Chapter 1 : The Behavioral Management Theories

The behavioral science approach to management focuses on the psychological and sociological processes (attitude, motivations, group dynamics) that influence employee performance. While the classical approach focuses on the job of workers, the behavioral approach focuses on the workers in these jobs.

At the time of the boom of industrialization, the total focus of managers was on increasing efficiency of workers and productivity. How employees felt was completely ignored, no manager even bothered to notice the working conditions. Later managers realized that organizations do not improve by only increasing the efficiency of workers and productivity. Work environment also affects behavior of workers that ultimately affects the total productivity. Understanding OB also help managers to understand management, motivation, teamwork, leadership and Conflicts of Management in better ways. Early Advocates Robert Owen was a renowned Scottish businessman, who suggested a utopian workplace. Hugo Munsterberg was the person who introduced industrial psychology. Industrial psychology deals with maximizing the productivity and adjustment of individuals at work. Mary Parker Follett , a social philosopher proposed that the manager is responsible for harmonizing and coordinating group efforts. Chester Barnard proposed that organization is not just an economic entity but it is a social system that needs cooperation among humans working for it. He thought that manager is responsible for communicating with workers and boost their potential to a higher level. Additionally, he thought that managers should be examining the workplace conditions and then maintains them to create equilibrium in the state of the workplace. Taylor is for management students. Munsterbeg believed that industry can be benefited by psychologists in three major areas: Seeking modern ways to hire the right person for the right job. Achieving optimum efficiency by identifying the psychological conditions. Mary Parker Follett was the person who introduced the concepts of social Work Political Science. Working in groups is more important than working individually in any organization. Use of integration to resolve conflicts like providing a solution that offers mutual benefit to both of the parties involved in conflict. Integrative unity is the secret of success in an organization where different departments are present and working to achieve the same goal. They tried to identify that how different illumination levels affect worker productivity. Two groups were created, control group and experimental group. The engineers examined the experimental groups working in different lighting intensities; however, the control group was examined under a constant lighting intensity. Keeping this working scenario in mind, everyone would think that output was related to lighting intensity. However, engineers found that there was something else that also contributed to the change in output. Initially, they increased the light in the experimental group and surprisingly, the output was increased in both groups. After that, when they decrease the light to almost moon light, the output was decreased in experimental group only. Thus, it was concluded that illumines lighting intensity was not the factor that directly relates to the group productivity. After these great experiments done by engineers, the Western Electric Company, in , invited Elton Mayo, professor at Harvard for consultation on the studies. It contributed to creating a long lasting relationship among employees of the company and Elton Mayo along with his associates. The relationship resulted in various interesting experiments, including job redesigning, changes in the length working day and working week, and individual versus group wage plans. One of the experiments was to examine how group piece work reward affected the group productivity. Hawthorne Studies was almost connected to traditions of scientific management, because it also focused on increase productivity by improving the methods and tools of work such as lighting. The Hawthorne studies provided different findings: Initially, studies did not provide any evidence of correlation between work performance of individuals and change in lighting. In fact, work performance almost increased with any change in illumination lighting. After that in the second phase, the studies become apparent. In the third phase of studies, the focus was on group productivity and motivation of individuals. Ultimately, the Hawthorne studies provided a concept that the organization also has social aspects that, if given proper attention, can contribute to better performance or workers. Human Relations Movement The human relation movement was aimed at providing social skills to managers that they needed to make management-employee relation better. Abraham

Maslow was the person who proposed motivation theory, which is based on three assumptions about human nature. The needs of human beings cannot be satisfied completely. Humans always strive to satisfy their needs, which are still unsatisfied. The priority of needs can be sorted into a hierarchy that range from basic, lower-level needs to higher level needs:

Chapter 2 : Management: BEHAVIOR THEORY OF MANAGEMENT

In summary, behavioral management theory shifted management's belief that workers were like machines and productivity was the result of management's drive for profits alone.

