

HATCH'S CULTURAL DYNAMIC THEORY- UNDERSTANDING ORGANIZATIONAL LEADERSHIP BETWEEN MECHANISTIC AND ORGANISMIC LEADING ALLEGORIES

¹MISHRA, GANESH PRASAD & ²MISHRA, KUSUM LATA

¹Professor, ²Associate Lecturer

Birla Institute of Technology Mesra Ranchi off-campus Jaipur

<https://doi.org/10.37602/IJSSMR.2022.5508>

ABSTRACT

This study finds that a relationship exists between the mechanistic, organismic, and learning allegories with the idea of social structures as communities. The integration of these philosophies allows for an opportunity to better understand an organization. In particular, social structures as communities intersect with learning and self-organizations. Social structures as communities develop an understanding of reality through the recurring interactions of the people within the community. Reflecting on the colonial times with the pilgrims settling in the new land, this study tries to amalgamate the dialogues on the group formed as a new community. This study tries to understand Hatch's Cultural Dynamic theory within the communities of practice and learning that occurred through social interactions.

Keywords: Allegories, Mechanistic, organismic, Hatch cultural theory, Organizational leadership

1.0 INTRODUCTION

The great Philosophers like Jean Lave and Etienne Wenger introduced an idea within societies and groups that explained self-styled concepts and practices which crop up within a group when they jointly advance through their ideology and subsequently practice together (Hatch, 2013). Emile Durkheim posited the basis of every social order emerges from a set of commonly held values and orientations to social actions or norms which make up the conscience collective (Hechter, 1977).

Morgan (2006) identifies the learning metaphor within an organization as an image of a brain. Kofman and Senge (1993) present the idea of building learning communities requires basic shifts in how organizations think and interact. Building learning communities in organizations creates a solicitation of their individual obligation and unrestricted structure (Kofman & Senge, 1993). Bui and Baruch (2010) further studied Senge's learning organization model within higher education institutions and found implications for leaders of higher education institutions to promote developing their higher education organizations as learning organizations as one of working together. Perhaps higher educational institutions can still learn from the Pilgrims in successfully building community together for a sustainable future.

2.0 RESEARCH METHODOLOGY

Secondary data sources were used to understand organizational leadership between mechanistic and organismic leading allegories- a concept developed by Mary Hatch and Ann Cunliffe.

2.1 Brain allegory with Social Community Building

The complexity is brought about by the paradox of learning involving unlearning; it feels like when we learn we undo what we have already learned (Morgan, 2006 pg. 95) and this can be exhausting. It was interesting to reflect on the organizations I'm a part of and classify them as mechanistic, organizations, or learning organizations. Morgan (2006) points out that this paradox of learning new things as well as undoing past practices has a fear associated with it (pg. 95). This paradox also reminds me of the scripture in 2 Timothy 3:7 that talks about days that are coming when men will be always learning but never truly coming to the knowledge of the truth. This sounds a little scary, but Morgan (2006) highlights the need to engage in continuous learning with caution. The below figure -1 depicts the Brain allegory with Social Community Building

Figure 1



The above figure is nicely explained by Gould (2009) who strongly advocates for not compromising speed and production in an effort to learn. For this successful balance to be reached he suggests the following factors be in place: (1) competencies within the team that aid innovation, (2) an attitude of continual progress, and (3) the ability to renew one's self. Not all learning turns out positive so for organizations to remain successful while they learn, attention should be paid to the gap in the capacity of a particular organization to adapt new ideas and practices (Gould, 2009). This sounds good in theory but in practice it can prove difficult, requiring leaders to manage resistance and fear among their employees.

2.2 Findings on Mechanistic, organismic, and leading allegories

The figure-2 depicts the mechanistic and the organismic-self allegories

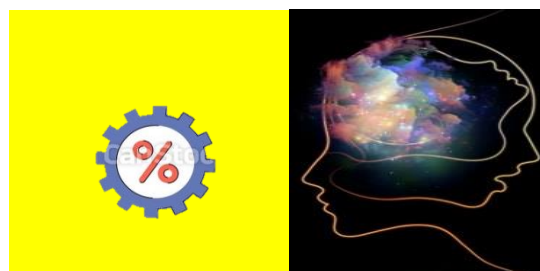


Figure-2

The above figure -2 depicts that the Mechanistic organizations are highly bureaucratic with precision like that of a machine, and as the reading stated these organizations are majorly applicable in rigid environments (Morgan, 2006). The title of Morgan's (2006) book itself is quite fascinating; "Images of Organizations" is about how organizations are designed based on what needs to be achieved by others; those researchers that studied the different allegories. Mechanistic and organismic organizations seem to run along a continuum, with each of them at the extreme and many combinations of organizations in between (Morgan, 2006). As much as the focus in designing such organizations is not on the environment, they inevitably do not operate in a vacuum, so researchers had to figure out which environment would be suited for such organizations' survival. They are liked for their attention to speed and accuracy but their failure to allow for creativity and innovation (Morgan, 2006) may cause problems for certain employees. McDonald's was one of the examples given of organizations that use a mechanistic approach, but one of the problems such an organization may face is high turnover due to the monotony of operations (Morgan, 2006). Since earlier researchers like Max Weber did not focus on the workforce, work issues like personality types were not considered under such organizations. But at the other end are organismic organizations that emphasize the environment within which these needs are met. According to Morgan (2006) organismic organizations operate best in unstable environments; where rapid change is the order of the day. The electronic industry has been cited as one of the most unstable environment and organismic organizations tend to be successful here. In a way, human beings have been wired to oscillate between more rigid ways that produce precision in performance and flexible ways that allow for individuals' needs to be met. This again goes to prove that organizations are not about exactly what they produce, but who produces; requiring a balance between desiring results.

There is some trepidation regarding the polarization of the allegories; do organizations truly fall into one or the other? Organizations are often compared to biological organisms or technical machines for the purpose of study (Keeley, 1980). Theorists use the machine analogy in attempts to describe some bureaucratic organizations in stable environments that require precise activities (Keeley, 1980). Other theorists use the biological analogy of an organism to describe human collaboration in organizations that operate in dynamic environments and rely on innovation (Keeley, 1980). The below figure-3 depicts the difference between the mechanistic and organic models.

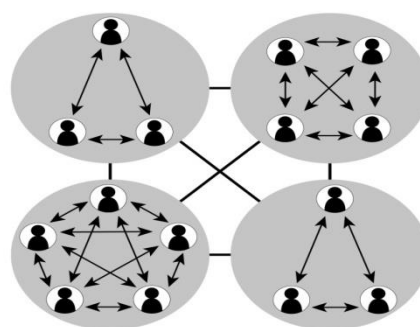


Figure-3

Assuming that the analogous classifications are sufficient, organismic organizations are more inclined to innovation and mechanistic organizations are more inclined to resist change (Pierce & Delbecq, 1977). Although, mechanistic organizations can become innovative with the addition of an organismic layer (Pierce & Delbecq, 1977). Mechanistic organizational structures can be some of the most successful organizations because of their coordination and high-level efforts to solve organizational problems (Zammuto & O'Connor, 1992). Mechanistic organizations tend to allow the right people with specific levels of expertise to solve contextual problems (Zammuto & O'Connor, 1992). Mechanistic organizations that seek hierarchical control often create high levels of productivity by unskilled and semi-skilled workers (Zammuto & O'Connor, 1992). In these organizations, employee turnover is not an issue because workers are easily replaced and trained in the easily-learned systems (Zammuto & O'Connor, 1992).

