

receive in the performance of their services.

The Main Components of the Model

Taking the allocation of rewards to employees as the central focus of industrial relations, let me now proceed to set forth the rudiments of our model. As some of you will no doubt observe, I have utilized an input-output model of the type used by David Easton for the analysis of political life⁽¹⁾ (Our model is illustrated in graphic form in the diagram attached at the end of this paper.) Like any model, this one abstracts from empirical phenomena and attempts to capture in a nutshell the basic characteristics of industrial relations systems.

As you will observe, the model consists of four basic components: (1) inputs, summarized by the concepts of goals, values and power which are conditioned by the flow of effects from the environment sub-systems; (2) the mechanisms for converting the inputs into outputs; and (3) the outputs, comprising the financial, social and psychological rewards to employees; and (4) a feedback loop through which the outputs of the industrial relations system flow back into the environmental sub-systems. Let me now briefly discuss each of these components.

The Inputs of an Industrial Relations System

As implied above, the inputs of an industrial relations system come from two sources. First, there are the inputs from within the system itself, which are summarized by the concepts of