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**Managing People and Organizations: The practices in Managing Individuals have changed in  
the post-bureaucratic era**

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## **Introduction**

How businesses comprehend and make sense of the management of individuals has changed throughout time. Since within the bureaucratic era of business management, it used to be a period which was based hugely on coercive authority and bureaucracy; there were several researches that have validated that there are numerous shortcomings to this approach. Thus, corporate world is currently experiencing the post-bureaucratic phase where there is larger engagement from the employees and there are no absolute rules to follow. While on the side of the management, coercive authority is being changed with a humble authority. This change is also due to the advancement of human resource management and community that the income after each month is not the single most essential factor to be measured. It is apparent that within the organization and employee association the feature of income and remuneration is crucial. This essay is written on the basis of personal understanding which has been developed after reading selected references that has helped in highlighting the reality behind the change that has occurred in the field of managing individuals (Courpasson and Clegg, 2012).

### **Factors of HRM that have changed in post-bureaucratic era**

Factors like the dynamic authority, business culture, style of leadership and human resources management activities are all contributing aspects to the process of individual management within the post-bureaucratic era. Thus, it is important for management of individuals to realize all the varied contributing aspects when it is being practiced, as the eventual goal of effective management is to increase performance and productivity of its employees (Cunliffe and Luhman, 2012).

As within the business context and the employee link with their employer, there is the dynamic authority that comes into action. Within the era of post-bureaucracy, it is not longer a

coercive power or top down management style of management telling staff members what they should perform, however it is one that is relied on fairness within the company amongst all staff members, it is quite more decentralized and facilitates higher autonomy to workers and there is also higher emphasize on employee empowerment. As the dynamic power replaces from one that is rigid to one that is relied on insight, as successful management of insight can enhance business productivity, yield improved outcomes for the company and employees. Thus, within the post-bureaucratic phase individual's management is not merely regarding how much income that the worker receives, it is regarding the successful utilization of humble control to facilitate for higher productivity (Fineman, 2006).

Since, the corporate world is within the post-bureaucratic era managers require to not merely handle however direct workers within the company, as successful leadership would assure workers are supported, inspired and more creative. Being an executive is being a leader, being a supporter to motivate others and offer direction. Thus, for executives to be effective manager require to be capable to acquire the above, whereas management is a procedure and it is regarding directing, motivating, controlling, and supporting workers towards the companywide objectives (Held, 2004). Thus, our realization of supervision is once again validated to have emerged, as the impact of motivation and leadership is one that facilitates higher level of productivity, as through inspiration the efforts would be capable to acquire the wanted outcome and that executives value the results offered by workers.

There are six diverse forms of leadership forms that a business can foster relying upon the business culture, as an instance the value based (charismatic) leadership style is one that is futurist, motivational and selfless (McGoldrick, Stewart and Watson, 2003). This form of leadership form could optimally match a business that is innovative, since the majority of

employees would be productively impacted by such executives and be capable to acquire their maximum potential. Thus, it is once again validated that within a job association, the amount of income that a worker gets is not the merely crucial aspect; however how management and leadership have emerged also altered the concept of management.

Being in a post-bureaucratic era, the practices of management and its understanding is much more emphasized on people and thus it has given emergence to effective management and practices of HRM that are more inclined towards people welfare(Prasad and Prasad, 2000). The basic function of managerial procedure is one that comprised of recruitment in discovering suitable workers, the selection procedure, and retention of highest talented workers, establishment of potentials, insight and processes. Thus, it is crucial that the management features are being comprised of strategic human resource management are in accordance with performance measurements and corporate strategy to assure productivity and success of workers. Throughout the process of management there also requires to be diversity and fairness that is nurtured by individual's management to assure that workers are managed fairly throughout the main features (Simpson, Clegg and Freeder, 2013).

Managing individuals must also attain positive act for any bias that could emerge within the organization, so that unity and faith is not breached within the relationship between employee and management. Executives require to be acknowledged that even though workers are performing the similar responsibilities or doing the similar job (Sluss and Ashforth, 2007), however every individual is basically diverse and that disparity should be regarded and concern for. The realization of management have shifted because of the shift from a bureaucratic phase to a post-bureaucratic era, thus individual's management must also shift and adjust to it to assure that income is not the merely crucial aspect for workers.

There has been supposed change from industrial till post-industrial community since 1970s where there was a distinguished change from mass manufacture of quality products to core products and a requirement for adaptability and independence by workers triggered the establishment of a new business form known as post-bureaucracy. Although, there are important and sensible condemnments towards post-bureaucratic types but the importance of the majority of organizations adopting the post-bureaucratic forms cannot be overlooked. There are numerous affirmative impacts which post-bureaucratic and decentralization types have brought a perfect structure for business development. Its framework facilitates a company to be adaptable and respond rapidly to the requirements of ever shifting market situations (Sluss and Ashforth, 2007).

Decentralized framework also has an optimistic impact on an organization's development by striking a harmony between companywide activity on the side of the managers and the employees who function under them. They also enhance the conditions for communication and transparency, which are regarded as creating blocks on the way to establish a culture of faith within a company. Companies should be interested in using the benefits of the innovative decentralized framework to the complete in order to create an effective structure.

## **Conclusion**

Thus, to summarize the entire discussion it has been precisely recognized and discussed that the income is not the merely crucial aspect for workers within the job association, as managing individual's practices have changed from the bureaucratic phase to a post-bureaucratic era. In addition, it is also validate that workers need much more than just an income throughout their job period, as it is companywide culture, leadership form and human resource management activities that impact them. As workers require to be inspired, directed and applauded so that

they could acquire their maximum capacity and in turn to be more performing and acquire the company objectives. The basic references that have been selected for this essay, has also confirmed my arguments. It has also validated my understanding and has validated to highlight personal realization of the management procedure.

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