MBA Project Reports Behavioral Approach to Management The Behavioral approach to management evolved mainly because the practicing managers discovered that adopting the ideas of the classical approach failed to achieve total efficiency and workplace harmony. The behavioral approach to management highlighted what the classical advocates overlooked â€" the human aspect. The Hawthorne studies in the late and early helped to lend credence to the behavioral approach. Some of the main behavioral researchers who made considerable contributions to the progression of the behavioral approach to management are: Branches of Behavioral Approach to Management The behavioral approach has been divided into two branches: In the human relations approach managers should know why their subordinates behave as they do and what psychological and social factors have an impact on them. Supporters of this approach make an effort to show how the process and functions of management are influenced by differences in individual behavior and the influence of groups in the office. Human Relations Approach The term human relations means the way in which managers connect to subordinates. Managers face many difficulties because staff members usually do not stick to predetermined and balanced patterns of behavior. Supporters of Human relations approach feel that management should recognize employees need for recognition and social acceptance. Management should look upon the work group as a positive force which can be used productively. Thus, managers must be competent in human relations skills along with technical skills. The initial encouragement for the movement came from the Hawthorne experiments: Relay assembly test room 3. It gave value to attitudes, behavior and performance of people and groups within the organisations. The advocates of the behavioral science approach consider that humans are much more complex than the economic man description of the classical approach and the social man description of the human relations approach. This approach focuses on the nature of work, and the degree to which it will satisfy the human need to show skills and expertise. To get better employee performance, communication, motivation, participative management, leadership and group dynamics are integrated in this approach. The behavioral approach acknowledges the quality of leadership as a major element in management success. It concentrates on group relationship and recognizes the part of individual mindset and group behavior in organisational effectiveness. Contributions of the Behavioral Approach Improved usage of teams to achieve organizational goals. Emphasis on training and development of staff Use of innovative reward and incentive techniques. Furthermore the main focus on modern management theory led to empowering employees via shared information. Limitations of the Behavioral Approach to Management Challenges for managers in difficult situations and the reality that human behavior is complex. This complicated the problem for managers attempting to use insights from the behavioral sciences that regularly changed when different behavioral scientists offered distinct alternatives.

Chapter 3 : Behavioural Approach to Management (With Criticism)

The behavioral management theories focus on the importance of human behavior. It can also be considered as a part of scientific management because it also focuses on increasing efficiency of workers that result in maximum productivity.

Mike was articulate and charming, and he radiated warmth. Yet this initial impression belied a disturbing truth. For several years Mike had been in serious trouble at school for lying, cheating and assaulting classmates. He was verbally abusive toward his biological mother, who lived alone with him. Mike tortured and even killed cats and bragged about experiencing no guilt over these actions. He was finally brought to the hospital in the mids, after he was caught trying to con railroad workers into giving him dynamite, which he intended to use to blow up his school. Psychologists have long struggled with how to treat adolescents with conduct disorder, or juvenile delinquency, as the condition is sometimes called when it comes to the attention of the courts. Given that the annual number of juvenile court cases is about 1. Yet scientific studies indicate that these interventions are ineffective and can even backfire. Better ways to turn around troubled teens involve teaching them how to engage in positive behaviors rather than punishing them for negative ones. Modeled after military boot camps, these programs are typically supervised by a drill instructor and last from three to six months. They emphasize strict rules and swift punishments such as repeated push-ups for disobedience, along with a regimen of physical work and demanding exercise. According to the National Institute of Justice, 11 states operated such programs in Even so, research has yielded at best mixed support for boot camps. In a review of 69 controlled studies, criminologists Benjamin Meade and Benjamin Steiner, both then at the University of South Carolina, revealed that such programs produced little or no overall improvement in offender recidivism. For reasons that are unclear, some of them reduced rates of delinquency, but others led to higher rates. Boot camps that incorporated psychological treatments, such as substance abuse counseling or psychotherapy, seemed somewhat more effective than those that did not offer such therapies, although the number of studies was too small to draw firm conclusions. Typically these programs bring delinquents and other high-risk teens into prisons to interact with adult inmates, who talk bluntly about the harsh realities of life behind bars. Making adolescents keenly aware of prison life is supposed to deter them from criminal careers. Yet the research on these interventions is not encouraging. In a meta-analysis quantitative review of nine controlled studies of Scared Straight programs, criminal justice researcher Anthony Petrosino, now at the research agency WestEd, and his colleagues showed that these treatments backfired, boosting the odds of offending by 60 to 70 percent. The verdict for other get-tough interventions, such as juvenile transfer laws, which allow teens who commit especially heinous offenses to be tried as adults, is no more promising. In a summary, psychologist Richard Redding of Chapman University found higher recidivism rates among transferred adolescent offenders than among nontransferred ones. Perils of Punishment Psychologists do not know for sure why get-tough treatments are ineffective and potentially harmful, but the psychological literature holds several clues. First, researchers have long found that punishment-based strategies tend to be less effective than reward-based strategies for lasting behavioral change, in part because they teach people what not to do but not what to do. Second, studies indicate that highly confrontational therapeutic approaches are rarely effective in the long term. For example, in a controlled trial psychologist William Miller of the University of New Mexico and his colleagues found that counselors who used confrontational styles with problem drinkers—for example, by taking them to task for minimizing the extent of their drinking problem—had significantly less success in helping their clients overcome their addictions than did counselors who used supportive styles that relied on empathy. Similarly, a review by criminal justice researcher Paul Klenowski of Clarion University and his collaborators found that delinquency programs that involved confrontational tactics, such as berating children for misbehavior, were less effective than programs that did not use them. What is more, adolescents with conduct disorder often enter treatment angry and alienated, harboring feelings of resentment toward authority. Finally, some programs may inadvertently provide adolescents with role models for bad behavior. For example, some of the at-risk teens exposed to prisoners in Scared Straight programs may perceive them as cool and worth emulating. These results show

