

**SOS POLITICAL SCIENCE AND PUBLIC  
ADMINISTRATION**

**M.A.PUB.ADMN.201**

**SUBJECT NAME:ORGANIZATION AND  
MANAGEMENT**

**UNIT-III**

**TOPIC NAME:HUMAN RELATION IN  
ORGANIZATION(ELTON MAYO)**

## **CONCEPT:**

Human relations are the study of the ways in which people relate to each other in group situations, especially work, and how communication skills and sensitivity to other people's feelings can be improved. According to Keith Davis 'human relations deals with motivating people in organizations to develop teamwork which effectively fulfills their objectives and achieves organizational objectives'.

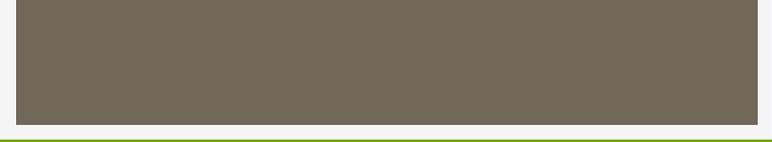
In the words of Scott, 'human relations is a process of an effective motivation of individuals in a given situation in order to achieve a balance of objectives which will yield greater human satisfaction and help accomplish company goals'.

## **NATURE OF HUMAN RELATIONS:**

Human relations can be defined as the cordial atmosphere in an organization in which people practice the art of living in such a way that they communicate, act, interact and transact in a cordial manner, recognizing each other's needs, views, values and temperaments so that every interaction and transaction taking place in an organization would have concern for each other's interests and feelings, leading to better motivation and morale of people at all levels in the organization

## **THE MAIN CHARACTERISTICS OF HUMAN RELATIONS ARE AS FOLLOWS:**

1. Human relations are an important process through which an individual's attitude and work are integrated with a view to achieving a willing cooperation on their part in the achievement of the interests of an organization as a whole.

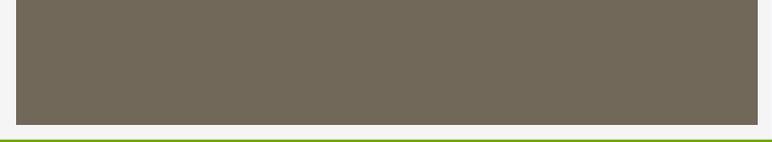


2. Members of the organization contribute their bit to get individual and group satisfaction.

3. The satisfaction desired by employees may be economic, social and psychological.

4. Human relations in an organization are a process of improving motivation by proper working condition, training programmes, timely payment of wages and incentives etc.

5. Human relations are an integrated approach derived from different disciplines such as psychology, sociology, economics and management



6. Human relations are all pervasive; they are required in business and non-business organizations, small and large organizations, and at all levels.

7. Human relations are a continuous activity.

8. Human relations are a goal-oriented and focused approach.

## **Factors Affecting Human Relations**

Human relations in the organization are determined by:

### **Individual**

The individual is an important part of the organization and each individual is unique. While motivating the employees, management should give due consideration to their economic, social and psychological needs

## **Work Group:**

The work group is the centre of focus of human relations approach. It has an important role in determining the attitudes and performance of individual workers.

## **Work Environment:**

It is important to create a positive work environment where organizational goals are achieved through satisfaction of employees. In general, when employees' needs are satisfied, the work environment is termed positive

## **Leader:**

The leader must ensure complete and effective utilization of all organizational resources to achieve organizational goals. They must be able to adjust to various personalities and situations.

## **HUMAN RELATIONS THEORY(ELTON MAYO)**

Elton mayo is widely recognized as the father of human relations theory. He explained the role of human behavior in production and also highlighted the importance of communication between the workers and the management. Elton mayo in his studies concentrated on fatigue, accidents, production levels, rest periods, working conditions, etc., of industrial workers in factories.

His two among many important researches were:-

- I. Research in textile mill near Philadelphia,
- II. Research in Western electricity company, Chicago (Hawthorne studies)

## **Hawthorne Studies (1924-1933)**

This Theory gives higher importance to human relationship.

It consider employees as a higher being rather than factor of production.

It gives importance to workers need, feeling & interest on jobs. Its primary focus is on human factor of an organization.

This theory was developed by Elton Mayo. □ It is also known as Human Relation Theory

## **TEXTILE MILL, PHILADELPHIA**

Textile mill near Philadelphia was a model organization with all facilities to workers, was well organised. The employers were highly enlightened and humane. The labour personnel faced problem in the mule-spinning department of the mill.

Issues were:-

- 1) Had to hire 250% more workers than the actual requirement. So absenteeism among workers was the main issue.
- 2) Management also consulted efficiency engineers, several financial incentives were introduced, and number of schemes were launched, but they yielded no appreciable results. Mayo was consulted to study the problem of multi-spinning Department of the mill

## **MAYO' S OBSERVATIONS:-**

He studied the problems intensely from various angles i.e., physical, social and psychological.1.

He found that almost every piecer working in the mule-spinning department, suffered from foot trouble for which they had no immediate remedy. This trouble developed since every piecer had to walk up and down a long alley, a distance of 30 yards or more, on either side of which the machine head was operating for spinning frames with cotton thread.2.

A single worker had to care 10 to 14 such machines due to which he felt miserable attending to the job.3.

