

## **Human Relations Approach** **(Non-Classical Approach)**

- Non-classical approach focused on the human aspect Industry.

### **HAWTHORNE EXPERIMENTS**

Conducted between: **1924-1932**

Conducted at: **WESTERN ELECTRIC COMPANY, Chicago, USA**

Conducted By:

- ❖ **Elton Mayo**
- ❖ **White Head**
- ❖ **Roethlisberger**

**The Hawthorne studies consist of four phases:**

**Phase I : Experiment on Illumination (1924-27)**



**Phase II : Relay Assembly Test room Experiment (1927-28)**



**Phase III : Mass Interviewing Programme (1928-30)**



**Phase IV : Bank wiring observation Room (1931-32)**

### **Phase I : Experiment on Illumination (1924-27)**

- **Hypothesis** – With higher illumination productivity increases.
- In this experiment researchers tries to find out how varying levels of illumination affect the efficiency of workers.
- This experiment was funded by General electric.
- Conducted by The National Research Council (NRC) of the National Academy of Sciences with engineers from MIT.
- **Measured:** Light Intensity vs. Worker Output.

In this experiment worker divided into two groups

**First Group:** Test group which were undergo environmental changes.

**Second Group:** It was control group. The members of this group would work under normal, constant environment condition.

#### **Result:**

- Higher worker productivity and satisfaction at all light levels
- Worker productivity was stopped with the light levels reached moonlight intensity.

#### **Conclusions:**

- Light intensity has no conclusive effect on output.
- Productivity has a psychological component.

### **Phase II : Relay Assembly Test room Experiment (1927-28)**

**Hypothesis:** Production would be higher if incentive system was improved and work week become shorter with rest & lunch periods.

- For this experiment, the researchers set up relay assembly test room & two experienced workers were chosen. There experienced workers were asked to choose four girls as co-worker.

**Manipulated factors of production to measure effect on output:**

- Pay Incentives (Each Girls pay was based on the other 5 in the group)
- Length of Work Day & Work Week (5pm, 4:30 pm, 4pm)
- Use of Rest Periods (Two 5 minutes break)
- Company Sponsored Meals (Morning Coffee & soup along with sandwich)

**Results:**

Higher output and greater employee satisfaction.

- ✓ Then after Researcher decided to go back to the original position, with some other benefits. After that it was founded that productivity increased as earlier.

**Conclusion:**

- The outcome implied that productivity increases not because positive changes but because of changed attitude of the girls towards work and their work group.
- Girls were developed a sense of belongingness, responsibility, stability and self-discipline.

**Phase III : Mass Interviewing Programme (1928-30)**

**Objective:** To find out the employee attitudes towards supervisor, company, wages, facilities, promotion, moral etc.

**Process:****1. Direct Approach:**

- In this method interviewer asked questions considered important by managers and researchers.

## **2. Indirect Approaches:**

- In this process interviewer simply listened to what the workman had to say.

### **Result:**

- Giving an opportunity to talk and express grievances would increase the morale.
- Complaints were symptoms of deep-rooted disturbances.
- Workers are governed by experience obtained from both inside and outside the company.

### **Conclusion:**

- Employee's behaviour was being influenced by group behaviour.

## **Phase IV : Bank wiring observation Room (1931-32)**

**Objective:** To find out exact information about informal groups in plants & what are the factors which influence output.

### **Limited Changes to work Condition:**

- Segregated work area
- No Management Visits
- Supervision would remain the same
- Observer would record data only – no interaction with workers
- Small group pay incentive

### **Result:**

No appreciable changes in output

## **Conclusion of Hawthorne Experiment**

Following conclusions are:

- Work is a group activity
- Environmental factors not the sole factors affecting productivity
- Worker is not an economic man (not purely motivated by money alone)
- Importance of recognition, security and morale
- Importance of Informal group
- Importance of total work situation
- Complaints as symptoms
- Group collaboration does not occur by accident; it must be planned and developed.

## **Criticism of Human Relation Approach**

The human relation approach has been criticized on the following grounds:

- Invalid assumptions
- Lack of Scientific validity
- Limited Application
- Limited focus on work
- Over-concern with Happiness
- Fragmented Approach