

independent cultivator. With an improvement in wages and greater facilities for obtaining small holdings, allotments would provide one step in an agricultural ladder for the person who is able to save, but for the majority of labourers the general hope for advancement must lie in the establishment of some system of farming which requires specialization of skill and the means to pay for it, with possibly some delegation of management, especially in the supervision of labour, which would provide posts analogous to that of the foremen employed in industries organized on a larger scale. Even on some of the larger farms, as organized at present, it would pay the managers to delegate more of the supervision of labour to an employee, and thus set themselves free for closer attention to the broader aspects of management, besides giving their younger labourers the stimulus of a hope of being able to rise to a position of responsibility and importance.

Farmers as a class have neglected to study the principles of the management of labour. There are several motives which induce men to work, or to do their best for an employer. Amongst these are the fear of starvation; the hope of improving the conditions of themselves or their families; the desire to excel, to excite envy, or to earn applause; the desire for self-expression through creation; the sense of group loyalty, or loyalty to an ideal. Many farmers have neglected the finer of these motives; and though they may occasionally be evident on farms, they are in those cases spontaneous in the labourer, rather than the results of efforts on the part of the employer. But there is still room for a further development, which the excitement of hope would do much to foster. The fear of more or less privation, and the hope of improvement in the condition of their families, are the motives which usually induce labourers to undertake allotment cultivation. The desire to excel, for self-expression, and loyalty to an ideal in cultivation often develop later; but the primary motive is to produce food for a family.

In this relation a vexed question has been raised amongst