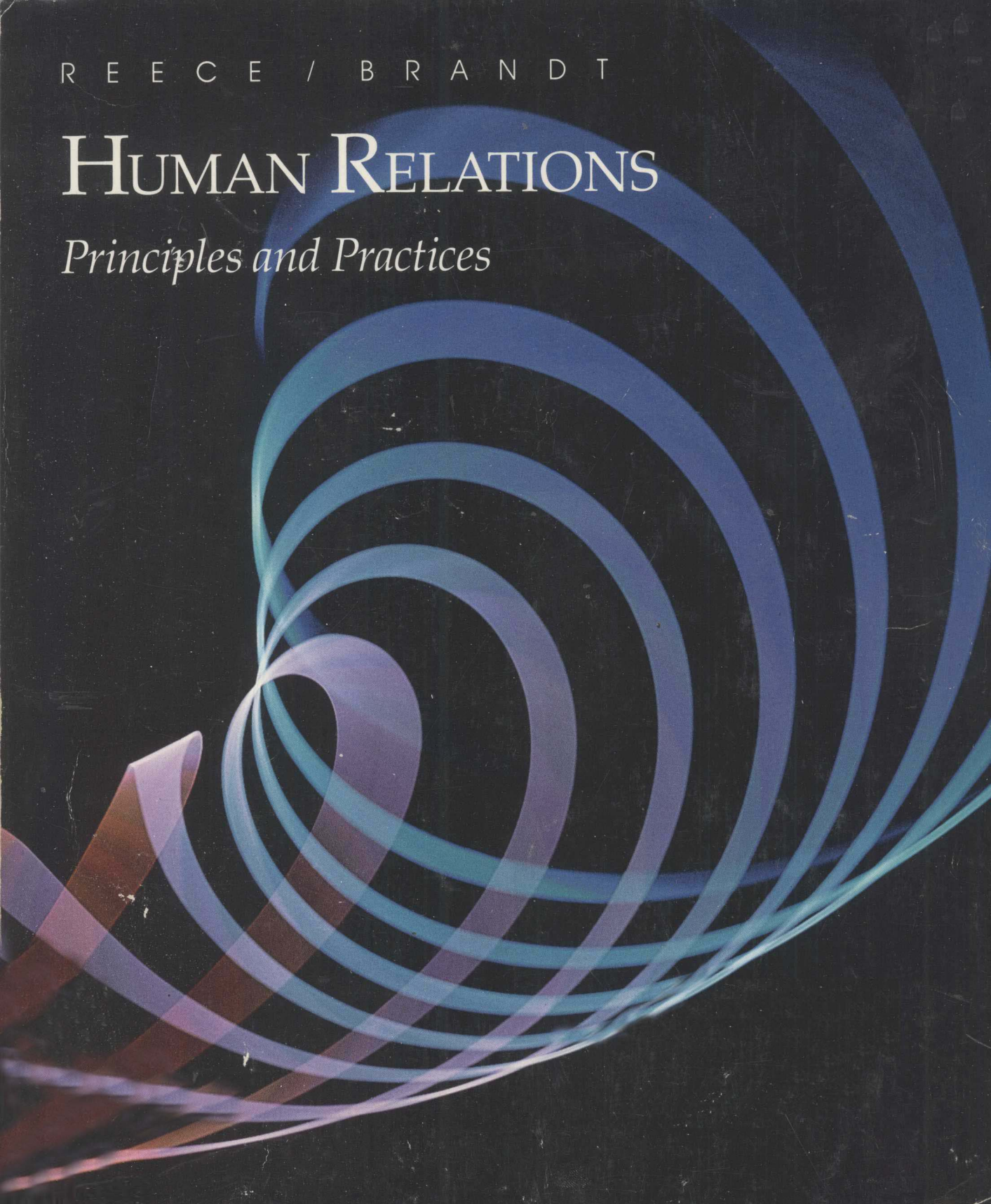


R E E C E / B R A N D T

HUMAN RELATIONS

Principles and Practices



Human Relations

Principles and Practices

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Cover photograph by Slide Graphics of New England, Inc.

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Printed in the U.S.A.

Library of Congress Catalog Card Number: 89-82118

ISBN: 0-395-52994-8

BCDEFGHIJ-D-99876543210

Total Person Insights

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To Vera, Lynne, Mark, Monique, Michelle, and Colleen

Barry L. Reece

To Matthew and Patrick

Rhonda Brandt

Preface

The past decade will be remembered as a period of significant change in the workplace. One of the most important developments has been the increased importance of interpersonal skills in almost every type of organization. Employers want to hire persons who can work effectively in teams and who are able to represent the employer favorably to clients, customers, and members of the public. They want employees who possess the ability to communicate effectively and in a pleasant manner.

