The organization of a business according to the school of human relations and the modern school

Portrait of success

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Abstract

The human relations school (abbreviated as "HR School") was born in the context of the economic crisis of 19291 attached to the study of organizations an intellectual movement. It takes place after the development and wide application of Taylorism, and seeks to restore the working man a place, if not central, at least eccentric and held. Its main representatives are Elton Mayo, Jacob Levy Moreno, Kurt Lewin or Abraham Maslow. It is that Bertalanffy is credited with systems theory.

This theory treats the organization of a system (the set of interdependent parts arranged according to a goal) complex, completed, hierarchical, ordered and open to its environment, which is defined as the set of elements external to the company having an influence on it and it can influence in return. In addition, systemic analysis is based on the idea that to understand the operation of a whole, we must examine the relationship between the parts of the whole.

Introduction

The rationalization and efficiency initiated by Taylor, Fayol and Weber quickly faced two strong resistances. They were generally attributed to human factors that social scientists have been devalued. The idea that knowledge in organizations can be held by all social actors and gradually immerse required.

From thirty years, the vision of man labor exchange perspective the human relations movement appears to contest the classic approach of organizations and focuses on psychosocial aspects of group life, life groups human and the social dimension within the organization. It is now symbolized by the thought of authors such as; E. Mayo, Lewin, Maslow, McGregor, Herzberg, Likert [15].

The modern school is based on the neoclassical theory. Note that the neoclassical uses the findings of the classical school while integrating the acquired subsequent currents.

- Of the classical school, it retains the current profit maximization and research to improve business performance.

- ❖ They use the findings of psychological trends for staff motivation and promote adherence to the objectives of the company issuing the emphasis on decentralization and accountability.

Modern schools can be classified into three categories:

- Systems theory.
- Situational or contingency theory.
- School social systems.

This paper is composed by eight sections. In the first section, we are presented the introduction. In the second section, we cited the theory of Mayo and the principle effect of the Hawthorne. The third section conserved for the presentation of the theory of needs and motivations of Maslow. We raised the human dimensions of business of McGregor in the fourth section. The fifth section reserved for the presentation of the theory of the two factors of Herzberg. In the sixth section we exposed the different principles of the systems theory. The seventh section conserved for the presentation of the principle of the contingency theory. Finally, we conclude in the last section.

George Elton Mayo (1880-1949) and the experiences of Western Electric in Chicago

Australian-born, Mayo had a very known in the workshops of the Western Electric Hawthorne Chicago research. This research is particularly interested in starting the effects of improved lighting on the working production work. This study was conducted in Cicero near Chicago Hawthorne plant. It lasted five years (1927-1932). By radically altering the spirit of previous experiences with new experiences do not bear the light, but fatigue, interest in the work, the effects of the introduction of shoots and general transformation of labor conditions following this experience Mayo and his team have gradually discovered the famous Hawthorne effect. The latter can be described as a positive reaction of the Working Group observed related to the consideration of psychological factors in the workplace [4].

The principle effect Hawthorne

This principle has been highlighted by chance (important) since the first studies to measure the impact of enlightenment workshops productions productivity actually rested on an assumption Taylors, it was to create the best conditions Possible working to improve its effectiveness [6].

The first conclusion was the discovery of other human factors stimulating the only physical working conditions. At first glance, the mere knowledge that the individual is subject to observation and attention modifies its productive behavior. In this case it is the interest of management to workers who that productivity increases. In the second analysis, Mayo measured how interpersonal relationships within groups are important in the production workshops [2].

The group dimension ignored by Taylor and his followers prove decisive on the productivity of a plant. In the third analysis, the working groups created within them a social system of interpersonal relations. Ultimately, the essential contribution of the human relations school (Mayo) is having demonstrated the effect of group and interpersonal relationships actual emotional behavior of workers and their productivity at work. As a human organization, refers to the individual in these emotions, but also the complex network of relationships between individuals and groups in the plant.