Hatch (2013) and Morgan (2006) discuss the relationships among mechanistic, organismic, and learning allegories by suggesting that organizations may be perceived to take on a particular paradigm form that influences a specific group of people in an environment. Theorists such as Tom Burns and George Stalker have shaped how organizations are perceived in modern environments (Hatch, 2013). From these theorist's perspective, Hatch (2013) suggests, assuming a stable environment exists, the notion of an organization that is "mechanistic" is one that is most effective when the "efficiencies it can generate" support the organization using the normal processes it has at its disposal to accomplish its objectives at minimal costs (p. 67). However, the author goes on to highlight that "organic" forms of organizations are those that are uniquely inclined to adjust to the environments they find themselves in at a particular point because of their ability to support "needed innovation and adaptation" (p. 67). However, how these organizations perform in a state of "organizational uncertainty" is the crux of modern organizational theory relating to their environments (p. 68).

Morgan (2006) sees organizations as mechanistic and organismic, besides the learning organization, in two main allegories respectively: "machines" and "organisms" (pp. 13, 33). Morgan discusses modern "mechanical thinking" as bureaucratic, the type of organization that metaphorically represents the regimented parochial processes that do not facilitate innovative or developmental thinking (p. 34). He further argues of organismic organizations as entities that are adaptable to changes in their environment and lend well to developmental growth, innovation, and organizational wellbeing (p. 36). Learning organizations, on the other hand, are likened to "brains" that are in a "system of intelligence" that transcends a world of information technology and "cybernetics" (pp. 80, 89). These definitions or perspective approaches to organizations provide a more vivid representation of how one organization can either evolve into another type or become completely out of place among the theorized notions of organizations. The below figure-4 depicts the mechanistic and organic models.

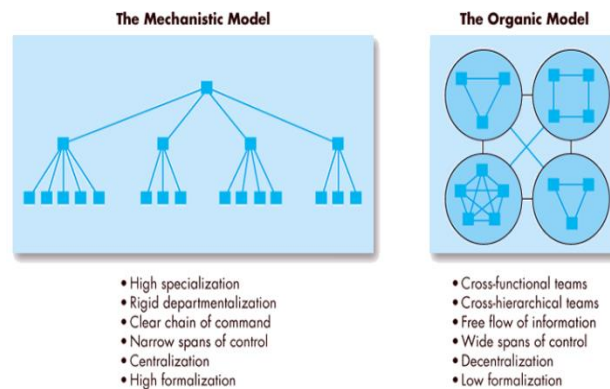


Figure-4

Ali Mohammad (2006) considers the influence of the firm's philosophies and vision based on the successful integration of total quality management (TQM) principles in both mechanistic and organismic organizations. The author highlights that TQM has more of a positive impact on organizations with organic cultures than those of mechanistic cultures, shedding light on the adaptability that Morgan (2006) alludes to. Meanwhile Homburg and Furst (2005) suggest that in a study of customer complaints addressed in both mechanistic and organic organizational structures, mechanistic had the greatest impact, suggesting a greater propensity to rub customers the wrong way. In contrast, changes in organization accompanying the industrial revolution advanced the trend toward the bureaucratization and routinization of life (Morgan, 2006). Thus, Morgan's metaphor of the mechanistic organization emerges.

Perhaps, a preference exists for organic organizational cultures over mechanistic due to people's complex needs to lead full and healthy lives. Moore and Brown (2006) did a qualitative study looking at five different organizations to see whether Total Quality Management (TQM) was being applied through an organic or mechanistic model. Moore et al. was able to ascertain the organizational structures of the organizations through interviews, on-site observations, and studying of documents. The study concluded that three of the organizations applied TQM through a mechanistic model while two others through the organic model (Moore & Brown, 2006).

Waldersee, Griffiths and Lai (2003) did research on "the implementation of major changes in 153 organizations" (p. 66) with some of the organizations being mechanistic or organic. Waldersee et al. found that mechanistic organizations were proficient in handling some types of organizational changes but not as well specifically in "behavioral-social change" (p. 66). Olden (2012) advises that managers of health care organizations need to decide how they plan on organizing the structure of the organization. Consequently, Olden proposed that examining five different areas of a health care organization like size and goals can help a manager decide if it is best to go with a more mechanistic or organic organizational structure. Thus it looks as if Olden is not saying that one type of structure is better than the other but it just depends on certain things going on in the organization like its size that could decide if one organizational structure might be a better fit.

2.3 Calling All Military Personnel and Veterans: All Hands on Deck

The organization can operate under the mechanistic metaphor, but a leader can embody characteristics to suggest otherwise (Morgan, 2006). Metcher, Lowe, Barnes, and Lai (2011) challenge the concept of commitment within the organization as a component of leadership. In this article, it is postulated that individuals within the military create an environment of service and comradery. However, the structure of the military is established to withstand combat operations and complete the mission at hand (Hacket, 1979; Metcher, Lowe, Barnes & Lai, 2011). Leaders within the military are trained to exhibit and demonstrate commitment to the organization, their personnel, their respective units and the mission. The level of commitment to others describes elements of servant leadership as the leader provides for followers prior to addressing personal needs (Greenleaf & Spears, 2002). From this information, there is a possibility that an organization can possess multiple cultures. Those cultures are driven by the preferred characteristics and traits of the organization's leaders.

3.0 ORGANIC ORGANIZATIONAL MODEL

Organic organizations fit well with the organizational elements of creativity and flexibility (Burns & Stalker, 1961). Organic organizations are set up in a way that allows for rapid changes and for new ideas to be accepted and executed (Burns & Stalker, 1961). Google is an example of a successful organic organization (Steiber & Alange, 2013). Google does not have a large hierarchical structure but a more horizontal structure that does not depend heavily on middle managers (Steiber & Alange, 2013). Google emphasizes an organizational culture of "continuous innovation" (Steiber & Alange, 2013, p. 244), and an organic organizational model best helps them to execute this plan. The below figure-5 depicts an organic model.