Human Relations: Principles and Practices is an introduction to the important human side of today's work world. Based on the premise that the practice of good human relations is essential to career success, the text focuses on the skills a person needs in order to function effectively while working with people. By studying the concepts and strategies presented here, the reader can learn to become a well-rounded "total person," one who can adjust quickly to the demands of work and make wiser choices when people-related problems arise.

The "total person" approach to human relations is the central theme of *Human Relations: Principles and Practices*. We take the position that human behavior at work is influenced by many interdependent traits such as physical fitness, emotional control, values orientation, self-awareness, nutrition, self-concept, and personal appearance. A major goal of this text is to help the reader develop a balanced blend of these important traits. It is our

strong belief that if the whole person can be improved, significant benefits occur to the employer and the employee.

Our aim has been to present the material in a non-technical, interesting, and readable style. This is achieved, in part, by including a large number of real-world examples of how human relations principles and practices described in the book are being applied in a variety of contemporary organizational settings. These examples have been obtained from relatively small companies such as Celestial Seasonings, as well as from large firms such as Pitney Bowes, Marriott Corporation, Hewlett-Packard, and Quaker Oats. Students preparing for a variety of careers will find the content practical and relevant.

CHAPTER ORGANIZATION

Human Relations: Principles and Practices is comprised of nine chapters. Chapter 1 provides a strong rationale for the study of human relations and reviews the historical development of this field. It also includes a detailed discussion of the major forces influencing behavior at work, as well as a description of seven broad themes that emerge from a study of human relations. These themes are: communication, self-acceptance, self-awareness, motivation, trust, self-disclosure, and conflict management.

Chapters 2–5 reflect the basic fact that our effectiveness in dealing with others depends in large measure on our self-awareness and self-acceptance. We believe that by building a positive self-concept and by learning to explore inner attitudes, motivations, and values, the reader will learn to be more sensitive to the way others think, feel, and act.

Chapters 6–8 feature a variety of practical strategies that can be used to develop and maintain good relationships with coworkers, supervisors, and managers. These chapters, on learning to achieve emotional control, positive reinforcement, and positive first impressions, discuss the importance of these concepts in the workplace and help the reader develop skills in these areas.

Chapter 9 deals with the special human relations challenge presented by work-related changes. It describes ways we can cope more effectively with personal and professional life changes.

SPECIAL FEATURES

Human Relations: Principles and Practices includes several special features that enhance the teaching/learning process. Each chapter opens with a preview of major topic areas and an opening vignette that builds reader interest in the material. Numerous Thinking/Learning Starters within each chapter give students a chance to reflect on the material and relate their

own experiences to the concepts discussed. A series of thought-provoking quotes from a variety of authors, leaders in business, and scholars, called Total Person Insights, appears in every chapter. The chapters close with a list of key terms and a series of review questions designed to reinforce the reader's understanding of important ideas. If students are interested in pursuing a particular subject in greater detail, a list of suggested readings is also offered at the end of each chapter.

Each chapter features two case problems based on actual human relations situations. The majority of these cases deal with current situations in real organizations. Some cases focus on an employee problem within the context of a specific organization. Other cases focus on a human relations problem that may require a change in organizational policies or procedures.

ACKNOWLEDGMENTS

Many people have made contributions to *Human Relations: Principles and Practices*. The text has been strengthened as a result of numerous helpful comments and recommendations. We extend special appreciation to the following persons.

James Aldrich
North Dakota State School of Science

Garland Ashbacher
Kirkwood Community College

Rhonda Barry
American Institute of Commerce

C. Winston Borgen
Sacramento Community College

Lawrence Carter
Jamestown Community College

Michael Dzik
North Dakota State School of Sciences

John Elias
University of Missouri

Mike Fernstead
Bryant & Stratton Business Institute

M. Camille Garrett
Tarrant County Junior College

Roberta Greene
Central Piedmont Community College

Sue Hahn
South Hills Business School

Sally Hanna-Jones
Hocking Technical College

Carolyn K. Hayes
Polk Community College

Marlene Katz
Canada College

Robert Kegel, Jr.
Cypress College

Vance A. Kennedy
College of Mateo

Deborah Lineweaver
New River Community College

Russ Moorhead
Des Moines Area Community College

Erv J. Napier
Kent State University

Barbara Ollhoff
Waukesha County Technical College

Leonard L. Palumbo
Northern Virginia Community College

Naomi W. Peralta
The Institute of Financial Education

William Price
*Virginia Polytechnic Institute and State
University*

Jack C. Reed
University of Northern Iowa

J. Douglas Shatto
Muskingum Area Technical College

V. S. Thakur
Community College of Rhode Island

Linda Iruesdale
Midlands Technical College

Wendy Bletz Turner
New River Community College

Burl Worley
Allan Hancock College

We would also like to thank Dr. Denis Waitley and Mr. Charles Haefner for helping us develop a fuller understanding of human relations, and Lynne Reece for her significant contribution to this text in the areas of manuscript and literature review.