Conclusion

In total, we can say that Mayo and his team have highlighted the systemic dimension and complexity of the issue of rights in industrial work situation. This interaction, human relations and social relations in the world of work is one of the foundations of the theory of human relations. The contribution of the experiment conducted by Mayo and his team can be summarized as follows:

- The amount of work done by a worker is not only determined by its physical capacity, but by its social capacity that is to say, its integration into the group.
- Non-financial parameters (working conditions, social relationships) play a crucial role in motivation and cohesion.
- Specialization advocated by the scientific organization of work is not the most effective form of the work.
- Employees do not respond to individual management intends but mean a member of a group with its own logic and its own operating system values.

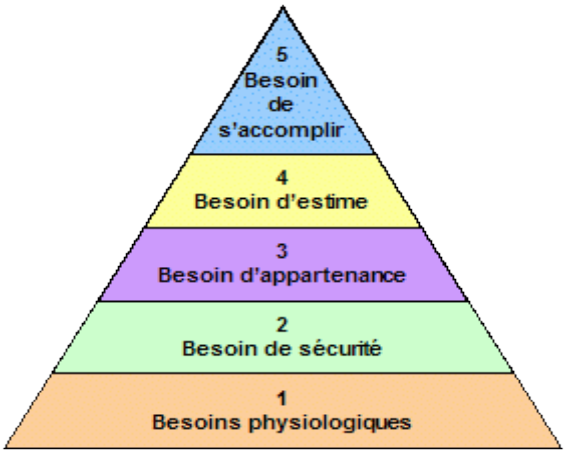
Maslow (1908-1970) and the theory of needs and motivations

In continuation of the work of Mayo, Maslow focuses on the analysis of human needs to understand what he is looking through his work. It makes the directive idea that human behavior at work is more cooperative and productive as it is in the organization an opportunity for self-realization and personal fulfillment [7].

According to Maslow, all individuals wishing to meet five categories of needs:

- Level (1) Physiological Needs: food, housing once satisfied their needs to be a motivating.
- Level (2) Safety needs: physical security, job security, be protected ...
- Level (3) social needs, belonging, Station: needs to identify with a group, to be recognized by others, be accepted, be heard by others.
- Level (4) Esteem needs and recognition: research status, autonomy be respected, valued.
- Level (5): Needs completion or fulfillment usefulness and expanded its capacity to flourish in his work.

Figure 1. Maslow hierarchy of needs



Needs are prioritized. The central hypothesis of Maslow is that once the basic physiological and safety needs are met, social or higher needs can be their laps.

The author is a need for higher level can only be seen when the lower-level needs are sufficiently met. Maslow also develops the idea that none of their needs is absolute as soon as one of them is satisfied, it ceases to be important. Finally, a satisfied need is not a motivation in itself [8].

D. McGregor (1906-1964) and the human dimension of business

McGregor goes beyond Maslow and develop a real theory of management that is to say a way to lead men. He opposes two conceptions of the working man he calls Theory X and Theory Y [1], [3].

Theory X

This is a pessimistic and negative theory. It rests on three implicit assumptions:

- The average person; it proves a certain natural repugnance for the job. it will look at the legacy.
- Because of this distaste for work individuals must be controlled, directed, threatened with punishment if they are to provide the necessary to the achievement of organizational objectives efforts.
- The average person prefers to be directed ambition he can, he fled responsibility. It seeks above all safety.
- ⇨ Critical Theory X McGregor criticized this theory the ignorance of some of the needs and motivations of the working man. Methods of Conduct based on the theory group are ineffective, or even, it adapt to the eyes of employees. This led McGregor proposed new completely opposite assumptions.

Theory Y

This is an optimistic and positive theory. It is based on four principles:

- The physical or moral energy for work is as natural as play or meals.
- Personal commitment is the result of satisfaction of social needs.
- The ability to exercise his imagination, his creativity in an organization is largely meeting among men.
- Under current conditions of modern industrial life, the potential of the average person are only partially used.

It is a theory that leads to a leadership style whose main task is to organize the conditions and methods of work that staff can better achieve its own goals by directing its efforts towards the goals of the organization. This theory is more suitable and better accepted.

F. Herzberg and the theory of two factors

Born in 1923, Herzberg is a psychologist. Its work related mainly on the question of human motivation at work. The main idea of the author is that the circumstances that lead to satisfaction and motivation in the workplace are not of the same nature as that which leads to dissatisfaction and discontent [11].

