

Personnel/Human Resource Management

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Dyer

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Personnel/ Human Resource Management

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Preface to Revised Edition

This revised edition of *Personnel/Human Resource Management* contains many changes which we believe constitute improvements on the first edition. The book continues to be built around the personnel/human resource management model used in the previous edition. However, the model has been modified and strengthened in two ways. First, we now differentiate between functional activities (impacting directly on individuals and/or jobs) and activities that support the functional areas. This distinction is explained in Chapter 1, where the model is introduced. Second, we have explicitly added attraction of new employees to the organization as an outcome that the activities seek to influence.

Chapters 3 and 4 continue to focus on characteristics of individuals and jobs, but they have been somewhat rearranged. Chapter 3 now deals with the abilities of employees and the use of job analysis to determine the ability requirements of jobs. Chapter 4 covers the types of rewards offered by organizations and employee motivation.

Chapter 7, "Personnel Planning," has been rewritten to highlight both technical and organizational issues. We have removed the section on organization development from Chapter 12, "Employee Development," and placed this material in a section of a new chapter. The new chapter (18) is titled "Work Design and Change." Its overall purpose is to describe how various personnel/human resource activities are used to design and change the employee's work environment, and to evaluate the effectiveness of such changes in influencing personnel/human resource outcomes. The environmental issues considered are job design and enrichment, goal setting, employee participation, quality circles, quality of work life (QWL) programs, and organization development.

In addition to the above major changes, we have incorporated several new topics into the revision as well as provided an expanded treatment of some existing topics.

The new topics include:

- Professional associations and journals.
- Increasing performance appraisal validity.

- Selection utility.
- Validity generalization.
- Legal preemployment inquiries.
- New benefits.
- Concessions in labor contracts.
- Employee stress and stress management.
- Work-sharing arrangements.
- Comparable worth.

Topics receiving expanded treatment include:

- Expectancy theory.
- Behaviorally anchored rating scales.
- Recruitment effectiveness.
- Layoffs.
- Labor relations law.
- Nonunion labor-management relations.
- Training program evaluation.

As in the first edition, emphasis is placed on equal employment opportunity (EEO). Major EEO laws and regulations are described, as before, in Chapter 2. Specific applications and interpretations of them are then provided at the end of each relevant chapter. Naturally, these treatments reflect the many changes that have occurred recently in the EEO area.

Our references have been extensively revised and updated. We have continued to be selective in the references used on two counts. First, we generally have limited citations to recent references on a topic and references that, in our judgment, represent the best treatments of theory, research, and practice. Second, we generally have used references that contain many citations (e.g., reviews of the literature) so that students will have ready access to a large number of references on a given topic.

The changes made in this edition have come about both because of changes in the personnel/human resource management field and changes in our own way of thinking about the field. Decisions about changes, as well as those things we have chosen to retain, have greatly benefited also from the thoughts of others. Specifically, we gratefully acknowledge the inputs of John Boudreau (Cornell), Tom Dougherty (University of Missouri–Columbia), Dan Gallagher (Salisbury State College), Dave Terpstra (Washington State), and Bruce Wonder (Western

Washington University). Also, we thank the many people who voluntarily provided comments about the first edition. These comments proved to be very useful.

Finally, we received excellent clerical and editorial support throughout the revision process. For this we thank Jo Churey, Ruth Dresen, Kathy McCord, and Mary Ann Sveum.

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Preface to First Edition

Personnel/human resource management has often been characterized as a set of activities that are established as reactions to events within and outside the organization. While this well-known “fire fighting” stereotype has some basis in fact, it is increasingly becoming an anachronism. Our teaching, research, and consulting experiences have convinced us that the quality of personnel/human resource management makes a substantial difference in an organization’s success. Our view is proactive rather than reactive and in this book we seek to reflect and further contribute to this viewpoint.

