

**INDUSTRY,
EMOTION,
AND UNREST**

Published @ 2017 Trieste Publishing Pty Ltd

ISBN 9780649613243

Industry, Emotion, and Unrest by Edward Thomas

Except for use in any review, the reproduction or utilisation of this work in whole or in part in any form by any electronic, mechanical or other means, now known or hereafter invented, including xerography, photocopying and recording, or in any information storage or retrieval system, is forbidden without the permission of the publisher, Trieste Publishing Pty Ltd, PO Box 1576 Collingwood, Victoria 3066 Australia.

All rights reserved.

Edited by Trieste Publishing Pty Ltd.
Cover @ 2017

This book is sold subject to the condition that it shall not, by way of trade or otherwise, be lent, re-sold, hired out, or otherwise circulated without the publisher's prior consent in any form or binding or cover other than that in which it is published and without a similar condition including this condition being imposed on the subsequent purchaser.

www.triestepublishing.com

EDWARD THOMAS

**INDUSTRY,
EMOTION,
AND UNREST**

INDUSTRY, EMOTION AND UNREST

BY

EDWARD THOMAS

MEMBER APPELLATE FEDERAL BARS OF NEW YORK
AND WASHINGTON



NEW YORK
HARCOURT, BRACE AND HOWE
1920

PREFACE

THIS book endeavors to set forth the factors which most profoundly affect the industrial and social sides of modern economic life, and concludes with some suggestions for controlling them. The factors are portrayed by incidents, somewhat as is the law in the "case system" of instruction in law schools, thus avoiding dogmatic premises deduced from small collections of imperfectly classified facts. While the picture thus presented has been kept in harmony with economics and sociology, these sciences have been kept in the background, for they may be misleading, since economists and sociologists have not yet collected data or evolved methods as satisfactory as those of the chemists, physicists and students of the other exact sciences.

To describe recent, pertinent, "case" incidents briefly and adequately, I have found it necessary to draw largely on the personal experience of my acquaintances, as well as on my own experience, necessarily limited to what was not confidential. Except where needed to suggest a proper setting, names of people and localities have been omitted, to avoid the implication of personal criticism.

Phrases and sentences summarizing data and tendencies have been drawn extensively from the editorial and other columns of the *Nation* (New York), *New Republic* (New York), *Friend* (London) and *Public* (New York). I have also frequently adopted the wording of Richard Roberts' *Red Cap on the Cross* (London, 1918), especially in stating the radical or the workers' point of view.

My debt to a wide field of acquaintance is obvious. My greatest debt is to my wife for encouragement, for criticism, and for the suggestion and selection of illustrative incidents.

New York City

CONTENTS

CHAPTER	PAGE
I. EMOTION IN INDUSTRY	1
II. BUSINESS GROUPS AND BUSINESS IDEALS	32
III. BUSINESS METHODS AND BUSINESS ETHICS	59
IV. DECADENCE OF THE MIDDLE CLASS	90
V. OUR SOCIAL GROUP HEREDITY	108
VI. IDEAS, ETHICS AND INSTITUTIONALISM	146
VII. EDUCATION, EMOTION AND IDEALISM	161
VIII. ADVENTURE AND ETHICS	179
IX. THE GOVERNMENT, LAW AND UNREST	194
X. SOME GULFS, COMPLEXITIES AND LOYALTIES	218
XI. A SUMMARY AND SOME SUGGESTIONS	235
NOTES	247
INDEX	253

INDUSTRY, EMOTION AND UNREST

CHAPTER I

EMOTION IN INDUSTRY

IN the year of the American Declaration of Independence, Adam Smith published his great book, *The Wealth of Nations*, which tells¹ how the details of manufacturing pins had been developed until eighteen men, each performing a separate operation, were needed to produce a complete pin. These men he called "manufacturers,"² and it is clear from his description that each "manufacturer" had to do his part perfectly and intelligently to make the pins perfect. Each man could take pride in his work on each pin. With the emotion of pride, each also had a responsibility and an ethical satisfaction in the pins produced by the whole group of men.

To-day we speak of manufacturers of pins, referring, however, to the owners of the pin factories, and we hold these owner-manufacturers ethically

¹For notes see after Chapter XI.

2 INDUSTRY, EMOTION AND UNREST

responsible for the quality of the pins we buy. The workmen and workwomen in these modern factories have ceased to bear any ethical relation to the pins produced by the factory in which they work. The pins are produced by machines so nearly automatic that it is almost true to say that a coil of wire is fed in at one side, and a roll of paper at the other, and the machine then delivers papers of pins at the end, all folded and printed with the proper advertisements.

As a matter of fact, the pins are usually made in one machine, tin-plated in another, and polished in a third; the paper is printed in a fourth; the pins are stuck into the papers in a fifth; while the gathering of the papers of pins into cartons, and the boxing of the cartons is largely done by still other machines. The workmen and workwomen have no responsibility for the individual pins; no ethical or emotional relationship to the product; at most their job is to watch the machines. The workers are coordinated with the machines, with the factory system, and may well be said to have checked their souls at the cloakroom as they entered the factory along with their hats and coats,—if the factory is progressive enough to have a cloakroom.

It has been said that the system of laws furnishing the checks and balances of civilized society is so minutely adjusted that it has become just as much a crime to transcend the law as to transgress it, be-

cause either breaks down the whole system. In the factory the machinery is carefully designed and grouped to enable it to be coördinated to the work people, so that any attempt on the part of the workers to depart from the highly organized system of production, breaks down the system and the guilty workman is discharged. Thus it comes about that the feeling of the average employee toward the manager or superintendent who sits in the office, is summed up in the meaning of the phrase "called on the carpet." The office is the place of criticism. The plodding, unambitious employee, too unimaginative to interfere with the smooth running of the factory system is the ideal. It is significant that a former patent attorney for the United States Steel Corporation said: "When I was attorney for the ——— Steel Company, I filed more patent applications gotten up by their employees than the whole combined United States Steel files nowadays. The young engineers that run things think they know it all. They turn down anything they don't get up themselves." Is it any wonder that many workers imagine they see written over the employees' entrance of the factory, "Abandon aspiration all who enter here?" Is it any wonder that they regard the mill owner, thus seen through his representative, the manager, as one of a hostile class, conveniently called capitalistic? Is it any wonder that employees of an unthinking or misunderstood employer find more ethi-