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N.Y. December 21,1932
52 East 91st Street,
New York City

Miss Ida M. Tarbel,
120 East 19th. Street,
New York City

Dear Miss Tarbel:-

Enclosed please find a copy of the report on your book "New Ideals in Business". I am sorry that it has taken so long to reach you and that I am unable to send you the original copy of it.

I hope you will enjoy reading it as much as I enjoyed reading your book.

Trusting that you will favor me with your criticism of this report at your convenience and thanking you most kindly for the interest you have shown in this work, I remain,

Very Respectfully,

David E. Singer

Enclosure

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DAVID E. SINTER
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NEW IDEALS IN BUSINESS

1917 - 1932

The new world was settled at first by people of the middle class of various European countries. The Puritans from England and Holland were middle class people, as were the Hugeonots from France. This middle class was an outgrowth of the poor or lower element, developing by virtue of superior industrious efforts and thrifty domestic habits. The increasing economic freedom of 16th. and 17th. Century Europe was their principal weapon and they used it to best advantage. They accumulated wealth, and provided themselves with the domestic comforts of the times; window glass, cottages with chimneys, etc. This appeal for economic progress segregated these people from the ignorant and less industrious who neither accumulated property nor exercised any unnecessary effort for personal betterment. This energetic, hardy folk became the Puritans. They were a small band hopelessly wedged in socially between the stagnant group from which they had risen and a stiff necked, idle aristocracy.

Thus the new world was its salvation. The Puritans were a self-restrained race and in no manner did they partake of the self-indulgences that characterized the aristocracy they abhored. Their religion itself was a departure from the Church of England and grew from a root just as economic in its purpose as spiritual. Straight laced orthodoxy for the sake of devoting the utmost of time and effort to the development of a wealthy community seemed to be the code of the times. The essential economic procedure of the early settling days was a direct attack upon nature. The keynote was to keep ploughing, keep digging, keep planting until each objective was attained. An attitude of perseverance and dogged resistance became impregnated into our American middle class even at this early date. Little did this pioneer people imagine that in 300 years a mammoth of power and toil would characterize the struggle for economic stability; a struggle of class distinction far more acute than that which brought the Mayflower to America.

In 1917, Miss Ida M. Tarbell undertook a summary of the conditions of the working class, a description of efforts made to aleviate its problems,and suggestions of economic as well as social value for general betterment of society. As her first point, Miss Tarbell considers the working conditions under which men live. The comfort of the working man is discussed as a new feature in the construction of plants. Sanitation and the consumption of the greatest amount of fresh air and daylight are requisite to fine production. We must bear in mind that this is 1917. The progress and innovations made by industry since then have been tremendous, and to read Miss Tarbell's belief that manufacturers are realizing the importance of good working conditions is to read of what was truly an undeveloped idea in industry. For many years, the sweatshop

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method was believed to be the most economical. Sluggish men and sluggish women were driven to their labors by the rule of the lash. The workshop is the principal part of the worker's life, and its environment is his environment, its spirit is his spirit and what the workshop gives in consideration of the workman's feelings, he returns with interest in terms of efficient labor. The case of the Hamilton Watch Company is a direct proof of this. By the installation of ventilators in its plant the working speed of the employees was increased 10%.

Baseball fields, athletic facilities of all kinds are to be found in the vicinity of factories, and they are maintained by the factory for the use and pleasure of the worker. Miss Tarbell draws an interesting analogy between the factory and college as promoters of athletic development. If good baseball ability is reason for admitting a boy to college, why not to a job? It may not be far fetched to reason in this way, but upon questioning the justice of the Athletic Scholarship, it would seem more legitimate to award the privilege of entering college upon a basis of scholastic merit. The same applies to the job.

Further comfort is offered to the workman in the form of clubs. Miss Tarbell defends them on the ground that they break the monnotony of the working day. It is also contended that monnotony is a most dangerous feature of manufacturing, since it causes a man's interests to go against his conditions.