that merely imposing harsh discipline on young offenders or frightening them is unlikely to help them refrain from problematic behavior. Instead teens must learn enduring tools—including better social skills, ways to communicate with parents and peers, and anger management techniques—that help them avoid future aggression. Several effective interventions do just that, including cognitive-behavior therapy, a method intended to change maladaptive thinking patterns and behaviors, and multisystemic therapy, in which parents, schools and communities develop programs to reinforce positive behaviors. Another well-supported method, aimed at improving behavior in at-risk children younger than eight years, is parent-child interaction therapy. The negative data on get-tough programs remind us that we should be wary of our subjective impressions of strategies that simply seem right or that we feel ought to work. Although we lost track of Mike S. This article was originally published with the title "Kid Gloves for Young Offenders? Unanticipated Outcomes of Crime Prevention Programs. Lilienfeld is a psychology professor at Emory University.

Chapter 4 : Behavioral Management Theory

The behavioral management theory is often called the human relations movement because it addresses the human dimension of work. Behavioral theorists believed that a better understanding of human behavior at work, such as motivation, conflict, expectations, and group dynamics, improved productivity.

This school of management emphasizes the human element in an organization, duly recognizing its importance. It places more stress on individual attitudes and behaviors and on group processes. The major contributors to this school of thought are given in Table 2. Follet is the pioneer of behavioural approach to management. She recognized the significance of the human element and attributed greater significance to the functioning of groups in workplaces. Hence, the emphasis is more on power sharing. Organizations need to become democratic to accommodate employees and managers. Employees work harder when their organizations recognize their individual motivating desires. Relay assembly test room experiments 3. Bank wiring observation room experiment Illumination Experiments: The experiments involved manipulation of illumination for one group of workers test group and comparing their performance and productivity with another group for whom illumination was not manipulated control group. In the first spell of the experiments, the performance and productivity of the test group for whom the illumination was manipulated improved. However, this did not last long. With such contradicting results, researchers concluded that the intensity of illumination was not related to the productivity of workers. There must be something else besides illumination, which must have influenced the performance of the workers in Western Electric Company. Elton Mayo and his associates from Harvard University got involved at this point to conduct the subsequent phase of experiments. Relay Assembly Test Room Experiments: This set of experiments was conducted under the guidance of Elton Mayo between and To start with, the researchers selected six women employees of the relay assembly test room. Their job was to assemble a relay a small device using thirty-five spare parts. Selected women employees samples were put in a separate room and briefed about the experiments. In the test room, the variables like increased wages and rest period, shortened workday and workweek, etc. Productivity increased over the study period. Such results led the researchers to believe that better treatment of subordinates made them more productive. This syndrome was later labelled as the Hawthorne effect. In this phase of the experiments, about 21, people were interviewed over three years between and The purpose of the interview was to explore in depth the attitudes of the workers. On the basis of the results of these interviews, the following conclusions were drawn: A complaint may not necessarily be an objective recital of facts. It also reflects personal disturbance, which may arise from some deep-rooted cause. All objects, persons, and events carry some social meaning. Workers assign meaning to their status in the organization and attach much importance to events and objects and specific features of their environment, such as hours of work, wages, etc. Workers derive satisfaction or dissatisfaction from the social status of their organization. Bank Wiring Observation Room Experiment: This part of the Hawthorne experiments was conducted to test some of the ideas that had cropped up during the interview phase. It was conducted between and In this experiment there were fourteen participants samples , including wiremen, solder men, and inspectors. In this phase of the experiment, there was no change in the physical working conditions. Payments to sample workers were based on an incentive pay plan, which related their pay to their outputs. Sample workers had the opportunity to earn more by increasing their outputs. However, die researchers observed that output was constant at a certain level. Analysis of the results showed that the group encourages neither too much nor too little work. Group norms, therefore, are more important to workers than money is. The Hawthorne experiments therefore focused on the importance of human relations and thus contributed immensely to management theories. Despite its brilliant contributions to the theories of management, the behavioural approach to management was criticized on the following grounds: It is believed that procedures, analysis of the findings, and conclusions drawn from there are not linked to each other rationally. In fact, the conclusions are not supported by adequate evidence. Furthermore, all these studies failed to focus on the attitudes of the workers, which played a crucial role in influencing their performance and productivity. Abraham Maslow, Douglas McGregor, Chris Argyris, and

