

العلمة موجزة في العلاقات الانسانية في الصناعة

يقصد بهذه العلاقات مجموعة الصلات او الروابط التي تقوم بين الادارة والعاملين معها تحت اشرافها وتوجيهها على اساس ان المشروع الصناعي لم يعد مكانا للعمل فقط بل مجالا للحياة ايضا يقضى العاملون فيه احيانا نصف عمرهم اليقظ الواعي ، وان هؤلاء العاملين بشر شأنهم شأن سائر البشر الذين يشكلون مختلف المجتمعات على تفاوتها في اللغة والدين والبيئة والثقافة والتقاليد والعادات والمدارس الفكرية والمذاهب والمعتقدات الامر الذي يتطلب من الباحثين اعادة النظر في مفهوم كل من العمل والعامل ومكان العمل بل ورب العمل كذلك .

والعلاقات الانسانية الطيبة هي درجة الرشد التي يمكن أن تصل اليها علاقات العمل بين صاحب العمل والعاملين معه ، والتي يتيسر للادارة أن تحققها في مجال تطورها لمواكبة العصر الحديث بمقتضاياته وظروفه ومتطلباته وذلك لأسباب اهمها :

١ - انها تهدف الى خلق جو من الثقة والاحترام المتبادل والتعاون الفعال بين الادارة والعاملين معها .
٢ - انها تعد على رأس سبل علاج ما يسمى " بالانحلال الاجتماعي والاقتصادي " - داخل المشروع الصناعي بسبب فقدان روح التعاون والولاء لصاحب العمل والمصلحة العامة مما ينعكس ولا شك على الانتاج .

٣ - انها تعتبر من اهم العوامل المؤتية الى تحقيق مصالح جميع الاطراف المعنية بالعمل .
٤ - انها بمثابة مفتاح وموصل جيد لحل كثير من مختلف المشكلات ذات الطابع الانساني في جو العمل والتي كثيرا ما تحار عقول المسؤولين عن الادارة في فهمها وعلاجها .

هذا ولقصد أصبحت العلاقات الانسانية - بعد ان تعمقت مفاهيمها ووضحت آثارها في العصر الحديث الذي يتسم بالتطور السريع والمنافسة القاتلة والصراع الدامى على دعم الاقتصاد وكسب الاسواق - علما وفنا في آن واحد وذلك على النحو التالي :

اولا - هي علم من ناحية البناء والكيان الذي أمكن اقامته من مختلف المبادئ والنظريات والاسس والقواعد والاساليب والمفاهيم والاجراءات العلمية .

ثانيا - وهي فن من ناحية اعتماد اقامتها والنهوض بها على " الاسلوب أو الكيفية " - التي تمارس في سبيل انشائها وتوثيقها وفي سبيل تحليل العوامل الايجابية التي تقوى من آثارها وكذا العوامل السلبية التي تضعف من هذه الآثار او تقضى عليها

ويعتبر علم العلاقات الانسانية من أحدث العلوم الاجتماعية التي اهتمت اليها محاولات الخبراء والاختصاصيين من خلال دراساتهم وتجاربهم المستمرة للبحث عن حلول ملائمة جديدة وعملية لمشكلات التنظيم والادارة ، علاوة على انه علم تطبيقي بزغ نجمه في ربيع القرن الاخير ثم أخذ ينمو نموا مضطربا نحو

التأصل والتكامل وتخطيط مبادئه ونظرياته وتقنيته مناهجه ووضع أصوله حتى أصبح مادة أساسية لها
تيمتها بين مواد الدراسة الجامعية وركيزه من ركائز برامج تدريب القادة والرؤساء في تحقيق أكبر قدر ممكن
من الانعاش والتضامن الحضارى لوحدات العمل القائمة داخل المجتمع .

د. محمد ماهر عيش
قسم إدارة الأعمال

Human Relations In Industry

Dr. M. Maher Eleish

Introduction :

The term H. Rels. is a wide sense used to cover the whole series of interactions between the individual's consciousness of the collective dynamisms surrounding him.

Scientific research into H. Rels. can make use of all the methods of modern social psychology to throw light on the interdependence between H. Behaviour and the various characteristics of objective Situations : the force of events, social structures, cultural processes of thought and emotion, production techniques, work relationships, etc.

Recently there is great attention paid from the developed indl., countries such as U.S.A. Japan, Gr. Br. and France, to the growing emphasis on fact-finding and scientific interpretation of data in the study of human rels. in Society.

The following article briefly surveys developments in one part of that field-Indl. Rels-With which the International Labor Organization has long been concerned. As a result of the new stress on industry as a form of social (and not merely Economic.) org., there is increasing consciousness that Indl. Rels. are essentially H., Rels, and that in their study the fullest use must be made of the insights and techniques of the social sciences in general.

