

Integrating Worker Motivation And Consumption Patterns In Modern Management Theories

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Abstract:

Background: This paper explores the evolution of management theories and their impact on organisational productivity, including a new perspective on worker behaviour in relation to consumption. The study examines the historical background of administrative theories, transitioning from traditional models to modern approaches that integrate the human element. It discusses key theories such as Classical, Behavioural, Structuralist, Systems, Contingency, and Quality Management. Furthermore, this paper critically analyses how the valorisation of labour, which finances greater consumption, compensates for workers' dissatisfaction and allows them to tolerate the displeasure of the work routine. This fact ultimately contributes to an increase in labour productivity.

Methodology: this research employs a comprehensive bibliographic and electronic search, including scientific books, articles, and relevant internet resources that discuss administration and economic theories. This approach allows for a broad and inclusive examination of the theoretical landscape and its practical implications.

Conclusion: The study concludes that modern administrative theories have shifted focus from mere productivity to a more holistic approach, integrating employee motivation, skills development, autonomy, and job satisfaction. These contemporary theories strive to prevent work disqualification and promote inclusive and enriching work environments. Furthermore, it recognises the growing importance of non-monetary rewards and the need for organisations to continually adapt to technological and market changes. The pursuit of greater productivity is facilitated by the valorisation of work, which, by enabling increased consumption, reduces workers' resistance to the cost of their labour.

Key Word: Productivity; Spirit Capitalist; Administrative Theories; Technical Progress; business environment.

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I. Introduction

The field of management has significantly transformed, evolving to meet the changing needs of organisations and their workforce. This evolution responds to various economic, technological, and social shifts that have reshaped the work and productivity landscape. This paper seeks to explore and analyse the progression of management theories, tracing their historical roots and examining their impact on organisational effectiveness, employee productivity, and consumption behaviours. By incorporating a new dimension that examines the interplay between worker dissatisfaction and consumption, the paper offers insights into the broader socio-economic impact of management theories.

The journey begins with the traditional management theories, which emerged during the Industrial Revolution. These theories focused on efficiency and productivity, emphasising structured organisation and process optimisation. However, as the nature of work and the workforce evolved, these theories faced criticism for their mechanistic approach and neglect of the human aspect of labour. This criticism paved the way for the development of modern management theories that incorporate a more holistic view, recognising the importance of the human element in organisational success.

To provide a comprehensive understanding of this evolution, the study utilises a meticulous bibliographic approach, sourcing information from a range of academic books, peer-reviewed articles, and authoritative online resources. This methodology enables an in-depth analysis of the foundational theories of management, their evolution, and their relevance in today's dynamic business environment.

The objective of this paper is not only to present a chronological overview of management theories but also to critically evaluate their impact on organisational productivity and employee well-being. By doing so, the paper aims to offer insights into how contemporary organisations can integrate these theories into their management practices to foster a productive, inclusive, and motivating work environment.

In the following sections, the paper will systematically explore various management theories, including the Classical, Behavioural, Structuralist, Systems, Contingency, and Quality Management approaches. Each

theory will be examined in the context of its historical emergence, key principles, and practical implications for modern organisations. The concluding section will synthesise these insights and discuss the future trajectory of management theories in the context of ongoing technological and market changes.

II. The Advent of Capitalism and the Need for Greater Organisation of Factory Labour

The importance of administration becomes particularly evident when companies experience a significant increase in the number of employees. This growth demands more complex management, focused on efficient uses a meticulous bibliographic approach, sourcing information from coordination and optimisation of workforce performance, without necessarily implying an expansion of physical facilities. As a result, an increase in companies' marginal and average costs is observed, leading to a decrease in average and marginal productivity.

The importance of administration becomes evident when companies experience an increase in the number of employees while maintaining the other factors of production constant. The decline in productivity stems from the increased logistical and interpersonal complexity accompanying a larger workforce. Efficient communication, precise role definitions, and effective team dynamics become essential in this scenario. Moreover, as a result, there is an observed increase in companies' marginal and average costs, often due to the need for additional supervisory staff, training programmes, and systems to manage the expanded workforce. The situation calls for innovative administrative strategies that balance cost efficiency with the imperative to maintain or enhance productivity. This action includes embracing new technologies for workforce management, implementing advanced training methods, and adopting more flexible organisational structures that can adapt to the changing dynamics of a growing company.