Over 100 business organizations, government agencies, and nonprofit institutions provided us with the real-world examples that appear throughout the text. We are grateful to the following organizations that allowed us to conduct interviews, observe workplace environments, and use special photographs and materials: Lowe's Companies, Inc., Deere & Company, Marriott Corporation, Wal-Mart Stores, King Soopers, Leggett Stores, Rockwell International Corporation, and Dominion Bank.

B. L. R
R. B.

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Human Relations

Principles and Practices

Chapter 1

Introduction to Human Relations

CHAPTER PREVIEW

After studying this chapter, you will be able to

1. Understand how the study of human relations will help you succeed in your chosen career.
2. Explain the nature, purpose, and importance of human relations in an organizational setting.
3. Identify the reasons why human relations is receiving more attention in the workplace.
4. Identify the major forces influencing human behavior at work.
5. Review the historical development of the human relations movement.
6. Identify the seven basic themes emerging from a study of human relations.

Mach year *Fortune* magazine conducts a nationwide poll of over 8,000 corporate executives, corporate directors, and financial analysts to determine America's most admired large corporation. In 1989 Merck & Co., Inc. won the number one rating for the third year in a row. What makes this pharmaceutical company so special? One of the company's major strengths is its awareness of the changing makeup of the work force. Merck has been a pioneer in setting up flexible work schedules, day care centers, and parental leave for both men and women. The company was cited in a survey conducted by *The Wall Street Journal* as one of the best employers for women and parents.¹

Merck's ranking among major U.S. corporations is based in large part on the firm's ability to attract, develop, and keep talented people. It is a company that deemphasizes rank and title. There are no executive lunchrooms, and managers have adopted an open-door policy.²

Merck and Company is not an isolated success story. Organizations throughout the United States are discovering and rediscovering the benefits that can be achieved when they improve the quality of work life. A growing number of organizations, from hospitals to hotels, are giving greater attention to the human side of enterprise. Most of the organizations that survive and prosper over a long period of time maintain a proper balance between concern for production and concern for people.

These employees of Merck & Co. are working as a team to achieve their project goals.
Merck & Co. Inc.



THE NATURE, PURPOSE, AND IMPORTANCE OF HUMAN RELATIONS

Many of America's best-managed organizations are going beyond being "nice to people" to genuinely helping them come alive through their work. Managers have learned that the goals of worker and workplace need not conflict.³ This chapter focuses on the nature of human relations, its development, and its importance to the achievement of individual and organizational goals.

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 interpersonal conflict in our personal lives and in work-related situations. The study of human relations emphasizes the analysis of human behavior, prevention strategies, and resolution of behavioral problems.

Knowledge of human relations does not, of course, begin in the classroom. Although this may be your first formal course in the subject, your "education" in human relations actually began with your family, friends, and early employment experiences. You learned what was acceptable and what was not. You tested your behavior against that of others, formed close relationships, experienced conflict, developed perceptions of yourself, and discovered how to get most of your needs met. By the time you reached college age, you had probably formed a fairly complex network of relationships and had a pretty good idea of who you were.

However, behavior sometimes allowed at home or school cannot always be used as a reliable guide to human relations on the job. For example, a tendency to "do your own thing" without regard for the impact of your conduct on others could limit your chances for success or advancement in an organization that values teamwork.

The Importance of Human Relations

One of the most significant developments of the past decade has been the increased importance of interpersonal skills in almost every type of work setting. In the minds of many employers, interpersonal skills represent an important category of "basic skills" the worker is expected to bring to the job. Technical ability is often not enough to achieve career success. Studies indicate that many of the people who have difficulty obtaining or holding a job, or advancing to positions of greater responsibility, possess the needed technical competence but lack interpersonal competence.

Many of today's jobs require a blend of technical skills and human relations skills.
Lorraine Rorke/The Image Works



Several trends in the workplace have given new importance to human relations. Here we will discuss a few of the major trends.

- The labor market has become a place of churning dislocation caused by the heavy volume of mergers, buyouts, and business closings due to economic volatility. These activities have been accompanied by thousands of layoffs and the elimination of hundreds of product lines.⁴ Some 20 million Americans leave their jobs each year, half involuntarily. About 10 million workers change careers each year.⁵ As America attempts to cope with rapid technological change and new competition from multinational companies, there is every reason to believe we will see more, not less, volatility in the labor force. In many respects, interpersonal skills represent the critical “transferable skills” needed in an ever changing labor market.
- Organizations are developing an increasing orientation toward service to clients, patients, and customers. As the authors of *Service America* note, we now live in a new economy, a service economy, where relationships are becoming more important than physical products. Restaurants, hospitals, banks, public utilities, colleges, airlines, and retail stores all have the problem of gaining and retaining the patronage of their clients and customers. In a 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.⁶ Employees must not only be able to get along with customers, they must project a favorable image of the organization they