

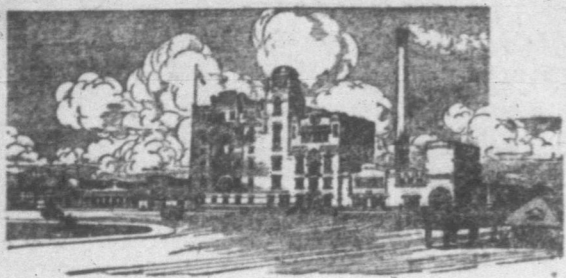
Industrial Review From Many Sources

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THE EIGHT-HOUR WORK DAY.

Metal Manufacturer States Results Of the Adoption Of Shorter Hours in His Plant.

When I was a boy, said the Managing Director, "things were different. He paused to allow his memory to wander back over a vista of years that surprisingly belied his apparent youth. "Yes, 59 hours, sometimes 60, sometimes more. The greater part of the year, men started for work while the moon was still shining. Busy seasons would sometimes find us working on Sundays. As time passed on, the insistent demands of labor were listened to. Some employers—this present firm among others—realizing the tendency towards easing the hardship of labor, began to play," and adopting a more sympathetic attitude sometimes met a proposal from labor more than half way. The tendency has always been towards the betterment of labor, both as a body and as an individual.

Three years ago, we adopted an eight-hour day throughout our chain of factories. We gave our employees Saturday afternoons. We paid them more money. The result? Why, when strikes and unrest fell upon the land we didn't lose a man. No! not one! Repeated attempts of the part agitators only solidified the feeling against taking any action contrary to the material interests of the firm and its employees. Perhaps we were lucky in not having too large a foreign element working for us. Perhaps again it was simply a case of our employees' strong desire to show us that they appreciated the way in which we treated them, and also the spirit of fairness that prompted such action. "Does it pay? Well, things must speak for themselves. In the election of the machinists' strike, we have not had trouble in the last 19 years," warning to his subject, he declared, "I wish we could alter the view point of the worker! Sometimes an employer has been an employer; he has a lively understanding of both sides of the problem. I wish we could sometimes find the

employee who was once an employer. It would do much to help curbing the deliberate distortion of relations between labor and capital by the agitators on one side and the sometimes indifferent and careless capitalist on the other.

"I feel certain that if labor generally understood the situation as it exists at this time, they would certainly not be too insistent in their demands. The only way to make things cheaper in price is to make more of them more and still more. How can we do it? Certainly not by constantly shortening hours of labor. Of course, I do not consider an eight-hour day too short. We find that production between an eight-hour day and a nine-hour day does not vary to any extent. By eliminating all useless effort, we find it possible to work on an eight-hour basis.

"But we find a very lively appreciation shown by our employees in connection with the shorter hours. And mind you, we effected this change long before the storm clouds appeared. It was, above all, other consideration, a desire to assist in the betterment of the worker's condition of life.

"Of course, we came in for considerable criticism from opposition firms. This was to be expected. The idea of shortening the week of 59 hours or perhaps even 60, to 48 or later 44 hours, did not hold any strong appeal for most of them. What it did for us, however, justified the action in every respect; it made our employees happy and satisfied. It aroused them to interest and enthusiasm in their work. Our various products showed many signs of improved workmanship. We attracted a very desirable class of help and were able to retain them.

"Yes, measured by and large, the introduction of a standard eight-hour day throughout our system of factories, I do not hesitate to say, has proved to be an unqualified success.

Collective Relationship Plan in the Garment Trade

Sixty-Two Firms and Their Thousands of Employees Agreed Upon a Scheme Calculated To Abolish Many Industrial Unpleasantnesses.

Following an extensive period of strike troubles which resulted in heavy losses to all concerned, a scheme of collective relationship has been inaugurated between garment manufacturers and their employees in Toronto with a view to elimination of the most serious causes of industrial strife. Twenty firms known as the Associated Clothing Manufacturers, and forty-two firms known as the Associated Cloth Makers have entered into agreements with the International Garment Workers' Union providing machinery to conciliate employees' grievances and surmount other difficulties.

