

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

The Effectiveness of Fayol's Principles of Management

To the Contemporary Public Administration Within

Los Angeles County

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Abstract

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The theories of Henry Fayol were designed to model how management should interact with personal, how to create efficiency, promote production and how to have an effective organization as a whole. The purpose of this study is to show the incentive of adapting Fayol's principles and management functions within the entire organization of Los Angeles County's work force. The object of this study is to link the employees and managers of Los Angeles County with the skills needed to work together for the better good of the public they serve. There is an increase of an indigent population, which includes an increase of Homeless and an elderly population on the rise. With the knowledge, practice and implementation of Fayol's principles, functions of his management skills, along with implementation of some scientific management theories, Los Angeles County can take the direction of a strong leading employer that will empower the employees and the organization as a whole. By adapting these principles, the citizens of Los Angeles County will reap the benefits of a strong public sector

organization. This study suggest clear and definitive strategies that can be utilized as the foundation for a leadership that is productive and for an effective working environment that will increase in productivity, knowledge and stability. For decades scholars have been putting more emphasis on management and leadership skills in the private and public sector. The administrators of Los Angeles County are desperately seeking ways to enhance their working relationship with the employees of Los Angeles County; and they are looking for ways to build moral and strengthen their production in the work force. This study will be a resolution to the request that Los Angeles County has regarding their need for a solution. Fayol systematically outlined the principles that can be valuable to the organization of Los Angeles County if they were implemented. Rediscovering what Fayol institutionalized decades ago would result in a strong well organized organization.

Introduction

Los Angeles County is the largest county and the most diverse county in California; and Los Angeles is the second city in the country with the largest population. Los Angeles has an estimated population of over 4 million residents. Los Angeles is facing a growth in the Hispanic, aging and Homeless population. With all of the social challenges that Los Angeles County is facing, there is nothing more imperative than to have an effective executive leadership that can effectively manage the organization as a whole. The employees of Los Angeles County will need the moral and physical support of their management in order to effectively face the indigent population that is on the rise.

This study will show how Fayol's principles will help solve problems, enhance the management skills and working relationships within the workplace. The principles will also increase moral and production among employees in the work place. The Los Angeles County organization is very much in need of new leadership training, so they can be prepared for the contemporary workforce and indigent population that needs their support and direction. Management will need to focus on the science of effective public administration while addressing the socioeconomically challenges. With a workforce that is aging faster than the labor force in general (Lowe 2001), public organization face the challenge of attracting and retaining young people in public service careers to replace the aging baby boom cohort as it approaches retirement (Lewis and Frank 2002; Lyons, S., Duxbury, L., & Higgins, C. 2006). Studies support that there are challenges ahead of the public sector and the public administration must be ready to receive the training needed to effectively manage the public sector organization. The leadership training of Fayol's principles and other theories will prepare and produce effective results.

Studies show that an organizations cannot move forward effectively without well trained leaders to pave the way. Training the new managers is essential to the transformation that needs to take place within the work force of Los Angeles County. To most people, the importance of leadership is self-evident no matter what the setting. In organizations, effective leadership provides higher-quality and more efficient goods and services; it provides a sense of cohesiveness, personal development, and higher levels of satisfaction among those conducting the work; and it provides an overarching sense of direction and vision, an alignment with the environment, a healthy mechanism for innovation and creativity, and a resource for invigorating the organizational culture. This is no small order, especially in contemporary times (Van Wart, M. 2003).

The administrative apparatus is further a concept of very wide application. Not only is it useful to those that may have to manage or control an industrial undertaking but to mind its absence in a fundamental weakness in our public service (Fayol, 1949, p. 2). There is a need to fix the administrative apparatus leadership tactics with Los Angeles County. Los Angeles County works for the public, so weakness is not option of being present within the organization.

If there are gaps within our administrative apparatus, these are often pointers to weakness in the organization or to the faults on the running of the undertaking (Fayol, 1949, p. 2). There are several gaps within the organization of Los Angeles County. The gaps need to be addressed and worked on for the benefit of the organization. Fayol suggested for managers to take the lead and find ways that would promote a thriving work place. Fayol suggested guides be put in place for a productive return. Fayol's principles are flexible and can be adapted into any organization, regardless of the size.

