

He sticks strictly to his last, conscious that time study as a managerial mechanism has come to stay, and after a period of vicissitudes such as was experienced by the spinning jenny and the power loom, will become a universally utilized device of industrial management, utilized not merely by capitalistic industry, but also, if there should be such, by cooperative industry.

The most significant parts of the work—because of what they suggest as well as what they specifically present—are Section II and the Appendices. What is specifically presented is a contribution to industry at large, for in these sections are given time study data relating to machines employed in industry at large. Most time studies heretofore published apply to work on particular pieces only—work which may be carried on only in the shop where a study is made; Mr. Merrick's time studies afford information for fundamental operations on the machines studied, usable for all work within the capacity of the machines wherever used. What is suggested is the opportunity which lies open to manufacturers of machines used generally throughout industry. What a contribution they might make to management, how much they might increase productivity wherever their machines are used, if they would time-study the operations of their machines and deliver to the purchasers of them such information concerning their machines as Mr. Merrick here gives concerning Gisholt boring mills!

#### INDUSTRIAL GOODWILL

IF no other evidence were at hand to demonstrate the importance among administrative problems of the problem of industrial relations, the number of books pertaining to that subject which have come from the press during the past six months approximately would be sufficient. Books do not appear in quantity on a dull market. The majority of those which have appeared are primarily descriptive of efforts which have been made to solve the problem, chiefly in Great Britain, but also in Canada and the United States. Noteworthy among these are Bloomfield's *Management and Men*, Friedman's *Labor and Reconstruction in Europe*, Kellogg and Gleason's *British Labor and the War*, Lord Leverholme's *The Six Hour Day*, Slichter's *The Turnover of Factory Labor* and Stoddard's *The Shop Committee*. Another group is concerned with the psychological and physiological factors which must be taken account of in any consideration of the problem—Ioteyko's *The Science of Labor*, Lee's *The Human Machine*,

Marot's *The Creative Impulse in Industry* and Tead's *Instincts in Industry*. One book constitutes a class by itself. John R. Commons, in *Industrial Goodwill*, synthesizing the conclusions arrived at by the students of special phases of the problem and interpreting them in the light of a labor philosophy of his own, drives an argument straight at the administrator on whom rests the responsibility of taking the initiative in the effort to solve any industrial problem. His objective is the mental attitude of the employer of labor. That once stimulated to a sympathetic perception of existing relations and their consequences in the present state of the industrial arts, mechanisms for giving expression to improved industrial relations will come naturally and easily.

Commons does not argue against the present industrial order. Such argument as there is bearing on this point is opposed to radical change. His address is to the administrator of a regime of private enterprise who aims at profits and who brings together capital, labor and managerial ability for that purpose.

Nor does the author appeal to the humanitarianism of the employer or insist that he should leave the solution of his problem to the "intellectual." "For the proper place of the 'intellectual' or expert, so-called, is that of the *agent* and not that of the *principal*. The principals in industry are the associated employers and the associated employees." "To them (intellectual professional class) a remote future of socialism or syndicalism, when labor shall be supreme, is more impressive than getting along with the foremen or managers in the shop tomorrow and the next day." In contrast to an appeal to humanitarianism the author appeals to the desire for security, "—security not for a few but for all. The employer, or association of employers, or nation of employers, that sets its engineers, accountants, statisticians, scientific managers, along with labor organizations and shop committees, to work out the problem of security of employment, or at least security of earnings, is rescuing capitalism at the point where it stands most in need of goodwill."

Security is to be promoted by preservation of the collective activity which has been developed on behalf of employers, by fostering the collective activity which is developing on behalf of employees, and by bringing the two together into an harmonious super-collective activity. Clashing of desires and of wills, as between collective employers and collective em-

<sup>1</sup>*Industrial Goodwill*, by John R. Commons, New York, McGraw-Hill Book Co., 1919, pp. 213.