In this context, technological innovations emerge as a crucial element, facilitating the integration of additional labour with the other factors of production. This technical advancement can manifest in introducing new personnel management methodologies, which allow for the recovery of productivity despite an increase in the number of employees. At the same time, the other factors of production remain constant. One of the manifestations of this technical progress is the division of labour, which enables workers to enhance their skills and increase efficiency. Furthermore, it allows a greater number of employees to perform previously complex tasks with more ease and precision. Therefore, technical progress provides means for more effective workforce management, including newly hired staff, allowing the factors of production to be readjusted in a way that restores work productivity. These changes, aimed at increasing productivity, are a direct consequence of the division of labour. Thus, integrating advanced technologies in management not only combats the loss of productivity associated with an increase in staff numbers but also leads the company towards greater efficiency and productivity.

With industrial growth, workers cease to be the controllers of production and become merely an integral part of it. Increasingly, there is a separation between manual labour and intellectual work, between doing and knowing how to do, with the aim of greater production rationalisation. This action aligns with what we now understand as Research and Development (R&D). Gradually, a need for researchers and scientists arises. Their role would be to create new technologies to enhance productivity and promote the growing use of machines. Therefore, we have a trend where work tends to become more monotonous, but at the same time, the demand for intellectual work is constantly growing and becoming increasingly essential. This evolution in the labour market reflects the need to adapt to technological changes to maintain and increase efficiency and productivity in an ever-evolving industrial environment. Thus, integrating advanced technologies into management not only addresses the loss of productivity associated with an increase in the number of employees but also promotes the transition to a more efficient and productive approach in the workplace.

The current behaviour of organisations is influenced by a continuous process of technological updating and cost reduction, aiming to expand their productive capacities. This evolution emphasises the importance of management in the pursuit of efficient strategies, such as the reduction of job positions, the outsourcing of tasks, and the acquisition of new equipment. The objective is to achieve greater economies of scale with reduced costs, maximising profits with minimum expenses. Parallel to this, managers must balance these approaches with workers' satisfaction. While these strategies can improve the bottom line, they can also impact employee morale and job security, potentially affecting productivity and the company's reputation. In this context, the role of the administrator becomes crucial: they must balance the increase in hiring with the maintenance or improvement of the average productivity of work and the well-being of employees in their work activities.

Firms that do not adapt to this new market configuration may begin losing competitiveness, which implies unfavourable financial outcomes. This process can culminate in mergers, acquisitions, or even bankruptcies.

This dynamic of competition among firms involves incorporating technical progress to reduce labour costs and simplify work activities. Marx and Ricardo, who stated that technological progress reduces the demand for labour while simplifying work activities, noted this proposition. This allows more workers to become eligible for hiring, increasing the labour supply against a decreasing demand and consequently depressing market wages.

According to Marx (1983, p.493), 'The constant aim of improved machinery is to lessen manual labour or replace human apparatus with steel ones, completing a link in the factory's production chain.

Thus, from a Marxist perspective, the manager's role is to maximise the extraction of surplus value. In other words, to ensure that the worker produces as much as possible for the same remuneration. For Marxists, all labour is exploitative because workers produce more than they receive in wages.

Marx (2015) describes the lack of motivation among factory workers. According to the author, these workers engage in repetitive tasks and need more sense of product creation. During this period, there was a division of labour. The production activity is fragmented so that people without extensive technical training can collectively produce goods that would otherwise not be possible. This situation is distinct from the previous mode of production, artisanship, where artisans performed highly sophisticated work requiring many years of practice. These workers took pride and had prestige in the activities they performed.

