
THE IMPACT OF HAWTHORNE EFFECT ON PROFESSORS WORKING IN COLLEGES WITH REFERENCE TO CHENNAI CITY

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***"I emphasize this - no matter how good or successful you are or how clever or crafty,
your business and its future are in the hands of the people you hire".***

-Akio Morita (Late) (Businessman and co-founder of Sony Corporation. Japan)

Abstract

There is a human mind behind the construction of every invention, effort and labour involved. Being the master mind in production of a good or service, it is not easy to understand the individual attitudes and perception. Today many experts claim that machines and technology are replacing human resource and minimizing their role or effort. Though artificial intelligence is taking over the human jobs, few jobs cannot be done with AI or to the fact that it cannot be as efficient as a human brain.

Keywords: Hawthorne, Productivity, Emotions, Family and Human Resource

Introduction

The study deals with acquisition and retaining of the limited resources in order to make optimal use of the scarce resource so as to meet the goals and objectives of the organization. The United States of America were the pioneers of the concept of human resource management, though the concept was technically concerned about hiring, evaluating and training of employees, it never threw light on relationship of disparate employment practices in the achievement of the organizational goals. Any organization on the whole consists of human beings, who are different. Hence the concept of job satisfaction, stress, quality of work life and conflicts come into the scenario. Gone are the days when human resource only involved acquisition of resources, the new role involves strategic direction and metrics to demonstrate value.

Role of Human Resource Management in Educational Institutions with Reference to Colleges in Chennai City

With priority being given to the learning community, the sector involves teachers who are the largest employed. In addition to the teaching, they are clouded with humungous administrative functions as well. Professionalism is the order of the day,

which today's educational institutions are lacking, Ministry of HRD has started many programs with reference to this, attitude of these institutions and their working environment has remained the major worry of specialists and think tanks of this nation. The development of HRD and OB are very important. Ironically these institutions imbibe these subjects but still lack the same in their work procedures. The attrition rate at each educational institution is high.

Methodology

This paper aims to analyse the effect of Hawthorne and its impact on teaching faculty. The sample for this study comprises 150 teaching faculty across city colleges in Chennai. The methodology includes Percentage analysis, Cross – tabulation and Chi-square analysis.

Hawthorne Effect

This was a study conducted by Elton Mayo and Fritz Roethlisberger in the 1920s with workers at the Hawthorne plant of western Electric Company, major emphasis was on socio psychological aspects of human behavior in organizations. Because the experiments originally sought to study the effects of corporeal conditions on productivity, the researchers began the experiments by increasing the lighting in the work area of a group of workers. Another group of workers, whose lighting was not changed, served as a control group. The productivity of the workers for whom the light was increased was much more than that of the control group. A better lit work area is more conducive to efficiency. The researchers noticed that no matter what changes they were implementing such as working hours, rest breaks, and so on, the workers' productivity continued to go up. They even dimmed the lights back down to the initial level. Productivity improved in each and every situation .By the time all the changes were reverted to their initial state, productivity was at its highest level, and absenteeism had plummeted. So the researchers concluded that it wasn't the actual changes in the working conditions that increased productivity. It was the interest of the workers, and their feeling that someone was concerned about their work and workplace.

The study found that Hawthorne researchers hypothesized choosing one's own co-workers, working as a group, being treated special (as evidenced by working in a separate room), and having an empathetic leader were reasons for increases in worker productivity. The Hawthorne studies found that monetary incentives and good working conditions are generally less important in improving employee productivity than meeting employees' need and aspiration to fit in to a cluster and be included in decision making and work.

The Hawthorne Effect Works on Four Conclusions

1. The aptitudes of individuals are flawed predictors of job performance.

2. Informal organization affects productivity. The Hawthorne researchers discovered a group life among the workers.
3. Work-group norms affect productivity.
4. The workplace is a social system.

Objectives of the Study

1. To study the impact of Hawthorne experiment on the employees family type.
2. To illustrate factors that develops workplace milieu and impact optimistically on employee efficiency.
3. To understand the relations that leaders develop with their workers tend to influence the manner in which the workers carry out directions.
4. To understand the emotions of the employees based on experience

Hypothesis of the Study

- There is a significant difference between family type and Hawthorne effect.
- There is a significant association between experience of the respondents and adoption of the organizational culture.
- There is a significant association between gender and impact of Hawthorne effect.

Factors Considered Under the Effect

1. Workers participation in decision making
2. Empathetic leadership
3. Interest towards the work
4. Co-operation among colleagues
5. Other tangible perks.

