

much easier and less expensive it is for the company to handle the collection of membership dues than it would be for individual members to make remittances to their union's office, or for the union to send out collectors in so wide a territory. The extra work and expense incurred by the company in deducting from its employees' salaries the amounts the employees owe their union are small in comparison with the savings in time and money by the union and the employees, savings which can not fail to affect increased efficiency and redound to the benefit of the employer itself in the long run. In the adjustment of industrial conflicts concessions have to be made and some rights have to be surrendered, or enforced if necessary in the interest of conciliation and peace.

The system of check-off is avowedly primarily for the benefit of the union and only indirectly of the individual laborers. However, the welfare of the laborers depends directly upon the preservation and welfare of the union. Since, without the union, laborers are impotent to protect themselves against "the reaction of conflicting economic changes" and maintain and improve their lot, to protect the interests of unions ought therefore to be the concern of arbitration as much as to help the individual laborers. (*A. L. AMMENDT v. TRANSPORTATION CO., INC. versus BICOL TRANSPORTATION EMPLOYEES MUTUAL ASSOCIATION and COURTESY OF INDUSTRIAL RELATIONS, G.R. No. L-4941, promulgated July 25, 1952*).

Oscar Herrera

### BOOK REVIEWS

**THE CHALLENGE OF INDUSTRIAL RELATIONS.** Sumner H. Slichter. Cornell University Press. Ithaca, New York. Leather-bound.

In the whole fertile field of labor and management relations few writers have successfully brought their books to flourish, and most of the yield that we reap consists of dried academic seeds. Professor Slichter's book, *The Challenge of Industrial Relations*, certainly, is not a barren product of this field. It is one of the most challenging books ever written on this field. It offers a truly practical solution to our labor disputes and problems.

Sumner Slichter is a Lamont University professor at Harvard who has been teaching and writing on American economic conditions for nearly thirty years. This long experience in the labor field has enabled him to accumulate facts and figures with which to fortify his assertions and theories and has earned him the distinction of being an authority on labor-management relations.

The author observes that today, the United States has

largest, most powerful and most aggressive labor movement the world has ever seen. The 190-odd national unions recently had nearly fifteen million members. "This," he pointed out, "is due to the encouragement trade unions are getting from the government. The United States Supreme Court has abandoned antiquated views concerning both the scope of governmental authority to regulate commerce and the extent to which private rights may be restricted. The passage of the Norris-La Guardia Act in 1932, the National Industrial Recovery Act in 1933, the Wagner Act in 1935, the Social Security Act in 1935 and the Fair Labor Standards Act in 1938, have helped trade to spread rapidly. The result is that, trade unions under the leadership of professional labor leaders now control all national industrial enterprises. Unions have, therefore, become more powerful and more aggressive than anyone ever dreamed they would be."

This development of strong labor unions Professor Slichter states, "are obviously bound to be a great influence either for good or for harm. Such organizations are the most powerful economic organizations in the country." What should the government propose to do to control the enormous power of unions and to realize the great constructive potentialities of labor unions? What should the government do about mammoth strikes called in order to compel violations of the law, to force changes in public policy, to force trade unionists to shift their union affiliations, or in order to punish them for joining the wrong union? The author suggests these methods: regulation, conciliation, mediation, government cooperative policies and arbitration.

This book should be beneficial not only to sociology students and labor leaders but also to those who are interested in the legal aspect of labor-management relations. The doctrines enunciated in this book could well serve as a basis for the enactment of badly needed reforms of Philippine labor laws calculated to govern and foster harmonious relations between management and labor. The solutions the author has proposed could if adapted to our existing conditions solve many of our labor problems. Certainly, his thirty years of experience in the labor field cannot but be productive of good results. However, care should be observed in the consideration of his ideas. We must adopt only such as are suited to our prevailing conditions.

This book is truly a challenge to all those in a position to meet that challenge to join hands in order to bring about harmony and peace in the field of labor-management relations.

Francisco Manabat

**PARTNERS IN PRODUCTION.** The Labor Committee of the Twentieth Century Fund. The Twentieth Century Fund  
New York, 1944.

In theory we have often regarded our workers as industrious

and efficient, and even, as the backbone of the nation. But, that is as far as we go—theorizing. In the concrete, however, that is in actual practice, we often disprove our own theories by stifling the working man's sense of industry, efficiency and independence. In order to maintain our theories and escape the damnation of society, we seek asylum in the widely publicized ventures on charity—the ever reaching hand of mercy. Man has indeed perfected the Roman custom of back-patting or self-praising.

