

THE CONFLICT BETWEEN LABOUR GROUPS AND ORGANIZATIONS THROUGH THE APPROACH OF STRATEGIC ANALYSIS (MICHEL CROZIER)

Abdelouahed Merabti¹, Ali ALLIOUA²

¹ PhD Researcher, Humanities and Literary Studies laboratory, Mohamed-Cherif Messaadia University - Souk Ahras (Algeria), E-mail:a.merabti@univ-soukahras.dz

² Professor, PhD Mohamed-Cherif Messaadia University - Souk Ahras (Algeria), E-mail:a.alioua@univ-soukahras.dz

Abstract: *Michel Crozier is the founder of strategic analysis, where he developed the approach of organizational processes based on power. Where you ask about the fact that the freedom of actors is a reality, and the existence of organized and coherent formats as another reality, how can these two realities be connected. For any conditions and pressures, the collective action is an organized action and the organized environment in which it takes place. Therefore, strategic analysis is concerned with understanding how to build collective actions based on individual behaviours and coordination in action. The analysis of workers ' groups and modern organizations cannot be applied to classical approaches that study the group without analyzing what an individual can benefit from within the group, so it was necessary to highlight the most important contemporary approaches in the field of the organization to better understand the phenomenon, organizations and the conflict between them. Among these approaches, we find the theory of strategic analysis by Michel Crozet, where in this article we tried to extract some of the main concepts in this theory such as areas of doubt, the logic of play, and the consideration of intra-organizational conflict as a war expressed by Crozet as an unhappy choice for groups and individuals within organizations.*

Keywords: *Michel Crozier, strategic analysis, coordination analysis, areas of doubt, labour groups, organization.*

1. Introduction

"Strategic analysis" is based on emphasizing the maxim of the organized action, this is the direction of the analysis of both M. Crozier and Friedberg E... Who reviewed their approach in their author: The actor and the system (Crozier and Friedberg, 1977) Which is evident in Crozier's thought in clarifying what is meant by "strategic analysis" and by which his sociology is known, the strategic analysis includes two statements.

First: "Analysis" Which it is appropriate to meet with "Theory", Either "Strategy" A saying that corresponds to planning, and a saying that allows transcending "Inevitability", As allowed by substitution, this second interview implies for us that the behaviors are directed, And intended 'And the important thing here is precisely to know what it turns into. (Crozier, 1996.)

And suppose Crozier admits that a strategic statement is not a choice "Happy" Recalling the war. In that case, however, he considers that he has not found a better one, and if we accept the following definition of strategies as "The art of power relations" - Using power in its broadest sense, that is, which includes playing Effects, Where Actors practice playing important effects to obtain other sources of power" (Quivy, Campenhout, 1995: 93) In this sense, he accepts "Crozier", but this strategy has an enemy, which is the Doubt Related to the behavior of the opponent or partner, the will "Strategic analysis" It is due to the desire to understand the behaviors in which it is assumed that they have intentionality. Also, in being variable according to the compulsions and resources of the actors that they represent in a certain period of time,

intentionality is always present. Still, the direction is variable depending on the context /Discount.

The Crozian approach also sees that the analysis of physical situations is within a couple of statements:

The first duality: "Strategy-play" "authority - Uncertainty" The Social actor is the main element of this analysis, and the Social actor has a strategic behavior that will be understood within the relationships in which it takes, and this particular framework of the system of relations will make it possible to understand the actor in particular, and to what extent his strategy is rational or rational, and in order to understand this it is necessary to.

The second binary: "Power – uncertainty" Allows an understanding of how people behave within a world of compulsions. Their actions must also be considered through Authority since it seems that without authority something cannot act or influence, and for this, he knows "Crozier" Authority within a statement "Relational", If "We have no authority outside of our relationships with others" (Crozier, 1988: 61-63.). As far as "Crozier" And that's just his perception of power, it's the relationship in which "Exchange quotes" correspond to the interests of social actors or, more precisely, to how the actors represent their interests. In power, there is always reciprocity in influence (Two-way Payback). A saying "Zone of doubt" She assumes that in an organized group, actors have authority because they own areas of uncertainty "Arising from the use of regulatory norms, the spread of Regulations increase the areas of certainty" (Amblard, Bernoux, Herreros, 1996: 329). The actor exerts power over individuals because he controls the area of uncertainty to which they are subject, and since monopoly situations are rare, everyone tries to influence depending on the areas of uncertainty that he controls, hence the complexity of views of actions and contradictions when it comes to rationalization or rationalization, everyone wants others to be guides, provided that they remain their Free.

