

Personally, from the point of view of any tenable modern ethics as illuminated by psychology, I cannot see how we can do other than take a melioristic position of helping forward the instances of intelligence in control and good-will in management, the proposals for sane legislative rules and careful regulation of stupid, cruel or recessive activities in industry, the experiments in progressively democratic operation of companies, and the like. The whole "either-or" philosophy applied to present economic processes is at bottom a flight from reality. It unconsciously represents impatience with the necessary educational means because of fixation on a static and in fact not very explicit end. It grows out of a disastrous confusion between the use in action of purposes of intelligent good-will and the cherishing in a mental compartment of notions of a millennium which give rise not to opportunistic and concrete efforts toward change but to peevishness and downheartedness that things are so far discrepant from what they should be.

I dwell on this contrast of outlooks regarding the emergence of a better economic day because on every hand and especially among the younger radicals, the entebfing doctrine of "capitalism versus socialism," "evolution or revolution," "profiteering or industry for service," is so widely entrenched. And it is entebfing to the will to act because it seems to leave so few places where one can start to help along the processes of change. The place of exhortation must not be forgotten. But for every exhorter to "repent ye," we need a dozen willing and enlightened men of affairs active in the economic arena itself, who are controlled in their daily decisions by purposes of democratic growth, personal enhancement and widely distributed purchasing power. More men with such purposes are at work in business today than formerly and more are coming. Writers like Dr. Ward have to be taken seriously because their influence on a new generation of leaders may possibly be helping to develop blind leaders of the blind.

The need, of course, is not for less introduction of what may reasonably be called a religious view of life. With that no one need quarrel. But what methods of change or schemes of social organization, if any, Jesus advocated is a thorny problem. Certainly, the underlying drift of his teaching as a whole would seem to be as consistent with the melioristic attitude as with the revolutionary one, as far as processes are concerned. If the long-term result of a progressive application of good-will to economic life is an economic structure quite unlike that of today, that is a matter for the future to reveal.

ORDWAY TEAD³

Significant Paragraphs from Progress and Poverty by Henry George. Selected and compiled by Harry Gunnison Brown, Doubleday, Doran & Company, Garden City, 1928, pages x, 80.

This is a much condensed presentation of the original, showing that it is not machinery, capital, big factories, big business, trusts, wicked employers, unions, banks, monopoly of credit, etc., etc., that, either singly or collectively,

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cause the great inequalities in the distribution of wealth that we see all over the civilized world, with its accompanying unemployment, child labor, slums, etc.; but, instead, it is the fact that society sanctions and upholds the legal right of some men to charge others ground rent, or a purchase price (capitalized rent), "all the traffic will bear," for the privilege of using the earth's resources—the common heritage of all human beings.

But it is recognized that security of exclusive possession of land is vital to our present form of civilized life. The plan presented is, therefore, that all things produced by labor, either of hand or brain, are to be owned absolutely by those who produce them or have derived title from the producers. None of such things are to be, even in part, taken away from their producers or owners by taxation. The present practice of fining, by taxes, those who make or own useful and desirable things will be abandoned; no tax returns will be required. Instead of the present vexatious, hampering and perjury-provoking system, governments will take for the needs of the commonwealth the entire site value of all lands, exclusive of improvements. This site value for use is, of course, absent from lands not needed and not used but begins with human occupancy and rises with the growth and activity of population. It is much higher in cities and in the case of mineral lands, water-power sites, etc., than elsewhere. Thus progress and development could not be hindered by owners holding land out of use for speculative purposes and no one could compel others to pay a price for access to the earth's resources, or for the privilege of working to produce things needed or desirable for use.

Deeds to land would be held as now and bought and sold as now; but, the only values conveyed by them would be the values of attached improvements produced by human labor. The value of a used piece of land would be taken annually; not as a tax but as ground rent, created by the presence of the community, and therefore its natural source of revenue.

Only a few hours of time are needed to read this book and its clarifying effect as to the nature, incidence and effects of taxation and of the real basis for our claim to the right of life, liberty and the pursuit of happiness is very stimulating for those who will do a little thinking and are puzzled and plagued by our present human problems.

FRED J. MILLER⁴

Psychology for Executives. By Elliott Dunlap Smith, Harper & Brothers, New York, 1928, pages xii, 262.

This book is a time saver. The up-to-date executive can hardly afford to be without authoritative knowledge of the fundamentals of individual and group psychology. There are here summarized and interpreted for him, in one volume, the pertinent essentials from a score of authorities.

