

Studies on the human relations and organizational growth

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Abstract

The conceptualization of human relations idea in management studies is often seen as embedded into the organization theoretical model which guides and helps to explain patterns of regularities in total organization life. Human relations approach is viewed clearly as an organization theoretical model in its own perspective that enhanced the human feelings while in organization. Nevertheless, theory generally tries to bring out the intrigue guide to the study of phenomena and therefore, serves three functions in administration: - it enables general model for analytical reasoning, point of reference and decision making (Hoy & Miskel, 2008)¹. The reference of administrative theory as effectively describing phenomena has led to an increased understanding of many concepts, generalizations and agreements and establishing administrative frameworks in human relations model as practiced by administrators today.

Keywords: Human relations, Movement, Management and Organization

1. Introduction

Human relations refer to the study of how organizations manage and interact with their employees in their efforts to improve employee and organizational effectiveness. It is a broad term that includes such previously discussed subjects as leadership, organizational design, extent of decentralization, and willingness to delegate authority and responsibility. Moreover, it involves such fundamental issues as individual, group, and organizational needs; motivation; and attempts to improve the quality of work life.

Even though many managers continue to use money as a primary motivator, a number of changes have occurred, both in the assumptions made by managers about their employees and in the approaches used by managers to motivate employee excellence. The origin of many of these changes can be traced to a series of experiments that later became known as the Hawthorne studies. Human Relations studies attempted to know how organizations manage and interact with employees to improve effectiveness of the firm and the employees. These investigations, known as the Hawthorne studies, revealed that money and job security are not the only sources of employee motivation and led to the development of the human relations approach to management (Armstrong, 2003)^[2].

2. Materials and Methods

Investigations that revealed money and job security are not the only sources of employee motivation; led to human relations approach to employee motivation. Productivity cannot be improved without creating the proper social conditions and individual motivation. What is called for is more than the use of techniques derived from human relations theories. Organizations have to go beyond profit, growth, and return on investment. They have to pursue goals as efficient producers of goods and services, generators of surpluses, and creators of skills and employment in the service of society. They have to elevate the moral basis of work in and outside of organizations. The initiation, implementation, and development of produc-

tivity and innovation require skills, creativity, commitment, and cooperation of all organizational personnel. Managers, supervisors, technicians, staff, and workers must together be able and willing to realize the goals of productivity and innovation. They must display a high level of work competence, devotion to duty, and authentic interpersonal cooperation. Organizational policies must support, facilitate, and strengthen such orientations. Organizational work climate must evoke, sustain, and reinforce people's commitment and behaviour towards productivity and innovation.

The emergence of human relations concept in administrative literature has energized and legitimized the feelings that really human beings constitute the life of every organization. The Hawthorne studies pioneered by Elton Mayo (1880-1949)^[3] and impeccable ideas by Mary Parker Follett (1868-1933) laid a strong emphasis on the influence of human relations within the group (Babcock, 1998). Babcock further upheld that her analyses did not yield a step-by-step method of management; rather they were her reflections on how best to organize group efforts by recognizing the abiding truths of how human beings interact with each other. This process leads to results accomplishment in organization as such relationships create opportunity for knowledge sharing in solving organization problems. Eventually, this concept has gained ground virtually in all management or administrative studies (Hoy & Miskel, 2008, Armstrong, 2003, Luthans, 2005)^[1, 2, 4]. Also important is Follett (1868 - 1933) noble emphasis that the universal goal of every organization involves an articulated, and mutualized member's effort in collective performance to achieving responsible goal.

3. Discussion and Conclusion

The Hawthorne studies revolutionized management's approach to direction (or motivation) of employees. Before the Hawthorne investigation, most organizations had used money as the primary means of motivating workers. The importance of the Hawthorne findings lies not in denying the effect of

money as a motivator, but in emphasizing the presence of a number of other sources of employee motivation. Each individual is motivated to take action designed to satisfy needs. A need is simply the lack of something useful. It reflects a gap between an individual's actual state and his desired state. A motive is the inner state that directs the individual toward the goal of satisfying a felt need. The individual is moved (the root word for *motive*) to act to reduce a state of tension and return to a condition of status. The relationship between needs and motives can be explained by example (Luthans, 2005) [4].