Division of Labor/Work

Division of Labor is one of Fayol's principles, in which the objective is to produce more work with the same effort as before, but with emphasis to better managing with authority and observation. The principle suggest that employees that are specialized and skilled in a certain area should be placed in the capacity that is best for their skill level. This principle also suggest Employees can master skills and be proficient in an area that they show great strength in. Leaders should have the authority and leadership skills needed to oversee the production of workers in their assigned division.

There is a need for the division of labor principle to be implemented and adapted within the organization as there are low performance and production rates within many departments of Los Angeles County. The workers know that there is no quota or set expectations, so there is no motivation to improve production. Workers can work while completing very little tasks without any criticizing, questioning or discipline behind the work they perform. There is also an issue with moving workers around before they have become skilled in one area. Furthermore there is a concern with mangers not having any authority over there workers. These concerns can be addressed and fixed if the principle of division of labor was trained throughout the organization.

Division of works permits of reduction in the number of objects to which attention and effort must be directed and has been recognized as the best means of making use of individuals and of groups of people (Fayol, 1949, P. 20). Fayol suggest that workers should become specialized within a specific area. If a worker is learning a specific job, the worker should be able to work that specific job until the employee has mastered that position. There is no need to remove employees from one area to another without

making sure they were skilled at the previous assignment. Once a worker masters a job, then there is an increase of production from that job. The less mistakes, the higher the production from a job. If a worker likes performing that specific function of a job, then they should have the opportunity to stay at that position. Once they master their job, then they can train a new person the skills they have so the next person can learn and master that position as well.

Adam Smith was a political economist, who was famous for his book, *The Wealth of Nations*. Smith was very influential because of his aspiration of self-interest and freedom. Smith's philosophy included increased production, also known as division of labor. Smith believed in saving time and finding the best way to maximize production with the allotted time given. Smith studied the best way to get the most out of workers by dividing the labor. Smith's systematic approach increased organizations to get more production out of the same system they were using before. Smith's systematic approach is still being studied and utilized today. Adam Smith's *The Wealth of Nations*, drew particular attention to the difference between "simple cooperation" ("when several persons help each other in the same employment") (Heath, J.2006). There could be a huge increase of production if Smith's systematic approach was implemented into the workforce of Los Angeles County. The workers usually work together for the purpose of the better good, but they need leaders that can assist and train them to be systematic workers, which would be produce getting the most production possible in the time allotted for work.

Where Frederick Taylor saw managers as technical experts who should know the work to be performed better than those who performed it and whose competence was

unique, Fayol envisaged organizational experts. All types of organizations should ask for their expertise (Brusson, Holmbald, 2008). Micromanaging is not in the Memorandum of Understanding (MOU), so Taylor's scientific management theory, Taylorism can be introduced and implemented into the organization of Los Angeles County. Taylor's theory emphasized on working the workers as if they were machines. Too many managers within the work place are too busy doing other tasks and non-work related tasks. No one is really watching the employees, so just the minimum work is getting done, if that. If managers came out of their office to oversee the production of the work, then workers wouldn't be on their cellular phones, away from their desk for long periods of time and talking to their co-workers for long period of times. The employees need to be managed. If managers came out of their office and watched the employees as Taylor's scientific method suggest, then there would be an increase in the production being performed. The more production the employer gets out of the worker, the more benefits the organization receives. Servicing the public requires input from the workers, so the output can be beneficial to the public and the public sector.

The core of Taylorism is command and control, functional and task decomposition, and direct supervision. The goal of scientific management is to achieve maximum prosperity through maximum productivity. To achieve heightened levels of productivity, Taylor insisted that workers must be controlled from above. Their every task and function should be analyzed and evaluated by expert managers (Newman, Guy, 1998). There is only one way to increase the production of the workers. Taylor argues that this management tool is the right way, and studies are still using this tool in the contemporary public sector.

