



**THE MAYO FACTORY FLOOR: A LESSON FOR THE SCIENTIFIC  
FOUNDATIONS IN THE DEBATE ON CONTEMPORARY  
ORGANIZATIONAL CULTURE.**

José Orlando Lima de Morais<sup>1</sup>

**summary**

This work aims to discuss organizational management, an instrument of greater relevance in the current scenario of the world of work, as it understands that at work and through it, the trajectory of social transformations is counted and the very form of man being conceived in factory-interaction man, labor and social relations, tracing a new cultural fabric forged in various researches and studies in the area, consequently contributing significantly to the improvement of instruments to improve the tools, relationships, behaviors of companies and employees and positively influencing the production of new ones. cultural goods, whether material or immaterial, enabling new practices in the corporate and organizational world to adapt these to the granaries of contemporary social demands.

**Keywords:** Taylorism, Fayolism, Fordism.

**Introduction**

This work aims to discuss organizational management, an instrument of greater relevance in the current scenario of the world of work, as it understands that at work and through it the trajectory of social transformations is counted and the very form of man being conceived in factory-interaction man, labor and social relations, tracing a new cultural fabric forged in various researches and studies in the area, consequently contributing significantly to the improvement of instruments to improve the tools, relationships, behaviors of companies and employees and positively influencing the production of new ones. cultural goods, whether material or immaterial, enabling new practices in the corporate and organizational world to adapt these to the granaries of contemporary social demands.

This premise is based on the Hawthorne experiment carried out, between 1927 and 1932, by Elton Mayo and his collaborators in a Western Electric Company factory,

---

<sup>1</sup> Lusophone University of Humanities and [Tecnologia-secretaria@conhecimentoeciencia.com](mailto:Tecnologia-secretaria@conhecimentoeciencia.com)

The Chão de Fabrica in Mayo: A Lesson for the Scientific Foundations in the Contemporary Organizational Culture Debate.

located in Chicago, in the Hawthorne neighborhood, whose initial objective was to conduct experiments relating the luminosity in the environment of work with the efficiency of the workers, measured by the level of production, extending in another phase of the research the studies focusing on the fatigue of the workers, accidents at work, the rotation of the personnel and the effect of the physical conditions of work on the productivity of the workers .

In this research, Elton Mayo, through the school of human relations in Hawthorne Chicago in the 1930s, describes the morbid scenarios that constituted the factory floor full of demotivation for workers, which directly involved the production process and concluded that this space it needed to undergo a reorganization and adaptation, which would overcome the barriers of Physiological care to also meet the psychological needs, to give the worker the condition of a mobilizing agent of processes in interaction with the environment and others.

In this bulge, the factory floor has been an open book that teaches us and from where we have learned many lessons to build this trajectory that encourages the humanization of work every day and that has sought to put man as the main actor in this spring of gear for which transformations need to be of service.

Such research constitutes a landmark of transformation in the organizational culture in the most diverse companies and organizations worldwide, deserving the highlight in this article for its social relevance and for being a reference landmark for the administration.

### **Administration in the context of social and conceptual changes.**

Professor Denise de Camargo in the presentation of the Organizational Psychology notebook (UFSC 2009), makes an excerpt that describes the characteristics of the global world, as a reflection of the organization of the world of work and the laws of the economy to shape the scenarios appreciated in contemporary society , the context as such makes it possible to broaden the understanding of the path outlined that followed the lessons learned by Elton Mayo's work among other authors, especially in the concepts established by the School of Human Relations, when he says:

Transformations occur in all sectors. Technology, the economic and political scenario, competitions and market trends are examples of forces that work to

## The Chão de Fabrica in Mayo: A Lesson for the Scientific Foundations in the Contemporary Organizational Culture Debate.

promote change. Nowadays, organizations face a dynamic environment and need to follow this new scenario (Camargo, 2009 p. 09).

The highlight on screen, made by professor Denise de Camargo summarizes the logic that has permeated the constant search of many scholars in the field of human relations with the formation of contents that has been going back to the scenario that today allows us to understand a dynamic that characterizes the so-called society modern and even post-modern, which was configuring the measure of man's needs for new products and spaces, which was also influencing the instruments and work mechanism as well as the work and the worker.

Despite the above description being something very contemporary, it cannot be denied for a better understanding of the work proposal, the historical rescue of the marks and forms of organization of the work world through a millennial journey in the long trajectory of man and his way of living and intervening in the geographic space to produce the material conditions of survival, which begins in 4,000 BC with the Egyptians as well described by the author Chiavenato in the chronology of the main events of the beginning of the administration in the book introduction to the theory of administration (p. 27, 2003).

