

6. 38.8% believe quality of higher education is improving. 36.1% think it's staying the same, or getting worse (23.6%).

One implication of Administration policy is that college is unnecessary for many. But:

Only 17% rate newspapers, magazines, tv & radio as "very important" sources of info about colleges. Rated more useful are college pub'ns (49.2%), commercial guidebooks (33.8%). College grads think personal contacts, counselors, faculty members & orientation programs are important sources also.

7. 90.2% believe the things learned in college are important for later life.

8. A college-educated person is more likely to be a community leader say 71.5% and more likely to be self-supporting (68.7%) than someone who hasn't attended college.

9. 2 reasons for attending college are 1) a need for continued education (62.5%), 2) necessary to get a job (59.1%).

10. An overwhelming majority feel the opportunity to attend college should be available to all qualified students.

(For copy of study write Group Attitudes, 420 Lexington Ave, NYC 10017)

FEAR OF CRIME IS EQUAL-OPPORTUNITY AFFLICTION; PR PROGRAMS CAN HELP COMBAT

According to an extensive Canadian Urban Victimization survey, the cost of crime in Canada during 1981 in just 7 cities surpassed \$430 million. Victims spent 50,500 nights in hospitals and were out of work 405,700 days. It's a concern that internal publications can address by making employees aware of their rights if they are victimized and identifying the services available to them.

Excellent resource is the recently released study titled Reducing Crime In America: Successful Community Efforts, Part IV of a 4-yr study sponsored by Figgie International, conducted by Research & Forecasts (see prr 9/14/81). It answers questions raised by 3 prior works which examined the effects of fear of crime on individual, corporate & community lifestyles. Case studies reveal new confidence & cooperation between public & police to combat crime and its pervasive fear. Common denominator in these success stories is the creation of alliances among community residents, police & city administrators. Book is excellent for those organizations that want to join forces with communities to battle crime.

"Preventable crimes -- incidents between strangers related to assault, robbery, burglary, arson, vandalism & drug abuse -- constitute the majority of all crimes committed. According to FBI Uniform Crime Report statistics, 90% of all reported crimes in 1981 was property crime, and of these the vast majority are crimes of opportunity. A nationwide effort at fighting preventable crime, therefore, has the potential for enormous impact on reducing the national crime rate and increasing individual safety in America."

(Copy from Research & Forecasts, 110 E 59th St, NYC 10027; 212/593-6424)

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WORK ETHIC, SO IMPORTANT TO PRODUCTIVITY, IS NOT DECLINING AMONG US WORKERS, BUT INTERNAL RELATIONS POLICIES & PROGRAMS AREN'T CAPITALIZING ON THIS

"All the evidence suggests that the work ethic is strong among American jobholders and may be growing stronger. But rather than rewarding the work ethic, many American managers ignore it or unintentionally undercut it," says Dan Yankelovich, co-author of Public Agenda Foundation's 3-yr study titled Putting the Work Ethic to Work: A Report on Restoring America's Competitive Vitality.

Root of management's problem is revealed by PRSA's Delphi Survey -- a remarkable low level of concern for workplace issues. Receiving minor concern from management are such issues as participative mgmt, quality circles, profit sharing, flexitime, automation of white collar work (see prr 8/22).

Some Major Findings

1. Fewer than 1 in 4 US jobholders (23%) are working as hard as they could at their jobs.
2. More than 70% endorse the work ethic.
3. 52% say they have an inner need to do the best job possible, regardless of pay.
4. 22% say there is a direct relationship between how hard they work &

how much they get paid. 61% want a closer link between performance & pay.

5. 73% say job effort has declined because they frequently receive the same pay increases regardless of how hard they work.

6. Only 13% feel they would be the primary beneficiaries if they did work harder. 48% say benefits would go primarily to employers. (In contrast, other studies show 93% of Japanese workers feel they directly benefit.)

Recommendations

1. Tie remuneration directly to performance.
2. Enforce high standards of quality. "Nothing erodes the work ethic more than the perception that employers & managers are indifferent to quality."
3. Make sure employees share directly & significantly from productivity gains.

4. Avoid situations where the interests of the org'n run counter to the interests of employees, e.g., don't introduce new technologies in ways that threaten job security.

5. Flatten the hierarchy to avoid conveying the message that individual workers are less important to the organization's success than managers.



