

Management-Labor Relations in a Changing Economy

By CLINTON S. GOLDEN

THROUGH use of the device of association or organization American labor has largely acquired the status of legitimacy and recognition for which workers have struggled for generations. The legitimacy of the self-governing labor organizations is attested by the National Labor Relations Act of 1935. Although subsequently amended in several respects, the present act declares that "employees shall have the right to self-organization, to form, join, or assist labor organizations, to bargain collectively through representatives of their own choosing, and to engage in other concerted activities. . . ." ¹

The wide degree of recognition accorded labor unions as important and influential institutions in American society is symbolized by an estimated one hundred thousand or more jointly-negotiated-with-management collective agreements currently in effect.

The generations of struggle to achieve the current status have left many scars. There is increasing evidence, however, that many men in positions of leadership in the ranks of both management and labor who have faced each other on the industrial battlefield in the past are today interested in working together co-operatively as creative participants in modern industry.

Generally speaking, the Marxian doctrine of the class struggle has had little acceptance by, or effect upon, the ideology of American workers. They, on the contrary, have been profoundly influenced by the traditions and practices of political equality which characterize our democratic society. The "rights" of individuals include, in the estimation of workers, the right to join with their

¹ Labor-Management Relations Act, 1947.

fellows in an effort to improve their status as an important social group. When employers have seen fit to challenge the exercise of this right the organized workers have been prepared to give battle in defense of it. Eventually in a free society that right would have to be conceded, or the society could not remain free.

EVOLUTION OF THE LABOR UNION

Thus labor organizations have evolved from "conspiracies" and "unlawful combinations" into legitimate, self-governing societies which have profoundly altered long established concepts of industrial relationships and management-labor responsibility.

This evolution can be traced in a series of clearly indicated stages. The first is indicated by the effort of workers in a craft or industry to get together and function as a cohesive group or formal organization and to create and build new institutional (organizational) loyalties. The second is the demand of the union organization upon management for its recognition as the authorized representative of the individual workers who comprise its membership or constituency. The third stage is reached when the union organization is accepted by management as a legitimate institution and a constructive participant in the enterprise.

Analysis and evaluation of the cumulative experience of management and labor which has developed in the course of this evolutionary process should prove useful in efforts to formulate a philosophy of co-operative management-labor relations.

For the most part, labor-management relations in the United States are now



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