

democracy than to so maintain and improve the quality and increase the extent of their proper services to their people that any suggestion of encroachment on their functions would be obviously unjustified. In this way they can most

effectively resist that pressure for centralization which is one of the most serious and at the same time one of the most subtle of the perils facing a democratic form of government.

A Psychological Approach to Industrial Relations

By LYDIA GIBERSON

The term "misfit" as it applies to any job in industry describes only the end result of a series of circumstances. Since an individual in an industrial society, is in great measure a product of that society, the approbrium of the term then falls on him

The spawning ground of the "misfit" is a vast and intricate net-work composed of sociological, physical, mental and psychological factors originating—and it is important to remember this—with management as well as with the individual employee.

The concept of the job, since we do not live in the robot age, reaches into every facet of the employee's twenty-four hour a day life. Conversely, that life reaches every aspect of the job. It is therefore important to understand, before a discussion of causes and effects is undertaken, and to realize the interdependence of job and living. There are certain discernible conditions: heredity, background, education, home conditions, finance, status in community are sociological in nature; individual handicaps such as poor eyesight, defective hearing, chronic illnesses including tuberculosis, diabetes, etc., working conditions and occupational hazards are physical conditions nervous disorders—epileptic fits, sleeping sickness, mania depressive psychoses, etc., are mental conditions, while insecurity, anxiety, worry, fears, may be aptly classed as psychological.

This may seem like a formidable array of problems to harrass the smooth functioning of the industrial unit and in truth, it is—but it must be remembered it is the by-product of multiple effort.

The operation of sociological factors must be apparent to everyone since we all have our being under them. Let us suppose that you have a reasonably successful job. You are a plant manager making \$5,000 a year. There is the man in the maintenance department who makes \$1,400 a year. With the best intentions in the world, the man in the maintenance department will resent your obviously better position in life, and, you, in turn, may be slightly smug about it. You may be the proud possessor of a Dalhousie degree, the man in the maintenance department escaped from the second grade by the skin of his teeth or by possibly burning down the old red schoolhouse. You probably live in a modern, comfortable home. He is playing catch as catch can with his landlord, and the inference is obvious. The merits of these two cases is not under discussion, they are cited as factors.

Such a simple thing as defective eyesight may handicap an employee seriously by creating headaches and excessive errors. Illness such as tuberculosis, diabetes, glandular upsets, hardening of the arteries, etc., may contribute to job failure. These disorders lower the employee's productivity. All take a toll of physical strength, creating early fatigue, irritability, perhaps outbursts of temper and gross errors in judgment.

The employee's physical surroundings on the job may contribute to his becoming a "misfit" or problem. Cold, ill lighted, badly ventilated or dirty factories—with little or no attention paid to occupational hazards—may subject him to more than ordinary stresses, impair his morale and bring about an emotional upset.

Nervous disorders—organic or functional—must be included as important factors in job misfits. In many instances the functional disorders remain latent for many years. They are so deeply buried that even excellent selection technique cannot detect them. It is only later when the employee is subjected to pressure on the job, severe shock such as death, fire, financial disaster, etc., that his maladjustments begin to manifest themselves.

An employee's sense of insecurity, his anxiety, his worry and fears cuts deeply into his efficiency and productivity. Much of this is created by the impact on himself of his superiors and his fellow workers. Management's responsibility is great in the picking of proper supervisors or foremen—for here is "the company" to most employees. The top executive who has too much drive, who tries to get something for nothing, who is too reactionary in his attitude toward change and who hires too many relatives, is, himself, one of the grains of sand we spoke of.

All of this is not an implied criticism of management as such or the personnel composing it, but since, in the final analysis, it is management's responsibility to achieve the smoothest possible functioning of its enterprise, it becomes management's province to understand and at least attempt to correct the factors recited. These are the factors that are all too often overlooked in the technical drive for production goals, yet, they themselves are an integral part of that drive and must be given consideration by the most hard-headed executive.

The term industrial relations properly understood, refers to personnel management and medical relationships rolled into one. It is most important in

any organization that there is proper meshing of all these groups. The doctor starts out with prestige in his corporation and he is in a position to do a great deal for both the company and the employee. He can interpret the ideas and viewpoints of both groups, and, in this way, bring about greater understanding.

With the shortage of physicians during the war, it is probable that little can be done to develop industrial medicine, but, in postwar planning industrialists must think clearly about this matter and decide what they wish done. They must set up good medical departments and guide these departments as regards policy. The next era can well belong to Canadian industry and if this is to be true, much attention must be given to securing proper personnel.

Now as to the medical aspect of "misfits" the neurological and psychiatric distinctions may be narrowed down to the four basic types you are apt to meet constantly in general practice of industrial medicine.

