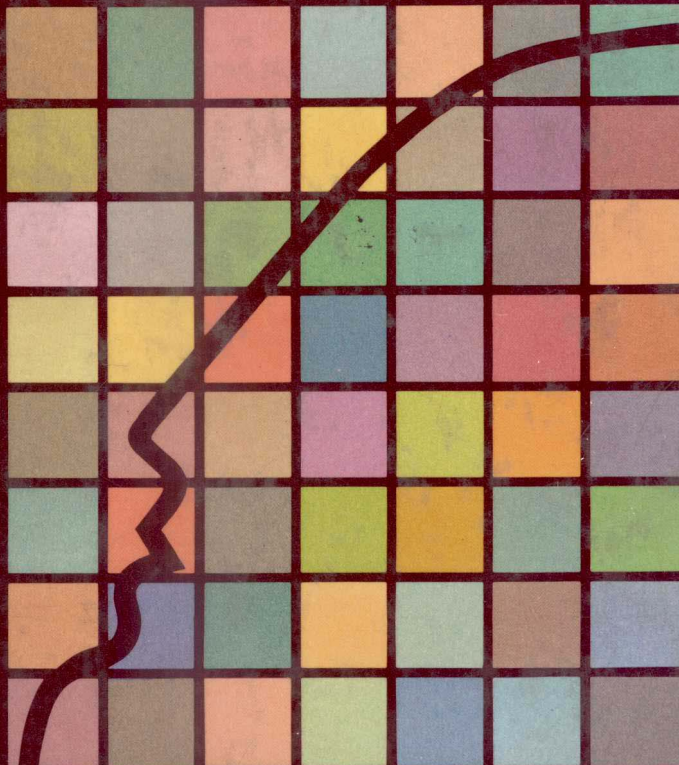


WILLIAM B. WERTHER, JR. / KEITH DAVIS

PERSONNEL MANAGEMENT AND HUMAN RESOURCES



SECOND EDITION



McGraw-Hill Series in Management

PERSONNEL MANAGEMENT AND HUMAN RESOURCES

SECOND EDITION

WILLIAM B. WERTHER, Jr., Ph.D.

KEITH DAVIS, Ph.D.

Arizona State University

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**PERSONNEL MANAGEMENT
AND
HUMAN RESOURCES**

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**This book is dedicated to
RICHARD E. WERTHER and SUE DAVIS**

ABOUT THE AUTHORS

WILLIAM B. WERTHER, Jr., received his Ph.D. (Phi Beta Kappa) from the University of Florida, where he taught for two years before joining the faculty of Arizona State University in 1971. His teaching and research interests included personnel management, employee relations, productivity management, corporate strategy, and computer conferencing approaches to communications and productivity improvement.

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Dr. Werther has served as a consultant to a number of leading firms in the aerospace, aluminum, banking, beverage, communications, electronics, hospitality, and steel industries—including American Productivity Center, Anheuser-Busch Companies, Citicorp, State Farm Insurance Companies, and TRW, Inc.—and has worked with local, state, and federal government agencies. He is currently a productivity and human resource consultant to several companies where he assists in the design and implementation of employee involvement approaches to productivity improvement. He also has worked with organizations in the evaluation and operation of computer conferencing networks. His consulting work has involved both diagnostic assistance and over 400 executive development seminars.

Werther also is a labor arbitrator, listed with the National Panel of Arbitrators for the American Arbitration Association and the Federal Mediation and Conciliation Service. From 1980 to 1982 he served as chairman of the Public Employment Relations Board for the City of Phoenix.

He has been active in a variety of professional associations and has served on the program committee of the Western Division of the Academy of Management, on the executive board of the Arizona Industrial Relations Association, and as president of the East Valley Personnel Management Association, a chapter of the American Society for Personnel Administration. He is a member of the Academy of Management, the Industrial Relations Research Association, and the American Institute for Decision Sciences.