Instead of acting in a strict executive capacity and proceed with the installation of beneficences such as he decides are good for the working man, the manufacturer might operate from the other side of the factory - and ask of his men, as well as of himself "What do the men want?" The contention of Mr. Richard Feiss of Cleveland is that "Welfare work is not a philanthropy. It is an essential part of the management". As such it is logical to assume that the greater good will come of welfare work which solves the problems of the employee. Primarily, speaking from a social point of view, the working man desires a recognition for the service he contributes to the organization of which he is part. He desires an attitude of dignity toward his job. In 1932, light and fresh air and sanitary conditions are no longer regarded as luxury but as his due. The railroad engineer is king of the roundhouse. The carder and comber in a woolen mill want to be regarded as important factors in the mill.

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The greatest satisfaction a man can derive from a task is that warm sensation of strength and responsibility which comes only to a man who has done a good job well. Dostoievsky, in his "House of The Dead" declares that "If it were desired to reduce a man to nothing - to punish him atrociously, to crush him in such a manner that the most hardened murderer would tremble before such punishment,- it would be necessary only to give his work a character of complete uselessness." How true this is can only be seen by a study of industrial strikes and their causes. When men feel their labors are futile, or that their appointed taks are not equl to the responsibilities of which they feel capable, rebellion is the only suitable instrument of rectification.

Next the workingman wants and enjoys and appreciates the use of additional facilities such as ball fields and parks. Such welfare work as the annual outing, an occasional evening function to which a man may bring his family are also powerful agents of good will. But since 1917, the word welfare work in the factory has altered its form. In other words, the luxury of yesterday is the commonplace of to-day - even going down the social scale to the workingman. This is true to a great extent because of Government interference. Sound conditions are required by law, and factory inspection and building regulations have backed up the workingman and are protecting him against ill health.

The next factor Miss Tarbell discusses is safety. It is certainly a fundamental law of civilized communities to respect and protect human life. Until recent years the loss of life and the permanent injury of workingmen, these industrial accidents were regarded as an unavoidable tribute industry must pay to the machine. The efforts to equip machinery with safety devices has in a certain measure aided in diminishing the toll of death and incapacity. The greater part of accident prevention, however, must come from the workman himself and must come thru' the medium of organization and education. Miss Tarbell describes an important and effective means of impressing workmen with the necessity of Safety. The Illinois Steel Corporation with Mr. R.J. Young in charge of safety work appointed inspection committees made up of workingmen to inspect the various departments of the plant. In 1913 alone, 7300 men served in this capacity. Such work is worthwhile.

Accident prevention work is never labor lost, but it cannot be believed even by the most optimistic manager or superintendent that eventually the machine will be foolproof. Provision must be made for caring for those unfortunates who are injured at work.

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Under the old industrial code nobody apparently cared if men were hurt or not. To-day however, plants with a large number employed are equipped with first aid stations or hospitals with the constant attendance of a doctor or nurse. Aside from the good such equipment does at a time of trouble, it has a distinctly beneficial effect on the wage earner. The realization that he is being cared for gives him a more friendly attitude toward the workshop.

The functions of the hospital are broader than first aid. The workingman in a modern plant is subject to certain sanitary regulations. A factory employer cannot make such rules unless he makes it possible for them to be obeyed. The hospital arranges such regulations. The hospital definitely enhances the general efficiency of the plant by its physical examination of both employees and applicants for positions. Often a disease is discovered which is directly or indirectly due to the work a man is doing. He may be removed to another part of the factory to be replaced by another, less susceptable to the malady. Men who work under physical handicap are constantly endangering their fellow workingmen causing mishaps very frequently disabling the next man as well as himself. So does the medical staff aid in safety work.

An interesting case regarding the legal right of a corporation to include in its expenses the maintainance of a sanitarium for its employees is mentioned by Miss Tarbell. The ruling of the court was in part as follows:- "It is well within the corporate powers to assume, as it has done, the care and treatment of such of its employees as are affected with tuberculosis. And unless it is shown to be wasteful of the Company's money and unproductive of beneficial results, the practice may stand as well within the scope of its business. The reasonable care of its employees, according to the enlightened sentiment of the age and community, is a duty resting upon it and the proper discharge of that duty is merely transacting the business of the corporation."

That the co-operative effort of factory owner and medicine is accomplishing its purpose well isevident in the ever decreasing death rate from infectious diseases. In 1911, there were 21 deaths per 100,000 population from Typhoid Fever. This has been decreased to 6 in 1926. A similar figure is to be seen in Tuberculosis. Degenerative deseases, however, have increased. The reason is not to be sought in the factory, but in the social conditions resulting from congested living in the factory vicinity. Town and city lifeare breeders of degenerative diseases. My experience in social work has shown me such cases. Men and women, often idle thru' illness, living in close quarters near festering children accumulating filth and tangled thoughts as a result of ungoided leisure. Fathers and mothers working on lathe and loom to keep body and soul together, having no choice but to leave their young wandering on street and in alleys. What does the factory do for them?

