

enough in an organization that they become committed to the organization? Are individuals who retain strong professional scientific interests more likely to leave in the interim period before making final commitments to the organization, leaving a gradually increasing proportion of older scientists who may have lost their scientific interests and capabilities? How might incentives be used more effectively by management to retain the more capable scientists and to sustain the professional interests and scientific capabilities of those who do remain for longer periods of time?

This last question brings us to a third mechanism that can be used by organizations to attract, retain, and maximally utilize scientific talents in ways that contribute to organizational objectives. The first I described as recruitment of those who are presumably most amenable to working toward the accomplishment of organizational objectives; the second as socialization, the provision of experiences over time that help relate and stimulate employee activities and attitudes in directions that support organizational goals; the third is the use of incentives--that is, inducements and rewards that are meaningful to scientists and that are also tied to organizational requirements.

In this regard, we also find that scientists are like other men in that salaries are important to them. Where they feel that they are not making as much money as professional colleagues who are doing similar work elsewhere, then they are likely to become quite dissatisfied with their conditions of employment and to be waiting for the first chance to get a good job elsewhere that pays better. Most enlightened management in larger bureaucratized organizations knows this, and accordingly tries to provide high salaries for their scientific and technical personnel. The mistake that some managers make, however, is to assume that higher-than-average salaries will necessarily attract better-than-average scientists. We are familiar with the escalation of salaries that has occurred in some industrial areas--especially in the aerospace industry.<sup>17</sup> However, the available evidence does not support any contention that higher than average salaries will attract unusually competent scientists. On the contrary, the data from several studies indicate that once scientists have what they consider to be an adequate salary and fringe benefit package, they can only be stimulated to higher levels of research productivity and can only be attracted to other research environments by non-monetary incentives. The most potent of these non-monetary incentives--that is, the one that is most frequently related to higher levels of research productivity and general job

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