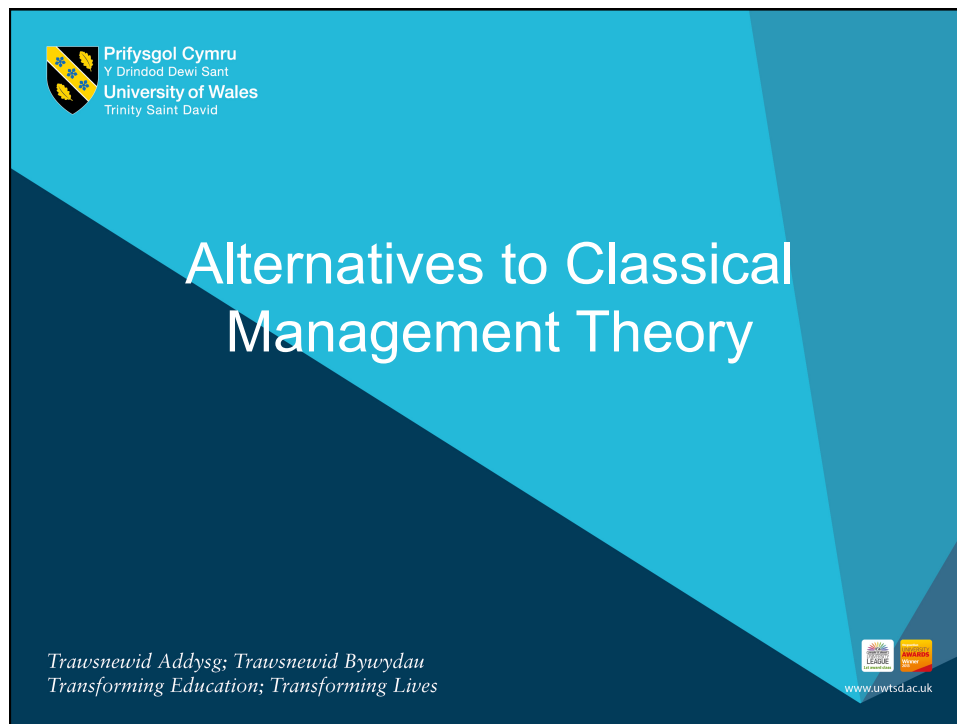




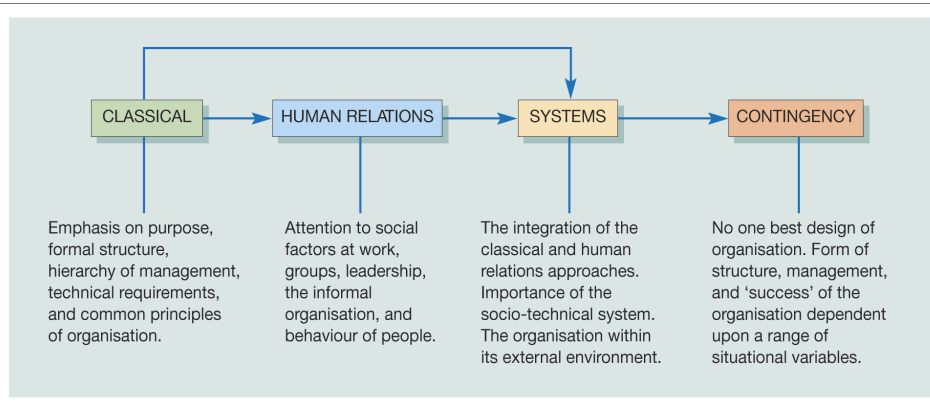
Objectives

To explore theories of management which offer an alternative view to the Classical Management theories (Fayol, Taylor):

- Human relations theory
- Neo-relations theory
- Systems approach
- Contingency approach



Main approaches to organisation, structure and management



Fayol / Taylor' s legacy

- Work study systems
- Payment by results
- Management by exception
 - operate within your delegated role
- Production control
 - e.g. the assembly line and Fordism
- Systematic and procedural training

