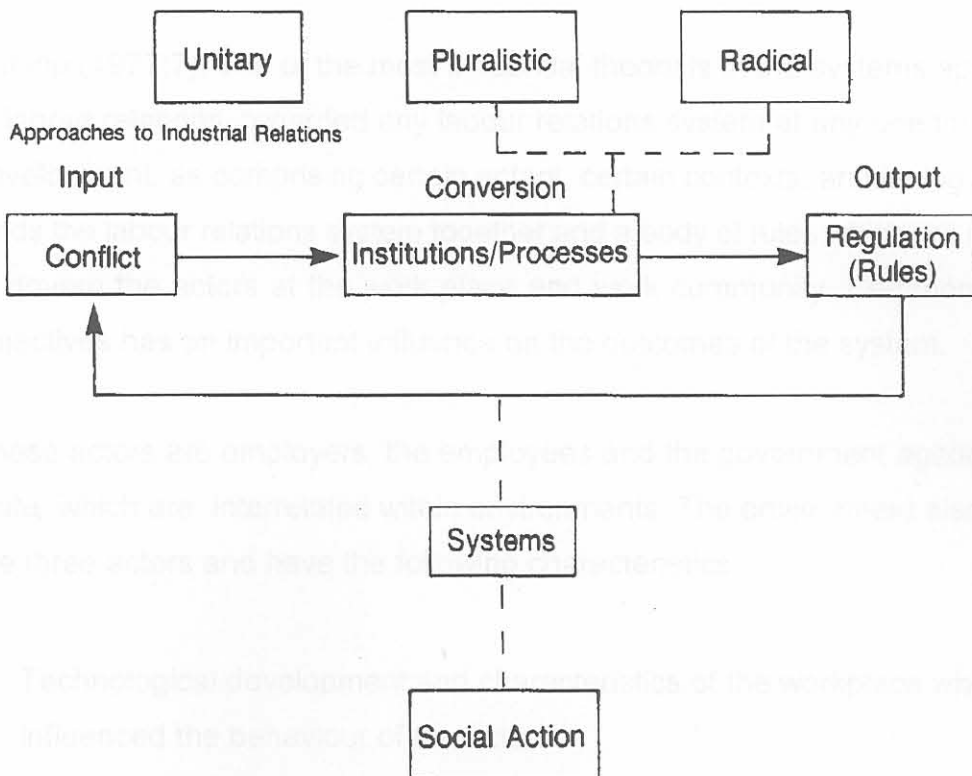


CHAPTER 5: DEFINITIONS AND MODELS OF LABOUR RELATIONS

1. INTRODUCTION

Labour relations theorists have mainly subscribed to three approaches in the analysis and study of labour relations. Salamon (1987:25) proposed that the different approaches should be jointly applied in the process of analysis and study, since there is no single correct approach. He represented the application of the different theories in the following organisational context:

FIGURE 5-1: LABOUR RELATIONS APPROACHES IN ORGANISATIONAL CONTEXT



Bluen (1983:441) presented these theories on a continuum that represents the different theorist's emphasis on either harmony or conflict or both, as outcomes of labour relations.

FIGURE 5-2: CONFLICT/HARMONY CONTINUUM

Dunlop (Systems)	Flanders (Industrial government)	Hyman (Radical)
HARMONY CONFLICT		

The following is a discussion of the most important aspects of the three most influential approaches to studying and analysing labour relations.

2. THE SYSTEMS APPROACH

Dunlop (1977:7), one of the most influential theorists in the systems approach to labour relations, regarded any labour relations system at any one time in its development, as comprising certain actors, certain contexts, an ideology which binds the labour relations system together and a body of rules which are created to govern the actors at the work place and work community. Commonality of objectives has an important influence on the outcomes of the system.

These actors are employers, the employees and the government agencies, or state, which are interrelated within environments. The environment also affect the three actors and have the following characteristics:

- Technological development and characteristics of the workplace which influenced the behaviour of the actors.

- The market, or budgetary constraints and economic factors, which affected decisions such as wage rates.
- The distribution of power in the wider society. For example: if the state supports unions, unions would have more influence.

There are also rules which govern the behaviour of the actors in the relationship. The two main types of rules within which the actors operate are:

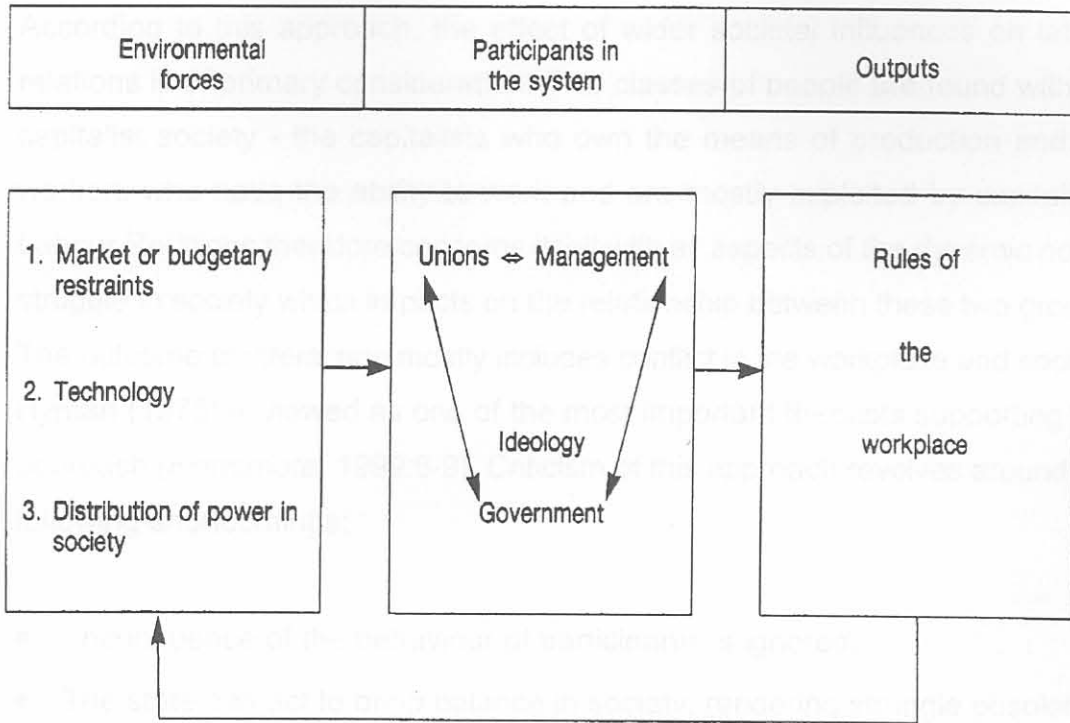
1. Substantive rules which specify actual conditions of employment (eg. wage rates and working hours).
2. Procedural rules which regulate the manner in which the actors operate eg. when and how negotiations will take place.