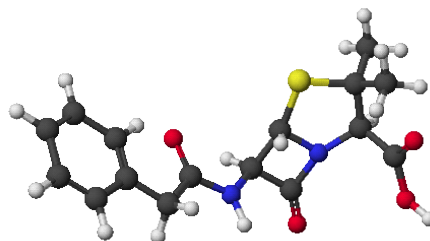


Figure-5

The above figure-5 according to House, Hanges, Javidan, Dorfman, and Gupta (2004) measured the concept of uncertainty avoidance by testing 62 different countries in which countries scoring higher in uncertainty avoidance are less open to changes and like more rules while countries scoring lower are more open to changes and there is not as strong reliance on rules. China and Malaysia scored higher in uncertainty avoidance and therefore might not be a good fit for an organic organization but a country like South Korea which scored low in uncertainty avoidance and is more open to things like change could be a good fit (House, Hanges, Javidan, Dorfman, & Gupta, 2004). Colleagues, do you think the organic organizational model will be used more or less in the future?

Morgan (2006) infers limitations to the organic metaphor which readers must understand. Morgan (2006) suggests the danger of the organic metaphor becoming an ideology (p.69). Just as the machine allegory based on the classical management theory morphed into the

notion that organizations must run like a machine, in a similar fashion, dangers exist with the idea of the organic organizations viewing people as resources to be developed in the future (Morgan, 2006).

Hatch (2013) suggests the symbolic perspective presents an organization's social structure as influenced by social interaction when people interact with each other and the social structure remains a work in progress. Drazin (1985) addresses structural contingency theory and underlines it together if the organization is to perform well.

Dadzie, Winston, and Dadzie (2012) found in a Ghanaian workplace that top-level management pursuing a greater strategic benefit are required to prudently evaluate up to what level their domestic philosophies are in line with the functioning cultures of their organizations. Given the research and theories, the value of the relationship between people and what they contribute to the organization remains of high importance when evaluating the performance and future of an organization.

Hofstede (1980) commented that to reduce uncertainty, some societies provide "career stability . [and] formalized rules" (p. 45). Wolf (2006) also stated that high uncertainty avoidant societies demonstrate a tendency towards relying on bureaucracy but not necessarily that it correlated to a preference for mechanistic structures, as indicated by House et al. (2004).

Bangert and Doktor (2002) studied this precise phenomenon in telemedicine implementation. They theorized that cultures with high uncertainty avoidance required mechanistic health care systems for proper technology implementation and low uncertainty avoidant cultures required an organic healthcare delivery organization to be effective. In their mixed methods study, both hypotheses failed. Thus, at least in this study, there was not a relationship between uncertainty avoidance and a preference for organizational structure. The figure-6 below depicts an organic organization

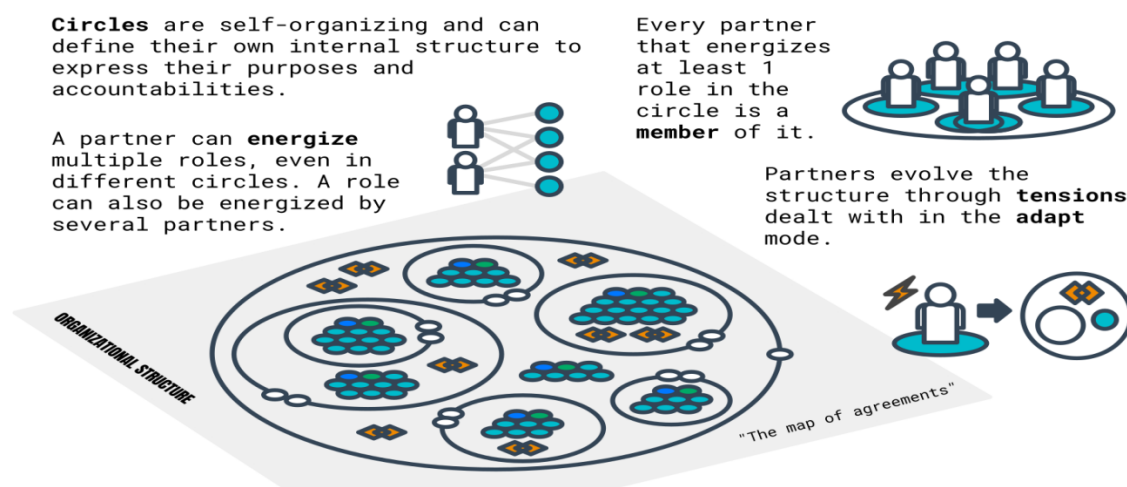


Figure-6

The above figure-6 depicts an organic model. Deb, Dadzie, Winston, and Dadzie (2012) seemed to relate organizational culture and performance rather than national or ethnic culture ala GLOBE. The competing values model utilized a two-by-two matrix with organic-mechanistic as one dimension and inward-outward oriented as the other dimension. This was really interesting to me, though I wonder if it does not oversimplify the matter somewhat.

We do think that organically designed organizations will continue to proliferate in the West, especially in the US due to cultural, generational, and innovative reasons. They are not, however, the right approach for every context. The structure should reflect the environment (Donaldson, 2001).

In the business world today, the best leaders are actively reorganizing their organizations to keep their competitive edge and to maintain their place in the dynamic marketplace (Jones, 2010). In the modern era, organizational change and the reevaluation of organizational effectiveness are the norms instead of the exception (Jones, 2010). Google has managed incessant novelty in a world that is speedily varying by redefining the organic organizational model and creating a new organizational model, "The Google Model" (Steiber, 2014). The continuous innovation of the Google Model circumvents the natural organizational transformation process of birth, growth, decline, and death (Jones, 2010). Most companies fail to keep pace with the rapidly changing needs for new products and services including the reliance on human ingenuity alone to innovate (Steiber, 2014).

Google's management model infuses innovative vigor into the company by combining "engineering skills in computer science" (Steiber, 2014, p. 37). The Google Model employs (a) dynamic capabilities, (b) a continuously changing organization, (c) a people-centric approach, (d) an ambidextrous organization, (e) an open organization that networks with its surroundings, and (f) a systems approach to working (Steiber, 2014). The Google culture and the people involved are the driving forces behind the continuous innovation at Google, an innovation that has created a new organizational model, The Google Model (Steiber & Alange, 2013). The entire organization is involved in the dynamic and open organizational system driving continuous innovation (Steiber & Alange, 2013).

3.1 Discussion on Organization Allegories

Morgan (2006) uses the concept of allegories to describe organizations. The Morgan (2006) text opens by discussing three organization allegories. The mechanistic metaphor describes organizations as bureaucratic and hierarchical, celebrating stability and preferring standardization and efficiency (Morgan 2006). Large banks such as Bank of America would be a good example. Since mechanistic organization tends to flourish under environmental conditions that are stable, environmental uncertainty presents challenges for this type of organization (Hatch & Cunliffe, 2013). This type of organization embraces routine work, thus scenarios that require flexibility would not be supported (Hatch & Cunliff, 2013). The nature of this organization fosters a social structure that represents high horizontal and vertical differentiation with centralized decision-making (Hatch & Cunliffe, 2013).

