

The Application of Elton Mayo's Human Relations Theory and Douglas McGregor's Theory X and Y to Achieve Organization Objectives

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Abstract

The importance of organization is to realize its full potential by rendering services and meeting its set objectives and aims, so many concept defines what an organization is but in a simple term, organization is the process of setting a goal or some objectives with the hope of assembling different individuals or group of individuals, enlightening them and creating a bond between or among them so they can gear their efforts, skills and abilities towards realization of the objectives that brought them together. Numerous organizational theories came in to tackle the problems of low productivity, profit maximization and the issues regarding organizational inefficiency and ineffectiveness and other relating problems. The main objective of this paper is to highlight the importance of the human relations theory and theory X and Y as an approach that can help solve the conundrum of modern day's organization, although with the emergence of new approaches to organization, human relations theories and theory X and Y should not be sideline. Both theories also suffers some criticism but they are more achievable in modern day and since the human relations theory laid the foundation for human resources management, the research recommend that the theories should be used to harmonize the work workforce of the organization and responsibilities should be given to the workers, the need to workers to be appreciated should not be neglected. Related journals, textbooks, publications and other reference materials were used in the course of this research work.

Keywords: Organization • Theory X • Human relations • Theory Y

Introduction

So many organizations in these contemporary times never realized their objectives or motives of establishment either the private or the public due to some factors that affects their inability to attain those set goals and purpose of establishment. Organization is not just the structure as we all know but the processes involve in coordinating human activity and material resources to achieve an objective. It is a reasonable way of coordinating the activities of a group of people for the achievement of some common or share interest, it can be through task division among them and harmonize working environment. Although organization is central to human existence because the mode of its operation requires the involvement of two or more persons to achieve the desired goals, the humans who are the employee are essential, there is need not to argue because humans are the ones that makes things happen in the organization.

Mbipom sees organization as a group of persons or people who agree to work together towards a common purpose. J.D Mooney viewed it has a form of every human association for the attainment of

a common purpose. L.D White defines it as the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and responsibilities. From the series of definition, we can deduce that the humans plays a vital role in the organization and to achieve higher productivity, they need to be studied and examined because they are the core of every organization, instrumental to the increase or decrease of the desires of the organization [1]. There are so many theories that have been postulated to study the relationship between human and the organization, theories are the body of rules, ideas, principles, and techniques that applies to a subject, especially when seen as distinct from the actual practice, it is also a generalized statement of fact about a given variable or phenomenon while organizational theories can be defined as a body of thought about the structure of an organization, its functions and the behavioral patterns of individuals that exist and associates within the organization. Organizational theories came in as the need to understand the trends relating to the modern organizations, most the theories focused mainly on profit maximization, increase in productivity, organizational effectiveness and efficiency coupled with

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understanding human and their efforts towards work, the theories also centered on and examined how the structure of the organization affects its behavior, how the structure of the organization have impact on the employee, how the various processes of the organization affect the organizational and employees behavior, how work can be orderly arranged and designed in order to attain effectiveness and efficiency, how the environmental factors affect the organization and how the individual behaviors of employee affect the organization itself. The organization theories came up to address some matters affecting the organizations inability to run effectively and efficiently from the pre-scientific management school that existed before 1880 to the classical management school 1880-1930 (scientific management theory, administrative management theory, bureaucratic management theory), neo-classical school management school 1930-1950 (human relations theory, behavioral theory) were all organization theories to help solve organizational problems from the period of 1950 till present date, the modern management school existed (system theory, contingency theory, decision making theory). So many problems arising at work place result into propounding those theories to help tackle effectively the chaos arising at work place affecting the work, employee and the work environment, especially the human relations theory laid the foundation for the human resources in the early 20th century [2-4].

In the words of Louis A Allen, organization is the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority, and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives. From the definition we can figure out the vital roles played by human, work must be planned out, and divided accordingly among different unit for the purpose of attaining the objectives set, but some factors are responsible for the inability of not achieving those set goals, organizational theories came as a result of combating those factors that the management presume to be affecting the organization, factors like inability to maximize profit, decrease in productivity or output, organizational ineffectiveness and inefficiency and workers demotivation towards work, all these among other factors led the management in sourcing for approaches or solutions that can help solve the numerous ever growing daily challenges of the organization. The paper focused on the use of Elton Mayo's human relations theory and the consolidation of theory X and Y by Douglas McGregor's in solving organizational problems, their assumptions, the criticism and how best they can be applied in order to achieve organizational objectives.

Literature Review

The concept of organization

This is a tool towards the achievement of goals and objectives, people with shared interest come together to attain those set goals and objectives. It has been in two ways, the first been the processes that involves the bringing together people in association towards the pursuit of a common goals while it is also used as the interrelated relationship among several unit and position that is focused or geared into achieving same objectives. No doubt, there are several persons broken down into units or department, they are connected and jobs or tasks are shared among them and in cooperatively, they work towards achieving just the same objectives, different

people with different abilities, skills and attitude, coming together to share the same interest.

So many scholars define the concept of organization, According to Sheldon, organization is the process of so combining the work which individuals or groups have to perform with facilities necessary for its execution, that the duties so performed provide the best channels for efficient, systematic, positive and coordinated application of available effort. Chester Bernard viewed it as a system of co-operative activities of two or more persons. According to John M Pfiffner and Frank P Sherwood, organization is seen as the pattern of ways in which large number of people, too many to have intimate face-to-face contact with all others, and engaged in a complexity of tasks, relate themselves to each other in the conscious, systematic establishment and accomplishment of mutually agreed purposes. Noirthcott, C H refers to it as the arrangements by which tasks are assigned to men and women so that their individual efforts contribute effectively to some more or less clearly defined purpose for which they have been brought together.

From the highlighted definitions, we must agree that they all have some shared features of organization, the first which is group of people, not just group of people in isolation but the association of groups of people, the second is the relationship that exist among them, the cooperative relationship between them, without this relationship, they won't be to connect with each other's, the third which is the common objectives, every organization has a common purpose for its establishment and organization without an objective does not exist.

The people who are the employee and among them tasks, duties and activities are shared, the need to be build a cooperative and coordinated relationship, and towards achieving the same objective, this is the main element of any organization. So, to me I can say that an organization is the process of setting a goal or some objectives with the hope of assembling different individuals or group of individuals, enlightening them and creating a bond between or among them so they can gear their efforts, skills and abilities towards realization of the objectives that brought them together.

The followings are some of the different steps in the organizational process

1. The objectives of the organization must be determined, that is the first major step, why the organization is set up, what are the motives behind the establishment of the organization.
2. People or group of people must be brought together and given proper orientation on the purpose of the organization.
3. Jobs or task must be divided into unit, here various departments are created like the production, financial accounting, personnel, sales and marketing, procurement, warehouse and utility department are created and tasks are divided among them but they shared the same interest.
4. People are assigned to the different unit or department due to their skills, abilities or competencies they are given specific task to perform.
5. Authority needs to be delegated and supervisors are needed to head those different unit or department, so each worker should clearly know who they are to report to.

Some of the major problems affecting organization not to achieve the purpose of its establishment are as follows

1. They lack clear directions, the management as times goes on they fail to discuss their objectives and make clarification on issues affecting the organization. I won't say they lack direction or purpose because every organization are established to meet a particular need but they fail to clarify and continuously build on those set objectives.

2. There is difficulty in harmonizing different personalities, this is also a major problem, different people with different personalities, skills, talent and abilities are brought together, we shouldn't forget that they are from different background also, they are different ways of doing things and approaching matters or task, unifying them will always be challenging.

3. Improper placement of workers in the organization, although different employee with different set of skills are brought together in the realization of the organizational objectives but some of the employees are not place in the areas or unit where they can effectively utilize their skills.

4. Ineffective training and development of workers, it is only proper for organization to continue training and developing their employee because of the daily improvement in organizational trends due to upgrade of technology, most organization fails to induct possible training on their employee, which make them lack behind in some aspect and continue to stick to the old ways of doing things.

5. Poor communication and feedback, there is no proper communication system is many organization, they fail to comply with the top down approach and bottom up approach of communication, the management only pass down information to their employee without consulting them for their ideas on matters that affect their job or performance, feedback is very important because it helps evaluate whether the information passed is effective but most organization are insensitive to this.

6. Many organization lack the required awareness on their external environment and how this affect the organization, for the growth of an organization, the external environment is a major determinant and factor to consider.

Human relations school of thought-Elton Mayo

The human relation school of thought is under the Neo-classical theory which is built on the bases of classical theory. The classical theory concentrated on job content and management of physical resources, and its main focus is to maximize profit, higher productivity and organizational efficiency and effectiveness, the neoclassical theory on the other hand gave greater emphasis to individual and group relationship in the workplace with its main focus on individual recognition, group recognition and participative management. The neo- classical theory pointed out the important role of psychology and sociology in the understanding of individual and group behavior in the organization. The major front runner of the school is Elton Mayo 1880-1949 an Australian born industrial researcher and psychologist, he was credited for significant contributions to a number of disciplines like the business management, industrial sociology, philosophy, and sociology with all having great impact on industries and organizations, the major was

leading a team of other researchers from the Harvard University in the United States in investigating human associated problems at the Hawthorne Plant of Western Electrical Company at Chicago.

The Hawthorne experiment from 1927 to 1932 was a major breakthrough in investigating informal groups, informal relationship or associations, different patterns of communication, and different styles of informal leadership. Upon investigation, it was known that when employees or workers are satisfied with their work, it is possible to have higher productivity and not just the wages of benefit paid to them. If the condition or the situations of their work satisfied them, they will be motivated to work. The experiments were divided into four aspects.

The illumination experiments: The first which is the illumination experiment was carried out to verify the relationship between the output and illumination. There was indeed to test the importance of light and its effect on productivity, either positive impact of negative, although productivity increased but they could not establish the fact because, when the light was decreased gradually, productivity was on the high side. It was an inconclusive experiment due to the fact that they could not established the relationship between increased light and higher productivity.

Relay assembly test room experiments: The second experiment, other factors like number of working days, resting or break hours, payment method and other physical prerequisite had on increased output of productivity. It was referring to as the relay assembly test room experiment. A work group of six girls were selected for the experiment, they were asked to work under the supervision of a researcher but in an informal and not a formal environment, they were granted freedom to work and the morale of the workforce was on the increase as well as productivity, individual working attitudes and group attitudes like sense of recognition, attention, involvement, unified workforce, employees freedom and to participate in making suggestions towards their work is the key and if management could understand this, productivity could be increased.

Mass interviewing programmer: The mass interview programme was the third aspect of the Hawthorne experiment, they interviewed a large number of workers, with regards to the working condition, their opinion towards work, issues relating to supervision, the structured format was first used but due to so many factors, the approached was changed and the workers were asked to just express themselves. The findings of the experiment highlighted the need of social factors at the work environment.

The bank wiring test and observation: The bank wiring test room experiment was an observation and not just an experiment, it was carried out in 1931, the most important reason for this research was to study the informal organization of a large factory workshop. They try to study men in the shop in a continuous process but very complex, three men were selected and equipment for the task was handed down to them and they were asked to wire a cable round the terminals in series of banks that were separated by insulators, another man came in to join the terminals using the soldering iron to complete the task, two different supervisor came in to inspect the wiremen's work. Even though, their wages is based on the output produced, the strategy could not work because various workers have their own different methods of working. The Hawthorne experiment clear shows that workers are not just

motivated by the desire of economic needs alone but they are social beings that have different personalities, drives and motives.

The following were the features or main conclusions from the Hawthorne experiment:

1. The organization is also a social unit and not just a techno-economic unit, the workers function as a unit and they motivate one another in work place, when assessing the second experiment carried out by Elton Mayo, he emphasized on the need to recognize group attitudes.

2. Workers can also be motivated when they are recognized, pay attention to, involving them in activities, giving them freedom at work place instead of strict supervisor and the ability to allow them make suggestions concerning their work, not only incentives in monetary values motivate them to work but they can also be motivated by psychological drives.

3. Cooperation among the workers should foster or promoted by the management, when the workers work in harmony and not in discord, it can lead to higher productivity and the use of command should not be rely on always, but ensuring teamwork is important.

4. A good working condition will motivate the workers to put in their very best in the organization; the management should by all means place greater interest on workers satisfaction.

5. A good communication system or approach is very important in the organization, top-down approach and the bottom-up approach to communication should be prioritized and effective feedback when necessary.

6. When it comes to supervision, workers dislike strict supervisor, when a supervisor is free, friendly and not too strict, workers tend to associate with him and he might be able to get the best out of the workers.

7. Employees' morale is very important and a key to higher and productivity, machine cannot be motivated but humans working on the machine can be motivated and high morale of workers can lead to higher productivity.

Criticism of the human relation school:

1. Over the years, the human relation approach is a manipulative approach, the ideas behind the approach has a manipulative tendencies. It was believed that the management realizes that their methods in dealing with employees will no longer work. It was seen as a disguise approach because their old methods of uniting the workers through the use of discharging force or fear is no longer effective, although they showed interest on workers welfares but they are more concern with higher productivity. They use the approach to manipulate and brainwash them into submission.

2. The approach tend to exaggerate and focus more on the psychological or emotional aspect of human like the human feelings, emotions, attitudes and paying lesser attention to the structural and technical aspect of the organization.

3. Other variables like the size of the organization, the nature or type of the organization, the intensity of the organization and how they affect the organization were ignored and the human variables was what they focused on.

4. The approach place importance on the need for group work and group decision making and participating in decision making processes but in reality, it might not be in practice.

5. The experiment was carried out within a small group and not the entire Hawthorn plant and organization varies and differ, so it might not be applicable in all the organization and also, what satisfy or motivate the employees can change overtime which might lead to lower productivity.

Theory X and Y of Douglas McGregor

Douglas McGregor 1908-1964 a professor of Massachusetts institute of technology and a social psychologist came up with two contrasting basic management assumptions about employees in the 60s [5]. He admitted that so many factors can motivate the employee and the managers can affect their workers with their management style. In his book, "the human side of enterprise", that deals with the policies and practices in the management of human resources in organization brought about theory X and theory Y. They were referred to as the two (2) management styles, the theory X as the authoritarian style of management and theory Y as the participative style of management. Over the years, different management theories or approaches have been developed and Douglas McGregor theory X and Y continues to be relevant even today, in every organization, the employee are into classifications, the lazy type and the hardworking type.

Theory x

According to the theory X, workers are naturally deem lazy, slothful and do not want to take responsibilities, they lack ambition to improve and preferred to be led or coerced before working, they want to be forced, controlled and enjoy to be threatened in order to work and attain the objectives of the organization. Generally, in so many organization, some categories of employee falls into this classification and he gave to approaches or control method to tackle such employee, the first which is the hard approach of theory X deduce that the uses of coercion, threats, strict supervision and control, warning and punishment is very important in keeping workers in order while the soft approach is a bit different whereby the managers uses a friendly method instead of the power threat like promoting harmony instead of discord in returns that the employee will cooperate and work effectively. The two approaches had little or no impact because the hard approach leads to enmity between the management and the workers and the soft approach promotes the avarice nature of the employee to be ever demanding even when productivity is low. It was seen as negative trend and there is need to centralized authority in decision making processes.

Assumptions of theory X

1. The employees see work as uninteresting; they dislike work and will by all means try to avoid responsibilities at their place of work.

2. The employees are not ambitious and have little or no aspirations, they are not determine to improve on their work and they

prefer to be coerced and threatened under strict supervision before they can work.

3. The employees under these categories are self-centered or egocentric, only seek what is in their best interest alone and such people's mindset need to be straightened towards achieving the organizational objectives.

4. That the employees do not want change and will try to resist it when necessary, they want to be static when it comes to issues relating to their job and they are want to be rewarded, persuaded or punished before they can get work done.

5. That employees are unintelligent, foolish, and not very bright and people are not talented or skillful.

6. That the management is responsible for the coordination, controlling and motivating the employee and modifying their attitude towards work.

Theory Y

According to theory Y, workers love work and see it as hobbies, workers are not resistant to organizational needs and the purpose of attaining organizational goals is very important to them, they want to take responsibilities and channel their skills, talent and energy into the completion of their task. It presumes that employee under this categorization will exercise self-direction, self-control and very much committed to achieving organizational goals and objectives. It was seen as a positive trend and there is need for decentralization of authority in decision making because workers love to participate.

Assumptions of theory Y

1. Employees see work natural just like their hobbies and they are ready to use their abilities both physical and mental to carry out tasks.

2. Employee naturally exercise self-direction, self-control in place of work and are dedicated towards organizational objectives and without the use of force, threat or coercion to work, they are always ready to work.

3. That employees are loyal and committed to their work if they are rewarded accordingly and highlighted the Abraham Maslow's hierarchy of needs as a basis.

4. That employees are responsible and would want to take the center stage when it comes to work, that they are creative, skillful, innovative, resourceful and talented and should be left alone to carry out their task, they assume that workers have a lot of potentials.

5. Employees are more reasonable and want to participate when it comes to work and they are ambitious enough to aspire for higher responsibilities.

6. Workers are committed are rewarded well for their achievement either through material or basic needs (psychological needs), they select goals for themselves.

Criticism of the Douglas McGregor theory

There are so many criticism associated with the theory, some persons sees it as also a manipulative approach towards the employee, through the use of force, strict supervision and

punishment, incentives when needed to compel workers to work. The management relies on incentives and other benefit to satisfy employees need and once those needs are meet, the basis motivation is lost. Although, Douglas McGregor suggested that the work an individual do is key to motivation but over the time, the workers do not see motivation in their work, they only work because they have to work [6-8]. Application of the two theories towards organizational objectives.

Amalgamation of theory X and Y

I believe that the theory X and Y should be consolidated together, both are important as when needed and plays vital roles in an organization, of course lazy workers that are of the habit of running from work should be coerced or punished and hardworking employee in the organization should also be recognized and motivated for their efforts. It is very important to ascertain or distinguish the workers in an organization, those that fall into theory X and those under the categories of theory Y, the theory X assumes that workers want to be persuaded, rewarded, punished and controlled properly before they can work but in reality, no organization would want to keep such employee because it will affect their level of productivity, to me, theory Y assumption can be adopted since it's a positive affirmation of workers and how they love and enjoy task assign to them but also, we should not neglect the fact that some other employee becomes lazy and lack the required motivation in work place. Although some employee may possess the trait mentioned in theory X, the employee under this categorization must be set straight in order not to instill same attitudes into other co-workers. Introducing a new method of performance evaluation by different organization will help them understand each of their employees very well, their various attitudes towards work, how they react when given task to perform, how they perform those tasks and how they report back to their superior, it is very essential for management to have a full understanding of their employees. Lazy workers should be warned, punished accordingly and even given fresh orientation of what is needed from them. Those under these categories should be well controlled and management should introduce policies and other measures to help the deviant employee. Some employees become lazy with time because they are used to the same routine over the years, they become dissatisfied with their work and gets bored easily, management should be constantly aware of new ways of doing things, new technology should be introduced and daily or weekly assessment should be carried out, training on job performance should also be carried out, they must be reminded why they are employed and what they have to do to increase productivity or meet organizational objectives, seminars and workshop should be organized in order to boost their morale towards work, they should be engaged and moved to other department within the organization when necessary, yes they resist change and lack ambition and prefer to stay in one position neglecting career growth, vigorous training and activities, job development on new ways of performing task will be key in this aspect. More responsibilities should be given to them, they might as well be talented but lack the desired will to go about their work and they should also be appreciated with their little effort because it matters [9-11].

I believe that employees are also talented, bright and very much smart enough to demonstrate their characteristics when given the chance to do so, they shouldn't be shut down like how man organization prevents their employees from using their creative

mindset and good innovative thinking to solve organizational issues arising in their workplace, theory Y supported this but so many organization fails to align with this and causing them more harm they could ever possibly imagined. On the other hand, men are not lazy when they find themselves doing whatever they love, you have to love your work in order to contribute your quota into the realization of the shared interest of the organization, many employees of every organization are not placed in their appropriate position, they do not love the position they occupied and they demonstrate attributes of laziness but according to theory Y, when workers are presented with good working conditions, they will see work as natural and would love to come and work day in day out.

When men are given control in an organization, you may be amazed by their exercise of self-direction, workers need to be given control over their affairs and issues relating to their work, the management should just stay back and oversee the processes, when workers assume responsibilities about their work, they tend to do well because it's their task we are talking about, they know how best to carry out their tasks on daily basis. When given the opportunity to control or direct, you will be amazed by the level of commitment workers display at work place couple with attachment of rewards associated with it. Motivating employees also plays a vital role towards putting their effort together to realize organizational aims and objectives. Workers should be given responsibilities, they have potentials and they want to participate in decision making, organization should be based on democratic style but an autocratic style must be used when needed, they are slightly ambitious and would want to assume responsibilities to move up the cadre or rank and be appreciated or recognized, they are reasonable enough to think that their geared or cooperative efforts will help them grow career wise and realization of the organizational objectives. The importance of training and development should not be shoved aside, employee under this categories also need effective training and job development programmers, seminars and workshop, they also need to be reminded why they are employed and the nature of their task and how best to accomplish it [12-17].

Human relations theory

1. Human has feelings, emotions, different view and attitudes and all this makes them unique, with their different emotions, feelings, view and attitudes towards work, productivity can be increased. The inner world of the workers is important factors towards high productivity. When the management understands this and when the workers bring good emotions, positive feelings and healthy mindset to workplace there can be increase in output.

2. Humans are not only interested in financial gains, they want to be appreciated for their efforts, they want to be recognized for work done and they want to participate in decision making that concerns their activities.

3. The need to promote informal organization is very important, workers do not want to be isolated, they do not want to work in a friendless environment without association, and they want to work in group. Informal organization and relationship must be promoted in the formal work arena.

4. The workers want high degree of job security and job satisfactions. When the worker feels threatened by lack of job

security, their job satisfaction levels decreases. The job satisfaction of an employee is solely boosted when there job is secured and the management should enable that the workers job are secured to promote job satisfaction which can lead to high productivity in the organizations.

5. A good communication system should be used in the organization, the top-down communication approach where information is passed down from the highest ranking officials in the organization (management) down to the lowest ranking officials (employees) why at the same time employing the bottom-up communication is important too because the workers need to make their demands, their ideas and perceptions must be considered as well.

6. Conflict, discord or misunderstanding between the management and the workers or within the workers should be addressed, the workers do not want conflict or anything that will affect their work and the management must by all means try to settle and put an end to any issues relating to discord.

7. Workers want freedom because they do not want strict supervision, the management should allow the employees display their skills and let them do their jobs. When employees are not strictly monitored according to the experiment carried out, they tend to work cooperatively in achieving higher productivity.

