
A sociologist, Etzioni is concerned with the problems of managing large complex organizations. In this work he is interested in the organization's impact on management decision making. He develops a taxonomy of organizations based on the kinds of power used to influence employees and the kinds of involvement the organization seeks to generate among its subordinates.

**Power leads to Involvement**

1. coercive (prison)  
2. utilitarian—one is not rewarded unless they perform as expected (business)  
3. normative—member obeys because he wants to be a member (clergy)  

1. alienative  
2. calculative—members will leave if they feel they are not benefiting  
3. moral involvement—members feel a moral obligation to obey

Managers should make decisions based on the nature of the organization he/she operates in. This taxonomy also has implications for the types of motivational techniques that might prove successful in different organizations.

Source: Gannon, M.J. Management: An Organizational perspective.