Leadership Theory of Human Relationship and its Educational Implication

Mohan Mani Pokhrel[3]

Abstract

The paper explores the concept of leadership, human relationship theory, its assumptions, contribution to education and criticism. Drawing on relevant existing literature, this document-based paper reports that the theory of human relationship emphasizes the study of behaviour of workers and examines the effects of social relations, motivation and employee satisfaction on productivity. The main finding in relation to this theory is that the physical condition of a workplace does not determine the employee's morale and output but group efforts and effective human relation increase workers' morale and productivity. The effective implementation of the theory of human relation develops workers' efficiency, service quality in any organization, which the educational institutions that produce human resources need to consider while designing their policies and implementing their programs.

Keywords: Human relationship, management, Hawthorne study, job performance, contribution

Introduction

Leadership refers to an ability to make decisions to attain specific goals set beforehand. In any process of leadership, attainment of the agreement upon intents or purposes is essential. Once individuals turn into successful leaders, they tend to accept or seek more challenging opportunities, which is equally useful for them to develop their risk-taking skills. Rijal (2014) states that leadership helps influence people by providing the purpose, direction, and motivation while operating to accomplish the mission and

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[3] Mr Pokhrel is an Associate Professor at Mahendra Ratna Campus, Tribhuvan University, Kathmandu. Email: m.pokhrel2069@gmail.com.

improving the organization. One of the key processes of leadership is about influencing people to do something they might otherwise not do, which is also known as 'getting things done'. Most definitions of leadership reflect the assumption that it involves a social influence process where one person or group influence other people or groups to structure the activities and relationships (Yukl, 2002).

Leadership may be understood as 'influence', but this notion is neutral in many cases. It does not explain or recommend what goal or actions should be sought through this process. However, certain alternative contracts of leadership focus on the need for it to be grounded in personal and professional values (Wasserberg, 2000). Leadership includes vision, and vision is increasingly regarded as an essential component of effective leadership (Beare et al., 1992). Dynamic value in social processes is created by spontaneously varying combinations of individual values. Such values change in a classical system, which is also thought to be a deviation from normal static patterns, something to be explained and controlled. But, in a self-organizing system, unpredicted and dynamic change is the essential composition of the system. Leadership must be understood as a process of unfolding the cycles of relationships between individual's roles within the institutional system. It is a process that organizes discontinuous cycles of energy exchanges that extend through the social milieu (Barker, 2001).

The roles of individuals influence the accomplishment of goals and objectives of the organization. Strive to be a good leader should be honest, inspiring, and intelligent and stand firm for what s/he believes I right. On the one hand, leadership is the ability of an individual to influence, motivate and enable others to contribute towards the effectiveness and success of an organization or group members. On the other hand, leadership is the ability of an individual that influences others' behaviour. Where there are no followers, there is no leader. At present, several perspectives have emerged in defining leadership. Some of them are: representative perspective, social justice perspective, the structural perspective, the political perspective, human relation perspective and symbolic perspective. In this article, I have discussed only the human relationship perspective.

Purpose of the study

The primary purpose of this document-based study is to introduce the human relationship theory in leadership, illustrate the role of human relation in productivity at the institutional level, and inform the contribution of this theory to education.

Methodology

This is a literature-based study that utilized secondary sources for data. In this paper, I have carefully selected and reviewed relevant literature that includes books, journal articles, and research reports which helped to obtain necessary information and ideas. While selecting the literature, I focused on the theoretical aspect of human relationship, which is the reason for selection of the literature pertaining to this particular theoretical concern. Although this study does not involve any empirical field-based data, it does involve careful selection of the relevant literature and with specific purpose, reviewing the papers related to leadership, leadership practices and human relationship theory. In other words, the research I've selected here is comprehensive and analytical. As part of my research process for this paper, I have read relevant books and articles, shared the opinions of professors during formal and informal conversations with them, and used techniques to gather the knowledge and concepts I needed.

Results and Discussion

This section presents results and discussion linked with the theory and critical reflection of the researcher. Hence, the presentation of findings is interactive, as I interacted and questioned the propositions of the theories and their relevance to educational leadership. The findings are reported as theoretical and conceptual thematic terms and relate to the purpose of the study mentioned above.

Humanistic perspective. Human relation perspective deals with human relations at the workplace. It is needed for enhancing the productivity of an organization, as good relations among people increase motivation, provide guidance, love, and care. It also facilitates establish vision of an organization and develops leadership skills among staff.