Four main features of bureaucracy

- Specialisation
- Hierarchy of authority
- System of rules
- Impersonal behaviour

The Human Relations Approach

- The main emphasis in classical management theory:
 - Structure
 - Formal organisation
- Human Relations school of thought:
 - Social factors at work
 - Behaviour of employees
 - Motivation

Elton Mayo 1880-1949



- He was interested in:
 - Motivation
 - Commitment
 - Human emotion
 - Worker management relations

Elton Mayo

- He highlighted the importance of communication between management and workers and for managers to show respect to their staff
- He identified that work satisfaction lay in recognition, security and a sense of belonging rather than monetary rewards

Hawthorne studies 1924-1932

Four phases to the experiment:

1. The illumination experiments
2. The relay assembly test room
3. The interviewing programme
4. The bank wiring observations room

Illumination experiments

- Experimented with intensity of lighting on production
- Workers were split into two groups
 - Experimental group
 - Control group
- Results were inconclusive

Conclusions

- Production rates were variable in both groups
- Production actually increased when conditions were made worse or remained the same
- **Production was influenced by factors other than changes in physical conditions**

Relay assembly test room

- Work was boring and repetitive
- Segregated a group of 6 women
- Over a 5 year period
- Altered their conditions of work:
 - New payment systems
 - Rest breaks of different sorts and length
 - Varying length of working day
 - Offered food and refreshments

Relay assembly test room

- In almost all cases productivity improved
- Mayo felt he had proved his point
- Returned the women to their original conditions
 - 6 day week
 - Long hours
 - No rest breaks or refreshments
- ***Productivity rose to its highest level!!!***

Conclusions

- Women felt important because they had been singled out
- Developed good relationships with each other and this allowed for better working conditions.
- Allowed to set their own work patterns.
- Observer consulted the women, listened to their complaints and kept them informed about the experiment.
- Interest shown by management stimulated greater productivity.

Mayo's conclusion

- That satisfaction must depend to a large extent on informal social relationships
 - In the group.
 - Between workers and their managers.
- Satisfaction at work influences production.
- Participation in work studies enhances productivity.

The Interviewing Programme

- 20,000 interviews conducted
- Set of prepared questions on workers feelings towards:
 - Supervision
 - General conditions at work
- However, workers wanted to talk about other conditions
- Interviewers changed their style to non-directive, open questions.
- Workers true feelings and attitudes were analysed.

Bank wiring observation room

- 14 men observed
- Piece rate (“piecework”).
- Formed their own informal relationships, sub groups, norms of what constituted ‘proper’ behaviour
- Despite financial incentive, the group decided on a level of output lower than they were capable of producing

Conclusions

- Group pressures on individual workers were stronger than financial incentives offered by management.
- The group thought that if they increased production, the management would raise the standard level of piecework rate.
- Groups of employees will set their own levels of productivity irrespective of management targets – perhaps in order to maintain group cohesion, despite the offer of higher rates (“bonuses”) for achieving targets.

Criticisms

- Methodology
 - Women – relay assembly test room (output increased)
 - Men – bank wiring room (output restricted).
- Sex power differential – women were used to working for male supervisors and readily agreed to participate with management in the experiment.

Benefits of the research

- One of the most important social science investigations into ‘*humanising*’ work.
- Emphasised the importance of:
 - The ‘*informal*’ organisation.
 - Wider social needs.
 - Group values and norms, in influencing behaviour at work.

Group Discussion: Mayo and the Hawthorne Effect

- Briefly look at the reading (on Moodle) from Michael Beer. In relation to Elton Mayo's earlier conclusions about people management and the HR function, do Beer's recommendations for HRM represent a development of Mayo's views or a return to more classical approaches to HRM?
- Are you convinced by the evidence presented for the "Hawthorne Effect"? What conclusions would you draw from the four experiments? (Illumination, Relay Assembly Test Room, Interviewing Programme, Bank Wiring Observation Room experiments).