So how do you design a productive work environment?

1. three needs

a. meaningful work

b. need to feel responsible for the product of the work

c. need to get feedback concerning results of their work

2. three needs explained

a. meaningful work -- assign jobs that require a variety of skills and talents, can be perceived as an identifiable unit and can be perceived as having an impact on the organization (collective bargaining lament about couldn’t run the place without us)

b. responsibility– degree to which employee can control the work, including scheduling and manner by which tasks are completed

c. feedback– amount of info the employee gets about the level of work performance from the job itself (i.e. reference librarian hearing that patron is pleased)

3. Redesign job by job enlargement (horizontally – number and variety of tasks) and by enrichment (vertically –increasing participation in management activities such as planning and controlling their own work)