An ideology or set of ideas and beliefs commonly held by the actors, helps to bind together or integrate the system as an entity. Organisations in society, trade unions, management and the state are involved in the spinning of a web of workplace forces. Labour Relations is viewed as a subsystem of society.

The systems approach of Dunlop seems to neglect the importance of behavioural variables. The approach needs to be expanded to encompass the influence of these variables.

The following graph of Dunlop's systems approach was proposed by Allen and Keaveny (1983:20):

FIGURE 5-3: DUNLOP'S SYSTEM THEORY



3. THE INDUSTRIAL-GOVERNMENT APPROACH (OXFORD APPROACH)

The supporters of this approach believe that the formulation and institution of job regulations through collective bargaining are to of primary importance. It is assumed that the various conflicting interest groups of an industrial society are able to reach agreement through the process of collective bargaining. The outcome of interaction depends on the participant's abilities regarding the collective bargaining process. The most important theorists who trusted in this approach are: Flanders, Bain, Clegg, Fox Hughes, McCarthy and Marsh all of whom worked at Oxford University (Bluen, 1983:430-436). The primary criticism against this approach is that the influence of the behaviour of participants in the system is ignored. Labour relations are influenced by many variables that do not form part of the collective bargaining process.

4. THE RADICAL APPROACH (NEO-MARXIST APPROACH)

According to this approach, the effect of wider societal influences on labour relations is of primary consideration. Two classes of people are found within a capitalist society - the capitalists who own the means of production and the workers who have the ability to work and are mostly exploited by capitalists. Labour Relations therefore concerns itself with all aspects of the dynamic power struggle in society which impacts on the relationship between these two groups. The outcome of interaction mostly includes conflict in the workplace and society. Hyman (1975) is viewed as one of the most important theorists supporting this approach (Finnemore, 1999:6-9). Criticism of this approach revolves around the following shortcomings:

- The influence of the behaviour of participants is ignored.
- The state can act to bring balance in society, rendering struggle obsolete.
- Trade unions are beneficiaries and opponents of the system.

5. THEORETICAL MODELS OF LABOUR RELATIONS

5.1 Introduction

Several South African authors have proposed theoretical models in varying diagrammatical formats during the period defined in the research methodology. The following is a discussion of the most important features of these models.

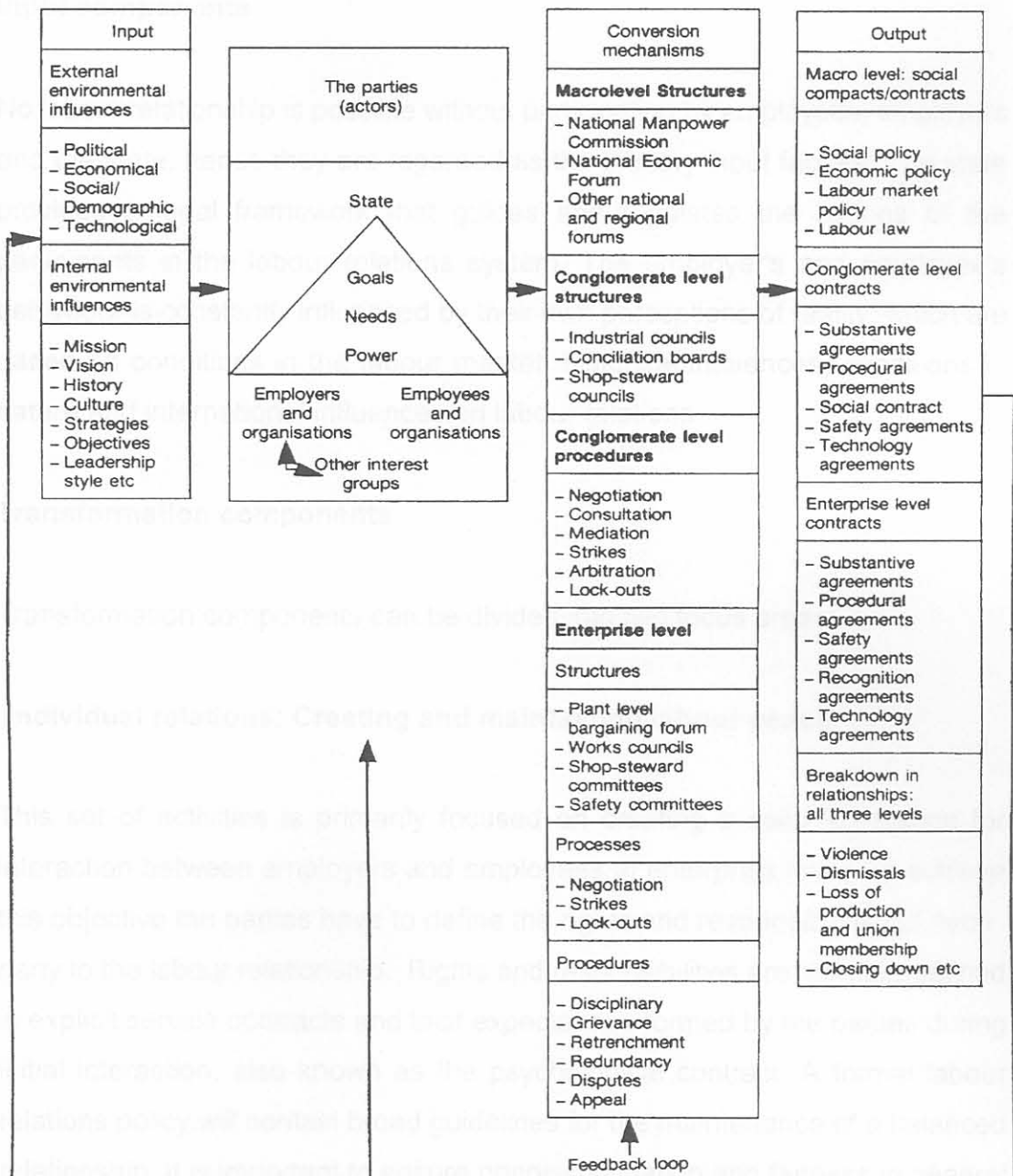
5.2 Slabbert, Prinsloo and Backer (1996: 16-17)

The authors explained their approach as follows: "The framework presented in Figure 5.4 consists of four basic components:

- inputs, summarised by the concepts of goals, conflict and power which are conditioned by the flow of effects from environmental subsystems;

- converting mechanisms;
- the outputs, comprising the financial, social and psychological rewards to employees, or the breakdown of the relationship; and
- a feedback loop, through which the outputs flow back into the industrial-relations system and the effects of which also flow into the different environmental subsystems."

FIGURE 5-4: THE SLABBERT MODEL



5.3 Nel and Others (1998:12-17)

The authors view labour relations as a system comprising input, throughput and output factors. Environmental variables constantly influence labour relations, leading to varying outcomes. Some outcomes are undesirable, and efforts should therefore be made to adapt the transformation process in such a way that a desired outcome of labour peace can be ensured. The following is a brief discussion of the most important components:

5.3.1 Input components

No labour relationship is possible without participation by employees, employers and the state, hence they are regarded as the primary input factors. The state provides a legal framework that guides and regulates the actions of the participants in the labour relations system. The employer's and employee's behaviour is constantly influenced by their own perceptions of reality, which are based on conditions in the labour market, historical influences, conditions in nature and international influences on labour relations.

