

system solely in these terms. One must also look at the outputs in terms of their effect on the other sub-systems of society. Hence, it is necessary that we have a feedback loop linking the industrial relations system to the environmental sub-systems within which an industrial relations system functions. It is to this that we now turn.

The Concepts of the Feedback Loop

The feedback loop may be conceived of, then, as the linkage between the outputs of the industrial relations system and the environmental sub-systems within which the industrial relations system operates. Conceptually, then, the outputs of the industrial relations system become inputs into the environmental sub-systems, and subsequently through their effects on the environmental sub-systems flow back into the industrial relations system as part of the conditioning inputs. I should also point out that the outputs of an industrial relations system feed back directly into the industrial relations system itself without any intermediary linkages. This is true, for example, where satisfactory wages and fringe benefits plus pleasant working conditions have a very beneficial effect on the morale of employees in a work environment.

There are a number of reasons why the emerging discipline of industrial relations must be concerned with the feedback loop which is part of our model. First, from a