

In general this book would perhaps lead to an opposite impression.

The psychological insight contained in this book, in addition to the sagacious treatment where psychological insight cannot be had because of the incomplete status of psychology, makes this worth reading, even though it may seem to be duplicating previous reading.

Donald A. Laird<sup>2</sup>

*Problems in Personnel Management.* Compiled and edited by Daniel Bloomfield. H. W. Wilson Company, New York, 1923, pages xvi, 553. (658.3)

*Financial Incentives for Employees and Executives.* Same editor and publisher. New York, 1923, pages, Vol. I, xx, 325; Vol. II, 402. (658.32)

*The Modern Executive.* Same editor and publisher, New York, 1924, pages xv, 263. (658.31242)

Deep in the conscience of the one who has reviewed these three books there is held the conviction that while production through industrial combination remains the basis of civilization, the broad subject of personnel administration or the realization by the masses of increased happiness in their daily work is a problem of profound sociological importance. It should receive, therefore, comprehensive and deliberate analysis animated by a spirit of sincere scientific devotion. When one has enjoyed the intellectual companionship of such books as McKee's "A B C's of Business," Hadley's "Economic Problems of Democracy," Kory's "Some Problems in Current Economics," and R. T. Evans's "Aspects of the Study of Society," and has been inspired by the enlightened social philosophy of an Ernest M. Hopkins, he experiences a sense of impatience with the atmosphere of superficiality in these books. In them are assembled good, bad, and indifferent articles by authors of varied background and experience, with frequent repetition and lack of logical arrangement; and there results distraction of interest which is difficult to overcome and tends to discourage serious inclinations.

The suggestion is offered that before any more additions are made to the Modern Executives Library, a thorough study be made of the great volume of literature already available upon the subject of personnel administration, that consideration be given to the activities of the many institutions and associations devoting themselves, either primarily or secondarily, to this problem, and that only those contributions be made that will be a genuine improvement upon existing material.

Articles of significant worth in the first of these books are "The Psychology of Labor" by Professor Thorndyke, "Budgeting Expenses for Personnel Work" by Earl Morgan, "Employment Management, Employee Representation and Industrial Democracy" by William M. Leiserson, and an outline of a talk by Franklyn Meine on "Promotion of Factory Employees." Of the several sections of the book

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the one which excels, as a result of the high standard of individual contribution and coordinated relationship, is that devoted to lateness and absence. Most of the other articles are superficial, platitudinous, or out of line with progressive psychology and philosophy.

The two-volume book upon financial incentives and wage payment plans, forms a creditable contribution to this phase of personnel administration. In arrangement, composition and argument it is a decidedly higher standard than the preceding book. There is a satisfactory bibliography and an appropriate introduction by Meyer Bloomfield that contains practical fundamentals.

Volume I is devoted primarily to a general consideration of the importance of financial incentives, an outline of the basic types of wage payment plans and detailed consideration of bonus systems. Volume II is devoted to profit sharing, stock ownership, thrift plans, and incentives for selected classes of employees.

The leading articles in Volume I are the report of the Committee of the National Electric Light Association on Bonus Systems, and "Bonus Plan for Truck Drivers" by H. P. Gould. Included in the chapter on the types of wage systems is an interesting charted summary of wage plans taken from Circular No. 8, Bureau of Commercial and Industrial Relations, University of Wisconsin. The significant article in Volume II, because of its thoroughness and sound argument, is taken from a report by the Industrial Bureau, Merchants Association of New York, and covers the subject of industrial pensions systems. The article upon the compensation of salesmen by R. E. Heilman, and the reproductions of some analytical reports of Bloomfield and Bloomfield, notably the one on employée benefit associations, help to raise the standard of this work. As a whole, the volumes suffer in constructive value from the inherent disadvantages of the plan of presentation.

In the third of the trio of publications listed above are a few individual articles which are good in themselves, but they are lost among the many of inferior quality. Here is a work dealing presumably with leadership and the modern executive, and the introduction states that it is invaluable for its disclosures as to what a modern executive is and what he does; yet the reviewer cannot recall having read recently a book as thoroughly platitudinous as this, which varies from superficial generalities on psychoanalysis to a story of a cadet engineering course.

Of far greater significance than the entire content of this volume, in the opinion of the reviewer, is the following single statement of A. C. Bedford, President of the Standard Oil Company of New Jersey: "Leadership in business and industry today requires not only a clear understanding of the technical fundamentals, but an understanding of the principles of cooperation between different business groups and active participation in the community life of the nation, a knowledge of the fundamental laws of economics, a deeper sympathy with mankind, a keener judgment in selecting and training men, and a breadth of view embracing the highest ideals of service."

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## TAYLOR SOCIETY

AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE AND THE ART OF ADMINISTRATION AND OF MANAGEMENT

THE key to the problem of industrial peace is the objective science of management, where the science concerns itself not only with things, but also with men. The engineering technician holds the key.—Page 222.

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