



SEVENTH EDITION

HUMAN RELATIONS

PRINCIPLES AND PRACTICES

BARRY L. REECE

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chapter 1

Introduction to Human Relations

CHAPTER PREVIEW

Learning Objectives

After studying Chapter 1, you will be able to

- Explain the nature, purpose, and importance of human relations.
- Identify major developments in the workplace that have given new importance to human relations.
- Identify major forces influencing human behavior at work.
- Review the historical development of the human relations movement.
- Identify seven basic themes that serve as the foundation for effective human relations.



Thomas Moore's Dilemma

Thomas Moore, author of *Care of the Soul*, wasn't thinking too much about work-related issues. He was an author of several best-selling books and enjoyed success as a psychotherapist when he suddenly experienced a major work-life crisis. He discovered that much of the money he had earned from sales of his popular books had vanished into some economic black hole. He was forced to reinvent himself and his work.¹

Faced with an economic crisis, Moore decided to write a new book, *A Life at Work*, that explored the confusion and anxiety many workers are experiencing during these complex times. While doing research for the new book, Moore encountered an unexpected source of insight. He read *Broken*



Randy Miramontez/Shutterstock.com

Sting's autobiography *Broken Music* served as an inspiration to Thomas Moore when he faced an unexpected life crisis. Sting's career as a talented rock musician was preceded by a wide range of jobs, including construction worker, bus conductor, and civil servant. It often takes a great deal of searching to discover the type of work that gives meaning to our lives.

Music, a penetrating and honest autobiography written by Sting, the talented rock musician. Sting's early work life included outdoor building construction, work as a bus conductor, and work as a civil servant. He eventually worked as a teacher in an elementary school. Sting felt his life was empty of challenge and vitality. None of these jobs offered him enough challenge, nor did they offer an outlet for his unbounded creativity. By paying attention to his deep and complex interior life and being more loyal to his dreams, Sting moved on to become one of the most successful singers in the history of rock music.²

Today's labor market is characterized by a great deal of uncertainty. The old *social contract* between employer and employee was based on the notion of lifetime employment. The new social contract emphasizes personal responsibility for self-development. Today's employers expect employees to assume greater responsibility for increasing their value. Self-development is a major theme of this text. ■

The Nature, Purpose, and Importance of Human Relations

Each year *Fortune* magazine publishes a list of the 100 best companies to work for in America. The list always includes a variety of small and large companies representing such diverse industries as health care, retailing, finance,

manufacturing, hospitality, and customer service. Job seekers study the list carefully because these are the companies where morale is high and relationships are characterized by a high level of trust and teamwork. These companies provide a strong foundation for employees to focus on their necessary self-development. America's best companies realize that all work is done through relationships. This chapter focuses on the nature of human relations, its development, and its importance to the achievement of individual and organizational goals.

human relations The study of why our beliefs, attitudes, and behaviors sometimes cause relationship problems in our personal lives and in work-related situations.

Human Relations Defined

The term **human relations** in its broadest sense covers all types of interactions among people—their conflicts, cooperative efforts, and group relationships. It is the study of *why* our beliefs, attitudes, and behaviors sometimes cause relationship problems in our personal lives and in work-related situations. The study of human relations emphasizes the analysis of human behavior, prevention strategies, resolution of behavioral problems, and self-development.

Human Relations in the Age of Information

The restructuring of America from an industrial economy to an information economy has had a profound impact on human relationships. Living in an age in which the effective exchange of information is the *foundation* of most economic transactions means making major life adjustments.

Most of us will work with information instead of producing goods. Many people feel a sense of frustration because they must cope with a glut of information that arrives faster than they can process it. The age of information has spawned the information technology revolution, and many workers experience stress as they try to keep up with ever-changing technology.

Increased reliance on information technology often comes at a price—less human contact. Sources of connection away from work are also being trimmed. Unfortunately, a human-contact deficiency weakens the spirit, the mind, and the body.³ To thrive, indeed just to survive, we need warm-hearted contact with other people.

The authors of *The Social Life of Information* describe another price we pay for living in the age of information. A great number of people are focusing on information so intently that they miss the very things that provide valuable balance and perspective. Neglecting the cues and clues that lie outside the tight focus on information can limit our effectiveness. Think about written proposals negotiated on the Internet and signed by electronic signature. Such transactions lack the essence of a face-to-face meeting: a firm handshake and a straight look in the eye. Today's knowledge worker needs to take more account of people and a little less of information.⁴

Major Developments That Give New Importance to Human Relations

Every organization depends on three essential factors: people, process, and technology. The first success factor is people.⁵ Personal and interpersonal effectiveness set the stage for career success. Studies indicate that communication and

interpersonal skills are highly rated by nearly all employers who are hiring new employees. They want to know how new hires will treat coworkers and customers, how they speak and listen at meetings, and how well they extend the minor courtesies that enhance relationships. Your people skills will often make the difference in how high you rise in an organization.⁶

Several important developments in the workplace have given new importance to human relations. Each of the following developments provides support for human relations in the workplace.