other contributors made significant contributions to the behavioural school of thought. While Maslow focused on the importance of human needs, which are the major driving forces for human motivation, McGregor made certain assumptions about people, categorizing them under theory X or theory Y. Theory X essentially represents a negative view about peopleâ€"that people are lazy have little ambition, dislike work, avoid responsibility, and require directions to work. Theory Y on the contrary, assumes, that people are more positive, capable of self-control, are innovative and creative, and do not inherently dislike work. Here, we have not discussed these theories in detail. We are only acknowledging their contributions to the behavioural school of thought. His contributions are the maturity-immaturity theory, the integration of individual and organizational goals, and the Model I and Model II patterns. According to the maturity-immaturity theory, people progress from a stage of immaturity and dependence to a state of maturity and independence. If organizations keep their employees in a dependent state, they allow them to remain immature and thereby prevent them from achieving their potential. Further, he also contended that a formal organization develops a rigid structure, compelling people to behave in an immature way. This leads to incongruence between the individual and organizational goals, hinders organizational development, results in failure, and fosters frustration and conflict. People therefore exhibit signs of aggression, regression, and suppression. Model I and Model II patterns are two different assumptions. Workers in Model I type-organizations are motivated by the desire to manipulate others and protect themselves from others, while workers in Model II type-organizations are less manipulative and more willing to learn and take risks. Argyris therefore suggested that managers should always try to create a Model II type-organization. Rensis Likert and Peter F. Drucker have also contributed significantly to this school of thought in and , respectively. Likert attributes low productivity and poor morale of the employees to a typical job-centred supervision technique. He has suggested some typical leadership styles to ensure better productivity and improved the morale of the workers.

Chapter 5 : The Behavioral Science Approach to Management

Behavioral management theory studies how productivity in business or similar applications can be managed by concentrating on the motivations of the workforce. This includes analyzing employees' expectations, group dynamics and teamwork, conflict resolution and personal interests. Behavioral.

