

The Impact of Postmodernism on Management and Organization Theories

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Abstract

In the 1980s, the era of grow and change of postmodernism was began. The influence of postmodern thinking in the area of management can be considered in the formation of the modern call management. Before the industrial revolution, the people were skilled enough from business and industry training and apprenticeship and they did not require someone who trains them how to plan, organize and control. In the modern view, scientific management and human relations management have been targeted. Modernist paradigm based on instrumental rationality and by the efficiency logic, provided valuable services to organizations in the era of modernism, where the primary emphasis was on mass production and construction of simple machines. In fact, growth and development organizations in the era of modernity were the result of the activities people such as Durkhym, Weber, Taylor and others. The impact of postmodernism school on management theory formed management and modern organizations and can be stated that this modern world requires modern organizations and new organizations need modern leaders. Leaders who in addition to relying on the wisdom and teachings of the classical era of modernity organizations, have modern thinking tools based on the understanding the values and sentiment and believe on the interference of factors in the decision because, the leadership and management in the future will require a better understanding of the complex relationships within and outside the modern organizations and leadership.

Keywords: Modernism; Postmodernism; Organization theories; Management

Introduction

Transition from the era of "post-modern or traditionalism" was not sudden at the new era of modernity. Manifestations of the emergence of capitalism and the rule of wealth after centuries by force and hallowed traditions associated with the development of micro and macro social influence shadows and morality of capitalism, said the modern era in the West. Protestant ethic requires a worldly perspective and the "law of faith" and the new religion, hard work and hard work is not only a responsibility but also an inescapable moral virtue knew. This insight, combined with the beliefs and habits of the material and intellectual goals, seriously interfere with the pursuit of economic objectives and rational justification. Modernity or "modernism" began when the man discovered his true and in fact the concept of the "reason" with the advent of the "enlightenment" was introduced as a top human nature (Rahman Seresht, 1998). Modernity was a period of the evolution of human knowledge and relying on distinct principles of "best practices" was founded.

The rise of postmodernism

Talking about trends of postmodernism in new form of its emerged at late 60's, mostly from France and spread from there to other areas of the world. From the late nineteenth century, doubts have emerged in the modernism and conquer of the bastions of nature by the human. With the advent of World War I and II, hoping to advance the idea of modernity is absolutely safe in case of doubt, and was revised and discuss about the ideas of postmodernism formed in 1960 (Parsa, 1998)

In the 1980s, the era of growing postmodernism was began, until a new series of creative movement occurred at the end of the decade, which were called postmodern in different titles, such as constructivist post-modernism, environmental post-modernism, reconstruction post-modernism and oriented principles post-modernism.

From postmodern theorists and thinkers who are mainly French are Jean-Francois Lyotard, Michel Foucault, Jean Baudrillard, Jacques Derrida, Gilles Deleuze, Charles Jencks, Jacques Lacan and Ahab Hassan. Of course, "Niche", "Heidegger", "Freud" and "Husserl" are the ancestors of postmodernism, who their opinions and views have had a significant effect on the emergence of the post-modernism. Generally two views are noteworthy about this word. One idea that considers it as a period (historical faith) and another perspective that considers it as a philosophy. In historical perspective, postmodernism is a period which has emerged after the period of modernism (Rahman Seresht, 1998).

In the field of social sciences, postmodernism is not discern to a independent and teller human, but sometimes by emphasizing on the instincts and desires, and other factors in the motivation, attacks the tyranny of logic and reason (type of device). Although the problem of "postmodernism" which is lack of clear definition, it is still remains, however empirically what is accepted by most theorists is that our generation passing the various stages of the modernism era is in the era of postmodernism. The fundamental thought of postmodern is nothing other than the fact that modernity revolution is reduced to modern traditionalism (Boje and Dennehy, 2000).

The effect of post-modernism on paradigm in various fields

The phenomenon of postmodernism can be studied in two points of view:

- As a philosophical essentialist that criticizes wisdom assumptions and modern humanistic enlightenments.
- Or simply, as a specific time ranges that contains the view and all conversations that agree or disagree with such an attitude.
- Pass from the simple notion of knowing the probability of world toward the belief in the reality of its complex and multiple.
- Transition from the hierarchical world to multipolar world order.
- Transition from the world's imagination as the embodiment and machine to looking the world as a visualize shape.
- Emphasizing the uncertainty of the world instead of the belief in the stability of the world and predictions based on previous assumptions.
- Pass from the stage of belief in the direct cause -effect and one way relationship and achieving the stage of effect of belief in the rotational and reciprocal cause -effect (emphasis on nonlinear relationships).

The effect of post-modernism on management

The effect of postmodern thinking in the area of management can be learned in the formation of modern management. Before the industrial revolution, people from business, training and apprenticeship in industry were skilled enough so that they did not need to someone learns them planning, organizing and controlling. They had exactly learned what they do. On the other hand, many also serve as slaves and masters. They were machined gears. Pioneers of pre-modernism were Adam Smith, Max Weber, Frederick Taylor and Elton Mayo.

