

CONTRIBUTIONS OF EMPLOYEE REPRESENTATION TO MANAGERIAL OBJECTIVES

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OBJECTIVES imply to me directions rather than goals. This is so, I presume, because I have become interested, particularly in connection with my study of employee representation, in policies or purposes of management rather than simply in immediate ends. It is only through programs, of course, that objectives become operative and result in definite, tangible accomplishment. But unless the spirit of an organization is other than opportunistic, its day-to-day efforts must be directed by some more significant intention than merely the manufacture and sale, at a profit, of so many units of product. There needs to be some perception of social purposes; and detailed daily programs are sure to be affected by such perception.

It is my feeling that employee representation, in the eight or ten years which have elapsed since it was a novelty, has played an important part in modifying the conscious objectives or directions of business managers. Employee representation, of course, is but one of several factors which have altered, perhaps we may say advanced, the norms of business administration. Employee representation itself is quite as much a result as a cause of such changes. The war, of course, must be set down as one of the most important causes. Trite as it has become to blame the war for every phenomenon difficult to explain, it is obvious that the war was an important force hastening the spread and shaping the character of employee representation. But of more significance, it seems to me, is the fact that employee repre-