

CHAPTER - II

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HUMAN RELATION ASPECTS

Human relationship existed in its crude form since human life on the earth but their scientific treatment is recent development. In past there was no conflict between labour, capital and management, so there came no need of human relations. The 18th Century Industrial Revolution brought about the change in circumstances. There came a clash between the interests of men and boss. The worker tried for more wages to which the employer did not yield. Again employers needed more work. But by greater bargaining capacity, the employers purchased the subordinates like commodities. This was called as mechanical or commodity approach.

Later on, this mechanical approach led to various managerial and personnel problems, e.g. technological unemployment, insecurity, absence of pride in the job. By (1900) F.W. Taylor is the Father of Scientific Management Theory. He puts forth that, just as there was a best machine for a job, so there are best ways for people to do their jobs.

Mechanical and Taylor approach were in vogue till 1920. There came a change in the patterns of Industrial management. Paternalism was adopted.

Paternalism meant that the management must give a fatherly and protective attitude towards employees



The old commodity concept was replaced by a personal and at times super personal. This was due to liberal attitude towards trade unionism during world war I.

Lillian Mayo was the pioneer of new heights of 'Human Relations'. During 1930 he put forth that the worker was indeed the most important element in business. He said worker is a mere commodity but 'First a human being and later on a worker'. Human problem must be solved through human solutions with human data and human tools. Taylor tried to increase production by rationalizing it. Mayo increased production by humanizing it this is known as Social or human concept of labour.

In the words of John F me 'Human Relation is the medium through which both employees and the company co-operate to achieve more production through high morale which after all, is the economic purpose of all business and industries'.

As B.R. Kalasi of Bombay has put 'Human relation in industry are defined as the optimum relation between maximum productivity and maximum human satisfaction. If we wanted to really succeed in promoting good human relations, let us forget the technological approach to this human problem. It is a problem of developing men and not techniques or skills.

Edwin B. Flippo put forth here with 'The commodity approach was not entirely incorrect for as we

must recognize the service of labour are brought in a market by the law of supply and demand Paterlism added the significant realization that this factor of production was peculiar in what it was provided by human beings yet each of these concepts was too extreme the social concept of labour is an attitude that recognizes that labour is human and is a significant part of the organization. it is an attitude that recognizes that proper treatments of labour can often prove to be beneficial as an investment in capital.

According to Keith Davis U.S.A 'Human relation is an area of management practice is the integration of the people in to a work situation in a way that motivates them to work together productively, Co-operatively and with economic, psychological and social satisfaction.'

Therefore we can say that, Human relation is the study of people in action or Human relation is getting along with people either as individual or group.

The human relation approach is developmental. It is concerned with the growth and development of people toward higher level of competency, creativity and fulfillment, because people are the central resources in any organisation in any society.

THE HAWTHORNE EXPERIMENTS

Western Electric Co. conducted experiments in U.S.A. at Hawthorne plant and Telephone manufacturing. It was an organized research into motivation and Human Relations. At the time of experiments, there was grumbling and discontent among the works. Efficiency experts tried the usual methods i.e. alteration in the hours of work, changes in the length of an interval between rest pauses, changes in the intensity of lighting and in other environmental conditions to reduce the existing tensions and increase production. But these are mere useless.

The Company then asked the Graduate school of Business Administration, Harvard University under leadership of Elton Mayo and his associates. They studied the relationship between the efficiency of the worker and illumination in the workshop. And makes a research statement; Subordinates could not be forced into co-operation. Strategy (for some) psychology (for others) and understanding (for a few) had to be substituted for force in human relations. Satisfied and contented workers were a necessary perquisite for effective collaborations".

We can conclude that human relation is nothing but " the big smile" a process of gladly, hand shaking and

back slapping. Obviously, a smile helps, but it must spring from the 'heart'.

2. EXTRINSIC AND INTRINSIC MOTIVATION

Motivation is concerned with the will to work. It seeks to know the incentives for work and tries to find out the ways and means whereby their realisation can be helped and encouraged.

We shall define motivation as the willingness to exert high levels of efforts towards organisational goals, conditioned by the efforts ability to satisfy some individual need, while general motivation is concerned with effort towards any goal, we shall narrow the focus to organisational goals in order to reflect our singular interest in work related behaviour. The three key elements in our definitions are effort, organisational goals and needs.

In the view of Michael J. Juices motivation is the art of stimulating some one or oneself to get a desired course of action. 'Therefore motivation is productive factor in industry. it is sum total of managerial science. The most important task of management is to get the work done by the subordinates and achieve results, Getting the work done depends mainly on whether a person has been motivated to do it. Motivating a worker is a create a need and a desire on the part of the worker to better his present performance. This can be done by

creating in him a sense of responsibility and filling of special interest in his work. Therefore motivation has been defined by Michael J. Jucius as the act of stimulating some one or one self to get a desired course of action to push the right button to get a desired reaction.

Motivation is a vital function of management Rensis Likert titles motivation: likerts first explodes the common assumption that developing a favourable attitude among employees towards the company will result the increased productivity.

In the word of Frederick Herzberg "Motivation says" do this because it's very meaningful for me to do it. Frederick Herzberg was proposed motivation Hygiene theory by dividing extinsic and Intrinsic motivational factors. In Extrinsic Motivation the following dimensions should be taken in the consideration viz. Company policy and Administration, supervision, relation with supervisors works conditions, salary, Relations with peers, personal Life, Relation with subordinates status, security etc.

In Intrinsic Motivation the following factors should be increased namely, Achievement, Recognition, work itself, Responsibility, Advancement and growth etc.

Intrinsic Factors are related to job satisfaction while Extrinsic Factors are associated with dissatisfaction. Intrinsic motivators are internal

rewards that a person feels when performing a job so there is a direct connection between work and rewards. An employee in this situation is self motivated. Extrinsic motivators are external rewards that occur apart from work, providing no direct satisfaction at the time the work is performed.

Several cross cultural studies have been conducted to validate Herzbergs theory. Dayal and Saiyadain collected data on 40 respondents each 20 representing technical and non technical personnel with one to ten years experience. The technical group consists of supervisors in industrial organisations while non technical group comprised teachers, clerks, stenographers etc. Both groups identified a greater number of motivators in satisfactory situations and a greater number of hygiene factors in dissatisfactory situations. The motivation theory is valid on Indian samples with varying experiences.

D.M. Pestonjee AND B. Gopa. This study corroborates its validity where motivators contributed significantly more to satisfaction than hygiene. Factors among both public and private sector executives.

From another perspective, Herzbergs Findings appear consistent with general survey made by C.N. Weaver about what they want from their job. Nationwide polls conducted by the National Opinion Research Centre

Indicates that "More than half of the white, male work force in the United States believes that the most important characteristics of a job is that it involve work that is important and provides a sense of accomplishment".



☐☐☐ REFERENCE ☐☐☐

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