The organismic organization metaphor stands in stark contrast to the mechanistic organization metaphor. The organismic organization is better able to withstand environmental uncertainty because of its ability to adapt to change (Hatch & Cunliffe, 2013).

This type of organization embraces flexibility and supports innovation and adaptation (Hatch & Cunliffe, 2013). Unlike the mechanistic organization, the organismic organization typically has a social structure of vertical and horizontal integration that supports a decentralized decision-making process (Hatch & Cunliffe, 2013).

Learning organizations bear some similarities to organismic organizations, particularly with respect to their ability to address environmental uncertainty and to be flexible (Morgan, 2006). The Learning organization metaphor likens organizations to brains (Morgan, 2006). As such, these organizations have the amazing ability to identify what works and what does not work (Morgan, 2006). Therefore, the social structure of such organizations would most likely be based on experiential learning.

In a study about formal strategic planning in Turkish organizations, the researchers found that firms adopting an organismic structure were more effective in relying on the practice of formal strategic planning than mechanistic organizations because of the organismic organization's flexibility and ability to generate consensus with an integrated social structure. Moreover, the researchers suggest that similar conclusions might be found in countries experiencing commonalities with Turkey, including Brazil, Russia, and India (Glaister et al., 2008). This study is important because it implies a level of effectiveness of the organismic structure in these specific cultures and invites further study.

There are two questions here: will any leader just because they are competent or qualified, thrive in any type of organization? And what are some of the recommendations that can be given while placing various leaders in varying organization types? These questions generate other questions like; who is responsible for forming the type of organization; does the leader have a role to play? If a leader has a role to play, does it mean if they are qualified they will fit and thrive anywhere or change the organization to suit who they are? Kasianiuk (2016) refers to leaders as designers of environments. He further says that the relationship between the leader and the organization is always changing, resulting in both the leader and the environment or organization changing also. They also argue that for a leader to succeed they should align themselves to the vision and nature of the organization, and then eventually they may be able to align the organization to their own vision and goals (Kasianiuk, 2016). This implies that being qualified is not enough. When a leader comes to an organization other than their qualifications and competencies they should carry with them the ability to adapt to the new setting, and eventually the ability to steer the organization to the desired goal. Failure to do this may mean unsuccessful leadership or frustration for both leaders and employees.

Manning and Robertson (2011) also argue that success as a leader depends on a leader's ability to adapt to different leadership situations. Being qualified is good but not enough. How well a leader adapts to a mechanistic, organisation or learning organization will determine his or her success in those types of organizational settings. One recommendation that can be generated from these arguments is: successful leaders should be continuous learners and adapters.

3.2 Allegories Used to Engage the Imagination in Organizations

Allegories can be used to initiate behavioral changes in organizations (Oztel & Hinz, 2001). According to Morgan (2006) allegories "stretch the imagination" and can be utilized to

explain the world we live in at the risk of creating distortion, or merely presenting a singular perspective (pp. 4-5). Gherardi (2000) asserted allegories produce knowledge through the linkage of one known concept to one that is unfamiliar (p. 1058). Allegories remain powerful tools for managers to convey messages that strike the cord of employees through their exaggerated emphasis and creative nature. Morgan (1996) referenced organizations as machines (mechanistic), organisms (organic), and brains (learning organizations) all terms that allow the reader to gain a better understanding of the managerial perspectives through metaphorical insight (p. 6). How does each of these organizations respond to elements of environmental uncertainty, flexibility, and social structures? Figure -7 below answers these questions

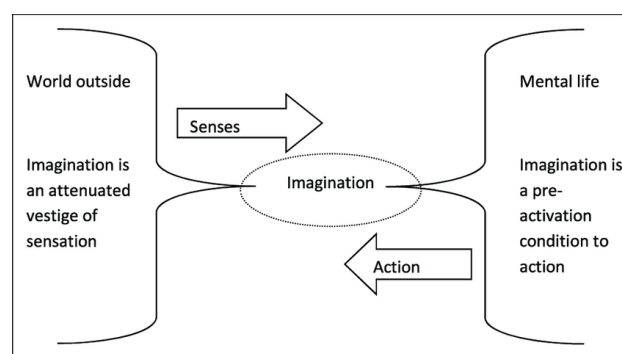


Figure-7

The above figure-7 depicts that the Mechanistic organizations are typically fairly stable and function under bureaucratic leadership that embraces rules and hierarchy; therefore, adaptation to environmental change becomes difficult to implement due to reliance on normative routines and structure as a source of certainty (Morgan, 1996). Furthermore, workplace environments that are mechanistic such as automotive plants or fast food chains struggle with change because the focus of the work performed is highly specialized resulting in a specific end goal (Morgan, 1996). There remains little to no avenue for creativity or innovation in such an atmosphere. Therefore, countries with strong governmental control and collectivist societies where individuals are conditioned to refrain from questioning authority would easily transition into acceptance of such working conditions.

Organic workplace environments are more human-focused and concerned with meeting the needs of employees through enhanced interpersonal relationships both inside and outside of work to maximize work performance (Morgan, 1996, pp. 34-36). These organizations function from a more biologically based perspective and are considered highly adaptable to environmental changes and "open systems" through recognition of the existence of life cycles while valuing the relationship between employee and management (Morgan, 1996, p. 34). Highly technological organizations would thrive in environments conducive to creative freedom, limited managerial constraints, and freeform thinking and interpretation. Countries that embrace individualism and innovation would benefit from such an organizational culture.

Finally, learning organizations examine the way our brains create or structure organizational life in a pattern cognizant of the future implication of technology, bureaucracy, and environmental controls (Morgan, 1996, p. 112). Essentially--making sense of organizations.

Clarke, Holt and Blundel (2014) indicate that an organization that experiences economic growth possesses characteristics of an organistic workplace. The reasoning for this claim is supported by the need for the organization to adapt to biological changes, and to provide sustenance within the aspect of resources to areas that experience increase of utilization of those resources (Morgan, 2006). An example of an organization that may be mechanistic but also experiences organistic characteristics would be a business within the food and beverage industry. Segah (2016) discusses the integration of intellectual property law of trademark and tradesecrets within the restaurant or food and beverage industry. Leaders work to grow their organization, and the growth is influenced by the organistic characteristics, but the protection of brand, recipes, and special ingredients may affect how employees function within the organization (Sengah, 2016; Clarke, Holt & Blundel, 2014). Crittenden, Crittenden and Pierpont (2015) further explain that businesses within this industry share portions of secrets with only a few employees, and it is often that most employees know very little about secrets pertaining to the organizational product or brand. Specific roles, responsibilities and functions create a structure to protect the trade secrets and continue to provide an environment suitable for growth. Not everyone in the Kentucky Fried Chicken corporation knows the secret recipe of Colonel Sanders and not every member of McDonalds knows the recipe to the secret sauce to the Big Mac. However, it is possible that employees are responsible for one ingredient to the protected recipe (Crittenden, Crittenden & Pierpont, 2015). Within this example mechanistic allegories is needed to protect the brand and integrity of the product, and due to the those protective measures the organization has grown (Sengah, 2016; Clarke, Holt & Blundel, 2014).