Encyclopedia of Business and Finance, 2nd ed. Prior to that time, most managers viewed workers as a device that could be bought and sold like any other possession. Then, at the beginning of the twentieth century, Frederick Winslow Taylor â€" , one of the most widely read theorists on management, introduced and developed the theory of scientific management. The basis for scientific management was technological in nature, emphasizing that the best way to increase output was to improve the methods used by workers. According to this perspective, the main focus of a leader should be on the needs of the organization, not the needs of the individual worker. Taylor and his followers were criticized on the grounds that scientific management tended to exploit workers more than it benefited them. In the s and early s the trend started by Taylor was gradually replaced by the behavioral science movement, initiated by Elton Mayo and his associates through the famous Hawthorne studies. Efficiency experts at the Hawthorne, Illinois , plant of Western Electric designed research to study the effects of illumination on worker productivity. At first, nothing about this research seemed exceptional enough to arouse any unusual interest, since efficiency experts had long tried to find the ideal mix of physical conditions, working hours, and working methods that would stimulate workers to produce at maximum capacity. Yet by the time the Hawthorne studies were completed ten years later, there was little doubt that they were one of the most important organizational studies, causing the behavioral science movement to gather momentum. The major conclusion of the Hawthorne Studies was that attention to workers, not illumination, affected productivity. Essentially, then, the scientific management movement emphasized a concern for output, while the behavioral science movement stressed a concern for relationships among workers. Various individuals have made important contributions to the behavioral science movement. Motivation starts when an individual experiences a need; the individual then formulates a goal, which, upon achievement, will satisfy the need. Maslow identified these needs and arranged them in a hierarchy, positing that lower-level needs must be satisfied, at least in part, before an individual begins to strive to satisfy needs at a higher level. According to McGregor , traditional organizations are based on either of two sets of assumptions about human nature and human motivation, which he called Theory X and Theory Y. Theory X assumes that most people prefer to be directed; are not interested in assuming responsibility; and are motivated by money, fringe benefits, and the threat of punishment. Theory Y assumes that people are not, by nature, lazy and unreliable; it suggests that people can be basically self-directed and creative at work if properly motivated. Management is often suspicious of strong informal work groups because of their potential power to control the behavior of their members, and as a result, the level of productivity. In George C. Homans â€" developed a model of social systems that may be useful in identifying where these groups get their power to control behavior. In another psychologist, Frederick Herzberg â€" , examined sources of worker satisfaction and dissatisfaction. Herzberg cited achievement, responsibility, advancement, and growth as job satisfiersâ€"factors that motivate workers. He also proposed that other aspects of the job environment called job maintenance factorsâ€"company policy, supervision, working conditions, interpersonal relations, salary and benefitsâ€"contribute to the desired level of worker satisfaction, although these factors rarely motivate workers. Also in the s, another behavioral science researcher, Chris Argyris â€" , presented his immaturity-maturity theory He said that keeping workers immature is built into the very nature of formal organizations. These concepts of formal organizations lead to assumptions about human nature that are incompatible with the proper development of maturity in the human personality. He saw a definite incongruity between the needs of a mature personality and the structure of formal organizations. More and more leaders in both for-profit and non-profit organizations recognize the importance of the goals of the behavioral science human relations movement. Those goals consist of fitting people into work situations in such a manner as to motivate them to work together harmoniously and to achieve a high level of productivity, while also providing

economic, psychological, and social satisfaction. Integrating the Individual and the Organization. New Brunswick , NJ: Upper Saddle River, NJ: Managing Behavior in Organizations: Science in Service to Practice. Hersey, Paul, Blanchard, Kenneth H. Management of Organizational Behavior. The Motivation to Work. Motivation and Personality 3rd ed. The Human Side of Enterprise annotated ed. Key Link to Productivity. Developing Management Skills 6th ed. Fundamentals of Human Relations. Marcia Anderson Pick a style below, and copy the text for your bibliography.

Chapter 6 : MSc Behavioural Science for Management | Courses | University of Stirling

Behavioral science within the business management environment is a specific application of this field, and employs a number of specific types of behavioral observations. This includes concepts such as information processing, relationships and motivation, and organizational development.

The traditional authoritarian approach to leadership no longer yields the kind of results necessary for business success. In fact, the behavioral approach to leadership has become a more effective way for business owners to relate to their employees and get the most out of their skills and talents. The behavioral approach to leadership focuses on the human dimension of the workplace. By fostering understanding of how people respond during times of conflict, and by teaching the best ways to manage expectations and motivate employees, the behavioral approach to leadership can help company leaders handle the varied human resource problems that occur during the workday. Understanding various behavioral leadership examples is the first step in implementing this approach. Task-Oriented Approach If your employees perform specific, repetitive tasks to achieve high productivity, the task-oriented approach is one of the most effective behavioral leadership examples you can adopt. Needs-Based Approach Managing your staff based on their primary needs is another behavioral approach example that can lead to success. In this approach, your managers must take into account the needs of their staff based on a hierarchical list developed by psychologist Abraham Maslow. The behavioral approach example assumes that the driving motivation for most human beings is to satisfy some kind of need. At work, managers can change workplace culture by doing their best to meet the most pressing of these needs. For example, if employee morale is low due to long work hours, a manager can offer more flexible work schedules to boost morale. Path-Goal Theory Approach In the path-goal behavioral approach example, the work environment and the characteristics of your staff influence which approach to take. The focus is on boosting employee motivation and empowering workers to do their best work based on a positive work environment. There are four leadership styles under this approach: Under the directive style, a manager sets expectations and trusts employees to perform up to standard. The strength of this style lies in establishing expectations and providing employees with the resources to achieve them. Under the achievement-oriented style, managers set very high goals with the confidence that their employees can meet those goals. This style is often used in tech businesses, engineering and science-based organizations. Under the participative style, managers solicit employee suggestions and ideas before establishing performance standards. This is especially useful in businesses such as content creation that require close collaboration to generate a quality product. Under the supportive style, managers are most concerned with the emotional and psychological health of their employees. Jobs that place a high level of emotional or physical stress on their employees benefit from the supportive style. For example, if you run a security guard business, you would use this style to ensure that your personnel receive counseling as a means of dealing with the after-effects of handling dangerous situations.

