

informal structures which emerge rather than through the formal structures. And, as numerous studies of bureaucracy show, not only individual and group needs but also organizational needs are often best met through the informal structures.

### The Outputs of Industrial Relations Systems

Let me now look briefly at the outputs of industrial relations systems. As stated at the beginning of this paper, the main function of an industrial relations system is the allocation of rewards to employees for their services. Among the many types of substantive outputs of an industrial relations system, I would include wages, hours of work, statutory holidays, vacations with pay provisions, technological change provisions, training programs, pension plans, supplemental unemployment benefits, hospital and medical plans and the other types of fringe benefits which employees receive, as well as seniority provisions which determine, to some extent, who remains employed or gets promoted and consequently who receives rewards. Industrial relations research is concerned not only with changes in the level of rewards from one period to another, but also with the levels of rewards themselves. In order to provide a good understanding of the national industrial relations systems, one must make also comparisons as among different industries and regions. Furthermore, when one examines the substantive outputs of an industrial relations system, one must also be