Based on the presentation of allegories in the Morgan (2006) text, one might assume that such allegories describe an organization in its entirety. However, Hatch and Cunliffe (2013) argue that once you begin to dig deep and explore organizations at the lower levels of analysis, you will find that all organizations combine both the mechanistic and the organic forms of organizing. Hatch and Cunliffe (2013) use the example of a university to further explain the assertion. The administrative functions of a university are typically routine and are more closely aligned with the functioning of a mechanistic organization (Hatch & Cunliffe, 2013). The work of the university faculty, on the other hand, differs in that such work tends to be more innovative and flexible, thus resembling a more organic organization (Hatch & Cunliffe, 2013). This view of combined mechanistic and organic organizational approaches was supported by Ivey (1996) who conducted a study within a primary education school and found that both the mechanistic and organic cultures existed. Adler, Goldoftas, and Levine (1999) found the same thing in their study of Toyota, both cultures with the same organization.

Given the possibility of organizations having more than one culture, would such organizations experience significant adverse challenges in implementing and integrating both forms of organizing, or would this dual form of organizing put organizations at an advantage? Conceptually, it would seem like such organizations would have the best of both worlds. The organization would have the predictability and reliability of a mechanistic organization (Morgan, 2006). Yet, such organizations would also have the unique flexibility and innovativeness that organic organizations experience. Based on the results of the Adler, Goldoftas, and Levine (1999) study, it appears that such a utopian organizational structure exists.

Heracleous and Jacobs (2008) argue that there is a “positivist approach” to visualizing and understanding organizations in terms of their perceived hierarchy in relation to other entities. Cornelissen and Kafouros (2008) on the other hand make it clear that “complex allegories in organization theory” are a result of “complex metaphorical thought” which comprise our own individual perceptions or encounters with specific ideas (p. 957). These thoughts, they argue come about over a period of time and thereby form the basis by which organizations are perceived (Cornelissen and Kafouros, 2008). However, among these notions, it is apparent that none of these authors are compelled to categorize their perspectives of organizations under either a mechanistic or organistic model, and as I look across the corporate world and even some major non-corporate organizations such as the Department of Transportation or the Federal Bureau of Investigations structures they cannot be defined in a uniquely mechanistic or organismic metaphor, but rather a blend of any set of allegories that may suit at a given time based on what the organization is doing and who is perceiving the organization of the entity. Can all organizations then be truly categorized by a particular metaphor?

3.3 Organization-Environment Coevolution

Organizations are shaped by environmental factors comprised of the individuals, groups, and organizations with whom they interrelate (Miles, Snow, & Pfeffer, 1974). Organizations are always responding to environmental demands. Scott’s (1987) view of organizational theory delineated organizations as natural, rational, and open systems with open systems taking the predominant role in recent literature. Environmental contingency theory (Burns & Stalker, 1961) examines the manner in which organizations respond to environmental factors. Two primary organizational approaches were identified by Burns and Stalker (1961) as the mechanistic approach and the organic approach. Organizations in stable industries with hierarchical leadership structures and precise requirements typically take a mechanistic approach in response to environmental factors (Burns & Stalker, 1961). Organizations in dynamic industries with participative leadership structures and fluid requirements typically take an organic approach in response to environmental factors (Burns & Stalker, 1961).

Organic organizations exude the organizational element of flexibility to respond and adapt more quickly and efficiently to the changing environment (Hatch & Cunliffe, 2013). Typically organic forms of organization are the types of organizations that need innovative productivity in order to maintain their level of profitability and keep up with the technological demands of the industry (Hatch & Cunliffe, 2013). Modern organizational theory presents perceived notions of uncertainty as opposed to an uncertainty that is objective (Hatch & Cunliffe, 2013). Environmental uncertainty for organizations is understood by managers as the level of uncertainty combined with the rate of change in the environment (Hatch & Cunliffe, 2013). Uncertainty and complexity are perceived realities determined by individuals (Duncan, 1972). Some individuals in an organization have high tolerance for uncertainty and complexity, while others would have a lower tolerance (Duncan, 1972). In light of this, can an organization have its own properties of uncertainty and complexity if these aspects are perceived differently by individuals? What is the interrelationship between individual differences in perception of tolerance for ambiguity and uncertainty and the organizational properties of ambiguity and uncertainty? The figure-8 below depicts the Organization-Environment Coevolution process

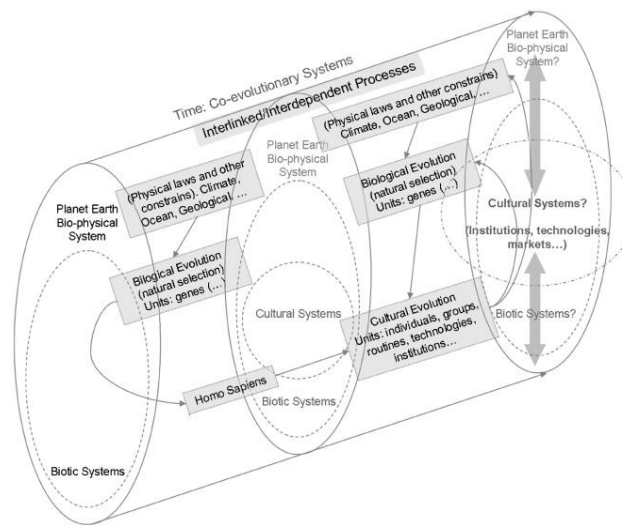


Figure-8

The above figure-8 answers certain questions like can individuals with a need for certainty or predictability in the workplace survive in an ambiguous or uncertain climate? According to Niessen, Swarowsky, and Leiz (2010) age impacted fit and performance after organizational change was implemented; yet, not prior to the change (p. 356). Job experience regardless of age made it difficult to adapt to change--an important note when considering the prevalence of age discrimination in today’s organizational settings (Niessen, Swarowsky, & Leiz, 2010, p. 356). Furthermore, Cullen, Edwards, Casper, & Gue (2014) examined the influence of organizational support in relation to employee job satisfaction and performance and found improving job satisfaction and performance required an examination of the individual employee’s adaptability and “disposition relevant to change” (p. 269). Organizations that can anticipate the individual needs of their employees and respond as supportive as possible will likely have a higher retention and satisfaction rate than companies not willing or able to respond with a strategy of encouragement during transitional phases

3.4 Allegories and Leadership Culture

The effective relationship between organizational allegories to environmental characteristics depends on the characteristics and traits of the organizational leader. Hatch (2013) explains that abstract knowledge that is theory needs to be comprised of concepts that contribute to practical application. Morgan (2006) further communicates that the one-dimensional construction of a metaphor provides the ability for others to develop a basic understanding of a subject. However, continuous research and more in-depth study is needed. Allegories cannot be accepted as absolute truth (Morgan, 2006; Hatch, 2013).

