

become very disturbing and very uncongenial to the dynamism and to the maintenance of vitality in management.

At the beginning of this lecture I told you that I was not going to try to resolve all the problems, that I was going to state the problems so that they would be in our stream of thinking and we will be at least aware that they are a possibility.

Let us return to this matter of job satisfaction and the provision of jobs. Here again I see no immediate solution available to management. Business organizations do operate for profit, and they can indulge themselves within limits in personnel policies that are costly. Up to a certain point expenditures for the enhancement of job satisfaction, greater loyalty, and dedication on the part of the work force pays off. Obviously there is a point beyond which it does not pay off, and that point will be reached and pressed against increasingly as this ability to produce more with fewer and fewer people continues to come into our realm of experience.

There are some things that can be done. Some of them will be a result of adjustments in the environment in which business operates, some of them will occur within the business organization itself. I am not particularly optimistic--although some of my colleagues and friends would feel more optimistic than I do--that the process of retraining and mobility of assignments can go very far in resolving some of these problems from the standpoint of the total economy. They can go far, I think, in helping to develop an effective and satisfied and happy labor group within an organization.

From the standpoint of the total society, however, I am beginning to wonder whether some of our cherished traditions may not be challenged, and I go back to such a fundamental tradition as the benefits of work, the joy of working, the satisfactions that come from work; work as a means of expressing yourself. To me leisure in a societal sense is perhaps the most dangerous time bomb we have in our future, because we do not know how to use it. It is too facile, it seems to me, as some have said, "There was never more beautiful and flourishing culture than that of ancient Greece, which was built on the premise of leisure for the few and slavery for the many, but these few with leisure learned how to use it. Why can't we on the same principle, it is asked, use our automated machines in place of human slavery and develop on a mass scale the kind of leisure for our people that will result in a new flourishing of culture in our time?"