His awards include an NDEA Title IV Fellowship and membership in such honorary societies as Phi Beta Kappa, Beta Gamma Sigma, Phi Kappa Phi, and Sigma Iota Epsilon. His expertise on employee relations matters has been recognized in *The Wall Street Journal* and *U.S. News and World Report*, and in testimony for the Arizona State Senate and the U.S. House of Representatives.

KEITH DAVIS is professor emeritus of management at Arizona State University, College of Business. He is the author of prominent books on management and the consulting editor for approximately eighty books in the McGraw-Hill Series in Management. He is a fellow in both the Academy of Management and the International Academy of Management. Prior to entering the teaching field Davis was a personnel specialist in industry and a personnel manager in government.

He received his Ph.D. from Ohio State University and has taught at the University of Texas and at Indiana University. His fields of work are organizational behavior, personnel management, and social issues in management. Davis has been visiting professor at a number of universities, including the University of Western Australia and the University of Central Florida. He also has served as a consultant to a number of business and government organizations—including Mobil Oil Company, Texaco, the U.S. Internal Revenue Service, and the state of Hawaii.

Davis is a former president of the Academy of Management, and he received the National Human Relations Award from the Society for Advancement of Management. He has been a national Beta Gamma Sigma distinguished scholar and is an accredited Senior Professional in Human Resources.

Two of Davis's most popular books are (with John W. Newstrom) *Human Behavior at Work: Organizational Behavior* (7th ed., 1985) and (with William C. Frederick) *Business and Society* (5th ed., 1984), both published by McGraw-Hill Book Company. He also has contributed chapters to over 100 other books and is the author of over 150 articles in journals such as *Harvard Business Review*, *Academy of Management Journal*, *Management International*, and *California Management Review*. Four of his books have been translated into other languages.

We believe that personnel departments will play a key role in determining the success of our organizations and society during the remaining years of the twentieth century.

The Authors

PREFACE

The first edition of *Personnel Management and Human Resources* took nearly six years to research and write. It exacted a high price in time, effort, and emotion. So when the book was published, we were most gratified by its wide acceptance. More than 100 colleges and universities in the United States adopted it as the cornerstone of their personnel management course. The Canadian edition (adapted by Professors Hermann F. Schwind, T. P. Hari Das, and Frederick C. Miner, Jr., of St. Mary's University) quickly became the leading personnel textbook in Canada. Interest in the book even led to Spanish, Portuguese, and French translations—in addition to an international student edition, published in Japan.

We attribute the book's widespread acceptance to its practical orientation. Professors and students report to us that it is understandable and pragmatic. As we wrote in the preface to the first edition:

Although balanced and thorough coverage is the most important feature of the book, we believe that readers and instructors want more than that. Comments from colleagues and students convinced us that an introductory personnel management text also must be readable and teachable. It should:

- Capture the interest of readers
- Reflect the flavor and challenges of this exciting field
- Provide instructors with a flexible teaching tool

We retained this same approach and purpose in the second edition—while updating the content, coverage, features, and supplementary material.

Purpose

This book builds on the premise that modern organizations are the most important innovations of our era. Organizations succeed by effectively and efficiently combining resources to achieve stated objectives. Although all resources are necessary for success, readers will sense our belief that people are

the pivotal resource for any employer. How well an organization attains, maintains, and retains its human resources determines its success or failure. And the success or failure of our organizations shapes the well-being of every person on the planet.

The purpose of this book is to explain the personnel department's role in dealing with human resources. It introduces the foundations and challenges of modern personnel management, presenting the key concepts, issues, and practices of this dynamic field without being encyclopedic. Our focus is practical. We emphasize the applications of this knowledge so that readers will gain a useful understanding of the subject, whether they seek careers in personnel management or in other disciplines.

Balanced Coverage

Throughout the book, we aim for a balanced coverage of traditional topics and emerging concerns. We explore the well-established concepts and practices that form the core of modern personnel management and then go beyond these proven techniques to discuss the challenges and innovations that confront today's personnel professionals.