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Families become demoralized thru illness and unemployment. When under an economic system degeneration, mental as well as physical goes freely on among the impressionable adolescents of a community there is a serious reflection on the social propriety of that system. Since the factory cannot pay the wage sufficient to care for the children of its workers, it might provide facilities for teaching them the little known art of clean and proper living. This would be a "New Ideal in Business".

Miss Tarbell speaks of labor, and treats labor in a most impersonal manner. Her suggestions in its behalf are certainly worth of every consideration since they are based on sound thought, but in the final analysis, labor is comprised of men and women, and it must be considered from a human viewpoint. Miss Tarbell's greatest fear seems to be that people will drop their speed in work. In one instance, she discusses a case of a working girl and says "Every time her work begins to fall off in quantity or quality, everytime she doesn't appear at her machine, the reason will be sought and the remedy applied." And then again, discussing the value of medical service at the clothcraft shop in Cleveland, "There is no phase in the Clothcraft management from which it is believed a more direct return in dollars and cents comes than from this medical service."

There is no human significance attached to this welfare work. It is possible for a factory to maintain a high degree of efficiency only by keeping its machines in working order. It is, therefore, economically sound to maintain a repair shop for the human machines and treat them as robots and not as fellow men.

We must keep in mind that it is 1917. The liquor trouble is an actual menace to good factory management. Men are drinking and making stability in the plant impossible. Why do they drink? Because they are exhausted and because the corner saloon is the most friendly nook - while the workingman has money. But as his supply of silver dwindles, his welcome becomes worn in proportion, until at last he is physically ejected, a black sheep, and the corner saloon will be glad to see him again to cash the next paycheck.

There is only one effective means of abolishing the social curse. The devil drink must be forgotten by men, and this by aiding men's conditions. Voluntary temperance, accomplished by directing men's attentions toward hobbies would herald the ruination of the saloon and of drink, and Miss Tarbell believed we were gradually drifting to this. The federal Government arranged this detail, as we well know, by adoption of our 18th. Amendment, that great "cure-all" for the American workingman, that would-be giant step forward toward stability.

While Miss Tarbell did not favor such legislation because "Temperance by force seemed to me an untrustworthy substitute for

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temperance by choice, which I believed we were slowly achieving." She was even willing to reconcile herself with the belief that the Prohibition Amendment had done a good thing to the men of the country."

I communicated with Miss Tarbell recently to learn how her attitude toward the liquor question had weathered the past twelve years of trial. The reply to my inquiry was most gratifying. I received copies of three articles written by her concerning Prohibition. The first appeared in the June 1928 issue of the "Delineator". It was called "Troubled Thoughts on Prohibition", in which is written "My doubts and fears wobbling - if you wish - were ended by a series of personal experiences in the years immediately following the adoption of the 18th. Amendment. At that time, I was giving from four to eight consecutive weeks each winter to lyceum work. It took me from coast to coast and from Gulf to lakes. It meant night changes in lonesome places, waits in dreary stations, days in questionable hotels. The only real terror I had ever felt in this hard travel was of the drunken man who, not infrequently, reeled against me, leered at me. Not long after the adoption of the 18th. Amendment, I discovered that he was gone. Prohibition had destroyed him." And then, this article goes on, "That was five years ago. To-day I am asking myself whether prohibition is any longer serving as a generator of temperance, whether it may not be that, having accomplished its revolutionary purpose - the destruction of the saloon, it is not actually becoming a hindrance to further progress and may not in a few years, if things go on as they are now, become a menace to the degree of temperance from choice the country had achieved before the 18th. Amendment was adopted."

This expresses Miss Tarbell's tottering faith in 1928. This was carried to the industrial world, to which the gatherers gave a paragraph in her article. She says "Employers of labor are emphatic supporters of prohibition - for their employees; as for themselves, they often know how to drink, and exercise a privilege money and power give them.