The essay that the author brings us on the trajectory of the history of management as a highlight, allows us to understand that the principles of management have been the same for generations, passing through the improvement of methods and forms of approaches, with new outlines and more precision mainly after the advent of scientific administration, whose exponent was the American engineer Frederick W. Taylor at the beginning of the 20th century.

The author points out that, from the beginning to the present day, management is based on Planning, Organizing and Controlling, and has been influenced by Philosophers, the Catholic Church, Military Organizations, Industrial Revolution, Liberal Economists and diverse Entrepreneurs.

Based on the conceptual premises and the different locus where management takes place, management practices have been influenced by different currents of thought which has made it possible to expand the concepts and remodel new forms of manifestation of organizational structures for the management of administrative processes, with emphasis on organizational management. In this context, it is important to highlight the conception of some authors about the conceptual understanding of the terms “management and organization” and why these terms converge as intrinsic parts

## The Chão de Fabrica in Mayo: A Lesson for the Scientific Foundations in the Contemporary Organizational Culture Debate.

of the same process to guarantee the necessary conditions for the development of the work and consequently achieve greater interactivity and productivity, Trigueiros and Marques quoted by (Maximiano, 2009 p. 11,) who conceptualizes administration saying [... ] “It is the process of making decisions about objectives and the use of resources. The administrative process covers five types of functions: planning, organization, leadership, execution and control ”.

In this particular Chiavenatto contributes emphasizing that:

The word administration comes from the Latin ad (direction, tendency to) and minister (subordination or obedience) and means one who performs a function under the command of another, that is, one who provides service to another. However, the word administration has undergone a radical transformation from its original meaning. The task of management became to interpret the objectives proposed by the organization and to transform them into organizational action through planning, organization, direction and control at all levels of the organization, in order to achieve these objectives in the most appropriate way. situation and ensure competitiveness in a highly competitive and complex business world. Administration is the process of planning, organizing, directing and controlling the use of resources in order to achieve organizational objectives (Chiavenatto, 2003 p. 11)

It is necessary to understand in this conceptual universe that the manager is the juggler in the production process because he performs the exchange and permeates practically all the stages of a production process that goes from the Strategic through the tactical and goes down to the operational to monitor and control . Therefore vital for the whole of the work in the universe of production.

Already organized according to author,

It constitutes the dominant form of institution of modern society: they are the manifestation of a highly specialized and interdependent society that is characterized by an increasing standard of living. Organizations permeate all aspects of modern life and involve the participation of numerous people. Each organization is limited by scarce resources and therefore cannot take advantage of all the opportunities that arise: hence the problem of determining the best allocation of resources. Efficiency is obtained when the organization invests its resources in that alternative that produces the most results (Chiavenatto 2003 Pág. 291)

The organization in this sense, is any and all forms of group of people who come together around a common purpose and / or good and is present in our lives and practically everything we do in our daily lives - family, work and church- among others. But it is in the work organizations that the administrator enters the scene to build the scenarios for the team to shine and for that purpose it does not need all possible

## The Chão de Fabrica in Mayo: A Lesson for the Scientific Foundations in the Contemporary Organizational Culture Debate.

resources to organize, order the space for the production of the desired good (Trigueiros and Marques, 2009)

To broaden our reflection on our object of study, the improvement of management and organizational management, it should be noted that the two complementary concepts result in actions that take effect in the work world and in business practices as a means / end of the purpose of the entire organization. In this sense, work becomes the inspiring source of production and man as a means to achieve that end, subjecting himself to what was found in Elton Mayo's research, which for a long time had been relegated to a mere instrument of labor to boost progress machine, living with the worst working conditions to the point of disfiguring them in their humanity, to give vent to the bases of ostentatious wealth and then the constitution of the most essential food of capitalist development,

The relations thus constituted, between administration and work, inspire debates and scientific production in several other areas of knowledge such as Sociology, Philosophy, Economics, Psychology. In this context, philosophy and ethics, looking at this development scenario mainly of capital, takes a critical look at the contents of the relations in the production process - employee relationship, exploited and exploiters and how the administrator acts to respond promptly to the demands of the market and how to stand as a mediator between the interests of the always voracious capital and the needs of workers.

Organizations and the market fight private wars in a process of adaptation and readjustment to the detriment of the constitution of new rising values, to meet the trends that accumulate daily, which also dimension new clothes in the organization of work, directly impacting the behavior of the worker and skills required.

The economic science that reads this dynamics of the market is an important ally of the manager, enabling the understanding of the trends of this market, as stated by the authors Mendes, Tredezini, Borges and Fagundes (2009, p. 18) “[...] Economics studies the way in which they manage the resources available with the aim of producing goods and services, and how to distribute them for consumption among members of society ”.