A New Approach to Indl., Rels., :

In bringing workers and management together in a common productive effort, industry gives rise to a type of H. Relationship combining elements of conflict with elements of mutual interest.

The elements of conflict become more evident with the development of trade unionism, which makes the workers feel stronger and enables them to give expression to their collective needs and desires. This has led to a tendency to view Indl. Rels. mainly in their **negative** aspects, in terms of a **philosophy of Conflict**, with emphasis on the settlement of disputes. There is now however, a growing conviction that the accent should be shifted from these aspects to the more constructive aspects of Co-op. and Indl. Peace.

Dr. M. Maher Eleish, Professor, Dept. of Business Administration, Kuwait University.

Indl. Peace does not, of course, mean the complete absence of indl., disputes. Since the goals of workers and of M. cannot all be identical, a certain amount of conflict is regarded as inevitable and even desirable in this relationship. But while there are goals which represent a real and unavoidable conflict, there are mutual goals accompanied by elements of conflict of only minor significance, as well as goals which are only apparently conflicting. This fact suggests that fuller knowledge could extend the area of understanding between M. and workers, and provide ways and means of getting people in industry to live together with greater efficiency and satisfaction

Such a development is being promoted in some countries by a study of what many writers term H. Rels. in Ind. Underlying this approach is the conviction that the development of CO-op. and constructive rels., in Ind., is not the result of accident or guesswork but must be consciously pursued. It is not enough to treat the ills of Ind., when they appear; what is needed is greater insight and Knowledge of H. Behaviour in Ind. Attention is focussed on the motives, interests, and processes by which people in Ind., interact with each other in day-to-day, face-to-face relationships. These are matters that require intensified application of the light and thought of the Social Sciences, not of Economics merely but also of Psychology, Sociology, Anthropology and Political Science. It may thus be said that the new approach has two basic features :

- 1 — it involves a shift of emphasis to the human factor in the org. of production, and
- 2 — it involves a recognition of H. Rels. in ind. as an important field for study and research.

Point of Departure of The New Study :

The new approach may be said to start with the premise that H. Beh. in Industry is influenced by a complex of Ec., Psychological and Social forces constantly interacting upon each other. **In the first place**, the human personality is seen as a bundle of desires or motives, which include not only Economic, but also Social and Psychological. The diversity of these motives and the varying degrees in which they are felt often make it difficult to predict man's actions in detail. However there are certain broad drives that profoundly influence conduct, and these have been listed by author as follows :

First, there is man's sense of Dignity, the conviction that he has basic H. Rights that others must respect. There are the complex emotions connected with Self-Esteem : the seeking for Self-expression, the opportunity to advance, success in one's endeavour and the satisfaction in attaining a useful place in the world. **Second**, there is the need for the Esteem of Others. Men crave recognition, the feeling that their H. Dignity is respected, and a confidence that they will be treated like H. Beings in all relationships. **Third**, there is the basic Instinct of Survival. This requires assurance that a man and his family can obtain the food, clothing, housing and other essentials of the most modern decent standards of living. **Fourth**, men desire Security, it is not enough to meet their needs for to-day. They wish to have assurance about their future. **Finally**, men have their Social Instincts. They naturally tend to associate with those who share their interests and to develop teamwork in pursuing common undertakings.

Human Relations In Industry

In the second place, a man satisfies most of his needs by interacting with other people or by membership of different groups. He is at the same time a member of a family, the community at large, a formal organization and perhaps an informal group. He is influenced by the leaders, customs, traditions and beliefs of each group and by its interactions with other persons and groups. A group may develop motives of its own which may not coincide with those of a member but which nevertheless influence his conduct.

Since many people spend a great part of their lives in the factory, an indl. org., must be regarded not merely as an Ec. Org., in which every thing can be assessed in terms of cost, profit and technical efficiency, but also as a kind of Social Org., in which individuals and groups satisfy their complex needs. However, though much progress has been made by applying science to further the Ec. Purposes of the concern and the individuals within it, no comparable development of skills and techniques for getting individuals and groups to work together with satisfaction to themselves has taken place.

The application of scientific method to the study of H., Problems is all the more necessary because of the nature of the work in the Modern Factory. The dominant role of the machines has created Monotony and the worker has little outlet for the creative impulse and for pride in workmanship. The Command principle of Mgt., further inhibits him from self-expression. The size of the org., makes it difficult for him to visualise his position in the entire structure and to feel that his contribution is significant. Moreover contact and communication between Workers and Mgt., are less direct, and the two groups tend to form ideas about each other which are often far from the truth.

Another source of difficulty arises from the frequency of Technological and Personnel Changes. Every Tech., Ch., whether in machinery or in methods of work, disturbs the social equilibrium of a working group. Personnel changes prevent an individual from developing ease in communicating and working with others in the group. The supervisor no longer leads a team of persons he has known for years, and for the individual worker the problem is really much more serious For all of us the feeling of security and certainty derives always from assured membership of a group ... When groups change ceaselessly as jobs and mechanical processes change, the individual inevitably experiences a sense of loss ... where his fathers knew the joy of comradeship and security.