Phenomenon in which subjects become more productive because they feel important and appreciated. Lack of something useful; discrepancy between a desired state and the actual state. Inner state that directs individuals toward the goal of satisfying a felt need.

The Process of Motivations produces which leads to resulting in Need Satisfaction Goal-Directed Need Motivation Behavior The Needs Hierarchy Psychologist Abraham H. Maslow developed a widely accepted list of human needs based on these important assumptions: People want everything and their needs depend on what they already possess. A satisfied need is not a motivator; only those needs that have not been satisfied can influence behavior. People's needs are arranged in a hierarchy of importance. Once one need has been at least partially satisfied, another emerges and demands satisfaction. The levels arranged in order of importance to the individual. Priority is assigned to the basic physiological needs (Luthans, 2005) [4].

Physiological needs are the primary needs for food, shelter, and clothing. They are present in all people and must be satisfied before higher-order needs can be considered. A hungry person is possessed by the need to obtain food; other needs are ignored. Once the need to eat is partially satisfied, other needs enter the picture. Since most families today can afford to satisfy their basic needs, the higher-order needs are likely to play a greater role in worker motivation.

The second-level safety needs include job security, protection from physical harm, and avoidance of the unexpected. Gratification of these needs may take such forms as guaranteed annual wages, life insurance, the purchase of radial tires, observing job safety rules, or membership in the company health club.

Satisfaction of physiological and safety needs leads to consideration of social needs (also known as belongingness needs) - the desire to be accepted by members of the family and other individuals and groups. A person may be motivated to join various groups at the factory and conform to the standards established and accepted by the informal organization in order to fulfill social needs.

The higher-order esteem needs are more difficult to satisfy. These are the needs to feel a sense of accomplishment, achievement, and respect from others. The competitive need to excel to better the performance of others—is an almost universal human trait. The esteem needs are closely related to belongingness needs. However, at this level, not only does the individual want acceptance but also recognition and respect—the desire to stand out from the crowd in some area. Organizations seek to satisfy employee esteem needs through such techniques as performance recognition awards, added responsibility, and involvement in departmental goal setting and decision making.

At the top of the hierarchy are self-actualization needs the needs for fulfillment, for realizing one's own potential, for using totally one's talents and capabilities. Maslow defines self-actualization this way: "A healthy man is primarily motivated by his needs to develop and actualize his fullest potentialities and capacities.... What man *can* be, he *must* be."

4. The Three Rs of Employee Motivation

(i) Recognition

From his examination of 20 top American firms, Robert Levering, author of *A Great Place to Work*, concludes any boss can turn a bad workplace into a good one through what he calls the three Rs. The first of these is granting workers increasingly motivational factors Job-centered factors (recognition) that are strong sources of employee motivation.

Supervisors may be told to find and praise four acts that an employee does right for every one action that they criticize. Management demonstrated its commitment to the new approach by distributing a mission statement that spells out the philosophy.

(ii) Rewards

The second R involves sharing the *rewards* of the enterprise as equitably as possible.

(iii) Rights

The third R is ensuring that employees have *rights*. These include some kind of grievance procedure, access to corporate records, and the right to confront those in authority without fearing reprisals.

Much similarity exists between Herzberg's two factors and Maslow's hierarchy of human needs. Herzberg's message is that the lower-level needs have already been satisfied for most workers, and the manager must focus on the higher-level needs the primary motivators.

Human resource may be thought as the total knowledge, skills, creative abilities talents and aptitude of an organization's work force. It is the sum of inherent abilities, acquired knowledge and skills, represented by the talent and aptitude of the employed persons. It is the most valuable asset of an organization. An Organization's performance and resulting productivity are directly proportional to the quantity and quality of its human resource. To understand better about the role of human relation in the growth of an organization, whether formal or informal, large or small, is to understand the role of the human resource who come from different walks of life and who are different from one another in their psychological makeup. Human relations refer to the interaction of people in all walks of life, in schools, homes, business and government. When applied to a business or an industry they refer to the interaction of people employed in a business firm or an industrial unit. When a relationship exists in an organization it is referred to as "employee human relation" and when it exist outside it is known as "public human relation" (Argyris, 1962) [5].

5. References

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