



## HUMAN RELATIONS APPROACH OF MANAGEMENT

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### ABSTRACT :

According to Human Relations Approach, management is the study of behaviour of people at work. This approach had its origin in a series of experiments conducted by professor Elton Mayo and his associates at the Harvard School of Business at the Western Electric Company's Hawthorne Works, near Chicago during 1924 to 1927. These studies shook the foundations of classical approach i.e. concept of Economic Man and Role of structure of formal organization. The present paper focus on principles of human relation approach and role of human relations in improving the performance of the employees.



**KEYWORDS :** Human relations, economical man, performance improvemrnt.

### INTRODUCTION :

The human relations theory began to develop in the early 1920s during the industrial revolution. At that time, productivity was the focus of business. The human relations management theory is a researched based belief that people desire to be part of a supportive team that facilitates development and growth.

### Principles of human Relations Approach

1. Human beings are not interested only in financial gains. They also need recognition and appreciation.
2. Workers are human beings. So they must be treated like human beings and not like machines. Managers should try to understand the feelings and emotions of the workers.
3. An organization work not only through formal relations, but also through informal relations. Therefore managers should encourage informal relations in the organization along with formal relations.
4. Workers need a high degree of job security and job satisfaction. Therefore management should give job security to the workers.
5. Workers want good communication from the managers. Therefore managers should communicate effectively without feeling of ego and superiority complex.
6. In any organization members do not like conflicts and misunderstandings. Therefore managers should try to stop conflict and misunderstanding among the members of the organization.

7. Employee would like to practice in decision making , especially in those matters affecting their interests. Therefore, management must encourage workers' participation in management and job satisfaction.

### **The role of human relations in improving the performance of employees**

The human relations school of management has been around for quite some time enjoying fairly wide acceptance and while even today not every company or manager embraces this management model ,there is little doubt that it has changed overall management practice for the betterment. Often referred to as motivational theory, human relations management theories of the past based on Douglas McGregor's X and Y theories. HR management theory ( theory Y) assumes that people want to work ,that they are responsible and self motivated , that they want to succeed and that they understand their own position in the company hierarchy in the company hierarchy. This is the exact opposite of theory X, which presumes that employees are lazy and unmotivated , that they seek nothing more from their job than security and they require discipline without. In short , human relations theory ,rather than viewing the worker as merely the one more cog in the company wheel , asserts that the organization will prosper as it helps the employee prosper. According to human relations management actions lead to employee motivation and improved performance are these-

1. Treating employees as if work is as natural as play or rest , just as motivational theory states.
2. Sharing the big picture objectives toward which their work is aimed .
3. Empowering them to innovate and make as many independent decision as they can handle.
4. Training and developing them, increasing freedom and responsibility as their capabilities grows.
5. Providing appropriate recognition and rewards when they achieve company goals.
6. Using any other helpful theories of human relations will keep them motivated towards excellence.

### **CONCLUSION**

The strategic human resource management approach focuses on people management programs and long term solutions and stresses organizational development interventions, achieving employee organizational fit and other aspects that ensure employees add value to the organization.

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