These conditions have given rise to new patterns and problems of Status and Motivation. They result in aspects of group life and activity which have no counterpart in the simpler societies that prevailed before the coming of factory production; and the accumulated knowledge of the past, with its emphasis on man-to-man relationships, can provide only limited guidance in the problems of Indl., Life. It is because of these changes that scientific investigation has become a vital necessity.

The Development of Research :

Organised research, can normally be carried on only by institutions which have adequate resources and the necessary technical staff. It is for this reason that the Universities in a number of countries have become centres of research activity. In a few cases special departments have been established with the sole function of undertaking

research in this field, while in recent years there has been a notable increase in the number of Indl. Rels. Deps., institutes, schools or centres which combine res. with L. Education and Professional Tr. in Indl. Rels. In these institutions there is growing collaboration between specialists in the various social sciences, and more frequent resort to joint research.

Outside the Universities many independent groups are engaged in res. or in the promotion of res. These include the learned societies, privately organised or **endowed res.** institutions, civic orgs. and the associations of **Persl. Managers**, **Persl. Directors** and **Foremen**. Large Indl. Concerns devote considerable sums of money to res. on specific aspects of H. Rels. in their plants. The res. depts. of some large T.U. also undertake res. in certain areas of the subject.

The studies so far carried out have covered a wide range of problems, and it is convenient to divide them into 2 main categories. The **first** comprises studies which are centred on the problems of group functioning. The emphasis is on the interactions between individuals in a group as a Social Unit, as influenced by other social units. The term Indl. Rels. is given a broad meaning so as to include all aspects of the organised activity of an undertaking, including the multiple relationships between the M., the workers and the T.U. In the second category the studies are mainly concerned with U.-M. rels. Attention is focussed on the interactions between M. and T. V. as social institutions through which individuals give expression to their desires. The problems dealt with are those that relate to the general character of these relationships and particularly to procedures, techniques and processes involved in Collective Bargaining.

Group Functioning;

It has been customary to regard the Indl. Org. as a machine, with each part performing a specific function. While this approach may be useful for certain purposes, it is sadly inadequate in regard to H. Problems involved. The parts of the Org. are H. Beings who have interests, sentiments and desires that transcend the routine of their daily work. If the social scientist in industry has any virtue, it is chiefly that of seeing industry whole» as a functioning org. made up of persons in various official and non-official relations, and as an org. which is in some way or other related to other orgs., to the community, and to Society as a whole.

Seeing Industry whole means seeing the Indl. Org. as a small society or social system, and this principle underlies the studies on group functioning. Though many of these fall within the area of applied res., attention is increasingly being given to the development of basic theory or principles concerning group beh.

Social Processes :

It is of first importance to understand the nature of social processes within the Indl. Org. It has been said that in Indl., as in any organised activity, there are 2 sets of S. Prs. going on :

1 — There are those S. Prs. which are directly related to the achievement of purpose and which result in «Formal Org.» In business, for example, F. Org. leads to such things as practices established by legal enactment or policy, specifications, stan-

Human Relations In Industry

dard methods !.. They are concerned with those means most appropriate to achieve certain ends. And as such they can be changed rapidly. It should be noted that these manifestations of F. Org. are essentially logical in character. Through F. Org. man expresses his logical capacities; in fact it is one of the chief outlets of the expression of man's logical capacities

2 — There are those spontaneous S. Prs. going on in any organised human activity which have no specific, conscious, common purpose and which result in Inf. Org., Inf. leads to Org., to such things as Custom, Mores, Folkway, Tradition, Social Norms and Ideals. In business, for example, it expresses itself at the work level in such things as what constitutes fair Wages, Decent Conditions of work, fair treatment, a fair day's work, and traditions of the craft. It takes the form of different status systems These are attitudes and understandings based on feeling and sentiment. They are manifestations of Belonging, and they do not change rapidly.

It should be especially noted that these manifestations of Inf. Org. are not logical. They are concerned with values, ways of life, and ends in themselves - these aspects of Social life which people strive to protect and preserve for which at times they are willing to fight and even die

The nature of S. Prs. going on within Indl. Org. continue to be object of study and attention. One of the most interesting long-term projects in this direction is an investigation of H. Rels in the Glacier Metal Co. Ltd. by the Tavistock Institute of H. Rels in London. A report of the investigation : shows how unconscious forces in-group behaviour, and **unwitting** collusion between groups for purpose of which they are only dimly aware, are important factors in the process of Social adaptation. It also shows- and this is perhaps more important how such forces, such unrecognised collusion, may be a main source of difficulty in implementing agreed plans for Social Dev, and for Social Change.

