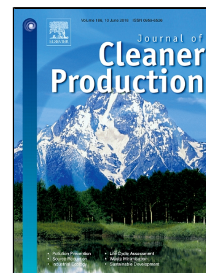


# Accepted Manuscript

The value of beauty for organizations

Vera Ivanaj, Paul Shrivastava, Silvester Ivanaj



PII: S0959-6526(18)31149-1  
DOI: 10.1016/j.jclepro.2018.04.122  
Reference: JCLP 12703  
To appear in: *Journal of Cleaner Production*  
Received Date: 25 October 2015  
Revised Date: 13 April 2018  
Accepted Date: 13 April 2018

Please cite this article as: Vera Ivanaj, Paul Shrivastava, Silvester Ivanaj, The value of beauty for organizations, *Journal of Cleaner Production* (2018), doi: 10.1016/j.jclepro.2018.04.122

This is a PDF file of an unedited manuscript that has been accepted for publication. As a service to our customers we are providing this early version of the manuscript. The manuscript will undergo copyediting, typesetting, and review of the resulting proof before it is published in its final form. Please note that during the production process errors may be discovered which could affect the content, and all legal disclaimers that apply to the journal pertain.

## 1. Introduction

Academic research on organizational studies has long been dominated by the rational paradigm of Scientific Management (Adler, 2015; Berthoin Antal et al., 2018; Taylor, 2013). Largely inspired by the perspective of the “Good” and “Truth” of Plato, scholars have neglected the perspective of “Beauty” in organizations and its potential contributions to organizational life and performance (Guillén, 1997; Dobson, 2007; Adler, 2011; Berthoin Antal, 2014). Propelled by significant economic growth and the rapid industrialization of the last century, managers have been preoccupied with the pursuit of business efficiency and productivity more through rational methods and tools than through those based on art and aesthetics (De Groot, 2014). As efficiency and productivity are largely recognized as critical to organizational success, a significant amount of academic research has focused on understanding and improving them (Chen and van Dalen, 2010; Salehirad and Sowlati, 2006; Parker, Waller and Xu, 2013). However, with progressive mechanization, routinization, and intensification of work, managers realized that human resources no longer want to be managed as machines (Pascale et al., 2000). Individuals look not only for security and survival but also for the satisfaction of other human needs, such as self-organization (Pascale et al., 2000), sensemaking (Guillet de Monthoux, 2007), meaningful work (Berthoin Antal et al., 2018) and life affirmation (Whitney, 2008), to name a few. As noted by De Groot (2014: 15), “[i]rrational aspects like passion, sense making, values, spirituality, personal development, and well-being in organizations were extensively researched and described the last two decades”. In the same vein, Weick (2007: 15) calls for organizational scholars to drop their “preoccupation with efficiency” and their “tools of rationality” to “gain access to lightness in form of intuitions, feelings, stories, improvisation, experience, imagination, active listening, awareness in the moment, novel words, and empathy.”

In this context, the idea of an aesthetic approach to understanding organizational life and performance started to emerge in the 1990s, thanks to the original work of scholars such as Alvesson and Berg (1992), Ramirez (1991, 1996), Strati (1992, 2000), Taylor and Hansen (2005), Warren (2008), and Witz et al., (2003). Since then, the value of an aesthetics approach to understanding organizational life has been largely recognized. The main contribution of this research work has been to bring the concept of beauty into the world of organizations and to reveal that beauty is an important organizational component, much like strategy, structure, culture, product, service and managerial action (Warren, 2008; Weggeman et al., 2007, De Groot, 2014). These organizational components have been considered “aesthetic stimuli” capable of triggering aesthetic experience of beauty “during a sensory, cognitive, affective, interactive and valuation process observing or even communicating with an object or event which leads to a pleasurable, enjoyable and meaningful state of mind” (De Groot, 2014: 157). As Hancock (2003) notes, aestheticized experiences are available everywhere and to everyone, even in the workplace and in external business environments. He urges “organizational managers to take seriously the need to make strategic interventions into the realm of organizational aesthetics” (Hancock, 2003, p. 175). For Guillén (1997: 708), “an aesthetic message may be derived even from the most improbable of organizational theories”. Strati (1999), Alvesson and Berg (1992), Taylor and Hansen (2005), and Warren (2002) bring attention to the experience of beauty related to the physical space of the organization. Akkermans et al. (2004) and Van Aken et al. (2009) introduce the idea of process beauty and organizational design beauty. Dean et al. (1997) go further with the idea of beauty in

Download English Version:

<https://daneshyari.com/en/article/8095325>

Download Persian Version:

<https://daneshyari.com/article/8095325>

[Daneshyari.com](https://daneshyari.com)