The success indicators of the humanist perspective of leadership may often be taken as the personality traits and leader-member relations (Rijal, 2014). Effective human resource leaders believe in their people and communicate with them. Thus it becomes visible and accessible to empower others. According to this view, it requires to providing psychological support, opportunities for participation, provide training to help develop necessary new skills and competencies and to manage conflict. The leader needs to pursue changing strategies that help increase the capacity of individuals and the whole organization system. The value of the human relationship perspective offers a way of conceptualization of relationships between leaders, organizational members and other stakeholders. It is also about an ongoing intersubjective shaping of social circumstances and surroundings and offers practical theories for creating collaborative relationships (Ann & Erikson, 2011).

Assumptions of human relation theory. Human relation theory assumes human needs are fulfilled in an original way. To maintain that originality employers and organizations need ideas and talents from the employees. To enhance their career, the employers need to increase the salaries of the employees, and new opportunities should be opened for the new ones. The theory also assumes that individuals should live a meaningful life being satisfied under any organization and those organizations also expect the same from the individuals. Good leadership is always a catalyst and supportive in maintaining reciprocity between individuals and organizations.

Human relationship movement. The human relation theory of management emerged in the early 1920s and continued to be highly discussed until 1930s during the industrial revolution, also known as the 'human relation movement'. At that time, total productivities focused on the physical and business sectors, although productivity did not increase in substantial terms. It means that only physical effort is not enough for an organization's high productivity or maximum profit. At the same time, total negligence to workers' psychological features, such as their desires, emotions, motivation to the work, their rest time, workload, and job satisfaction, are essential. So psychological aspects should be considered positively to increase productivity.

Elton Mayo focused on the psychological aspect of the workers and human relationships among the staffs. He concludes research at the Hawthorne plant of the Western Electric Company. It was a product of Hawthorne studies, by George Elton Mayo, which examined the effects of social relation, motivation and employee satisfaction on productivity (Thamarasseri, 2016). Before this study, he conducted his first research among employees in the textile mill near Philadelphia in 1929. The Hawthorne studies emphasized human relation among staff in the organization. It was a radical reaction to the scientific movement, which treated human beings as machines.

According to Mohiyuddin, the human relation emphasizes the study of behaviour of workers in organizations, and examines the effects of social relations, motivation and employee satisfaction on productivity. Mayo and others emphasized psychological and social aspects such as motivated by social needs, wanting-on-the-job relationships, and emphasized psychological and social aspects such as motivated by social conditions, wanting-on-the-job relationships, and being more responsive to work group pressure management control. Psychological and social elements are more important than physical.

Therefore, if employees get special attention and are encouraged to participate, they perceive that their work has significance which ultimately carries productivity and quality in the service. Human need and the placating of those needs occupy this theory's central place. Motivation is the key to this theory. Until Elton Mayo carried out famous experiments and concluded that reward and promotions were the only motivation for effort.

Now researchers have claimed that mutual relationship to management, and a sense of personal belonginess and accomplishment were factors important for productivity. Human theorists assumed that organizations with the most content members would also be the most influential organizations. I have chosen two theories of organization under the humanistic perspective. First is the collective perspective, and second one is the clan perspective. This perspective deals with human relations at the workplace. Creating, motivating, providing guidance, love and care and offering a vision for the team are the essences of the collective perspective in leadership. Quite often, the success indicators of

the humanistic perspective of leadership may be taken as the personality traits and leader-workers relations are affected accordingly. Effective leaders must believe people and try to empower others based on the belief systems of the one who follow them.

Human relationship theory. Human relation perspective is mainly used in workplaces for understanding workers' needs, problems and study of behaviour. Elton Mayo (1880-1949) is the father of the human relation movement. He has conducted a series of studies. The studies were conducted in the following four phases:

Illumination experiment (1924-27). In this experiment, he tested the effect of light, temperature and humidity on groups of workers' job performance. For this purpose, he conducted an experiment on the same two groups of female workers and divided them in two separate rooms where one room had controlled lighting, temperature and humidity, and another did not. After one and a half years, he concluded that illumination does not affect the productivity of work.

Relay assembly test room experiment (1927). This experiment was conducted to observe the effects of various changes in working conditions to improve the workers 'productivity and morale'.

Mass interviewing program (1928-31). He launched a program to explore the employees' feelings, such as attitudes and sentiments. Through informal working groups in the company, he asked them to express their feelings without fear, like and dislikes, organizational policies and manager's behaviour, as well as working conditions for the employees. After this experiment, he concluded that there was no relation between the nature of complain and reality.