You get more production out of workers that are happy and are efficient in their craft. Fayol pushed for efficiency and production within this principle. However, Fayol also agreed with Max Weber regarding his Bureaucracy Theory. Weber believed that managers should be tied to the position that they occupy. Managers should oversee their area and have clear rules. Weber also believed that workers can follow a leader if there are incentives and motivation. Studies within the public administration tend to use motivation as a factor of production and growth. Motivation was a result of material incentives inherent in lifelong careers, as well as socialization and habituation in educational and bureaucratic institutions. The bureaucracy's capacity to follow formal rules or ethical codes depended on its own qualifications and orientations but also on the leaders' ability to give direction and the continuous availability of resources (Olsen, J. 2006). However, Weber suggested financial and tangible rewards for the executive managers. Studies show Weber's view and many have criticized his theory. Bureaucratic theory is equally skeptic of the existence of an unambiguous linkage between performance and executive pay. Weber's theory of bureaucracy saw civil servants, recruited and promoted on merit criteria, guaranteed lifelong tenure and a pension, as office carriers performing the tasks that constitute their particular role within a professional, but politically controlled hierarchy (Binderkratz, Christensen, 2012). This is seen way too much in the public sector. The workers are doing all of the labor and making the organization look good, but the managers are receiving the financial benefits. This is one of the main reasons why production is low within the workplace within Los Angeles County.

Fayol argued that the managers should be the boss over their employees and the boss should make the rules and expect for their employees to follow the rules. Fayol's principle of division of work can be implemented within the work place, so the power can be switched back to the managers. The system of checks and balances among the branches of government, which implies that no one branch has sufficient power and authority to develop and implement goals and strategies, however, negates the use of a single source of planning, goal setting, and resource allocation (Rusaw, A. 2009). The system of checks and balances exist for a reason. The employees have enough power to shut most of the services for Los Angeles County down, but they want to be respectful and adhere to their job duties, which means servicing the public of Los Angeles County. However, managers need to be trained to learn how to work around the MOU, knowing that the workers do hold a lot of power. Fayol insisted that managers need to have authority, so working around the MOU with implementing Fayol's principles is the clear solution for making that happen.

Remuneration

Remuneration of personnel is the price of services rendered (Fayol, 1949). Fayol's principle of remuneration was referring to the organization being satisfied as a whole. Fayol argues that employee satisfaction depends on fair remuneration for everyone. This principle can be utilized within the County of Los Angeles with regards to all, but not limited to: fair remuneration for both employees, the employer, employee worth, addressing the cost of living wage, reducing the retention rate, promoting good works and increasing the production.

California minimum wage is rising and it will be \$15.00 an hour by 2023. Most of the county clerical and blue collar jobs slightly get paid more than \$15.00 an hour. The workers feel that they should be getting paid much more than minimum wage for the duties they perform on a daily basis. There was a time where county employees felt like working for the county was one of the best decisions of their life. Employees thought about job security, decent wages and a respectful working environment with opportunities to promote. For decades, employees of Los Angeles County have been taunted with the fact that private sector pays more for the positions that hold with Los Angeles County. The employees counter punch with putting emphasis on the County having better benefits than the public sector. Nevertheless, employees of Los Angeles County want to make more money or have their pay equivalent to those in public sector. Many studies support the fact of the needed pay increase. A sizable literature critically discusses the relevance and consequences of pay for-performance schemes in the public sector. Often, it does not test the relationship between pay and performance, regardless of the causal direction. Rather it combines the theoretical analysis and discourse with case

stories that together raise doubts about the strength of the model (Binderkrantz, Christensen, 2012).

Fair remuneration would promote motivation and build the moral within the work environment. Fayol argues that if the employees and the managers were compensated fairly for the labor they performed, then the moral would increase. PA theory rests on the agency problems that arise if the agent's preferences differ from those of his principal, and information asymmetries inherent in a hierarchy make it difficult for the principal to monitor his agent. However, this agency problem may be alleviated by the design of proper incentives so that the incentives the agent faces are aligned with the preferences of the principal (Binderkrantz, A., & Christensen, J. 2012). The study argues that an incentive will improve public sector management. The study mirrors the argument for Los Angeles County employees and their need to have their public administration bargain for better wages and the opportunity to promote.