A shop steward is appointed by the workers in each shop, to whom any individual worker may submit a grievance for adjustment with either the foreman or the employee concerned, or the official representative of the 'Employers' Association; and finally, if these courses have not proved productive of satisfaction, an appeal is made to an Arbitration Board, consisting of two labor representatives, two employers' representatives, and a neutral, or impartial chairman who is to be remunerated jointly by the employers' organization and the Workers' Union.

Wages are fixed in January and June each year. The scale decided upon in the January negotiations becomes effective in the ensuing June, thus enabling the manufacturer to fix their prices for the coming season's selling campaign. Wages are to be increased in accordance with the advancing cost of living, but special care is being given to the raising of wages for the various classes of workers who were formerly inadequately paid.

The basis of the scale originally adopted by the Amalgamated Clothing Workers' Union was reached by tabulating the various rates paid for the same class of work in different establishments. A mean wage rate was then ascertained, and receiving below that amount were brought up to its level, unless disqualified by incompetency or inefficiency. Those receiving above the scale were granted increases ranging from 5 to 1-1/2 per cent, according to the extent by which they exceeded the scale. The increase was retroactive for a given period, which resulted in many of the workers receiving a substantial lump sum by way of bonus.

It is felt that as the scheme is further tested beneficial changes may be introduced in the interests of both employer and employee. As the plan is only in the "try-out" stage for the present, matters are constantly cropping up requiring adjustment. While Union officials express themselves satisfied with the arrangement, and the manufacturers declare their willingness to abide by the agreements to the letter, it must be borne in mind that there are thousands of workers involved, and in such a large number some might naturally be expected to be unreasonable.

Employees' Representation in the Management of Industry

The many causes for the widespread dissatisfaction and unrest among industrial workers are discussed by Dr. Royal Meeker, Commissioner of Labor Statistics of the U. S. Department of Labor, in an address delivered recently, before the American Economic Association at its thirty-second annual meeting, Chicago. In brief, he states that reasons for the present unsatisfactory condition of affairs may be found in the general feeling among workers that they do not receive the share of profits to which they are entitled; their hours of labor are unsatisfactory, that industry is not as well managed as it should be; that work could be made less monotonous and more interesting; that the "sentimental" attitude of the laborer in indifference to the workers' interests, and that opportunities for advancement into positions of responsibility grow daily more infrequent.

Although there was, during the war, recognition of the principles of collective bargaining among employees who were engaged either in direct Government work or production of essentials, and who were therefore subject to the various adjustment boards, still there was no general labor policy evolved from the chaotic conditions of the war which had lasted longer either a national industrial commission or a series of commissions in separate industries, with a mandate to take care of local disputes would have been set up. In this connection, while deploring the continuing of the war, he says, "We can only hope that the terms of peace will be as potent as the horrors of the war in compelling the Bolsheviki of the right and of the left to come together on a reasonable compromise."

One result of "absentee landlordism" is seen by him in the employment of scientific managers to increase output and therefore to drive out the workers' methods of reducing work to the monotony of the machine, leaving out ingenuity and initiative on the part of the worker. Dr. Meeker believes, however, much of the discontent which is culminating at the present time in the movement for industrial democracy is seen by him in the employment of scientific managers to increase output and therefore to drive out the workers' methods of reducing work to the monotony of the machine, leaving out ingenuity and initiative on the part of the worker. Dr. Meeker believes, however, much of the discontent which is culminating at the present time in the movement for industrial democracy is seen by him in the employment of scientific managers to increase output and therefore to drive out the workers' methods of reducing work to the monotony of the machine, leaving out ingenuity and initiative on the part of the worker.

Equally Just to All. ANTI-CHILD LABOR CAMPAIGN.

