

CONTENTS

	PAGE
CHAPTER I	
INTRODUCTION	
The Problem	15
Previous Investigations in the Field	16
Methods and Procedures	21
CHAPTER II	
THE ORIGINS AND ECONOMIC CHARACTERISTICS OF THE TIRE INDUSTRY	
Emergence of the Tire Industry	25
The Economic Characteristics of the Tire Industry	30
A. Youth	30
B. Tire Demand	31
C. Tire Supply	32
CHAPTER III	
PRODUCTION	
Tires Produced and Rubber Consumed	35
Improvement in Quality	37
Tire-Miles Produced	40
Factors Responsible for the Increase in Tire Durability	41
A. General Forces	41
B. Changes in Type of Tires Produced	42
C. Developments in Rubber Chemistry	47
D. Other Factors	49
Sales and Markets	50
Physical Productive Capacity	58
CHAPTER IV	
THE LABOR SUPPLY	
Employment and Man-Hours	62
Characteristics of the Labor Force	64
CHAPTER V	
THE PRODUCTIVITY OF LABOR	
Total Manufacturing Labor Productivity—Direct and Indirect	68
Direct Labor Productivity	72
Direct Labor Productivity by Departments of Tire Manufacturing	74
Productivity in Value Terms	77
The Physical Productivity of the Tire Industry Compared with the Rest of the Economy	78

CHAPTER VI

FACTORS CONDITIONING THE INCREASE IN PRODUCTIVITY

General Factors	84
Mechanical Factors	89
Non-Mechanical Factors	94
A. Developments in Industrial Management	94
1. Task Standardization	94
2. Incentive Wage Systems	95
3. Effects upon Productivity	96
B. Shortening of the Work Day and Work Week	97
C. The Skill and Efficiency of the Workers	103
The Influence of Labor Relations on Productivity	106
Cyclical and Seasonal Influences on Productivity	118

CHAPTER VII

SOME EFFECTS OF INCREASING PRODUCTIVITY

Effects upon Employment	122
The Distribution of the Gains of Productivity Increase	125
A. Labor Costs	129
B. Gains to Consumers	130
C. Gains to the Owners and Managers	131
1. The Owners	131
2. The Managers	136
3. Other Salaried Employees	137
D. Gains to Wage-Earners	138
1. Wages	138
2. Wage Differentials	145
3. Hours of Labor	147

CHAPTER VIII

GEOGRAPHICAL SHIFTING OF THE INDUSTRY

The First Location of the Industry	149
The Beginnings of the Industry in Akron	150
Centralization in Akron	152
A. Prior to 1914	152
B. 1914-1929	153
1. The Expansion of the Akron Companies, 1914-1920	154
2. The 1921-1929 Expansion	155
The Beginnings of Decentralization	157
A. The Experience of the United States Rubber Company	157
B. Foreign Branch Factories	159
C. Other Decentralizing Movements, 1920-1929	160
1. Kelly-Springfield	160
2. The West Coast Branches	161
3. The Goodyear Branch in Gadsden, Alabama	162

CONTENTS

II

	PAGE
Trends since 1929	163
A. 1929 to 1935	163
B. The New Movement Toward Decentralization since 1935 . .	166
C. Reasons for Decentralization	171

CHAPTER IX

SUMMARY AND CONCLUSIONS

Productivity	176
Conditions Attending Increasing Productivity	178
Effects of Increasing Productivity	181
The Outlook for Future Increase in Productivity	187
Other Probable Future Trends	191
A SELECTIVE BIBLIOGRAPHY	195
INDEX	201

