

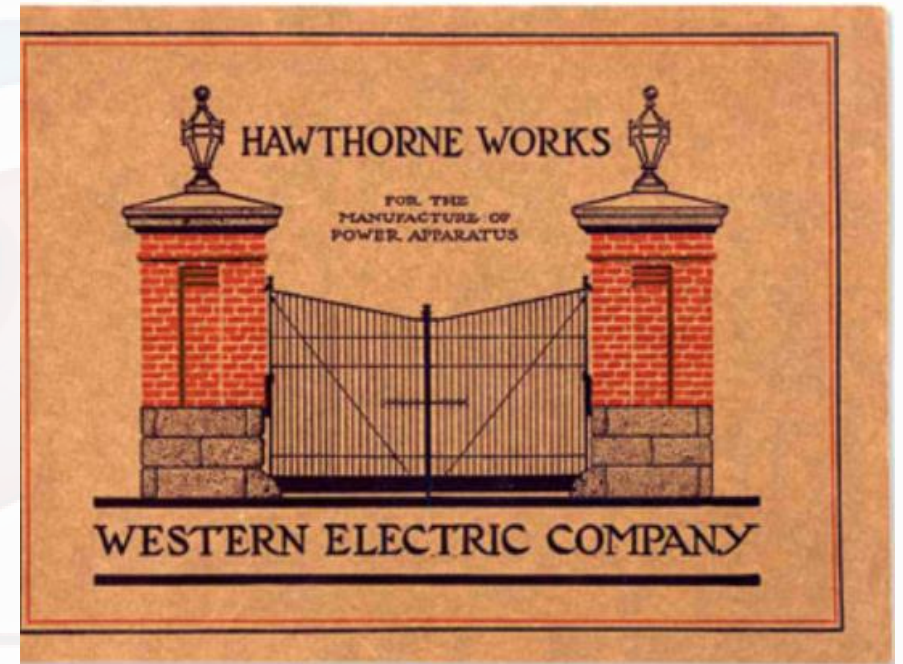
The logo of Galgotias University is a stylized 'G' composed of three overlapping, curved bands in shades of yellow, blue, and red, set against a light grey circular background.

**Unit I - Lecture 4**

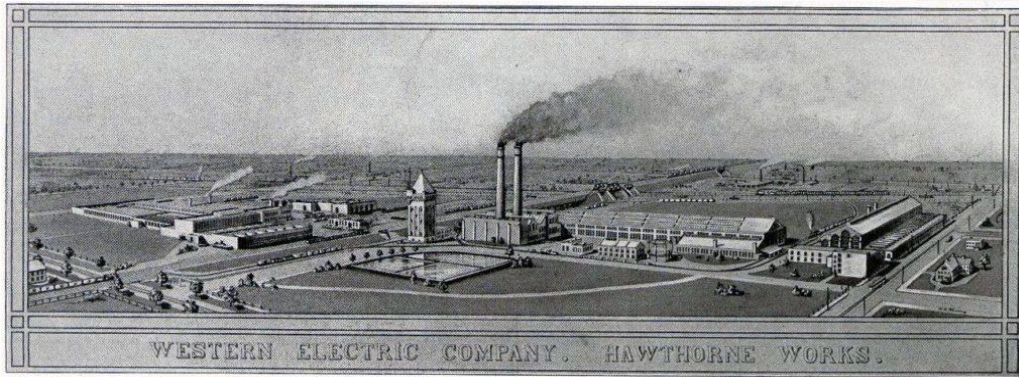
**Hawthorne Experiments**

**GALGOTIAS  
UNIVERSITY**

During 1920s Elton Mayo and Fritz Roethlisberger conducted a series of studies on relationships between productivity and job satisfaction at Hawthorne plant of Western Electric Company.



GALGOTIAS  
UNIVERSITY



Experiments were conducted in four phases:

1. Illumination experiments (1924-27)
2. Relay assembly test room experiments (1927-28)
3. Mass interviewing program (1928-30)
4. Bank wiring observation room experiments (1931-32)

GALGOTIAS  
UNIVERSITY

## Illumination Experiments

Coil Winding Room at Night with 150 Watt Holophane Reflectors. Photograph taken in 1925. Photograph by Marty Labnos.

Credit: Charles D. Wrege Collection, History of Management Photographs, Kheel Center, Cornell University



ALGOTIAS  
UNIVERSITY

## Illumination Experiments

Relay Assembly Room at Night with 200 Watt Glassteel Diffusers. These light fixtures created considerable glare. Photograph taken in 1925. Photograph by Marty Labnos.

Credit: Charles D. Wrege Collection, History of Management Photographs, Kheel Center, Cornell University



GALGO  
UNIVERSITY

## Illumination Experiments

The experiments concluded that illumination didn't effect productivity. The inference of the study was that there is some human factor which effects productivity.

GALGOTIAS  
UNIVERSITY

## Relay Assembly Test Room Experiments

Over five years, performance of six women assembling relays was tracked. These women were placed in a room separated from main assembly hall.

Image: Women in the Relay Assembly Test Room, ca. 1930

Western Electric Company Hawthorne Studies  
Collection

© 2007 President and Fellows of Harvard College



## Relay Assembly Test Room Experiments

The rise in productivity made Elton Mayo to conclude the six individual operators became a team.

GALGOTIAS  
UNIVERSITY



## Mass Interview Program

Over three years, about 21,000 interviews were conducted at the plant.

Image: Mass Interview  
Western Electric Company

Hawthorne Studies Collection  
© 2007 President and Fellows of Harvard College



## Mass Interview Program

At the end of the interviews researchers found that mental attitude, proper supervision and informal social relationships are critical for increase in productivity.

GALGOTIAS  
UNIVERSITY

## Bank Wiring Observation Room Experiments

Purpose was to know the impact of small groups on productivity and job satisfaction. A group of 14 male workers assembling terminal banks for telephone exchanges.

Image: Factory Cabling Department, ca. 1925  
Western Electric Company

Hawthorne Studies Collection  
© 2007 President and Fellows of Harvard College



## Bank Wiring Observation Room Experiments

These experiments led to conclusion that **humans beings social beings** rather than just economic beings. Group attitude and group psychology are important for management.

GALGOTIAS  
UNIVERSITY

## Insights from Hawthorne Experiments:

- Men are social beings.
- Groups and informal associations are important.
- Motivation
- Communication

GALGOTIAS  
UNIVERSITY

## References

- Slide 2 Image : <https://hbr.org/2008/07/a-field-is-born>
- Slide 3 Image: <https://courses.lumenlearning.com/wmopen-introbusiness/chapter/the-hawthorne-studies/>
- Essentials of Management, Harold Koontz, TMH
- The Essential Drucker, Peter Drucker, Collins
- Principles and Practice of Management – L.M. Prasad, Sultan Chand & Sons

GALGOTIAS  
UNIVERSITY