

Motivation— Is The \$ Enough

The speaker, Donald C. Zick, and his audience at the Midwest Regional Turf Conference agreed: accomplishment or achievement is one of the best motivators of employees.

Zick, manager of employee training and development at the University of Missouri, asked an audience of 734 at Purdue University recently to sum up in one word "what really motivates your people more than anything else."

Among the responses he received were recognition, accomplishment, dollars, satisfaction, desire, pride, responsibility, ability, security, involvement and appreciation. A show of hands decided that accomplishment and recognition were probably the most important.

Accomplishment is number one in motivational importance, he said. An employee must feel that his job is a challenge and that his is really accomplishing something.

"Accomplishment or achievement is the start of a sequence or cycle. Once an employee has a sense of achievement, he will have recognition, desire to do more, more appreciation for his job and from his employer, more job security and perhaps more responsibility and more money," he said.

Zick cautioned that it is "the individual and not the general principal that applies." Employers need to go through the sequence for each employee following the sequence until they find the one element that is lacking and then build from there.

Accomplishment as the primary motivator also gives the employer something to work with. The employer can "get the roadblocks out of the employee's way"—eliminate the obstacles that impede the employee's chance to feel that he is accomplishing something.

Although accomplishment or achievement is the most important motivator, other factors can also af-

fect employee performance. Security, for example, can be both a "motivator and a demotivator. "An employee must have a certain amount of security in order to achieve or accomplish," stated Zick, "but too much security can be a demotivator. The employee will get the attitude that no matter what he does, he won't get fired."

Another motivator, expectation, can be very effective in employer-employee relations. Zick emphasized that an employer "must let his people see that he expects a lot from them" for studies have shown that people will live up to the expectations that employers have of them whether good or bad.

Fear, although a great short term motivator, is definitely not a good long term motivator. If fear is present as a motivator for a long time, the employee will not have high standards of achievement or will look for a new job.

According to Zick, money, often though to be the most important motivator, is not a continual one. If the employee has money, he has the ability to be happy, but the money alone may not make this so. If he doesn't have what he considers to be a just wage, other things cannot make him happy. In addition, although an employee may be satisfied with his pay now, he may not be satisfied with this same wage in the future.

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WEST COAST GOLF COURSE

(from page 28)

opened its first municipal golf course only this past summer. New resort and housing developments however will be on the increase in the near future.

Golf will continue to be a major recreational outlet for westerners.

Judging from the number of people who vacation and retire in our states, golf courses will continue to multiply in order to meet the demand.

In addition, a number of existing courses have begun new additions to their facilities. Prospects include: Arizona — 11; Idaho — 5; Nevada — 2; Utah — 4; California — 23; Oregon — 4; Washington — 7. □

New Course Openings By Type, Oct. 1, 1971 — Sept. 30, 1972			
	Regulation	Executive	Par-3
Arizona	10	2	..
California	11	6	1
Idaho	2
Nevada	2
Oregon	2	..	1
Washington	8	..	1
Utah	3
Golf Courses Under Construction, Oct. 1, 1971 — Sept. 30, 1972			
	Regulation	Executive	Par-3
Arizona	8	1	..
California	12	4	2
Idaho	2
Nevada	1
Oregon	1	1	1
Washington	9
Utah	4	1	1