"That is, the employer makes of prohibition an economic class issue. Those who haven't money must not be trusted, those who have, may be. The workingman does not admit the fairness of the decision. He contends that he is as capable of self control as his employer, and we have organized labor demanding a modification of the Volstead Act which will give back beer to the workingman."

The next periodical in which Miss Tarbell's views are published is "Liberty" and the date is July 26, 1930. "When women demand barrooms in their new homes and apartments; when still other women turn their cooking utensils to making home brews and their kitchens into speakeasies; when merchants and manufacturers can afford to advertise "bars for homes, clubs and apartments; we must admit that this famous American institution still lives - that it has simply changed its habitat."

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Miss Tarbell points to an interesting fact in this article; that in 1920, six times as many policy holders of a great insurance company died of alcoholism as in 1900; and approximately one ninth of the victims were women.

The third article appeared in October 1920 in the " Delineator" and it is here that Miss Tarbell shows that she has undoubtedly changed her mind regarding the good the 18th Amendment has done. "When it becomes fashionable to drink" says Miss Tarbell, when violations of law are looked at as almost a patriotic defense of the principle of personal liberty, when crime pays and men and women are organized so as to make it pay in millions, when youth is being drawn daily in increasing numbers into the huge staff it takes to run the traffic with its 2 1/2 billion yearly output - then is it not time for the upholders of the accepted law to ask themselves if it may not be that in making their law, they did not forget to consider human nature - if they may not have asked of men something to which a great number will never consent?"

It is not my purpose to dispute the necessity of sobriety, especially for the factory workingmen, but it [illegible] that Miss Tarbell, who is recognized as perhaps the country's leading exponent of free social thought for a common good is ready to concede that it is an injustice to the workingmen to dictate his personal habits through legislative actions. Here is a "new ideal" of 1917, an issue of bitter contest of 1928. It must be conceded, however, that Miss Tarbell's belief that voluntary temperance is the only path to industrial sobriety,has gained in strength as a result. So much for liquor.

Men of all stations of life are inherently anxious to possess property in one form or another. The average workingman is proud of owning the home he lives in. Miss Tarbell defends the work done by several large corporations in building towns for their working people and making it possible for them to pay for their homes over a period of time. Miss Tarbell mention several of these, including Connellsville, Pa. owned by the Frick Coke Co., Vandergrift, Pa., and Indian Hill owned by the Heyden Co. This last was financed on an original plan. It is worthy of consideration here.

The purchaser paid 10% of the total sum outright and took two notes. The first was for one thousand dollars ($1000) payable in twelve years (12) at 5% and the other for the balance payable on demand at 5%. He also pledged to buy five shares in the co-operative bank conducted by the company. He had to continue payment until his deposits should have [illegible] $1000 to pay off the twelve year note. The only thing the company offers is a promise not to call in a demand note so long as the purchaser keeps up his payments to the bank.

It is clear that such a system binds the workingman hand and foot. It involves him hopelessly in the company's power, and so is obliged because of the demand note hanging over his head, to acquiesce to almost any abuses the company may thrust upon him. Such a contract is apparently illegal but granting that it is cleverly devised to remain within the law, it is a clear effort by the company to both create a source of income from its workingmen and to have perfect control of them in times of strikes

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walkouts or other capital and labor controversies.

Under such an arrangement should the parent company fail and declare a bankruptcy any deposits in the co-operative bank or any money invested in the house immediately go to smash. And the pity of it is that such money is earned by sheer labor and saved under pressure and invested by the workingman through faith in the organization that is actually exploiting him. Is it far fetched to conceive of the workingman who works for years for such a concern eventually reaching the time when he is no longer useful and the firm foreclosing on his home and pauperizing him?

Let us consider the case of a purchaser: Purchase price $[illegible].50. 10% payment equals $[illegible].15. The company holds mortgage of $[illegible], $1,000 of which accumulates in the bank in twelve years plus 5% interest. If the purchaser pays at the rate of $1,[illegible] twelve years, he finds an outlay of $1,600 instead of $1,000, and then the demand note is still out. This enables the company to reclaim the property at any time unless the victim of this system is ready to pay $2,466.35 plus 5%. The chances that he will be are very slim indeed.

