

HUMAN RELATIONS THEORY

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What is Human Relations Theory?

Human Relations Theory focuses specifically on the individuals needs and resultant behaviors of individuals and groups. It takes an interpersonal approach to managing human beings. It presents the organization is made up of formal and in elements . The formal elements of an organization are its structure. The informal aspects of the organization include the interactions between individuals. In this way,the organization is a type of social system.

Elements of Human Relations Theory

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graph LR; A[Elements of Human Relations Theory] --> B[1. A focus on people, rather than upon machines or economics]; A --> C[2. The organizational environment is not an organized social context]; A --> D[3. Human relations are important in motivating people]; A --> E[4. Motivation depends upon teamwork, requiring co-ordination and cooperation of individuals involved.]; A --> F[5. Human relations within teams must fulfill both individual and organizational objectives simultaneously]; A --> G[6. Individuals and organizations desire efficiency by achieving maximum results with minimum inputs];
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2. The organizational environment is not an organized social context

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5. Human relations within teams must fulfill both individual and organizational objectives simultaneously

6. Individuals and organizations desire efficiency by achieving maximum results with minimum inputs

Primary Contributors to Human Relations Theory

Elton Mayo

Mayo is best known for his contribution to human relationships management through the Hawthorne experiments.


Mary Parker Follet

Follet employed psychological tools to understand the efficient use of people. She introduced the concept of de-personalized authority and responsibility. She also advocated for the integration of decision making through communication channels.

The Hawthorne Experiments

Professor Elton Mayo is known as the Father of the Human Relations Approach to Management Theory. From 1924 - 1932, he, along with Fritz Roethlisberger, T.N. Whitehead and William Dickson, conducted the Hawthorne studies (so named for the location of the studies - the Hawthorne Plant of Western Electric Company).

The findings
of the
Hawthorne
Experiments



1. Group dynamics (Social Factors) are important determinants of job performance and output.
2. Groups have their own norms and beliefs, independent of the individual members.
3. Individuals are not solely motivated by compensation.
4. Perceived meaning and importance of one's work are the primary determinants of output.
5. Employees prefer a cooperative attitude from superiors, rather than command and control.
6. Communication between management and employees is essential to understand employee issues.

Mary Parker Follet's Contribution



In her collective works, Follet used psychology to explore various aspects of the organizational environment . She employed psychological tools to understand the efficient use of people. She introduced the concept of de-personalized authority and responsibility. She also advocated for the integration of decision making through communication channels.

Outcome of the Human Relation Theory

1. Workers must participate in the decision-making process through defined communication channels.
2. Employees prefer to be integrated into the decision-making process rather than subject to the command and control of managers.
3. Working in groups is generally more productive than working individually.
4. Authority and order in an organization should be de-personalized. The facts of a situation determine the basis of authority and responsibility.
5. Managers must integrate employee input in the resolution of conflicts that provide a benefit to all interested parties.
6. Integration between departments or groups within the organization is preferable.

Source:

<https://thebusinessprofessor.com/>



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