The Behavioral science is of great importance to a business management, as it deals with science studying behavior. It is the study of sociology and psychology. It is very much concerned with the.

Elton Mayo and his team used simple research methods. Thus are called "Behavioural scientists. The behavioural science approach is also called "Human Resource Approach". It gave importance to attitudes, behaviour and performance of individuals and groups in the organisations. Behavioural scientists brought two new aspects to the study of management. They gave a more complex view of human beings and their needs and motives. Abraham Maslow, gave importance to Self-actualization need of human beings. They used scientific methods to study the group behaviour in organisations. The management must integrate both the systems. Work and interpersonal behaviour of people in the organisation is influenced by many factors. Employees are motivated not only by physiological needs but also by social and psychological needs. Different people have different perceptions, attitudes, needs and values. These differences must be found out and recognised by management. In an organisation conflicts are unavoidable. Personal goals and Organisational goals must be joined together. The main contributions made by above Behavioural Scientists are: Human beings have many needs. Some are lower-level needs like physiological needs, safety and security needs, and social needs, These needs must be satisfied first. The higher level needs are ego needs, and self-actualisation needs. These needs are satisfied after satisfying lower-level needs. James March and Herbert Simon: There are many types of communication in an organisation. This is essential for the performance of the organisation. Different managers have different assumptions about people. This depends on the situation. Managers may have negative assumptions about people. That is, human beings hate to work and therefore, they must be forced, controlled, directed, and threatened with punishment to make them work. Managers may have positive assumptions about people, i. People will be motivated to reach a goal, if they believe i in the worth of the goal, and ii in the steps taken to reach that goal. There are many factors that influence behaviour and work of people in an organisation. One group of factors is called "hygiene factors". They are salary, working conditions. If these factors exist in the organisation then there will be no dissatisfaction. However, these factors will not motivate the workers. The second group of factors is called "motivators". They are recognition, achievement, challenging work, etc. These factors bring satisfaction and motivation. The managers must maintain a system of co-operation in the organisation.

BEHAVIORAL THEORIES OF MANAGEMENT:The Hawthorne Studies Principles of Management Business Management brought to management the perspectives of political science.