5.3.2. Transformation components

Transformation components can be divided into two focus areas:

5.3.2.1 Individual relations: Creating and maintaining labour peace

This set of activities is primarily focused on creating a solid foundation for interaction between employers and employees at enterprise level. To achieve this objective the parties have to define the rights and responsibilities of each party to the labour relationship. Rights and responsibilities are normally defined in explicit service contracts and tacit expectations formed by the parties during initial interaction, also known as the psychological contract. A formal labour relations policy will contain broad guidelines for the maintenance of a balanced relationship. It is important to ensure nondiscrimination and fairness in general

Human Resource management practices, such as communication, recruiting and job evaluation. This will prevent grievances and disputes that may harm the relationship. A representation system, such as a workplace forum serves to improve communication and understanding between parties and serves as a subsystem for ensuring labour peace. Enterprise level procedures, such as grievance, disciplinary and retrenchment procedures serve as self-correcting mechanisms to defuse flashpoints in the relationship and to maintain labour peace.

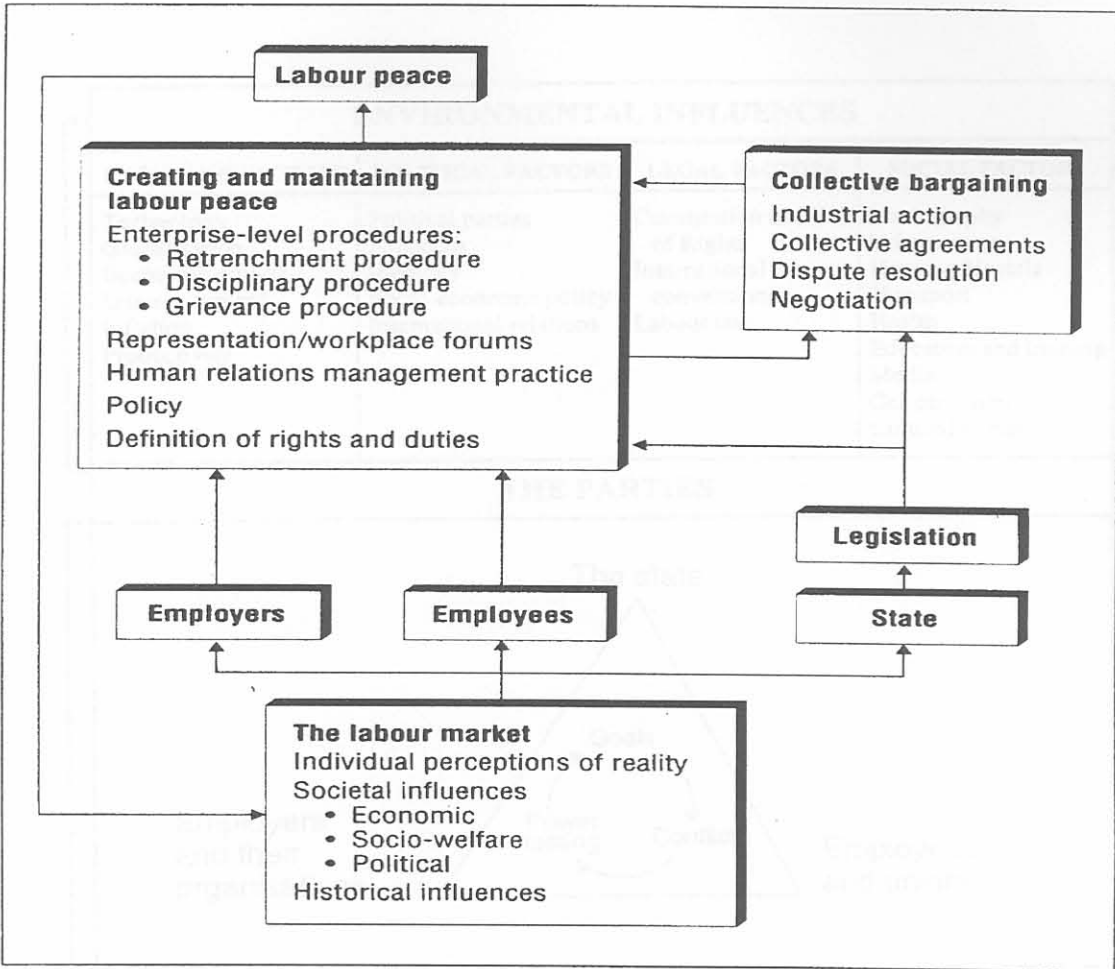
5.3.2.2 Collective relations: Balancing the system through collective bargaining

The collective bargaining process deals primarily with the interaction between trade unions and employers. The negotiation and implementation of collective agreements is the preferred method for resolving conflict in the relationship. A specific dispute resolution procedure is adopted in case of the parties failing to agree through negotiation. Should all attempts at resolving the conflict fail, the parties may institute industrial action in the form of strikes or lockouts.

5.3.3 Output components

The desired output of any labour relations system is harmony in labour relations or labour peace. Labour peace is a prerequisite for achieving organisational objectives and being productive. This is the ideal outcome arising from the interaction between the parties in all the transformation processes. The level of labour peace influences the future prosperity of society and impacts on the input factors referred to in the model.

FIGURE 5-5: THE NEL MODEL



5.4 Finnemore (1999:16-17)

The author explained her approach as follows: “A useful framework to clarify the field of study is suggested by Craig (1975). It is based on an open systems model which traces the linkages between the environmental factors which impinge upon the labour relations actors and their goals and power bases, as well as the structures and procedures which have been developed to institutionalise and control conflict. The possible outcomes of these processes are also incorporated in the model, and these in turn feed back into the environment, creating a continuous dynamic system.”

