



BEAT DAVY JONES—Navy diver Joseph R. Tallarico steps from a decompression chamber and reaches for his shoes at Solomons, Md. Tallarico was trapped 130 feet below the surface of the Patuxent River near Solomons for over six hours. He was pinned to a dragging anchor by the chain when the tide started running. Five divers worked to free him. He was then placed in the chamber for four hours. In good condition, Tallarico said he would dive again.

SCIENCE AT WORK By DELOS SMITH
United Press Science Editor

New York (U.P.)—Two academic psychologists have suggested that their professional colleagues in industry should stop "selling" management on "assumed" relationships between the attitudes of workers toward their jobs and the amount of work the workers do.

In general, what industrial psychologists have assumed is that where the workers like the management and the things management does and the environment it provides for their work, their productivity is high because their attitudes are conducive to high productivity.

Dr. Arthur H. Brayfield and Walter H. Crockett of Kansas State College asserted in a technical publication of the American Psychological Association that human beings held fast in their "network of relationships" with one another of upper, equal or lower degree, simply are not that simple.

It is time for industrial psychologists to stop making assumptions about what goes on among human beings in American industries, they said. Rather they should start experimenting with these human beings in order to get at the hidden springs and cogs and wheels which make them operate.

Personal Goals
They studied everything psychology has learned by getting workers to fill questionnaires and observing workers at work, and the little they got from their studies that was concrete caused them to remark:

"In the absence of more convincing evidence than is now at hand with regard to the beneficial effects on job performance of high morale, we are led to the conclusion that we might better forego publicizing these alleged effects."

They also concluded that (1) "satisfaction with one's position in a network of relationships need not imply strong motivation to outstanding performance within that system," and (2) a worker's productivity may be related only on the surface "to many of the goals toward which the industrial worker is striving."

Emphasis was placed upon the variety of those personal goals—almost as various as the workers

themselves. As examples, they pointed out that a worker engrossed with the activities of his social sphere might be chary of so distinguishing himself with productivity that the rewards of higher pay and promotion would remove him from that sphere.

Probe Satisfaction
And the worker whose interests were centered in his union wouldn't be motivated toward high productivity, since high productivity means little or nothing in advancing a worker within his union. Also the worker might not see eye-to-eye with management as to the desirability of high production—he might feel that he could produce himself out of a job.

They thought industrial psychologists should find what causes a worker to be satisfied with his job, what attitudes go along with his satisfaction and what effect that satisfaction has upon him. They suggested also that their colleagues well might study:

"The differential effect of particular kinds of management practices upon the attitudes and performances of workers with different motives, aspirations, and expectations. The approximate questions may concern how, for particular workers, productivity comes to be perceived as an instrument to the achievement of some goals but not others, while for other workers a different preception develops."

Peron Said Planning Visit To Mexico City

Mexico City (U.P.)—Reliable sources said today ousted Argentine President Juan D. Peron, now living in exile in Panama, will come here within the next few days.

The sources said Mexican actress Guillermina Tellez and other friends of the ousted dictator were preparing a welcome for him.

The foreign office said it had no official information about the report. However, it said the Mexican government was ready to issue the necessary permits if Peron wants to enter the country.

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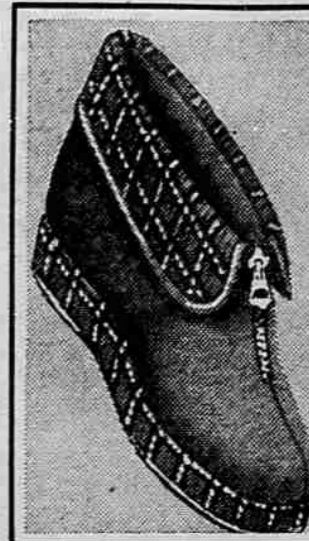
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