It is significant to observe, according to Karl Marx as interpreted by Etzioni (1989), the existence of widespread discontent among workers. This dissatisfaction was primarily attributed to the workers' lack of control over the means of production and the product of their labour. Excessive specialisation in production also intensified this discontent, resulting in work that was highly fragmented, repetitive, monotonous, and lacking in developmental prospects. As described by Marx and Etzioni, this scenario is reflected in the historical evolution of the economy, where the division of labour represents an essential movement. This division not only makes work more monotonous and simplified, as demonstrated in the furniture manufacturing process but also highlights the trend of replacing human labour with machinery over the centuries. This development, illustrating Marx's theory, underscores the increasing alienation and loss of artisanal skills, leading to a rise in unemployment and greater dissatisfaction in the workplace.

The economy tends towards two movements: the first is the division of labour, which makes work monotonous and increasingly easy. For instance, in the past, to make a piece of furniture, we needed a skilled carpenter. The second is incorporating a larger workforce into the labour market due to the greater simplicity of job assignments. Nowadays, in many companies, the employee only glues pieces together. Thus, there is a tendency for unemployment due to the replacement of labour by machinery over the centuries and the formation of a larger supply of workers in the labour market.

III. The First Administrative Techniques

The need for administration became evident with the transition from artisanal to factory production during the Industrial Revolution. This significant change brought with it new work techniques and a concentration of a larger number of workers, highlighting the necessity to approach administration in a structured and scientific manner. Researchers developed administrative theories, which began to be replicated and applied by technicians and managers as they faced organisations' problems.

In the initial phase of the development of management theories, mechanistic approaches predominated, exemplified by the theories of Taylor (1911) and Fayol (1916). Taylor focused on increasing factory productivity through organisation and efficient production methods, adopting an approach that started from the part to the whole and concentrated on rationalising workers' labour. He emphasised productivity increase through salary incentives and productivity bonuses and introduced the classic concepts of managerial functions: planning, organising, coordinating, commanding, and controlling.

Fayol, on the other hand, moved from the totality of the organisational structure to its parts in the conception of the Classical Theory of Administration. His emphasis was on the structure of the organisation, focusing on structuring the company's component organs and their interrelation with the organisation's overall structure.

The behavioural approach in management marked a significant shift from these traditional theories, concentrating more on the worker and the nature of work rather than the productivity of the situation. Emerging as a response to the limitations of classical approaches, it highlights the importance of human behaviours, motivations, and interactions within organisations. This approach, incorporating research into motivation, leadership, group dynamics, and job satisfaction, explores how employees' emotional and psychological well-being impacts organisational efficiency, heralding a shift towards more humanised and holistic management practices.

Structuralism emerged as a response to the conflict between material-focused classical and human-centric humanistic approaches. This theory expressed a concern for the totality and the relationship of the organisation with its parts, suggesting that the organisational whole is not merely the sum of its parts. In this context, the Structuralist approach, highlighted by Parsons (1949), stands out for its analysis of the organisational totality and its interrelationships, underscoring the importance of considering both the individual and collective aspects in organisational management.

In a purist view, structuralism refers to the methodological conception of understanding an object by situating it within the structure to which it belongs. This approach emphasises examining how the object's

characteristics are influenced and defined by its place in the broader system or framework. This approach involves analysing the object within broader structures, emphasising the interconnection between parts and the whole. For structuralists, the analysis of organisations must consider the entire system, avoiding fragmentation. They believe that the entire structure influences each part of the organisation. Therefore, in an organisation, nothing exists in isolation, and everything must be interpreted considering its interfaces with other elements. Every structure is interrelated, with its parts being associated and complementing each other.

Structuralists acknowledge several more favourable methods of organising work, yet they concede that none is completely satisfactory. Their primary innovation focused on the internal issues of organisational structures and uncovering how people organise themselves in a business environment. It should be noted that the Structuralist approach is rooted in some concepts of Max Weber's Theory of Bureaucracy and the theoretical assumptions of Karl Marx. This school expresses an explicit concern with the entirety and the relationship of the organisation with its parts, considering that the organisational whole is not merely the sum of its parts.

A practical example of the structuralist view is the consideration that the request for hiring an employee is directly related to the needs of tasks and activities of the company, illustrating how different elements interconnect within the organisational structure. This perspective highlights the interconnectedness and interdependence of all parts within an organisation, demonstrating that each role and function is essential for the overall operation and success of the business.

