of our moral conceptions'.

**e-business** This is short for electronic business—a combination of technologies, applications, processes, business strategies, and practices that are necessary to do business electronically.

**embourgeoisement** Working-class people adopting middle-class lifestyles and values.

**emotional intelligence (EI)** The ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.

**emotional labour** The effort that workers must make to bring their feelings and/or visible emotional displays in line with organizational or managerial requirements.

**eugenics** The 'science' of improving stock, taking into account all influences that tend to give the preferred races, or strains of blood, a better chance of prevailing speedily over the others than they would otherwise have had.

**Fordism** The application of scientific management to jobs coupled with employment policy which creates a system of mass production.

**formalization** The degree to which formal procedures and rules are applied in an organization.

**functionalism** A model or framework that assumes that workers and managers are working together with consensus. Activities continue to exist because they perform the indispensable function of maintaining coherent integration within the organization.

**Gestalt** A German word meaning a form or configuration in which the sum is greater than the parts.

**globalization** The term 'globalization' was originally used to describe the gradual connection between different societies. It is a shorthand term to describe the global circulation of goods, services and capital, information, ideas, and people.

**halo effect** Also called 'halo error', this involves a tendency to let our assessment of an individual be influenced by only one trait or characteristic. We see a person as better than he or she really is, because we associate that person with one positive attribute.

**inclemency rule** A rule found in Stewart Clegg's work on a construction site. If the weather was inclement (poor or harsh), the employees did not have to work outside.

**ingroups** Groups we tend to perceive favourably, to which the individual feels loyalty and respect.

**kibbutz** A collective community, or settlement, found in Israel, which is a logical extension of cooperative working.

**Lucifer effect** This concept is described by Phillip Zimbardo. The book with the same title describes the point in time when a normal person first crosses the boundary between good and evil to engage in an

evil action. It represents a transformation of human character that is significant in its consequences. Such transformations are more likely to occur in novel settings where social situational forces are sufficiently powerful to overwhelm, or set aside temporally, personal attributes of morality, compassion, or sense of justice and fair play.

**McDonaldization** This is a concept discussed extensively in the work of George Ritzer. He defines it as a process by which the principles of the fast-food restaurant are coming to dominate more and more sectors of US society, as well as that of the rest of the world. It is a new model of rationalization, which built on many ideas found in bureaucratization; McDonald's is an extreme version of the rationalization process.

**Mondragón** A town in the Basque region of Spain where a group of cooperatives was established.

**narcissism** A personality trait encompassing grandiosity, arrogance, self-absorption, entitlement, fragile self-esteem, and hostility. Narcissists lack empathy, value competition over cooperation, and are interpersonally dismissive and abrasive.

**net surplus** This is the profit remaining in an organization after subtracting operating costs and other costs.

**not-for-profit organization** An organization that does not distribute its surplus funds to owners or shareholders, but instead uses them to help pursue its goals. An example of this type of organization may be a charity or a trade union.

**outgroups** Groups to which we do not belong and which we accordingly evaluate unfavourably.

**prescribed behaviour** Instructions given to employees about how to behave in order to do their job.

**profit sharing** An incentive-based compensation programme to award employees a percentage of the organization's profits.

**psychometric test** A method of assessing a person's ability or personality in a measured and structured way. It is usually a test that has been thoroughly investigated to examine its reliability (that is, to ensure that it gives similar answers on various occasions) and validity (that is, that it measures what it says it measures). There are three main types of test: ability; personality; and interest.

**quality control circles** These are usually small regular meeting groups of volunteers who discuss, propose, and help to implement improvements to the production or service process.

**rationalized** A situation in which measures have been taken to increase the efficiency, or improve the effectiveness, of work practices. For example, shirt manufacture might be rationalized so that, instead of sewing different parts of the shirt, one worker will make only buttonholes.

**reciprocal leadership** A form of leadership discussed by Mary Parker Follett in which 'the leader guides the group and is at the same time himself guided by the group'.

**selective attention** The process of selecting one aspect of the sensory information that we are receiving on which to focus while disregarding the rest.

**sex stereotyping** When the term is used alongside jobs it means that jobs become sex typed as masculine or feminine; for example, a secretary's job is sex stereotyped as female.

**social identity theory** A theory concerned with how we categorize and understand our own identity in relation to others.

**social mobility** The movement or opportunities for movement between different social groups, and the advantages and disadvantages that go with this; for example, income, security of employment, opportunities for advancement.

**Taylorism** Applying the principles of scientific management and of Frederick Taylor.

**time and motion study** An analysis of the time spent in going through the different motions of a job or series of jobs. The study is designed to improve the methods of work by subdividing the different operations of a job into measurable elements. They are then used as aids to standardization of work and in checking the efficiency of people and equipment.

**trait theory** The earliest research in leadership looking at the traits of leaders—that is, trying to identify the characteristics of effective leaders.

**virtual crime** Crime that takes place on websites owned and managed by organizations.

**virtuous circles** Collaborative, open decision making, which eliminates traditional hierarchical styles of secrecy, sycophancy, and sabotage. Decisions are sought from those with the expertise and accepted.

**Yugoslav self-management** This was based on the assumption that organizations could be run by their employees operating through elected workers' councils. Workers' councils had the right to hire and fire management, and to make major decisions.