

- scientific theories emphasize control, efficiency, and a focus of tasks / production.
- Humanistic theories emphasize the concerns of individual worker in an environment focused on production.

Lecture 4  
AND  
31/01/18

### Hawthorne studies - Lillian Mayo

- Illumination studies (November 1924)

- Designed to test the effect of lighting intensity on worker productivity → productivity increased as first increasing & then decreasing light.

- Relay assembly test room study (1927-1932)

female only

- Assembly of telephone relays (35 parts - 4 m/c relays)
- Product<sup>n</sup> and satisf<sup>y</sup> increased.
- Human inter-relation is important. (supervisory practice)

- Interviewing program (1928-1930)

- Investigate conn<sup>n</sup> b/w supervisory practice and employee morale.
- Expression of ideas & feelings
- Process more important than actual results.

- Bank wiring room observation study (Nov 1931 - May 1932)

male only

- Social groups can influence production and individual work behaviour.

- Informal organization affect employee behaviour positively

## Human behaviour management

Elton Mayo - father of human relation approach

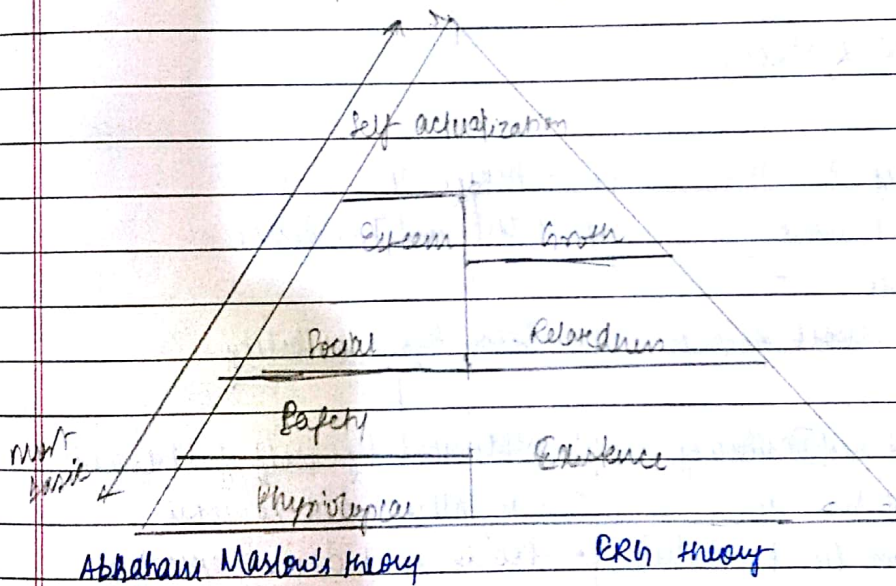
Based on Hawth

- Organization not merely a formal structure but a ~~big~~ <sup>living</sup> and dynamic system
- Feeling of being part of a team

## ERG theory

Clayton Alderfer's (1969) revision of ~~Abraham~~ Abraham Maslow's hierarchy.

Existence, relatedness, growth.



Satisfaction - progression

Frustration - regression

## # Herzberg's two-factor theory

Hygiene factors  
(lower order needs)

- Salary • company policies
- working conditions • benefits
- job security

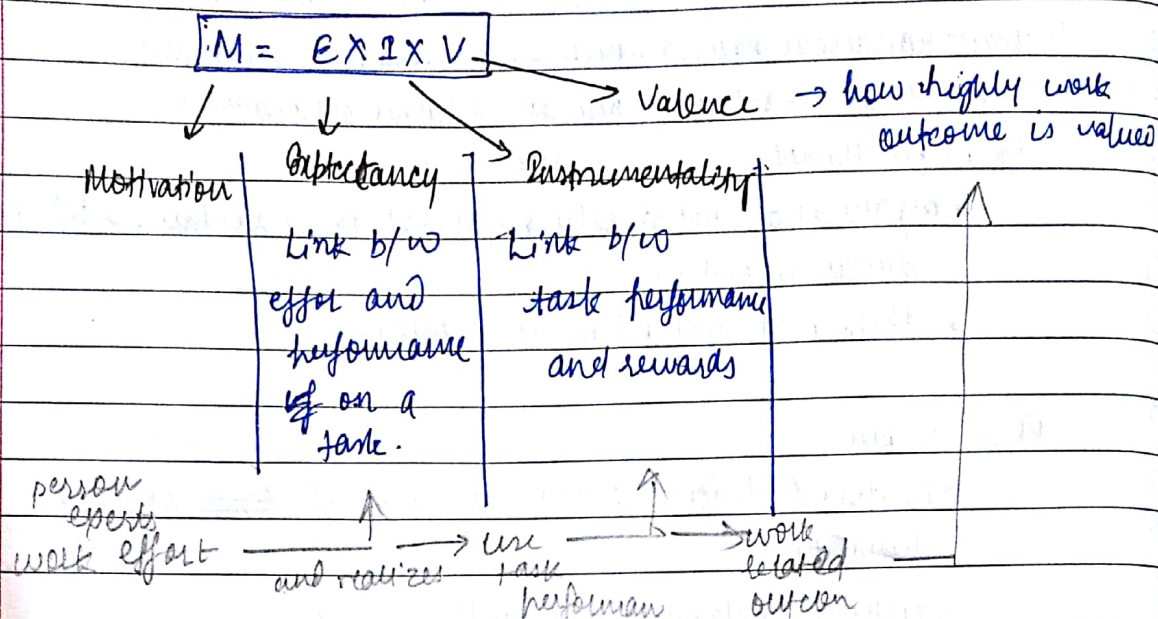
Motivator factors  
(higher order needs)

- career advancement • personal growth
- recognition • responsibility
- achievement

← high dissatisfaction 0 Job satisfaction → high



## # Victor Vroom's expectancy theory of motivation



## # McGregor X-Y theories

Theory X	Theory Y
<ul style="list-style-type: none"> <li>• People want close supervision</li> <li>• will avoid work when possible</li> <li>• will avoid responsibility</li> <li>• Desire only money</li> <li>• People must be punished to perform.</li> </ul>	<ul style="list-style-type: none"> <li>• want Independence</li> <li>• Seek responsibility</li> <li>• Motivated by self-fulfilment</li> <li>• Naturally want to work</li> <li>• People will drive themselves to perform.</li> </ul>

## # Theory Z (Japanese management)

- Focused on increasing employee loyalty by providing job for life with a strong focus on the well-being of the employee, both on and off the job.
- According touchi, managers tend to promote stable employment, high productivity, high employee morale and satisfaction.
- Collective decision making.