The growth and complexity of companies have necessitated far more defined organisational models than those outlined in Classical Theory, which the Human Relations Theory was unable to satisfy. Even though the Structuralist movement could not pinpoint solutions for the problems they identified, the mere recognition of anomalies contributes to the evolutionary process that will find the best method to be applied. It is important to note that no universal manual exists, as companies, like individuals, have unique characteristics, precluding any generalisation.

Bureaucracy, which held a more general view of the organisation, was not yet concerned with the output, remaining focused solely on the transformation process. This theory is primarily directed towards the company's organisational structure, with pre-established norms and rules aiming for the utmost efficiency of the organisation. In this theory, there is no room for flexibility in routines governed by rules. The Theory of Bureaucracy developed within administration around the 1940s.

Management was focused on improving the transformation process. Scientific management concentrated on the task. Bureaucracy, which held a more general view of the organisation, was still unconcerned with the output, focusing only on the transformation.

The primary legacy of the Human Relations School is the belief that management cannot treat people as mere extensions of the organisation's structure and machinery. This approach underscored the importance of considering employees' social needs and psychological well-being, fostering a more holistic, human-centric approach to organisational management.

IV. Modern Theories of Administration

With the advancement of studies in the administration field, significant approaches such as the Systemic Approach, the Contingency Approach, and Quality Management have emerged. These represent an evolution in administrative thought, adapting to the complexities of the modern business environment.

The Systemic Theory emerged in response to the quest for unifying scientific concepts and the study of organisations. It aims to develop a comprehensive framework to describe the general relationships in the empirical world. This approach offers an integrative and holistic perspective of organisations, proposing a descriptive scheme encompassing the real world's multiple interactions.

The systemic approach focuses on inputs and outputs rather than solely on the sub-activities within the system. Therefore, when analysing a company as a system, the aim is to achieve efficiency in each activity and ensure the entire system's efficiency.

The Systemic Approach is a methodology that integrates concepts from various scientific disciplines to analyse a specific research object. The authors base this approach on the principle that a study object has multiple dimensions and facets, which can be explored and understood through different scientific fields. Furthermore, it posits that researchers can apply concepts and principles from various sciences to study and understand specific phenomena within a particular science.

Continuing the theme of significant evolutions in the administration field, the Contingency Approach emerges as an important counterpoint to the notion of a single, universally effective organisational model. This approach emphasises that organisational efficacy is not achieved through a one-size-fits-all structure or strategy. It acknowledges that there is no 'best' uniform way to organise to meet organisations' diverse objectives, particularly considering the varied environments in which they operate. The Contingency Approach proposes that organisational strategies and structures should be tailored according to specific circumstances and demands of the

external environment, highlighting the need for adaptive and dynamic management to navigate the complexities of the modern business world efficiently.

Quality management is an administrative strategy to foster awareness of quality in all organisational processes. Its goal involves all levels of the organisation and the extended value chain, including suppliers, distributors, and other business partners.

The Systemic Approach, derived from the General Systems Theory proposed by Bertalanffy (1968), focuses on the natural tendency of sciences to integrate. This approach seeks to unify the study of sciences and organisations, promoting integration and organisation. It considers the organisation's interaction with the environment, emphasising open systems that engage in exchanges with the external environment and are influenced by environmental forces, dependent on inputs such as raw materials. In systems, essential processes occur:

Input: inputs that organisations transform into products;

Process: the way components interact to create a sequence of operations or procedures;

Output: the result obtained after processing the inputs.

The Contingency Approach, which evolved from the Systemic Approach, emphasises that organisations cannot be managed with a standard approach. This diagnosis is because each organisation's unique environmental conditions and internal factors necessitate differentiated management strategies. As a result, there are no universal principles of management applicable to all organisations, as management depends on the specific nature of each. The inception of this approach came from a series of research studies, where researchers were investigating whether effective organisations of various types followed the principles of the classical approach, such as hierarchy and division of work. These studies led to the key conclusion of the Contingency Approach: an organisation's structure and functioning depend on its interaction with the external environment. Therefore, there is no single 'best' way to organise, as organisations operate in diverse environments, leading to varied management models, each adapted to the specific reality of the organisation.