FIGURE 5-6: THE FINNEMORE MODEL

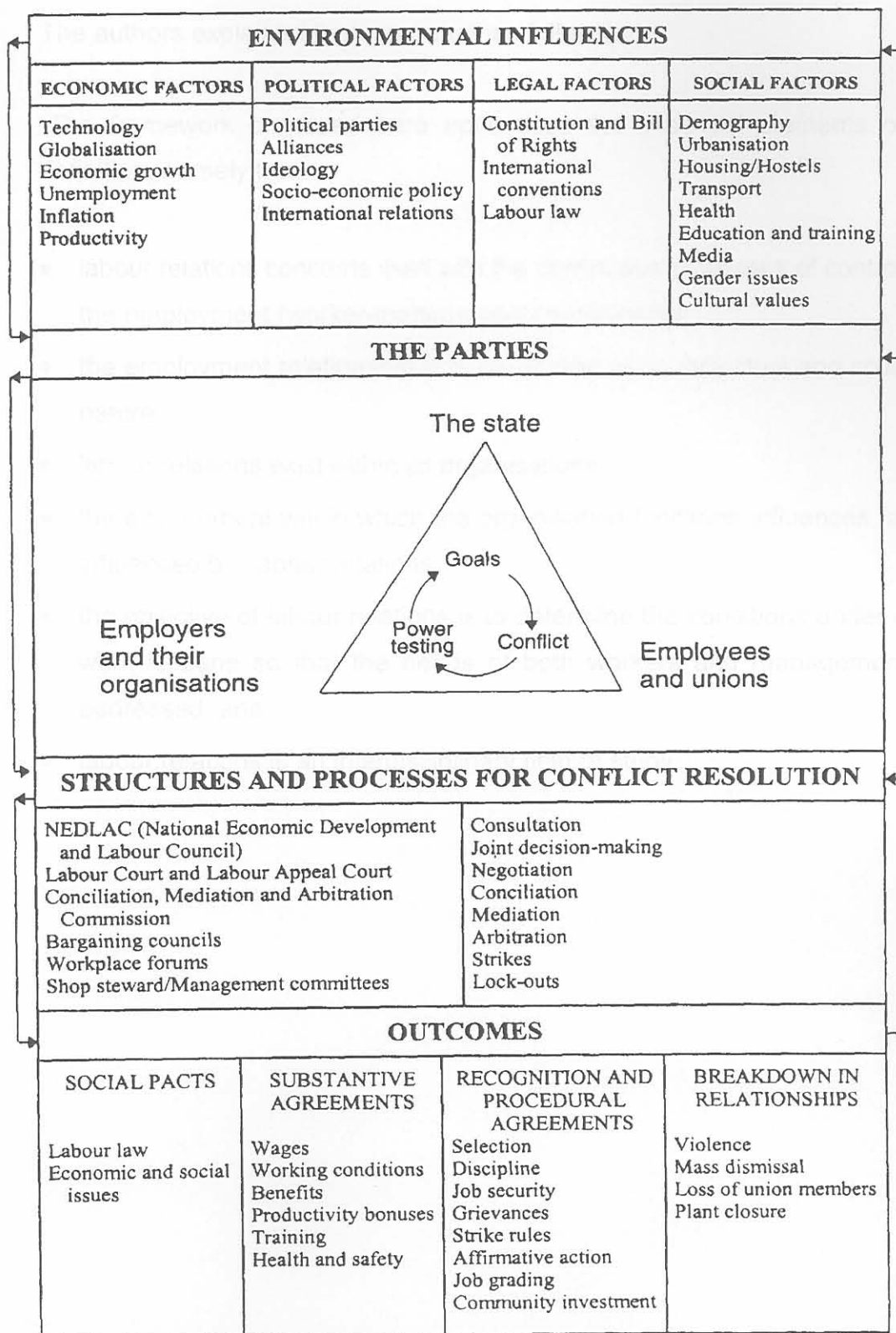


FIGURE 5-7: THE TUSTIN MODEL

5.5 Tustin and Geldenhuys (2000:51-57)

The authors explained their approach as follows:

“The framework proposed here epitomises the essential elements of this definition, namely that:

- labour relations concerns itself with the continuous processes of control over the employment (worker-management) relationship;
- the employment relationship is dynamic and of an individual and collective nature;
- labour relations exist within all organisations;
- the environment within which the organisation functions influences, and is influenced by, labour relations;
- the objective of labour relations is to determine the conditions under which work is done so that the needs of both workers and management are addressed; and
- labour relations is an interdisciplinary field of study.”

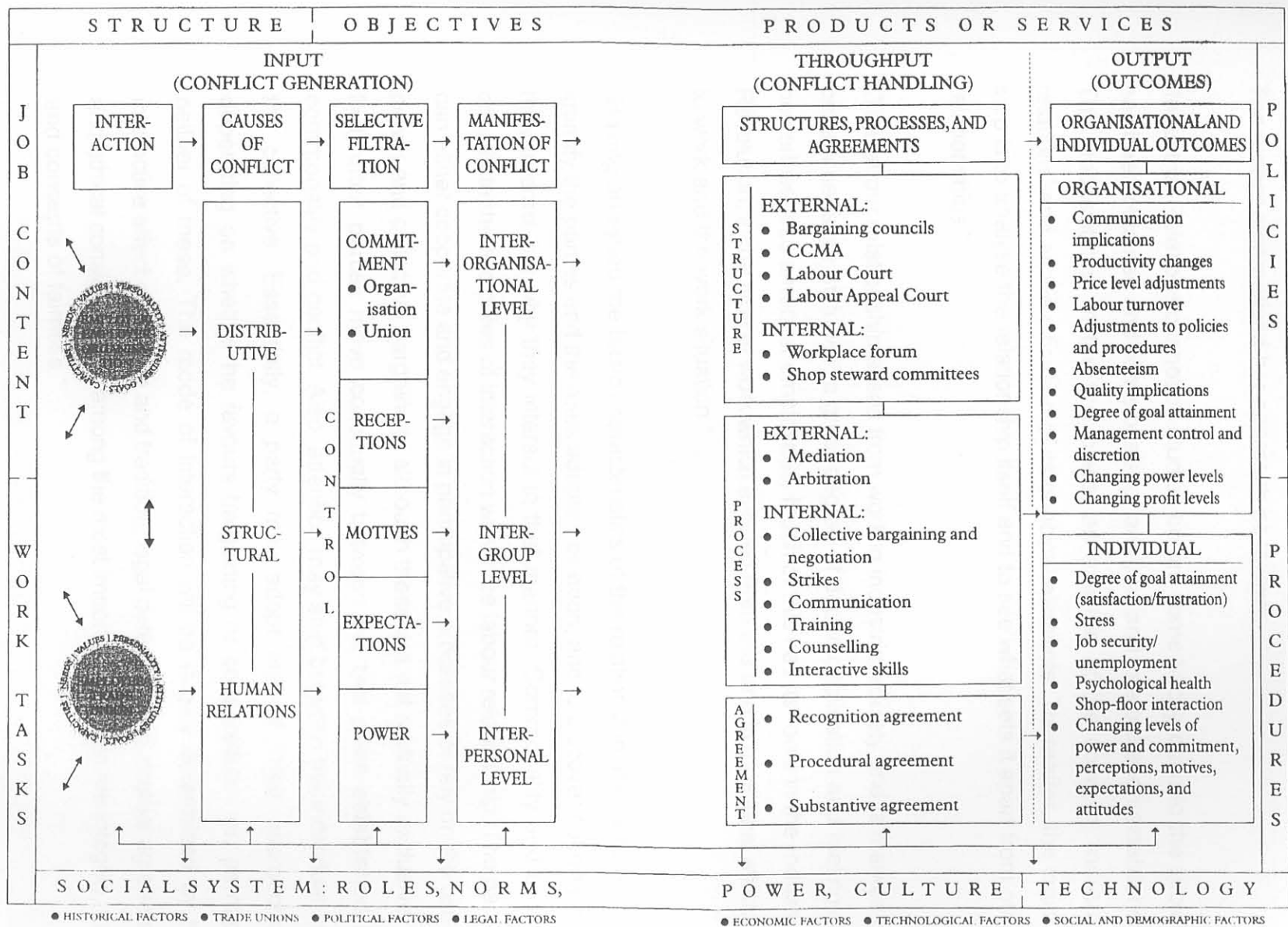


FIGURE 5-7: THE TUSTIN MODEL

5.6 Bendix (2001:2-20)

The author summarised her approach as follows:

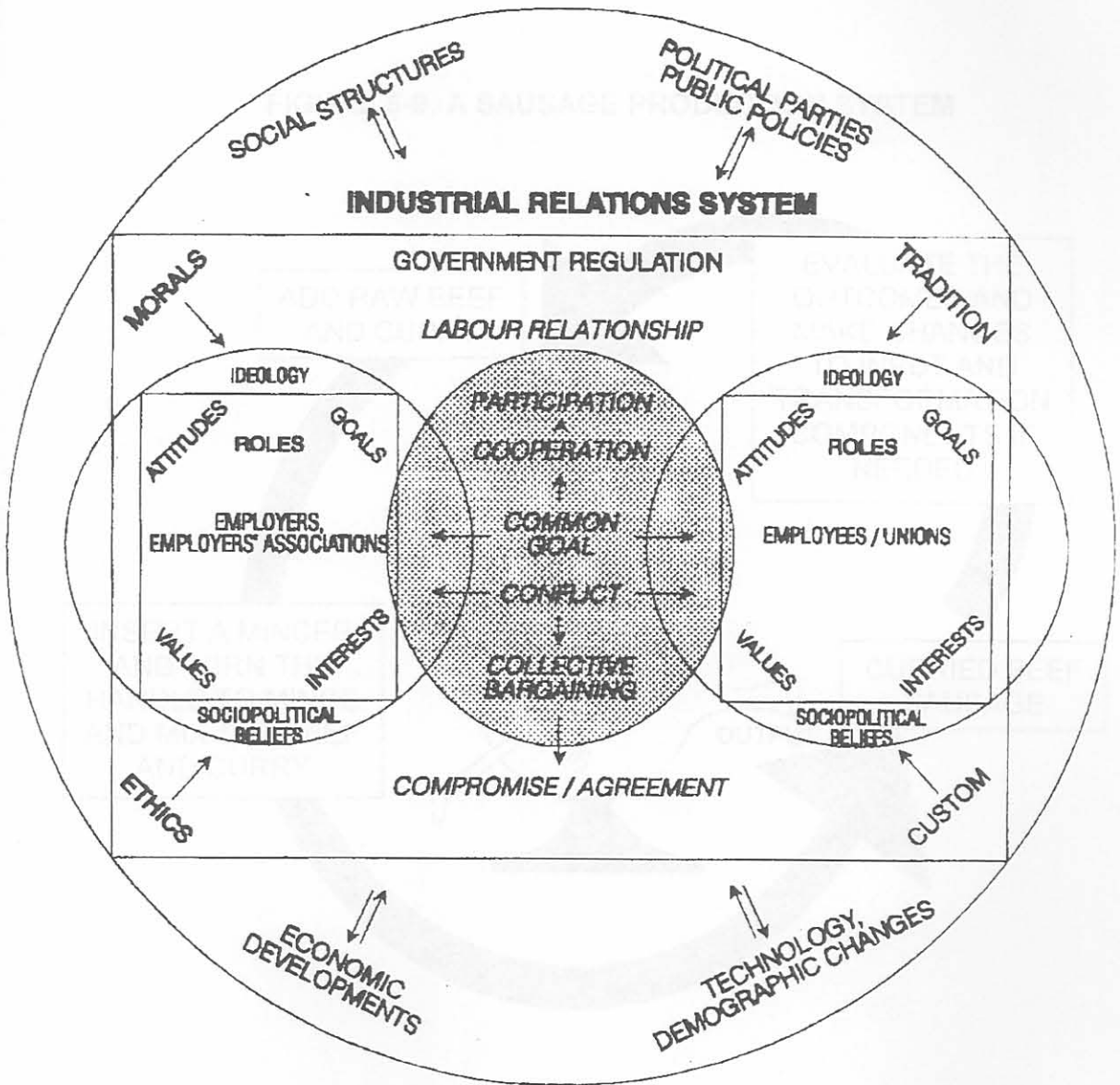
“Industrial Relations cannot be studied before some background to the subject has been obtained and some basis for analysis and interpretation established. This necessitates, in the first place, an analysis of the concept ‘Industrial relations’ and an identification of its principal elements. Thereafter, the logical step is to analyse the relationship itself and to see what sets it apart from other relationships.”

“The labour relationship arises from work in industrial society and is marked by certain negative attitudes, a great degree of depersonalisation and feelings of powerlessness amongst employees. Much of this has its roots in the Industrial Revolution, in the type of work which evolved from this and in traditional attitudes to work and the work situation.”

“Having analysed the basic characteristics of the relationship, it is necessary to identify the parties and the roles adopted by each, and to discover not only how they interact but why they interact in that manner. Commonality and conflict constitute the two poles of interaction within the labour relationship. The parties can either cooperate and engage in participative processes or rely on the use of power and collective bargaining, although these are not mutually exclusive. In fact, often parties move continually between the two poles established by commonality and conflict. Also, attention may shift between the individual and the collective. Essentially, a party may adopt one of three approaches, depending on whether he favours bargaining or cooperation - or, perhaps, neither of these. The mode of interaction will be largely determined by the interactive effect of custom and tradition, legal determination, mutual agreement and ethical considerations, among the most important of which are integrity, trust and concepts of fairness.”

“Finally, there are numerous external factors which will influence the manner in which the parties behave towards each other. These include sociopolitical and economic factors and the role of trade unions, as well as demographic and technological developments.”

FIGURE 5-8: THE BENDIX MODEL



5.7 Ehlers (2002: 34-40)

The functioning of the labour relations system is related to the functioning of a sausage production system. The principles on which the system are founded are the same as the principles that are applicable to the model proposed by Nel and others, save for a different definition of outcomes and added environmental influences.