Rationalization in this regard becomes a bet for all parties to the conflict, and this is what he points out " Bourdieu. P" Speaking about the relationship of conflict and bet and the overlap between them, by saying: "The conflict bet is the conflict bet" (Bourdieu, 1984: 258.) If rationalization for a fighter in a war situation is the vision of demolition, as long as winning means eliminating the enemy, then the human beings in organizations and systems live with "The enemy" the problem is not his liquidation but how they are trying to develop their interests at his expense for their own.

The strategic approach is included within the sociology of organizations, which is a branch or specialization of the sociology of work, which denies the idea of replacing one another, the sociology of organizations specifically constitutes a level of sociological analysis of work by representing the intermediate level between the societal and the individual level of social action (Crozier and Friedberg, 1977: 24).

Everyone knows who "Crozier and Friedberg" In its founding author of the strategic approach:

the actor and the system as a guide not only to the sociology of organizations, but also to the sociology of organized action, they define this strategic approach as located at the level of power relations between actors and the implicit rules governing their interaction, which each of them calls "Games", And uses situations as a malleable and inadequate research tool in order to discover these games, the organization in this direction, is seen as an example "The kingdom of power relations, influence, bargaining, and calculations" Example "A human construct that has no significance outside of its individual relationships" (Crozier and Friedberg, 1977: 50).

"Power is defined as a structured relationship, which is described as a relationship of exchange and therefore a negotiating relationship, it is also an unequal and instrumental relationship, and the possibility of some individuals or groups to influence other individuals or groups" (Crozier and Friedberg, 1977: 60). "In light of this relationship based on power and

coercion coexists with an aspect of freedom that needs to be defended or expanded by negotiation, so negotiation in this perception is a strategy for the social construction of collective action with its frustrations and satisfactions (Crozier and Friedberg, 1977: 113).

expressing themselves and their existence. In other words, the stability of these games and the relations of influence between them, by means of the mechanics of the settlement of tendencies that make up other games, the "A structured action system is a structured group of people whose participants actions is coordinated by stable game mechanisms that maintain their structure, that is, the stability of their play and the relationships of those between them, with settlement mechanisms that establish other games".(Crozier and Friedberg, 1977: 286).

This perception points to the importance of choices and decisions and to the tools for understanding these mechanisms, especially addressing the relationship between the rationalization of the system for traffic to the rationalization of the actor, limited rationalization-in contrast with reductive rationalization, takes into account conflict relations and recognizes them, it is more about guiding decisions and identifying the problem than the conflict Their basis are based choices, and I have alerted "Crozier, Friedberg". On the relativity of the tools and perceptions usually used in order to develop a detection result, which is most often due to the micro-culture to the decision-maker. (Crozier and Friedberg, 1977: 361).

Therefore, our choice of the Cruise approach came from a firm scientific conviction that strategic analysis is the most appropriate to study a phenomenon of this magnitude since the functional constructivist approach does not adopt the strategy of the actors within the format.

2. Michel Crozier – The phenomenon of bureaucracy

The French sociologist is considered "Michel Crozier" Among modern scientists who have tried to study the phenomenon of bureaucracy, where he used the entrance to the Modern School of rationality by finding out the extent of the Craftsman's commitment to the bureaucratic personality, and to achieve this goal, Crozier chose two different organizations among them in terms of the degree of bureaucracy, where he chose a French government agency for administrative work characterized by a very high degree of bureaucracy and another tobacco factory in France characterized by a lesser degree The relative degree of bureaucracy compared to the structure of the state agency shows the high degree of bureaucracy within the agency in the presence of a hierarchy (Gradation of power) In addition, business and internal activities are characterized by formal impersonal relations, clarity of communication channels and authority, and promotion in this organization is based on seniority at work rather than relying on performance evaluation and observation of members of the organization.