One aspect of group Beh. to which particular attention has been directed is that relating to Restriction of output. While it has been customary to blame T.U. for this practice, studies suggest that it must be explained on a much broader basis. It has been shown that restriction of output is practiced not only by organised workers including Top Executives inspired by a variety of Motives not limited to personal convenience. This suggests that the practice is the result of Various Forces, which must be understood in their totality if the problem is to be attacked at its root. Some of these forces are, of course, Ec. in origin-fear of ratecutting, speed up and unemployment. Others are the result of unsound rels. Between M. and men or individual grievances and personality traits. But even where conditions are otherwise favourable, **there** is evidence that employees may tend to restrict output.

These employees had never encountered those unfavourable economic experiences to which the response of restriction is usually attributed. Their output standards had not been raised or their piece rates lowered; they gave no indication of work fatigue ; they exhibited **no** strong hostilities toward M., no resentment against alleged M. inefficiencies. Thus, their Beh. emerged for the investigators not as Econ. but as Sociological in genesis - responses to strong sentiments which cemented the individual

at work to his informal but cohesive work group and through it, to the whole structure of the company.

Organisation and Administration

Much work has been done on the H. Problems connected with org. and M. Some of the studies have revealed new aspects of Org., which are of considerable importance to H. Rels, in Industry. It has been shown, for example, that an analysis of the work flow is just as essential to proper understanding of H. Relationships as a study of supervisory and staff relationships. In each plant there is a characteristic sequence of operations or work stream, and the workers engaged in the whole process are regarded as linked to a chain of - flow relationships. It has been shown that proper flow of work is no less vital to good Morale than an efficient chain of command.

One of the main problems of org. is that of overcoming the difficulties arising from size. In smaller units., employees have better opportunity to know each other, so that Co-op. can develop on a more personal and informal basis, they can see more readily where they fit into the Org. and realise the significance of their jobs in the whole structure. This fact had led to a study of the possibilities of administrative decentralisation, of which geographical distribution is only one aspect. As one writer has put it as the essential aim is —

The placing of authority and responsibility as close as possible to the **scene of action** and permitting a wide range of discretion to those at each level of the system ... The issuance of an official policy or the redrawing of an Org. Chart cannot bring about decentralisation if higher executives ... set up rigid controls which allow too little leeway for those at the scene of operations. The essence of decentralisation is an **attitude, of mind**, a willingness on the part of those at higher levels of authority to permit their subordinates an adequately broad range of discretion.

That Ms. must acquire new insight into H. rels, in their plants is, of course, the principal theme of the new approach and of recent studies of M. Functions. The new Administrator will need to know and see better the nature of his business as a Social Org. He will have to learn to recognise the world of feelings as well as the world of facts and logic. Only by paying as much attention to informal Org. as to F- Org. will he become aware of what can and cannot be accomplished by policy formulation at the concrete level of Beh. The need for clear and sound persl. Policies is also emphasised by recent studies. These are necessary in an Org. because M. cannot deal with **each** employee solely as an individual. The development and execution of Persl. Policies require continuous attention and the establishment of a special staff (the Persl. or Indl. Rels. Dept.) The question, however, arises whether such a special staff should participate actively in the decision making process or whether it should be limited to Advisory Functions, and many studies of this question have been made on the basis of actual experience.

The general consensus seems to be that the Persl., function is the concern of the

Human Relations In Industry

line. In order to provide assistance to the line, **Service units** such as Indl. Rels. or Persl. Administration Depts. are valuable adjuncts, however. These service units should operate in a staff capacity and should perform advisory functions only. Decisions based on their advice should be a function of the line Persl. The reasons for this are several. **First**, in terms of attitudes it indicates that top M. has not shunted this important responsibility to a «side» department. **Second**, with respect to channels of responsibility it means there is less opportunity for divided authority; an employee does not answer to his fore-man in one area, say Production, and to a Persl. Administrator in another, such as Discipline.

The degree of participation by the staff in the process of Policy or decision-making is indeed a vital problem. Some writers have stressed that the authority of an order does not depend merely on the status of the person issuing it but also on its acceptance to the individual to whom it is addressed. Once it is recognised that authority in (Factory M.) only exists to the extent that orders are actually carried out, the whole question of rels. between M. and L. appears in quite a different light. It becomes important to consider how far Consultation with those affected by the orders will result in their being more effectively carried out. Realisation of this fact by M. has already led to more frequent Consultation with supervisors in the formulation of policies.

Leadership and Supervision :

With the growing size and complexity of companies and T.U. the problem of Selecting, Developing and Training suitable leaders has become of crucial importance. In the case of companies, the problem is particularly significant in view of the impact of leadership upon L.-M. Rels.-Bad leadership can easily generate an unhealthy social and psychological climate- distrust, frictions antagonisms- with in an Org. Cases have been known where Faulty leadership has precipitated simple differences of opinion into open conflicts or violent disputes.