FIGURE 5-9: A SAUSAGE PRODUCTION SYSTEM

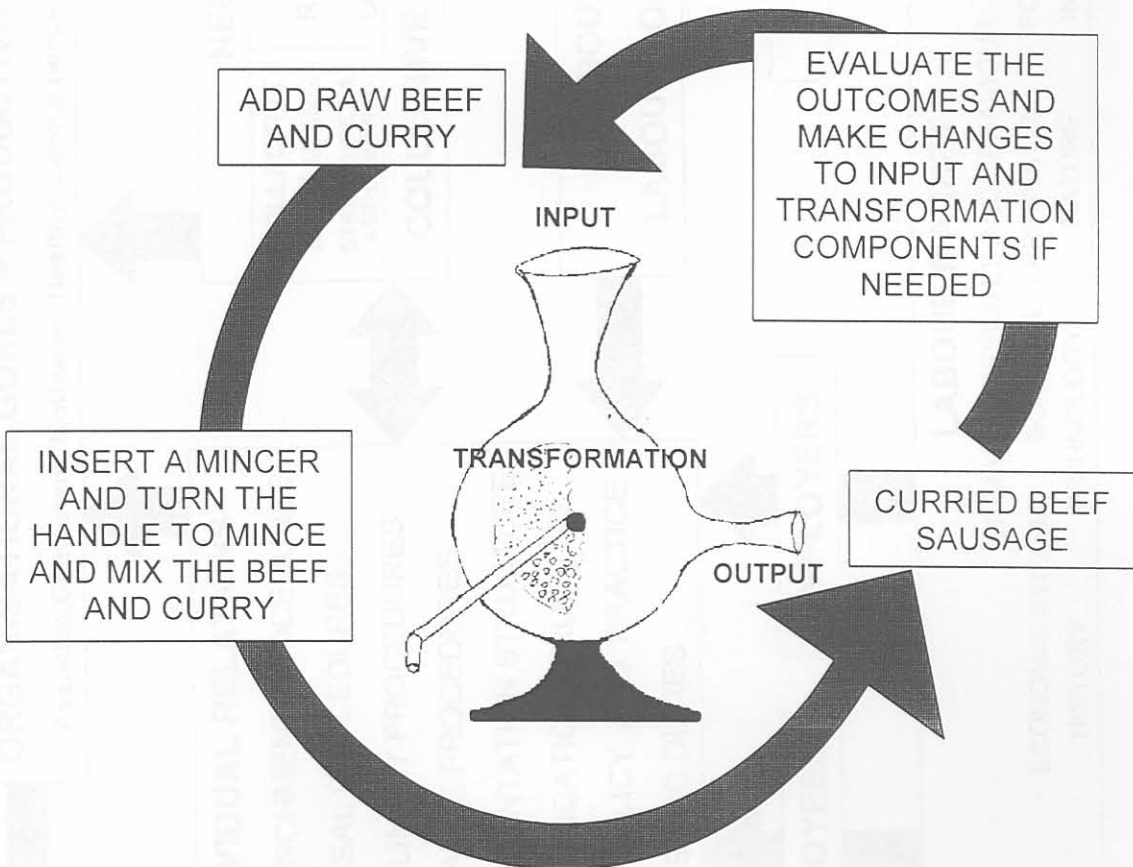




FIGURE 5-10: THE EHLERS MODEL

6. COMMON COMPONENTS OF THEORETICAL MODELS

Behavioural models in social science will normally not be viewed as right or wrong, since it will be very difficult to define a single model of labour relations that will include all the dynamic aspects of the field of study. All the above models are however founded on the systems approach to labour relations. This means that they consist of input, transformation and output categories, which provides for easier categorisation of similarities. A thorough content analysis yielded the following results regarding the commonality of elements of the different models:

TABLE 5-11: RELIABILITY COEFFICIENTS OF COMPONENTS OF LABOUR RELATIONS MODELS

COMPONENT	NUMBER OF REFERENCES (MAX = 6)	RELIABILITY COEFFICIENT
Input		
- State	6	1
- Employers	6	1
- Employees (trade Unions)	6	1
- Other interest groups	1	0.16
- Legislative framework	5	0.83
- Economic influences	5	0.83
- Political influences	5	0.83
- Social influences	5	0.83
- Demographic changes	3	0.50
- History	4	0.67
- Global influences	2	0.33
- Natural influences	2	0.33
- Human behaviour	2	0.33
- Technology	5	0.83
- Input will be influenced by output	5	0.83
Output		
- Labour peace/harmony	1	0.16
- Organisational goal achievement	3	0.50
- Employee goal achievement	2	0.33
- Products or services	1	0.16
- Productivity	2	0.33
- Agreements and Contracts	3	0.50
- Social contracts	2	0.33
- Breach in relationship	2	0.33

COMPONENT	NUMBER OF REFERENCES (MAX = 6)	RELIABILITY COEFFICIENT
- Common goal	1	0.16
- Individual behavioural outcomes	2	0.33
- Societal need satisfaction	5	0.83
- Labour market outcomes	1	0.16
- Revised labour policies and laws	1	0.16
Individual transformation		
- Defining rights and duties/Contracting	2	0.33
- HR Management policies	2	0.33
- HR Management practice	2	0.33
- Communication	2	0.33
- Representation structures	5	0.83
- Grievance resolution	3	0.50
- Discipline	3	0.50
- Dismissal	3	0.50
Collective transformation		
- Consultation/Negotiation	5	0.83
- Collective agreements	4	0.67
- Procedures in collective agreements	2	0.33
- Organisational level collective bargaining structures	3	0.50
- Industry level collective bargaining structures	3	0.50
- Macro level collective bargaining structures	2	0.33
- Formal dispute resolution (Conciliation, Arbitration)	5	0.50
- Litigation	2	0.33
- Industrial action	4	0.67
Behavioural principles		
- Conflict	2	0.33
- Affirmative action	1	0.16
- Co-operation	1	0.16
- Power	3	0.50
- Motives/objectives/expectations	4	0.67
- Ethics/Values	1	0.16
- Roles	1	0.16
- Norms	1	0.16
- Interests	1	0.16
- Participation / Joint decisionmaking	1	0.16
- Commitment	1	0.16
- Perceptions	1	0.16
- General management practice	2	0.33
- General organisational behaviour	2	0.33

TABLE 5-12: CLASSIFICATION AND RANKING OF COMMON MODEL COMPONENTS

NATURE	RANK	COMPONENTS
INPUT	1 – 1	The state, employers and employees are involved in labour relations
INPUT	2 – 0.83	Technology, Economics, Politics, Social issues & Legislation exert an influence on the system
OUTPUT SOCIETAL	2 - 0.83	Labour relations outcomes will influence conditions in broader society and the various input components of a model
TRANSFORM COLLECTIVE	2 – 0.83	Representation
TRANSFORM COLLECTIVE	2 – 0.83	Consultation and/or negotiation
INPUT	3 – 0.67	Historical development
OUTPUT-GROUP	3 - 0.67	Collective agreements
OUTPUT GROUP	3 – 0.67	Industrial action
INPUT	3 – 0.67	The participants have differing needs, objectives and expectations
INPUT	4– 0.50	Demographic characteristics
TRANSFORM INDIVIDUAL	4– 0.50	Grievance resolution
TRANSFORM INDIVIDUAL	4– 0.50	Disciplinary action
OUTPUT INDIVIDUAL	4– 0.50	Dismissal
TRANSFORM COLLECTIVE	4 – 0.50	Organisational level collective bargaining structures
OUTPUT COLLECTIVE	4 – 0.50	Industry level collective bargaining structures
TRANSFORM INDIVIDUAL OR COLLECTIVE	4 – 0.50	Formal dispute resolution mechanisms
INPUT TRANSFORM	4 – 0.50	Power variables
INPUT	5 – 0.33	Global influences
INPUT	5 – 0.33	Natural influences
INPUT	5 – 0.33	Human behaviour
OUTPUT INDIVIDUAL	5 – 0.33	Employee goal achievement
OUTPUT INDIVIDUAL GROUP ORG	5 – 0.33	Productivity