We have developed a model that is consistent with this viewpoint, and have constructed the book around the model. The model shows that personnel/human resource management is aimed at influencing numerous outcomes—particularly employee performance, satisfaction, length of service, and attendance. To this end, it is crucial to effectively match employee ability and motivation with the requirements and rewards of the job. The model shows that the matching process is accomplished through activities such as personnel planning, external staffing, and compensation. Finally, the model explicitly recognizes the impact of external influences—notably, laws and regulations, labor unions, and labor markets.

The outcomes, activities, and external influences are treated primarily from a functional perspective. Thus, we focus on them from the standpoint of the personnel department in the organization. Because the personnel department does not exist in an organizational vacuum, we also deal with the interplay that occurs between line managers and personnel staff members.

Many individuals have aided us on this project. We are grateful to them and wish to acknowledge their assistance and contribution here.

For help and continual inputs throughout the course of the total project, we thank Larry Cummings and Rebecca Ellis (University of Wisconsin–Madison), Gerald Green (Northern Illinois University), Gene Newport (University of Alabama in Birmingham), and Bruce Wonder (California State University, Chico).

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Finally, we thank our families for their tolerance and support.

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Contents

PART ONE

PERSONNEL/HUMAN RESOURCE MANAGEMENT AND ITS ENVIRONMENT

1. Overview and Model of Personnel/Human Resource Management 4
PERSONNEL/HUMAN RESOURCE MANAGEMENT MODEL. Personnel/Human Resource Outcomes. Individuals and Jobs. Personnel/Human Resource Activities. *Support activities. Functional activities.* External Influences. THE PERSONNEL/HUMAN RESOURCE MANAGEMENT FUNCTION. Supporting Organizational Goals and Strategies. *Strategy formulation. Personnel/human resource implications.* Departmentalization. *Need for the personnel department.* Structure of the Personnel Department. Relationships with Line Management. An Illustration. JOBS AND CAREERS IN PERSONNEL/HUMAN RESOURCE MANAGEMENT. Types of Jobs. Career Opportunities. Career Progression. PROFESSIONAL ACTIVITIES IN PERSONNEL/HUMAN RESOURCE MANAGEMENT. Professional Organizations. Publications. *Current events. General journals. Academic journals. Specialist journals.*
2. External Influences 34
LABOR MARKETS. Defining and Measuring the Labor Force. Data Sources. *Current Population Survey (CPS). Other data.* Trends in the Labor Supply. *Changes in the makeup of the population. Subgroup participation rate changes. Cyclical influences on labor force behavior. Countercyclical influences on labor force behavior. Attitudes toward mobility.* Trends in Labor Demand. Implications for Personnel/Human Resource Activities. LABOR UNIONS. LAWS AND REGULATIONS. Labor-Management Relations. Wage and Hour Laws. Income Maintenance Programs. *Safety and Health.* THE SPECIAL CASE OF EQUAL EMPLOYMENT OPPORTUNITY. Title VII of the Civil Rights Act (as amended). *Basic provisions and coverage. Lawful practices. Enforcement and remedies. Guidelines.* Executive Order 11246 (as amended). *Enforcement. Revised Order No. 4 (as amended).*

PART TWO

INDIVIDUALS AND JOBS

3. Employee Ability and Job Analysis 66
EMPLOYEE ABILITY. Characteristics of Ability. Type of Abilities. *Intellectual abilities. Psychomotor abilities.* Differences in Ability. *Individual differences. Group differences.* Abilities and Requirements. JOB ANALYSIS. The Rationale for Studying Jobs. Job Requirements. Job Analysis Methods. *Observations. Interviewing. Supervisory conferences. Critical incidents. Work sampling. Questionnaires and checklists.* Sources of Error in Job Analysis. *Inadequate sampling. Response sets. Job environment changes. Employee behavior changes.* The Choice of an Analysis Method. *Purpose of the analysis. Types of information needed. General information currently available.*

- 4. Organizational Rewards and Employee Motivation 88**
 REWARDS. Content. Measuring Job Rewards. *Job Diagnostic Survey*. *Minnesota Job Description Questionnaire*. *Evaluation*. MOTIVATIONAL PROCESSES. Expectancy Theory. Expectancy: Effort-Behavior Perceptions. Instrumentality: Behavior-Reward Perceptions. Valence. The Overall Expectancy Model. INFLUENCING MOTIVATION. General Issues. Influencing Expectancy Perceptions. Influencing Instrumentality Perceptions. Motivating Specific Behaviors. *Attracting new employees*. *Motivating performance*. *Motivating retention and attendance*.

