

The Issues of Human Factor and Human Relations in the Concept of “Organizations as Organisms”

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Abstract – Human factor and human relations are the most important peculiarities in management. According to the results of researches were spent by fund of Carnegie and then Technology Institute of Carnegie, calling leader's attention to human factor is 85 % of finance success, the rest of 15 % is achieved successes through technique and technology [Карнеги Д. Как завоевывать друзей и оказывать влияние на людей. Как развить уверенность в себе и добиться влияния на людей путем публичных выступлений. Как перестать беспокоиться и начать жить. М – 2002, с 20]. John Rockefeller said that having aptitude to talk with employees is as important as buying products (for example, sugar and coffee). Continuing explaining his opinion, he said he was ready to pay high price to have that aptitude. Mary Kay also said a manager should talk with his employees like they expect from him and this is one of the ways to achieve success in business [Турдимов Ж., Музафаров Д. Королевство Мэри Кэй. Экономическое обозрение. 2004. № 7 (59)]. T. Peter and R. Waterman advised to managers to appreciate the people taken on work and take care of them. He also said not to direct your attention to finances and introducing automation into the production than employees. G. Ford II also said in one of his speeches that he was sure if we could solve problems bound up with persons, we would achieve successes.

Referring to a person as a main factor in a corporation is so important. The American sociologist and psychologist George Elton Mayo worked up a doctrine about human relations in an enterprise. Paying attention to employees in an enterprise was a main idea of that doctrine because Elton Mayo realized that psychological and social factors in an enterprise are more important than other ones. As he said, if social and psychological demands in a person were satisfied, an employee would work hard at his work. Several experiments were conducted by Elton Mayo to find out the causes of alienation in employees and to answer questions about labor capacity and productivity of labor in enterprises. Those experiments had been spent in several enterprises of “Western Electric” company during 1892-1932. At first, experiments were conducted to answer questions about repayment and protection of labor. However raising the wage of employees in enterprises and improvement of the system of protection of labor didn't bring raise of the productivity of labor. The experiments had been conducted in six groups for 2.5 years and one important fact was found out by experimenter that employees produced 300 kinds of products. Thus, the conclusion was that the cause of labor content was not high wage.

So nowadays it is very important to pay attention to employees as a main factor for developing an enterprise. It is also necessary to appreciate, respect and trust them as a producer. According to this fact, in this scientific article is discussed the issues of human factor and human relations in the concept of “Organizations as Organisms”.

Keywords – Organization; Organizations As Organisms; Organism; Motivation, Encouragement; Reward.

I. INTRODUCTION

In Sociology of Work and Sociology of Organizations, there are several concepts related closely to the metaphors of social organizations. We can call them the nature of

organizations as well. Since metaphors are able to develop theories of organizations and management, we would like to describe one of them as precisely as we can do it.

The famous sociologist Morgan Gareth in his book named “Images of Organization” proposed the following several interesting metaphors of organization [Morgan G. *Images of Organization*. Sage publications, Thousand Oaks, London, New Delhi, 2006, p 6-7]. All these metaphors raised interests in Sociology of Work and Sociology of Organizations as

independent subjects. Looking through them carefully, we prefer to focus attention on human factor and human relations in organizations in the concept of “Organizations as Organisms” (1-table).

Table 1. The Metaphors of Organizations

1	Organizations as Machines (Bureaucratic type of Organization)	The mechanical way of thinking
2	Organizations as Organisms	Understanding and managing organizational “needs” and environmental relations: how organizations are born, grow, develop, decline and die and how they can adapt to changing circumstances
3	Organizations as Brains	Importance of information processing, learning and intelligence
4	Organizations as Cultures	Managing and designing organizations: by focusing on values, ideas, beliefs, norms, rituals and other patterns
5	Organizations as Systems of Government (Political Metaphor)	Focusing on different sets of interests, conflicts and power and understanding aspects of a modern organization which have radicalized labor-management relations and negative impacts of global corporations
6	Organizations as “Psychic Prisons”	Ideas about how people become trapped by their own thoughts, ideas and beliefs or by unconscious mind
7	Organizations as Flux	Focusing on the logics of change shaping of social life
8	Organizations as Instruments of Domination	Understanding about how organizations use their employees, host communities and world economy to achieve own ends

II. MATERIAL AND METHODS:

According to G. Morgan’s opinion, when we look around an organizational world, we begin to see it is possible to identity different species of organization in different kinds of environments. It is fact that bureaucratic organizations work effectively in environments which are stable or protected. Organization theory became a kind of biology in which

distinctions and relations among molecules, cells, complex organisms, species and ecology are paralleled in those between individuals, groups, organizations, populations of organizations and their social ecology. The following table helps us to understand deeper organizations as organisms (2-table). [Morgan G. *Images of Organization*. Sage publications, Thousand Oaks, London, New Delhi, 2006, p 34].

Table 2. The basic ideas of “Organizations as Organisms”

Organizations as “open systems”	The process of adapting organizations to environments	Organizational life cycles	Factors influencing organizational health and development
	Different species of organization	The relations between species and their ecology	

The idea that organizations are like organisms changed our attention towards general issues of survival, organization-environment relations and organizational effectiveness. As we mentioned below, organization theory started its development into biology. How did organization theory manage it? It developed an idea which employees were people with a need; they must be satisfied if they want to lead full and healthy lives and work effectively in a workplace. We all know very well that employees work best when they motivated. The process of motivation hinges on allowing people to achieve rewards which satisfy their personal needs.

Any work should be rewarded and everyone knows about it. Reward is a stimulus that pushes a person to do his job well. Reward can be both material and moral. Sometimes the second option is more preferable than the first one depending on the situation and types of work. The empirical sociological research was conducted at the Branch (Regional) Centre for Retraining and Professional Development of Pedagogical Personnel under the National University of Uzbekistan) in 2018, Tashkent to learn these issues. We would like to give some information about respondents: 56 % of them were male and 44 % of the rest respondents were female. 38 % of all the respondents were assistants; 38 % of them were senior teachers; 20 % of them were associate of professors; and 4 % of the rest respondents were professors. 16 % of the respondents had 1-5 years of pedagogical experience; 14 % - 6-10 years; 16 % - 11-15 years; 10 % - 16-20 years; 10 % - 21-25 years; 12 % - 26-30 years; 22 % of the rest respondents – more than 30 years of pedagogical experience. According to the results of the conducted sociological research, the respondents (56 % of all the respondents) prefer to get moral encouragement from their leaders for their productive works and efficient labors more than material one (44 % of all the respondents) [Gulyamova S. T. *Stimulus and modernization in the field of education. –Modern problems of psychology and education in the context of working with different categories of children and youth. -The materials of International scientific-practical conference. -Moscow (Russia). –P 184-188*]. But many male respondents (68 % of the respondents) prefer moral encouragement than material one (32 % of them); many female respondents (59 % of the respondents) support material encouragement than moral one (41 % of them) [Gulyamova S. T. *Motivation and opinions: comparative analysis by sex. -Journal of Innovations in Economy, <http://tadqiqot.uz/igtisodiyotda-innovatsiya-jurnali-2018-1> –Tashkent (Uzbekistan). -№ 1. -P. 35-40*]. Also many respondents having 1-20 years' work experience prefer material encouragement than moral one; many respondents having more than 21 years' work experience

support moral encouragement than material one [Gulyamova S. T. *Using comparative analysis for teaching the topic “The method of questionnaire in Sociology”. –Journal of Social Studies, <http://tadqiqot.uz/ijtimoiy-tadkikotlar-jurnali-2018-1> –Tashkent (Uzbekistan). -№ 1. -P. 31-42*].

Furthermore one shouldn't forget that F. Taylor and other classical management theorists were able to view the design of organizations as a technical problem. But the task of encouraging employees was considered as “paying the right rate for the job”. Later a new theory of organization “Organizations as Organisms” showed clearly that nature of human beings and formal design influenced to work activities. It was important that organization theorists must pay attention to this human side of organization. Talking about the metaphor “Organizations as Organisms” or “The Human Relations Management” Theory, we would like to start a story with the Hawthorne Studies.

III. DISCUSSION:

American professor **George Elton Mayo** was the founder of the Human Relations Management Theory. In the early XXs of the last century, he started his experiments named the Hawthorne Studies to prove the significance of employees for labor productivity more important than machines. E. Mayo recognized that an employee isn't a machine; how its environment is significant; work is a group activity and employees have a need for comradely and recognition. He recognized also if you treat an employee well, they might be more productive for an organization. Until that period, the management was focused on productivity, efficient division of labor and employees as an extension of machinery. As we know, before E. Mayo, the motivational theory for productivity was Scientific Management of American scientist F. Taylor. In this theory relationship between productivity and social factors were more different than E. Mayo's studies. This theory proposed that workers were thought of as lazy and they were motivated only by pay and good working conditions. But E. Mayo's work pointed out that work satisfaction had more impact on labor productivity.

The Hawthorn Studies were a large group of productivity studies conducted between 1927-1932 years. It was the collected large data sets. The study sought to understand if changing work conditions resulted in increased or decreased labor productivity. The experiments were conducted among 30,000 employees in the Hawthorne plants in Chicago. The company opened a door to the National Research Council to carry on with their experiment that focuses on a relationship between the efficiency of employees and workplace lighting. Professor E. Mayo and his assistants (including Fritz

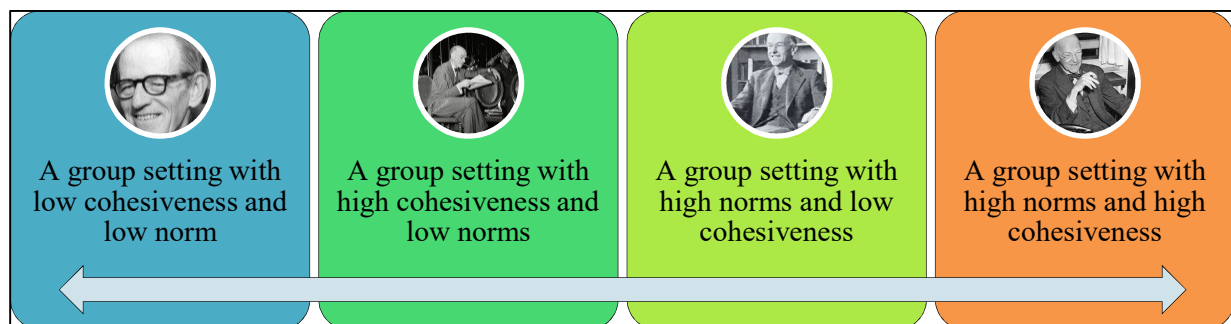
Roethlisberger) conducted the empirical research into changing working and labor conditions. They experimented breaks' duration and working hours. It was a surprise that lighting's amount, lighting's duration, rest periods, longer and shorter breaks influenced in increasing labor productivity.

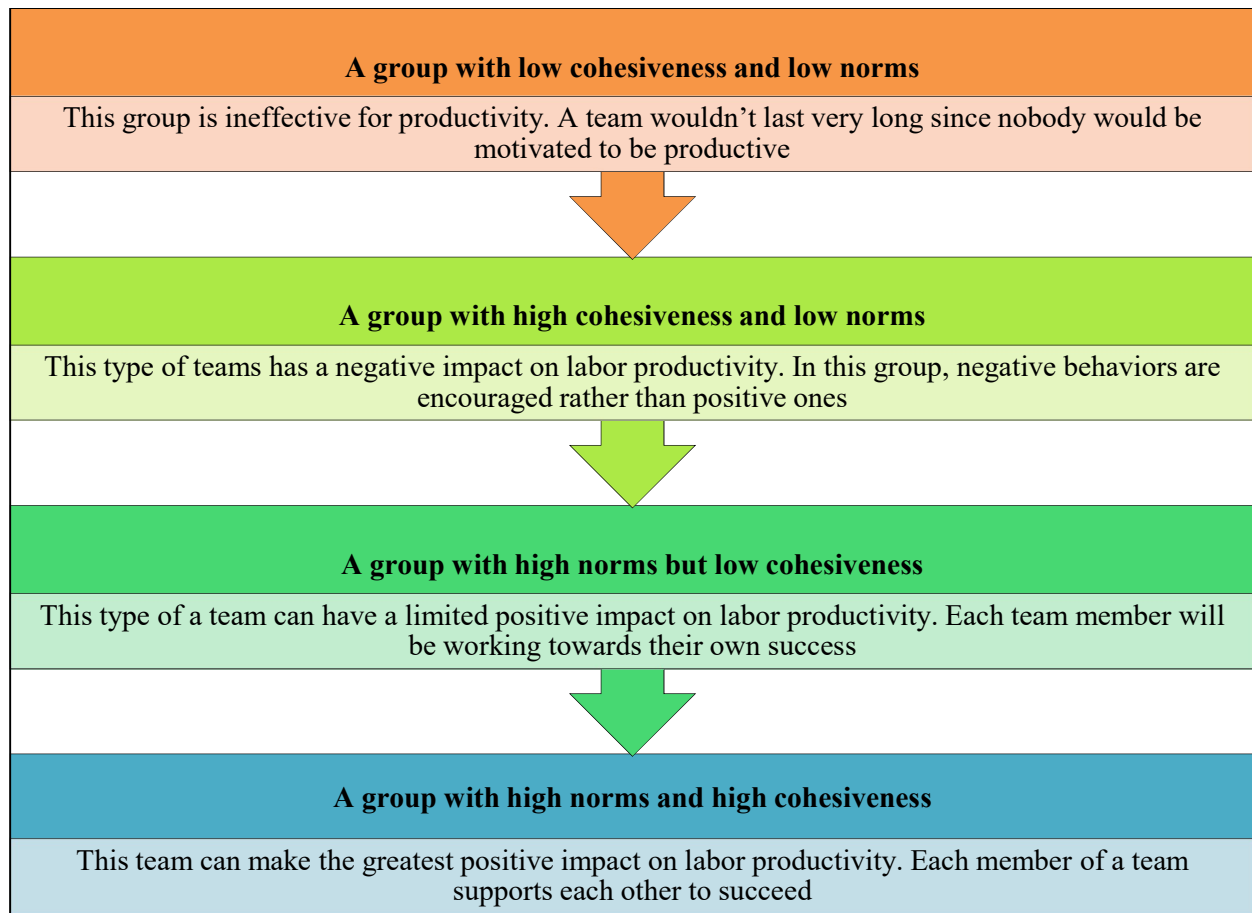
The results of the experiments conducted by E. Mayo proved that the most important factor and argument influencing to increasing labor productivity was relationships between employer and employees and employees themselves. The researchers conducting the experiments realized that productivity of labor increased due to relationships and the work of each employee had a necessary and significant effect on teamwork. They also noticed that increasing personal attention and recognition was able to

raise employee's labor motivation and labor productivity. In addition, it is very important to pay attention to that fact that at that period the term “workers” was replaced with the term “employees” who can positively contribute to an organization.