In pre-modernity and the rule of Taylorism, bureaucratic issues were in the head and it was assumed that scientific management is educational management. Even with the movement of human relations managers, this assumption did not change considerably and managers were the brain. Hierarchical monitoring and control continued and despite introducing decentralization and empowerment concepts, but talking and making of leader was the best. While the turbulence, uncertainty and chaos seeking threatened the discipline and stability, controlling of relationships was the answer to these threats. Target based management, management information systems and management strategies used in relation to the control and finding ways for inspection and control. With the advent of modern bureaucracy, people were shifted to a machine without soul, and doing something repetitive, boring, and became highly specialized. This trend continued until the new pioneers considered the organizations as a whole that the parts were not separated. In this situation, the initial plan of post-modernity was releasing the pressure under control, so that any release fear and threat (Boje and Dennehy, 1999).

Peter Drucker in 1992, with questions such as: "Are we beyond the era of machine? Beyond the time when people had no skill at work? Whether working in autonomous teams in a global network, makes people stronger and self- control? He firstly spoke about the post-modernism management. He says: "In post-modernism revolution, different parts found that the words such as: comprehensive quality management, technical-social systems, empowerment and flexible manufacturing systems are substitute words for modernist command and control or domination and coercion ago. Boje and Dennehy (2000) argue that the " pre-modern means skillful circuit management, modern means orbit pyramid management and post-

modernism means network management. But post-modernism is not only a flat network management system of an organization, but a way to explore and challenge the forms of exploitation".

In modern view, scientific management and human relations management were targeted. Human was a mechanical device that was controllable by scientific manner. In Weber's theory also the big jobs such as governance and widespread surveillance should be formal, standardized, normal, centralized and professional. In post-modernism narrative, human which is the victim of a system of available scientific categories, should be released from incarceration in the world financial and organizational goals. Post-modernism narrative on the web organization, with flat lines, horizontal coordination and temporal relationships between vendors, consumers and employees are stressed; a responsive network, temporal and blur all parts of organizational boundaries. In this case, the post-modernism is related to the environmentalist. As a result of this environmentalists, given the diversity increased that this was against the rules of modernity.

Management components from the perspective of post-modernism management

Post-modernism management defines the management components differently. The components of planning, organizing, commanding, coordinating and controlling in the post-modernism management are defined as innovation, active organizing, encouraging, both entrepreneurship and self-control, respectively (Mirsepassi, 2004).

The new components are investigated as below:

• Innovation

This concept is replaced by planning component in postmodernism. The organizations need to effectively manage uncertainty and risk in the environment. Uncertainty in the sense that, the decision makers do not know a lot about the environment and for predicting the changes are in trouble; so for their survival must continually offer new ideas. In addition, the values of individuals and organizations with the facts will change and these changes in turn modifies the application and revising the goals and means of achieving the goals necessary to achieve it (Scott, 1996). As a result, we can no longer speak of the classical notion of programming concepts and inventions and innovations are proposed. Therefore, due to the belief of post-modernism, relativism and lack of stability, innovation post-modernism management and employees may be considered in the planning of the main funds are encouraged and appreciated. Post-modernism leader should be creative, inventor and innovator and to guide the employees towards creativity and innovation.

• Active organizing

This component is replaced by the concept of organizing in modern view. Post-Modernism, due to the importance for decentralized manner, investigates the concept of active organizing against organizing, which a model that is selected based on data is obtained from recognized environmental conditions, goals and tasks, information technology and organization's technical and strategic positions. Widespread organizing, decentralized, with low layers and steps, flat and flexible is emphasized for autonomous teams (Boje and Dennehy, 1999). In this type of organizing, flexible production systems, comprehensive quality management, delegation and empowerment have proposed in order to replace the whole hierarchy of modern organization. Staffs will speed up their work by statistical quality control charts and information technology. Pyramidal organizations disappear and principles of horizontal, flat and post hierarchical organization design are replaced.

• Encouraging

This component is replaced by the concept of command in modern view. It means that arts management and the ability to pursue new dreams and make a commitment to their prospecting. In the modern era, people are educated and thus acquire one common goal by participation in groups and through this way they committed to working towards achieving their goals (Qiu and Tobin, 2000). Thus they don't need to have direct command. Manager tries to guide them by influencing and affecting. People are empowered from encouraging. Empowerment of people means providing context for listening to their sound and sharing in the knowledge- power trade. In post-modernism thinking, shared decision making and thinking are the results from contributing in organization (Powell and DiMaggio, 1991).

