

found such a system in profit-sharing. The numerous examples of its working which have given such satisfactory results to both employer and employee, the very few examples where it has been discarded, the ever growing interest in it, and above all, the ever increasing number who are adopting it with satisfactory results, all testify in the most convincing manner to what it can do, showing that it is no mere phantom for a few philanthropic enthusiasts, but a system which is really operative. In further support of this, let us call attention to some of the special benefits arising from profit-sharing as indicated by those who have had experience in its working. On the side of the employer four features, in his favor, are noticeable. "(1) Increased production, due to the cessation of all deliberate waste of time during the hours of work. (2) Diminution in the cost of superintendence, much of which could be dispensed with if it were no longer necessary to extort work by the force of detected idling and consequent dismissal. (3) Saving, to be effected by more thrift and thoughtful handling of materials, machinery, and appliances of all kinds. (4) Improvement in quality of production due, not only to bettered individual work, but also to advances in technical procedure suggested by the ingenuity of the artificer brought to bear fruitfully upon the facts of his daily experience." Establishments which previously only cleared themselves, would, when reaping such benefits from increased efficiency of labor, be able to allot a share in profits to their employees. The workman is also greatly benefited. Previous to the introduction of profit-sharing, he received only his wages. No matter how successful the business, and no matter how much he contributed to make the business profitable, he realized none of the profits, but saw his employer enriching himself on his extra care and ingenuity. Now, however, the employee receives something extra when business is successful, and when profits are large, he shares a proportionally large amount.

Nor is this immediate benefit the only one which comes to the laborer. The fact, that every honest effort brings with it results, that he has an interest in his employer's business, that his condition is no longer hopeless, stimulates him not only while he is with his employer, but when he is at home. He begins to carry out in his own home the same economy which he