**Topic- Hawthorne Experiments**

Professor Elton Mayo is known as the Father of the Human Relations Approach to Management Theory. From 1924 - 1932, he, along with Fritz Roethlisberger, T.N. Whitehead and William Dickson, conducted the Hawthorne studies (so named for the location of the studies - the Hawthorne Plan of Western Electric Company).

In these experiments, Mayo evaluated the attitudes and psychological reactions of workers in on-the-job situations. It began by examining the impact of illumination levels on worker productivity. Eventually, the study was extended through the early 1930s and addressed a broader range of workplace conditions.

The results, however, identified a unique identifier of group performance - attention. The control and experimental groups' performance improved irrespective of the environmental conditions.

The theory became known as the Hawthorne Effect - individuals perform better when given special attention. The study also addresses other major concerns, such as: individual vs group job performance, worker motivation, and production standards.

The findings were as follows:

- Group dynamics (Social Factors) are important determinants of job performance and output.
- Groups have their own norms and beliefs, independent of the individual members.
- Individuals are not solely motivated by compensation. Perceived meaning and importance of ones work are the primary determinants of output.
Employees prefer a cooperative attitude from superiors, rather than command and control.

Communication between management and employees is essential to understand employee issues.

Workplace culture sets production standards - despite standards set by managers.

The work of Mayo, through the Hawthorne studies, was instrumental in understanding the roles of group behaviour and individual psychology in management practice.