Bank wiring experiment (1931-32). The next and last experiment was the banking wiring experiment. In this experiment, there were three separate groups to observe and analyze the group behavior, and workers performing a task in a natural setting. Each member of the workers' group was provided with equal wages and incentives. On the basis of group performance. It was the most important and successful experiments because Mayo

had established the human relationship theory. Teamwork and human relationship between management and workers and between the members of the group had increased the productivity and developed high morale of the workers.

Conclusions of Hawthorne studies. First, the physical condition of workplace does not determine the employee's morale and output. Second, next non-economic reward and sanctions significantly affect the workers behaviour, morale and output. Third, workers are not isolated from their society, and groups. Fourth, group efforts and effective human relation increase the workers' morale and output. Fifth non-formal group and small groups determine the norms of production and behavioral patterns. Last, the style of supervision, communication and participation play vital role for determining the behaviour, satisfactions and productivity of the workers. Mary Parker Follet (1868-1933) has also important contribution to the enhancement of human relationship theory. She described the human relationship theory in her book "Creative experience" published in 1924. In this book, she describes the human relation on the basis of coordination by direct contact of the responsible people concerned or face to face two-way communication between people. Also, she emphasized the coordination in early stage, coordination as a principle to all factors in a situation, and coordination as a continuing process.

Contribution of human relation theory in education. Human relation theory emphasizes human aspect/humanity of workers. It provides equal emphasis on motivation, group mobility and interpersonal relationship. The theory helps to increase efficiency of workers and productivity of organization through group efforts and self-esteem. It is successful in establishing workers as sensitive human resources rather than thinking workers as machine. The theory argues that individual need to be motivated not only economically but also psychologically and socially. This theory also asserts that productivity may be increase by group efforts. The theory highlights personal satisfaction as the basic need of an individual working in any organization. It embraces the principle of democratic and participatory leadership. The theory's essence lies on motivation and morale based on appraisals. The theory and its application can be taken as reward to create an ideal environment and order in any organization.

Criticism of human relationship theory. There are claims that human relation theory lacks scientific base. Many scholars contend that workers' behaviours are artificial because they already know that they are under the treatment. So they look positive in an intentional manner. They also criticize this theory claiming that it underestimates the role of workers' union in a free society and neglects the nature of work and focuses only on interpersonal relationship. For the critics, this theory lacks economic dimension and it lacks sufficient evidences to draw conclusion. For them, the theory looks weak because it neglects the environmental impact on workers' behaviour and attitudes. They frequently state that human relationship theory tries to apply strategies of stress and conflict management. The weakest point of human relationship theory, for them, is that its setting is mostly informal so that the formal relationship between workers and supervisors are neglected.

My reflection on this theory. The human relationship theory is one of the popular theories of the 20th century which is totally based on humanism. It protects workers' rights and emphasizes more on human relationship between workers and the management of companies. It also emphasizes psychological and social aspects motivated by social needs, wanting on-the-job relationships and more responsive to work group pressure than to management control. But it neglects the control of authority and chain of command. If there is no control of management, the organization will suffer economically. Man's nature is relatively lazy, they want to cheat and remain reluctant towards discharging their responsibilities. To manage this, control is necessary in any organization. But if there is over control and if incentives, motivation, proper wages and job satisfaction are not provided, then the organization cannot run. If we remove its drawback and use this theory carefully, it create more democratic and humane approach of leadership.

Conclusion

Thus, leadership is the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of an organization or group's members. One of the key processes of leadership is to influence people to do something

better. The human relation theory embraces various perspectives based on humanity and human relation, and equally applies to the area of leadership. In conclusion, the theory assumes that human relation works better than any machine in an organization. The theory highlights the need of the leadership of an individual in an organization to contribute to enhance motivation and morale. The theory challenges industrial revolution and its principle that replaced human labor, making millions jobless and alienated. It believes that guidance, love, care, vision and teamwork are very important elements for increasing productivity of the organization.

It is often called as the 'human relation movement'. Every leader needs to understand this well. Psychological elements of workers such as their desires, emotions, motivation to the work, their rest time, workload, job satisfaction, etc. are also worth consideration. Whenever psychological aspects of the workers are not increased, productivity does not increase. It was a radical reaction to the scientific movement which treats human being as machines. The psychological and social elements are important than physical. Therefore, if employees get special attention and are encouraged to participate, they perceive their work as significant and are motivated to be more productive, resulting in high quality service.

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