In a number of surveys it has been shown that successful leadership is much more dependent on administrative skills in H. Relationships or the ability to handle people than on technical or specialised knowledge of the work. According to a survey of the Carnegie Institute of Technology, only 13% of a businessman's success depends on technical knowledge while 87% is due to his skill in H. Relationships. The results of this and similar surveys have emphasised the importance of leadership Tr. for executives and group leaders such as foremen and shop stewards.

Much research work has been done on L. Tr., both with respect to the content and to methods of Tr. The results of research studies have been used in the development of the job-Rels. course in T.W.I. programmes and will no doubt lead to further improvement of such courses. In addition to the familiar method of class and group discussion, experiments have been made with the individual interview approach and the model of role playing. Each method appears to have its own sphere of usefulness. The group method can be used where interaction between the group and individual exists, and the individual approach is indicated where inter-personal relationships within the group have disintegrated.

An important aspect of the general problem of supervision is the role of the

foreman. Within the last decades the foreman has been reduced to an anomalous position. He is required to know more about a lot of things than his old-time counterpart, to relate himself to more people and to be responsible in more ways, but he is hammed and hedged in on every side. The status of the middle supervisory groups has been the subject of much study, and an attempt has been made to redefine the foreman's authority, responsibility and relationships with superiors, specialized staffs, co-foremen; subordinates and union representatives, so as to enable him to exercise effective leadership in his group.

Some of the difficulties arising from large size may be attacked from the angle of supervision. This was illustrated in a study of H. Rels. in an **expanding company** undertaken by the Yale L. and M. Center, which involved an appraisal of the techniques employed by a large corporation in meeting the double problem of expanded employment and transmit from one method of production to another. It was found that the disturbing effects of such changes had to a considerable extent been reduced by decreasing the number of level of supervision, decreasing the number of subordinates for each supervisor and increasing supervisory job content to include responsibility for Persl-Problems.

Communication :

Com. has come to be recognised as a vital aspect of org. and as a significant factor in Indl. Rels. and the problem now figures prominently in many H. Rels. research projects. In a recent study carried out by the Yale L. and M. Center it was found that, in a company with a previous history of comparatively Satisfactory Rels., a major M. decision had brought on a crisis, partly because of faulty Com. between M., on the one hand, and workers, and union, on the other.

The principal result of research on this subject has been to emphasise the need for a two-way system of Com. between M. and workers as a substitute for the loss of direct personal contact between them. In practice, this means that the union must be integrated into the plant org. as a channel for such two-way Com.

In every plant where a L. union is recognised as the representative of the employees the union should be given the authority and should assume the responsibility of acting as an effective Cpms. Link from workers to M. and from M. to workers After full acceptance as a goal, two-way Com. calls for much intelligent work within the ranks of M. and for like intelligent effort, coupled with sound democratic procedures, i.e. the ranks of L.

Many studies have been devoted to the question of content what M. ought to be saying to the worker, the union, the foreman-and to matters of technique-bulletin boards, letters films, public address systems, meetings, employee magazines, and also attitude survey methods to find out who reads or listens to messages and what changes in ideas and feelings result. Such devices as the suggestion system, j.C. and employee participation in decision making, while mainly established for the purpose of serving other functions, are also considered effective channels of Com. particularly from the union and workers to M.

Human Relations In Industry

Employee Morale :

The subject of employee morale, a term often applied to the degree of job satisfaction among the members of a working group, covers a very large area in the study of H. Rels. in Industry. As previously indicated, the factors of org. and, leadership, supervision and com. all have something to do with the development of employee morale. Other obvious factors are wages, security, working conditions, chances of promotion, the handling of grievances, opportunity to use ability, etc. There are also factors connected with life away from work- welfare and recreational facilities, T. U. activities and social economic and political conditions.

Various methods have been evolved for carrying out an attitude survey in individual establishments. Though the primary object of such surveys is to provide M. with a guide to its successes and failures in Persl. Matters, they also help to relieve tensions and to improve morale by showing that M. is really interested in the Welfare of workers. It is, however, pointed out that while these surveys are of great practical value in enabling M. to deal with incipient grievances before they become explosive, they are never substitutes for more continuous day-to-day means of keeping M. adequately informed concerning the attitudes of its employees. Moreover, the material obtained by such methods is always fragmentary and must be combined with other types of information and knowledge. Apart from their value to the Ms. of particular companies, attitude surveys may disclose information of general value. In fact, many of the new insights into employee morale have been acquired from surveys of employees of individual establishments.

Some studies indicate that when a given level of employee morale is reached, the factors that have contributed it tend to reinforce each other and to set in motion a kind of «Circular Reaction» which tends to keep good morale good and poor morale poor.