• The creation

In contrast to coordination, the creation arises in the post-modernism management. When coordination of voluntary, informal, non- institutional protocol, to be created by individuals and organizational units, the creation is done. In this case, the employees must understand their objectives and their unit and clear picture of what they need should be considered. In the creation, informal mechanisms and coordination of work

group by those groups are used. For this purpose, post-modern management by establishing the different work group will facilitate talking among people trying to exchange information between them and resulted in more participation of them and so improvement organizational activities are open (Clapper, 1996). Talking is of importance by post-modernisms because it is an instrument to strengthen and extend their social interaction and cause: the tendency to promote cooperation and collective action, increasing tolerance to the opposing views and developing new ways to solve problems will follow (Ahanchian, 2007).

In the creation a person mentally and emotionally engaged in a group situation, and this engagement forced he/she to help the group goals and be responsible for doing the goals of his/her group.

• **Self-control**

The concept of control and power in post-modernity is far from Weber's definition that only emphasizes social control and individual performance and are discussed in self-control manner.

The control is applied by interview and interview structure may encourage acts of subordinates in an organization, and thus control means engaging in a dialogue of equals knowledge.

Own control is done by acceptance of personal responsibility for your work. Because in the post-modern organization the presence and relationship are based on shared values, it is expected that due to the internal pull of personnel and external gravitations and organizational issues, disciplinary problems appear to be lowest (Boje and Dennehy, 2000).

Post-modern organization paradigms

The modern paradigm based on instrumental rationality and the logic of efficiency, provided valuable service to organizations in the era of modernism, where the primary focus was on mass production and construction of simple machines. In fact, growth and development of organizations in the era of modernity resulted from the valuable activities of people such as Durkheim, Weber, Taylor and others. But in the post-modernism organizations, focus is on the empowerment of people.

The main emphasis of this thought can be expressed as: decision-making based on values, feelings and preferences of individuals and the vast understanding of bureaucracy is considered that in it the unofficial leader and the groups have important roles. There are always several ways to achieve a certain result. In the "integrated thinking" against "analytical thinking" achieving a desired result is considered rather than a specific method. Among the obvious examples of this idea in an organization, TQM can be noted which is based on the philosophy of continuous improvement, analytical assessment of the work and the development of a culture quality. Analytical logic (thinking) is a type of thinking based on detailed analysis to better understand the whole. It means that for understanding a whole subject, knowledge about components will suffice. Durkheim and Taylor studies on timing and the working, is the result of analytical thinking. But in the combined logic or thinking, understanding the component is possible only with whole understanding. What is the important in analytical thinking, is taking the result from the components and the overall result is always the sum of the partial results. But in combined thinking, how and why achieving results is also of important. In addition, the final result is not necessarily equals to sum of the results.

In the modern theory, emphasis on effects of leaders and studying the legal status of leaders in bureaucracy is concerned, but in post-modern theory, how the leadership process is emphasized (Rahman Seresht, 1998).

In new thinking, leader is not solely on the logical legitimate location. Leadership is not dependent on the valuable exchanges with others, to influence them, but there is an emphasis on the ability of the leader's personality and his influence on the beliefs, values, attitudes and actions of others. Therefore lead rational models should be combined with irrational models (based on intuition, charisma, etc.). These differences put "pragmatic leaders" against "transformational leadership".

Pragmatic Leader: interested in maintaining legal status, improving the quality of performance through exchanges in chief-subordinate and enhancing motivation in employees.

Transformational Leadership: influences through a system of shared values and beliefs and force adherents to the new looking and efforts in achieving the goals. Innovative leaders are autonomous in decision-making and problem-solving, but post-modernism leaders investigate the perfectly rational decision-making. In one of the new methods in the study of leadership, is studying personal values and feelings of leader followers instead of studying the skills, performance or characteristics of the leader (Parsa, 1998).

Investigating model or the single cause in studying the process of leadership is an unhelpful and annoying task. While modern leadership studies, aimed at finding the causes of the effectiveness of a feature or behavior, the "effective leader" is not distinguished; but in post-modern leadership studies because of the integration many ways arises for effectiveness. For example, "Bowen", "Ledfurd" and "Nathan" suggest that the selection process instead of emphasis on matching candidates with jobs (in terms of knowledge, experience and skills needed) the fitness of candidates with the organization be assessed and overall merits

be considered. Research methods in the leadership process in post-modernism relies on "aesthetics" instead relying on experience (Catherine Toffler, 1998).

Conclusions

According to what was said and what was related to postmodernism on management theory, the formation and management of beyond modern organizations, it can be noted that a new world requires new organizations and new organizations are in need of new leaders.

The leaders who moreover relying on the wisdom and teachings of the classical era of modernity organizations, with new thinking tools are based on an understanding of values and feelings and are believed to be factors in the decision. The leadership and management in the future will require a better understanding of the complex relationships within and outside the new-oriented organizations and will require leadership to address the post-new-oriented organizations and new people need to tolerate the variables.

On the one hand, the importance of creativity and growing in organizations, leaders are seen by subordinates, and on the other hand, multiple causes, values and aesthetic thinking and decision-making based on facts and the manufacturers should be accepted.

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