Additionally, mechanistic, organismic, and learning allegories provide one-dimensional descriptions of how the organization may function. Internal and external factors that include environment and culture have not been attributed to the operation of the organization within the concept of allegories (Hatch, 2013). From my experience working within the field of higher education, I would suggest that a healthy combination of allegories ranking in order of learning, organismic and mechanistic would be needed. The learning metaphor recognizes

the original intent of the higher education institution, to acquire new knowledge and to teach and develop the intellectual capacity of its students. How the higher education institution delivers the new knowledge to students would be categorized within the organismic metaphor. An example of this would be the creation of majors and schools of study. The organismic metaphor treats the organization as a living thing, and answers the question, how do I continue to provide sustenance to the organization, and how to keep the organization healthy (Morgan, 2006)? Just as a plant needs sunlight and water, the higher education institution may need a variety of degree programs to sustain the overall institution and support the original intent and needs of its students. Lastly, the mechanistic metaphor is needed in the creation of policies, procedures and interpretation of those documents in order to protect the institution and its mission. The proper credentialing and hiring of faculty, the allocation of funds, and the evaluation of employees incorporate a step by step and orderly structure. The mechanistic characteristics of a higher education institution can be seen as the parameters and structures that allow the learning and organismic characteristics possible. The leader of the organization may impose emphasis on a specific metaphor which could lead to disruption of operations or impact the established organizational culture (Ivancevich, Matteson & Konopaske, 2014). Different countries and regions utilize these allegories within organizations however, the ranking of those allegories may vary. For example, Grisham (2011) compiled research using the GLOBE Project as to how different countries and cultures perceive allegories and its characteristics. China may utilize the mechanistic metaphor over the United States. Hofstede (2001) describes that China to be categorized as a country of authority-ranking culture which suggest a high degree of collectivism and power distance. The United States is described as equality-matching which suggest high degree of individualism and a low degree of power distance (Grisham, 2011; Hofstede, 2001). With this description, the metaphor of learning may be described as appropriate. The preferred characteristics of the organization's leader may impact which metaphor is more apparent. A leader that demonstrates more transactional leadership characteristics may impose a more mechanistic culture despite the mission and intent of the organization (Morgan, 2006; Yukl, 2010). Imbalanced proportions of allegories within an organization may lead to conflict and possibly dysfunction. The use of allegories to lead others has been valuable not only in corporate environments, but also in other sectors including the sports world.

The metaphor identified by Morgan (2001) as organizations as organisms constantly evolving and naturally occurring in the biological process relates superbly to the sports industry. Slack (1993) stated "like organisms, some organizational forms are more suited to certain contextual conditions than to others" (p 190). The latest biomechanical and sports science research requires coaches to evaluate their cyclical training processes in pursuit of a potentially more effective or efficient methodology. Leaders in the industry constantly evaluate and analyze the data available to stay abreast of the latest advances and to provide their athletes top-notch performances when possible. Flexibility and a creative spirit are necessary components to successfully implementing such changes. Individuals resistant to change find themselves left behind the learning curve and although capable of reproducible results, a plateau in performance peaking often occurs. The best way to stay in touch with the ever-changing industry remains the ability to adapt. Rigid coaches deprive their athletes from reaching their full potential by limiting their own views through lack of aggressive attempts to increase their knowledge base. The figure-9 below depicts the global leadership culture



Figure-9

In the above figure-9, in essence, the organization takes on the tone or “metaphor” of the leader. Quite intriguing perspective for an organization because just as Hatch (2013) blatantly stated that the notion, in essence, morphs into a metaphorical concept as the world later came to understand the basis of “efficiency”, “labor”, “exploitation” and “managerial control” as Marxism, a whole new paradigm of thinking, formulated by a leader (p. 23).

Also, Cornelissen, Kafouros and Lock (2005) highlight how researchers form metaphorical images of organizations with intent to “make the unfamiliar familiar” and “build new ways of seeing, theorizing and understanding organizations.” (1549). However, to understand how leaders shape the entire mindset or metaphor of an organization, we turn to Bolman and Deal (2003) who argue that some managers “master the hammer and expect all problems to behave like nails...” and liken organizations to their “four-frame (metaphor) model”: “factory/machine”, “family”, “jungle” and “Carnival, temple, theatre” to represent “social architecture”, “empowerment”, “advocacy” and “inspiration” respectively (p. 16)

As a result of the allegories mentioned by Bolman and Deal, depending on what the organizational culture is, one can infer that the culture of an organization takes on a metaphor by which it is characterized and then shapes its very being. In the case of Bolman and Deal (2003) four-frame model, those allegories suggest central notions of an environment where “roles and technology” exist for a “factory/machine” frame, and “needs, skills, relationships” exist for a “family” frame. Overall, leaders do shape the outcome of what allegories their organizations ultimately become.

4.0 CONCLUSION

Allegories are interesting; Morgan (2006) points out that they create both insights as well as distortions (p. 4). They illuminate but also create misunderstandings or at least, incomplete comparisons (Morgan, 2006, p. 5). Morgan (2006) presents an array of organizational allegories, both concrete and abstract. Concrete allegories include seeing an organization as a machine, an organism, a brain, and a culture; abstract allegories include "psychic prisons," "flux and transformation," and "domination" (Morgan, 2006, p. 7). Morgan (2006) describes the mechanistic metaphor as emerging from both the military reforms of Peter the Great along with the industrial reforms of the industrial revolution. Fredrick Taylor, in the US, and Henri Fayol, in France, developed a philosophy of scientific (and mechanistic) management that endures to this day (Hatch & Cunliffe, 2013). Morgan goes on to define the organismic approach as emerging from biologic systems thinking. As an organization interacts with its environment, it responds in various ways depending on its complexity in a hierarchy of systems (Hatch & Cunliffe, 2013, p. 29). Morgan identified three areas of focus in organizational systems thinking: an emphasis on the environment, an emphasis on the inter-relatedness of organizational sub-systems, and a pragmatic effort to identify inter- and intra-organizational alignments and misalignments (p. 38-39). The brain or learning metaphor is Morgan's third approach. Organizations can be viewed as "information processing brains" (p. 76), learning organizations, and a "holographic brain" (p. 97) which retain redundancy and replication throughout the organization. The open systems approach provides the most robust way of understanding an organization's relationship to its environment, its capacity for flexibility, and its internal make-up in social structures. Each allegory has something to contribute something, but a systems approach provides the best way to conceptualize the interdependencies between the tasks, the social relationships and the environment (Hackman & Oldman, 1976).

