

THE KIBBUTZ FOR ORGANIZATIONAL BEHAVIOR

Tal Simons and Paul Ingram

ABSTRACT

The kibbutz is the equivalent of a laboratory for organization science. Its scope of activities, which includes agricultural and industrial production, the socialization and education of children, management of communal consumption, and national defense, is broader than any other organization. It therefore demonstrates the potential to extend organization to areas of life traditionally governed by other institutions. The kibbutz has also experimented with a number of practices aimed at balancing equality with progress. The success of the kibbutz by paying all participants the same, regularly rotating managers out of their posts, and eschewing hierarchy challenges widely held beliefs about motivation, control and coordination in organizations. Some efforts at equality failed, notably those regarding gender, but even the kibbutz's failures are informative about organizations. We analyze and integrate research on kibbutz structure, practices and external relationships in order to distill lessons for organization behavior.

The authors' contributions were equal and the order of authorship was randomly determined.

Research in Organizational Behaviour, Volume 22, pages 283–343.

Copyright © 2000 by Elsevier Science Inc.

All rights of reproduction in any form reserved.

ISBN: 0-7623-0641-6

Of the successful communes that are not cemented by loyalty to a ruling God, the Israeli kibbutz is perhaps the most influential and long-lived. (Tiger & Shepher, 1975, preface).

INTRODUCTION

As much as any twentieth-century organizational form, the kibbutz has captured the imagination and attention of the public and the research community. Countless books, papers and theses in fields such as psychology, sociology, economics, anthropology, political science, and education have focused on the kibbutz. Volunteering on a kibbutz has been a rite of passage for tens of thousands of young people, Jews and Gentiles, from around the globe. The political, military, and economic history of Israel has, at least until recently, given a starring role to the kibbutz. Even today, when a common perception is that the kibbutz has been marginalized, the organizational form still receives significant coverage from the world's major newspapers (see, for example, the front-page article in the *New York Times*, April 18, 1998).

Given all of the analysis of this organizational form, the question we address in this chapter is natural: What can be learned from the kibbutz about organizations and behavior within them? Yet, most kibbutz researchers have not only failed to answer this question, but have acted as though it were illegitimate. These researchers, who were often also kibbutz members, have emphasized the idiosyncrasy of kibbutz experience instead of the possibility of generalizing from the kibbutz to other organizational forms. They have characterized the kibbutz as a unique social artifact to be analyzed on its own terms, rather than as a type of organization. In contrast, we take the position that there can be real gains to organization science by thinking about kibbutzim (plural) as 'normal', at least in the sense of demonstrating the operation of some structures, processes and practices, which in different degrees and combinations, are relevant to other organizations.¹

At the same time we try to generalize from the kibbutz to other organizations, we give full recognition to the ways that kibbutzim are different from other organizations. Indeed, it is these differences that account for the public and scholarly interest in kibbutzim, and which create the unusual conditions that make kibbutz experience so valuable as a laboratory for organization science. The fundamental differences between kibbutzim and many other organizations, particularly the American organizations that are the focus of so much organizational research, flow from the utopian-socialist

متن کامل مقاله

دریافت فوری ←

ISIArticles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات