Mohammed Khider University of Biskra

Faculty of Economics, Business and Management Sciences

Department of Economics

Module: Introduction to Business Management   **Level:** Second year LMD

Professor: Dr. Abdelmounaam BENFERHAT   **Academic year:** 2024/2025

> **Lecture 04 : Evolution of Management thought**
> **(Behavioural Approach)**

Objectives :

1- Understand the impact of social, psychological, and technical factors on individual and group behavior in organizations.
2- Recognize the importance of leadership, interpersonal relationships, and conflict in improving organizational effectiveness.
3- Highlight the multidisciplinary nature of the behavioral approach, integrating insights from psychology, sociology, and anthropology.

Structure :

1- Introduction
2- The basic propositions of Behavioral approach
3- Features of Behavioural Approach to Management
4- Contributions of Some Behavioural School theorists in Management
    a. Elton Mayo
    b. Abraham Maslaw
    c. Frederick Herzberg
    d. Douglas Murray McGregor
5- Uses and Limitations of Behavioural Approach to Management
6- Conclusion
7- Glossary

1- Introduction :

The behavioural approach (also known as the behavioural science approach), is often called the human relations movement because it focuses on studying human behaviour within organisations and aims to establish scientifically verifiable propositions for understanding this behaviour.

It heavily draws concepts from psychology and sociology to analyze various aspects of organisational behaviour.

The core elements of the behavioural science approach include motivation, leadership, communication, group dynamics, and participative management.

These aspects are considered crucial in understanding and managing human behaviour within organisations.

2- The basic propositions of Behavioral approach :

The approach proposes several basic propositions:

1. **An organization is a socio-technical system:** This recognizes that organisations consist of both social (human) and technical (tools, processes) elements that interact and influence behaviour.
2. **Interpersonal and group behaviour is influenced by a wide range of factors:** The behaviour of individuals and groups in an organisation is affected by numerous factors, including social, psychological, and organisational aspects.
3. **Fusion between organizational goals and needs:** There should be a harmonious alignment between the goals and needs of individuals and the organisation for optimal performance and effectiveness.
4. **Differences in attitudes, perceptions, and values:** Employees possess different attitudes, perceptions, and values that influence their behaviour and performance within the organisation.
5. **Inevitability and desirability of conflict:** Some degree of conflict is seen as inevitable and even beneficial in organisations, as it can lead to improved decision-making and innovation.

The behavioural approach has contributed significantly to the development of management thought. It highlights the importance of recognizing the human element within organisations and emphasizes the role of leadership, individual psychology, and group behaviour in achieving organisational effectiveness. It corrects the limitations of the purely mechanistic and technological nature of the classical approach.

3- Features of Behavioural Approach to Management

The following are features of Behavioural Approach:

1. **Focus on individuals:** The behavioural approach emphasizes the individuals who perform jobs within an organisation rather than solely focusing on the job itself.

2. **Influence of social and psychological factors:** The Hawthorne Experiments conducted by Elton Mayo revealed the significant impact of social and psychological factors on employee morale and productivity. This finding highlighted the importance of considering these factors in management.
3. **Human relations movement:** The pioneers of the behavioural approach, associated with the human relations movement, emphasized that management involves working with and through people. Interpersonal relations and understanding individual socio-psychological motives were considered crucial.
4. **Neglect of group behaviour:** While the human relations movement concentrated on the individual, it tended to neglect the behavioural patterns of groups within an organisation.
5. **Development of organisational behaviour:** Due to the neglect of group behaviour, the field of organisational behaviour emerged. It focuses on the study of attitudes, behaviour, and performance of both individuals and groups within an organisational setting.
6. **Multidimensional and interdisciplinary nature:** The behavioural approach is multidimensional and interdisciplinary. It draws knowledge from various behavioural sciences such as psychology, sociology, and anthropology to explain and predict human behaviour. Therefore, it is also known as the behavioural science approach.
7. **Contributions from sociologists and psychologists:** Several notable sociologists and psychologists have made lasting contributions to the development of the behavioural approach, including E.J. Roethlisberger, Abraham H. Maslow, Douglas McGregor, Frederick Herzberg, Rensis Likert, Kurt Lewin, Keith Davis, Chris Argyris, Dubin Selznik, L.R. Sayles, and George Homans.

4- Contributions of Some Behavioural School theorists in Management :
4-1- Elton Mayo :

Elton Mayo, through the Hawthorne Studies, highlighted the importance of social relations and worker satisfaction on productivity, suggesting that employees' well-being affects output.
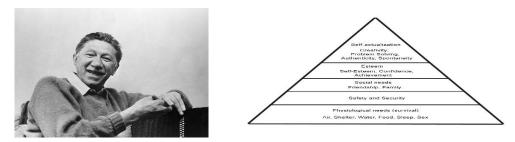
Elton Mayo started his work at Hawthorne in 1924. At the Hawthorne plant of Western Electric, he discovered that job satisfaction increased through employee participation in decisions rather than through short-term incentives.

He wanted the management to understand the problems of workers and make efforts to improve them.

Elton Mayo's contributions to management can be summarized as follows:

a) **Human Relations Approach:** he stated that human beings are the most important factor in organisation and influence its performance. So, social and psychological needs of human beings cannot be ignored.

b) **Non Economic Awards:** he criticized the traditional assumption that workers will work more if more monetary incentives are provided to them. He said that the techniques of monetary incentives were unrealistic and respectful treatment, sense of participation and belonging, recognition, morale, human pride and social interaction are sometimes more important than monetary incentives.

c) **Social System:** he was of the opinion that informal relationships in the organization are more effective than formal relationships. People form informal groups learnt a lot of things and implement these into the organisation.

4-2- Abraham Maslaw :

Abraham Maslow introduced the Hierarchy of Needs, proposing that human motivation is driven by fulfilling a series of needs, starting from basic physiological needs to self-actualization.

These needs are classified into a sequential hierarchy from the lower to higher order.

1. Physiological Needs: Physiological needs involve food, air, water, cloth, and shelter. These needs put remarkable influence on human behaviour because one has to meet his physiological needs for survival. So, people are motivated to work in the enterprise to have economic rewards to meet their basic needs.

2. Safety and Security Needs: Safety and security needs involve the need for a secure environment, which is free from threats of physical and psychological harm. These needs find expression in such desires as economic security and protection from physical dangers.

3. Social Needs: Man is social animal. These needs, therefore, refer to belongingness or affiliation. All individuals want to be recognized and accepted in the society.

4. Esteem Needs: These needs are related to self-esteem and self-respect. These include such needs that indicate self-confidence, achievement, competence, knowledge, and independence. In case of entrepreneurs, the ownership and self- control over enterprise satisfies their esteem needs by providing them status, respect, reputation, and independence.

5. Self-Actualization: –The final step under the need hierarchy model is the need for self-actualization. This refers to self- fulfillment. The term 'self- actualization' means to become actualized in what one is potentially good. An entrepreneur may achieve self-actualization in being a successful entrepreneur.

4-3- Frederick Herzberg:

He proposed a new motivation theory which is known as Herzberg's Motivation Hygiene (Two-Factor) Theory. The two-factor theory is based on the assumption that there are two sets of factors that influence motivation in the workplace. The first of the two are called hygiene factors.

Hygiene factors (*Compensation, Job Security, Organizational Policies, Working Conditions, Leadership Quality, Supervisors and Subordinates Relationship*) do not motivate employees. However they are all about making an employee feel comfortable, secure, and happy.

The second factor is motivators or satisfiers. These are related to employee motivation and arise from inherent, dependent, conditions of the job itself. Factors for satisfaction include : *Responsibility, Job Satisfaction, Recognition, Achievement, Growth Opportunities, and Advancement*.

The Two-Factor theory implies that the managers must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction. Also, the managers must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better.

4-4- Douglas Murray McGregor :

He is best known for his Theory X and Theory Y explained in the book "The Human Side of Enterprise".

Theory X assumes that employees are naturally unmotivated and dislike working, and this encourages an authoritarian style of management.

Theory Y assumes that employees are happy to work, are self-motivated and creative, and enjoy working with greater responsibility when given the right conditions ; so managers should create environments that encourage participation, empower workers, and align personal and organizational goals, as employees are more likely to be productive when they feel trusted and valued.

5- Uses and Limitations of Behavioural Approach to Management :

5-1- Uses :

Some of the uses of Behavioural Approach are given below:

1. **Development of management thought:** The behavioural approach has significantly contributed to the development of management thought by highlighting the crucial role of the human element in organisations. It recognizes that managers primarily deal with human beings and their success depends on effectively managing the human element.
2. **Correcting distortions of the classical approach:** The behavioural approach rectifies the limitations of the purely mechanistic and technological nature of the classical approach. It emphasizes the importance of understanding individual psychology and group behaviour in achieving organisational effectiveness.
3. **Recognition of leadership:** The behavioural approach acknowledges leadership as a critical factor in management success. It recognizes the quality of leadership and its influence on employee behaviour and performance.

5-2- Limitations :

The following are the limitations of Behavioural Approach to Management:

1. **Overemphasis on social and industrial psychology:** One limitation is that the behavioural approach tends to almost equate management with the study of social and industrial psychology. It may neglect other important dimensions of management that are not solely related to psychology.
2. **Discounting theory and lacking scientific validity:** The conclusions drawn from the behavioural approach may discount theoretical foundations and rely heavily on radical empiricism. This approach may exhibit a clinical bias and lack scientific validity in some cases.
3. **Neglect of the economic dimension of work satisfaction:** The behavioural approach may overlook the economic dimension of work satisfaction. It might not adequately consider the impact of financial incentives and rewards on employee motivation and behaviour.
4. **Short-sighted perspective on conflict:** The text suggests that the behavioural approach fails to recognize the creative role of conflict and takes a short-sighted perspective. It may focus more on group-oriented approaches and be anti-individualistic in its analysis of organisational dynamics.

Conclusion

In conclusion, The behavioral approach to management emphasizes the human element within organizations, focusing on the influence of social, psychological, and interpersonal factors on performance.

By aligning organizational goals with employee needs and understanding the dynamics of individual and group behavior, this approach enhances leadership effectiveness and organizational success.

It integrates insights from multiple disciplines, correcting the limitations of more mechanistic management theories.

The behavioural approach:

The behavioural approach, also called the human relations movement, studies human behaviour within organisations, aiming to create scientifically valid principles. It draws heavily on psychology and sociology to analyze motivation, leadership, communication, group dynamics, and participative management. These aspects are vital for understanding and managing organisational behaviour.

Basic Propositions:

1. **Socio-technical Systems:** Organisations comprise both social (human) and technical (tools/processes) elements interacting to influence behaviour.
2. **Influence of Multiple Factors:** Individual and group behaviour in organisations is shaped by social, psychological, and organisational factors.
3. **Goal Alignment:** A harmonious fusion between individual needs and organisational goals is critical for performance.
4. **Individual Differences:** Employees have diverse attitudes, perceptions, and values, affecting behaviour and performance.
5. **Conflict's Role:** Conflict is inevitable and desirable, as it can enhance decision-making and foster innovation.

Features of the Behavioural Approach:

1. **Focus on Individuals:** Prioritizes individuals performing tasks over the tasks themselves.
2. **Social and Psychological Factors:** Studies like Elton Mayo's Hawthorne Experiments revealed the importance of morale and social interactions in productivity.
3. **Human Relations Movement:** Emphasizes interpersonal relationships, socio-psychological motives, and collaboration.
4. **Group Behaviour Neglect:** Initially ignored group dynamics, leading to the emergence of organisational behaviour as a field.
5. **Multidimensional Nature:** Combines insights from psychology, sociology, and anthropology, making it interdisciplinary.
6. **Key Contributors:** Thinkers like Maslow (Hierarchy of Needs), Herzberg (Two-Factor Theory), and McGregor (Theory X and Y) significantly shaped this approach.

Contributions of Behavioural Theorists:

- **Elton Mayo:**

  - Highlighted the significance of social relations and worker satisfaction for productivity (Hawthorne Studies).
  - Advocated participative decision-making and respect over monetary incentives.

> ➢ Emphasized informal relationships within organisations for effective management.

- **Abraham Maslow:**

  - ➢ Developed the **Hierarchy of Needs**, from physiological needs (food, shelter) to self-actualization (fulfillment of potential).
  - ➢ Stressed the role of safety, social connections, self-esteem, and self-fulfillment in motivation.

- **Frederick Herzberg:**
  - o Proposed the **Two-Factor Theory**:
    - ▪ **Hygiene Factors** (e.g., job security, working conditions) prevent dissatisfaction but don't motivate.
    - ▪ **Motivators** (e.g., recognition, responsibility) drive job satisfaction and performance.
- **Douglas McGregor:**
  - o Introduced **Theory X and Theory Y**:
    - ▪ Theory X assumes employees dislike work, favoring an authoritarian approach.
    - ▪ Theory Y sees employees as self-motivated, advocating participative, empowering management.

5. Uses and Limitations:

- **Uses:**

  a) Advances management thought by emphasizing human factors in organisations.
  b) Corrects the classical approach's focus on mechanics and technology.
  c) Recognizes leadership's role in shaping employee behaviour and performance.

- **Limitations:**

  a) Overemphasis on social and industrial psychology, neglecting broader management aspects.
  b) Lacks scientific validity, relying heavily on empirical observations.
  c) Underestimates the role of financial incentives in motivation.
  d) Short-sighted view of conflict, favoring group dynamics while undervaluing individual contributions.

This approach enriches management thought by prioritizing the human element but faces criticism for its limited scope in addressing economic and scientific dimensions.

GLOSSARY

English	Arabic
Psychology	علم النفس
Sociology	علم الاجتماع
Leadership	القيادة
Communication	الاتصال
Participative Management	التسيير التشاركي – الإدارة يالمشاركة
Interpersonal	العلاقات الشخصية
Socio-technical system	النظام الاجتماعي التقني
Attitudes	المواقف
Perceptions	التصورات
Values	القيم
Inevitablity and desirability of conflict	حتمية ورغبة الصراع
Experiments	التجارب
Morale	الروح المعنوية
Behavioural patterns	الأنماط السلوكية
Multidimensional & interdisciplinary	متعدد الأبعاد ومتعدد التخصصات
Theorists	المنظرون
Non economic awards	المكافآت غير الاقتصادية
Assumption	الافتراض
Monetary incentives	الحوافز المالية
Recognition	الاعتراف / التقدير
Belonging	الانتماء
Human pride	الكرامة الانسانية
Informal relationships	العلاقات غير الرسمية
Formal relationships	العلاقات الرسمية
Implement	التنفيذ
Hierarchy of needs	هرمية الاحتياجات
Shelter	المأوى
Safety and Security Needs	احتياجات الأمن والسلامة
Social Needs	الاحتياجات الاجتماعية
Esteem Needs	احتياجات التقدير

Self-Actualization	تحقيق الذات
Affiliation	الانتماء
Knowledge	المعرفة
Statuts	المكانة
Reputation	السمعة
Two-Factor Theory	نظرية العاملين
Hygiene factors	عوامل النظافة
Motivators	المحفزات
Distortions	التشوهات
Overemphasis	المبالغة