«If employees are discontented with any phase of their rels. with M., they are likely to seize upon and magnify any inconveniences arising from their physical surroundings... Where annoyances are apparently unnecessary, employees are likely to interpret the condition as evidence of M's Lack of concern for them as people. It is against this attitude that employees rebel...

In those cases where the company already enjoyed good morale ... benefit plans were well received because they were an additional evidence of a M. attitude in which they (employees) had confidence. In those cases where morale was poor however, the benefit plans were received with suspicion and distrust and as probable evidence that M. was trying to pull some kind of «First trick».

With the transfer of the major responsibility for getting higher wages from individual employees to T.U. and with the gains achieved by collective action in this respect, wages have come to be taken for granted by many employees and have ceased to occupy an important place in their thinking. This has been shown in a number of surveys, in which many employees considered wages as of relatively minor importance among the factors that influence their attitude towards M. and their jobs. Wages, of course, continue to be important in a negative sense, because unreasonable or static wage rates are a real source of trouble. But apart from this, the question of improving employee morale hinges more

and more on other factors.

This fact has led to increasing emphasis on indirect incentives, better Persl. Policies and supervision, a more attractive working environment, increased welfare and recreation facilities, etc. However, the most important field for improvement is that of «H. Environment». This means that ways and means will have to be found of increasing workers opportunities for creative expression and identification with their work. This is likely to be a very difficult task, since much of the work in modern factory is found to be monotonous and repetitive. It is therefore inevitable that H. Frustrations will develop and be expressed in varying patterns of Beh. The first essential is that this Beh. should be recognised as proceeding from very real causes, and that it should not be dismissed as merely «illogical».

Technological Change :

One of the main uses of scientific understanding is the prediction of the reaction of workers to a desired change and the planning of the change with a view to their anticipated reaction. This is particularly true in the case of technological changes which, as said earlier, always disturb to a greater or less extent the social equilibrium of a working group.

Something is already known of the causes of workers resistance to change. After a change, whether it involves a transfer of employees to new jobs or merely modification of work methods on present jobs, there is a marked drop in morale and production, which is the result of social and psychological factors rather than of the technical difficulties of relearning. Much of the anxiety and disorganisation which accompanies change is due to the dislocation of the system of habits which have provided a stable framework for the worker's daily tasks. Apart from methods and reducing the shock by gradual accustoming workers to new plant or equipment, comparisons have been made between 3 methods of introducing changes to the staff :

- a — the non-participation method in which employees were simply told what changes were taking place in the factory,
- b — the group-representative method in which decisions concerning the change were made by workers' representatives in conjunction with M. and
- c — the total participation method in which all persons to be affected by the change were given an opportunity to participate directly in the discussion. In terms of morale, the most favourable reaction was found in the group which had fully participated in the discussion; in terms of production also, the findings showed that the return to the previous standard was most rapid in that group and least rapid in the non-participating group.

Union-Management Relations :

Current research in U.-M. Rels. consists mainly in historical, descriptive, comparative and analytical studies of Collective Bargaining experience, practices and procedures, or of particular aspects or elements of the relationship. While similar studies have been made in the past, the more recent work is characterised by greater attention to the complexity of the Social, Economic, Psychological and Political Factors involved in U.-M. interactions. As the relationships are between large, dynamic orgs., the problems

Human Relations In Industry

are much more complex and formidable than those related to group functioning.

Whereas earlier studies mostly dealt with situations of conflict, there is a new tendency to shift the accent to cases where mutually satisfactory relationships have been achieved. The project of the National Planning Association in the U.S.A. on the causes of Indl. Peace under Coll. Barg. is a notable example of this tendency. The British institute of M. has begun a similar study involving the experience of orgs. enjoying high output and good U.M. rels. Mention may also be made of the studies conducted in recent by the Indl. Rels Section at Princeton University and by the Indl. Rels. institute of the University of Illinois.

In these studies it is assumed that T.U. is a useful and necessary social institution and an instrument of Democracy in industry. In addition to its Economic Functions, it helps workers to find satisfaction for Social and Psychological needs that cannot be met in their work. Moreover, like any other social institution, it strives to maintain and strengthen itself; it is therefore likely to be permanent. This being so, the real question is how to improve T.U. as a social institution. The aim must be to «integrate the union into the social structure of the enterprise so that it plays a definite and positive role» instead of being an outside critic, and to bring about «a situation in which both U. and M. officials think in terms of functions and responsibilities, rather than in terms of rights and privileges».

Patterns of U.-M. Interactions :

When describing U.-M. Rels. as «good» or «Bad», the absence of Indl. Disputes or the occurrence of occasional strikes is not now considered a decisive criterion. Peace may be secured by a paternalistic attitude on the part of M. or because one party is powerful enough to impose its will upon the other. These, however, are abnormal situations which block full expression by at least one party and keep the seeds of conflict grouing underneath.

There is always danger that power will be challenged by power.... that paternalism will be swept aside by an increasing resentment. Neither one is whole-some or tolerable in a society predicated on the dignity of man and the principle of freedom.