The Multinational Corporation Behavioral Management Theory As management research continued in the 20th century, questions began to come up regarding the interactions and motivations of the individual within organizations. Management principles developed during the classical period were simply not useful in dealing with many management situations and could not explain the behavior of individual employees. In short, classical theory ignored employee motivation and behavior. As a result, the behavioral school was a natural outgrowth of this revolutionary management experiment. The behavioral management theory is often called the human relations movement because it addresses the human dimension of work. Behavioral theorists believed that a better understanding of human behavior at work, such as motivation, conflict, expectations, and group dynamics, improved productivity. The theorists who contributed to this school viewed employees as individuals, resources, and assets to be developed and worked with â€" not as machines, as in the past. Several individuals and experiments contributed to this theory. The Hawthorne experiments consisted of two studies conducted at the Hawthorne Works of the Western Electric Company in Chicago from to The first study was conducted by a group of engineers seeking to determine the relationship of lighting levels to worker productivity. Surprisingly enough, they discovered that worker productivity increased as the lighting levels decreased â€" that is, until the employees were unable to see what they were doing, after which performance naturally declined. A few years later, a second group of experiments began. Harvard researchers Mayo and F. Roethlisberger supervised a group of five women in a bank wiring room. They gave the women special privileges, such as the right to leave their workstations without permission, take rest periods, enjoy free lunches, and have variations in pay levels and workdays. This experiment also resulted in significantly increased rates of productivity. In this case, Mayo and Roethlisberger concluded that the increase in productivity resulted from the supervisory arrangement rather than the changes in lighting or other associated worker benefits. Because the experimenters became the primary supervisors of the employees, the intense interest they displayed for the workers was the basis for the increased motivation and resulting productivity. Essentially, the experimenters became a part of the study and influenced its outcome. The general conclusion from the Hawthorne studies was that human relations and the social needs of workers are crucial aspects of business management. This principle of human motivation helped revolutionize theories and practices of management. Abraham Maslow, a practicing psychologist, developed one of the most widely recognized need theories, a theory of motivation based upon a consideration of human needs. His theory of human needs had three assumptions: Human needs are never completely satisfied. Human behavior is purposeful and is motivated by the need for satisfaction. Needs can be classified according to a hierarchical structure of importance, from the lowest to highest. Maslow broke down the needs hierarchy into five specific areas: After the need is satisfied, however, it is no longer is a motivator. These needs include the need for basic security, stability, protection, and freedom from fear. A normal state exists for an individual to have all these needs generally satisfied. Otherwise, they become primary motivators. Belonging and love needs. After the physical and safety needs are satisfied and are no longer motivators, the need for belonging and love emerges as a primary motivator. The individual strives to establish meaningful relationships with significant others. Assuming that all the previous needs in the hierarchy are satisfied, an individual feels a need to find himself. Douglas McGregor was heavily influenced by both the Hawthorne studies and Maslow. He believed that two basic kinds of managers exist. One type, the Theory X manager, has a negative view of employees and assumes that they are lazy, untrustworthy, and incapable of assuming responsibility. On the other hand, the Theory Y manager assumes that employees are not only trustworthy and capable of assuming responsibility, but also have high levels of motivation.

Chapter 9 : Behavioral Approach to Management

Various individuals have made important contributions to the behavioral science movement. In psychologist Abraham Maslow (-) proposed a theory of motivation according to which workers' behavior is determined by a wide variety of needs.

Conflict resolution through integration, i. The achievement of integrative unity, whereby the organization operates as a functional whole, with the various interrelated parts working together effectively to achieve organizational goals. The Hawthorne Studies Without question, the most important contribution to the developing Organization Behavior field came out of the Hawthorne Studies, a series of studies conducted at the Western Electric Company Works in Cicero, Illinois. These studies, started in and continued through the early s, were initially designed by Western Electric industrial engineers as a scientific management experiment. They wanted to examine the effect of various illumination levels on worker productivity. Control and experimental groups were set up with the experimental group being exposed to various lighting intensities, and the control group working under a constant intensity. If you were one of the industrial engineers in charge of this experiment, what would you have expected to happen? That individual output in the experimental group would be directly related to the intensity of the light? However, they found that as the level of light was increased in the experimental group, output for both groups increased. Then, much to the surprise of the engineers, as the light level was decreased the productivity decrease was observed in the experimental group only when the level of light was reduced to that of a moonlit night. What would explain these un-excluded that illumination intensity was not directly related to group productivity, and that something else must have contributed to the results. In , the Western electric engineers asked Harvard professor Elton Mayo and his associates to join the study as consultants. Thus began a relationship that would last through and encompass numerous experiments in the redesign of jobs, changes in workday and workweek length, introduction of rest periods, and individual versus group wage plans. Hawthorne studies reflected the scientific management tradition of seeking greater efficiency by improving the tools and methods of work--in this case, lighting. In the first set of studies, no correlation was found between changes in lighting conditions and individual work performance. In fact, performance nearly always went up with any change--brighter or darker--in illumination. In the second set of studies, the concept of the Hawthorne effect emerged. The Hawthorne effect refers to the possibility that individuals singled out for a study may improve their performance simply because of the added attention they receive from the researchers, rather than because of any specific factors being tested in the study. The third set of studies centered on group production norms and individual motivation. Although simplistic and methodologically primitive, the Hawthorne studies established the impact that social aspects of the job and the informal group have on productivity. This movement was an attempt to equip managers with the social skills they need. Abraham Maslow developed a theory of motivation that was based on three assumptions about human nature. Human beings have needs that are never completely satisfied. Human behavior is aimed at satisfying the needs that are yet unsatisfied at a given point in time. Needs fit into a somewhat predictable hierarchy ranging from basic, lower-level needs to higher-level needs: