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| **EXPLAIN THEORY OVERVIEW** (including research carried out by theorist)* Elton Mayo – Hawthorne theory

-Expresses the importance of teamwork – it creates a ‘team spirit’ and close cooperation within the workforce which motivates them to work harder -Importance of managers showing an interest in the workforce – helps boost morale and productivity as the workers feel appreciated and included -Stated physical conditions and financial rewards are less important in the workforce compared to social factors e.g teamwork -He based his assumptions on research that was undertaken with workers of the Hawthorne plant of the Western Electric company in Chicago-He suggested boredom and repetitiveness of tasks led to reduced motivation  | http://caldicotpostoffice.co.uk/wp-content/uploads/2015/09/Light-Bulb.jpg**DIAGRAM / IMAGE LINKED TO THEORY** |
| **LINKS TO WHICH FINANCIAL AND NON-FINANCIAL METHODS OF MOTIVATION?** (e.g. job rotation, team working, bonuses etc)-links to non-financial method of communication, training and team working. Helping improve workers skills and communication abilities. -no other links  | **STRENGTHS, WEAKNESSES AND CRITICISMS OF THE THEORY?**Negative – not being scientific enough as only small groups of workers used and other experiment failed to confirm his results Negative – managers and workers may not have same interest in increasing productivityStrength - led to human relations school Strength – helped companies improve their communication and productivity Negative- assume that communication between workers and managers will break down barriers  |
| **SIMILARITIES / DIFFERENCES TO OTHER THEORIES?**Difference – Taylors theory is based about money motives whereas Mayo is based around teamwork, communication and moraleNot many similarities to other theories as they are based around rewards or needs whereas Mayo’s do not need this as he is based around communication and teamwork  | **RELEVANCE TODAY?** (including types of work situation / examples of organisations it best applies to)Tesco’s – Mayo’s theory seems to be used throughout the company as communication is an extremely important factor in motivating – use 1-1 discussions. Use training and development opportunities that everyone has access to so they are fully aware how to do their job. In 2009 they appointed 3,000 managers, 80% internally as well as an annual career discussion with every employee. They have personal development plans which they build through their 360o feedbackHuman relations school – aims to maximise productivity by personal satisfaction of workers. Managers must also communicate well with workers  |