8. The management should allow and welcome workers participation in planning of their job content and means of operations. When they participate in decision making and matters that concern their interest, it will increase productivity.

Discussion and Conclusions

In the light of the organizational theories towards realizations of objectives, management should be careful, humans' drives or motivational factors can change as times goes on, and it is the duty of the management to put things in order, they need to constantly study their employees, what motivate them and what demotivate them, the management should play a vital role, because according to Lawrence Apply, management is the development of people and not the direction of things. They need to study the workers individually, know their strengths and weaknesses either through performance evaluation or other means, the employees need to be maintained, and cared for or valued by the management. Organization don't just need the management to direct or control affairs but they are also needed to assess the abilities, behaviors of their employee, the management is vital and so as the employee towards the realization of the organizational objectives. The management of every organization is responsible for the process of setting goals or some objectives with the hope of assembling different individuals or group of individuals, enlightening them and creating a bond between or among them so they can gear their efforts, skills and abilities towards realization of the objectives that brought them together. Although, both theories suffers some criticism but they are more achievable in modern day and since the human relations theory laid the foundation for human resources management.

The following are some of the recommendation that organization needs to be aware of.

1. Every organization must have cleared objectives, it must be communicated to the employee in continuous manner, and clarification must be set before applying any organizational approaches. If no clear objectives are communicated to the employee, organizational approaches for increase in productivity and employees satisfaction won't be realized. Some employees are ignorance of the service they are to deliver, how and why they are to deliver the various services, they have no clear ideas on what the organization is all about, there is need to get them well informed on organizational objectives and on every other new set goals.

2. The human relations theory should be used to harmonize the workforce of every organization because unity among workers when promoted can get the best out of them when they have a united bond because they can influence each other's attitude towards work, group behavior most times can dominate or suppress individual compartment.

3. The issues regarding communication is very vital and plays an important role in every organization. Through the experiment of Elton Mayo, there was increased in productivity because the workers were allowed to participate in decision making, not just the top-down approach to communication but also the bottom-up communication approach is very important. The feedback from the communication passed across will determine whether the information passed across is understood. Every worker wants to be heard and the management should be fair enough to listen to them.

4. Employees' morale towards work should always be high; this can have serious effects on productivity. They need to be in high spirit and only the management can make all these happen like supporting their ideas, creative mindset, interacting with them on issues relating to their work and welfare and trusting them with task. The theory Y affirm this that employees are by nature bright and creative, and they must be given responsibility or roles to play and the appropriate methods or tools must be used at work place.

5. Workers effort should be recognized and appreciated, although they are paid for their services, it is also very important to motivate them, motivation helps stimulate the workers to action and to accomplish a desired goals, not only through bonuses or incentives, workers can be motivated when their effort is appreciated.

6. Employees should be trained on new technology, the employee in the organization should be given the opportunity to attend different training and work development programmers. When employees are given the opportunity to train on new ways of doing things, the employee will be more experienced and updated on the new technologies and how to use them, training and developing an employee frequently should be encouraged by the management, seminars, workshop can be planned to re-orientate the workers.

7. Conflict, misunderstanding should be resolved overall in all the organization, according to the human relations theory, workers do not like conflict and misunderstanding, and they try their possible means to avoid it. The management of organization should also try to avoid conflict of interest between them and their employee and if any arises, it should be settled.

8. Using strict method to supervise the workers should not be allowed, they should be given freedom with guidelines to follow, employees do not want strict supervision from the management but instead give them more responsibilities, set target for them, encourage their little efforts and contributions.

9. Workers should be placed in the right position for the job, it is very important to ensure that the right and skilled employees are placed in the right positions, this will improve their morale on the job and will also contribute to the realization of organizational objectives, so many organization place the wrong person in a certain position and others occupy are a wrong position, knowing how best to place the right person on the right job position is instrumental, not just on the job performance but also on the employee.

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