To point out that E. Mayo created the following matrix to show how much productivity can change in conditions and groups in different situations. There are four positions in the matrix. Based on E. Mayo's matrix, we can see how productivity changed in different situations (3-4 - tables) [Mayo's Motivation Theory, Hawthorn Effect, accessed on 25.10.2019 through the link: <https://expertprogrammanagement.com/2018/05/mayos-motivation-theory-hawthorn-effect/>]

Tables. 3-4 The Positions of E. Mayo's Matrix



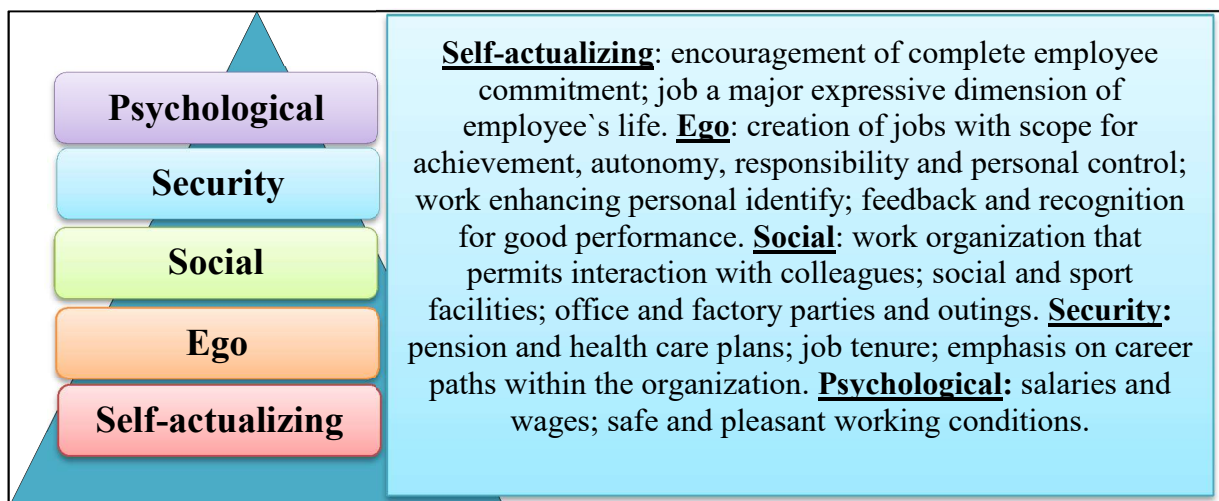


It would be unfair not to mention that fact that E. Mayo was criticized by American scientist Daniel Bell, the author of the theory “Postindustrial Society”. D. Bell criticized E. Mayo and other scientists for enlarging human capacity and/or human freedom. Others criticized him for generalizing his results of the Hawthorne Studies. They emphasized that conducted research by E. Mayo and his assistances concerned small and isolated groups and the quality of a research was poor.

Abraham Maslow presented a human as psychological organism. Under the term “psychological organism”, he

understood the organism struggling to satisfy its needs. According to this theory, humans were motivated by hierarchy of physiological, social and psychological needs. This theory of motivation emphasized that bureaucratic organizations tried to motivate employees through money and provided them a secure job. But it played certain role to confine human development. In this regard it is significant that employees could be motivated at all levels of a need hierarchy. It is considered the basis of Maslow's theory of motivation (5-table) [Maslow A. H. *A Theory of Human Motivation*. *Psychological Review*, 50:370-396, 1943].

Table 5 Types of Needs in A. Maslow's Theory



Psychologists such as Chris Argyris, Frederick Herzberg and Douglas McGregor began showing how bureaucratic structures, leadership styles and work organization could be modified. Based on their opinions, it was important to create “motivations jobs” for encouraging employees to exercise their capacities for self-control and creativity. One should note here that particular attention was focused on the idea of making employees feel more useful and important. We can achieve it by giving meaningful jobs, autonomy, responsibility and recognition to them.



