

goals, values and power. Secondly, there is the flow of effects from the environmental sub-systems which becomes part of the inputs of the industrial relations system inasmuch as the environmental inputs condition the goals, values and power of the actors in the system. Let me now take a more detailed look at the nature of these two types of inputs.

Inputs from within the system itself

First, let us examine the inputs from within the system, or the within-puts. In order to discuss these we must first look at the actors in a system, i.e., those with whose activities we are concerned. The actors include individual workers in their role as workers, formal or informal organizations of workers, managers as individuals and as members of a management team, and government and private agencies and individuals. These are the actors whose goals, values and power constitute the inputs, and whose activities convert the inputs into outputs.

Goals refer to the objectives which an actor strives to achieve. Values refer to the norms or standards which an actor observes in establishing a hierarchy of objectives and the means of obtaining these objectives. Power refers to the ability of an actor to satisfy his needs or goals despite the resistance of others. Each actor in the system has his or its own particular set of goals and values. Speaking in a very general way, one might say that organized labour has a very pragmatic objective of obtaining more, more and more, as stated a long time ago by