Review of Literature

Mohammad Baitul Islam (2012) This research studies the factors that have an impact on quality of work life of employees of private limited companies in Bangladesh. The factors considered are work load, family, transportation, compensation policy, colleagues, supervisors, work environment, work conditions and growth, out of the factors everything mattered to the employees except colleagues and supervisors.

S. Mortazabi (2012) studied the Role of the Psychological Capital on Quality of Work Life and organization performance. The psychological capital of human resource plays a positive role. One of the most important factors that plays positive role is Psychological Capital of human resource of that organization. Psychological Capital is a more state-like factor than personality traits and QWL has positive and significant relation with organization performance.

Bhuvaneswari, Sugunya and Vishnu Priya (2013) in their article scrutinized the Quality of work life among employees in Neyveli Lignite Corporation Limited,

Tamilnadu.. The findings disclose that majority of the respondents were satisfied with their job, nature of job, salary,co-operation with colleagues, training and development, freedom to work, rewards & recognitions, social & cultural programmes ,health, safety & welfare measure offered by the NLC. The efforts put up by the NLC management to upgrade the standard of living of employees are unique and motivating.

Vijay Anand (2013) in his study reviews the quality of work life among employees in India Textile industry using Walton's model. The results with regard to fair and adequate payment show that among employees that their salaries were not adequate and are not associated with their job.

Radha Yadav, Ashu Khanna (2014) -the study clearly shows that the organization cannot get effective and efficient outcomes from employees without QWL , this is important for the growth and profitability in the market, an organization that has QWL is more productive that the one that doesn't have. The profitability of the organization depends upon the consumer loyalty which is directly connected to the services provided by the employees, this depends on the satisfaction derived.

S.Khodadadi (2014) investigated the QWL dimensions effect on the employees' job satisfaction. The findings state that there is positive relationship between productivity of employees and salary. The salary and benefits policy have a significant impact on Shuhstar's Shohola Hospital employees.

Analysis

To analyse the demographic variables of the respondents such as age, gender, etc., percentage analysis has been carried out.

Percentage Analysis

Table Showing the Respondents Classification on the Basis of Gender

Gender	No. of Respondents	Percent
Male	63	42
Female	87	58
Source: primary data		

From the above table, it is inferred that out of the 150 respondent's, 58% are female and 42% are male.

Table Showing the Distribution of Respondents based on Age

Age	No. of Respondents	Percent
24-30 Years	72	48
31-40 Years	65	43.3
41-50 Years	12	8
Above 50 Years	1	0.7
Source: Primary Data		

From the above table, it is clear that out of the 150 respondents nearly 48% of the respondents are aged between 24-30 years, 43.3% of the respondents are aged between 31-40 years, 8% are between 41-50 years and 0.7 % are above 50 years. Thus, the majority of the respondents are aged between 20-30 years.

Table Showing the Distribution of Respondents based on Income Level

Income	No. of Respondents	Percent
Rs.5000 to Rs.10,000	11	7.3
Rs.11,000 to Rs.15,000	41	27.3
Rs.16,000 to Rs.20,000	62	41.3
Rs.21,000 or more	36	24

Source: Primary Data

A majority of the respondents (41.3%) belong to the income group of Rs.16,000 to Rs.20,000, 27.3% of employees belong to the income group of Rs.11,000 to 15,000, 24% of the respondents belong to the income group of more than Rs.21,000, The lowest percentage (7.3%) of the total lies between Rs.5,000 to Rs.10,000.

Table Showing Respondents Relationship with their Superior

Relationship with Superior	No. of Respondents	Percent
Excellent	16	10.7
Good	81	54
Neutral	42	28
Average	10	6.7
Poor	1	0.7

Source: Primary Data

From the above table, it is clear that 54% of the employees have good relationship with their superior, 28% of them are neutral in maintaining their relationship, 10.7% of the employees have an excellent relationship, 6.7% and 0.7% of them have average and a poor relationship with their superiors.

Cross Tabulation Indicating the Impact of Hawthorne Effect based on the Family Type

	Family Type		Total
	Nuclear family	Joint family	
Yes	63	29	92
No	17	13	30
Sometimes	20	8	28
Total	100	50	150

The above table reveals that 63 respondents are from nuclear family and 29 respondents are from joint family who are aware of their emotion, 17 respondents are from nuclear family and 13 respondents are from joint family are not aware of their emotions and 20 respondents are from nuclear family and 8 respondents are from joint family are occasionally aware of their emotions.

H₀ (Null hypothesis): There is no significant difference between impact of Hawthorne effect based on the family type.