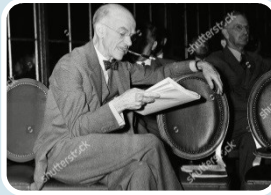

IV. RESULTS:

According to the Hawthorne research, giving attention to employees and recognition resulted in improved performances. The fact that individual and personal attention and recognition led to improved performances was a completely new perspective. The group of employees felt their voices heard and experienced a feeling of personal freedom. The employees were pleased that their assistance was requested which lead to their higher job performances. Senior officials in plants regularly visited to workplaces and it made employees feel like they belonged to an elite group. This personal attention and recognition encouraged and

stimulated employees to work better together and give their all for an organization. In addition, collaboration in an informal group was also the main aspect of Human Relations Management Theory. American professor E. Mayo concluded that the needs of employees were often based on sentiment as well. This condition could lead to vertical labor conflicts with employers. In addition, it is very important to pay attention to that fact that at that period a term “workers” was replaced with a term “employees” who can positively contribute to an organization.

The arguments we have presented would indicate that American scientist E. Mayo believed that both social relationships and job content affected job performance. He was the first to identify the significance of socio-psychological elements of workplace motivation. Based on analyzing the data of the Hawthorn Studies, he proposed that employees are not motivated by pay and environmental factors. Positive relational factors and arguments play a substantial role in increasing labor productivity. In other words, the following arguments were E. Mayo's final conclusions (6-table):

Table 6 E. Mayo's final conclusions

			
Each employee in the labor organization must be seen as the member of a labor collective	A sense of belonging to a real group is higher and more significant for workers than salary and good working conditions	Informal groups in workplaces have a strong influence on the behavior of employees	Employers must take social needs seriously (such as belonging to an (informal) group)

V. CONCLUSION:

The concept “Organizations as Organisms” is based on an idea to look at organizations as open systems. As we know, individuals, groups and organizations have needs and each of them must satisfy. It is important to know that satisfying needs depend on wider environment. This kind of thinking underpins “open systems approach” to organization. What does “open system approach” mean? It means that organizations like organisms are “open” to their environment and must achieve a relation with the environment to survive. We can say that a theoretical biologist Ludwing von Bertalanffy's studies were significant to learn this issue. He took a living organism as a model for understanding complex open systems. So this theory developed as a biological metaphor.

The open-systems approach focused on the following issues: a) we know that an organization exists in an environment. Our emphasis and attention are on this **environment**. We would like to mention that environment didn't play a significant role in Classical Management Theory. A “closed” mechanical system was an organization for theorists of Classical Management; b) the second focus of the open-systems approach is **interrelated subsystems**. We can understand molecules, cells and organs as subsystems since we know that a whole organization is a system, especially complex open system; c) the third focus is to **establish congruencies or to “alignment” between different systems**. So open-systems theory encourages a matching of subsystems.

From these arguments one should conclude that there are strengths and limitations of metaphor “Organizations as Organisms”. Understanding relations between organizations and their environments is considered **the main strength** of the metaphor. **The second strength** of the metaphor is systematic attention to “needs”. We all know that the management of organizations can be improved through it. It is important to be satisfied if an organization is to survive. In this metaphor survival is considered a process and as a key aim or primary task. Identifying different “species” of organization is emphasized as **a third one**. Ideas emphasize that managers have choice and effective organization depends on the quality of choice. Stressing the virtue of organic forms of organization in the process of innovation is considered **the fourth strength** of the metaphor. **The fifth one** is contribution to the theory and practice of organizational development particularly impact upon the theory and practice of corporate strategy. It focuses on achieving a fit between organization and environment as well. **The last strength** of the metaphor is to focus on ecology and inter organizational relations. Many researchers who were interested in ecological views drew attention to the importance of a theory of inter organizational relations as well.

Besides the strengths of the metaphor “Organizations as Organisms”, there are its limitations too. **The first limitation** is to view too concrete to organizations and their environments. We must understand this process as socially constructed phenomena. **The second limitation** is its “functional unity”. Organisms in the natural world are

characterized as a functional interdependence. Each element of the system is under normal work; for example, body, heart, lungs, arms and legs normally work together to preserve the homeostatic functioning. **The last limitation** of the organismic metaphor to be considered here: the danger of the metaphor becoming an ideology.

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