It is worth mentioning that Crozier has defined his concept of bureaucracy as the phenomenon of red tape, complexity and inertia of organizations, as it is an expression of the image of a government employee committed to the textual application of rules and regulations without any action required by the variability of situations.

Through his findings "Crozier" From this study he began to be influenced by the views of "Merton" About the administrative personality, which is formed mainly through special training programs carried out by the organization to prepare this personality, which theoretically fully adheres to the implementation, of official instructions and rules, and from this given Crozier tried to find out the extent of that personality's commitment to official rules and regulations and is that personality trying to give itself a space of freedom that Organization the study concluded the following important results:

A- It is known that the organizational member has special goals that he seeks to achieve through his participation in work, the existing situation in work and relationships takes personal explanations by the participant, on which he builds strategies to ensure his interests and achieve his goals without apparent prejudice to official rules and regulations.

B- That at the level of workers in the tobacco factory, the group of maintenance workers and production workers agreed on a single strategy that guarantees them to stay in the organization without being punished by the higher supervisory levels and this strategy is based on protecting and achieving the special interests of each group through occasional contacts between them without resorting to the higher The subjectivity of two groups and therefore the information desired only by the two groups ascends to the higher level.

C- This is what the study revealed in the maintenance department, where there was an engineer with a high degree of technical expertise specialized in the maintenance and repair of tobacco production machines, so there was an urgent need for his expertise in repairing any emergency and unexpected malfunction in the Machines where he sees "Crozier" That with the change of culture and through its analysis of the results within the historical and cultural context of French society, the category of Engineers seeks to maintain its changing positions in order to face technical development by increasing specialized knowledge and creativity, which preserves for them a high functional position through which they exercise indirect control and optimal power within the industrial organization.

As for the government agency, the study gave indications of the occurrence of tensions revolving around the conflict between the head of the department, the head of his unit and supervisors at the lower organizational level, these tensions and conflicts are due to the inaccuracy of information transmitted vertically from supervisors to the head of the department through the heads of units subordinate to him and to her.

Through this study, despite the clarity in the official communication channels guaranteed by the organization regarding the relationship between the three supervisory levels, there is a conflict between them due to the strategy pursued by the supervisor with his workers in order to achieve their common interests, which guarantees each party continuity in his work, without exposure to obstacles, as this strategy is based on the failure Official instructions have the direction of subordinates literally on the one hand and entering into informal relations with them on the other hand in order to ensure the achievement of the workflow, and not to raise any problems that reach the ears of the head of the unit or through what is included in the reports related to the worker's competence, skill level and Colleagues Crozier's study of the highly bureaucratic government agency has revealed the role of the bureaucracy itself on the creation of situations of the use of force in indirect control over the information available through communication channels. He emphasized the important fact that bureaucracy has two sides:

That written preferential rules are not returned to during work except in certain cases, for example:

An attempt by a member to exercise the authority vested in him, wave it around or use it to cover his position in critical situations where individuals keep written instructions to protect themselves first when an informal attempt appears to interpret them in ways that deviate from what they were issued for.

It is worth noting that Crozier came to an important conclusion that the effective determination from a position constitutes the action he takes and his interpretation of the action of others, and the importance of this conclusion lies in his critique of the ideal model of bureaucracy by "Max Weber" Which gives the characteristic of complete rationality to the relationship between the means and the end, as he criticizes "Crozier" The Pure model of conflict through its basic concept that implies the inevitability of the destruction of the weaker party.

On the other hand, the results of the study revealed that the general symbols of legitimacy created by values are reinforced and strengthened by the common sense of groups ' keenness to destroy one another.

It is worth noting that the origin of Crozier's approach lies not precisely in his detection and naming of the vicious circle, but in the power relations that arise within the organization, as he found in his experiments: (Claudette la Faye. 1996: 43)

Production workers show respect to the workshop leaders and those who are subordinate to them according to the hierarchy.

Workshop leaders hate maintenance workers because they procrastinate in repairing machines, and maintenance workers judge production workers as reckless.

Maintenance workers appear sternly in front of workshop leaders and criticize their efficiency.