His so-called two-factor or two-factor theory states that it causes the employee motivation at work and what triggers their dissatisfaction is not the same. He has conducted

interviews with employees to tell their asking the concrete events in the past during which they felt; satisfied, dissatisfied with their work. The analysis of interviews led him to see that those are not the same factors that cause pleasant memories and pleasant memories and unpleasant memories. Thus, he was able to distinguish two broad categories of factors [14], [15].

Factors of satisfaction or motivation

Factors of satisfaction or motivation are considered as real motivators of men at work. These are:

- ❖ Self-realization.
- ❖ Recognition needs.
- ❖ Needs of responsibility (autonomy).
- ❖ Requirements for advancement.
- ❖ Interests of labor itself.
- ❖ Needs completion (fulfillment).
- ⇨ Understanding the role of an employee, its usefulness. If his needs are met; they are considered as motivators.

The hygiene factors or job dissatisfaction

Its factors correspond to:

- ❖ Personnel policy.
- ❖ The supervision system.
- ❖ Interpersonal relationships between employees.
- ❖ Working conditions.
- ❖ Appropriate compensation.
- ⇨ Unmet needs of its causes of conflicts against their satisfactions provide no additional contentment. Herzberg proposed this method of work organization with a dual purpose.
- ❖ Avoid discontent dissatisfaction factors can be easily identified and eliminated. For the author it is part of the normal demands of employees. Must ensure the quality of working conditions and remuneration system should be motivating.
- ❖ Cause satisfaction enlargement and job enrichment:
  - Extension of tasks: it comes together on a single workstation basic tasks; before (time Taylor) distributed among multiple authors.
  - Job enrichment: This is to restructure tasks designed to give more qualified labor content and give more responsibility to operators (employees).

Systems theory

Given the increasing complexity of the phenomena studied the technical progress of socio-economic developments and the growing number of interactions and communications systems theory aims to provide a new, more holistic approach to the problems which the analyst is confronted. Operation of an automobile factorycannot be considered without taking into account the cost of raw materials, technological changes, the behavior of personnel changes in demand [7].

The general systems theory

The concept of the system can be defined as an open environment, bringing together many different elements organized structure, but interoperating to achieve a common goal with regulatory procedures [10].

Ultimately, a system can be defined as a model, a representation of reality, composed of a set of interacting elements that constitute a coherent, organized and finalized.

Von Bertalanffy (1901-1972), regarded as the true founder of the theory of systems, two types of system:

- The open system.
- The closed system.

According to the author:

- A closed system is not influenced by its environment.
- An open system is in constant interplay with the external environment.

The author acknowledges the systemic approach as vital (essential), relations of the system with its environment and incorporates temporal and diachronic dimensions in its analysis.

The system is understood in its entirety, interactions and goals are subject to increased attention (increasing). Finally, the control modes of a system subject to a thorough examination, regular and rigorous.

Systemic: an approach by regulations

From the perspective of decision-making, systems analysis organizations clearly distinguishes three modes of regulation.

The feed forward

She is facing a malfunction before it affects the operation of the organization. For example, the company can achieve a competitive study before considering launching a new product range.

Regulation by alert

It is to correct a malfunction that occurs in its self. For example if the company realizes that its range of products and unsalable, it will examine the substantive reasons that will explain this to try to fix it.

Regulation by mistake

In this case, the company and its control system observe differences between the agreed targets and outcomes. Its differences lead to problematic decisions already taken corrective action. For example; declining sales or numerous complaints from clients may lead to rethinking (sell) the marketing policy and qualify products [9].

What business is it a system?

If we start from the widely accepted definition of the system as “an assembly of elements, dynamic interactions and mobilized structures to achieve a common goal”.

Can be likened to a system the company since:

- It is composed of several elements: human capital, equipment, information.

- Its structure and functioning are:
    - Interactions between its elements: material flows, information flows, financial flows.
    - Purposes or objectives it has set itself (survival, growth, productivity improvement).
    - External, economic, legal environments, social, geographical.

In summary, the system of the firm analysis enables the determination of measures to try to improve organizational functioning. It also provided the managements a new conceptual framework for analysis and appropriate methodological tools.