- *The labor market has become a place of churning dislocation caused by the heavy volume of mergers, acquisitions, business closings, bankruptcies, downsizings, and outsourcing of jobs to foreign countries.* Executives such as Alan Mulally often view downsizing as an important step toward profitability. As CEO of Boeing Corporation, he trimmed the work force to 50,000 employees from 120,000. After accepting the CEO position at Ford Motor Company, he announced plans to close 14 factories and slash up to 34,000 jobs.⁷ Restructuring efforts often result in low morale and mistrust of management. Employees who remain after a company reduces its ranks also suffer; they often feel demoralized, overworked, and fearful that in the next round of cuts they will be targeted.⁸
- *Changing work patterns create new opportunities and new challenges.* The Census Bureau reports that about 18 million Americans are self-employed. When enterprising persons are laid off by corporations, they increasingly become independent consultants, contractors, landscape gardeners, carpenters, and tax consultants. We are also seeing a strong demand for temporary workers in such diverse fields as medical services, banking, heavy manufacturing, and computers. Many temps land full-time jobs after proving themselves in temporary positions.⁹
- *Organizations are increasingly oriented toward service to clients, patients, and customers.* We live in a service economy where relationships are often more important than products. Restaurants, hospitals, banks, public utilities, colleges, airlines, and retail stores all must now gain and retain the patronage of their clients and customers. In any service-type firm, there are thousands of “moments of truth”—those critical incidents in which customers come into contact with the organization and form their impressions of its quality and service.

In the new economy, almost every source of organizational success—technology, financial structure, and competitive strategy—can be copied in an amazingly short period of time.¹⁰ However, making customers the center of the company culture can take years.

- *Workplace incivility is increasingly a threat to employee relationships.* In this information-based, high-tech, speeded-up economy, we are witnessing an increase in workplace incivility. Rude behavior in the form of high-decibel cell phone conversations, use of profanity, or failure to display simple courtesies such as saying “thank you” can damage workplace relationships. Incivility is the ultimate career killer.

We live in a service economy where relationships are often more important than products.



Robert Mankoff/Bios/Cartoon Bank

**"Burns, you've done a good job downsizing,
but we've decided to outsource your function."**

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- Many companies are organizing their workers into teams in which each employee plays a part. Organizations eager to improve quality, improve job satisfaction, increase worker participation in decision making and problem solving, and improve customer service are turning to teams.

Although some organizations have successfully harnessed the power of teams, others have encountered problems. One barrier to productivity is the employee who lacks the skills needed to be a team member. In making the transition to a team environment, team members need skills in group decision making, leadership, conflict resolution, and communications.¹¹



Total Person Insight

Patrick Lencioni

Author, *The Five Dysfunctions of a Team*

"It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare."¹²

- Diversity has become a prominent characteristic of today's work force. A number of trends have contributed to greater work force diversity. Throughout the

past two decades, participation in the labor force by Asian Americans, African Americans, and Hispanics has increased; labor force participation by adult women has risen to a record 60 percent; the employment door for people with physical or mental impairments has opened wider; and larger numbers of young workers are working with members of the expanding 50-plus age group. Within this heterogeneous work force, we will find a multitude of values, expectations, and work habits. The major aspects of work force diversity are discussed in Chapter 7.

These developments represent trends that will no doubt continue for many years. Many other developments have also had an unsettling impact on the U.S. work force in recent years. In 2001, the economy was jarred by the collapse of several hundred dot.com companies. The World Trade Center terrorist attack on September 11, 2001, crippled the airline and aerospace industries. In 2002, public trust in the corporate establishment was shaken by a wave of corporate scandals that involved Enron, Tyco, Merrill Lynch, Arthur Andersen, WorldCom, and many other companies. In 2007, our economy slumped into a long recession triggering a sharp rise in unemployment.

It is safe to say that no line of work, organization, or industry will enjoy immunity from these developments. Today's employees must be adaptable and flexible to achieve success within a climate of change and uncertainty.

The Challenge of Human Relations

To develop and apply the wide range of human skills needed in today's workplace can be extremely challenging. You will be working with clients, customers, patients, and other workers who vary greatly in age, work background, communications style, values, cultural background, gender, and work ethic.

Human relations is further complicated by the fact that we must manage three types of relationships (see Figure 1.1). The first relationship is the one with ourselves. Many people carry around a set of ideas and feelings about themselves that are quite negative and in most cases quite inaccurate.

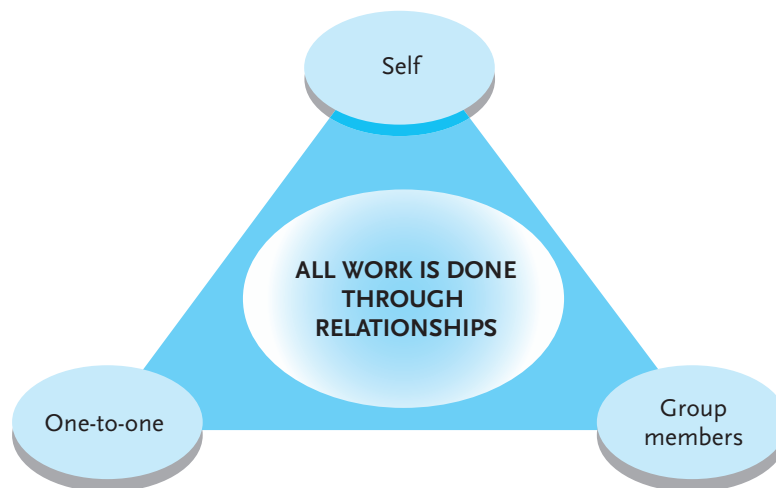


FIGURE 1.1 Major Relationship Management Challenges

People who have negative feelings about their abilities and accomplishments and who engage in constant self-criticism must struggle to maintain a good relationship with themselves. The importance of high self-esteem is addressed in Chapter 3.

The second type of relationship we must learn to manage is the one-to-one relationship we face in our personal and work lives. People in the health-care field, sales, food service, and a host of other occupations face this challenge many times each day. In some cases, racial, age, or gender bias serves as a barrier to good human relations.

The third challenge we face is the management of relationships with members of a group. As already noted, many workers are assigned to a team on either a full-time or a part-time basis. Lack of cooperation among team members can result in quality problems or a slowdown in production.

The Influence of the Behavioral Sciences

The field of human relations draws on the behavioral sciences—psychology, sociology, and anthropology. Basically, these sciences focus on the *why* of human behavior. Psychology attempts to find out why *individuals* act as they do, and sociology and anthropology concentrate primarily on *group* dynamics and social interaction. Human relations differs from the behavioral sciences in one important respect. Although also interested in the why of human behavior, human relations goes further and looks at what can be done to anticipate problems, resolve them, or even prevent them from happening. In other words, this field emphasizes knowledge that can be *applied* in practical ways to problems of interpersonal relations at work or in our personal life.

Human Relations and the “Total Person”

The material in this book focuses on human relations as the study of *how people satisfy both personal and work-related needs*. We believe, as do most authors in the field of interpersonal relations, that such human traits as physical fitness, emotional control, self-awareness, self-esteem, and values orientation are interdependent. Although some organizations may occasionally wish they could employ only a person’s physical strength or creative powers, all that can be employed is the **total person**. A person’s separate characteristics are part of a single system making up that whole person. Work life is not totally separate from home life, and emotional conditions are not separate from physical conditions. The quality of one’s work, for example, is often related to physical fitness or one’s ability to cope with the stress created by family problems.

total person The combination of characteristics that make up the whole person.

Many organizations are beginning to recognize that when the whole person is improved, significant benefits accrue to the firm. These organizations are establishing employee-development programs that address the total person, not just the employee skills needed to perform the job. Gregg Appliances Inc., an appliance and electronics retail chain, offers employees education programs that help them cope with marital stresses.¹³ International Business Machines has launched a program to combat childhood obesity among employees’ children.¹⁴ Some organizations offer lunchtime seminars on financial planning, parenting skills, and other topics.



Total Person Insight

Daniel Goleman

Author, *Working with Emotional Intelligence*

“The rules for work are changing. We’re being judged by a new yardstick: not just by how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other.”¹⁵

The Need for a Supportive Environment

Some persons in leadership positions do not believe that total person development, job enrichment, motivation techniques, or career development strategies help increase productivity or strengthen worker commitment to the job. It is true that when such practices are tried without full commitment or without full management support, there is a good chance they will fail. Such failures often have a demoralizing effect on employees and management alike.

A basic assumption of this book is that human relations, when applied in a positive and supportive environment, can help individuals achieve greater personal satisfaction from their careers and help increase an organization’s productivity and efficiency.

The Forces Influencing Behavior at Work

A major purpose of this text is to increase your knowledge of factors that influence human behavior in a variety of work settings. An understanding of human behavior at work begins with a review of the six major forces that affect every employee, regardless of the size of the organization. As Figure 1.2 indicates, these are organizational culture, supervisory–management influence, work group influence, job influence, personal characteristics of the worker, and family influence.

Organizational Culture

Every organization, whether a manufacturing plant, retail store, hospital, or government agency, has its own unique culture. The **organizational culture** is the collection of shared values, beliefs, rituals, stories, and myths that foster a feeling of community among organizational members.¹⁶ The culture of an organization is, in most cases, a reflection of the deeply held values and behaviors of a small group of individuals. In a large organization, the chief executive officer (CEO) and a handful of senior executives will shape the culture. In a small company, the culture may flow from the values held by the founder.¹⁷

Enron Corporation, the second-largest company in U.S. history to file for bankruptcy, maintained a corporate culture that pushed everything to the limits: business practices, laws, and personal behavior. This culture drove Enron to dizzying growth, but it eventually collapsed under the weight of greed, deception, and corruption.¹⁸

By contrast, eBay, the auction website company, has developed a culture that emphasizes customer service and a loyal work force. The culture is based on two

organizational culture

The collection of shared values, beliefs, rituals, stories, and myths that foster a feeling of community among organizational members.

