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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-