If these housing schemes were undertaken by people who really have an interest in their employees to the extent of planning in their behalf, much could be done to help them. The unfortunate truth, however, is that most of them are designed to take advantage of the workingman, since he is automatically compelled to live near his work. One common form is in the purchase price. The company, let us [illegible], has a coal mine. It decides to build a community and [illegible] land at $.50 an acre. Immediately a valuation of $100 an acre may be levied by the company and it is on this [illegible] - (200) times that the worker buys his house.

Regarding working hours, Miss Tarbell well explains the effects and ways of cutting down the number of hours per day. She vigorously condemns the long day and definitely shows where it may be a hindrance rather than a help to progress. A man can be "poisoned into unfitness by the slow accumulation of fatigue, poison which he cannot throw off" claims Miss Tarbell. Her examples to substantiate this statement are interesting. In plants where men worked twelve hours a day, the time was cut to ten, then eight, and the amount of work done in each case was the same. The Granite workers experimented with a seven hour day and the result was still the same. This being a purely non-mechanical trade it may be concluded that the amount of rest influences the efficiency of labor. As to the mechanical industries, the machine helps to give the workingman more leisure. It is the machine that has driven out the the sweat-shop days and made the workingman's life a far more endurable one by giving him fresh air and daylight

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An additional incentive and a powerful one is offered in the form of a bonus.

A great point brought out in "New Ideals in Business" is discussed under the heading for justice. The adaptibility of a man for certain work, and the opportunity for him to cultivate his particular forte is an important means of keeping an employee satisfied with his work. Alfred North Whitehead, in his address "On Foresight", which was printed as an introduction to the book entitled "Business Adrift", wrote the following; "It is a great mistake to divide people into sharp classes, namely, people with such-and-such a knack and people without it. These trenchant divisions are simply foolish. Most humans are born with certain aptitudes. But these aptitudes can easily remain latent unless they are elicited into activity by fortunate circumstances. If anyone has no aptitude of a certain type, no training can elicit it. But granted the aptitude , we can discuss the ways of training it."

The desire to expand and work in channels where they are most fit by nature is a thing not to be denied, and it is advantageous for an industrial organization to help its employees "find themselves" for when a man enjoys his work, he cannot help but be an asset to an organization.

The personnel in any plant must be as stable as possible. Constant changing of help upsets the routine and "routine is the god of every social system; it is the seventh heaven of business, the essential component in the success of every factory." Stability can best be maintained by including in the routine of the plant an opportunity for the workman to broaden his scope of the procedures and activities of the enterprise. The causes of dissatisfaction removed, the stability of the factory is more readily assured. These causes also include long hours, poor working conditions which have already been dealt with.

One type of man, the young educated and efficient man, often finds his ambition dulledby finding himself suddenly "laid off" without receiving any recognition for the extra service he has contributed to an organization along with his first fresh years of enthusiasm. What act crushes any workman more than a blunt dismissal with not even an explanation after years of labor? Most pathetic is the fear of older men of dismissal. To a man of 65 or 70, dismissal can mean but one thing - permanent retirement. Imagine the sensation such a man experiences. He is told abruptly and in no uncertain manner, that after giving the best years of his life to the faithful execution of his tasks,he is being cast adrift to care for himself on legs made weary in harness. The solution of this is almost self evident. Providence equips every human with a different intellect and a different capacity as a potential moneymaker. Because a man's peak is reached at the work bench, he is no lessdeserving of a comfortable old age than he who retires at 50 from the executive or administrative department. Employees in many cases believe that employees should save in order to provide for old age. At a factory wage, how many men can do this? If a man saves $5.00 a week from a $40.00 paycheck for a period of thirty years, he will have $7500 saved. At 5% he will receive $375 annually for his living. Men earning good salaries should, of course, figure savings in their budget. A "new ideal" for the workingman would be a pension after a stipulated number of

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years of work and under a given income. For example, since the average wage earned in New York State factories in 1927 was about $29.00 per week including the office help, we may safely assume $1500 a year as a usual income. If all men and women working for thirty (30) years at an income rate of $1500 annually or less could be assured of "half-pay" for the rest of their lives, a great step toward "humanizing" the factory system and acting justly on behalf of its most necessary constituent - the workingman,shall have been well taken.

Miss Tarbell says regarding the pension, that "No permanent good can come in industry from anything that is actuated by charity or patronage. The pension is not a gratuity; it is an obligation." I, for one, firmly believe that legislative action by the Federal government should compel the fulfillment of this obligation."