REFERENCES

- Bui, H., & Baruch, Y. (2010). Creating Learning Organizations in Higher Education: Applying a Systems Perspective. *Learning Organization*, 17(3), 228-242.
- Hatch, M. J., & Cunliffe, A. L. (2013). *Organization theory: modern, symbolic and postmodern perspectives*. Oxford university press.
- Hechter, M. (1977). *Internal colonialism: The Celtic fringe in British national development, 1536-1966* (Vol. 197). Univ of California Press.
- Kofman, F., & Senge, P. M. (1993). Communities of commitment: The heart of learning organizations. *Organizational dynamics*, 22(2), 5-23.
- Morgan, G. (2006). *Images of organization*. Thousand Oaks, CA: Sage Publication.
- Gould, J. M. (2009). Understanding organizations as learning systems. *Strategic Learning in a Knowledge Economy*, 119-140.
- Pierce, J. L., & Delbecq, A. L. (1977). Organization structure, individual attitudes and innovation. *Academy of management review*, 2(1), 27-37.

- Keeley, M. (1980). Organizational analogy: A comparison of organismic and social contract models. *Administrative Science Quarterly*, 337-362.
- Zammuto, R. F., & O'Connor, E. J. (1992). Gaining advanced manufacturing technologies' benefits: The roles of organization design and culture. *Academy of Management Review*, 17(4), 701-728.
- Ali Mohammad, M. R. (2006). The impact of organizational culture on the successful implementation of total quality management. *The TQM Magazine*, 18(6), 606-625. doi:<http://0-dx.doi.org.library.regent.edu/10.1108/09544780610707101>
- Hatch, M. J., & Cunliffe, A. L. (2013). *Organization theory: modern, symbolic and postmodern perspectives*. Oxford university press.
- Homburg, C., & Fürst, A. (2005). How organizational complaint handling drives customer loyalty: An analysis of the mechanistic and the organic approach. *Journal of Marketing*, 69(3), 95-114. doi:<http://0-dx.doi.org.library.regent.edu/10.1509/jmkg.69.3.95.66367>
- Morgan, G. (2006). *Images of organization* (Updated edition of the international bestseller). Thousand Oaks, CA: Sage Publications
- Ivancevich, J. M., Matteson, M. T., & Konopaske, R. (2014). *Organizational behavior and management* (10th ed). New York, NY: McGraw-Hill.
- Morgan, G. (2006). *Images of organization*. Thousand Oaks, CA: Sage Publication.
- Moore, B., & Brown, A. (2006). The application of TQM: Organic or mechanistic? *The International Journal of Quality & Reliability Management*, 23(7), 721-742. doi:<http://0-dx.doi.org.library.regent.edu/10.1108/02656710610679798>
- Olden, Peter C, PhD., M.H.A. (2012). Managing mechanistic and organic structure in health care organizations. *The Health Care Manager*, 31(4), 357. Retrieved from <http://0search.proquest.com.library.regent.edu/docview/1264885707?accountid=13479>
- Waldersee, R., Griffiths, A., & Lai, J. (2003). Predicting organizational change success: Matching organization type, change type and capabilities. *Journal of Applied Management and Entrepreneurship*, 8(1), 66-81. Retrieved from <http://0-search.proquest.com.library.regent.edu/docview/203918414?accountid=13479>
- Greenleaf, R. K., & Spears, L. C. (2002). *Servant Leadership: A Journey Into the Nature of Legitimate Power and Greatness*. Paulist Press.
- J. W. Hackett, "Today and Tomorrow," In M. Wakin (ed), *War, Morality and the Military Profession*, Boulder, Colorado: Westview Press, 1979.

- Metscher, D. S., Lowe, W. A., Barnes, F. B., & Lai, L. (2011). Using Leadership to Increase Commitment for Civil Servants and Air Force Personnel in Times of Conflict. *Air Force Journal Of Logistics*, 35(1/2), 125-133.
- Morgan, G. (2006). *Images of Organization*. Thousand Oaks, CA: SAGE Publications, Inc.
- Burns, T. E., & Stalker, G. M. (1961). *The management of innovation*. University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship.
- House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Sage publications.
- Steiber, A., & Alänge, S. (2013). A corporate system for continuous innovation: The case of google inc. *European Journal of Innovation Management*, 16(2), 243-264.
- Dadzie, C. A., Winston, E. M., & Dadzie, K. Q. (2012). Organizational Culture, Competitive Strategy, and Performance in Ghana. *13(3)*, 172-182.
- Drazin, R., & Van de Ven, A. H. (1985). Alternative forms of fit in contingency theory. *Administrative science quarterly*, 514-539.
- Hatch, M. J., & Cunliffe, A. L. (2013). *Organization theory: modern, symbolic and postmodern perspectives*. Oxford university press.
- Morgan, G. (2006). *Images of organization*. Thousand Oaks, CA: Sage Publication.
- Bangert, D., & Doktor, R. (2003). The role of organizational culture in the management of clinical e-health systems. In null (p. 163a). IEEE.
- Dadzie, C. A., Winston, E. M., & Dadzie, K. Q. (2012). Organizational Culture, Competitive Strategy, and Performance in Ghana. *Journal of African Business*, 13(3), 172–182. Retrieved from <http://0-search.ebscohost.com.library.regent.edu/login.aspx?direct=true&db=eoh&AN=EP83257137>
- Donaldson, L. (2001). *The contingency theory of organizations*. SAGE Publications. Retrieved from <https://books.google.com/books?id=hXroN8btsN8C&pgis=1>
- Hofstede, G. (1980). Motivation, leadership, and organization: Do American theories apply abroad? *Organizational Dynamics*, 9(1), 42–63. Retrieved from <http://0-search.ebscohost.com.library.regent.edu/login.aspx?direct=true&db=bth&AN=5143098>
- House, R. J. Hanges, P. J. Javidan, M. Dorfman, P. W. Gupta, V. (2004). *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. SAGE Publications. Retrieved from <https://books.google.com/books?id=4MByAAQBAJ&pgis=1>

