

Samuel Goppers. However, labour may be concerned with obtaining more of (x) rather than more of (y) so that it becomes a matter of deciding what emphasis shall be placed on the various alternative objectives or goals that labour seeks. In determining its goals, labour is guided by the norm of egalitarianism. This is the basic value or norm behind those objectives which labour seeks to achieve.

Management is likewise motivated by the objective of obtaining more, basically more profits, and is guided by the competitive norm. Government and private agencies, at least in this country, have until quite recently been guided by the goal of assisting the two private parties, i.e. labour and management, to achieve settlement of their disputes without work stoppages and without damage to the public interest. In recent years, however, government agencies involved in the industrial relations system in a number of countries, including the United States and Great Britain, have had very positive substantive objectives, taking the form of wage freeze, wage guidelines, or incomes policies. Hence, all three actors in the system have their own goals. While there is general agreement among all the actors on some goals, to the extent that the actors come from different sub-goal and value groups in our society, they will have their own distinct objectives and values. It is where these different goals and values clash that we find conflict among the actors in the system.

The power of any one of the actors, as was stated above, may be defined as the ability of that actor to obtain its objectives despite the resistance of others. The power of any