

1958

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March and Simon challenge the assumption of classical management theory which represents a "machine model" of organization where human units are interchangeable and has a fixed store house of responses to given stimuli.

March and Simon claim that the classical view ignores a wide range of roles which individual simultaneously performs.

There are two "motivational constraints" that affect behavior:

1. Individual's decision to participate in the organization - managers can use motivational techniques to get people to participate
2. Decision to produce (intraorganizational decisions)

Usually managers focus on one of these

March and Simon suggest that motivation should address both of these - a balance between "inducement-contribution". This balance is a function of:

1. The perceived desirability of leaving the organization
2. The perceived ease of movement from the organization.

If the employee's relationship or role in the organization is subject to change he is free to negotiate over the nature of his participation otherwise he must accept or reject his organizational role as is.

Source. Unpublished graduate paper reviewing March and Simon's work.