Through these studies, he came up with a model "Strategic analysis" Which focused on three basic postulates, namely:

Those individuals never accept to be treated as means, exploited to achieve the goals of the ORGANIZATION controlled by officials, but each individual has his own goals and ambitions, which may be opposed or not to the goals of the organization, the latter goes in light of the multiplicity of goals of its constituent individuals.

The relative freedom of the actor in any kind of organization, the actors possess a sphere of freedom, in which they exercise some kind of choice.

The strategy of the actor always emanates from rationality, provided that this rationality is limited (Crozier, 1965: 56) the strategy of individuals stands at temporary solutions and the least harm does not reach the optimal solution, contrary to Taylor's thought. (Bernoux, 1990: 129).

3. Basic concepts of strategic analysis

The strategic analysis revolves around three main axes as follows:

A- Influence: Groups are based on conflicts and influence, and individuals within groups differ in their functions, each has its own goals within the group format that has common goal, and Crozier's influence is the ability to influence others in order to get something within the relationship, influence is not a feature of individuals but an unequal relationship that requires exchange and negotiation. (Crozier and Friedberg, 1977: 56).

B- Efficiency: It is related to a specific specialty so that it is irreplaceable, it is the expert who can solve the problems that meet the organization.

C- The zone of uncertainty: The organization and groups are subject to changes, surprises, or so-called uncertainties that cannot be controlled or known in advance (Bernoux, 1990: 149) and actors exploit uncertainties for the benefit of their own calculations.

In light of all the above, organizing as we understand it is a social format oriented towards achieving specific goals, this format includes elements that support its balance, integration, and stability in order to be able to perform its functions and other elements that provoke conflict between its different groups, those groups that have divergent if not conflicting interests and interests.

Obviously, this issue is based on another issue, which is that the organization includes different groups and different classes, each of which has its own interests that seek to rationalize them, and each of them has its own goals, which are to obtain more power, authority, and influence in order to strengthen its position and status. The organization does not exist in a vacuum, because it is a sub-format of a larger and more comprehensive format is society, society is the source of its human and material resources, and therefore the organization depends on drawing the dimensions of its policy and ideology, but at the same time, the organization exerts a different kind of influence on society, the source of the function The Society of which he is a part.

In other words, our perception of organization allows us to study the extent of consistency or contrast between the ideology of society and the ideology of organization, a

concept that allows addressing the organization in the light of the mutual influences between it and the external environment and the obstacles it produces that prevent it from performing its goals. if Organization is social Its structural dimensions are expressed by recognized organizational characteristics such as planning, hierarchy, human resources, and communication channels ...etc.

However, the role of these characteristics is not limited to their connection with the achievement of goals, they are then associated with social variables or processes with a special relationship that ultimately expresses the ability of the organization and its effectiveness, and from this point of view, we cannot imagine studying the structural dimensions and social variables in the organization without studying the obstacles that prevent.

Strategic analysis is concerned with understanding how collective actions are built from individual behaviors and coordination in An action that assumes a set of individual actions and the analysis is strategic when it examines the behavior of the actors Related to the clear and conscious goals that they set, the pressures of the environment and the resources available to them, the analysis moves away The strategic report on the basic balancing of the existing shortcomings in management and administration to focus on clarifying Choices.

For general management and avoiding mistakes that may threaten the life of the enterprise making strategic analysis, it has the status of an internal examination and the essence of the external examination of the organization.

A natural extension of the environment as much as possible; considering that the strategic decision of the enterprise on the nature of this environment, their change and development with emphasis on their fragmentation and ability to provide strategic keys. From this point of view it is possible Presenting five types of environment that the strategic actor interacts with:

1- stable environment: it has freedom and needs to be met and others are available, and the factors of change seem unproductive for the saturation act.

2- An overgrown environment: gradually approaching the saturation state.

3- semi-continuous environment: when the achievement limits have been reached and the saturation state that requires

Investing more with the emergence of some obstacles leading to instability.

4- A separate environment: considering that the environment is constantly changing and therefore it always requires renewal and creativity and then the beginning of separation.

5- unexpected environment: permanent separation, unexpected environment, unpredictable factors of change, analysis is not enough

The Strategist is aware of the internal functioning of the management of the organization, but rather studies the form and maneuvers of power, each organization.

The institution is subject to environmental restrictions.

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