



F. W TAYLOR AND SCIENTIFIC MANAGEMENT THEORY

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ABSTRACT

The desire to enhance organisational performances has always been a source of worry for management in both the public and the private sectors. This is true whether the company in question is public or private. The purpose of this paper was to discuss the principle of scientific management theory as put forth by F.W. Taylor with the intention of ensuring that public service organisations adopt the principles for the purpose of increased productivity, efficiency, and the accomplishment of organisational goals.

Keywords: F. W Taylor, Scientific Management, Organisation, Efficiency.

Introduction:

The Scientific management theory or approach is one of the essential theories of traditional public administration, formulated by Frederick Winslow Taylor, an engineer. He strived to view the world around him scientifically. Since he was in the field of production, he was concerned with increasing worker efficiency to propel output in the shortest time with the fewest resources.

Management is a true science as it rests on clearly fixed laws, rules, principles which have universal applicability in all organizations. Scientific management focused on application of scientific methods to managerial practices and production processes in industrial organizations. It focused on the lowest levels of the organization. It aims to study the relationship between physical nature of work and physiological nature of workers. It stressed upon specialization, predictability, rationality, efficiency, economy, technical competence. Taylor came across phenomenon of 'soldering' i.e. tendency on part of workers to restrict the operations due to personal factors like laxity or to keep expectations of supervisor low.

Characteristics of Scientific management:

1. Empirical test to find best way not rule of thumb
2. Higher productivity by having harmony, cooperation between workers, employers, consumers.
3. Maximum output.
4. Development of each man to his greatest efficiency and prosperity.

A mental revolution is needed in both sides workers and management to realise that mutual interest isn't antagonistic and mutual prosperity is possible by cooperation. Thus Taylor believed in **human relations** as an important part.

Principles of Scientific management:

1. Develop a science for each element of a man's work instead of traditional ways. By this best way of doing a task can be found and standard operation can be determined.
2. Scientifically select, train, teach and develop workmen by determining initial qualifications and future potential for development i.e. earlier workers chose his work and trained himself.
3. Management should fully cooperate with workers to ensure work is done in accordance to scientific principles.
4. Equal division of work and responsibility between management, workers. Earlier workers had more responsibility. Management should become involved in job by planning, organizing, controlling than just being authoritarian.

The Merits of Scientific Management Theory

The purpose of SM is to push employees to their limits and motivate them to provide their best efforts and focus all of their attention on contributing to the accomplishment of the organization's objectives. Any worker who falls short of achieving the daily goals and objectives established by the firm will have their compensation adjusted so that it is more in line with how well they have performed. SM is also intended at finding answers to the issues that arise from workers not putting in the necessary amount of effort. Underworking, which is defined as working purposely slowly in order to avoid accomplishing a full day's work, is by far the most harmful practice that workers may engage in toward the organisations for which they work. As a result, one of the primary goals of SM is to get rid of one of the primary sources of monotonous times in companies. Productivity, efficiency, and profitability will all rise when idle time is cut out of the equation. Because of this, workers will get better compensation, and the organisations will bring in a greater amount of income. According to Cole (2004), the following are some of the advantages that result from the use of scientific management theory:

- Because it used a logical and methodical approach to the organising of the labour, it made it possible to accurately assess both the individual jobs and the overall process.
- The measurement of processes and procedures yielded valuable information that served as a foundation for the development of more efficient working practises. And by bringing about changes in the ways that work was done, it brought about significant advances in productivity.
- It made it possible for workers to be compensated based on their performance, which cut down on idle time.
- It prompted management to take on a more constructive role in leadership, which was inspired by the effect.
- It provided the foundations on which modern work study and other quantitative techniques could be soundly based. It contributed to major improvements in physical working conditions for employees as everything that is needed to make the job done would be provided. It contributed to major improvements in physical working conditions for employees.

Hamel (2002), a prominent figure in contemporary management theory, made the observation that the vast majority of contemporary management practices can trace their origins back to the SM. It was nothing new to him, but he referred to the notion of "re-engineering" that is performed routinely nowadays in enterprises as the "21st century SM."

The SM was also responsible for pioneering the "optimal technique" of carrying out a job inside an organisation. It is important to note that up to the present day, current management practitioners are still interested in discovering the best potential methods to complete a task with the fewest amount of efforts possible. This practice is known as "benchmarking" in today's society.

Additionally, SM theory was a pioneer in the practice of decomposing each work in organisations into its component parts. This method is still used in modern times, and the term for it is business process re-design.

In lean management (SM), one of the primary goals is to get rid of items that aren't contributing anything of value to the operation of the business. This managerial strategy is still employed in current times; however, in today's businesses, it is more often referred to as a "work out." Additionally, Taylor was the one who conceptualised the approach of continuous quality improvement, which is used widely in businesses even to this day.

Even though it drew a lot of criticism, the significance of this theory can never be underestimated as it is the one that gave rise to the growth of management science and the theories that followed. Taylor was not totally against human relations as one can see he mentioned in one of his basic principles that there should be a 'mutual collaboration of workers and management' and many more. It helped managements in many organisations overcome worker issues in the US successfully and for the long term. That is why his ideas spread to all parts of the world and also to socialist countries like Russia. And it is also being followed in India even now. This shows its importance and relevance to organisations irrespective of the nature of economy. Taylor's theory brought a practical solution to the enormous problems of complex and growing organisations in the Industrial revolution peak and also lead to alleviate many problems of workers as well as management and also the issues between the both.

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