Report recommends caution in implementing changes. Resistance can occur, particularly among middle managers. "Typically, the middle manager has risen from the ranks after 15 or 20 years of playing a subordinate role. To ask that person to yield power, without addressing the consequences, is a guarantee of failure."

DEPERSONALIZED COMPUTER COMMUNICATION WILL AFFECT MANY MEDIA; ADDING VALUE TO PERSONAL ONES

there is a longing for the human/the personal, finds a 195-pg study by International Resource Development titled Paperless Consumer Information Services. Study uses electronic mail as an example. While enormously efficient, it takes a lot of the humanity out of a communication.

Paper, on the other hand, is far more intimate than a piece of computer hardware. It is a symbol of authority. It dispels doubt as to the existence of a transaction, and it represents an extension of the individual. "A letter written on personalized stationery will be far more meaningful than the same words appearing on CRT or printed out on computer paper."

Paralleling the current demand for new electronic media will be a resurgence in demand for personalized written communications, study predicts. Greeting cards & stationery will see increased usage because of this backlash. But this doesn't apply to all paper products. Newspapers will be negatively affected. Electronic yellow pages will make newspaper classifieds obsolete.

Where efficiency is paramount, new electronic media win out. To counteract this, involve human needs by personalizing your medium.

THE SYSTEM WORKS: NEW CONSUMERISM EMANATES FROM PRODUCT MANUFACTURERS, NOT ACTIVISTS OR THE DISGRUNTLED

sistance Research Programs (TARP). Many are beefing up their consumer service dep'ts, providing "800" numbers to teach about product use or misuse and to resolve

The arrival of the new electronic media in the home is representative of the age we're living in -- increasingly uniform, mechanized & depersonalized. As a result

Category	Impact				
	Negative		None	Positive	
	High	Low		Low	High
Catalogs	X				
Directories	X				
Newspapers		X			
Magazines			X		
Business Forms					X
Greeting Cards				X	
High-Quality Stationery					X
Commodity Stationery		X			
Checks		X			
Trade Books			X		
Technical Books	X				
1st Class Mail		X			
2nd Class Mail	X				

"Companies that don't take the time or money to build customer confidence are assumed guilty until proven innocent," believes John Goodman, pres, Technical As-

complaints. In 1978 there were about 40,000 "800" numbers. Now there are about 10 times as many with 100,000 used for servicing customers.

Dissatisfied customers can receive quick responses via "800" numbers. "The propensity to get into lawsuits is directly proportional to response time. If you can respond by telephone, you can find out what the customer did to contribute to the problem. Written complaints may go through several departments before ending up in the legal department. If a person is given three weeks to stew, he will have gotten advice from all his neighbors and filter out anything he may have done to contribute to the problem."

Customers' misuse of a product or incompetence is a factor that companies must address, Goodman told Christian Science Monitor. Educating the customer is one "safety-improvement path." But getting the customer to take that path is challenging. "Often, they simply don't read directions or don't follow them. I know of one computer company that has resorted to putting on its box in big red letters: 'When all else fails, try reading the directions.'"

Building a "foundation of confidence ahead of time" allowed Johnson & Johnson to weather the Tylenol crisis. "It was assumed they weren't guilty. And when the problem was discovered, J&J aggressively communicated their situation."

Along with avoiding dissatisfied customers, "800" numbers can prevent the loss of potential new ones. TARP's word-of-mouth study done for Coca Cola (see prr 11/9/81) shows that every dissatisfied customer tells 9 or 10 people. Whereas every satisfied customer tells 5 people.

IS OPINION RESEARCH WRONG? IS REAGAN? OR IS A GEAR MISSING BETWEEN PUBLIC OPINION & POLITICAL PRESSURE?

Contrary to the present US Administration's actions, research shows most citizens want to protect the environment, hang on to reasonable regulations & be

protected against catastrophic medical bills. Another study finds they also favor federal aid to education. Some highlights of a survey of 1,188 persons conducted by Group Attitudes Corporation:

1. Aid to education is viewed as a priority item for the federal budget, ranking 4th among 9 choices. Public feels it should not be cut back.
2. Clear majorities favor continued federal support for needy students & for institutions thru low-interest loans to middle-income students (77.4%), federal grants for low-income students (70.6%), and federal aid for colleges & universities having a large proportion of low-income students (66.4%).
3. Public favors continued gov't support of college research in medicine & physical sciences.
4. A majority are concerned they won't have enough money to help finance their children's education.
5. 72.5% think the overall quality of higher education in the US is "good" or "excellent."