

More work versus more free time (adapted from *Scientific American*, 1994)

During the industrial revolution, increased productivity led to reductions in working hours. People who had been working 12-hour days, six days a WEEK, found their time on the job decreasing to 10 hours DAILY, then, eventually, to eight hours, five days a week. Only a generation ago sociologists worried about what people would do with all this free time.

Although the output per hour of work has more than doubled SINCE 1945, free time seems reserved mainly for the unemployed and underemployed. Those who work full-time spend as much time on the job AS they did at the end of World War II. Bookstores are now FULL of manuals describing how to manage time and cope with stress.

There are several REASONS for this. Since 1979, companies HAVE improved the business climate by having employees work overtime rather than employing extra personnel. The way salaries and benefits are organized makes it LESS costly to ask 40 employees to work an extra hour than to employ one more worker to DO the same 40-hour job.

Even though employees complain about long HOURS, they also have reasons for working more. People WHO work less do not benefit in their careers because companies consider this to be a negative attitude. HOWEVER, studies today show that part-time workers make better use of the time they have and are NOT as stressed. Positive experiences with reduced hours have begun to change the "more-work-is-better" cultures at some companies. Larger firms, in particular, want to experiment with flexible working arrangements.

The US market up to now has aimed at full-time, two-career households. For example, automobile makers no longer produce cheap models, and larger homes are replacing the SMALLER post-war constructions. Thus, this situation indicates a curious inversion: US goods are SUITABLE only for full-time workers on high incomes.

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