

THIRTEENTH EDITION

# EFFECTIVE HUMAN RELATIONS

Interpersonal and Organizational Applications



BARRY L. REECE

MONIQUE REECE

# Effective Human Relations

## Interpersonal and Organizational Applications



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Interpersonal and Organizational Applications

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*To Vera Marie Reece*  
*Our loving wife and mother. Thank you for the support and endless love you give to both of us.*  
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## About the Authors



**BARRY L. REECE** is professor emeritus at Virginia Polytechnic Institute and State University. Prior to joining the faculty at Virginia Tech, he held faculty positions at Ellsworth Community College and the University of Northern Iowa. Over the years, he has served as visiting professor at the University of Iowa, University of Missouri, University of Nebraska, University of Northern Colorado, and Wayne State College. He is the author or coauthor of six college textbooks that have been through a total of 41 editions since 1980.

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Monique is the author of four books including *Real-Time Marketing for Business Growth: How to Use Social Media, Measure Marketing and Create a Culture of Execution*, coauthor of *Market Smarter Not Harder*, and the twelfth and thirteenth editions of *Effective Human Relations: Interpersonal and Organizational Applications*. She is a former columnist for the *Denver Business Journal* and she currently serves on the Chief Marketing Officer (CMO) Council Academic Liaison Board. She lives in Denver, Colorado, and Santa Fe, New Mexico.





# Preface

The importance of human relations can be summarized in one concise law of personal and organizational success: All work is done through relationships. The quality of our personal and professional relationships, in many ways, determines the quality of our lives.

Those who enter the workforce today encounter a work/life landscape that is more complex and unpredictable than at any other time in history. The mastery of interpersonal relationship skills gives us the self-confidence needed to achieve success in our highly competitive workforce. People who have superb interpersonal skills are more likely to be hired and more likely to receive promotions. Leadership skills become more important the higher you rise in the organization.

*Effective Human Relations: Interpersonal and Organizational Applications*, thirteenth edition, continues to be one of the most practical and applied textbooks in a wide variety of courses in leading colleges and universities. The revision process involved a review of over 1,200 articles that appeared in *Fast Company*, *Inc.* magazine, *The Wall Street Journal*, *Fortune*, *Harvard Business Review*, *Health & Spirituality*, and dozens of other resources. The authors have also reviewed many bestselling books and research reports written by scholars who are searching for what is true, right, and lasting in the field of interpersonal relations.

## BUILDING ON PREVIOUS STRENGTHS

*Effective Human Relations: Interpersonal and Organizational Applications*, thirteenth edition, is one of the most widely adopted human relations texts available today. It has been successful because the authors continue to build on strengths that have been enthusiastically praised by instructors and students. The latest workforce developments, global trends, and communication technologies that influence human relations have made this a highly practical text in a wide variety of courses in leading colleges and universities.

- The **“total person” approach** to human relations continues to be a dominant theme of this new edition. We continue to believe that human behavior at work and in our private lives is influenced by many interdependent traits such as emotional balance, self-awareness, integrity, self-esteem, physical fitness, and healthy spirituality. This approach focuses on those interpersonal relationship skills needed to be well-rounded and thoroughly prepared to handle a wide range of human relations problems and issues.
- This edition, like all previous editions, provides the reader with an in-depth presentation of the **seven major themes of effective human relations**: Communication, Self-Awareness, Self-Acceptance, Motivation, Trust, Self-Disclosure, and Conflict Resolution. These broad themes serve as the foundation for contemporary human relations courses and training programs.
- **Self-assessment and self-development opportunities** are strategically placed throughout the entire text. One of the few certainties in today’s rapidly changing workplace is the realization that we must assume greater responsibility for developing and upgrading our own skills and competencies. In many cases, self-development begins with self-awareness. A deficit in self-awareness can be damaging to one’s personal relationships and career success.