The first group includes those suffering from organic neurological conditions such as brain tumor, epilepsy, syphilis, cerebral accidents. When employees complain of headaches of varying degrees, of dizziness, of general irritability, of tremors, of rigidity of muscle, of attacks of unconsciousness, of involvement of the cranial nerves—the doctor will naturally think of diseases of the central nervous system. Employees so afflicted are too ill to be at work, and the industrial doctor's part of the program is to try to detect the early symptoms and have medical care begin under the family physician or chosen specialist. Early detection may save much in efficiency and safety. The fixed pupil of the oncoming tabetic, the lessening of the grip of the right hand in slow leaks of brain arteries, the dizzy spells of the incipient epileptic—these are some of the warning signals of oncoming accidents and disruptions of the plant economy. The symptoms are such unassuming ailments that the busy doctor is apt to overlook them unless he makes a point of

listening carefully to the patient's recital of his case.

The second group includes those employees suffering from frank psychoses, commonly called mental breakdown. Some of these cases "break" on the job, although the patients probably had been showing unheeded danger signals for a long time. A frank psychotic break means emergency treatment to prevent the employee from attacks upon himself or his fellow workers. Protection can be given, usually only in a hospital.

Management should remember that many such employees do recover, and once returned to normal they are as fully able to return to their jobs as any fellow employees who have been absent for purely physical disorders. Where is the basic difference between the employee out for one year with a psychotic episode and the employee out two years with tuberculosis or six months with a fractured femur? Complete recovery from psychosis is now more the rule than a continued illness, and some of the grossest injustices in industry have happened because that simple fact has not been emphasized with the management. In these cases the decision of a competent specialist should allay all suspicion of the recovered employee.

The third group, the psychoneuroses (commonly called nervous breakdown) and the fourth group, maladjustments, furnish most of the employee problems. The absenteeism and lessened efficiency which result in lowered plant production can be traced directly to these groups. Obviously the diagnosis "nervous breakdown", "nervous exhaustion", "debility", "gastritis", "insomnia", or other vague terms refer to psychoneurotic and maladjusted conditions.

With the men being mustered out of the army on a medical discharge of psychoneurosis and the reabsorption of these veterans into industry, all of us must know something of what this term means. Psychoneurotics are emotionally immature individuals. In all these cases there is a definite fixation of the attention upon the patient himself and an emotional reaction

far out of proportion to his difficulties. Too often his symptoms are a direct play for sympathy and attention, or an excellent alibi for failure in a given situation. These patients translate their disappointments and difficulties into physical symptoms much in the same manner that a young boy develops stomach ache early on the morning he has a difficult test at school. The grown-up is more adroit, and sometimes his pseudo symptoms will triumph over even a laboratory checking.

When the psychoneurotic or maladjusted employee is not obviously ill enough to the untrained eye to be away from work, that is just the time when he is most costly to an organization. Not only do they lose time in astonishing amounts by themselves, but their lowered efficiency and emotional distortion affect sympathetically all those around them and the morale and working efficiency of a whole group may be seriously lowered by the continued presence of just one of them. Their nuisance value increases in direct ratio to their pyramiding mental symptoms.

The psychoneurotic, who is really a sick person, shows many symptoms that seem wilfully detrimental to business efficiency. The attitude of inferiority, the chronic fault-finder, the over-dependent employee, the day-dreamer, the worrier, the chronically nervous, the excessively fatigued,—all these belong in the medical group roughly termed hysterical, and they account for the largest percentage of all time lost from work because of illness. The attitude of inferiority manifests itself in resenting all criticism even though it be constructive, and the compensatory mechanism due to inferiority often shows itself in bullying by the one in authority, and in undue insistence on minute detail. The chronic fault-finder with his tendency to blame others is probably another individual suffering from an inferiority complex. The day-dreamer escapes our prosaic world and its difficulties; the body he leaves behind is slow, inefficient and accident-prone. Probably one of the biggest problems in business and industry today, though, is the over-

dependent employee—the one whose feelings are always being hurt, who is upset over every change and every move because he expects the same protection and loving kindness he receives in his own home. Under the present system the industrial doctor is the only highly trained man on the spot where these cases occur; if he will aid in the detection and disposition of them, the gain is apparent.

In all discussions, the employee must be made to feel that he is in a neutral, friendly atmosphere, a “zone of neutrality” in which the interview will be strictly confidential and in which anything he has to say will emphatically not be used against him. The patient must be encouraged to talk freely and frankly, off the record, as it were. The doctor must be a good listener with some considerable patience, and it will help tremendously if he has a sincere interest in human beings and their almost innumerable difficulties.