PART THREE

ASSESSING PERSONNEL/HUMAN RESOURCE MANAGEMENT OUTCOMES

- 5. Employee Performance 112**
 PERFORMANCE MEASUREMENT PURPOSES. Administrative Decisions. Employee Feedback and Development. Evaluation of Policies and Programs. CURRENT PRACTICES. PERFORMANCE MEASUREMENT ISSUES. Identifying the Dimensions. Establishing Performance Standards. PERFORMANCE MEASURES. Measures of Physical Output. *Production measures*. *Sales measures*. Performance Appraisal. *Comparative procedures*. *Absolute standards*. Summary. IMPROVING PERFORMANCE APPRAISAL RESULTS. Errors in Appraisals. *Constant errors*. *Random errors*. Overcoming Errors: Improving Appraisal Validity. *Appraiser ability*. *Appraiser motivation*. PERFORMANCE MEASUREMENT AND EQUAL EMPLOYMENT OPPORTUNITY.
- 6. Satisfaction, Attendance, and Retention 144**
 JOB SATISFACTION. What Is Job Satisfaction? *Satisfaction facets*. *Individual differences*. Surveying Job Satisfaction. *Satisfaction measures*. *Satisfaction survey administration*. *Analysis and feedback*. *Administrative action*. ATTENDANCE AND RETENTION. Absenteeism. *Magnitude of the problem*. *Measuring absenteeism*. *Controlling absenteeism*. Turnover. *Magnitude of the problem*. *Measuring turnover*. *Controlling turnover*. EQUAL EMPLOYMENT OPPORTUNITY IMPLICATIONS.

PART FOUR

PERSONNEL PLANNING

- 7. Personnel Planning 174**
 PERSONNEL PLANNING. Data and Analysis. *Business planning*. *Staffing planning*. *External scans*. *Internal scans*. Strategy Formulation. *Objectives*. *Scope*. *Activity emphasis*. *Role*. *Posture*. *Structure*. Strategy Implementation and Evaluation. AFFIRMATIVE ACTION PLANNING. Analysis. Strategy Formulation. Strategy Implementation and Evaluation. PERSONNEL INFORMATION SYSTEMS. Features of a Personnel Information System. *Capturing and coding events (inputs)*. *Storing, auditing, and sorting data (throughput)*. *Presenting data (output)*. Some Special Issues.

PART FIVE

EXTERNAL STAFFING

- 8. Personnel Recruitment 214**
 RECRUITMENT PLANNING. Number of Contacts. Types of Contacts. STRATEGY DEVELOPMENT. Where to Look. How to Look. *Direct applications: write-ins and walk-ins*. *Employee referrals*. *Advertising*. *Educational institutions*. *Private employment*

agencies. Federal training and employment service. Executive search firms. Miscellaneous methods. Choosing among sources and methods. Timing of contacts. "Selling" the Organization. The message. The media. SEARCHING. Developing Sources and Methods. Activating Sources and Methods. SCREENING. EVALUATION AND CONTROL. Monitoring. Quantity. Quality. Efficiency. Feedback. THE SPECIAL CASE OF CAMPUS RECRUITING. PERSONNEL RECRUITMENT AND EQUAL EMPLOYMENT OPPORTUNITY. Sources and Methods. Screening. Evaluation and Control.

9. External Staffing Concepts 246

VALIDATION OF PREDICTORS. Empirical Validation. Job analysis. Criterion measures. Predictor measures. Predictor and criterion scores. Predictor-criterion relationship. Content Validation. Job analysis. Predictor measures. DECISION MAKING. Usefulness of a New Predictor. Validity coefficient. Selection ratio. Base rate. Relationships among validity, selection ratio, and base rate. Establishment of Hiring Standards. The concept of selection error. Hiring standards and cost minimization. Utility considerations. EXTERNAL STAFFING: SOME POTENTIAL LIMITATIONS. Validity Specificity. Validity Ceiling. Predictor Unreliability. Unanticipated Changes. EXTERNAL STAFFING CONCEPTS AND EQUAL EMPLOYMENT OPPORTUNITY. Bona Fide Occupational Qualifications. Testing and the Uniform Guidelines. Uniform Guidelines on Employee Selection Procedures.

10. External Staffing Processes 276

SELECTION PREDICTORS. Tests. Ability tests. Personality and interest tests. Work sample tests. Validity of tests. Training and Experience Requirements. Validity of T&E requirements. References and Recommendations. Validity of references and recommendations. Application Blanks. Validity of application blanks. Preemployment Physical Exam. Validity of the preemployment physical exam. Employment Interview. Interview characteristics. Gathering evidence on the interview. Validity and reliability evidence. Experimental research evidence. ADMINISTRATION OF STAFFING SYSTEMS. Predictor Usage. Use of Multiple Predictors. Multiple hurdles. Compensatory. Combined approach. Selection Decisions. IMPROVEMENT OF STAFFING SYSTEMS. Standardization. Validation. EQUAL EMPLOYMENT OPPORTUNITY AND EXTERNAL STAFFING PROCESSES. General Administrative Responsibility. Responsibility for Specific Techniques.

PART SIX

INTERNAL STAFFING AND DEVELOPMENT

11. Internal Staffing and Career Management 308

INTERNAL STAFFING. Promotions and Lateral Moves. Recruiting internal job candidates. Developing and validating predictors. Decision making. Administration. Evaluation and control. Layoffs and Their Alternatives. Layoffs. Alternatives to layoffs. Dismissal. Retirement. Patterns and trends. Choice of retirement policies. Retirement assistance. CAREER MANAGEMENT. Career Planning. Organizational career planning. Individual career planning. Career Development. Assessment and communication. Developmental activities. Career Counseling. An example of a career-management system. INTERNAL STAFFING, CAREER MANAGEMENT, AND EQUAL EMPLOYMENT OPPORTUNITY. Promotion Systems. Layoffs.

12. Employee Development 346

PREVALENCE AND NATURE. EMPLOYEE DEVELOPMENT AS A PROCESS. IDENTIFYING EMPLOYEE DEVELOPMENT NEEDS. Does a Performance Discre-

pancy Exist? Is the Performance Discrepancy Important? Is Employee Development a Potential Solution? Is Employee Development the Preferred Solution? When Does It Not Matter? FORMULATING THE EMPLOYEE DEVELOPMENT PLAN. DESIGNING TRAINING PROGRAMS. Setting Instructional Objectives. Determining Program Content. Selecting Instructional Techniques. *Off-the-job training techniques. On-the-job training techniques.* TEACHING. Goal Setting. Material Presentation. Practice. Feedback. Classroom Demeanor. EVALUATING EMPLOYEE DEVELOPMENT PROGRAMS. Evaluating Training Programs. *What was the participant reaction? How much change occurred? Can the change be attributed to the training program?* Evaluating the Overall Employment Development Effort. *Effectiveness. Efficiency.* EMPLOYEE DEVELOPMENT AND EQUAL EMPLOYMENT OPPORTUNITY. Employee Preparation. Integration with Other AA Components. Evaluation.

PART SEVEN COMPENSATION

13. **Pay-Setting Processes** 384
 DEVELOPING A PAY STRUCTURE. Arranging Jobs in a Hierarchy: Job Evaluation. *Step 1: preliminary planning. Step 2: selecting a job-evaluation method. Step 3: developing the plan. Step 4: evaluating jobs.* Pricing a Job Hierarchy. *Single rate versus rate range. Jobs versus pay grades. Determining actual rates or rate ranges. Out-of-line rates. Administering and controlling the pay structure.* DETERMINING INDIVIDUAL RATES OF PAY. Conventional Pay Systems. *Input systems. Merit systems. Mixed systems. Administering and controlling conventional pay systems.* Individual and Group Incentive Pay Systems. *Prevalence. Developing a plan. Administering and controlling incentive pay systems.* Organizational Bonus Plans. *Cost-savings plans. Profit-sharing plans.* NONSYSTEMIC POLICY ISSUES. Promotion Increases. Overtime and Premium Pay. Employee Participation. Communications about Pay. SPECIAL EMPLOYEE GROUPS. Top Executives. *Base salary. Cash bonuses. Deferred cash incentives. Fringe benefits. Prerequisites. A final word.* International Employees. Women and Minorities. *Payment for jobs and comparable worth. Individual rates of pay.*
14. **Benefits** 428
 GROWTH IN COMPENSATION BENEFITS. Employee Attitudes about Benefits. Employer Attitudes about Benefits. Union Perspectives on Benefits. Government Encouragement of Benefit Growth. TYPES OF MAJOR BENEFITS. Payments for Time Not Worked. *Vacations. Paid days off.* Insurance Benefits. *Health insurance. Life insurance.* Retirement Benefits. *Mandatory pensions. Private pension plans. Regulation of private pensions.* Income Maintenance. *Mandatory maintenance benefits. Voluntary maintenance benefits.* BENEFITS ADMINISTRATION. Benefit Objectives and Evaluation. Cafeteria-Style Benefit Plans. Communicating Employee Benefits. COMPENSATION BENEFITS AND EQUAL EMPLOYMENT OPPORTUNITY. Sex Discrimination. Age Discrimination.
15. **Impacts of Pay upon Employees** 454
 PAY AND THE DECISION TO JOIN AN ORGANIZATION. Models of Job Choice. *Compensatory model. Satisficing model. Evaluation. Implications for attracting employees.* PAY AND OTHER PERSONNEL/HUMAN RESOURCE OUTCOMES. *Performance. Pay and motivation. Does pay motivate? When pay systems fail to motivate.* Attendance. Retention. *Pay levels and turnover. Benefits and turnover. Satisfaction. Pay level. Pay system. Benefits.* PROBLEMS OF PAY ADMINISTRATION. Pay Objectives. Pay Information.

PART EIGHT**LABOR RELATIONS**

- 16. Labor Unions** 480
- THE DEVELOPMENT OF LABOR UNIONS. Historical Roots. *The development of national organizations. The American Federation of Labor. The Congress of Industrial Organizations. The merger of the AFL and CIO.* The Goals of Labor Unions. LABOR LAW. Railway Labor Act. Norris-LaGuardia Act. Wagner Act. Taft-Hartley Act. *Coverage. Unfair labor practices. Representation. Other provisions.* Landrum-Griffin Act. Civil Service Reform Act, Title VII. UNION STRUCTURES. The National Union. Local Unions. The AFL-CIO. National Union Mergers. Union Democracy. THE MAJOR ACTIVITIES OF LABOR UNIONS. THE MOTIVATION TO JOIN UNIONS. ORGANIZING AND REPRESENTATION. Organizing Campaigns. *Bargaining unit determination. Organizing and representation elections.* THE IMPACT OF UNIONS.
- 17. Labor-Management Relations** 508
- CONTRACT NEGOTIATIONS. Who Bargains? Bargaining Structures. Economic Bargaining Issues. *Pay level issues. Pay structure issues. Pay form. Pay system.* Noneconomic Bargaining Issues. *Job security. Hours of work. Management and union rights. Discipline and discharge. Grievance procedures.* The Negotiating Process. *Preparation for negotiations. Strategies and tactics. Bargaining impasses. Reaching an agreement.* CONTRACT ADMINISTRATION. Grievance Procedures. Arbitration. LABOR-MANAGEMENT RELATIONS IN THE NONUNION ORGANIZATION. Partially Organized Establishments. Unorganized Establishments. Grievance Procedures. Other Innovative Techniques. THE IMPACTS OF COLLECTIVE BARGAINING ON ACTIVITIES AND OUTCOMES. Impacts on Activities. Impacts on Outcomes. THE IMPACT OF THE EXTERNAL ENVIRONMENT ON COLLECTIVE BARGAINING. LABOR-MANAGEMENT RELATIONS AND EQUAL EMPLOYMENT OPPORTUNITY. Promotions and Seniority. Affirmative Action. Fair Representation. Exclusive Representation.

