

MANAGEMENT

PRINCIPLES AND APPLICATIONS

UNIT-1, 1.1

PART-XII

HUMAN RELATIONS SCHOOL OF MANAGEMENT

CRITICISM OF HUMAN RELATIONS MANAGEMENT

Human relations approach has, however, been criticised on the following points:

(i) Anti-individualistic:

Human relations approach advocates a highly individualistic approach towards people which amounts to their manipulation. Group membership may not be a rewarding experience for all members. Group may not distribute satisfactions to the members. Autocrats may manipulate the groups for their own selfish goals.

(ii) Over-concern with Happiness:

The assumption is that happy workers are productive workers. But research no direct correlations between morale happiness and productivity. Human relations approach suggests that group decision-making is superior to individual decision. But this may not necessarily be true in all cases.

It has also been criticised on some other points like:

- a) Human Relations Approach has given undue importance to group and group decision-making but in fact group may create problems and collective decision making may not be possible.
- b) All the findings of Human Relations Approach are based on a sampling of very few human beings at work which is not a rational approach and can draw wrong conclusions.
- c) This approach gives more emphasis on interpersonal relations and on the informal groups. It does not give much importance to the quality/quantity of work.
- d) This approach thinks that all organisational problems can be solved through human relations but this practice does not hold good in practice.

Findings of Human Relations Approach Researchers come with these conclusions:

- a. An organisation must be considered and made a social and family unit.
- b. A smart management must give more emphasis on social and personal leadership instead of technical skills.
- c. In work place workers often do not act or react as individual but as members of groups.
- d. In an organisation, it is ultimately the helping and co-operative attitude. which can bring wonderful results, not merely command and orders.
- e. People work for money, but not only for money, i.e., employees get satisfaction not only from economic incentives but social, psychological and ego needs are equally important.
- f. Man's approach is not always rational. He may behave irrationally if rewards from the jobs are not encouraging.
- g. Morale and productivity are complimentary to each other.

From the foregoing discussion, it is clear that the Hawthorne experiments focused attention on the following:

(1) **Social Factors:** Social factors are important variables influencing the working of an organisation; it is something more than a formal structure of arrangement of functions. As Mayo puts it, an organisation is "a social system, a system of cliques, informal status system, rituals and a mixture of logical, non-logical and illogical behaviour."

(2) **Groups:** In an organisation individuals tend to create groups. They react as members of groups and not as individuals. Besides formal organisation, there is also an informal organisation which plays an important role in an organisation.

(3) **Leadership:** The style of leadership is an important factor influencing productivity of organisations. The management should try to understand human behaviour, especially group behaviour. In some cases, informal leadership would prove more useful than formal one.

(4) **Communication:** An effective system of communication is an aid to successful working of an enterprise. A good communication system makes it possible to explain to the workmen the objectives as well as the course of action directed towards their achievement. Workers' participation in decision making as well as feedback regarding programmes, policies, and their execution is facilitated by the system of communication.

(5) **Conflict:** The generation of conflicts is a natural consequence of the working of an enterprise. These conflicts are generated between groups and organisation because of maladjustment between changes in individuals and in the organisation. Till perfect reconciliation is reached, conflict will exist.

(6) **Supervision:** The quality of supervision plays an important role in determining productivity a friendly, co-operative and inspiring supervisor can achieve better than an authoritarian one.

The Hawthorne experiments showed, in general, that productivity was not related to physical variables like incentive wage payments, comfortable working conditions, rest pauses and physical facilities. On the contrary, the improvement in productivity was due to such social factors as morale, satisfactory interrelationships between members of a work-group (a "sense of belonging"), and effective management—a kind of managing that would understand human behaviour, especially group behaviour, and serve it through such interpersonal skills as motivating, counselling, leading and communicating. Further, these experiments emphasised that humans are social, and business organisations operate in a socio-technical system. The Hawthorne studies led to increased emphasis on the behavioural sciences as applied to

management and to the recognition that managers operate in a social system. Besides Mayo, others who have made important contribution to the human relations approach include Bakke, Selznick, Dubin, Dalton, McGregor, Likert, Argyris, Leavitt and Herzberg.

(4) Behavioural Science School of Management: Behavioural Scientists who were trained in social sciences like psychology, sociology and anthropology. began to study people at work and it is different from human relations approach. This approach was developed because practising managers found that the ideas of classical approach did not achieve total efficiency and workplace harmony. Managers were still facing the problems because subordinates did not always behave as they were supposed to.

Contributions

- I. Management's attitude towards human behaviour should be positive.
- II. Individual behaviour is closely linked with the behaviour of the groups to which he belongs.
- III. It is individuals and their groups with which a manager is concerned and the behaviour of the management and officers affect the personality and efficiency of workers.
- IV. It is based on social and psychological aspects of control and self-development.

Features

Many sociologists, psychologists and social psychologists have shown considerable interest in studying the problems in management. This approach is concerned with social and psychological aspects of human behaviour in organisation.

- I. Informal leadership, rather than authority of officers/supervisors, is more important for setting and enforcing group standards of performers.
- II. Employees working in an organisation have their needs and goals which may differ from organisation's needs and goals. Management should try to achieve co-ordination between organisational and human goals. Management should try to achieve co-ordination between organisational and human goals.

- III. Individuals differ in terms of their attitude, perception and value system; therefore, they react differently to same situation.

Distinction between Human Relation and Behavioural Science Approach

Human Relations Approach	Behavioural Science Approach
It is based on the Elton Mayo, Hawthorne experiments and so its scope is limited.	This approach has tried to re-define human relations and has a much wider scope. It is much more systematic study of human behaviour in the organisations.
This approach has given all emphasis on individuals, their needs and based on their behaviour.	This approach has given more stress on group and group behaviour.
In this approach the stress was only on the importance of groups, their motivation and morale.	Behaviourists, scientists have studied group dynamics, informal, organisational, leadership, collective bargaining and worker's participation in management.
This approach is purely based on giving focus only on inter- personal relationships.	This approach in fact is based on and give focus on group relationship.