

Human Relation- Follette & Mayo

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Mary Parker Follett

- Born in USA in 1868
- Publications
 - The speaker of House of representatives (1909)
 - The New State (1920)
 - Creative Experience (1924)
 - Dynamic Administration (1941)

Facets of Coordination

Coordination is the central core of management

- Coordination by direct contact with the people concerned
- Coordination as a continuous process
- Coordination found in the initial stages of Endeavour
- Coordination as reciprocal relation of all aspects of a situation

Constructive Conflict

- Conflict is neither good nor bad
- Conflict is difference of opinions
- One should capitalize on it

Conflict Resolution

- Domination
- Compromise Each side gives up a little
- Integration: Neither side needs to sacrifice

George Elton Mayo

- Born in 1880 at Adelaide, Australia
- Received MA degree in Logic and Philosophy in 1899
- Studied Medicine in Edinburgh, Scotland
- Studied Psychology at Adelaide
- 1926, Mayo became a Professor of Industrial Research at Graduate School of Business Administration, Harvard university.
- Important books
 - *The Human Problems of Industrial Civilization*
 - *The Social Problems of Industrial Civilization*
 - *The political Problems of Industrial Civilization*

- Human Relations Philosophy in Management substituted the efficiency focused Taylorism.
- Taylorism as a 'rabble hypothesis' which assumes mankind as a horde of unorganized individuals actuated by self-interest.
- Workers are cogs in the machine and money is a lubricant to make the cog function smoothly.

The First Inquiry

- 1923, first major research after joining the Harvard School
- Textile Mill near Philadelphia
- Problem- Turn over in the mule-spinning department was estimated at nearly 250%.
- He studied the from physical, social, psychological and physiological angles.
- Started experimenting with rest periods

Questions emerged:

1. Is rest phase a stronger motivator than money
2. Do groups play a role in shaping human behaviour

Hawthorne Studies

Hawthorne plant of Western Electric Company

(i) The Great Illumination (1924-1927)

National Research Council conducted research to find out

- the precise relationship between illumination and the efficiency for 1.5 years. No result. Production improved.
- Manipulate wage payment, rest periods, reduction of working hours. Production improved.
- Came down to normal condition with individual piece rate. Production fell a little but soon rose to a point higher than at any other time

deprivation behave positively

Pennock concluded that it happened because of interest shown by the research team

Mayo felt that there was a remarkable change in the mental attitude of the group. Sense of participation developed in the group as a social unit.

Test of Hypotheses

- Illumination
- Rest periods
- Monotony
- Individual wage payment
- Supervision

(ii) Relay assembly Test Room

Experimental and Control Group

Individual Incentive scheme.

Supervisory technique: Better social situation

People under observation behave differently

Mayo: Work satisfaction depends to a large extent on the informal social pattern of the working group.

Thus, worker should be made to come out openly with their needs, interact freely and without fear with company officials/managers.

(iii) The mass Interviewing process (1928-31)

- Studied human attitude and sentiments
- Interviewed 21126 workers
- There was a change in the attitude of the workers.
- Analysis of complain showed no correlation between the nature of complaints and facts.
- Pessimistic reveries inhibits the performance.
- “Grievance heard is half redressed”. Safety Valve “let off steam”
- Leadership not supervisor has a role to play
- Feelings and sentiments has a role.
- Social groups play a role in the performance.

IV) The Bank Wiring Expt. (1931-32)

- Study on group behavior
- Group incentive plan was introduced
- Existence of informal groups
- Group determines the standard of output.
- Rate buster, chesler, squealor, officious

Harvard team found that the behaviour of the team had nothing to do with the management or general economic condition of the plant

Conclusion

- One should not miss the human aspect of organizations, while emphasizing technical and economic aspects.
- Managers should handle human situations, motivate, lead and communicate with workers
- Concept of authority should be based on social skills in securing cooperation rather than expertise.
- Human Relations gives emphasis on interpersonal relations.
 - Individual and individual
 - Individual and group
 - Group and group

Formal Vs Informal Groups

- Structure
- Legal sanctity
- Authority & Hierarchy
- Communication system
- Influence



Thank U