A hallmark of this edition, and of all previous editions, is the use of many **real-world examples** of human relations issues and practices. These examples build the reader's interest and promote understanding of major topics and concepts. Many of the organizations cited in the thirteenth edition have been recognized by the authors of "The 100 Best Companies to Work For," "The 100 Best Corporate Citizens," "100 Best Companies for Working Mothers," and "America's 50 Best Companies for Minorities." The thirteenth edition also includes companies who have received the Top Small Workplace Award given by the *Wall Street Journal*.

## STAYING ON THE CUTTING EDGE—NEW TO THIS EDITION

- The thirteenth edition of *Effective Human Relations: Interpersonal and Organizational Applications* is updated to reflect the growing importance of the human element in our service-oriented, information-saturated, global economy. The authors continue to build on topics of emerging importance with expanded coverage of generational differences, the changing issues women and men face in the workplace, and communication technologies that influence human relations.
- This comprehensive edition presents the latest thinking, theories, and data on many of the most important topics of our times: leadership, working virtually, happiness and positive psychology, the importance of "personal branding," social media in the job market, cultural intelligence, emotional intelligence, work-life balance, managing strengths, moral and ethical choices, goal setting, the root causes of negative attitudes, and leading teams. The text also explores the most vital elements organizations need today to create a dynamic and thriving company culture.
- This is a highly practical text designed to help students achieve the insight, knowledge, and relationship skills needed to build a successful career, create enduring relationships in their personal and professional lives, and the mental, physical, and emotional skills needed to adapt and change in a highly connected, global world.

### Major Changes and Improvements

These significant changes and improvements can be found in the thirteenth edition:

- Every chapter features new opening vignettes and closing cases.
- Every chapter includes a **Career Insight** that provides practical tips for job hunters and career changers.
- Expanded coverage of workforce diversity and inclusion is presented.
- There are 13 new **Human Relations in Action** featuring fresh new insights from leading companies.
- There are 23 new **Total Person Insights** presented by respected business leaders and authors.
- 20 new chapter cases are updated to reflect current thinking on the most relevant topics to human relations.
- There are 14 "**How To**" examples to guide students in mastering concepts and building skills through practical application.
- Social media and its impact on job search, career management, personal branding, and communication is updated throughout the text.
- New research has been added about positive psychology, and its practical application to organizational and personal communication.
- The significance and essential steps to create a thriving company culture is a prominent theme throughout the text.
- Coverage of generational differences has been updated and expanded, including the complexities of managing four generations in the workforce.
- More than 40 new photographic images and illustrations enhance the learning process.

- Every chapter has been updated to include new real-world and international examples of both large and small companies.
- Expanded coverage of unconscious bias is presented.
- New information is introduced on the practice of mindfulness.

## CHAPTER ORGANIZATION

This book is divided into six parts. **Part 1, “Human Relations: The Key to Personal Growth and Career Success,”** provides a strong rationale for the study of human relations and reviews the historical development of this field. One important highlight of Chapter 1 is a detailed discussion of the major developments influencing behavior at work. This material helps students develop a new appreciation for the complex nature of human behavior in a work setting. The communication process—the basis for effective human relations—is explained at both an individual and an organizational level in Chapter 2. Social media and its impact on communication is discussed in this chapter.

**Part 2, “Career Success Begins with Knowing Yourself,”** reflects 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 high self-esteem 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. Complete chapters are devoted to such topics as communication styles, building high self-esteem, personal values and ethical choices, attitude formation, and motivation.

**Part 3, “Personal Strategies for Improving Human Relations,”** comprises four chapters that feature a variety of practical strategies that can be used to develop and maintain good relationships with coworkers, supervisors, and customers. Chapters on constructive self-disclosure, learning to achieve emotional control, building stronger relationships by applying the fundamentals of positive psychology, and developing a professional presence are featured in this part of the text.

In **Part 4, “If We All Work Together...,”** the concepts of team building and conflict resolution are given detailed coverage. Because employers are increasingly organizing employees into teams, the chapter on team-building leadership strategies (Chapter 12) takes on major importance. The chapter on conflict resolution (Chapter 13) describes several basic conflict resolution strategies, discusses ways to deal with difficult people, and provides an introduction to the role of labor unions in today’s workforce.