Creating a strategic plan and ensuring its success is one of the keenest satisfactions for an intelligent man to experience. This power of thinking out and executing is freedom to propose and to execute belongs too, each in its way, to initiative. At all levels of the organizational ladder, zeal and energy on the part of employees are augmented by initiative. The manager must be able to sacrifice some personal vanity in order to grant this sort of satisfaction to subordinates (Fayol, 1949, p. 39). This study and other studies have shown that managers need to go back to planning and putting the employer first. Managers need to promote their employees and lead them to a productive work environment. Many other government agencies are moving away from civil service exams. The administration for the County of Los Angeles should consider moving away

from civil service exams as well. The burden of never getting promoted and remaining in the same position for many years can be lifted if the civil service exam process ended. The employees of Los Angeles County should find their zeal and voice and make their requests known to the administration of Los Angeles County, as this will help boost the morale and motivate the employees.

Entry-level positions usually require some degree of specialization, but one will not get close to the top, and certainly not at the top, if an overall understanding of the managerial, service, and process needs of the organizations in its subdivisions is missing (Raadschelders, Jos C. N. 2005). The workers of Los Angeles County has an excellent history of adapting well to new positions. Yearly evaluations show that adaptability is never an issue. The employees within the divisions seem to get over looked when it is time for promotions. The County has shifted from recruiting those with degrees, rather than those with years of experience. The morale, low self-esteem and motivation has an effect on the workers and unfortunately, that has an effect on the public that they serve.

Most employees know that working for the public sector doesn't mean that they will be financially stable, unless they moved into a management position. However, the employees do want to be paid fair for the work they perform. The employees have dreams of buying a house or being financially stable enough to pay rent, manage a car loan and care for their family. California is one of the most expensive states to live in. The wages of the employees should be fair to the cost of living in Los Angeles County. It is often proposed that people do not enter the public service to maximize income; instead, they hope to do interesting work. Thus, the public sector needs to offset differences in the level of compensation between the public and the private sector by

offering nonpecuniary benefits, such as interesting work, to keep levels of motivation high (Weibel, Rost, & Osterloh, 2010).

Remuneration is challenging in the public sector because of the civil service exams. Fayol and other theorist argued that workers should get paid fairly. The principles Fayol and other theorist designed strategies that were basically for the private sector and business culture, but they argued that their policies could be adapted with any organization. The civil service exams are a hindrance to the blue collar and lower paid workers of Los Angeles County, as promotions are hard to obtain. It is suggested that the executive board of Los Angeles County look into removing civil service exams for internal promotions. Centralized civil service systems have been criticized for obstructing and impeding the ability of agencies or departments with special skill requirements from responding quickly to labor market opportunities (Pynes, J., Bartels, L. (1996). Specific recommendations that have been made include developing new approaches to testing, exploring alternatives to written tests for some occupations, recognizing professional or technical credentials and educational degrees as qualifiers for selected positions, moving away from the rule of three,' and increasing lateral entry (Pynes, J., Bartels, L. (1996). The remuneration principle it recommended as financial fair wages is the biggest incentive to increase production.

Equity

For the personnel to be encouraged to carry out its duties with all the devotion and loyalty of which it is capable it must be treated with kindness, and equity results from the combination of kindness and justice (Fayol, 1949, p. 38). Fayol principle of equity referenced that managers should be fair to their employees, while maintaining the discipline, but also maintaining humility, respect and kindness when needed. James MacGregor Burns was a political sociologist who studied leadership. Burns introduced transactional leadership, which was the relationship between leaders and followers. Burns determined that leaders are able to motivate their followers to aid the achievement of mutual goods (Northouse, 2016p.162). Burns maintained that leaders are to motivate, stimulate and promote engagement with their followers. Burns (1978, pp.1-3) argued that there was a “crisis of leadership” because people did not understand the essence of leadership; namely, that is it less about individualism, elitism and heroism than it is about human development and the pursuit of a “collective purpose” (Levasseur, R. (2004).

Managers have the power to promote a positive atmosphere within the work place. Employees appreciate when their boss offer tips to help study for a test; and when they find ways that allow employees the opportunity to work out of class, so the workers can get the experience necessary for the next job item. The managers of Los Angeles County should train and prepare their employees for the moral and social changes the county is facing. Employees should be prepared intellectually and emotionally to perform at the level the public deserves. “The state of discipline of any group of people depends essentially on the worthiness of its leaders” (Fayol, 1949, p. 22). “Without principles we are working in the dark and in chaos, without experience and judgment we are still

working under great difficulties, even with the best of principle (Fayol, 1949, p. 22). The employees of Los Angeles County want to be prepared for the society that is coming. The citizens of Los Angeles also have the right to have the County of Los Angeles act as an advocate for their rights. The County of Los Angeles works for the public, so there is no room for incompetence.

