

Title	Scientific Management and Labor Welfare
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Abstract	<p style="text-align: center;">THE JOURNAL OF POLITICAL ECONOMY</p> <hr style="width: 10%; margin: auto;"/> <p style="text-align: center;">VOLUME 24 <i>November 1916</i> NUMBER 5</p> <hr style="width: 10%; margin: auto;"/> <p style="text-align: center;">SCIENTIFIC MANAGEMENT AND LABOR WELFARE</p> <p>In its original conception the Taylor system of scientific management seems to have been literally a system of shop management concerned primarily with the problem of efficient manufacture or productive efficiency in the shop. The problem was to secure the most effective character and use of machinery, tools, and materials the most effective material and organic arrangements in the shop and the full co-operative activity of the workers. Mr. Taylor, in his paper, "A Piece-Rate System," presented to the American Society of Mechanical Engineers in 1895, confirmed this idea of the scope and character of the new system by contrasting the care with which managers often "go most minutely into every detail of the buying and selling and financiering, and arrange every element of these branches in the most systematic manner,"¹ with the comparative lack of restrictions as to the principles and method which the superintendent or foreman is to pursue, either in the management of his men or in the care of the company's plant, and by pointing to the differential piece-rate system of payment as "the means which the writer [Mr. Taylor] has found to be by far the most effective in obtaining the maximum output of a shop, and which, so far as he can see, satisfies the legitimate requirements of the men and the management."²</p> <p style="text-align: center;">¹ "A Piece-Rate System," sec. 3 f. ² <i>Ibid.</i>, sec. 50.</p>