

one of the three actors will vary according to conditions in the environment as well as conditions within the industrial relations system itself. For example, a very buoyant economy will give a good deal of power to labour whereas a slack economy will add to management's power. Also, a very militant union membership will give a good deal of power to the labour leader when he meets with his counterpart in management whereas an apathetic membership will not. Likewise the government, depending on the arsenal of weapons that it has at its control, may or may not have some degree of power. For example, the United States' government had considerable power over the other two parties in a number of industries last year when it released stockpiles of basic materials.

In summary, then, the goals, values and power of the actors in the industrial relations system constitute, in summary form, the input variables. However, as we stated at the beginning of this section, the inputs are of two types, namely, those from within the system and those which flow from the environment. Let us now take a look at the flow of effects from the environment as it becomes a conditioning input into the industrial relations system.

Flow of Effects from the Environment as Conditional Inputs into the Industrial Relations System

In referring to the environmental inputs as conditioning inputs, I am suggesting that the environmental inputs act to impose a range within which the outputs of the system must