In the second edition we have undertaken a major revision of the content to reflect the dynamic changes occurring in personnel management and human resources. Greater emphasis has been put on the theme of productivity improvement and on how personnel departments can contribute to this important organizational goal. More than 100 examples from named companies have been added to illustrate the applicability of key concepts.

New chapters have been included—such as Chapter 5, “Job Analysis and Design,” and Chapter 8, “Orientation and Placement.” Chapter 17, “Personnel Communications Systems,” and Chapter 19, “Quality of Work Life,” have been revised to reflect new approaches in these areas. In other cases—such as in Part VI, on union-management relations—we have carefully consolidated the material into fewer chapters with very little loss of content. The continued importance of equal employment opportunity is reflected in a much more rigorous treatment of this topic in Chapter 3. Readers are introduced to key court decisions and such persistent issues as comparable worth. Subsequent chapters integrate issues of equal employment opportunity into the discussion of specific personnel activities. For example, Chapter 7, “Employee Selection,” examines the EEOC's uniform selection guidelines, the four-fifths rule, bottom-line results, and other EEO issues. Besides the integration of key concepts from one chapter to the next, a variety of new topics have been introduced within each of the chapters. A few of the new or expanded subjects include quality circles, burnout, attitude survey feedback, obsolescence, productivity, ergonomics, and relevant court cases.

The updating and upgrading of content take place within a traditional format that addresses the major functions of personnel management. The book is organized into seven parts, each with a brief overview about its importance to the reader. Part I, “Foundations and Challenges,” discusses the internal, external, and equal employment challenges that are shaping the field of personnel management. Part II, “Preparation and Selection,” examines human resource planning and the analysis and design of jobs and then concludes with a

discussion of recruitment and employee selection. Part III, "Development and Evaluation," picks up where the selection process ends. The need for careful attention to orientation and placement is discussed in one chapter; the importance of training and development is emphasized in the next. The popular career planning chapter that follows describes corporate and individual approaches to career advancement. The performance appraisal chapter explains how performance is evaluated.

Once human resources are obtained, developed, and evaluated, they must be maintained. Part IV, "Compensation and Protection," discusses how organizations compensate employees with wages, benefits, and services. Since the personnel department plays a key role in the security, safety, and health of the workers, these topics and their legal ramifications also are explored. Part V, "Employee Relations," treats many of the day-to-day issues confronting modern personnel departments. Here the topics of motivation and satisfaction are discussed, as well as stress, counseling, and discipline. Personnel communications systems, change, and organizational development are areas of growing concern to many personnel departments, and so they also are explained. Part V ends with a look at efforts in quality of work life, which are becoming major personnel tools as organizations battle for higher productivity.

The topics in Part VI, "Union-Management Relations," remain an ongoing concern for many personnel departments. Readers will find a concise explanation of the union-management framework used in unionized and nonunionized organizations. An examination of bargaining techniques and contract administration also is included. Part VII, "Personnel Management in Perspective," ends the book with a look at personnel research and audits.

Key Features

The first edition incorporated a variety of features that added relevance and interest to the material. As we revised the book, we were able to modify many features to further their contribution to the learning process.

1. *Real-life examples.* The second edition contains over 200 examples drawn from business and government organizations. Many of these are new. They demonstrate the relevancy of personnel topics, create interest for the reader, and reinforce key concepts. Since users told us that they prefer examples from named organizations, virtually all the new vignettes are from readily recognizable North American corporations. To provide greater continuity and integration, the book uses the same organizations in different examples throughout a chapter.
2. *Two-color figures.* Over 130 two-color figures appear throughout the text. These figures illustrate concepts and their relationships while adding visual variety to the book. Where appropriate, new figures have been added or old ones have been updated.
3. *Chapter objectives.* Each chapter begins with an expanded list of learning objectives that prepare the reader for the major ideas ahead and help identify key concepts. (These objectives are useful review tools, especially when comprehensive final examinations are used.)