The authors cited affirm that the world needs to take a leap to balance the forces between economic growth and economic development and for this the legacy of knowledge produced by this vitally important science, to support management capable of understanding that only with the balance of these two forces the economy will be able to achieve sustainability and not collapse as we are watching the notes of the

## The Chão de Fabrica in Mayo: A Lesson for the Scientific Foundations in the Contemporary Organizational Culture Debate.

formerly developed countries being lowered every day, further increasing the uncertainties in the already fragile instability of the global economy, which tends to widen the gap between poverty and hunger in the world. once again hamper the implementation of an organizational culture that promotes the welfare of workers.

So how to balance the various social variables to also balance the discoveries made by Elton Mayo between meeting the physiological and psychological needs of the worker? How has the administration empowered itself of these variables to redefine its role in the scenarios of globalized society?

Organizational Psychology considers some aspects of the development process of the history of work with a view towards the behavior of people with a primary emphasis on industrial society that revolutionized work relationships in the world and brings a relevant contribution to rethinking work spaces and conditions to which workers are subjected and as well as the variables that contribute to increase production combined with their satisfaction inside the factories.

A new Science that contrasts with the history of scientific administration based on the work of the father of scientific administration Frederick W. Taylor and has as its inspiring element the rationalization of work in the manufacturing process in the industrial sector, as stated by professor Denise de Camargo (2009 , page 23)

A priori used merely as an instrument to collaborate with the industry in the sense of expanding production fulfilling the role of planning, selecting, training workers to increase efficiency in the production process as pointed out by Camargo.

*"Psychology, to meet the objectives of scientific administration, started to be used as a tool for job analysis in order to discover the best way to do things to plan working methods, select and train workers. Job analysis, also called job analysis, is the procedure used to describe both different types of work and the human characteristics necessary for the development of activities."  
(2009, pg 24)*

From this locus of observation, the factory floor has been a useful field for analyzing the behavior of workers and labor relations. Organizational psychology begins to incorporate content that has enabled an identity capable of strangling these spaces and, in a way, acquiring conceptual freedom capable of expanding its field of action, now no longer imprisoned so simply to serve or defend exclusively the interests of media owners. production, being able to inspire new labor relations, giving vent to the research findings and the discoveries of Hawthorne.

## The Chão de Fabrica in Mayo: A Lesson for the Scientific Foundations in the Contemporary Organizational Culture Debate.

The research in Hawthorne, carried out by Elton Mayo brings to today a very special meaning, because it represents a historical landmark for bringing elements for reflection which has enabled debates and directions to change the paradigm of the exclusive focus on work tools and the work itself, for those of personal relationships in organizations. Camargo, expands this conception saying that:

The results of the research carried out in Hawthorne defined a new period in the world of work, in which productivity is associated with values of acceptance, belonging and being recognized in a group. It was in this period that productivity began, for the first time, to be related to the individual's interiority, to his values and, mainly, to his desire for acceptance, to belong harmoniously to a group. (pg: 31, 2009).

This research enabled the construction of new perspectives inside the factories with adjustments, from the machines to the workers' relations between them and the production processes. I allow a range of new research also contributing to the formulation of new concepts and areas of social organization such as organizational culture, people management, training, leadership effectiveness and decision making, performance evaluation, work planning, motivation programs, learning and job satisfaction, behavioral change programs, management of professional stress situations and other situations with an impact on workers' health. (Camargo 2009)

These demands contributed to the constant search for a people management process in organizations / institutions that aim more and more at the satisfaction of their employees so that, motivated, perform their tasks efficiently and effectively.

In an increasingly competitive world, each and every organization / institution needs to qualify its services as well as its products to be in evidence and therefore share the demands of the market to ensure its survival and success.

People management for institutions, whether public or private, is part of the current scenario, a backdrop for structuring and linking production and service provision that guarantee and reveal its concern for the clients served. The reflection of the management of the people management process has direct implications for their success or not. In this sense, People Management allows organizations to meet the needs of employees and at the same time reorganize processes that demand more quality time and labor.

Investing in people management allows for easier interaction, more autonomy in employee services, mass personalization and integration of personal and professional

## The Chão de Fabrica in Mayo: A Lesson for the Scientific Foundations in the Contemporary Organizational Culture Debate.

life; improving organizational processes reduces transaction costs between users of services or products.

Today, talking about people management also means thinking about the structuring of information networks that integrate the set of actions / activities that are performed by organizations, giving managers and interested parties easier access to all information related to accountability reports and demands of services and goods.

