

国际贸易经典案例十：Johnson & Johnson PDF转换可能丢失图片或格式，建议阅读原文

[https://www.100test.com/kao\\_ti2020/251/2021\\_2022\\_\\_E5\\_9B\\_BD\\_E9\\_99\\_85\\_E8\\_B4\\_B8\\_E6\\_c85\\_251105.htm](https://www.100test.com/kao_ti2020/251/2021_2022__E5_9B_BD_E9_99_85_E8_B4_B8_E6_c85_251105.htm) Human Resources Management Facing Business Challenges at Johnson & Johnson. Johnson CEO Ralph S. Larsen and his predecessor, James E. Burke, as they considered the challenge of managing the company's human resources and keeping employees satisfied and productive. Johnson & Johnson's employees were smokers, and one internal report revealed that smokers had a 45 percent greater rate of absenteeism than nonsmokers. Smokers also contributed disproportionately to the company's medical expenses (30 percent higher than nonsmokers), an ominous statistic at a time when health-care costs were rising at nearly twice the rate of inflation. Another problem confronting Johnson & Johnson employees revealed that they were frustrated by their inability to meet all their obligations, both to their families and to their employer. Many stated that they had difficulty finding day care, especially sick-child care and infant care, and almost 20 percent responded that they could not afford day care even if they could locate a suitable provider. Although these employees felt torn between family pressures and employment roles, they found little help at work. Most stated that their managers were unsympathetic about the dilemma. Balancing their work and family obligations took its toll on employees, who reported higher levels of stress, greater absenteeism, and lower job satisfaction. For guidance on these issues, the CEOs turned to Johnson & Johnson.

top managers promote health in the workplace ? How could they help Jamp. Johnson Ralph Larsen and James Burke understood that effective human resources management was the key to the satisfied and highly productive work force so necessary to Johnson amp.J expanded its child-care program to include home care. The company contracts with child-care providers to offer employe reduced rates on home-based child care. It also gives the providers advanced training and access to the resources in its on-site child-care facilities , such as books and toys. Under its Balancing Work and Family Program , Jamp. Johnson managers participated in training to sensitize them to work and family issues. To underscore the companys commitment to family care , human resources managers added a new sentence to the company credo : "We must be mindful of ways to help our employees with their family responsibilities." This commitment to helping employees better manage family pressures boosted productivity by reducing absenteeism , tardiness , and stress. In addition , the companys commitment to work/family policies helped attract and keep qualified employees in a tightening labor market. Productivity was also enhanced by a wellness program. Live for Life was designed to emphasize steps employees can take to maintain and improve their health. The program sets four goals for employees : They should quit smoking , eat more fruit and fewer fatty foods , exercise regularly , and buckle their seat belts. At Jamp.J locations now have fitness centers and wellness programs , and 75 percent of the work force participates. The results have been impressive. Smoking among employees has been

reduced to less than 20 percent , a decline of more than one-third.  
Live for Life costs Jamp.J formed a new company , Johnson amp.  
Johnson employees truly are the companys most valuable asset.

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