Fayol's principles were a guide to theory and practice in the early days of management theory. However, many of his principles are represented in contemporary management theories which describe what today's managers should do to be effective and efficient (Mildred Golden Pryor, Sonia Taneja, (2010). Fayol's principals are relevant today. Studying and practicing Fayol's theories will prepare the workers, citizens and the management of Los Angeles County with how to effectively lead an organization and a county.

By consigning Fayol to the "rubbish bin" of management history, the management disciple has left itself vulnerable to successive generations of management gurus, some of whom seem to merely repackage principles first advocated by Fayol into a bewildering array of fads (Lee D. Parker, Philip Ritson, (2005). Every organization uses at least one aspect of Fayol's principals. Fayol used more common sense, logic, experience and the fundamental truth when he founded his principals. Rather Fayol's principals are repackaged or altered, they are still principles that organizations use and respect today. Fayol laid the foundation and his principles will be around for generations to come. We are only now, however, beginning to suspect that the present admitted failure in municipal administration, the so-called "shame of American cities," may be largely due to the inadequacy of those eighteenth-century ideas, with the breakdown of the

machinery which they provided, and further, to the weakness inherent in the historic and doctrine method when it attempts to deal with growing and human institutions

(Shafritz, Hyde, pg. 51)

Unity of Direction

Fayol suggest that there needs to be teams that have the same objective and direction, with one manager who shares the same objective. Fayol argues that this type of plan will ensure that the work flow will be properly coordinated. The supervisors of Los Angeles County must communicate with their staff and make sure that they have the same instructions, work plan and goal. However, this is not always the case, as some departments hire managers from other departments, who have no experience or knowledge of the department they are being assigned to. The supervisors or managers should be knowledgeable about the functions for the purpose of that division. Usually the line staff employees are the ones trying to teach the new supervisor the job functions, which can be very challenging because some newly appointed supervisors bring a power trip or an unwilling learning behavior with them. The supervisor may also bring their previous expertise with them, but it might not be the best practice for the division. A division can lose sight of the goal and purpose by being under the leadership of a new supervisor, who lacks knowledge and experience.

The National Academy of Public Administration recommends that agencies should balance technical competencies with managerial and leadership competencies when selecting first-line supervisors. These competencies should, “reflect agency specific mission challenges, values and leadership environment” (National Academy of Public Administration 2003, 38; Brewer, G. 2005). The County of Los Angeles requires experience within a broad area of experience, which qualifies hundreds of applicants to qualify for a position. However, their experience in one area, doesn't mean they will

succeed or be knowable within the area they were assigned to. A supervisor should be able to emphasize and utilize their knowledge and expertise within their new division.

The concept of unity is self-explanatory in the context of organizational networks as it refers to the state of being in accord, without deviation. The concept of diversity traditionally refers to "the demographic and cultural characteristics of an organization's labor force, customers, competitors, or population at large" (DiTomaso and Post 2007; Saz-Carranza, A., & Ospina, S. 2011). The supervisors and managers will be able to flourish if the group has the same objectives and goals. It's imperative to network with each for the better good of the origination and for the public in which it serves.

Fredrick Winslow Taylor was a theorist who strongly believed in only one way to do things. Taylor studied how workers performed their task and he found ways to make the workers become as efficient as possible. Taylor found ways of doing things of a more systematic way in order to increase production and save the organization money. Taylor micromanaged the workers to make sure they were efficient in their way of working. On the surface, the New Public Management movement-often called "reinventing government" would seem to be Taylor's heir, advancing public agency efficiency concerns under various rubrics, such as performance-, results- or outcomes-based management (Schachter, H. (2007). The scientific management is still present in the work force in today's era, but it not welcomed in the Los Angeles County organization. The contract between the Union and Los Angeles County does not tolerate micromanaging behavior as if can be offensive. Micromanaging can lead to stress and low productivity. However, there are ways leaders can work around micromanaging.

