

# THE MANAGEMENT CHALLENGE

By Bill Kent, Ph.D.

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## Money Talks, But It Doesn't Tell The Whole Story

A recent poll of 1,464 adult workers provided some interesting insight about how we feel about our jobs. Among those who claimed to like their jobs (the majority of those polled) 33 percent said the work itself was the aspect they liked the most, 25 percent described co-workers as the aspect most liked and only 12 percent said that wages turned them on the most.

Among those who disliked their jobs, a full 42 percent were unhappy with their wages. It seems that when people are not happy with what they do for a living, they turn to the wage issue as a channel of discontent. They may feel trapped in their jobs and think that more money would probably make them happy. It would; for about a month. Then the tedium, or a poor boss or a depressing future would reassert itself and discontentment would occur again.

Industrial psychologists have a word or two for this. They say when a person cannot find happiness in work itself he usually seeks enough money to buy happiness away from the job, and refer to it as extrinsic rewards. When someone finds contentment

and satisfaction in the job itself, he experiences intrinsic rewards.

Fancy words, perhaps, but it takes no psychologist to convince us that the intrinsic pleasures of a job you love go a long way toward helping you achieve overall happiness. One study indicates a person's attitude toward their job has an impact on their overall health!

What can we learn from this? One thing we must not conclude is that pay is not important. We all know it is, but it becomes important relative to how strong a love affair we have with our work.

A lot of evidence is available that says an employer will seldom succeed in buying top performance and loyalty in employees. If the intrinsic rewards of the job are not there for the worker, he or she will never consistently perform up to potential.

Try thinking about using this knowledge in the following manner: (1) match new employees to their jobs as well as possible (find out the natural traits and skills of applicants and match these to those required in the job.), (2) closely monitor the performance levels of all employees (3) counsel with them and find out how they feel about what they do every day (raise the pay of top performers yes, before the usual raise date, they're worth it) (5) try to switch jobs among the poorer performers and (6) as a last resort, replace the poorer performers with new applicants whose skills and natural traits match your job openings. This isn't easy, but the psychologists would say you'd be a psychoceramic not to try. What's a psychoceramic? Why, a crackpot, of course. ■

## SUPERINTENDENTS NEED TO SHARE KNOWLEDGE Surveys Are The Best Tool

Dear Dan:

I am writing in hopes that the State Supt.Assoc. has a golf course wage survey that you could send to me. Like a lot of courses we have a labor problem. Part of it is due to low wages. A well documented wage survey would be a big help in improving the wage scale. The last survey I have on file is dated Dec. 1982.

While I am on the subject of surveys, I believe that the StateAssoc. could do a valuable service for the superintendents of the state by conducting surveys on a great number of subjects. Such as wages, equipment (length of use, repair history, operating practices, etc.), insecticides (when and how different superintendents use them), herbicides (when, how, and what combinations are used in our areas, not at the universities in Florida, Georgia, and Texas, but by the golf course superintendents on their courses),

how do different courses handle golf cart traffic in wet weather, in high traffic areas such as the ends of the paths, how do they keep the carts on the paths at the tees and greens. There are many other subjects that could be addressed by the State Asso. that would be of immense benefit to the superintendents.

I believe that we must have long range research on many problems, but for a small part of the dues that are collected from the superintendents we could be helped on problems that could be corrected today. Surveys that can be filed together would be much more helpful than articles in a magazine that you have to search through stacks of magazines to locate the article.

Thank you,

Philip Ammann, Supt.  
Bonaventure Country Club