Among the factors that affect the pattern of U.M. interactions are the practices and history of the past; customs, ethnic, racial and religions characteristics; the relative strength of the U. and M., the nature and extent of legal intervention; ideological compatibility between the parties; the general economic situation of the industry and the firm; U. and M. Policies and attitudes; the personalities of the leaders; technological conditions, etc. The pattern is normally the result of the interplay of various factors, although a given factor may in certain conditions be of particular importance.

The case studies of the National Planning Association in the U.S. have revealed significant parallels with respect to the combination of factors that have Contributed to Indl. Peace :-

- 1 — There is full acceptance by M. of the collective bargaining process and of unionism as an institution. The company considers strong unions as an asset to M.

- 2 — they (the unions) recognise that the welfare of their members depends upon the successful operation of the business.
- 3 — The unions are strong, responsible and democratic.
- 4 — The company stays out of the union internal affairs, it does not seek to alienate the workers' allegiance to their unions.
- 5 — Mutual trust and confidence exist between the parties. There have been no serious ideological incompatibilities.
- 6 — Neither party to bargaining has adopted a legalistic approach to the solution of the problems in the relationship.
- 7 — Negotiations are «problem-centred» -more time is spent on day-to-day problems than on defining abstract principles.
- 8 — There is widespread U.-M. consultation and highly developed information-sharing.

Substantially similar conclusions were reached in the study conducted by the Indl. Rels. Section at Princeton University. In one of the firms covered by the study, the following factors were found, among others, to have contributed to constructive relationships between U. and M. :

- a - the development of increased strength on the part of U.;
- b - the emergence of capable and compatible leadership on both sides,
- c - the conviction of the company that Indl. Rels. and employee welfare are of major importance,
- d - the flexibility of each side in reaching compromises of traditional positions, in abandoning rigid mental patterns, and in patiently awaiting the ultimate attainment of a satisfactory adjustment of differences.

In many studies, attention is drawn to the relative merits of the «Problem-solving» approach and that based on fixed principles or strict legalism. The problem-solving approach is considered the superior method because it emphasises the two-sided character of Collective Barg. and the necessity of resolving issues rather than winning cases.

The Evolutionary Character of U.-M. Relations :

The factors that affect the pattern of U.-M. interactions operate within a framework of dynamically evolving relationships. If the attitude of one party is unfavourable, this produces a reaction on the other : fear begets fear, distrust breeds distrust, hostility invites hostility. On the other hand, when one party makes an effort to compromise and to understand the other's point of view, it may find a responsive chord in the other.

It is often said that M. gets the kind of T. U. it deserves. The implications of various M. attitudes toward the union have been summarised as follows :

- 1 — M. is determined not to recognise the U. or to get rid of it by any available means. This means, of course, open Warfare.
- 2 — M. accepts the U. for the time being, but still wants to hold open the possibility of getting rid of it at some future date. This leads to undeclared war.

Human Relations In Industry

- 3 — M. accepts the U. as here to stay, but nevertheless the executive continues to function as much as possible as if the U. were not present. The U. not consulted, often simply blocks action.
- 4 — M. accepts the U., both intellectually and emotionally. M. modifies its belh. accordingly and the U. reciprocates.

Many studies have emphasised the previous history of the parties as a significant conditioning factor in the formation of their attitudes and in the development of their future relationships. This is particularly true where there have been violent conflicts which engender resentments and antagonisms that are carried forward through the years.

The commencement of Collective relations is considered particularly dangerous period and one fraught with many possibilities for misunderstanding. The campaign to organise the U. will have engendered an atmosphere of hostility and brought all the elements of conflict into the open. For the first time, the authority of M. to decide policies unilaterally is challenged and its usual reaction is one of fear and resentment. Having no previous experience in mutual dealings, the parties have nothing to guide them and the negotiations tend to be a battle over rights and principles combined with a general airing of grievances. The degree of mutual understanding reached during these early negotiations is likely to influence their future relationships for a long time.

For such beginnings, the relationships of the parties may develop into and pass through varied patterns or structures. With the seasoning influence of time and experience, and some times after costly errors and sacrifices, the parties' attitudes undergo changes which are echoed in the character of their relationship. Where there has been mutual acceptance, the parties may simply deal with each other as realists of the market place, each seeking primarily «to exact at any given time from the other the full measure of gains for its side made possible by economic conditions and the balance of Barg. power». As mutual acceptance grows, the rels. may develop into one of accommodation or regular Co-op.

Administration of the Agreement :

Studies of the problems of administering the agreement indicate that their importance is often overlooked, though they have considerable significance from the point of view of H. Rels. In contrast to the activity at Barg. table with the tensions and emotions that is usually evokes, the adm. of the agr. is devoid of dramatic interest and to be humdrum affair. Nevertheless, it is this daily activity of living under the agr. that contributes above all else to sound indl. relationships. The tensions and emotions that find expression at the Barg. table often originate from satisfactions and dissatisfactions with the way that the agr. has been implemented hitherto.

