

It is quite probable that John D. Rockefeller, Sir, had never seen that mule. If he had the cause of friction might have been removed. The fact remains, however, that concentrating industrial development has made progress from that day in the not far distant past when most citizen farmers fed and cared for their own mules. We have progressed from a state of diffuse individual activity and have arrived at a state of development requiring the differentiation and specialization of work. We have passed through a period of industrial organization. Industry has a realizing sense that it must look after the interests of its incorporation and an awakening appreciation of the wisdom of paying heed to the welfare of the individual members of its organization.

Properly speaking it is the duty of the party that caused the harness to be put on the mule to see that it is adjusted properly. But although some industries have heads well able to look after the interests of their incorporations, they have not eyes enough to look after the welfare of the individual members. The statistical investigator can do something to make up for the loss of that personal observation that was possible when the owner and manager operated industry on a smaller scale.

I have been digging into things, myself, although doubtless you may have gone deeper, however, I am in a position to say that much of the unrest in industry is due to the commodity point of view of labor. Many men feel that they are working in a blind alley and that nobody cares how things rub against grain or what things they bunk up against while doing their work. Are strikes and doctors better than a little co-operation between body and mind? Why does John D. Rockefeller play golf?

A miner comes up out of a dark alley and what does he get? His wages.

The individual is a human being. He needs food, shelter, clothing, recreation and fresh air. He buys these things at retail. But that is not all. He needs good home surroundings and comradeship, medical aid in sickness, pensions against accident and infirmity, insurance against death. He buys these things and he pays dearly for them.

To satisfy his desires, he has a small wage. But the grocer, the butcher, the landlord, the merchant, the showman, the doctor, the political leader, the club, the dentist, the labor leader, the insurance agent, and the brewer are all after the largest part of his wage that they can get for as little as they must give to induce him to part with a portion of it. They are not directly concerned as to whether he gets those things which are essential to his well being and efficiency. Who is?

The French laborers died in the ditch at Panama which they could not dig.