
PERSONNEL

William F. Glueck

Late of
The University of Georgia

Revised by

George T. Milkovich

Cornell University



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A diagnostic approach

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PERSONNEL
A diagnostic approach

Dedicated to
William F. Glueck
1934–1980

His work will live on through his research,
his writing, his students, his colleagues, and
his friends. I am honored to have been associated
with Bill.

Clifton L. Francis
President, Business Publications, Inc.
December 14, 1981

Preface

The first two editions of *PERSONNEL: A Diagnostic Approach* were well received. For that, Bill Glueck was always most grateful to all the professors who adopted it and to the students and managers who used it.

Bill Glueck's conviction was that personnel/human resources management had emerged as a vital and important field. That conviction caused him to begin the revision of this book with energy and enthusiasm. While his untimely death interrupted the work, my aim in completing the book has been to demonstrate that his conviction is accurate.

This edition, like the first two, is about managing people at work. Experienced managers tell us constantly that human resource decisions are among the most complex and challenging they face. Personnel decisions have become increasingly significant as a direct result of government regulations, productivity and cost pressures, and changing employee expectations and values. These developments, along with important advances in personnel-related research and practices, are challenging traditional approaches in all aspects of personnel.

This revision emphasizes the most significant and relevant topics in personnel/human resources as well as anticipates the background you will need to become an effective personnel decision maker. This background includes understanding how environmental, organizational, and individual factors impact personnel activities and how personnel activities in turn influence the effectiveness of employees and organizations. The third edition draws heavily on the most recent and relevant findings in the behavioral and social sciences and the current practices of personnel professionals. A deliberate attempt has been made to link research with practice, and vice versa.

This revision retains and updates the basic structure of the first two editions. The diagnostic model is updated to incorporate many of the comments offered by previous users and to reflect the changing state of knowledge in personnel. As in previous editions, the model is designed to provide an analytical framework for the study of human resources. The model also provides continuity throughout the book.

Each chapter begins with the diagnostic model, then proceeds with an analysis of how individual, organizational, and environmental factors affecting personnel influence the chapter's topic. The impact of personnel activities on employee work behaviors and attitudes, such as turnover, performance, and job satisfaction, and on organizational human resource objectives, such as productivity, labor costs, and compliance with regulations, is examined. The organization of each chapter has been adjusted to make it more systematic

and hopefully more interesting and easier to follow. Coverage of selected topics has been expanded to reflect their growing and sometimes critical importance.

A large number of references to research and practice have been used. Key references representing the state of knowledge in personnel are listed at the end of each chapter. Those interested in digging into a topic in greater depth are urged to start with these references.

A new emphasis in this edition ties personnel activities into the overall strategic directions and objectives of the organization. Effective personnel management improves the effectiveness of employees which in turn has a major impact on the effectiveness of any organization. Consequently, the decisions and activities related to human resources must be linked with the organization's overall strategies and objectives. As part of this emphasis on strategic directions and objectives, the role of human resources planning is examined in depth. Human resource planning links personnel activities to organization objectives and ensures that personnel activities are integrated and goal directed, rather than simply a collection of tasks and techniques.

Another new emphasis in this edition is the expanded and more detailed discussion of the changing environment in which organizations and personnel operate. Significant personnel-related laws and regulations, court decisions which interpret laws, changing economic and labor market conditions, and the shifting values and expectations of individuals all influence organizations, and thus personnel.

It is important to remember that the way Americans deal with personnel issues is not the only way. We have important economic, cultural, and social relations around the world. The realization that there are other ways comes when the American way is contrasted with other relevant examples. Throughout this book, this contrast is made primarily with one country, Canada. This country was chosen for several reasons: Canada and the United States are neighbors and share many things, but there are differences as well. We can learn from each other's laws and practices. New and more accurate data on the Canadian experience, as well as references by Canadian scholars and personnel professionals, are included in this edition.

The material in this book is organized in a way to help you anticipate real-life personnel issues and to provide sufficient background to suggest solutions and to improve personnel decision making. To do this, our approach has been to ask continually, *So what* difference do these practices and techniques make? *So what* are the implications of this research for personnel decision makers? *So what* are the implications for employee effectiveness and organization effectiveness?