The contingency theory

Contingency is a key concept in the analysis of organizations. Indeed, the contingency theory is directly opposed to the theories of Taylor and Fayol seeking the "best method". Its purpose is to explain that according to the relationships between different parts of the organization and between its past and the environment will appear a particular situation (specific at this time) and you have to make specific decisions and specific [15].

The manager must be sensitive to factors that influence the situation. In summary, the contingency theories complete systems theory. Highlighting the variability of situations that is to say, the variability of elements and relationships that may be in the same system.

Factors external contingency

The work of Burns and Stalker

Its researchers, through the analysis of the impact of the environment on the functioning of 20 industrial firms in Britain were able to distinguish two types of organizations and structures:

- Mechanistic organizations adapted to stable environments.
- Organic organizations associated with more volatile environments.

Indeed;

- In a stable environment, the organization will have a mechanistic structure that is to say, complex, formalized and centralized. The work in this type is streamlined, specialized, standardized and conflict resolution occurs through the hierarchy. Decisions are made at the top of the structure and the communication is in the form of a directive. Finally, the mechanistic organization can be likened to the bureaucracy described by Weber.
- While in a dynamic environment (unstable), the organization has rather an organic structure where tasks are formalized and can essentially lateral communications (horizontal). The influence and authority system are based on the expertise and knowledge benefits rather than on the authority of the hierarchy. In addition, the communication is based on the exchange of information rather than directives.

The work of Lawrence and Lorsch

Two researchers have attempted to demonstrate that the degree of instability of scientific, technological, economic and trade plays an important role in the structuring of organizations. They conducted a study of 10 companies belonging to 3 different industries in

order to understand why a company in a given is more effective than other industry competitors. Their approach is based on two key concepts for analyzing organizations [14].

The differentiation

This is the degree to which the organization breaks down into relatively independent subsystems on their operations. ➔ The environment is more unstable, the company differs.

Integration

It is collaboration between different units. ➔More turbulent environment, complex, uncertain and more organizations must be distinguished internally as department. Thus, there is a more diverse work department; the company needs more mechanism, internal integration importance to coordinate their actions.

The work of Joan Woodward

Following her study with her firm belonging to diverse sectors Woodward was able to conclude that it is the similarities and technological systems of production that explain the similarities of business organization. Indeed, the differences are technologies developed by companies that explain differences in the organization and do not have their sizes, their stories or even their industrial sectors. On the other end, companies with similar production systems have generally similar patterns of organization [12].

Internal contingency factors

Its factors influence the final choice of Mintzberg organizational structure identifies four key factors.

Size

The more a company or an organization is large over its structure is developed and formalized behavior. This means:

- The tasks will be specialized benefits.
- Work units will be differentiated.
- Administrative and developed component.

Increasing the size of an organization results in a differentiation of its structure, its differentiation increase the average size of its units.

Age

The larger the organization the more it is formalized old. The organizational structure often reflects the time when the industry was founded.

Technology

The differences in the number of hierarchical level, the nature of communication, the average number of subordinates by higher and the division of functions between specialists is explained by differences in technical systems used by the organization. Developed a technical system involves owning a function developed and qualified logistics support.

The environment of the organization

It reflects the characteristics of the external environment of the organization; markets, economic conditions, political climate, competition, customers.

The environment is more dynamic, the structure is organic. In this regard, the company can standardize, it must be very flexible to ensure coordination. In addition, the

degree of decentralization of the structure is closely related to the complexity of the business environment.

The first reason that leads an organization to decentralize is when all the information necessary for decision-making, cannot be met by one person.

Conclusion

Is often compared EC and ERH bearing:

- They have not been developed in the same context.
- The analysis focuses on the HAA groups while the EC analysis focuses on the individual.
- The effectiveness depends on the force of integration, which itself is based on trust (rather than power) while in the EC, there is no question of integration. Efficiency is achieved through the power control.
- EC for the head represents the force of power while at the level of the head ERH is an agent of communication between intergroup and intra-group.
- The action is based on responsibility rather than on control, unlike the classical school which is based on the control.
- The EC is based on the rationalization and hierarchy while the school of human relations based on liability and participation.

It was up to the ERH:

- Certain operational inefficiencies.
- Misunderstanding of the role of technology.
- Neglect the weight of the environment where the birth of systemic school.

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