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[See table of contents](#)

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trée de l'individu non spécialisé et in-expérimenté ou les taux d'essai pour la période de probation et le paiement de primes ou autres taux spéciaux. On ne doit pas oublier non plus le système de stimulants; ces taux ainsi fixés « stimulent » le travailleur à produire davantage pour augmenter son revenu. Cette pratique réussit bien si les employés y ont confiance et elle comporte également inconvénients et avantages. Lorsqu'il s'agit d'accorder une augmentation générale de salaires, il est important que la direction et les employés s'entendent sur la méthode à utiliser pour modifier la structure existante.

L'auteur conclut dans un dernier chapitre en disant que la structure de salaires est un mécanisme compliqué et quelle que soit la méthode utilisée, elle doit tenir compte des conditions du marché du travail et de la situation économique. Un fait ressort de cette étude, c'est que la détermination des salaires comporte certains aspects d'un art. Une bibliographie complète sur le sujet est ajoutée ainsi qu'un appendice comprenant deux rapports sur le procédé de l'évaluation des tâches servant de base pour l'établissement des salaires. Cette étude concerne à la fois et les employeurs et les employés et les unions par les aspects intéressants et particuliers qu'elle comporte.

FABIENNE TOUSIGNANT

HARRIS, E. M. — *Married Women In Industry*, published by The Institute of Personnel Management, Management House, 8, Hill Street, London, W. 1. Occasional Papers, No. 4, 30 pp. 1954.

This pamphlet surveys certain aspects of the employment of married women in industry. It includes a fully annotated bibliography of recent publications, comments from personnel officers, notes on meetings and conferences, and a section, based on the material available, summarizing (a) industry's point of view and (b) the effect on a family life of married women's work outside the home.

The whole subject of the employment of mothers raises complex social and economic issues. The pamphlet does not attempt to deal with the subject comprehensively but is confined to

a simple statement of some of the facts. Much useful work has been done or published which may not be generally known and which would perhaps benefit from being gathered together. The pamphlet has been prepared by the Institute's Information and Publications Officer and is intended to provide a starting point for those wishing to undertake further investigation and study.

HOFFMAN, ROGER M., *Sick Leave Practices*, article from "Personnel Journal" published by the Personnel, Inc.; Mt. Royal & Guilford Ave., Baltimore 2, April 1954, pp. 418-421.

In this short article, the author gives the report of the sick-leave practices of 30 companies employing 150,000 people. It is more and more general the practice of paying employees for time not worked such as: paid vacations, paid holidays, and now, another provision becoming popular is paid sick leave.

The survey undertaken in those companies shows that office workers have been granted more benefits than production workers "in an attempt to forestall unionization". It gives interesting figures illustrating the attitude held towards unionized and non-unioned groups concerning the period when the employee becomes eligible to the benefits. Paid sick leave provisions seem to be increasing as companies are faced with the union demands on this issue. It is suggested that an analyze of the experience and practices of other companies would be wise and necessary for any company having to consider that eventuality.

FABIENNE TOUSIGNANT

KOLB, HARRY D., *Creating the Organizational "Atmosphere" for Improved Communication*, article from "Personnel", published by the American Management Association, 330 West 42nd Street, New York, May 1954, pp. 482-487.

In this article, the Author examines some of the ways in which higher management should encourage supervisors to take the responsibility of improving their day-to-day communications. It is known how important those communica-

tions are and how effective they can be in creating confidence among workers themselves and among the various degrees of supervision; the result of such an effort is coordinated teamwork vital to the company's success.

Various methods are used to "secure a flow of information up and down the organization". An example of good communication bringing good results of exchange of ideas and feelings that took place is given in the paper; it is mentioned that "the plant had gone to considerable effort and expense to get this exchange". Something should be remarked in that fact and it is that this progress was made over a number of years and not instantly. More and more facts about the company were revealed frankly to every people in the plant and in that way they were receiving a more interesting economic education than real economic courses would have given them. They are concerned in how their company's economics affect their own security.

Such educational sessions were taking place under group discussion, conferences and weekly staff meetings. Furthermore, the general superintendent held meetings with the union representative. In such a way of proceeding, every group and every person could share every information; the middle management and supervisors felt secure in being able to and having to pass information along. It also should be noted that the foreman has a job to do in his own group in bringing information to the group and getting information from the group to management.

The most important aspect of making information well known to every one is that "it constitutes recognition of the importance of the individual and the fact that he does play a part in the scheme of business". Such an attitude in a Company brings confidence, cooperation and success.

FABIENNE TOUSIGNANT

Pour une économie des besoins, Economie et Humanisme. Le diagnostic, No 84, mars-avril 1954.

Ce cahier contient quelques-unes d'une série d'études qui ont été présentées à la session sur le besoin tenue en

1953. On y avait abordé deux points importants: le besoin en général et les divers besoins, la réponse aux besoins. Notons certains travaux très remarquables: J. Y. Calvez, Le besoin devant la pensée économique et philosophique; M. Marczewski, Les régions économiques et notamment le régime soviétique, face aux besoins; Parizeau, Besoins globaux et croissance orientée des pays sous-développés et G. C. Sebregondi, Le développement harmonisé: notes pour une théorie. Ce cahier présenté selon les préoccupations des recherches d'Economie et Humanisme est une excellente contribution à l'étude de la théorie économique.

GÉRARD DION

HUDSON, RUTH ALICE and ROSEN HJALMAR — *Union Political Action: The Member Speaks* — Industrial and Labor Relations Review, Volume 7: Number 3, April 1954, pp. 404-419. Issued quarterly by New York State School of Industrial and Labor Relations at Cornell University, Ithaca, New York, \$5.00 a year — \$1.50 a copy.

Les auteurs, l'une assistante du professeur de sociologie et l'autre assistant professeur de psychologie à l'Université d'Illinois ont complété, au printemps de 1952, une enquête effectuée auprès des membres d'une union régionale groupant 21 locaux pour un total de 25,000 membres dans un centre commercial et industriel des Etats-Unis. L'article en question veut être un rapport sur ce qu'un groupe de membres pensent du rôle des unions dans le domaine politique. Les auteurs expliquent leurs méthodes, leurs constatations et leurs conclusions par graphiques et tableaux. C'est une étude scientifique et technique. Ils ont posé, à un échantillonnage de 4.281 «rank-and-file members» et à 969 «stewards» ou officiers de ces locaux, cinq questions: Les unions devraient-elles prendre une part active à la politique? Devraient-elles supporter des candidats favorables aux travailleurs? Devrait-on discuter de questions politiques dans les assemblées? Les unions devraient-elles indiquer aux membres des dons pour des campagnes électorales? L'étude comporte une ana-