**Part 5, “Special Challenges in Human Relations,”** is designed to help the reader deal with some unique problem areas—coping with personal and work-related stress, working effectively in a diverse workforce, and understanding the changing roles of men and women. The reader is offered many suggestions on ways to deal effectively with these challenges.

**Part 6, “You Can Plan for Success,”** features the final chapter, which serves as a capstone for the entire text. This chapter offers suggestions on how to develop a life plan for effective human relations. Students will be introduced to a new definition of success and learn how to better cope with life’s uncertainties and disappointments. This chapter also describes the nonfinancial resources that truly enrich a person’s life.

## TOOLS THAT ENHANCE THE TEACHING/LEARNING PROCESS

The extensive supplements package accompanying the thirteenth edition of *Effective Human Relations: Interpersonal and Organizational Applications* includes a variety of new and traditional tools that will aid both teaching and learning. The supplements emphasize learning by doing.

## STUDENT SUPPORT

### Management CourseMate

This robust website includes interactive games, quizzes, streaming videos, PowerPoint® slides, and more, and is designed for use in conjunction with the text to enhance learning and broaden student understanding.

## INSTRUCTOR SUPPORT

### Instructor's Resource Manual

The Instructor's Resource Manual, found on the instructor website, includes two parts. Part One contains, for each chapter, a Chapter Preview, Purpose and Perspective, Presentation Outline, Suggested Responses to Critical Thinking and Skill Development Challenges, Answers to Try Your Hand exercises, and additional application exercises. Part Two contains Instructional Games.

### Test Bank

The Test Bank contains 20 true/false, 20 multiple choice, 10 completion, 10 short answer/essay, and 5 short case multiple choice questions per chapter.

### PowerPoint® Slides

These dynamic slides are available on the instructor companion website. The slides follow the structure of the chapter and facilitate in-class discussion of key concepts. Additional talking points and non-text material are included in the instructor version of the slides. The student versions of the slides are available on the CourseMate website.

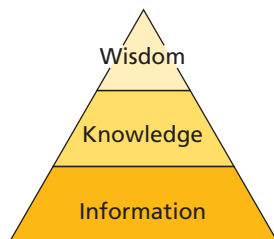
### DVD

The video package consists of several segments that illustrate chapter concepts using examples from real-world companies. Teaching notes and suggested uses for the segments are included in the DVD Guide found on the instructor website.

### Instructor Companion Website

The instructor companion website includes electronic Instructor's Manual files, electronic Test Bank files, PowerPoint® slides, and a DVD Guide.

## THE SEARCH FOR WISDOM



The search for what is true, right, or lasting has become more difficult because we live in the midst of an information explosion. The Internet is an excellent source of mass information, but it is seldom the source of wisdom. Television often reduces complicated ideas to a sound bite. Books continue to be among the best sources of knowledge. Many new books, and several classics, were used as references for the thirteenth edition of *Effective Human Relations: Interpersonal and Organizational Applications*. A sample of the books we used to prepare this edition follows:

*How Full Is Your Bucket?* by Tom Rath and Donald O. Clifton

*A Whole New Mind* by Daniel H. Pink

*Now Discover Your Strengths* by Marcus Buckingham and Donald O. Clifton

*The Success Principles* by Jack Canfield

*The Leadership Challenge* by James M. Kouzes and Barry Z. Posner

*The Sedona Method* by Hale Dwoskin

*The Art of Happiness* by the Dalai Lama and Howard C. Culter

*Mindfulness for Beginners* by Ann Demarais and Valarie White  
*Reinventing You* by Dorie Clark  
*The 4-Hour Workweek* by Timothy Ferriss  
*Be Your Own Brand* by David McNally and Karl D. Speak  
*Civility—Manners, Morals, and the Etiquette of Democracy* by Stephen L. Carter  
*Complete Business Etiquette Handbook* by Barbara Pachter and Majorie Brody  
*Creative Visualization* by Shakti Gawain  
*Do What You Love ... The Money will Follow* by Marsha Sinetar  
*Emotional Intelligence* by Daniel Goleman  
*The Speed of Trust* by Stephen M. R. Covey  
*The Four Agreements* by Don Miquel Ruiz  
*Getting to Yes* by Roger Fisher and William Ury  
*How to Win Friends and Influence People* by Dale Carnegie  
*The Human Side of Enterprise* by Douglas McGregor  
*I'm OK—You're OK* by Thomas Harris  
*Minding the Body, Mending the Mind* by Joan Borysenko  
*Multicultural Manners—New Rules of Etiquette for a Changing Society* by Norine Dresser  
*The 100 Absolutely Unbreakable Laws of Business Success* by Brian Tracy  
*1001 Ways to Reward Employees* by Bob Nelson  
*Psycho-Cybernetics* by Maxwell Maltz  
*Self-Matters: Creating Your Life from the Inside Out* by Phillip C. McGraw  
*The 7 Habits of Highly Effective People* by Stephen Covey  
*The 17 Essential Qualities of a Team Player* by John C. Maxwell  
*The Carrot Principle* by Adrian Gostick and Chester Elton  
*The Six Pillars of Self-Esteem* by Nathaniel Branden  
*Spectacular Teamwork* by Robert R. Blake, Jane Srygley Mouton, and Robert L. Allen  
*Working with Emotional Intelligence* by Daniel Goleman  
*The Five Dysfunctions of a Team* by Patrick Lencioni  
*The Happiness Advantage* by Shawn Achor  
*Happier* by Talben-Shahar  
*Real-Time Marketing for Business Growth* by Monique Reece  
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Henk Meijer/Alamy

## PART 1

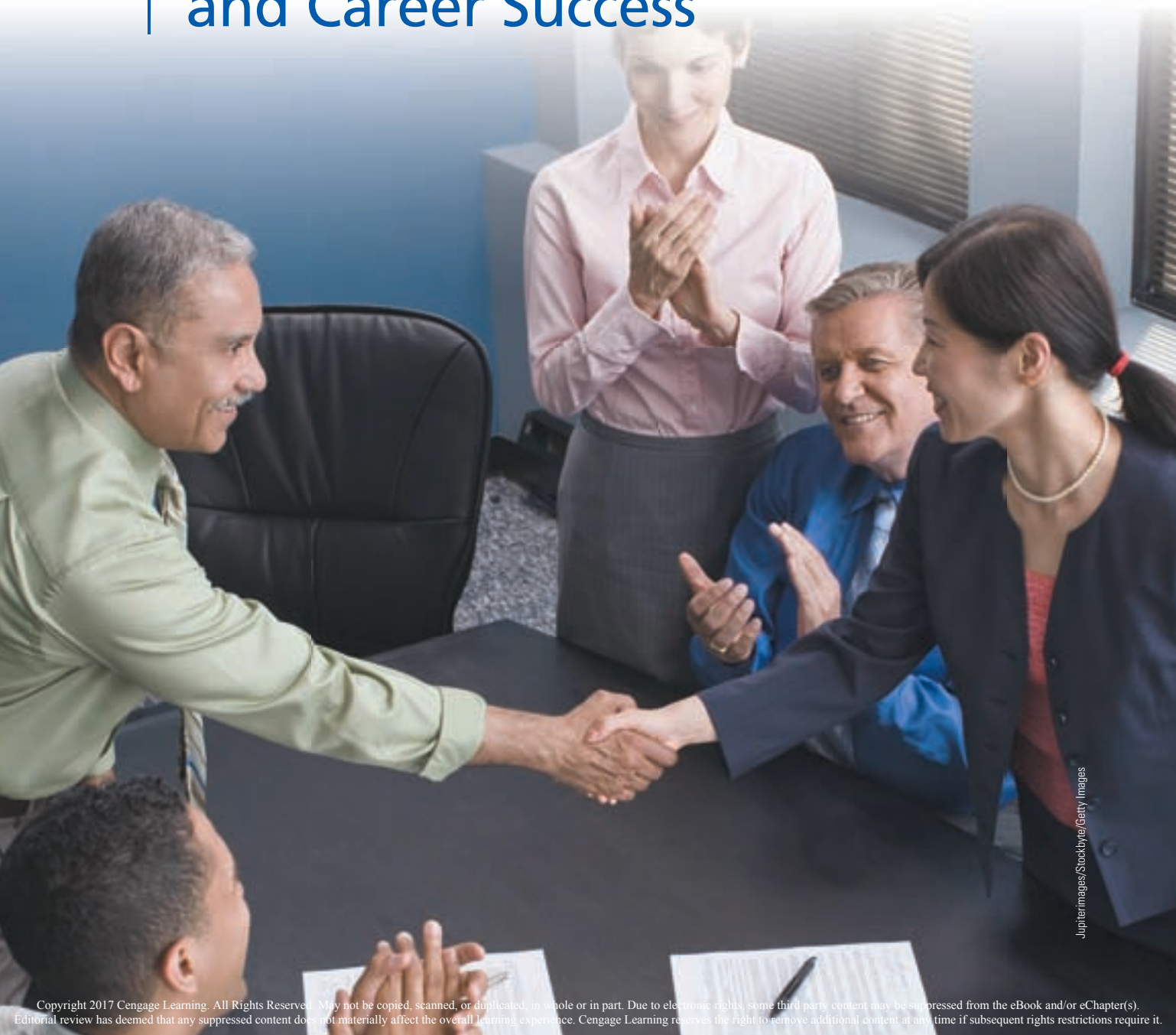
# Human Relations: The Key to Personal Growth and Career Success