This book has been written with the purpose of informing and exciting you about the challenges and importance of personnel/human resources management. We hope it will achieve this purpose.

ACKNOWLEDGMENTS

A book is always the product of many people, this book perhaps more than others. As the dedication reflects, *PERSONNEL: A Diagnostic Approach* is a product of William F. Glueck.

A number of people helped with this revision. I wish to acknowledge and thank them. The reviewers were particularly helpful. They include Frank Krzystofiak, SUNY Buffalo; Fred Hills, Virginia Polytechnic Institute; Mildred Doering, Syracuse University; Bruce Wonder, Western Washington University; M. Gene Newport, University of Alabama—Birmingham; Chris Berger, Purdue University; George Biles, The American University; B. J. Stark, Salisbury State College; D. A. Ondrack, University of Toronto; Thomas Mahoney, University of Minnesota; John P. Wanous and Benjamin Schneider, both of Michigan State University; Irwin Goldstein, University of Maryland; Jerry Newman, SUNY Buffalo; Robert Paul, Kansas State University—Manhattan; Paul Petersen, Clemson University; Benson Rosen, University of North Carolina; and Ken Jennings, University of North Florida.

Others who were helpful include many who used previous editions and took the time to provide comments and criticisms for the revisions. Their feedback was invaluable.

Many colleagues at the University of Georgia helped Bill Glueck in his work. Jean Hanebury, with her unending patience and understanding, contributed immeasurably to Bill's work and ensured continuity of his work after Bill's death.

The fact that this revision was completed reflects the managerial skills of Jimmy Neil, Executive Vice President of Business Publications, Inc.

I am grateful for the supportive climate at the Industrial Labor Relations School at Cornell. This is due in large measure to the staff, particularly my secretary Jo Churey, to others such as Lynn Johnson and Chris Smith, to Lee Dyer, Chairman of the Personnel/Human Resources Studies Department, and to Dean Charles Rehmus.

Finally, I wish to thank Carolyn Milkovich for her assistance in managing and writing this revision.

George T. Milkovich

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PART ONE

Personnel is concerned with the effective management of people at work. Personnel examines what is, can be, or should be done to make people both more productive and more satisfied with their working lives.

This book has been written for all those interested in personnel: employees, supervisors, managers, and other administrators. Its goal is to help develop more effective managers and staff specialists who work directly in people management functions. Their function can be called personnel, employee relations, or human resources management.

Part One consists of three chapters. Chapter 1 is an introduction to personnel. It points out that effective people management is a critical part of any manager's job, and the diagnostic approach to personnel is introduced. This diagnostic model serves two purposes: (1) it provides a framework around which the rest of the book is organized (2), and perhaps more important, the diagnostic model is an approach that you can later apply in the real world. The challenging and complex environmental forces, along with changing worker expectations which are forcing a new look at traditional personnel practices, are discussed. Managers, using the diagnostic approach, consider the past, present, and future to more effectively influence the effectiveness of people and organizations.

Chapters 2 and 3 examine the forces in the external environment which influence personnel. Changing economic conditions and societal expectations and values are discussed in Chapter 2. The tremendous effects of personnel-related laws and regulations on human resource management are examined in Chapter 3.

Introduction

CHAPTER OBJECTIVES

To introduce the personnel/human resources management function and the activities involved.

To introduce the diagnostic approach to personnel/human resources management.

To highlight the importance of effective human resources management in modern organizations.

To introduce who is involved in personnel—employees, unions, executives, operating managers, personnel specialists, and you.

To provide an overview of the rest of the book.

CHAPTER OUTLINE

- I. Challenge of the 80s
- II. A Diagnostic Approach to Personnel/Human Resource Management
- III. The Model: Four Basic Components
- IV. Personnel/Human Resources Management: An Increasingly Significant Function
- V. Personnel and Effectiveness
 - A. Personnel and Employee Effectiveness
 - B. Personnel and Organization Effectiveness
- VI. Who Performs Personnel Activities?
 - A. The Interaction of Operating and Personnel Managers
 - B. The Role of the Personnel Manager or Specialist
 - C. Personnel Department Operations
 - D. Typical Organizational Arrangements

Personnel and the challenges of the 80s