

There are, as Dr. Person points out, many fields to which psychologists have not yet made positive contributions. He also points out that the opportunities for psychologists to work in industry have been meager and the years few. He recognizes that the scientific method is slow, painstaking and laborious. It should be remembered moreover that the number of psychologists engaged in industrial work is very small. In 1922 a bulletin of the National Research Council reports the number of American psychologists engaged in industrial work as only forty-five. Of these probably only a very small fraction were giving their full time to industry.

Given time, opportunities and adequate rewards (for psychologists, like other men, need food, clothing and shelter), the problems which Dr. Person indicates will be tackled one by one.

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BUSINESS executives are showing a marked and growing interest in the application of known fundamental principles of psychology to practical problems of industry. Dr. Person's timely paper on "Industrial Psychology" will be of distinct value in stimulating closer relations between psychologists and industrial managers. It suggests ways of cooperation between them for the purpose of developing a science of psychology which will effectively formulate basic laws for the guidance of management in influencing personal effectiveness in industrial cooperative activity.

In an increasing number of corporations today employees are selected according to physical standards, general intelligence, special aptitudes, and adjustment to specific industrial tasks as well as general industrial environment. Yet a genuine human interpretation of industry is primarily spiritual in its nature, and Dr. Person rightly senses that industrial psychologists hitherto have not adequately touched the ethical aspects of the managerial problem, which his paper stresses. The problem of management involves two additional psychological phases: one, to inspire adult employees to initiative and pride in work; another, to lead and teach them in constructive cooperative effort.

Behavioristic psychologists who would study the field of industry thus find themselves constrained to a dual task in helping the art of management. They should first develop devices for measuring definite

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group interactions and reactions to composite stimuli in order to discover causes of conduct. Then they should formulate basic principles for assisting industrial managers to influence and guide human conduct in cooperative work relations.

The solution of this task presupposes much preliminary controlled psychological research in the industrial field. The behavior of the adult employee must be studied as an integral whole, both in its reactions to social relationships and to group activities. Man is more than an economic unit. His work relations are inseparably interwoven with his domestic, social, civic, political, and religious ties. Therefore springs of conduct must be discovered in order to eliminate old habit patterns and create new ones in adults. Psychological research must be undertaken into the nature and utilization of such basic incentives as honor, ambition, action, pride, power, beauty; or, again, into financial rewards and relief measures so as to appraise their inspiring and constructive force in relation to the adult worker's disposition plus his established habits. This means classifying dispositions and psychologically evaluating different organic reactions to different kinds of work under varying conditions of industrial environment and management. Managerial problems of leadership, adjustment, incentives, and control can never be divorced from the choices and the group conduct of the individuals who carry on industrial activities. The subject matter of industrial psychology is industry as a region of human behavior.

Dr. Person rightly concludes that psychological research which is to assist in solving these intricate managerial problems can be effective only through cooperation between psychologists and industrial executives. This cooperation must be one purposing to understand what industrial groups are, and how individual desires, aims, wills, are expressed in group activity. The industrial psychologist should have opportunity to enter shop or office for objectively observing normal adult behavior in its reactions to normal work environment. This involves studying the worker's interrelations with various groups and their leaders. It may even involve active participation of the psychologist in group activities in order to arrive at psychological evaluation of group thought, group interest, and group functioning. Professional industrial psychologists should also have opportunity for free discussion with experienced executives and workers, whose practical observations of normal human reactions under present managerial conditions of industrial

environment are being increasingly recognized as having scientific value for psychology.

Industrial psychology has achieved actual success by means of quantitative measurement in the fields of advertising and selling, and also in the phases of selecting and placing personnel. However, industrial psychology has not hitherto studied the development of native impulses as acquired habits which represent racial custom and culture; nor has it formulated definite principles which may assist management in understanding and guiding the conduct of adult workers. Dr. Person's able paper invites industrial psychologists to this new field of research, and challenges industrial managers to active cooperation.

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Is Your Organization a Group?

IS THE personnel of an organization a group subject to the laws of group behavior, and is the problem of organization esprit a problem of creating or finding a "dominant interest" for the organization which enables it to compete with the other groups (with their dominant interests) to which the members of the organization belong?

This and many similar questions are inspired by an important study² which has recently come to our attention. Lindeman's "Social Discovery" belongs primarily to the field of sociological literature, but logically it merits recognition also as having a place in the field of industrial literature. To those executives who are concerned with the problem of industrial psychology, to all for instance who have found Mr. Dennison's address³ interesting and suggestive, this new book will be more than stimulating. It may point the way towards solution of the problem of organization esprit.

The author, a graduate of Michigan Agricultural College, undertook a number of studies of the organizations and actual functioning of certain agricultural cooperative marketing associations. He was not content, as is usually the case, with a merely descriptive report; a keen mind led him into an inquiry concerning motives for organization and the essential forces

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²"Social Discovery"; by Eduard C. Lindeman, Republic Publishing Company, New York. Pp. xxx, 375; \$1.00 (paper).

³"Who Can Hire Management?" *Bulletin of the Taylor Society*, Vol. IX, No. 3, June, 1924.

which kept the organizations functioning, the reasons for differences in methods and results, the nature of the stimuli, the nature of the reactions, and so on. The result is a study concerning group behavior, with numerous questions and many generalizations of general import. The outstanding feature of the work is that its inferences and generalizations are derived from the study, in the field, of marketing organizations in action, and are not the product of "rational explanation" from a library desk.

The first quarter of the book consists of a critique of the historical and current methods of sociological research (the reader should remember that the problem of management is a sociological problem!), and attention is given to the historical, the analogical, the logical and the statistical methods. All are essential but no one by itself is sufficient. Social research has been ineffective because individual studies have utilized one or another insufficient method, and the result has been neither scientific, accurate nor usable. "The most palpable fact concerning most of them (reports) is that they are not only not used but that they are not usable." "The non-utility of most sociological investigations is not due to untrained research specialists nor to the unwillingness on the part of the public to accept the social scientists' findings, but to the method of investigation."

The historical method (study of past behavior) can only furnish clues to the explanation of current behavior; the analogical method (comparison of different kinds of current behavior) can only direct attention to things which if proved might be significant; the method of logic assures thinking of its effectiveness, but it knows nothing about the accuracy of its premises; the statistical method "is not the means of discovery but rather a check upon discoveries already made . . . statistics cannot be regarded as an integral part of the method of social research but merely as the mathematical check on its discoveries." What the author says about the statistical method will cause many a statistician to sit up suddenly and reach for his club, "Statistics is not a method of discovery; it is a method of tabulating discovered facts." "Social science is chiefly concerned with precisely those facts which either escape the statistical method entirely or are injected too hastily, namely, the facts of relation." All of these methods are essential to scientific social investigation.

The second part of the work is devoted to an exposition of a proposed step towards improvement of