### CHAPTER 1

Introduction to Human Relations

### CHAPTER 2

Improving Personal and  
Organizational Communications



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## CHAPTER PREVIEW

## LEARNING OBJECTIVES

After studying Chapter 1, you will be able to

- 1-1 Explain the nature, purpose, and importance of human relations.
- 1-2 Identify major developments in the workplace that have given new importance to human relations.
- 1-3 Identify major forces influencing human behavior at work.
- 1-4 Review the historical development of the human relations movement.
- 1-5 Identify seven major themes that serve as the foundation for effective human relations.

# Introduction to Human Relations

## TIP OF THE ICEBERG | UNLOCKING HUMAN POTENTIAL

Thanks to the landmark contributions of several contemporary minds, we have learned more about who we are, how we think, and what we do. These eminent writers and thinkers have given us several new principles of psychology. One important example is the research conducted by John Mayer and Peter Salovey that established the theory of *emotional intelligence* (EQ). They discovered that persons with EQ were better liked by others, had better social relations, and attained greater well-being than others.<sup>1</sup>

The best-selling book *Emotional Intelligence* by Daniel Goleman created a great deal of interest in EQ. Goleman stated that academic or technical ability is the threshold requirement to gain entry to a career. Beyond this, the major factors that contribute to career success are such EQ qualities as empathy toward others, adaptability to change, resilience, ability to handle disagreements, and self-awareness. Emotional intelligence can matter more than IQ.

The positive psychology movement, founded by Martin Seligman, represents another landmark development in psychology. Research emerging from positive psychology labs all over the world indicates that we become more successful when we are happier and more positive.<sup>2</sup> The fundamentals of positive psychology have been reported in *Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment* by Martin Seligman, *The Happiness Advantage* by Shawn Achor, and *Positivity* by Barbara Fredrickson.

How we interact with other people is one of the more complex functions the brain must perform. The study of emotional intelligence, positive psychology and other important topics covered in this text helps us develop the non-technical skills needed in the twenty-first-century workforce.



