

LOYALTY OF LABOR IS DERIDED BY FORD

Men Work Only for Money,
Auto Magnate Thinks.

FINER THINGS NOT SEEN

Enthusiasm in Work and Faith in
Employer Are Held of No
Consequence.

B. S. S. MARQUIS, D. D.
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CHAPTER XIV.

When I entered the employ of the Ford Motor Co. Mr. Ford had about him a group of great executives mentioned in the preceding chapter. I doubt if there ever came together in any organization a body of men of greater ability, each in his own line of fine ideals. Of broader human nature, however, no group of men were ever more devoted to the best interests of their company, or were more loyal to their employer.

Loyalty, of course, went for nothing. Mr. Ford derived pleasure from nothing other than a thing exists between employer and employee. Men work for money. I have always felt it is a pity that he fails to make use of some of these finer things in men—does not recognize that there is something which money can buy.

In addition to the group of great executives there were hundreds of men in the second and third ranks of the organization who manifested the same enthusiasm in their work, and the same loyalty toward their employer.

Interest Shown in Employees.

In every one I met, with few exceptions to be named later, I found a deep and genuine interest in the well-being of Ford employees. How to humanize the industry to a still greater extent was the subject uppermost on all occasions where Ford men met together—in small groups of employees, in conferences of executives, in meetings of managers at banquets and managers' conventions. One felt one's self to be a part of a great experiment in applied Christianity in industry. The spirit of service, helpfulness and cooperation permeated practically the whole organization.

Tell that in the Ford Motor company, it had an example of what could be achieved through a just, generous and humane handling of labor. Here was a corporation with a soul.

There are men in every organization to whom the higher things in life make no appeal. There were some men of this kind in the employ of Henry Ford. They never understood the better, finer policies of the company, and never ceased to ridicule, criticize and misrepresent the human relations within the industry. To them the morale of the organization meant nothing. They also flaunted loyalty on the part of employees as being of no value. They stoutly held that men worked for two reasons—their wage, and the fear of losing their jobs.

Humane Treatment Best.

The humane treatment of employees, according to Mr. Ford, would lead to the weakening of the authority of the "boss," and to the breaking down of discipline in the shop. To them the sole end of industry was production and profits, and the one sure way of getting them was to break it down, to curse it, cheat it, drive it, abuse it, humiliate it, and discharge it on the slightest provocation, in short—to use a phrase much on the lips of such men—"put the fear of God into labor." And they were always thinking of the little gods.

There were not many men of this sort in the Ford company when I entered it. But the few who were there seemed to be in a closer and more confidential relation to Mr. Ford than those who stood for the better, finer and nobler ideals of the fact that for the time being he seemed heartily in favor of the humanitarians then in force.

Why he made familiaris of men of this class was a profound mystery to those of us who saw only the other side of labor and better side of him. In an article by W. E. Wilson, which appeared sometime ago in the World's Work, entitled "An Intimate Study of Lloyd George," there is to be found this paragraph:

"The why he (Lloyd George) sometimes chooses such curious friends, he would probably answer that you cannot govern mankind by idealists. 'You need scavengers to clean your streets,' is one of his most brilliant maxims. Lloyd George has always been particularly careful to select skillful scavengers. They are in attendance on him everywhere, loyally doing the dirty work of national housekeeping. He is as much amused with them as he is with any other men—especially the lower classes.

"No great man ever suffered fools more gladly. And the fools know it.... Lloyd George is the apotheosis of the common man. He is the common man's exponent for the theory, the common man's conduct with regard to the common man."

Henry Ford is also particularly careful to select skillful scavengers on occasion when he deems their services necessary. They seem to furnish him with the unusual and grotesque, at which he does not frown, if he does not smile. The work of certain clerks in the shop is not wanted, why tell them so? Smash their desks. That is quite unusual, deliciously grotesque, and very amusing. A man who ventures into a shop with a white collar in a shop deserves to have his life made a burden. Excessive tools of skillful workmen are scattered over the floors. Foolish? Insulting? Humiliating? Not at all. It takes the conceit out of the man who prides himself on his work. It prevents him getting into a "caveman" and admiring himself over much.

Faith Lost in Idealism.

It is curious that both Lloyd George and Henry Ford should seem to have lost faith in their early idealism. Lloyd George having discovered that you cannot govern an empire, and Henry Ford discovering that you cannot govern a factory by ideals. Perhaps they are right. I am simply recording the fact as an interesting one. Still some of us will cling to the theory that men respond more generously to good treatment than to harsh treatment. If men can be led to do up to the mark, they are bound to be all the better for being led than driven.

It became evident as time went on that either the men who stood for the better things in the organization, or the scavengers, must go.

SUCCESS OF BUDGET IS UP TO CONGRESS

President Harding Reports
Cut of \$500,000,000.

ESTIMATE IS FOR 1924

Executive Says Expansion of Any
Special Fund Would Defeat
Object of New System.

WASHINGTON, D. C., Dec. 4.—President Harding, in transmitting the annual federal budget for the next fiscal year, frankly told congress today that whether there was to be any material reduction in government expenditures, and in taxes, in future years would depend largely upon the amount of new revenue raised by the new system.

Placing the estimated government outlay for 1924 at \$3,180,812,224, a decrease of about \$500,000,000, as compared with the total for 1923, Mr. Harding called attention that two-thirds of this total was on account of practically fixed charges, such as the public debt, national defense, pensions, world war allowances, and federal relief. There were also said to be about \$1,000,000,000 in claims subject to administrative control and against which, he added, the retrenchment policy of the government had been directed.

Postal Deficit Forecast.

Another deficit in postal operations was forecast for this year, but Mr. Harding said it was estimated that through proper readjustments the deficit would be reduced to \$100,000,000, and that the new system, upon which everything depends, is so changing that, according to the officials, it is difficult to outline the position the British representatives will take.

France, fearful of German aggression, has agreed to take the initiative at Saturday's conference in arguing for drastic action. Great Britain, desiring trade and the economic reconstruction of Germany, may be at the other extreme, with Belgium sharing the French fears of the British economic policy and London's opposition to the new regime.

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