Miss Tarbell describes factory methods of giving the workingman an opportunity for financial independence, in the form of profit sharing plans. One is the annual bonus, which the employer feels the workingman will put away as a provision for his old age. The latter, however, often feels this extra money is just more wages and frequently has its expenditure accounted for before the bonus arrives.

Another form of profit sharing is offered in stock in the company. This is good when the conditions of the investment are favorable to the workingman. Often he contracts to buy stock at a certain price. If this price falls before the stock is paid for in full, the workingman loses. If the Government supervised such buying in order to guarantee the income and still insure the property, it would be safe, but if the company goes insolvent, the workingman's stock is gone, just as it would have been in the Morton Company's co-operative bank.

There is always a certain amount of unemployment in industry. What constitutes an alarming number? In the winter of 1914-1915, New York City had 300,000 unemployed and the situation is described as "disastrous". To-day, we have 750,000 unemployed. The interesting feature is to note the causes and the types of unemployment. There are always some floaters; that is, people going from one job to another. There are some temporary positions to be filled, and there are always some part time jobs. In one factory, 800 people were hired each year to keep 1600 jobs filled. Henry Ford in 1913 hired 60,000 men to keep 120,000 jobs going. Twenty other firms found it necessary to hire 68,000 to keep 44,000 on the job. These figures are certainly large and would undoubtedly, prove out of proportion to-day, but the fact remains that dissatisfaction for one reason or another is a great cause for industrial instability.

The shutting down of plants in the sight of hard times ahead is a brutal practice socially and a most unsound one economically. The good workers get new jobs and disorganization sets in. When the trade revival comes, the firm is unable to start up at once resulting in a consequent loss of initial business. When it becomes essential to cut down the size of a force, it is a wise plan to choose men whose lives

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are least seriously affected by the layoff. Single men should go before married men, since men with little or no responsibilities aside from their own personal welfare are better able to provide for themselves.

Miss Tarbell's discussion of unemployment is appropriate at this time. The situation is far more acute to-day than it was in 1914-1915. The establishment of community employment bureaus is a good feature and they do tend to relieve the condition to a certain degree. In the final analysis, however, if there were jobs to be had the bureau would not be necessary at all. While it is true that jobs may come for gangs of men from distant places, the number of men able to go and the type of men able to go are not those who are most urgently in need of work. Therefore, the work of such agencies are beneficial but it can hardly be expected that they can be looked upon as a solution to the problem.

As a suggestion for the relief of the unemployment problem, I would look toward Government regulation. If Federal bodies are organized for the regulation and stabilization of certain industries, if funds are annually appropriated from taxpayers; money for maintaining national and local enterprises, why can't the Government regulate and stabilize the rate of employment by creating jobs on highways, in Government plants, etc. before the situation becomes a national issue? Federal regulation of production on necessity commodities - food, clothing and shelter to hold in check the unsound storing of materials against anticipated business would certainly have a stabilizing effect on working conditions. Since, under our capitalistic mode of living, distribution does not permit goods to go to those who need them if they cannot pay the price, why jeopardize the poor man's meagre living by taking from him the source of his purchasing power - small as it may be? Small production at certain times, regulated by Government centralized production schedules, would keep the man on his job and not make of him the capitalists' scapegoat.

In 1914, coal mines shut down simply because the coal could not be moved and still it was a disastrous winter for millions of people who needed it. Employment insurance then became popular in mining districts and factory districts. Saving Funds and Factory Banks were maintained to help prepare the worker for "a rainy day". This method was most inadequate since "after all, insurance is only a sail to the windward - something to which you turn when everything else has failed. It is like the rescue squad in the mine".

I do not mean to [illegible] the workingmen as the archangel of industry. He is indebted in many ways to his job and to the industry in which he earns his livelihood. In a great many cases, he does not recognize this fact and he abuses the industry. The factory is a school where the workingmen learn their trades. It teaches him the faculty of being tidy in his habits, which habit he may carry to his home. He is taught to be alert and observant of

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details. This education grows, as it must, upon the factory system, and efficient management must sponsor it. The workingman benefits from it materially, but the management cannot successfully impose new ideas upon the personnel fully matured and in any domineering way. It must plant the ideas in the factory and let it grow under managerial guidance. Thus new ideals in business are realized, and not by abrupt thrusts at the men.