Efforts have been made for the past forty years to put into practice what we have openly declared in theory. Solutions to the ever-existing conflict between capital and labor have been printed many times under different labels. This present article is a report on the proposed solution to that conflict by the Labor Committee of the Twentieth Century Fund. It is the product of thirteen years of continuous and extensive research. The Labor Committee of the Twentieth Century Fund, which includes employers, representatives of organized labor, economists, and members experienced in public affairs, was formed in order to formulate a *new philosophy* of labor-management relations on which both labor and management could agree.

In formulating this *new philosophy*, the Committee found it expedient and necessary to first set up some principles which should guide its search of this *new philosophy*. It has made these as its premises: *First*—Labor has taken its place among the central groups that will guide the destiny of the nation; *Second*—To attain positive industrial peace, what is needed is something more than by-laws and compulsory rules, and that is productive teamwork; *Third*—You cannot legislate harmony into the hearts of men; *Fourth*—Wages are not the only factor to consider in satisfying the laborer's desire.

In its search for a *new philosophy*, numerous questions confronted the Fund Committee. Foremost among the questions raised before the Committee was, "What o'clock is it in labor relation?" The Fund Committee has noticed that the laborers of today have found strength in their numbers, in their leaders and in their beliefs; and that they have learned the art of strategy, which before was the exclusive weapon of management. Hence, today they believe that whatever they ask for is just, and being just must be granted to them. It is true that in the past they had been exploited by capitalists, but now they are unionized and strong. They have now risen in unison to demand their rights. And when the enterprising geniuses in finance have appeared to be unyielding, the traditional result would be nothing but conflict. These conflicts, the Fund Committee noted have taught us this truism: *Capital cannot do away with labor, nor labor with capital!*

As the result of its long laborious investigation, the Committee found that the only lasting solution would be to ring out the bell of harmony: to let man see eye to eye with fellow men; to let them be guided by mutual understanding in this emotionally explosive field. Furthermore, public thinking must be clarified; interests merged, instead of separated; the human will to work,

invested in, rather than disregarded as a bad risk; and both labor and capital must retain to each individual freedom—freedom to work for the former and freedom to manage for the latter.

Clarence Francis, Chairman of the General Food's Board, says, "It has always seemed to me that you can buy a man's time, you can buy a man's physical presence in a given place, you can even buy a measured number of skilled muscular motion per hour or day. But you cannot buy enthusiasm, you cannot buy the devotion of hearts, minds and souls. You have to earn these..." Let management be guided by this wise man's words; words which should be understood by capital in order to maintain their industry's productivity and existence. For man does not live by bread alone, he wants more than this in this world, temporal though it be. He wants security, both for himself and his family; he wants work that recognizes his ability; work that will add to, and not lessen, his dignity.

This solution, in order to understand the struggle between capital and labor, was aptly called a philosophy: A philosophy because it seeks the ultimate 'whys' of the actions and desires of worker and employer. Their ambitions and goals are dissected; weaknesses of each are discarded; natural tendencies of each are directed not to divergent goals, but to one goal—a prosperous business community. Only by being, as the book is labeled, PARTNERS in production, can both penetrate the sea of moss that covers the pathway to progress.

The Fund Committee's *new philosophy* can also be applied to the Philippines. In our search for harmony in labor-management relationship the Committee's findings can be a very great and practical help. Its *new philosophy* can function primarily as a policy program for our labor legislation.

Norberto Villarama

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LABOR TODAY AND TOMORROW. By Aaron Levenstein, Borzoi Books, Alfred A. Knopf Publisher, New York.

Among the many potential factors that affect to a great extent the political, social and economic structure of a nation in the twentieth century, LABOR occupies an enviable role. It is not surprising, therefore, that members of the Fourth Estate splash the pages of newspapers with screaming headlines whenever topics as Work, Working Hours and Wages are in question. This growing concern about labor finds a justification considering that drastic and evil consequences may follow if we stay inactive in the defense of those rights which flow from the idea of labor.

In the Philippines, as it now steps into an era of industrialization and progressive business, it is inconceivable to disregard the influence of labor. But, as new industries sprout and multiply, so do labor problems. In solving labor problems which have grown immensely, we are faced by a great want of books and treatises