



Hawthorne effect عملوا تجاربهم لبيان أساسيات العمل

Etzioni and cliffs reviewed Hawthorne experiments and they draw five interesting points as principles resulted from these studies, as follow (Etzioni & Cliffs, 1964):

1. **Productivity** is affected by social norms, not by physiological capacities. → mix الأثرين معاً
لما تشوف رأيهم و رأي الناس
لا تخبرين لحد بلعن الأثرين معاً
بينهم

2, **Rewards**. The amount of work done by a worker will be greatly influenced by the worker's need for acceptance and approval by his or her coworkers. On the other hand, Noneconomic rewards and sanctions significantly affect the behaviour of the workers and largely limit the effect of economic incentive plans.

3. **Group Behaviour**. Often workers do not act or react as individuals but as members of groups. This explains why management rewards and sanctions sometimes do not change behaviour if the group in the workplace has established its own set of norms. The behaviour of members of labour unions is a good example. ← تأثير المجموعة على سلوك الفرد

4. **Group Support of Leaders**. Leadership is important for setting and enforcing group norms and it is important to recognize the difference between informal and formal leadership. Groups are most effective when they are led by those who are accepted and acknowledged as leaders by the group members themselves. Management-imposed leaders will be less effective in setting and enforcing group norms. ← as much as leader support of group

5. **Inclusion through Communication**. Communication between the ranks and participation throughout the ranks in organizational decision making are important factors in any attempt to understand worker behaviour and productivity. Workers who feel included, especially in decisions that affect them directly, are likely to participate in the life of the organization in a more positive way than those who feel left out. ← القرار يلين بتتفضه بناءً على الاتصال و التواصل مع الآخر لانه افعاليات لجاهه بتكون better القرار imposed عليهم.

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حان عايله لعلم الاجتماع لانه استخدمت في الادارة.

خامس حاجة

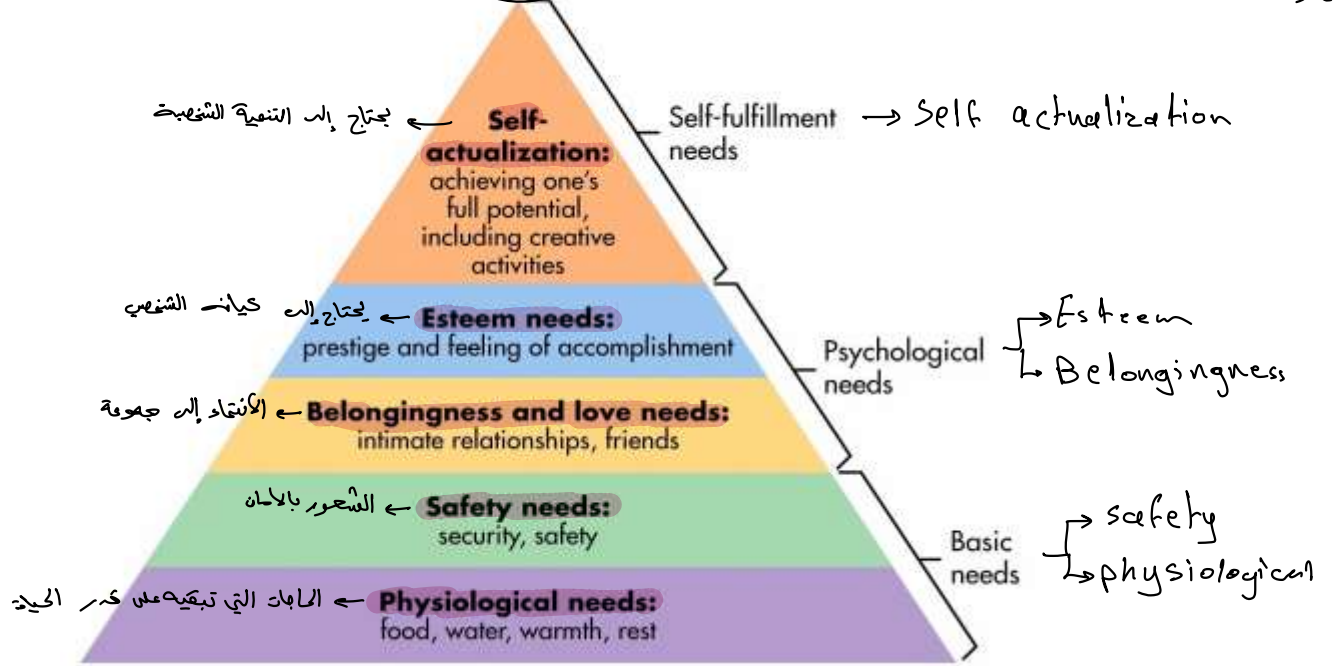
2. B) **Maslo, Human Needs in Management**: هرم حاجات الانسان
A very popular theory based on hierarchy of human needs had been suggested by Abraham Maslow in 1943, this hierarchy account to illustrate human basic needs, personality development and motivation. (Maslow, 1943)

Maslow work had been adapted modified and widely used in many branch of science, management is one of them, despite that Maslow theory did not originally designed to be applied by management studies. Nevertheless, its basic provide reasonable link with human side and human relation parts of management.



إح يجهيزنا بالأبحاث
Impact on others

5 Factors → Human needs





الجدول مهم جداً (يجب عليه اسئلة كثيرة)

| Domain | Maslow Original Theory | Adapt it in Pharmacy Management business |
|--|---|--|
| Growth Motivator (Self-fulfilment needs) | Step 5 - Self-actualisation تحقيق الخو الذاتي Realising personal potential, self-fulfilment, seeking personal growth and peak experiences. الوصول الى أقصى إمكانات مستوى أعلى من الذات | Clear promotion policy. Opportunities for good performers and achievers to transfer their skills and knowledge. Individual tailored developmental training. Short term assignments. الناس الناجحين يحصلون على مكافآت، بدنا نزيد مكان في نجاحهم ونحولوا مهامهم لتأخرين |
| Psychological needs | Step 4 - Esteem needs Self-esteem: achievement, status, responsibility, reputation. | Clear reward schemes. → Financial or not financial Recognition policy for performance and achievements. Regular professional feedback (both motivational and developmental feedback) Meaningful delegation. |
| | Step 3 - Belonging and Socialisation Family, affection, relationships, work group etc. تزيد لما يعملوا مع حيلاد لوصيلة صبية لانيه او تزوروا ابو حلال في المستشفى و رولة همانية و احفاد في رمضان | Strong team spirit Socialising Or team building activities. Coaching and Mentoring Share common professional believes. Health Care providers لما العملوا في مقدم الرعاية العائلية صحتهم بمراداة (د اداة حرف) |
| Basic Needs | Step 2 - Safety needs Protection from elements, security, order, law, limits, stability, etc. | Safe working conditions: Physical & health safety: protection against accidental and non-accidental injuries, contamination, infection, hazard chemicals... etc. Personal safety: against threaten or theft and personal harassment of all kinds. Job security Insurance of all types. |
| | Step 1 - Physiological needs Survival Needs Air, food, drink, shelter, warmth, sex, sleep, etc.. | Balance and fair working hours (includes schedules and breaks) Clear vacation and replacement policy. Salary Decent physical working environment (ventilation, adequate lighting, water availability ... etc.) الأبناءات السنوية و الألبسومية مكافأة كويسة تهوية صلاً وجود Internet و WiFi اساسي |