Image Source/Getty Images



AP Images/Harry Cabluck

Consistently ranked as one of the Top 100 Companies to work for by *Fortune magazine*, Whole Foods Market focuses on the satisfaction of both its customers and its employees.

## TECHNICAL SKILLS AREN'T ENOUGH

**1-1** A lack of technical skills is not the primary reason new hires fail to meet employer expectations and experienced workers falter on the road to career success. Today a growing number of employers seek employees who are skilled in the areas of human interaction. Interpersonal skills, sometimes described as soft or people skills, fall into two categories:<sup>3</sup>

*Personal qualities:* Treating others with sensitivity, making the right ethical choices, emotional control, ability to work as a team member, etc.

*Thinking skills:* Ability to engage in creative problem solving, make appropriate decisions, apply critical listening skills, etc.

Interpersonal skills are as learnable as software programs or a new electronic messaging system. And, interpersonal skills can enhance a résumé and a job interview.

### Total Person Insight

Work requiring extensive human interactions is the fastest-growing category of employment in developed countries. Among these positions are jobs held by a variety of knowledge workers—managers, sales representatives, engineers, medical personnel, lawyers, and other skilled professionals who serve as the engine of the knowledge economy.

Source: Susan Lund, James Manyika, and Sree Ramaswamy, "Preparing for a New Era of Work," *McKinsey Quarterly*, November, 2012; Geoff Colvin, "In the Future, Will There Be Any Work Left for People to Do?" *Fortune*, June 2, 2014, p. 196.

## Small Business Career Opportunities

Small business is the biggest driver of job creation in America. Many of the most successful firms seek employees with well-developed interpersonal skills. David Biggar, founder of Vintage Point wine sales, says his philosophy is: “Create a company where relationships mean everything.”<sup>4</sup> Ron Conway, cofounder of Altos Computer Systems, wants his employees to form a personal relationship with every customer. The phrase “It’s not what you know, but who you know” summarizes his philosophy.<sup>5</sup>

## Human Relations Defined

**1-2** 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.

## 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.<sup>6</sup> 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.

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

- *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 often view downsizing as an important step toward profitability. During periods of large-scale employee layoffs, we see the development of an employers’ market. Firms take longer to fill jobs, waiting for the perfect employee. They prefer candidates with wide-ranging skill sets who are willing to take on multiple tasks and learn new ones.<sup>7</sup>
- *Changing work patterns create new opportunities and new challenges.* Throughout the past few years, the United States has embraced a flexible labor force. Data reported by the Bureau of Labor Statistics indicates that about 26 percent of working Americans have *nonstandard* jobs. The largest group of people in this category is temporary or part-time workers. Another large segment of the nonstandard workforce are self-employed. When enterprising persons are laid off by corporations, they increasingly become independent consultants, contractors, landscape gardeners, carpenters, and freelancers.<sup>8</sup>
- *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

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

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.



“Since your job credentials are identical,  
we’ll play musical chairs.”

Cartoonresource/Shutterstock.com

- *Workplace incivility is increasingly a threat to employee relationships.* In this information-based, high-tech, constantly changing global 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. A study conducted by Cisco Systems Inc. found that the cost of incivility in its organization topped \$8.3 million annually.<sup>9</sup>
- *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 such as relationship building, group decision making, commitment to team goals and values, conflict resolution, and communications.<sup>10</sup>

- *Diversity has become a prominent characteristic of today’s workforce.* A number of trends have contributed to greater workforce 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 workforce, we will find a multitude of values, expectations, and work habits. The major aspects of workforce diversity are discussed in Chapters 15 and 16.



## Total Person Insight

“The employee skills gaps talked about most are not technical, math or reading problems. Instead, employers’ top concern is lack of soft skills needed for success in almost every role.”

Source: Bruce Clarke, “Employees Have Hard Time Finding Soft Skills in Workplace,” *News & Observer*, January 27, 2013, p. 3E.

