

Etzioni A. *A comparative analysis of complex organizations: on power, involvement, and their correlates.* Glencoe, IL: Free Press, 1961. 366 p.
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A Comparative Analysis of Complex Organizations, revised and enlarged in 1975,¹ provides a typology of organizations based on the means they used to elicit compliance from their members: force, conviction, or pay. The means used were found to correlate with a very large number of other organizational variables including the organizational goals, effectiveness, employee satisfaction, and elite structure. [The *Social Sciences Citation Index*® (SSCI)® indicates that this book has been cited in over 710 publications since 1966.]

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When I graduated from the University of California at Berkeley in 1958, my first job was at Columbia University. There were several other assistant professors at the same time, all seeking tenure. One spent his time doing various administrative and teaching chores. Another tried to be the junior coauthor of a book with a senior professor. A third one was politically hyperactive, and another one enjoyed New York City (details have been modified to protect the guilty). I enjoyed research and writing. I spent two years on top of the Butler Library, never more than 10 hours a day (or night), researching and writing *A Comparative Analysis of Complex Organizations*. Two years after my graduation, and on the acceptance for publication of my first sociological book by the prestigious Free Press, tenure was

granted to me. The other assistant professors "perished" from Columbia University, although they went on to make major contributions in their preferred lines of pursuit elsewhere.

The publication of the first edition led to a very gratifying stream of scores upon scores of studies testing its hypothesis, leading to considerable verification and some challenges, and numerous elaborations and augmentations of the theorems. A review of those are included in the enlarged version.¹ A small textbook based on the findings, *Modern Organizations*, became a semi-best-seller in numerous languages.² And a flood of citations followed.

Still, an author is never quite satisfied. Some of the citations are ritualistic; they refer to the book but seem to be unaware of the content. Some misstate the author's position. Some dilute the core concepts in order to enhance the ability to measure them. But, by and large, the accumulation of findings, many of which supported one another, helped turn a book into a live, evolving, rewarding theory, often simply referred to as the compliance theory.

I moved on to do other work ranging from bioethics to policy advice within the White House, although I try to keep up with the organizational literature, especially, of course, with studies of compliance.³ Often, when I visit this or that campus or corporation to deliver a lecture, someone will come up later and cite to me chapter and verse. I have become identified to some extent with the book.

But one tries not to rest on one's laurels. Recently, using the *Citation Index*, I traced 20-odd works that elaborate, support, or challenge a later work of mine, an attempt to provide a new model of decision-making: mixed-scanning. The original article was published in 1967.⁴ The review will be published in the January/February issue of *Public Administration Review*.⁵ Science is nothing but an accumulative chain. The best we can do is to add some links to what precedes us and tie the work of colleagues to make longer, more encompassing, chains.

1. Etzioni A. *A comparative analysis of complex organizations: on power, involvement, and their correlates.* New York: Free Press, 1975. 584 p.
2. *Modern organizations.* Englewood Cliffs, NJ: Prentice-Hall, 1964. 120 p.
3. *Capital corruption: the new attack on American democracy.* San Diego: Harcourt Brace Jovanovich, 1984. 337 p.
4. Mixed-scanning: a third approach to decision-making. *Public Admin. Rev.* 27:385-92, 1967. (Cited 75 times.)
5. Mixed-scanning revisited. *Public Admin. Rev.* 46, 1986. In press.

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