The factory encourages outside hobbies for men and educates them in appreciating the beauty and dignity of their products in the factory, and yet the labour fears scientific management. In some respects, labour has been an apt pupil and has learned the effect of overproduction. To-day we are slowly recuperating from just such an affliction, and now we may question whether this recent overproduction can be attributed to scientific management in industry. Abundance makes for cheapness and the economies of mass production are possible only under intensive manufacturing. Then, when a supersaturated point is reached, an immediate curtailing of production must follow and a consequent destruction of surplus goods. To-day, Brazil is burning coffee for fuel and dumping it in the South Atlantic by thousands of tons while unprecedented hardship prevails in the large cities of the world. What a sad economic order we have when a bumper crop is the greatest curse that can befall it, and what misshapen ideas of distribution we have that people should starve while millions of bushels of wheat go to waste. Miss Tarbell speaks of a Senator who said he "hopedto see the day when the wheat crop would always be a little shorter than the demand, that the farmer might always get a high price," and Miss Tarbell adds "- and the poor man a small loaf."

Although the workingman fears overproduction, he has learned that work breeds work. By curtailing work, the power to consume is proportionately curtailedand it is actually this the workingman fears. He now wishes to work at a steady rate without having it affect his power of consumption, but he does not know when the saturation point has been reached. The rate of labor remains, the peak of production is reached and the only possible result invariably follows - overproduction. Then the circle is reversed and large scale production must run for cover. The workingman's earnings diminish and his expenditures are limited to the bare necessities of life.

The factory teaches co-operation, and it is probably the most difficult lesson of all. Labour is basicly suspicious and greedy. Instead of co-operating w th the management on a common ground of understanding, it develops groups of unions within itself on a ground of common grievance. Miss Tarbell has faith in the education of labor. She believes "the day must come when organized labor will look upon scientific management as one of its strongest allies, because it is a system which depends first and last upon co-operative action."

The strife between labor and capital is a bitter one, and must sorrowfully so. The beneficial aspects of education are dulled in its bitterness and the true aim of education is sadly misinterpreted. "The entire object of education", says John Ruskin, "is to make people not merely do the right things but enjoy them - not merely industrious, but to enjoy industry - not merely learned but to enjoy knowledge -

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not merely pure, but to enjoy purity - not merely just, but to hunger and thirst after justice." This thought, applied to the factory would produce a new mode of living. It is a complete and thorough understanding of life in an absolutely unselfish channel of thought. In a society marked off into distinct classes, it is necessary to be particularly attentive to the education of the ruling factors and a society which is capable of distributing changes as time goes on, must provide for the education of its members, enabling them to assimilate themselves to the changes. If this does not happen, the greatest number of people, (and here we refer to the labor) will be too bewildered by the change to appreciate its significance or its usefulness. There is an ever decreasing time-span between the important industrial changes, making education more and more essential all the time. Calculating human progress in terms of industrial development, progress can only continue if the human element in industry schools itself to yield more readily to the changes as they come. Quoting again Dr. Whitehead's address on Foresight, he said, "We require such an understanding of present conditions as may give us some grasp of the novelty which is about to produce a measurable influence on the immediate future." Education is certainly a vital point of business management.

Labor, despite its opposition to Capital, unconsciously looks to it for a solution of its present plight. Miss Tarbell's closing chapter in "New Ideals in Business", deals with the new industrial leader. She points to the increased interest he displays in the welfare of his workmen. This is without a doubt true. The new leader is a college educated and efficient man, and the probable reason for his greater interest is not that the old school was less human in its ideas or less understanding or less sympathetic. The last fifty years in American industry saw a scramble for life; the old school fought for existance. Capitalistic organization as we know it to-day, is comparatively recent, and the struggle for the survival of the fittest called for rough treatment. The new leader assumes his duties with all the rough edges knocked off, and he is ready to develop the finer points of business administration.

Miss Tarbell's closing words deal with this new leader. "He is developing the inspiring consciousness that it is possible for him to be not a mere manufacturer of things for personal profit, but as well a maker of men and women for society's profit."

He is making good, and bigger and broader "New Ideals in Business" must soon see fulfillment. Perhaps he will pave the way back to Puritanical peace; - perhaps he will be our Plymouth rock upon which our workman may stand securely and look to an economical Dorado of happiness.

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