### The Challenge of Human Relations

To develop and apply the wide range of human relations 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. 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 4.

human  
RELATIONS  
in Action



### DEFINING TALENT AT PWC

PricewaterhouseCoopers has 175,000 employees working in 154 countries. The company provides a wide range of audit, tax, and advisory services. Dennis Nally, CEO, says having technical skills is important but that’s almost a given these days. *Talent* is having the right softer skills in terms of being able to work in a collaborative environment, teaming with people, communicating well, and demonstrating sensitivities to cultural diversity.

Source: Javier Espinoza, “PwC’s CEO Switches Tactics to Keep Millennials,” *Wall Street Journal*, July 11, 2011, p. B4.

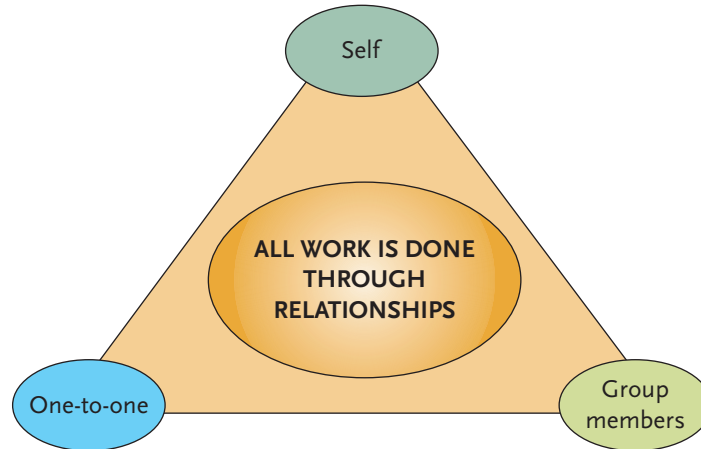
The second type of relationship we must learn to manage is the one-to-one relationships we face in our personal and work lives. People in the health-care field, sales, food service, and a host of other occupations face this challenge many times each day. In some cases, racial, age, or gender bias serves as a barrier to good human relations. Communication style bias, a topic that is discussed in Chapter 3, is another common barrier to effective one-to-one relationships.

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 and productivity problems.

### 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

**Figure 1.1** ■ Major Relationship Management Challenges



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 lives.

### 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 one’s ability to cope with the stress created by family problems.

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.<sup>11</sup> International Business Machines (IBM) has launched a program to combat childhood obesity among employees’ children.<sup>12</sup> Some organizations offer lunchtime seminars on financial planning, parenting skills, and other topics.

### Total Person Insight

“We know two things for certain: Incivility is expensive, and few organizations recognize or take action to curtail it.”

Source: Christine Porath and Christine Pearson, “The Price of Incivility—Lack of Respect Hurts Morale and the Bottom Line,” *Harvard Business Review*, January–February 2013, p. 116.

## The Need for a Supportive Environment

Some people 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 people achieve greater personal and professional satisfaction from their careers and help increase an organization's productivity and efficiency.

human  
RELATIONS  
in Action



### NUMBER ONE AGAIN

Each year, a list of the 100 best companies to work for is published in *Fortune* magazine. Job seekers need to study the list carefully because these are companies where morale is high and interpersonal relationships are characterized by a high level of trust and camaraderie. Google, the large (34,311 employees) Internet services and retailing company, has been ranked number one five times.

Source: Milton Moskowitz and Robert Levering, "The 100 Best Companies to Work For," *Fortune*, February 3, 2014, p. 108.

## THE FORCES INFLUENCING BEHAVIOR AT WORK

**1-3** This book will 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.<sup>13</sup> The culture of an organization is, in most cases, the 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.<sup>14</sup>

*It is no exaggeration to say that supervisors and managers are the spokespersons for the organization.*

Google, the popular Internet services and retailing company, has developed a culture that emphasizes customer service. One slogan summarizes the Google philosophy: "Focus on the user and all else will follow."<sup>15</sup> Google consistently ranks at or near the top of *Fortune's* Best Companies to Work For list.

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.<sup>16</sup> However, making customers the center of the company culture can take years.