The Dynamics of Interdependence in Organizations

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A model is developed that stipulates that task, roles, and reward distribution of organizational structure, perceived goal interdependence, patterns of behavior, and corporate values and interpersonal attitudes form causal loops, and mutually reinforce and sustain each other. Positive and negative goal interdependencies and independence have been identified and result in much different dynamics and outcomes. Studies overall indicate that positive interdependence promotes coordination and productivity. Research is needed to determine generalizability of these findings and to identify the purposes and situations when negative interdependence and independence are appropriate.

INTRODUCTION

Interdependence pervades organizations and is fundamental to understanding them. Individuals within a work group, work groups within departments, and departments within organizations all depend upon each other. Even persons who work independently at their own job typically require others to provide information and supplies to complete their work. Research, production, and marketing departments need to share their expertise and knowledge to develop successful new products. Each organization in turn depends on a host of other people and organizations (Pfeffer & Salancik, 1978). Theorists have proposed that interdependence and subsequent interaction among individuals and groups are the bases for organizations (Allport, 1962; Barnard, 1948; Weick, 1979).

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The Dynamics Of Interdependence

Andrew M Scott

The Dynamics Of Interdependence:

Unveiling the Magic of Words: A Report on "The Dynamics Of Interdependence"

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