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On subsequent studies of Mary Parker Follett

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Abstract:

This paper tries to interrelate Follett's subsequent studies by intervening the "two-factor theory" by Herzberg. First is Weick's "model of group development" and "two-factor theory": one attempt is to overlay "two-factor theory" (motivators as Mo and hygiene factors as Hy, with high and low as H and L, respectively). Second, Barnard's "method of incentives" and "two-factor theory": If "personal and non-material opportunities" and "ideal benefactions" among the four specific inducements are transferred to general incentives, two remain: "material inducements" and "desirable physical conditions." As a result, specific inducements correspond to hygiene factors and general incentives correspond to motivators. Third, the contrast between Follett's "dealing with differences" and Barnard's "method of persuasion." "Domination" corresponds to "coercion," "compromise" corresponds to "rationalization of opportunity," "voluntary obedience" corresponds to "inculcation of motives," and "integration" corresponds to "creativity of moral codes. Furthermore, although "creativity of moral codes" is not in the category of "method of persuasion," it is positioned as a higher-order "method of persuasion" in this study.