

Juanita Salinas, a young divorcee with one child, had a record of frequent tardiness as an assembler in an electronics plant. It was evident that the supportive approach influenced Salinas's behavior. Her supervisor, Helen Ferguson, scolded her several times about her tardiness, and each time Salinas improved for two or three weeks but then lapsed back into her normal pattern. The next time Salinas was tardy, Ferguson approached her with concern about what might have caused her tardiness. Although the new car pool undoubtedly helped, an important point was that Salinas seemed to appreciate the recognition and concern that was expressed, so she was more motivated to come to work on time. She also was more cooperative and interested in her job.