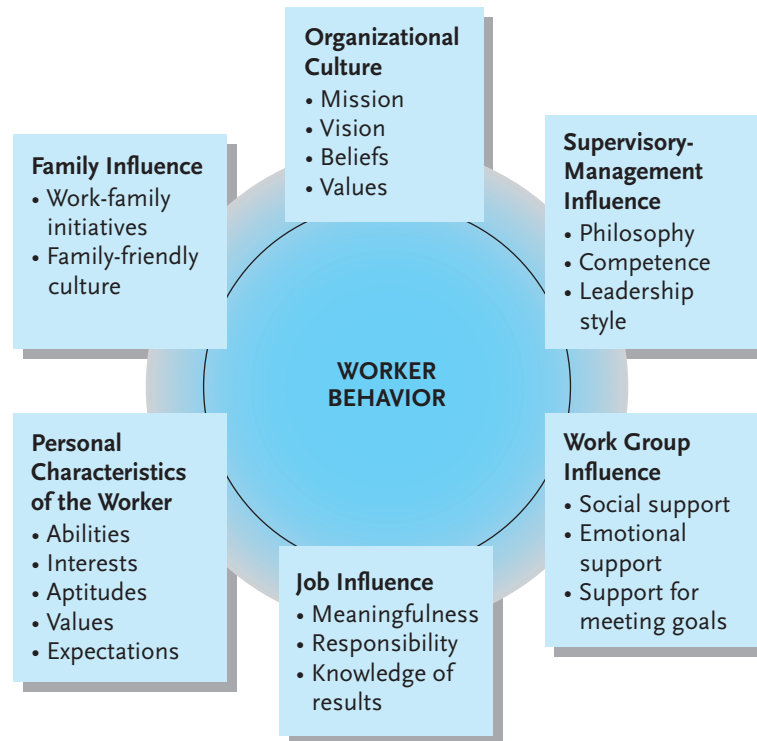


FIGURE 1.2 Major Forces Influencing Worker Behavior

principles: “We believe people are basically good” and “We believe everyone has something to contribute.”¹⁹

Many employees are fired or choose to quit their jobs because they are a poor fit with the corporate culture. It is a good idea to carefully study the organizational culture of a company before accepting employment there.

Supervisory–Management Influence

Supervisory–management personnel are in a key position to influence employee behavior. It is no exaggeration to say that supervisors and managers are the spokespersons for the organization. Their philosophy, competence, and leadership style establish the organization’s image in the eyes of employees. Each employee develops certain perceptions about the organization’s concern for his or her welfare. These perceptions, in turn, influence such important factors as productivity, customer relations, safety consciousness, and loyalty to the firm.



Total Person Insight

Brian Tracy

The Law of Integrity

“Integrity lies at the very heart of leadership. Everything you do revolves around the person you are inside. The person you really are inside is always demonstrated by the things you do and say.”²⁰



Courtesy of ATA Engineering, Inc.

The workers at ATA Engineering Inc. don't just talk about the merits of teamwork. They help create a culture that nourishes a collegial and collaborative spirit. This ATA Engineering team has entered an Extreme Gravity Racing event.

Work Group Influence

“We spend most of our waking hours doing our jobs, thinking about work, and getting to and from our workplaces.”

In recent years, behavioral scientists have devoted considerable research to determining the influence of group affiliation on the individual worker. This research has identified three functions of group membership. First, it can satisfy *social needs*. When employees feel more connected to their colleagues at work, they are generally more productive.²¹ Many people find the hours spent at work enjoyable because coworkers provide needed social support. Second, the work group can provide the *emotional support* needed to deal with pressures and problems on or off the job. Finally, the group provides *assistance in solving problems* and *meeting goals*. A cohesive work group lends support and provides the resources we need to be productive workers.

Job Influence

Work in modern societies does more than fulfill economic needs. When we find meaning and fulfillment in our jobs, we become more complete as human beings.²² As one organizational consultant noted, work has taken center stage in the lives of most people: “We spend most of our waking hours doing our jobs, thinking about work, and getting to and from our workplaces. When we feel good about our work, we tend to feel good about our lives. When we find our work unsatisfying and unrewarding, we don't feel good.”²³ Unfortunately, many people hold jobs that do not make them feel good. Many workers perceive their jobs to be meaningless and boring. Some workers experience frustration because they feel powerless to influence their working conditions.

Personal Characteristics of the Worker

Every worker brings to the job a combination of abilities, interests, aptitudes, values, and expectations. Worker behavior on the job is most frequently a reflection of how well the work environment accommodates the unique characteristics of each worker.

Identifying the ideal work environment for today's work force is difficult. A single parent may greatly value a flexible work schedule and child care. The recipient of a new business degree may seek a position with a new high-tech firm, hoping to make a lot of money in a hurry. Other workers may desire more leisure time, and some workers seek job security.

Coming into the workplace today is a new generation of workers with value systems and expectations about work that often differ from those of the previous generation. Today's better-educated and better-informed workers value identity and achievement. They also have a heightened sense of their rights.

Family Influence

A majority of undergraduates name balancing work and personal life as their top career goal.²⁴ Most people want time for family, friends, and leisure pursuits. However, finding employers who truly support work/life balance can be difficult, especially during a slowing economy.

The "New Economy" is a 24/7 economy. When businesses operate 24 hours a day, 7 days a week, the result is often a culture of relentless overwork. In many cases workers must live with on-call-all-the-time work schedules.

The number of dual-income families has doubled since 1950. Both parents have jobs in 63 percent of married-couple homes. When both partners are working long hours, it may be difficult to stay committed to a good life together. Marital distress often has a negative impact on organizational productivity.

Many organizations have found that family problems are often linked to employee problems such as tardiness, absenteeism, and turnover. The discovery has led many companies to develop work-family programs and policies that help employees juggle the demands of children, spouses, and elderly parents.²⁵



THINKING / LEARNING / DOING

In a work setting there are six major forces that influence worker behavior. Review these forces and then consider how they influenced your behavior during previous work or volunteer assignments. After reflecting on the six major forces, list them in the space below and number the items in order of their importance.

The Development of the Human Relations Movement

The early attempts to improve productivity in manufacturing focused mainly on trying to improve such things as plant layout and mechanical processes. But, over time, there was more interest in redefining the nature of work and perceiving workers as complex human beings. This change reflected a shift in values from a concern with *things* to a greater concern for *people*. In this section, we briefly examine a few major developments that influenced the human relations movement.

The Impact of the Industrial Revolution

The Industrial Revolution marked a shift from home-based, handcrafted processes to large-scale factory production. Before the Industrial Revolution, most work was performed by individual craft workers or members of craft guilds. Generally, each worker saw a project through from start to finish. Skills such as tailoring, carpentry, and shoemaking took a long time to perfect and were often a source of pride to an individual or a community. Under this system, however, output was limited.

The Industrial Revolution had a profound effect on the nature of work and the role of the worker. Previously, an individual tailor could make only a few items of clothing in a week's time; factories could now make hundreds. However, the early industrial plants were not very efficient because there was very little uniformity in the way tasks were performed. It was this problem that set the stage for research by a man who changed work forever.

Taylor's Scientific Management

In 1874, Frederick W. Taylor obtained a job as an apprentice in a machine shop. He rose to the position of foreman, and in this role he became aware of the inefficiency and waste throughout the plant. In most cases workers were left on their own to determine how to do their jobs. Taylor began to systematically study each job and break it down into its smallest movements. He discovered ways to reduce the number of motions and get rid of time-wasting efforts. Workers willing to follow Taylor's instruction found that their productivity increased.²⁶

Frederick W. Taylor started the **scientific management** movement, and his ideas continue to influence the workplace today. Critics of Taylor's approach say that the specialized tasks workers perform often require manual skills but very little or no thinking.

scientific management

The systematic study of a job to break it down into its smallest movements to increase efficiency.



Total Person Insight

James Baughman

Director of Management Development, General Electric Co.

"You can only get so much more productivity out of reorganization and automation. Where you really get productivity leaps is in the minds and hearts of people."²⁷

Mayo's Hawthorne Studies

Hawthorne studies An investigation into the role of human relations in group and individual productivity.

Harvard Business School Professor Elton Mayo and his colleagues accidentally discovered part of the answer to variations in worker performance while conducting research in the mid-1920s at the Hawthorne Western Electric plant, located near Chicago. Their original goal was to study the effect of illumination, ventilation, and fatigue on production workers in the plant. Their research, known as the **Hawthorne Studies**, became a sweeping investigation into the role of human relations in group and individual productivity. These studies also gave rise to the profession of industrial psychology by legitimizing the human factor as an element in business operations.²⁸

After three years of experimenting with lighting and other physical aspects of work, Mayo made two important discoveries. First, all the attention focused on workers who participated in the research made them feel more important. For the first time, they were getting feedback on their job performance. In addition, test conditions allowed them greater freedom from supervisory control. Under these circumstances, morale and motivation increased and productivity rose.

informal organization A network of relationships created by the interaction of workers on the job.

Second, Mayo found that the interaction of workers on the job created a network of relationships called an **informal organization**. This organization exerted considerable influence on workers' performance.

Although some observers have criticized the Hawthorne studies for flawed research methodology, this research laid the foundation for the field of organizational behavior.²⁹

From the Great Depression to the New Millennium

During the Great Depression, interest in human relations research waned as other ways of humanizing the workplace gained momentum. During that period, unions increased their militant campaigns to organize workers and force employers to pay attention to such issues as working conditions, higher pay, shorter hours, and protection for child laborers.

After World War II and during the years of postwar economic expansion, interest in the human relations field increased. Countless papers and research studies on worker efficiency, group dynamics, organization, and motivational methods were published. Douglas McGregor, in his classic book *The Human Side of Enterprise*, argued that how well an organization performs is directly proportional to its ability to tap human potential.³⁰ Abraham Maslow, a noted psychologist, devised a "hierarchy of needs," stating that people satisfied their needs in a particular order. Later, Frederick Herzberg proposed an important theory of employee motivation based on satisfaction. Each theory had considerable influence on the study of motivation.

Since the 1950s, theories and concepts regarding human behavior have focused more and more on an understanding of human interaction. Eric Berne, in the 1960s, revolutionized the way people think about interpersonal communication when he introduced transactional analysis, with its "Parent-Adult-Child" model. At about the same time, Carl Rogers published his work on personality development, interpersonal communication, and group dynamics.

Peter Drucker, often described as the greatest management thinker and writer of all time, influenced organizational behavior for a period of 60 years.

HUMAN RELATIONS IN ACTION

Big-Book Blockbusters

Each year, between 4,000 and 5,000 new books claiming to be about business are published. Here is a list of five heavyweights:

- *The One Minute Manager* by Kenneth Blanchard and Spencer Johnson. (Published in 1982 and still making best-seller lists.)
- *Reengineering the Corporation* by Michael Hammer and James Champy. (A *BusinessWeek* reviewer said, “May well be the best-written book for the managerial masses since *In Search of Excellence*.”)
- *Built to Last* by Jim Collins. (According to *USA Today*, it’s “one of the most eye-opening business studies since *In Search of Excellence*.”)
- *In Search of Excellence* by Tom Peters and Robert Waterman. (Described by the *Wall Street Journal* as “one of those rare books on management that are both consistently thought provoking and fun to read.”)
- *How to Win Friends and Influence People* by Dale Carnegie. (Published in 1936 and still a best seller.)³¹

He originated the view of the corporation as a human community built on trust and respect for the worker. He made clear there is “No business without a customer,” a simple concept that created greater support for customer services.³²

There is no doubt that management consultants Tom Peters and Robert Waterman also influenced management thinking regarding the importance of people in organizations. Their best-selling book *In Search of Excellence*, published in 1982, describes eight attributes of excellence found in America’s best-run companies. One of these attributes, “productivity through people,” emphasizes that excellent companies treat the worker as the root source of quality and productivity. The editors of *Fast Company* magazine say that *In Search of Excellence* “fired the starting gun in the race to the New Economy.”³³

We have provided you with no more than a brief glimpse of selected developments in the human relations movement. Space does not permit a review of the hundreds of theorists and practitioners who have influenced human relations in the workplace. However, in the remaining chapters, we do introduce the views of other influential thinkers and authors.

Major Themes in Human Relations

It is not an exaggeration to describe communication as the “heart and soul” of human relations.

Seven broad themes emerge from the study of human relations. They are communication, self-awareness, self-acceptance, motivation, trust, self-disclosure, and conflict resolution. These themes reflect the current concern in human relations with the twin goals of (1) personal growth and development and (2) the achievement of organizational objectives. To some degree, these

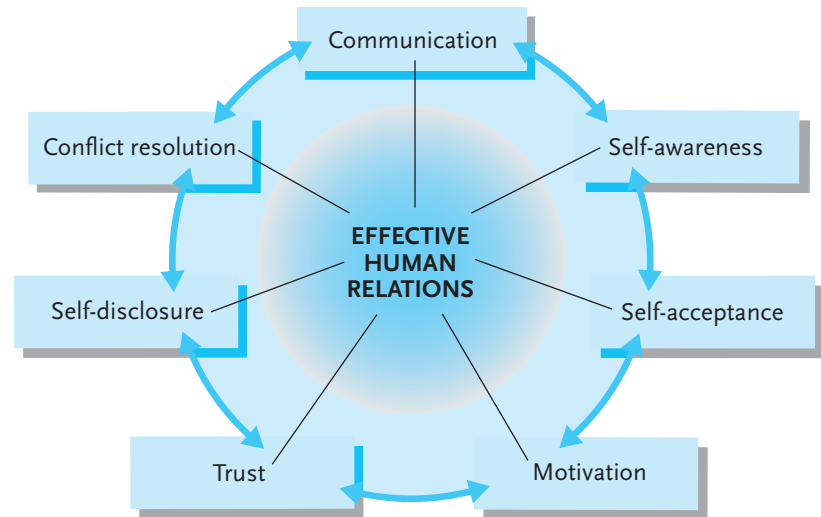


FIGURE 1.3 Major Themes in Human Relations

themes are interrelated (see Figure 1.3), and most are discussed in more than one chapter of this book.

Communication

communication The means by which we come to an understanding of ourselves and others.

It is not an exaggeration to describe communication as the “heart and soul” of human relations. **Communication** is the means by which we come to an understanding of ourselves and others. To grow and develop as persons, we must develop the awareness and the skills necessary to communicate effectively. Communication is the *human* connection. That is why the subject is covered in more than one section of this book. In Chapter 2, we explore the fundamentals of both personal and organizational communication. Suggestions on how to improve communication will appear in other chapters.

Self-Awareness

self-awareness The ability to recognize and understand your moods, emotions, and drives and how your behavior influences others.

One of the most important ways to develop improved relationships with others is to develop a better understanding of ourselves. With increased **self-awareness** comes a greater understanding of how our behavior influences others. Stephen Covey, author of *The Seven Habits of Highly Effective People*, says that self-awareness enables us to stand apart and examine the way we “see” ourselves, as well as to see other people.³⁴

The importance of self-awareness is being recognized by an increasing number of authors, trainers, and educators. Daniel Goleman, author of the best-selling book *Emotional Intelligence*, has given us new insights into the importance of self-

awareness. Goleman says IQ accounts for only about 20 percent of a person's success in life. The rest, he says, you can credit to "emotional intelligence." Of all the elements that make up emotional intelligence, Goleman asserts, self-awareness is the most important. He notes that a deficit in self-awareness can be damaging to one's personal relationships and career.³⁵



Jim Collins, best-selling author, recalls a life-changing meeting with Peter Drucker. Collins says Drucker altered the direction of his life by focusing the discussion around one simple question: "What do you want to contribute?"

self-acceptance The degree to which you like and accept yourself.

Self-Acceptance

The degree to which you like and accept yourself is the degree to which you can genuinely like and accept other people. **Self-acceptance** is the foundation of successful interaction with others. In a work setting, people with positive self-concepts tend to cope better with change, accept responsibility more readily, tolerate differences, and generally work well as team members. A negative self-concept, however, can create barriers to good interpersonal relations. Self-acceptance is crucial not only for building relationships with others but also for setting and achieving goals. The more you believe you can do, the more you are likely to accomplish. Chapter 3 explains why high self-esteem (complete self-acceptance) is essential for effective human relations. That chapter also helps you identify ways to achieve greater self-acceptance.

motivation Inner drive for excellence.

Motivation

Most people who engage in the study of **motivation** seek answers to two questions: "How do I motivate myself?" and "How do I motivate others?" If you are really committed to achieving peak performance, you must motivate yourself from within.³⁶ Inner drives for excellence can be very powerful. To motivate others, you need to understand time-proven, well-researched theories and well-established motivation strategies. Chapter 4 will help you identify the priorities and values that motivate you.

trust Trust exists when we firmly rely on the integrity, ability, and character of a person or organization.

Trust

Trust is the building block of all successful relationships with coworkers, customers, family members, and friends. There is compelling evidence that low levels of trust in a work force can lead to reduced productivity, stifled innovation, high stress, and slow decision making.³⁷ When a lack of trust exists in an organization, a decline in the flow of information almost always results. Employees communicate less information to their supervisors, express opinions reluctantly, and avoid discussions. Cooperation, so necessary in a modern work setting, deteriorates. When a climate of trust is present, frank discussion of problems and a free exchange of ideas and information are more likely to take place.



THINKING / LEARNING / DOING

To achieve a better understanding of the major themes in human relations, complete the sentences below. Work quickly and don't worry too much about the ending. Sentence completion exercises can be powerful vehicles for self-discovery and personal growth.

To become more self-accepting I need to _____

To build a more trusting relationship with others, I need to _____

My greatest strength in the area of communication is _____

To grow in the area of self-awareness I need to _____

I am motivated to give my best when _____

self-disclosure Sharing information about yourself with others.

Self-Disclosure

Self-disclosure and trust are two halves of a whole. The more open you are with people, the more trust you build. The more trust there is in a relationship, the safer you feel to disclose who you are. Self-disclosure is also part of good communication and helps eliminate unnecessary guessing games. Managers who let their subordinates know what is expected of them help those employees fulfill their responsibilities. Chapter 2 emphasizes the need of individuals to verbalize the thoughts and feelings they carry within them and provides many practical suggestions on how to use constructive self-disclosure.

conflict resolution Attempting to resolve conflicts among co-workers or members of a team.

Conflict Resolution

Conflict in one form or another surfaces almost daily in the lives of many workers. You may experience conflict during a commute to work when a careless driver cuts you off at a freeway exit ramp. If your job includes supervisory-management responsibilities, you will spend a great deal of time in **conflict resolution**, attempting to resolve conflicts among members of your staff. As a



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Stressful conditions often impact workers who commute to work in their automobile. Road rage is a common problem on America's highways.

team member, you may assume the role of mediator when other team members clash. Conflict also surfaces when working parents attempt to balance the demands of both work and family. Stressful conditions at home often interfere with work performance, and on-the-job pressures create or magnify problems at home.³⁸ The ability to anticipate or resolve conflict can be an invaluable skill. Chapter 8 provides several valuable suggestions on how conflict can be resolved effectively.

Human Relations: Benefits to You

As previously noted, the work force is currently characterized by downsizing, mergers, buyouts, business closings, and other disruptive forces. We are seeing more emphasis on quality products and quality services. In addition, diversity has become a more prominent characteristic of today's work force. These conditions will very likely continue in the new millennium. One of the best ways to cope with these changes is to develop and apply the interpersonal skills needed for success in today's working world.

Many leaders feel that courses in human relations are important because very few workers are responsible to themselves alone. These leaders point out that most jobs today are interdependent. If people in these jobs cannot work effectively as coworkers, the efficiency of the organization will suffer.

LOOKING BACK: REVIEWING THE CONCEPTS

1. Explain the nature, purpose, and importance of human relations.
 - Human relations is the study of why our beliefs, attitudes, and behaviors sometimes cause relationship problems in our personal and work lives.
 - It covers three types of interactions among people—their conflicts, cooperative efforts, and group relationships.
 - Human relations, when applied in a positive and supportive environment, can help increase an organization's productivity and efficiency.
2. Identify major developments in the workplace that have given new importance to human relations.
 - The restructuring of America from an industrial economy to an information economy has had profound implications for the study of human relations.
 - Developments in the workplace that increase the importance of human relations:
 - churning dislocation in the labor market
 - changing work patterns
 - the need for higher service standards
 - increasing workplace incivility
 - greater reliance on team-based structures
 - work force diversity
3. Identify major forces influencing human behavior at work.
 - These forces include:
 - organizational culture
 - supervisory–management influence
 - work group influence
 - job influence
 - personal characteristics of the worker
 - family influence
4. Review the historical development of the human relations movement.
 - Early attempts to improve productivity in manufacturing focused on such things as plant layout and mechanical processes. With the passing of time there was more interest in redefining the nature of work and perceiving workers as complex human beings.
 - Two landmarks in the study of motivation and worker needs are:
 - Frederick Taylor's work in scientific management (focusing on improving production processes to increase productivity)
 - Elton Mayo's Hawthorne studies (focusing on the informal organization)
 - Later research by Douglas McGregor, Frederick Herzberg, Carl Rogers, and others contributed greatly to our understanding of how to achieve productivity through people.
5. Identify seven basic themes that serve as the foundation for effective human relations.
 - Seven major themes emerge from a study of human relations:
 - communication
 - self-awareness
 - self-acceptance
 - motivation
 - trust
 - self-disclosure
 - conflict resolution
 - These themes reflect the current concern in human relations with personal growth and satisfaction of organizational objectives.