H₁ (Alternate hypothesis): There is a significant difference between impact of Hawthorne effect based on the family type.

Chi- square	Value	Degrees of freedom	Significance
Pearson Chi-Square	1.772 ^a	2	.412

The Pearson Chi- Square calculated value is 1.772 and it is significant at the level of significance .412 at the degrees of freedom 2.

In the above obtained result, since the p value is more than 0.05 the **alternate hypothesis is rejected**. Therefore, there is no significant difference between family type and Hawthorne effect.

Cross Tabulation Indicating Understanding Colleagues Emotions based on Experience

Experience and adaption to culture of the organization	Experience			
	Below 1 Year	1-3 Years	3-5 Years	Above 5 Years
Yes	21	36	27	14
No	8	20	15	9
Total	29	56	42	23

The above table reveals that 36 respondents have 1 to 3 years of experience, 27 respondents 3 to 5 years experience, 21 respondents with less than a year of experience and 14 respondents with an experience of more than 5 years are able to understand their colleagues' emotions. 20 respondents with 1 to 3 years of experience, 15 respondents with 3 to 5 years experience, 9 respondents with experience of more than 5 years and 8 respondents with less than a year of experience are not able to understand their colleague's emotions.

H₀ (Null hypothesis): There is no significant association between experience of the respondents and adoption of the organizational culture.

H₁ (Alternate hypothesis): There is a significant association between experience of the respondents and adoption of the organizational culture.

Chi-square	Value	Degrees of freedom	Significance
Pearson Chi-Square	.892 ^a	3	.827

The Pearson Chi- Square calculated value is .892 and it is significant at the level of significance .827 at the degrees of freedom 3. In the above obtained result, since the p value is more than 0.05 the **alternate hypothesis is rejected**. Therefore, there is no significant association between experience of the respondents and adoption of the organizational culture.

Cross Tabulation Indicating Hawthorne Effect based on Gender

Impact of Hawthorne Effect Based on Gender	Gender		Total
	Male	Female	
Strongly agree	25	37	62
Agree	16	15	31
Neutral	14	17	31
Strongly Disagree	6	15	21
Disagree	2	3	5
Total	63	87	150

The above table discloses that 37 female respondents and 25 respondents male have strongly agreed that Hawthorne effect has an impact on them. 16 female respondents and 15 male respondents have agreed to the same, 6 male respondents and 15 female respondents have strongly disagreed to the same.

H₀ (Null hypothesis): There is no significant association between gender and impact of Hawthorne effect.

H₁ (Alternate hypothesis): There is a significant association between gender and impact of Hawthorne effect.

Chi-square	Value	Degrees of freedom	Significance
Pearson Chi-Square	2.721 ^a	3	.437

The Pearson Chi- Square calculated value is 2.721 and it is significant at the level of significance .437 at the degrees of freedom 3.

In the above obtained result, since the p value is more than 0.05 the **alternate hypothesis is rejected**. Therefore, it is concluded that there is no significant association between gender and impact of Hawthorne effect.

Summary

The major findings of the study are as follows:

- Majority of the respondents are female amounting to 58% and the rest 42% of the respondents being male.
- 48% of the respondents are aged between 24-30 years
- Most of the employees fall under the income group from Rs.16,000 to Rs.20,000 with 41.3%,
- 54% of the employees have good relationship with their superior and .7% of them has average and a poor relationship with their higher officials.
- There is no significant difference between family type and Hawthorne effect.
- There is no significant association between experience of the respondents and adoption of the organizational culture.
- There is no significant association between gender and impact of Hawthorne effect.

Conclusion

All institutions have to cater to the needs of its employees. The education sector in India is in its transformational stage where, the strength is split into equal half of youth and elders. The problem arises with the widening of the generation gap between the two masses. Moving towards a digital economy, the adoption to technology is important. With the advent of development in another decade the education sector will have robots in classroom, though machines cannot replace humans, employer and employee must improve to cope with the higher standards.

From this study, we can conclude that monetary satisfaction alone cannot act as motivator for the employees but also other psychological factors have an impact on the overall productivity of the employees irrespective of their age and gender. Most of the employees male or female prefer employee participation, as they feel that it adds to their prestige and a sense of belongingness to the institution. It is the duty of the institution to create a conducive work environment to promote employee welfare. The success of any institution lies with the faculty they hire. Frequent counseling sessions and activities for the faculties could help them reduce stress and increase their productivity leading to the increase in the rate of belongingness to the institution, leaving no place for gossips or unwanted interactions. It is high time that the educational institutions start emphasizing in the development of quality of work life for their faculty.

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