Centralization

A centralized organization will typically have a high degree of hierarchical authority and low levels of participation in decisions about policies and resources, whereas a decentralized organization will be characterized by low hierarchical authority and highly participative decision making. Thus, where only one or a few individuals make decisions, an organizational structure may be described as highly centralized. By contrast, the least centralized organizational structure possible is one in which all organization members are responsible for and involved in decision making (Andrews, R., Boyne, G., Law, J., & Walker, R. 2009). This study researched the differences between the organizations that have different authority levels. The County of Los Angeles leans more toward a highly centralized organization, because the executive staff makes all the decisions and the managers adhere and enforce the policies that have been put in place. The Union receives and reviews the decisions made, but the County has the ultimate decision. Although the members have a Union, they are not involved with the decision making process. Fayol's principle of centralization was a part of his management tool, because Fayol argued that centralization was meant to suggest employees should be in the decision making process. It is important for the employees and the organization to have an appropriate balance.

The clerical and line staff employees have more contact with the citizens within Los Angeles County than the managers and executive board. The employees have direct contact with the citizens, service the citizens, take criticism from the citizens and they take heed to what the citizens' concerns are. The line staff employees also live in the same communities that the people they are servicing reside in. So, the line staff has more

direct contact and are considered the face of the organization. The employees appear to understand the day to day struggles and challenges that the citizens within the community are going through. The employees can very well be a voice for the citizens and the citizens should be allowed to make decisions as well. After all, the County of Los Angeles works for the citizens of Los Angeles. Administrators also benefit from receiving education on specific community groups' positions. The administrators, through regular contact with citizens who might otherwise not be engaged in the policy process, learn which policies are likely to be explosively unpopular and how to avoid such policy failures. A policy that is well grounded in citizen preferences might be implemented in a smoother, less costly fashion because the public is more cooperative when the policy is implemented (Thomas 1995; Vroom and Jago 1988; Irvin, R., & Stansbury, J. 2004).

Fayol's Five Functions of Management

Even though Fayol's principles are recommended to be implemented into the work force of Los Angeles County, a plan must be in place with how to go about the transition of the new management strategies. Fayol's five functions of management are still being utilized with the public and private sector. Fayol's functions are very common and useful, that just about every entity of a public administration organization is using some aspect of the functions of management. Managers are to plan, organize, staff, direct, and control, and these functions "are stated as absolute truths, to which there can be no objection" (Brunsson, Holmblad, 2008). Fayol laid the foundation for a scientific approach for managers to become better managers. There can no objections to implementing the management functions if the organization is going to be successful.

Fayol's five functions of management include: planning, organizing, communicating, coordinating and controlling. Los Angeles County is a huge organization, so the implementation of new principles and strategies will take time to be implemented. The functions of Fayol's management will assist with the transformation of the new management style. To reach the goal of a successful managed organization, procedures need to be in place throughout the process of the transformation of leadership.

The planning function of Fayol's functions involves where the organization is trying to go and what goals the organization is trying to accomplish. The planning function involves reaching the goal of the organization by looking ahead to an agreed upon goal. Plans need to formulate with objectives. There needs to a clear plan as to where the organization is going. The organizing function involves selecting and arranging people to coordinate groups that will work together. Ideas will come together and practice pilots

can be implemented. A lot of coordination happens within the organizing phase. The command function will include overseeing the workers and using the manager's authority. Managers should be motivating and promoting a good working environment. The coordination function involves harmonizing the organization. The process of the transformation should be done with order and with clear set rules. The control function includes compliance with every branch of the organization. Every branch should be on one accord and in compliance with one another with the goal of having one common goal with compliance of all. The processes may include a number of separate models. Management is seen to be a question of defining and classifying in order to improve organizational (Brunsson, Holmblad, 2008). The County of Los Angeles must improve their leadership and management style by defining what the issue is and setting forth a plan to address and fix the problems.

