

Happy workers not always most productive, says prof

Managers shouldn't try to make all of their employees happy, just half of them, a Michigan State University management authority said.

"Happy workers aren't necessarily good workers," said Dr. Lawrence H. Foster, associate professor of management, at the fourth annual Greater Lansing-MSU Management Conference on the Quality of Working Life.

Foster, speaking to about 300 business persons and academicians, said managers have come up with the "perfect system for demotivating employees."

Raises are given automatically once a year, he said, so there is no direct link between performance and reward. Employees frequently are given yearly performance eval-

uations, but do not get their raises until several months later. Again there is no link between performance and reward, he said.

Foster said that lump-sum salary increases provide a worker with an immediate reward for good work. Instead of spreading a salary increase over 12 months, give it to the employee in a lump sum, he said.

"Of course," he added, "if the employee leaves the company, the money would have to be returned."

Foster said that if money is the greatest motivator for improving performance, then salaries should not be kept secret.

"Secrecy tends to act as a demotivator," he said.

When people don't know what

other people earn, they tend to guess wrong, he stressed.

"If I were to estimate my colleague's salary, or a subordinate's, I would probably overestimate their salaries by 30 percent," Foster said. "I would also tend to underestimate my superior's salary by 30 percent."

Foster added that employees be given a choice of fringe benefit options "cafeteria style." What may be a reward or a benefit from the manager's perspective is not necessarily a reward from the employee's perspective, he said.

He added that the most successful companies in the country are those that make the best use of human resources, and advised managers to develop systems for dealing

with human resources.

Foster also reminded the conference that it is impossible to manage

people. "Don't try to change people — change the work environment. Make it worth their (employees)

while to behave the way you want them to," he said. It will pay off on the profit line.

Poll says age tells stand on draft

The generation gap is alive and well in Oakland County when it comes to the military draft.

Three of five adults favored reinstating the draft in a poll taken by U.S. Rep. William Broomfield, R-Bloomfield Township. But two-thirds of their high school-age constituents opposed it.

Nearly 20,000 persons in the 19th Congressional District answered Broomfield's annual questionnaire. Nineteen high schools in western Oakland and a small portion of Livingston counties polled part of their student bodies.

ONE ONE OTHER issue showed a generations split, the congressman said.

Slightly more than half opposed using general tax revenues to help finance the social security system. Among high school age persons, 56 percent favored the proposal.

Four out of five supported a balanced federal budget, which Broomfield said "reflected the national mood favoring fiscal responsibility."

Three-fourths opposed a federally administered national health insurance program paid for by payroll tax deductions.

Slightly less than half supported President Carter's Middle East policy. Broomfield said, while nearly 10 percent were undecided. Nearly three-fifths opposed Carter's handling of Taiwan when he recognized

the People's Republic of China.

More than three-fifths felt Carter's human rights pronouncements didn't enhance the cause of peace.

WITH INFLATION and energy labored the nation's most pressing problems, more than half favored mandatory wage and price controls to fight inflation if the Carter Administration's voluntary program proves ineffective.

More than three-fourths favored development of nuclear energy as a prominent energy alternative to oil and gas.

But most of the responses to the nuclear energy question were made prior to the accident at the Three Mile Island nuclear plant in Pennsylvania.

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