Occasionally in an industrial organization, emotional upsets appear in greater numbers from one specific department. If the doctor will instigate an investigation by the personnel department, he may be able to exchange some dozen cases for one—a maladjusted foreman or section head who has been upsetting his subordinates. And it is important to remember that executives and supervisors are human beings and subject to the same rules of human adjustment. If they are unstable and maladjusted, the results may be devastating to the hundreds under their control. Detection and disposition of maladjustments in high places may demand more tact than the average cases, but the principles and the methods are the same.

Industrial morale is a vital and tantalizing problem that strikes deep into the motivation of our national way of life. Morale does not happen: it grows out of a personal identification with the nation's destiny. Good industrial morale is dependent upon good mental and emotional health; normal behavior cannot be expected from sick people. There are always a few mentally ill persons in every large group; a considerably larger number

of people whose thinking and emotions are out of balance because of physical disease; and a great number of people whose emotions are temporarily upset. Mental and emotional ills are no respecters of persons; they may affect the top executive as readily as the day laborer. Whenever there are emotional ills there is a threat to the general morale and all steps must be taken to discover these danger points.

If we are to lessen the number of emotional problems we must educate the worker to better understanding and control of himself, and educate the supervisor. A great deal of training is being done today on all jobs as regards technical skills. In other words, in most instances, we have been teaching the supervisor to handle the machine but not the man. The supervisor, in his minor fashion, is an executive charged with the handling of people. Obviously the extent of his production can be measured by his ability to correlate man and machine. Never in the history of industrial development has there been a greater need for complete understanding between medical advisors and personnel people. Co-operation between the two groups is essential for dealing effectively with one of management's most difficult problems: that presented by the industrial misfit.

In a recent nation-wide broadcast, Mr. Howard Coonley, Chairman of the Board of the Walworth Company, now serving as Associate Director of the Conservation Division of the War Production Board, stated:

“In this time of stress and strain when the emergency calls for every ounce of effort that each one of us can exert, it is more essential than at any other time that the nervous mechanism of each one of us does not run dry. The lubrication that is needed can be compounded out of the elements of human understanding which the medical advisor and personnel director should carry in his kit. They are the ones who should see that the petty misunderstandings, the small clashes of personality, are adjusted before they have had time to interfere with the normal operations of a

group of human beings, whose success depends upon their cooperation and unity of purpose. The medical advisor and the personnel director are to an industrial organization what the machine setter and maintenance men are to the mechanical equipment of a plant. Just a single bearing out of line may shut down an entire conveying system, so can an unadjusted misunderstanding destroy efficiency of an entire department.

From my point of view the medical profession has not only a great opportunity but a deep responsibility toward the war effort. They are the ones to insist that the health of a nation should be main-

tained at the highest standard at all times. This requires not only medical hygiene, but mental hygiene,—the foundations upon which morale must always be constructed. And, after all, no matter how efficiently we build our fighting equipment, how destructively we design our munitions of war, the ultimate victory must be gained through a moral, yet a spiritual determination that will not be gainsaid."

All of us who are vitally interested in the future of the world must meet this challenge, in order that production may go forward steadily and victory be won.

Labor Aspects of International Relations

By JOHN W. TUTHILL

THE International Labor Organization at its recent conference in Philadelphia made a number of important recommendations to member governments on issues concerning income security, social security for the armed forces, medical care, social policy in dependent territories, transitional employment policies, organization of employment services and national planning for public works.

In addition to making these recommendations on issues of specific interest to labor, the conference also unanimously supported other more general objectives, having in view the desirability "of giving early effect to the principles of the Atlantic Charter and Article VII of the Mutual Aid agreements." The conference stated a belief that the United Nations "should take vigorous action to promote the expansion of international trade by appropriate commercial policies." It supported the view that "the United Nations should initiate measures to facilitate the coordination, through appropriate

international machinery, of the commercial policies of all countries for the purpose of promoting a steady expansion in world trade on a multilateral basis."

The part of the Atlantic Charter that the delegates apparently had primarily in mind was the declaration that the countries concerned "will endeavor, with due respect for their existing obligations, to further the enjoyment by all States, great or small, victor or vanquished, of access, on equal terms, to the trade and to the raw materials of the world which are needed for their economic prosperity."

The key part of the Article VII Agreements is the pledge of the contracting nations "to the elimination of all forms of discriminatory treatments in international commerce and for the reduction of tariffs and other trade barriers." This objective is practically identical with that stated by the Governments of Canada and the United States in an exchange of notes in November, 1942, when the two governments pledged themselves to cooperate in eliminating discriminatory trade policies and to the reduction of tariffs and other trade barriers.

EDITOR'S NOTE: John W. Tuthill, is on the staff of the United States Embassy in Ottawa. The article is a summary of an address delivered at a Conference of the Maritime Labor Institute in Sydney, N. S., August 26, 1944.