ON THE JOB Q & A: SKILLS YOU CAN TAKE ANYWHERE

Q: The daily newspapers and television news shows are constantly reporting on mergers, business closings, and downsizing efforts. With so much uncertainty in the job market, how can I best prepare for a career?

A: You are already doing one thing that is very important—keeping an eye on labor market trends. During a period of rapid change and less job security,

you must continuously study workplace trends and assess your career preparation. Louis S. Richman, in a *Fortune* magazine article entitled “How to Get Ahead in America,” said, “Climbing in your career calls for being clear about your personal goals, learning how to add value, and developing skills you can take anywhere.” Richard Bolles, author of the best-selling job-hunting book, *What Color Is Your Parachute?*, says you must do a systematic inventory of the transferable skills that you already possess, and then identify the skills that you still need to develop. Keep in mind that today’s employers demand more, so be prepared to add value to the company from day one. Search for your employer’s toughest problems and make yourself part of the solutions.

You have already developed some important transferable work skills in school. If you have worked on group projects, then you have no doubt developed skills in the areas of collaboration and conflict resolution.³⁹

KEY TERMS

human relations, p. 3

total person, p. 7

organizational culture, p. 8

scientific management, p. 12

Hawthorne studies, p. 13

informal organization, p. 13

communication, p. 15

self-awareness, p. 15

self-acceptance, p. 16

motivation, p. 16

trust, p. 16

self-disclosure, p. 17

conflict resolution, p. 17

TRY YOUR HAND

- Throughout this book you will be given many opportunities to engage in self-assessment activities. Self-assessment involves taking a careful look at the human relations skills you need to be well rounded and thoroughly prepared for success in your work life and fulfillment in your personal life. To assess your human relations skills, complete the self-assessment exercise for Chapters 2 through 9 at www.cengagebrain.com (type in “Reece,” select “Human Relation 7e,” and follow the cues to the CourseMate website). These assessment exercises will provide you with increased awareness of your strengths and a better understanding of those skills and abilities you may want to improve.
- The seven broad themes that emerge from the study of human relations were discussed in this chapter. Although these themes are interrelated, there is value in examining each one separately before reading the rest of the book. Review the description of each theme and then answer these questions.
 - When you take into consideration the human relations problems that you have observed or experienced at work, school, and home, which themes represent the most important areas of study? Explain your answer.
 - In which of these areas do you feel the greatest need for improvement? Why?
- In his book *The Success Principles*, Jack Canfield describes 50 principles that will increase your confidence, help you tackle daily challenges, and teach you how to realize your ambitions. Number one on his list is “Take 100% responsibility for your life.” This includes the quality of your relationships, your health and fitness, your income, your career success—everything! He says most of us have been conditioned to blame events outside of our life for those parts of our life we dislike. Reflect on your life up to this point and identify situations in which you blamed someone or something else for your failure to achieve a goal or improve in some area. Do you see any situations in which you felt justified in blaming others or refused to take risks?⁴⁰



YOU PLAY THE ROLE

The college you attend offers career counseling, job-placement assistance, and help finding summer internships. You plan to meet with a career counselor and seek help finding a summer internship with a well-established company. You will be meeting with a class member who will assume the role of career counselor. The purpose of this meeting is to give the counselor some basic information about your career plans and the type of company you would like to work for. Before the meeting, prepare a written outline of information you plan to present during the meeting. Base your questions on your academic studies and your current employment interests. The outline should focus on answers to the following:

- Define what type of work would be most meaningful.
- Describe what type of organizational culture would be most appealing to you.
- Identify what you find to be the basic rewards of work.



REACHING THE SUMMIT:

In Search of Meaningful Work

At the beginning of this chapter, we described how Sting spent several years moving from one job to another, only to discover that each career path was empty of challenge. Some of these jobs provided job security, but none of them provided an outlet for his creative powers and musical talents. He could have spent his entire working life as a bus conductor or a civil servant, but he would have been a very unhappy person. In his memoir, *Broken Music*, we learn that his success as an artist (sales of nearly 100 million albums) was the result of risk taking. Some people are gripped with the feeling they are getting nowhere at work but still can't move ahead. Some people in their fifties and sixties are still not sure who they are and what they are called to do.⁴¹

Some organizations will help you find rewarding work. Deloitte Development LLC (<http://www.deloitte.com>) provides a wide range of audit, tax, and financial services throughout the world. This large company (165,000 employees) offers increasingly customized career paths with great emphasis on coaching. Each of the major divisions with the company offers its own tailored mentoring effort. These mentoring programs are customized to fit an employee's development cycle.⁴²

A great place to work need not be a large company. Many small businesses and nonprofits have created workplace environments and cultures that offer rewarding career paths. The *Wall Street Journal* identified the 15 top small workplaces. Companies such as Guerra DeBerry Coody (advertising and public relations) and NRG Systems (maker of wind measuring equipment) tend to let employees at all levels make key decisions. They constantly identify new ways to improve the employee experience and engage employees.⁴³

QUESTIONS

1. Support your position on searching for an employer who will provide a healthy balance between work and personal life.
2. As you search for a rewarding job, differentiate between your goals related to a work environment versus a paycheck.

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