- Wolf, T. (2006). Culture, leadership, and organizations: The globe study of 62 societies. *The Journal of Applied Christian Leadership*, 55–71. Retrieved from <http://0-search.proquest.com.library.regent.edu/docview/749617260?accountid=13479>
- Jones, G. R. (2010). *Organizational theory, design, and change*. Upper Saddle River: Pearson.
- Steiber, A. (2014). *The Google model: Managing continuous innovation in a rapidly changing world*. Springer Science & Business Media.
- Steiber, A., & Alänge, S. (2013). A corporate system for continuous innovation: the case of Google Inc. *European Journal of Innovation Management*, 16(2), 243-264.
- Glaister, K. W., Dincer, O., Tatoglu, E., Demirbag, M., & Zaim, S. (2008). A causal analysis of formal strategic planning and firm performance: evidence from an emerging country. *Management Decision*, 46(3), 365-391.
- Hatch, M. J., & Cunliffe, A. L. (2013). *Organization theory: modern, symbolic and postmodern perspectives*. Oxford university press.
- Morgan, G. (2006). *Images of organization*. Thousand Oaks, California: Sage Publications
- Kasianiuk, K. (2016). "White box, black box and self-organization", *Kybernetes*, 45(1) 126 – 140
- Manning, T., & Robertson, B. (2011). "The dynamic leader revisited: 360-degree assessments of leadership behaviours in different leadership situations", *Industrial and Commercial Training*, 43(2) 88 – 97
- Gherardi, S. (2000). Where learning is: Allegories and situated learning in a planning group. *Human Relations*, 53(8), 1057-1080.
- Hatch, M. J. & Cunliffe, A. L. (2013) *Organization Theory: Modern, Symbolic, and Postmodern Perspectives* 3rd Ed. New York: Oxford University Press.
- Morgan, G. (2006) *Images of Organization*. Thousand Oaks, CA: Sage Publications
- Oztel, H., & Hinz, O. (2001). Changing organisations with allegories. *The Learning Organization*, 8(3), 153-168.
- Clarke, J., Holt, R., & Blundel, R. (2014). Re-imagining the Growth Process: (Co)-Evolving Metaphorical Representations of Entrepreneurial Growth. *Entrepreneurship And Regional Development*, 26(3-4), 234-256.
- Crittenden, W. F., Crittenden, V. L., & Pierpont, A. (2015). Trade secrets: Managerial guidance for competitive advantage. *Business Horizons*, 58(SPECIAL ISSUE: THE MAGIC OF SECRETS), 607-613. doi:10.1016/j.bushor.2015.06.004
- Morgan, G. (2006) *Images of Organization*. Thousand Oaks, CA: Sage Publications

- Segah, S. (2016). KEEPING IT IN THE KITCHEN: AN ANALYSIS OF INTELLECTUAL PROPERTY PROTECTION THROUGH TRADE SECRETS IN THE RESTAURANT INDUSTRY. *Cardozo Law Review*, 37(4), 1523-1563.
- Adler, P. S., Goldoftas, B., & Levine, D. I. (1999). Flexibility versus efficiency? A case study of model changeovers in the Toyota production system. *Organization science*, 10(1), 43-68.
- Hatch, M. J., & Cunliffe, A. L. (2013). *Organization Theory*. Oxford: Oxford University Press.
- Ivey, K. M. C. (1996). Mechanistic and organic: Dual cultures in a mathematics classroom. *Journal of research and development in education*, 29(3), 141-151.
- Morgan, G. (2006). *Images of Organization*. Thousand Oaks, California: Sage Publications.
- Oates, B. J., & Fitzgerald, B. (2007). Multi-metaphor method: Organizational allegories in information systems development. *Information Systems Journal*, 17(4), 421. doi:<http://0-dx.doi.org.library.regent.edu/10.1111/j.1365-2575.2007.00266.x>
- Heracleous, C. & Jacobs, C. (2008). Understanding organizations through embodied allegories. *Organization Studies*. (29) 45-78.
- Cornelissen, J & Kafouros, M. (2008). The emergent organization: primary and complex allegories in theorizing about organizations. *Organization studies*. 29 (7) 957-978
- Baum, J. A., & Singh, J. V. (1994). Organization-environment coevolution. *Evolutionary dynamics of organizations*, 379-402.
- Burns, T. E., & Stalker, G. M. (1961). *The management of innovation*. University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship.
- Duncan, R. B. (1972). Characteristics of organizational environments and perceived environmental uncertainty. *Administrative science quarterly*, 313-327.
- Hatch, M. J. & Cunliffe, A. L. (2013) *Organization Theory: Modern, Symbolic, and Postmodern Perspectives 3rd Edition*. New York: Oxford University Press.
- Morgan, G. (2006) *Images of Organization*. Thousand Oaks, CA: Sage Publications
- Knowles, M. S, Holton, E. F. & Swanson, R. A. (2015) *The Adult Learner: The Definitive Classic in Adult Education and Human Resource Development 8th Edition* New York: Routledge
- Miles, R. E., Snow, C. C., & Pfeffer, J. (1974). Organization-environment: concepts and issues. *Industrial Relations: A Journal of Economy and Society*, 13(3), 244-264.

- Scott, W. R. (1987). The adolescence of institutional theory. *Administrative science quarterly*, 493-511.
- Cullen, K. L., Edwards, B. D., Casper, W. C., & Gue, K. R. (2014). Employees' adaptability and perceptions of change-related uncertainty: Implications for perceived organizational support, job satisfaction, and performance. *Journal of Business and Psychology*, 29(2), 269-280.
- Hatch, M. J. & Cunliffe, A. L. (2013) *Organization Theory: Modern, Symbolic, and Postmodern Perspectives* 3rd Ed. New York: Oxford University Press.
- Morgan, G. (2006) *Images of Organization*. Thousand Oaks, CA: Sage Publications
- Niessen, C., Swarowsky, C., & Leiz, M. (2010). Age and adaptation to changes in the workplace. *Journal of Managerial Psychology*, 25(4), 356-383.
- Grisham, T. W. (2011). *International Project Management: Leadership in Complex Environments*. John Wiley & Sons.
- Hatch, M. (2013). *Organization Theory: Modern, Symbolic, and Postmodern Perspectives*. Oxford, United Kingdom: Oxford University Press.
- Hofstede, G. (2001). *Culture's consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations*. Thousand Oaks, CA: Sage.
- Ivancevich, J., & Konopaske, R. (2014). *Organizational Behavior* (10th ed.). New York: McGraw-Hill.
- Morgan, G. (2006). *Images of Organization*. Thousand Oaks, CA: SAGE Publications, Inc.
- Hatch, M. J. & Cunliffe, A. L. (2013) *Organization Theory: Modern, Symbolic, and Postmodern Perspectives* 3rd Ed. New York: Oxford University Press.
- Morgan, G. (2006) *Images of Organization*. Thousand Oaks, CA: Sage Publications.
- Slack, T. (1993). Morgan and the Allegories: Implications for Sport Management Research. *Journal Of Sport Management*, 7(3), 189-193.
- Cornelissen, J. P., Kafouros, M., & Lock, A. R. (2005). Metaphorical images of organization: How organizational researchers develop and select organizational allegories. *Human Relations*, 58(12), 1545-1578.
- Bolman, L. G., & Deal, T. E. (2003). *Reframing organizations: Artistry, choice, and leadership*. John Wiley & Sons.
- Hatch, M. J., & Cunliffe, A. L. (2013). *Organization theory: modern, symbolic and postmodern perspectives*. Oxford:UK, Oxford university press.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279. doi:10.1016/0030-5073(76)90016-7

Hatch, M., Cunliffe, A. L. (2013). *Organization Theory. Modern, Symbolic, and Postmodern Perspectives* (3rd ed.). Oxford, UK: Oxford University Press.

Morgan, G. (30112BC). *Images of organization*. Thousand Oaks: SAGE.