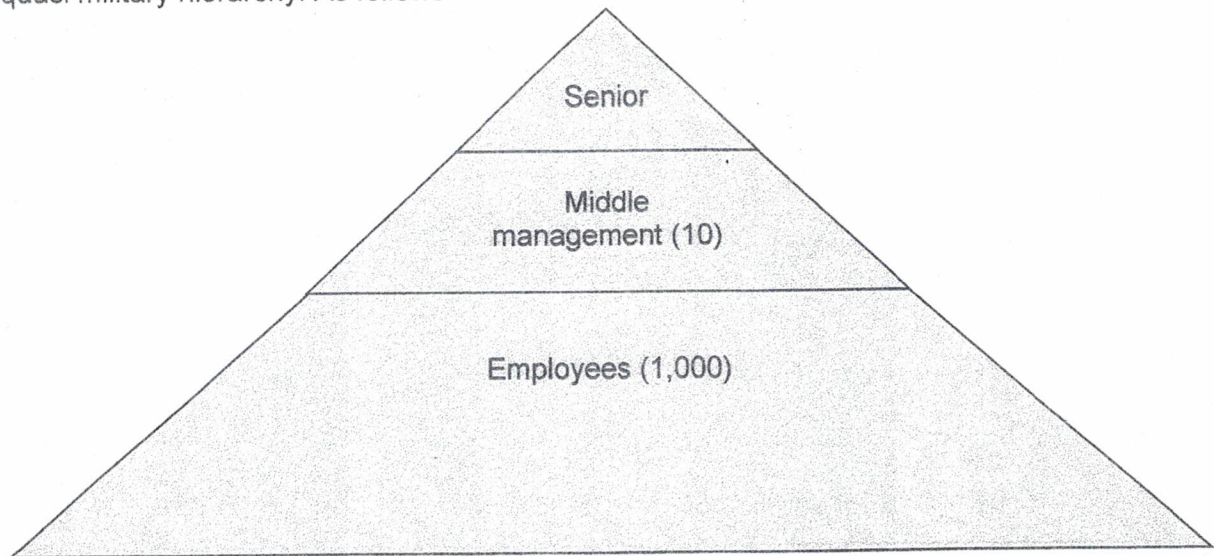


This study was carried out in a government administration department where the tasks are very similar to those of a bank, involving much routine and standardised automated office work, and resulting in complex and difficult personnel problems.

The business organisation chart is a simple one. Its main characteristics are rigidity and a quasi military hierarchy. As follows –



A thousand people, mainly women, carrying out routine automated office tasks. They are divided into 10 sub-sections of 100 people overseen by middle management. The whole is headed by a senior manager with no deputies but with two assistants. This then, is a very straightforward chain of command with no “interference” from middle management. In addition to this the 10 sections all do exactly the same work. No interdependence, these are simply parallel departments.

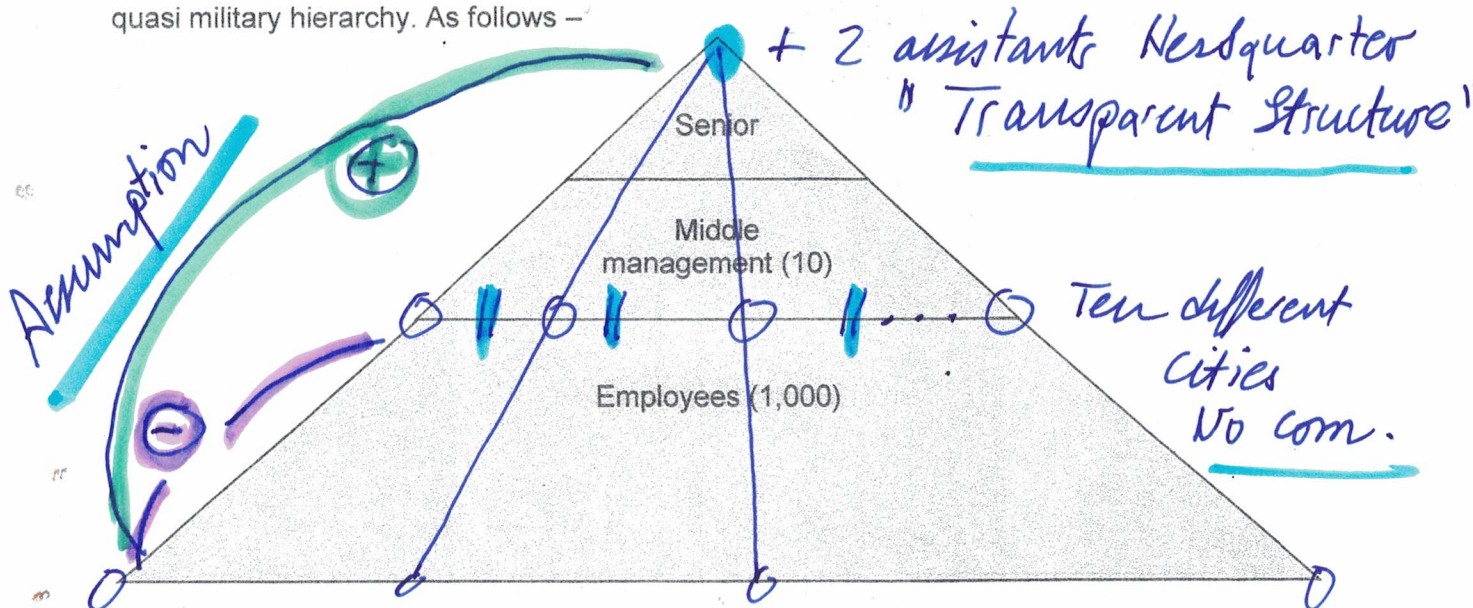
The personnel felt profoundly ill at ease. The numerous unions were restless and ready for a fight. In short, the atmosphere was tense.