James Sexton, M.P., who returned to England recently, after taking part in the conference at Washington, stated in an interview that the result of the meeting left something to be desired as regards the fixing of the minimum eight-hour day. An agreement, however, was reached by compromise, to work nine and a half hours per day. The difficulty at the time was the number of tongues in which the conversations were conducted. As for the campaign against child labor, Mr. Sexton said it had a wonderful success. This was particularly the case in regard to Japan, and also India, where children at the age of seven are working in the mines. Mr. Sexton added that another big meeting has been fixed to be held in New York next June.

THE DISSIPATION OF A DOGMA.

(By W. J. Ghent).

When a "revolutionist" tells you that with the wiping out of the "ruling class" the political state will disappear, ask him to take a look at Soviet Russia. When he quotes Frederick Engels to the effect that with the extinction of capital "the Government of human beings will cease and the administration of things will take its place," ask him how the rule works out under Lenin. When he tells you that with "working-class emancipation" there is "nothing more to repress and no need of a special repressing power, the state," ask him to expatiate on the powers and practices of the Soviet Central Executive Committee.

The Bolshevists have wiped out the former ruling class; they have (theoretically at least) abolished capital; they have looted most of the private possessions of the well-to-do, and they profess to have achieved "working-class emancipation."

But with all this they have not abolished "government of human beings." Though they have dimly failed in the "administration of things," they have built up the most autocratic political government in the world. To large classes they openly deny the franchise, and they manipulate it against all the others who oppose them. They have openly abolished free speech, a free press and free assemblage. They have adopted compulsory labor, and they have suppressed strikes in the factories. They have persecuted with inconceivable brutality not only the Bourgeoisie, but Liberals, Socialists, Socialist Revolutionaries, trade unionists and organizers of the co-operative movement.

On top of all this they have instituted government by decree. Not a day passes without the issue of new ukases and orders telling the individual what he must do and what he must refrain from doing. He must register here and again register there. He must make payments, both public and private, in such and such a manner. He must surrender this and relinquish that. He must give information at one place and repeat it at another place. Every movement of the individual is under executive direction; and not to know the mandates and the prohibitions—or knowing, to violate them—is to land oneself in jail or before a firing squad. For the average citizen most of the time that is not spent in looking for food must be spent in learning the decrees.

"The state expires," wrote Bebel, "with the expiration of the ruling class," and the "revolutionist" continues parrot-like, to repeat the dogma. It is a foolish dogma, born a half-century ago of the reaction against Prussianism. It never had any logical basis, and it has been wholly exploded by developments in Russia. But the fact will have small influence with the voluble "revolutionist."

He will continue to quote the dogma as the essence of wisdom until some new phrase more sonorous or more sweeping captivates his fancy. The zeal of the fanatic takes no account of facts. His concern is with visions and phrases.

The "government of human beings" bids fair to continue as long as there are human beings to govern. With the development of industrial democracy, government will more and more take on the character of an "administration of things." But the one does not exclude the other. There will always be men to govern as well as to administer.

The vital question is how this government and this administration shall be effected—whether autocratically, as under the reigns of Nicholas Romanoff and of Nicholas Lenin, or democratically as in a free republic. Labor's choice is democracy. In attaining that democracy we shall have no help from fanatical zealots who urge us to exchange the alleged "dictatorship of the Bourgeoisie" for the dubious "dictatorship of the proletariat." The only kind of dictatorship that labor will tolerate is the dictatorship of democracy.

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involve the establishment of a minimum wage which shall be guaranteed to labor no matter whether the business shows a profit or a loss, and in addition to this minimum the value of the product or of the business according to the share the workers have in reducing costs of production in various ways and increasing the value of the product or of the business. This would meet the objections usually advanced against bonus schemes that the workers suffer or are rewarded according as the managers are inefficient or successful in the conduct of the business.

In conclusion Dr. Meeker says: "A speedy readjustment, political and industrial, on a more democratic basis is necessary. The few noblest workers which we have taken on the road toward democracy, both political and industrial, not and cannot be retraced. The evils, shortcomings, and imperfections of our present democracy cannot be eradicated by treading in autocracy, which we have in part shaken off. The cure for democracy is more not less democracy.

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