V. Analyse the implications of this behaviour on social status and the potential for a vicious cycle of work and consumption

Belk, R. W. (1988) affirms that Workers tend to accept work dissatisfaction, seeking to compensate for it with increased consumption of goods. This phenomenon is observed when workers not only strive to meet their basic needs but also seek to acquire goods and products that symbolise differentiation from their peers. David Ricardo (1973) had already pointed out the insatiable demand on the part of the population. According to the author, there is an unlimited demand for some luxury goods, never satisfied. This behaviour is possible in a context where social status is measured by consumption power. Thus, it reflects the influence of consumer culture, intensely fostered by marketing and advertising strategies that extol certain lifestyles and consumption patterns. Often, these advertising campaigns promote the idea that happiness and success are achieved by possessing exclusive material goods.

This relentless pursuit of distinction through consumption can lead to a vicious cycle of excessive work and consumption, where quality of life is sacrificed for material goods. Moreover, the emphasis on differentiation through consumer goods can exacerbate social inequalities and promote a culture of competition and materialism. In this culture, an individual's value is often more associated with what they possess than with who they are or what they achieve.

For Weber, the spirit of capitalism would lead to increased dedication among workers. This dedication, in turn, would make workers accept the hardships of work in exchange for remuneration. Therefore, for the author, the spirit of capitalism is closely linked to the idea that hard work, discipline, and efficiency are values in themselves.

From Max Weber's perspective, work transcends its primary function of merely being a means to earn a living; it is also a morally valued activity. In Weber's view, particularly influenced by Protestant ethics, success in work and wealth accumulation are interpreted not just as material achievements but also as potential indicators of divine election or blessing. Thus, from this viewpoint, the system comes to value work not only as a means to achieve material ends but as an end, an expression of virtue and moral discipline.

This elevated valuation of work, as analysed by Weber, can lead to a greater appreciation of the benefits associated with labour, potentially minimising the perception of the displeasures and costs associated with work. In other words, the work ethic in this context can contribute to a perspective in which the positive aspects of work are emphasised over the negative, reflecting the internalisation of a cultural norm that elevates work status.

Financial considerations are fundamental in determining the demand for labour, making salary the principal element in explaining this pursuit. This perspective, widely supported by orthodox economists and evidenced by Nunes and Nunes (1997), acknowledges that although other factors influence the decision to seek employment, remuneration is essential for attracting and retaining the workforce.

VI. Conclusion

This study provides a comprehensive overview of management theories' evolution and multifaceted impact on organisational productivity and worker behaviour. Exploring traditional to modern administrative theories reveals a significant shift towards integrating employee motivation, skills development, autonomy, and job satisfaction. The addition of an analysis of worker consumption patterns highlights the complex relationship between work dissatisfaction and the pursuit of material goods.

The study begins by examining the historical background of administrative theories, focusing on the transition from traditional models, which emphasised productivity and product outcomes, to modern approaches that integrate the human element into the productivity equation. Fundamental theories such as Classical, Behavioural, Structuralist, Systems, Contingency, and Quality Management are discussed, highlighting their unique contributions and limitations in enhancing productivity.

Methodologically, this research employs a comprehensive bibliographic and electronic search, including scientific books, articles, and relevant internet resources that discuss administration and economic theories. This approach allows for a broad examination of the theoretical landscape and its practical implications.

The study concludes that modern administrative theories have shifted focus from mere productivity to a more holistic approach, integrating employee motivation, skills development, autonomy, and job satisfaction. These contemporary theories strive to prevent work disqualification and promote inclusive and enriching work environments. Furthermore, they recognise the growing importance of non-monetary rewards and the continual need for organisations to adapt to technological and market changes. The pursuit of greater productivity is facilitated by the valorisation of work, which, by enabling increased consumption, reduces workers' resistance to the cost of their labour.

This paper emphasises the necessity for ongoing research and development in administrative practices to meet the dynamic challenges of a world with an intense introduction of technical progress. It highlights the critical role of the academic and professional community in maintaining a commitment to research and innovation to ensure that administrative practices remain effective and aligned with organisational and employee needs.

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