The day-to-day adm. of a Collective Agr. may involve many matters of great complexity. In a changing economy new questions will constantly arise that were not foreseen then the contract was negotiated. Where different agrs. apply to the different groups in the undertaking, there may be many problems due to the interaction of the

agrs. The essential aim must therefore be to find and train capable administrators.

Disputes over the application and interpretation of the terms of an agr. will, of course, be submitted to an arbitrator, court or other outside agency. However- unlike litigants in court, the parties in a collective L. agr. must **continue** to live with each other during the dispute and thereafter A L. dispute submitted to **Arbit.** not a controversy as to a past transaction, like the typical law suit in which each litigant desires to win, and win or lose, wind up the litigation and have nothing more to do with the matter. A L. dispute submitted to Arbit. is a mutual problem which affects the future rels. of the parties and the smooth operation of their enterprise An award which does not solve the problem, and with which the parties must **nevertheless** live, may become an irritant instead of a cure.

Thus, while there is need for an authority to which legal disputes can be submitted for final decision, what is more important is the manner in which the parties deal with these disputes at shop level. The parties themselves have a fuller understanding of the problem and of the relevant factors than any **outside** person, and they can appreciate better how a possible solution will impinge upon the future development of their relationships.

Conclusion :

The study of H. Rels. in industry is still largely in the process of development. It has opened up a frontier of knowledge of still undefined limits, whose vast hinterland **appears** at this stage in imposing but indistinct outlines. It has already made significant **contributions** and this encourages the hope that further explorations will yield more fruitful and substantial results. It is no longer possible to ascribe failures in human rels. in industry to the vagaries of an incomprehensible H. nature; some where there must be a relationship of cause and effect which may be brought to light by diligent research and enquiry.

The study of H. Rels. gives scientific support to one of the fundamental principles underlying the International Labour Org. that L. should not be regarded as a mere commodity. Though this principle is couched in negative terms, it clearly means that the workers should be treated as a human being- as a complete H. B. with, Ec., Psychological and Social Needs. The achievement of this aim involves much more than questions of wages and employment conditions; it involves every aspect of working life, which occupies so great a part of the employee's working hours, and even aspects of his life away from the place of work. While it is comparatively easy to win theoretical recognition of the worker's dignity and worth as an individual, practical results in the varied situations of Indl. Life cannot be obtained without study and effort.

From the point of view of the climate of public opinion, the study of H. Rels. in industry is not without significant implications. It may be expected that, when the «human factor» becomes the object of so much attention, there will be changes in the general attitude towards the worker. Recognition of the H. Needs of the worker is important not only in Indl. Rels. but also in the several beliefs and culture of the Society in which he lives. The worker needs this powerful social sanction for the improvement of his Social and Material Conditions. As long as the community places him in an inferior

Human Relations In Industry

position in Society and as long as he or his U. strives in a hostile or indifferent social climate it will be difficult to obtain such improvement.

BIBLIOGRAPHY

- 1 - Days, E, (L.L.O.) Review, 1952.
- 2 - A.A. , **Human Relations In Modern Business**, 1969.
- 3 - Mayo, E, **The Social Problems Of An Industrial Civilization**, 1949.
- 4 - Moore, W,E, **Industrial Relations and Social Order**, 1965.
- 5 - Roethlisberger, F,J, **The Foreman**, 1966.
- 6 - Jaques, E, **The Changing Culture Of A Factory**, 1967,
- 7 - Benjamin, M., and Selekman, S, K, **Production. and Labor Relations**, Harvard Business Review, 1949.
- 8 - Dubreull, H, **Industrial Organization Based On Autonomous Groups**, I.L.R., 1951.
- 9 - Worthy, J,C, **Factors Influencing Employee Morale**, Harvard Bus. Rev., 1950.
- 10 - Turnbull, J, G, **Labor-Management Relations**, N.Y., Social Science Research Council, 1949.
- 11 - Jensen, V, H, **Heritage Of Conflict**, N.Y., Cornell University Press, 1950.
- 12 - Zinke, G, W, **Causes Of Industrial Peace**, 1951.
- 13 - Lester, R, A, and Robie, E, A, **Constructive Labor Relations**, 1968.
- 14 - Kerr, W, and Gottlieb, B, **Industrial Relations**, 1950.
- 15 - Keith, D, **Human Relations At Work**, 1970.
- 16 - Gellerman, S,W, **The Management of Human Relations**, 1969.
- 17 - Huneryager, S, G, and Heckman, I, I, **Human Relations In Managment**, 1971.
- 18 - Strauss, G, and Stayles, L, Personnel, **The Human Problems Of Management**, 1968.