PART NINE**WORK ENVIRONMENT**

- 18. Work Design and Change** 544
- JOB DESIGN. Approaches to Job Design. *Industrial engineering. Human factors engineering. Job enrichment. Sociotechnical systems design.* Effects of Changes in Job Design. GOAL SETTING. Goal Dimensions. Management by Objectives. Effects of Goal Setting and MBO. EMPLOYEE PARTICIPATION. What Is Participation? Effects of Participation. QUALITY CIRCLES. QUALITY OF WORKLIFE. Results from the Implementation of QWL Programs. ORGANIZATION DEVELOPMENT. Objectives and Processes. Diagnosis. Planned Change. Stabilization and Evaluation.
- 19. Hours of Work** 576
- EXTERNAL INFLUENCES ON HOURS-OF-WORK SCHEDULES. Legislation. Labor Unions. REGULAR WORK SCHEDULES. Current Practices and Trends. Advantages of Regular Work Schedules. Disadvantages of Regular Work Schedules. PART-TIME WORK SCHEDULES. Current Practices and Trends. Advantages of Part-Time Work Schedules. Disadvantages of Part-Time Work Schedules. WORK SHARING. Current Practices and Trends. Advantages of Work Sharing. Disadvantages of Work Sharing. OVERTIME WORK SCHEDULES. Current Practices and Trends. Advantages of Overtime Work Schedules. Disadvantages of Overtime Work Schedules. SHIFTWORK SCHEDULES. Current Practices and Trends. Advantages of Shiftwork Schedules. Disad-

vantages of Shiftwork Schedules. COMPRESSED WORKWEEK SCHEDULES. Current Practices and Trends. Advantages of Compressed Workweek Schedules. Disadvantages of Compressed Workweek Schedules. FLEXTIME WORK SCHEDULES. Current Practices and Trends. Advantages of Flexitime Work Schedules. Disadvantages of Flexitime Work Schedules.

20. Occupational Safety and Health 600

LAWS AND REGULATIONS. Workers' Compensation Laws. *Purpose. Basic provisions of WC laws.* Occupational Safety and Health Act (OSHAct). *Purpose. Basic provisions of the OSHAct. The impacts of OSHAct.* ACCIDENT MEASUREMENT. Accident Incidence Rate. Accident Costs. SAFETY PROGRAMS. The Role of Top Management. The Role of Safety Committees. Identifying Causes of Accidents. Reducing Accidents. *Programs to change unsafe behaviors. Programs to change unsafe conditions.* OCCUPATIONAL HEALTH. Environmental Health Hazards. Employee Stress. *Stress management programs.* The Physically Handicapped Employee.

21. An Integration 628

A PERSONNEL/HUMAN RESOURCE PROBLEM. ATTACKING THE PROBLEM. Generating Alternative Activities. *Diagnosis. Possible responses. Screening the list of possible responses.* Evaluating Alternative Activities. *Benefits and costs. Technical feasibility. Ease of implementation.* Formulating Action Plans.

Name Index 639

Subject Index 647

Personnel/ Human Resource Management