Also found that workers were afraid of the company president because he was a Colonel in the US Army in France both before and during the First World War. So, workers would never protest

## **MAYO'S EXPERIMENTS:-**

### INTRODUCTION OF REST PERIODS:

He introduced two rest periods of ten minutes each in the morning and again in the afternoon with every team of pieces

## Results:-

The rest period scheme eliminated the problem of physical fatigue.

Production increased

Morale improved

Labour turnover almost came to an end

## **INTRODUCTION OF 'EARN BONUS SCHEME'**

He also introduced  
'Earn Bonus Scheme' .

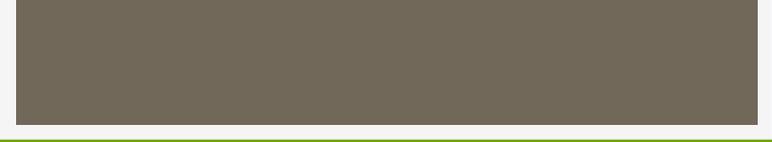
Under this Scheme, if the workers were to produce more than a certain percentage, they would earn bonus

## Results:-

Within a week the production fell

The workers became unhappy

The old symptoms started reappearing



So, the company president looked into the problem. He discussed with Mayo and his research team, and ordered that:-The spinning department should be shut down for ten minutes, four times a day and that all hands from the supervisors down to the workers should enjoy the rest period. Also, he gave the control of the rest period into the hands of workers.

Results:-

Old problem disappeared.

Production increased

The workers started earning bonus.

# CONCLUSIONS FROM TEXTILE MILL AT PHILADELPHIA

- i. Spinning produces postural fatigue and induces absenteeism and passivity
- ii. Rest periods relieve postural fatigue, and end absenteeism and passivity.
- iii. Rest periods are more effective when they are regular
- .iv. The life of the worker outside the mill has improved as workers become more interested in their families and become more sober.
- v. Prevailing problem in the mill was not the result of working conditions but the result of emotional response of the workers to the work performed.
- vi. Monotony was not the problem but repetitive work done under conditions of isolation

## **HOWTHORNE STUDIES**

### **THE STUDIES WERE CONDUCTED IN THE FOLLOWING FOUR PHASES**

Illumination Experiment (1924-27)B.

Relay Assembly Test Room Experiment (1927)C.

Mass Interviewing Programme (1928-31)D.

Bank Wiring Experiment (1931-32)TUDIES

## **ILLUMINATION EXPERIMENT (1924-27)**

It was done to determine the effect of different levels of illumination on workers productivity. In this experiment, two group of female workers were located in separate rooms, each group performing the same task. The rooms were equally illuminated with stabilized room temperature, humidity, etc. Slowly the conditions of work were changed to mark change in production. After a period of one-and-a half year, it was concluded that illumination doesn't affect productivity of workers

## **RELAY ASSEMBLY TEST ROOM EXPERIMENT (1927)**

This experiment was conducted to observe the effects of various changes in working conditions on the workers' output and morale

# MASS INTERVIEWING PROGRAMME (1928-31)

It was launched to explore the employees' feelings (i.e., human attitudes and sentiments) by the worker's social group (informal organization). The workers were asked to express freely and frankly their likes and dislike on the programmes and policies of the management, working conditions, and behavior of their boss with workers, etc. After a few days there was a change in the attitude of the workers, however no reforms were introduced. That change was seen because of the following reasons:-

- The workers thought that the working conditions were changed because of their complaints.
- 
- They also felt that the wages were better although the wage scale remained at the same level

## **BANK WIRING EXPERIMENT (1931-32)**

This experiment was done to observe and analyze the group behavior, workers performing a task in natural setting. For the experiment, a number of employees consisting of three groups of workmen whose work was inter-related were chosen. Their job was to solder, fix the terminals and finish the wiring. It was known as 'The Bank Wiring Experiment'

## **CONCLUSIONS FROM HAWTHORNE STUDIES BRIEFLY**

a) The social and psychological factors at the workplace, not the physical conditions of the workplace determine the employees' morale and output.

b) The organization is a social system.

c) Non-economic rewards and sanctions significantly affect the workers' behavior, morale and output.

d) Workers are not inert or isolated, unrelated individual; they are social animals.

e) Division of labour strictly on specialization is not necessarily the most efficient approach.

f) The workers have a tendency to form small groups (informal organizations). The production norms and behavioural patterns are set by such groups

.g) Leadership, style of supervision, communication and participation play a central role in workers behavior, satisfaction and productivity

# CRITICISMS OF MAYO'S HUMAN RELATION THEORY

I. This theory lacks scientific base.

II. This theory is not based on actual behavior of workers as they were influenced by their feelings of importance, attention and publicity they received in the research setting. Workers react positively and give their best when they know that they are being observed.

III. It is anti-union and pro-management. Mayo underestimated the role of Unions in a free society as well as never tried to integrate unions into his thinking.

IV. This theory neglected the nature of work and instead focused on interpersonal relations.

V. It ignored the environmental factors of workers' attitudes and behavior.

VI. Evidence obtained from the experiments does not support any of the conclusions derived by Mayo and the researchers.

VII. It lacks economic dimension.

VIII. It does not consider effects of 'conflicts' and 'tension' on the workers.

IX. This theory give much attention to informal relations among workers and between workers and supervisors, but little to the formal relationships with informal ones.

## **RELEVANCE OF MAYO'S HUMAN RELATIONS THEORY**

Even though its criticism it is regarded as a major development in administrative theory till date and you will find his techniques being used in all organisations like rewards and orders, parties and celebrations, group outings and appraisals to boost morale and motivation