for mutual gain leads to growth and progress, while the process of compulsion is restrictive and deadly.

Reluctance to Compete

A PERSON in search of employment usually tries to explain what he has to offer, hoping to make it sound attractive to the prospective employer. The bargaining ability of an individual is broadly recognized as depending upon his creative or productive strength—his capacity to be of service to others.

What seems obvious enough with respect to an individual's bargaining ability, often loses clarity when employees organize for purposes of bargaining. The organizational process seems to relieve the individual of a sense of responsibility for producing something as a condition of his employment. Instead, he claims a right to a job by reason of his union affiliation.

It is worth remembering that fellow employees are primarily competitors. They are competing for the services of a manager and for the use of the tools and other capital which stockholders have voluntarily placed under that manager's supervision. And many of the employees are also competing for better-paying managerial jobs. This is the process of competitive bargaining which affords promotion on the basis of capacity to perform.

Competing is not an unmitigated joy to all persons. There are many who seem to prefer to duck such pressure when possible. They feel that their own lives might be more comfortable if they could only exercise a little control over others—enjoy certain monopoly privileges.

Monopoly Power

MONOPOLY POWER is the power to govern—to force compliance. Such is the power of a monarch over subjects who will accept the concept of the "divine right of kings." People submit to such monopoly power because they see no alternatives.

The European cartel system of industrial organization is another kind of attempt at monopoly power. Supposedly competitive business managers agree among themselves not to compete for consumers. Usually, they try to persuade the government not to license any new businesses which might become competitive. As a rule, the cartel does not have the power to force consumers to buy the products of the industry, so its monopoly power fails if consumers decide to get along without that particular industry. If the private owners of coal mines form a cartel, they may say to consumers: "If you want coal, you must buy from us at our price." This is a less vicious kind of monopoly power, of course, than that of a king or of a national-