

reference to it here - which I must do as a social scientist who is interested in the various types of mechanisms for converting inputs into outputs.

If the various mechanisms mentioned above fail to convert the inputs into outputs, then the outputs are usually achieved as the result of a trial of strength. This may take the form of a strike by the workers or a lockout on the part of management. Eventually, however, one or more of the mechanisms mentioned above must be utilized during a strike or lockout in order to get the workers back on the job and to get an agreement with conditions which are satisfactory to them and to management. When a strike does result, however, it is important to recognize that this is an output of the industrial relations system and that it may have serious consequences for the other environmental sub-systems as well as the industrial relations system itself. I will have more to say about this when I discuss the concept of the feedback loop.

Thus far, I have been speaking about the institutional or organizational mechanisms for converting inputs into outputs. However, I wish to point out that industrial relations consists not only of periodic negotiations - although these unfortunately seem to pre-occupy our attention - but also of the day-to-day relationships among individuals at the work level. These constitute a complicated set of relationships involving those between managers, workers and managers, workers themselves, and workers and their union representatives. To a large extent, it is at this level that the participants satisfy their social and psychological needs. I should point out also that many of the individual and group needs are satisfied more through the