Senior management was aware of the problems and attributed the tense atmosphere to the ungratifying nature of the work and to poor inter-personal relations between the employees and middle management, considering the latter to be going about things the wrong way.

The study, however, revealed something quite different. Contrary to what everyone thought, including the sociologist, relations between middle management and the employees were fine. Relations between the personnel and the top manager on the other hand, were relatively poor.

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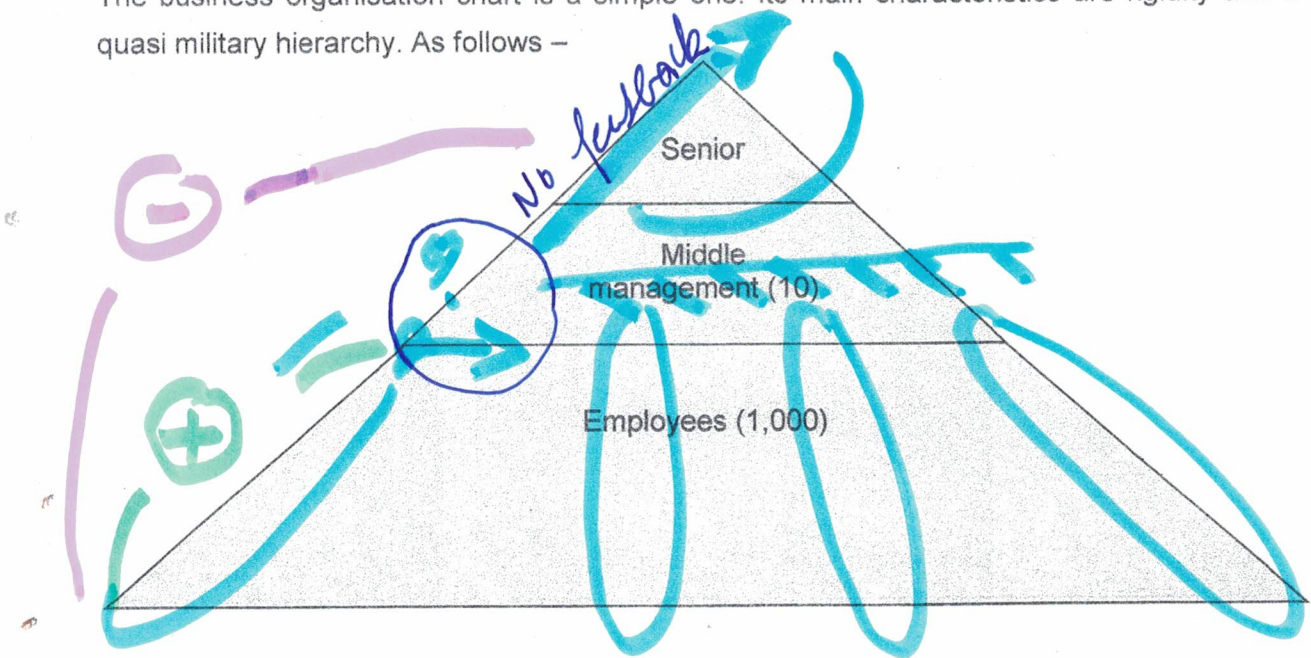
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