

Industrial America: Corporations and Conflicts

1877–1911

Marianna Mine Disaster The bituminous mines of Marianna, Pennsylvania, and many other rich sites provided the coal that fueled American industrial growth. On November 28, 1908, an explosion in the mine killed 158 workers. Many were American-born; some were Irish, Welsh, Italian, and Polish immigrants. Here, a horse-drawn wagon carries bodies recovered from the mine. Such catastrophes laid bare the human cost of industrialization. Marianna was one among many: in the same decade, disasters at Scofield, Utah; Jacobs Creek, Pennsylvania; Monongah, West Virginia; and Cherry, Illinois, each killed over 200 men.

The Rise of Big Business

Innovators in Enterprise
The Corporate Workplace
On the Shop Floor

Immigrants, East and West

Newcomers from Europe
Asian Americans and Exclusion

Labor Gets Organized

The Emergence of a Labor Movement
The Knights of Labor
Farmers and Workers: The Cooperative Alliance
Another Path: The American Federation of Labor

Identify the Big Idea

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CHAPTER 16: Industrial America: Corporations and Conflicts 1877–1911 in PART 6
Industrializing America: Upheavals and Experiments, 1877–1917

ation bring, and how did it

For millions of his contemporaries, Andrew Carnegie exemplified American success. Arriving from Scotland as a poor twelve-year-old in 1848, Carnegie found work as an errand boy for the Pennsylvania Railroad and rapidly scaled the managerial ladder. In 1865, he struck out on his own as an iron manufacturer, selling to friends in the railroad business. Encouraged by Republican tariffs to enter the steel industry, he soon built a massive steel mill outside Pittsburgh where a state-of-the-art Bessemer converter made steel refining dramatically more efficient. With Carnegie leading the way, steel became a major U.S. industry, reaching annual production of 10 million metric tons by 1900 — almost as much as the *combined* output of the world's other top producers, Germany (6.6 million tons) and Britain (4.8 million).

At first, skilled workers at Carnegie's mill in Homestead, Pennsylvania, earned good wages. They had a strong union, and Carnegie affirmed workers' right to orga-

nize. But Carnegie — confident that new machinery enabled him to replace many skilled laborers — eventually decided that collective bargaining was too expensive. In the summer of 1892, he withdrew to his estate in Scotland, leaving his partner Henry Clay Frick in command. A former coal magnate and veteran foe of labor, Frick was well qualified to do the dirty work. He announced that after July 1, members of the Amalgamated Association of Iron and Steel Workers would be locked out of the Homestead mill. If they wanted to return to work, they would have to abandon the union and sign new individual contracts. Frick fortified the mill and prepared to hire replacement workers. The battle was on.

At dawn on July 6, barges chugging up the Monongahela River brought dozens of private armed guards from the Pinkerton Detective Agency, hired by Carnegie to defend the plant. Locked-out workers opened fire, starting a gunfight that left seven workers and three Pinkertons dead. Frick appealed to Pennsylvania’s governor, who sent the state militia to arrest labor leaders on charges of riot and murder. Most of the locked-out workers lost their jobs. The union was dead.

As the **Homestead lockout** showed, industrialization was a controversial and often bloody process. During the half century after the Civil War, more and more American workers not as independent farmers or artisans but as employees of large corporations. Conditions of work changed for people of all economic classes. Drawn by the dynamic economy, immigrants arrived from around the globe. These transformations provoked working people, including farmers as well as industrial workers, to organize and defend their interests.

Chapter Chronology

As you read, ask yourself why this chapter begins and ends with these dates and identify the links among related events.

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| 1863 | ▶ Cleveland, Ohio, becomes nation’s petroleum refining center |
| 1865 | ▶ Chicago’s Union Stock Yards opens |
| 1867 | ▶ National Grange of the Patrons of Husbandry founded |
| 1869 | ▶ Knights of Labor founded |
| 1873 | ▶ Panic followed by severe economic depression |
| 1875 | ▶ John Wanamaker opens nation’s first department store in Philadelphia |
| 1876 | ▶ Alexander Graham Bell invents the telephone |
| 1877 | <ul style="list-style-type: none"> ▶ San Francisco mob attacks Chinatown ▶ Great Railroad Strike ▶ First Farmers’ Alliances form in South and West |

1878	▶ Greenback-Labor Party elects fifteen congressmen
1879	▶ Henry George publishes <i>Progress and Poverty</i>
1880s	▶ Violence in Russia and Eastern Europe prompts mass immigration of Jews to United States
1882	▶ John D. Rockefeller creates Standard Oil trust ▶ Congress passes Chinese Exclusion Act
1884	▶ Knights of Labor at peak of membership
1885	▶ Rock Springs massacre of Chinese miners
1886	▶ Haymarket Square violence ▶ American Federation of Labor (AFL) founded
1887	▶ Hatch Act ▶ Interstate Commerce Act
1889	▶ New Jersey passes law enabling trusts to operate in the state
1892	▶ Homestead lockout
1893	▶ Severe depression hits, causes mass unemployment and wave of corporate mergers
1901	▶ J. P. Morgan creates U.S. Steel, America's first billion-dollar corporation
1908	▶ Walter Dill Scott publishes <i>The Psychology of Advertising</i> ▶ Marianna, Pennsylvania, mine disaster

Corporations and Conflicts

Giant corporations developed global networks of production, marketing, and finance by innovating technically and developing ruthless tactics such as predatory pricing. Corporations and Conflicts in Part 6 ened new careers for managers and “pink-collar workers,” but wagers, including African Americans and millions of newly arrived immigrants, endured low pay, health hazards, and frequent unemployment. In addition to creating labor unions to protest such conditions, workers forged political alliances with farmers, who also found themselves economically vulnerable. Along with an eight-hour day and union recognition, workers agitated for, and won, Chinese exclusion.