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ALVIN W. GOULDNER

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Gouldner has applied Weber's bureaucratic concepts to modern organization. In a study of an American Gypsum Mine Gouldner describes the effects of introducing a bureaucratic system of rules and found positions in the face of oppositions.

In his analysis of this situation Gouldner was able to distinguish three patterns of bureaucratic behavior.

1. Mock representative - a rule is improved by an outside group - neither supervisors nor subordinates feel responsible for them so they are not enforced and status is achieved by breaking them. People "go through the motions" of following rules. Rules viewed as "red tape" impeding job to be performed.
2. Representative bureaucracy - rules are promulgated by experts whose authority is accepted by members of the organization. Authority is based on knowledge and authority not merely position.
3. Punishment-Centered bureaucracy - rules arise in response to pressures from either management or the workers. This emphasizes use of hierarchy. Only one side views rules as legitimate and thus conformity leads to status for the other. Result is conflict by latter.

These patterns of behavior may all coexist in the same organization.

Gouldner maintains that there are unanticipated consequences of bureaucracy which Weber did not consider. Rules lead to concept of minimum acceptable behavior which lowers efficiency and tends to lead to more controls. This leads to tension.

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Another source of tension is the orientation of administrators. Cosmopolitans are professionals committed to profession not the organization while locals have great loyalty to the organization and not to a profession. Their different approaches to bureaucracy lead to more tension.

Source. Pugh, D.S., et al. Writers on Organizations. Penguin, 1964.