

## IV. WORKING CONDITIONS

36.—The working conditions of a factory should enable and encourage every worker to be and to do his best. These conditions may be considered under two heads.

1. *Personal Environment*

37.—From the moment that a worker enters a factory he should be regarded as an integral part of a living organism, not a mere dividend-producing machine, and treated with respect and courtesy. There should be no nagging or bullying by those in authority, but, on the contrary, insight and leadership. This involves careful choice of overlookers and managers, who should be able to both lead and inspire. At present such officers are often selected solely on account of their technical knowledge, and sometimes, it is to be feared, because they possess the faculty of getting work out of men by driving them.

*Material Environment*

43.—Employers should surround their employees with a material environment at work such as they would desire for themselves or for their children. This will mean that workrooms are properly ventilated and kept at suitable temperatures, that they are adequately lit, and that due regard is paid to cleanliness. Cloakrooms and lavatories should be so kept that employees coming from well-kept homes may find no cause for complaint.

44.—The workers should be safeguarded against any undue strain from the length of the working day or the severity of labour. In determining sys-

tems of payment it should never be forgotten that unwise methods of stimulating workers to do their utmost may result in overstrain. Facilities should be given them for spending the dinner-hour under restful and comfortable conditions, as well as for obtaining food at reasonable rates. If such facilities cannot be provided within the factory they might perhaps be arranged outside.

45.—Special attention should be given to the needs of workers under the age of 18. Although "young persons" are allowed to work the same hours as adult women, irreparable damage may be done by overwork during adolescence. Employers should therefore endeavour so to arrange their work as to afford a shorter working week, in no case exceeding 48 hours, for these workers.

46.—Again, in organizing the work, employers should remember that confinement to one monotonous task, not only month after month but year after year, is apt to deaden the intellect and depress the vitality of the worker.

47.—It should also be remembered that character is often profoundly affected by work, and just as good work develops character, so work that is adulterated or dishonest degrades it, and in time lessens the workman's self-respect.

48.—We have merely given examples of the many ways in which a fundamental religious principle must inevitably react upon the conditions of the factory. If it be urged that to carry out the above suggestions would often involve too great an expenditure, we reply that inefficiency and low productivity in the workers are frequently due to the absence of suitable working conditions.

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