This online self-service generates less stress and bureaucracy than doing everything in person, not counting the time savings that can be applied to develop new activities; the improvement of services provided to the workplace community: when using the company / organization portal to carry out personal and professional activities at work, the employee does not need to do this at home, which makes him more satisfied and demonstrates greater commitment in their tasks, and with that satisfaction they tend to work much better (Hansen & Deimler, 2001).

In the public service in particular, people management is not yet a tool that is part of the agenda of most public managers due to political demands (partisans) and the discontinuities of management processes in view that the Brazilian state has unfortunately not matured state policies at the expense of government policies which makes the administrative structure unstable.

Investment in the training of civil servants is generally not observed in the management transition processes and the public administration with this discontinuity has evolved very little and has most often negatively impacted the quality of the services it provides.

It is also worth noting that many management tools, even in public administration and especially in the federal sphere, have been improved, to speed up management processes and still meet some prerequisites for social collection for greater transparency and as a means to facilitate communication. between federated entities. These tools collaborate to improve the democratic exercise and involve managers and technicians in monitoring the processes and services provided by the State. As a management tool, it brings people and organizations together for an exercise of continuous improvement and institutional strengthening of people management and increasingly democratic processes with broad participation.

In this sense, Chiavenato (1994) states that there is a big difference between managing people and managing with people. In the first case, people are the object of management, guided and controlled to achieve certain objectives. In the second case,

## The Chão de Fabrica in Mayo: A Lesson for the Scientific Foundations in the Contemporary Organizational Culture Debate.

they are the active subject of management, they are the ones who guide and control to achieve the organization's goals and the Personal goals. *“Managing people or managing people is the concern of many organizations so that their goals are achieved, preferably with the participation of an effective and motivated group led by a manager who excels in the quality of the services provided. Fisher & Albuquerque (2001, p. 16) ”*

People management is and must always be a focus of managers' attention in view of the rapid changes that have occurred in all aspects of social and corporate life. To instigate in this scenario is to have the ability to perceive time and its movements and build the apparatus that respond to the challenges of these organizations in the face of emerging demands.

The organizational requirements for adapting people management policies have undergone several transformations throughout their organic structure, be they participation, management tools, methodologies and the training / qualification process. All of this implies people's behavior, the temporal and spatial perceptions of organizations, products and services for the organization of a new culture of management and people management.

Today, the contribution of organizational psychology permeates the systematic organization of work in all instances, whether in the public or private service and when leaving the factory floor, it was incorporated into all work segments and allows us to adjust the working conditions to safeguard the principle of democratic and participative management where workers are inserted in the process and see themselves as co-authors in the production and income of this production.

### **Conclusion.**

In conclusion, it can be said that the research carried out by Elton Mayo and his team in Hawthorne, despite the criticisms he had suffered from different currents of thought, left a living legacy, which opened up several new research fields that have made it possible to broaden the debate about from the theme of human relations in the most diverse contexts of social life and with musculature to constant revisions due to the Ascension of diverse cultural movements that fight for bigger and better spaces in the fabric that makes up the structure of postmodern society. A legacy that deserves to be highlighted for a reflection that considers man as the most valuable asset of an organization.

The Chão de Fabrica in Mayo: A Lesson for the Scientific Foundations in the Contemporary Organizational Culture Debate.

### **RBibliographic references**

Camargo, Denise de, Organizational Psychology / Denise de Camargo- Florianópolis: Department of Administration Sciences / UFSC: CAPES: UAB 2009

Chiavenato, Idalberto, Introduction to general management theory: a comprehensive view of the modern management of organizations / Idalberto Chiavenato- 7. Ed.rev. and current.- Rio de Janeiro: Elsever, 2003- 13th Reprint.

FISCHER, AL; ALBUQUERQUE, LG from. Research report: trends in changes in people management in Brazilian companies: DELPHI RH-2010. [São Paulo]: MBA, USP, 2001

HANSEN, T .; DEIMLER, MS Cutting cost while improvinh morale with B2E management. Sloam Management Review, p. 96-100, Autumm 2001. São Paulo, Vol. 6, n. 3, p. 122-130, mar./abr. 2002.

LIMA, HKB (2008). People Management and quality of life at work in the context of the Legislative Branch of the Federal District. Master's Dissertation, University of Brasília, Brasília, DF, Brazil.

Trigueiro, Francisco Mirialdo Chaves, Administration Theories 1 / Francisco Mirialdo Chaves Trigueiro, Neiva de Araújo Marques- Florianópolis: Department of Administration Sciences / UFSC: CAPES UAB 2009

Silva, Goliath, Organizational Sociology, Florianópolis: Department of Administration Sciences / UFSC: CAPES: UAB 2010