NATURE	RANK	COMPONENTS
OUTPUT SOCIETAL	5 – 0.33	Social contracts
OUTPUT INDIVIDUAL COLLECTIVE	5 – 0.33	Breach in relationship
OUTPUT INDIVIDUAL	5 – 0.33	Individual behaviour outcomes
TRANSFORM INDIVIDUAL COLLECTIVE	5 – 0.33	Definition of rights and duties/ Contracting
TRANSFORM INDIVIDUAL COLLECTIVE	5 – 0.33	HR management policies
TRANSFORM INDIVIDUAL COLLECTIVE	5 – 0.33	HR management practices
TRANSFORM INDIVIDUAL COLLECTIVE	5 – 0.33	Communication
TRANSFORM COLLECTIVE	5 – 0.33	Macro-level bargaining structures
TRANSFORM INDIVIDUAL COLLECTIVE	5 – 0.33	Litigation
TRANSFORM INDIVIDUAL COLLECTIVE	5 – 0.33	Conflict

7. DEFINITIONS OF LABOUR RELATIONS

Although an absolute definition of labour relations will be impossible, the majority of labour relations authors and theorists will agree that labour relations can be simply defined as a field of study that is concerned with human behaviour in, around and related to a workplace or work relationship. It is studied with a view to improve relationships in the workplace in order to prevent detrimental effects on the functioning and goal achievement of the parties and stakeholders involved. An analysis of definitions of prominent authors in the field of labour relations will provide a better understanding of the diverse nature of the field of study. Several international and South African authors have attempted to define labour and industrial relations. The following is a list of definitions that meet the requirements defined in the research methodology.

7.1 Definitions by international authors

Bain & Clegg (1974:95): Industrial relations is the study of all aspects of job regulations -the making and administering of the rules which regulate employment relationships - regardless of whether these are seen as being formal or informal, structured or unstructured.

Barbash (1964: 66): The area of study and practice concerned with the administration of the employment function in modern public and private enterprise; this function involves workers' unions, managers, government and the various publics.

Dunlop (1958:viii-ix, 380): The central task of a theory of industrial relations is to explain why particular rules are established in particular industrial-relations systems and how and why they change in response to changes affecting the system. The rules of the work place and work community become the general focus of enquiry to be explained by theoretical analysis... The study of industrial relations may therefore be described as a study of the institutions of job regulation'.

Flanders (1965: 21):The subject deals with certain regulated or institutionalized relationships in industry. Personal, or in the language of sociology 'unstructured', relationships have their importance for management and workers, but they lie outside the scope of a system of industrial relations.

Hartley & Kelly (1986:162): There are individual as well as collective aspects in the control of the employment relationship. Industrial relations, therefore, is as relevant to the individual as it is to a workforce... Industrial relations is about individual means of control, resistance, influence, cooperation and power as well as about collective mechanisms through trade unions, employers' associations and the state.

Hodgetts (1984: 6): Industrial relations can be seen as a process by which management brings workers into contact with the organisation in such a way that the objectives of both groups are achieved.

Hyman (1975: 31): Industrial relations are the processes of control over work relations. It is through these processes and the institutions of job regulation that attempts are made to control the conflict arising as a result of the interaction between employers and employees.

Jowell (1980: 44): Industrial relations broadly means the relations between management and workers that have developed in the process of industrialisation and one can define an industrial relations system as a system of job regulation.

Kochan (1980: 1): In its broadest sense, industrial relations is an interdisciplinary field that encompasses the study of all aspects of people at work. The field includes the study of individuals, groups of workers who may or may not organise into a union or an association, the behaviour of employer and union organisations, the public policy or legal framework governing employment conditions, the economics of employment problems, and even the comparative analysis of industrial relations systems in different countries over different time periods.

Margerison (1969: 274): Industrial relations is defined as the study of people in a situation, organization or system interacting in the doing of work in relation to some form of contract either written or unwritten.

Sauer & Voelker (1993:4) Industrial relations refers to the competitive and cooperative relationships that arise out of the employment of labour by an enterprise. Such relationships occur whenever an employer and worker (or their representatives) come into contact with one another in a work situation. Each party tries to achieve several goals. The employer wants to use the worker to

maximize the efficiency, prestige, or profitability of the organization; the workers attempts to achieve employment security, higher income, and self-actualization from the job. Often both parties can realize their goals by co-operating with each other, but at other times the goals of one can only be attained at the expense of the other. In these latter cases, open conflict may very well occur.

Walker (1979: 11): The commonsense view of "industrial relations" are concerned with trade unions, collective bargaining and strikes is too narrow, both from the practical point of view and for the purpose of scientific study. Industrial relations include the whole range of relations between workers, managers and government which determine the conditions under which work is done.... Industrial relations are essentially concerned with the accommodation between the various interests that are involved in the process of getting work done.

Williams & Guest (1969: 201) Industrial relations is the study of conflict between management and worker, of why conflict arises, why it takes a certain form and how it can most effectively be managed.

7.2 Definitions by South African authors

Anstey (1985: 35): Industrial relations is the process through which employers and employees interact, and through which they regulate conflict in the workplace.

Bendix S. (1996:3) Industrial relations is a study of relationships, the work situation and working man, the problems and issues of modern industrialised and industrialising society and of certain processes, structures, institutions and regulations, all of which are placed or occur within a specific social, political, economic and historical context none of which can or should be studied in isolation.

Bendix W. (1977:36) Industrial relations is a classification and abstraction of all phenomena arising from human activity in the pursuit of economical goals and interaction in the work situation of an industrial system, on accepted principles.

Dixon (1980: 291): Industrial relations includes all aspects of the collective and individual relationships between employers and employees and is concerned with far more than the institutions and procedures of collective bargaining.

Ehlers (2002:4) The primary objective of Labour Relations management is to establish and promote labour peace by maintaining balance between the interests of all stakeholders. This must be done to ensure that an organisation efficiently achieves its objectives of providing a service, activity or product to the community that it serves. In order to achieve these objectives, fair service conditions are defined and agreed to by employers and employees and applied to the relationship between them, within a legislative framework, as provided by the state, with due consideration of environmental influences. Disputes between the parties are resolved through communication, negotiation, formal conflict resolution procedures and/or the use of power through industrial action.

Finnemore (1999:1) There is no simple definition of labour relations, because the term has come to include many things in both the public and private sectors, and wherever people are employed to do work.