This book is also exceedingly useful. Having been written by a scholar who was also an operating executive in

⁴Management Consultant, New York.

a humane and enlightened industrial organization, it interprets basic principles in the light of practical experience and actual incidents. Many of the underlying essentials in all successful industrial relations are thus thrown into clear relief.

No attempt is made to set up specific techniques such as those for employe representation plans or psychological tests. These have their own special literature. The subject matter here is pervasive.

Mr. Smith outlines for us first the groundwork of human behavior in "Why Men Are What They Are," "Habits and How to Handle Them," "Habits and Thought," "The Forces of the Personality." In this he traces various inborn individual differences and habit formation. Conscious habit training is emphasized. He shows how the executive has a considerable influence on the development of the forces within an individual in industry, both through his method of teaching and his method of handling employes. In the chapter on "The Problem of Self-Control" there are outlined some of the troubles which these forces are apt to cause us personally and in our industrial relationship together with remedies applicable by the executive.

Some of the more urgent and spectacular problems of industry undoubtedly have their keys in a better understanding of group psychology. Mr. Smith accordingly treats "The Effect of the Group in Industry," and as a last chapter, "The Integration of Conflict." These are excellent presentations of a difficult subject, whose ramifications are too extensive for a brief review. It may be mentioned that both here and elsewhere in the book much light is thrown on incentives, both group and individual.

In two appendices are found "Suggestions for Studying and Teaching Practical Psychology" and "Good Books on Psychology."

The book is carefully written and shows broad grasp and clear insight. No executive can read it without having a better understanding of himself as well as of his opportunities for bringing about more effective industrial relationships.

E. HAYDEN HULL⁵

Earnings and Working Opportunity in the Upholstery Weavers' Trade in 25 Plants in Philadelphia. By Anne Bezanson, University of Pennsylvania Press, Philadelphia, 1928, pages xix, 131.

This study is in essence a statistical inquiry into the economic status of the employes of a group of selected plants in a specialized industry.

The entire study has been based upon the primary statistics made available by the records kept by the individual workmen themselves. The weavers were requested to record their earnings and working time weekly. These records were forwarded to the secretary of the local union and then to the people in charge of the statistical study. The entire membership of the union was interested in

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this inquiry. The tabulation of the card records was undertaken by the Industrial Research Department of the University of Pennsylvania.

There are about two thousand weavers in the Philadelphia upholstery industry working in establishments small enough for the work of the individual to be noted and known. It is an industry in which the workers know each other; in which the factors affecting the industry are matters of study and of debate.

In skill the workers in this industry rank at the top of textile weavers. The struggle to maintain tapestry weaving as an art has been a factor in maintaining a one-man-one-loom rule in the industry. This rule applies to all fabrics whether damasks, light curtains, upholstery goods, pictorial tapestries, or extreme novelties are woven. Whatever its justification in the industry, the discussion of earnings is simplified by the existence of this one-man-one-loom rule. In every case, whatever the fabric, the figures of earnings are for work done upon one loom.

The hourly rates are not computed for a single week, but instead over a two-year period. During both years significant differences are found in earnings from plant to plant. The findings show the complexity of interpreting wage data even in a reasonably well defined occupation. By classifying these plants into three groups and comparing the distribution within these groups one can give a summary figure closer than the average of the industry to prevailing earnings within each group. During neither 1926 nor 1927 is there a tendency to uniformity in the median rates at the various plants. There is, however, a tendency for plants low one year to be equally low the next year.

The study made of weekly earnings, and the effect of fluctuations in working time shows that in 1926 the highest rate mills in respect to hourly earnings maintained their rank and were also highest in weekly earnings, but that one-half of those in the lower third of the hourly scale offset their low rates sufficiently to attain middle rank in regard to weekly earnings.

The annual earnings show that there was only a small percentage in the two groups of highest rate earning less than \$1,500. In the lowest rate mills, 16.6 per cent in 1928 and 12.8 per cent in 1927 earned less than \$1,500. If a summary figure of annual earnings for these mills can be given it would be somewhere between \$1,760 and \$2,070 depending upon the rank and working time of the group of mills considered.

While there has been much discussion of labor turnover in management literature little is known of the effect of changes in employment on the individual worker. This study deals with the movement within the same occupation. It goes further and shows earnings at the plants the employes left as well as earnings at their new plants. By studying earnings at both plants, an indication is found as to whether the low earnings are characteristic of the same group at all plants or whether the employe can improve his earnings by working in a shop in which average earnings are high. The net advantages to the workmen of intermill changes in 1926 are given.