4. *Chapter quote.* Each chapter opens with a brief quotation or two by a leading authority in the field. These quotes are designed to stimulate interest, provide a perspective on the chapter, and offer an interesting counterpoint to today's conventional wisdom.
5. *Opening example.* To focus attention on a key concept, the text of each chapter usually starts with an example drawn from a major North American corporation.
6. *Chapter summary.* Each chapter concludes with a brief summary that captures its main thoughts.
7. *Terms for review.* Following the summary is a list of the key terms introduced in the chapter. These terms are italicized and explained in the text, and their number has been expanded in the second edition. Definitions of key terms are listed in the glossary at the end of the book.
8. *Review and discussion questions.* Each end-of-chapter section includes several review and discussion questions. Some request a summarization of the ideas found in the chapter, and others seek an application of the chapter's concepts to specific problems.
9. *Chapter incidents.* Each chapter presents classroom-tested incidents that are suitable for discussion or independent study. These incidents emphasize the application of the material in the chapter to realistic situations that the readers may encounter.
10. *References.* Each chapter provides a mixture of classic and current references that enable the reader to pursue topics in greater depth. The second edition has greatly expanded the number of references to provide readers with more detailed documentation.
11. *Glossary.* Since this book is intended as an introduction to personnel management and human resources, a thorough glossary is included in the Appendix. The glossary has been significantly expanded in this edition to include many new concepts.
12. *Personnel publications.* Another Appendix section provides a brief list of major journals, magazines, and other periodicals relating to the fields of personnel management and human resources.

Supplementary Materials

To augment the balanced coverage and interest-building features of the book, a comprehensive instructor's manual and a test bank are available to adopters. Users of the first edition reported that the instructor's manual and test bank were two of the most thorough teaching resources available in the personnel management field. For the second edition, we have expanded these useful teaching tools.

Instructor's manual The instructor's manual is a resource book. Section 1 contains the sample course syllabus, alternate course designs, suggested term

projects, a film and videotape bibliography, and other instructional resources. Section 2 provides chapter-by-chapter materials such as lecture notes keyed to chapter outlines, experiential in-class exercises, answers to review and discussion questions, and comments on chapter incidents. Section 3 holds a complete set of transparency masters selected from figures in the text. Even experienced professors who seldom use an instructor's manual have commented on its comprehensive steps and useful suggestions.

Test bank The test bank contains approximately 1000 questions drawn from the text material. The questions include true-false, multiple-choice, essay, and other formats. The test bank has been expanded for coverage of new materials in the second edition.

Acknowledgments

We owe a great debt to many scholars and practitioners who pioneered the innovations this book discusses. In particular, our greatest appreciation goes to those who gave so freely of their time and advice; their good counsel enriched the book in many ways. Where we failed to heed their advice, we remain responsible.

In particular, we are most grateful to John W. Newstrom of the University of Minnesota—Duluth and to William E. Reif, Associate Dean of the College of Business at Arizona State University. Along with Professor Fred Luthans of the University of Nebraska, these scholars played an important role in the formulation of the first edition. The authors also wish to thank Professors Harold E. Fearon and William A. Ruch, respectively chairman and acting chairman of the Management Department at Arizona State University during the writing of the second edition.

At McGraw-Hill we would like to thank a long line of editors beginning with Bill Kane and John F. Carleo, and continuing with Kathi A. Benson and John Meyer, who helped bring the second edition to life. The fine assistance of Laura Warner allowed many of the production issues to be smoothly handled. We would also like to express our thanks for the many useful comments and suggestions provided by colleagues who reviewed this text during the course of its development, especially George Biles, American University; George Bohlander, Arizona State University; Tom Chacko, Iowa State University; Joseph DiAngelo, Widener University; Robert Gatewood, University of Georgia; Joyce Giglioni, Mississippi State University; Stephen Hartman, New York Institute of Technology; Wallace Johnson, Virginia Commonwealth University; Thomas Johnston, Nassau County Community College; Robert McGinty, Eastern Washington University; George E. Stevens, University of Central Florida; and Arthur Whatley, New Mexico State University.

Finally, we owe thanks to the thousands of students at Arizona State University who helped in the classroom testing of these materials.

William B. Werther, Jr.
Keith Davis

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