The Purpose

The purpose of this study was to bring awareness to the entire organization of Los Angeles County, but with special attention to the Executive Board of the organization. The democratic society in which Los Angeles County services is in desperate need of a managerial change. Fayol's functions of management can help bring the organization of Los Angeles County to the place of respect, dignity, professionalism and integrity. The great developmental psychologist Abraham Maslow (1971) concluded that people are happiest when their basic needs are met and they can pursue ends that are more personally fulfilling. The more organized, controlled, effective and productive the work place is, the better the organization will function as a whole.

It is believed that every organization on the globe today is influenced by Fayol's principles of management given their applicability to burgeoning administrative formation without which there will be no organization - as a group of people pursuing a collective goal (Uzuegbu, Chimezie & O. Nnadozie, C. 2015). Henry Fayol was very successful at managing an organization. Fayol went on to transform other organizations to successful ones, and many other organizations became successful after using Fayol's theory. His success started when transformation of a failing coal mines business turned into a well-organized business that did very well financially. Because of Fayol's success, he wrote a book about his management principles. Many other theorist decided to expand off of Fayol's management framework. Fayol was known as the father of management, so there is no other place to begin, but to begin with the one who started it all. There is a reason why Fayol's work went global. The County of Los Angeles should invest in training and the implementation of several principles, as they will enhance the

work flow, communication and productivity within the organization. Los Angeles County can lead by example, by being prepared for the upcoming changes within our society. Other cities want to exemplify Los Angeles, so it is crucial that Los Angeles leads by example. Fayol's principles are respected in many organizations and have been proven to be effective within organizations. Fayol (1916) was not well known until his book *Administration Industrielle et Generale* was published in 1916. When the book was translated by Storr and the title was translated as *General and Industrial Management*, it received widespread publicity and established Fayol as a major authority on management (Fayol, 1949; Wren, 2001). There are no other purposes of this study, but the reasons proven in this study.

Research Design

A qualitative design was used to study exploratory research, interpret behavior, study social actions and to make sense of what the study concluded in the general population. This design will provide specific explanations and relevance to the behavior.

How will the application of Fayol's principles of management impact employee motivation and job performance within the workplace of Los Angeles County? The inquiry of the research question is addressing the concern within the organization. This question is the foundation of the research study. The qualitative design will help understand the research question and provide a conclusion for the social behavior studied.

A haphazard sample will be used as information is needed from co-workers and supervisors. The sample will include, thirty to forty random employees in all 36 departments within the county of Los Angeles. Observations have already been concluded, which confirmed the departments compile of workers that are diverse with gender, sex and age. The sample will also include two supervisors within the departments as well. The samples will be interviewed and given surveys to complete.

The instrumentation will consist of passing the surveys out at the sub-divisions for those departments that use sub-divisions and to the departments. The employees and represented managers will have two weeks to complete the survey. The surveys will be picked up at the sub divisions and divisions for analysis from the committee. The research group got together and created the questions for the survey. The open ended questions will allow the workers to express their responses openly.

The data analysis will include thirty open ended questions in the survey, which relate to the social behavior, atmosphere and work conditions within the work place. Random workers will be interviewed when collecting the surveys. The observations have been recorded for years and observations are still in process. However, the data from those observations will be used as instruments.

The data collection includes observations, surveys and interviews from the workers. The survey committee will review the surveys and record the findings. The findings of the surveys and the research conducted in this paper will be prepared for the meeting with the county officials. The goal is to understand the social relationship within the workplace regarding motivation, manager relationship and the ability to promote better working conditions. The goal is to also find ways to implement new leadership training and implement functions that will produce moral and increase production.

Ethical Considerations

There are several ethical considerations to consider when creating the survey and for the purpose of this research. Is the public receiving the best quality of service they are entitled to? Are the employees trained to handle the rising homeless population? Are the employees trained to handle the increase of mental clients? Are employees motivated? Do employees feel they have the supplies and adequate staff to handle the intake of new cases and or clients? Are the employees stressed? Do employees feel they are thriving at work? Are employees able to approach their supervisor and hold a conversation with him or her? Do employees feel valued? Do employees feel their manager is supportive? Are the minorities the majority of the population not being promoted? Do employees feel they are receiving adequate training? The ethical considerations are for the employees, managers and for the public, as the County of Los Angeles services them all as an organization and a representation of a government public administrator of a public administration.

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