Nel & van Rooyen (1989:18): The relationship and interaction between workers and management, the structures designed to formalise the relationship, and the systems created to support the interaction, have gradually evolved into the academic discipline generally known as industrial relations. Industrial relations, however, also include the conditions under which a worker seeks to satisfy his economic, social, sociological and psychological needs, and the effect on himself and on society of his attempts to do so.

Nel et al (1997:4) Industrial relations refers to a complex system of individual and collective actions as well as formal and informal relationships existing between the state, employers, employees and related institutions, concerning all aspects of the employment relationship.

Slabbert (1991:3): Industrial relations is the establishment, development and maintenance of an acceptable, mutually advantageous interaction system between employers and workers under the protection of the state.

Common elements in definitions:

Swanepoel et al (1998:611): Labour relations as a topic in management science is viewed as being concerned with the relations (primarily collective but also to a lesser extent individual) between employer/s (and/or manager/s as the representatives of the employer) and workers (and/or their representatives such as trade unions) which develop from employment relationships and which are essentially concerned with balancing the various interests of, and regulating the levels of cooperation and conflict between, the parties involved. In all of this, the government and its relevant representatives, institutions, structures, systems and laws obviously play an important, though secondary role.

SELF & M. PHILLIPS' COEFFICIENTS OF AGREEMENTS OF LABOUR

Tustin & Geldenhuys (2000:33): Labour relations is an interdisciplinary field of study which concerns itself with the continuous processes of control over the dynamic individual and collective relationship between workers and management in organisations, functioning within the wider environment, with a view to determining the conditions under which work is done so that the needs of both parties are addressed

Wiehahn (1982:443) Labour relations is a multi-dimensional complexity of relationships that exists in and emanate from the work situation in an organisational context, within the parameters of a socio-economic ideology which are determined by the state.

Wheeler (1986: 544): The core of the field of industrial relations is human beings in the employment relationship. This relationship has both an individual and an institutional component. The individual component is the human person who is in the relationship and who brings along all the complex attributes of the animal homo sapiens. The institutional component is "employment", which, by both law and tradition, is an exchange of an employee's promise 'to obey for an employer's promise to pay.'

7.3 Common elements in definitions:

Definitions in social science are usually not right or wrong. It will be very difficult to provide a single definition of labour relations that will include all of the dynamic aspects of the field of study. The study of several definitions of a subject will however yield a deeper understanding of the nature of a subject. Since there are no absolute definitions or elements in definitions, the elements that are listed in the following tables were primarily derived from the summary of the components of theoretical models of labour relations that were analyzed.

TABLE 5-13: RELIABILITY COEFFICIENTS OF ELEMENTS OF LABOUR RELATIONS DEFINITIONS

ELEMENTS	International definitions (MAX = 13)	RSA definitions (MAX = 13)	All definitions (MAX = 26)
General			
- Work/labour	3 = 0.23	5 = 0.38	8 = 0.31
- Process	6 = 0.46	0	6 = 0.23
- Regulation	2 = 0.15	2 = 0.15	4 = 0.15
- Control	2 = 0.15	1 = 0.08	3 = 0.12
- Dynamic	0	1 = 0.08	1 = 0.04
- Complex	0	2 = 0.15	2 = 0.08
- Conflict	5 = 0.38	2 = 0.15	7 = 0.27
- Competition	1 = 0.08	0	1 = 0.04
- Co-operation	3 = 0.	1 = 0.08	4 = 0.15
- Power	1 = 0.	1 = 0.08	2 = 0.08
- Multi-disciplinary	1 = 0.	2 = 0.15	3 = 0.12
- Formal/Informal	1 = 0.	1 = 0.08	2 = 0.08
- Balancing interests	0 = 0.	2 = 0.15	2 = 0.08

ELEMENTS	International definitions (MAX = 13)	RSA definitions (MAX = 13)	All definitions (MAX = 26)
Input			
- State	4 = 0.31	4 = 0.31	8 = 0.31
- Employers (and/or representatives)	9 = 0.69	5 = 0.38	14 = 0.54
- Employees (and/or Trade unions)	9 = 0.69	6 = 0.46	15 = 0.58
- Economic influences	0	3 = 0.23	3 = 0.12
- Social influences	0	3 = 0.23	3 = 0.12
- Global environment	0	0	0
- Technology	0	0	0
- History	0	1 = 0.08	1 = 0.04
- Legislative framework	1 = 0.08	3 = 0.23	4 = 0.15
- Natural influences	0	0	0
- Human behaviour	0	1 = 0.08	1 = 0.04
Output			
- Organisational goal achievement	2 = 0.	1 = 0.08	3 = 0.12
- Employee goal achievement	2 = 0.	0	2 = 0.08
- Economic objectives	2 = 0.	1 = 0.08	3 = 0.12
- Societal welfare	0	0	0
- Need satisfaction	0	0	0
- Productivity	0	0	0
- Harmony/Labour peace	0	1 = 0.08	1 = 0.04
Transformation			
- Individual and collective	1 = 0.08	5 = 0.38	6 = 0.23
- Communication	0	1 = 0.08	1 = 0.04
- Interaction between parties	1 = 0.08	6 = 0.46	7 = 0.27
- Definition of rules/procedures	5 = 0.38	2 = 0.15	7 = 0.27
- Application of rules procedures	3 = 0.23	1 = 0.08	4 = 0.15
- Conflict management process and procedures	0	2 = 0.15	2 = 0.08
- Collective bargaining process	0	1 = 0.08	1 = 0.04
- Collective bargaining structures	0	2 = 0.15	2 = 0.08
- Entering into collective agreements	0	0	0
- Administrating collective agreements	0	0	0
- Disputes	0	0	0
- Industrial action	0	1 = 0.08	1 = 0.04

The low reliability coefficients can be ascribed to the following:

- The categories or elements that were chosen, were not deducted specifically from the definitions, but rather chosen to represent common components that are represented in theoretical models.
- Most of the definitions are formulated in a wider sense, without specific references to detail of influences and processes.
- Only specific and very closely related references to each of the respective elements were included in the analysis.

These coefficients, however, provide useful guidelines for identifying the most common elements in definitions. The seven most prominent elements are reflected in Table 5-14.

TABLE 5-14: CLASSIFICATION AND RANKING OF MOST COMMON ELEMENTS OF LABOUR RELATIONS DEFINITIONS

NATURE	RATING	ELEMENT
INPUT	1 – 0.58	Employees and trade unions are involved in labour relations
INPUT	2 – 0.54	Employers and their organisations are involved in labour relations
INPUT	3 – 0.31	The state is involved in labour relations in various forms
OUTPUT	3 – 0.31	Work or labour is a central concept in labour relations
TRANSFORM	4 – 0.27	Conflict exists in labour relations
TRANSFORM	4 – 0.27	There is interaction between the parties in labour relations
TRANSFORM	4 – 0.27	Rules and procedures are defined and applied to labour relations
INPUT TRANSFORM OUTPUT	5 – 0.23	Labour relations is a process
TRANSFORM	5 – 0.23	Labour relations occur in individual and collective dimensions
TRANSFORM	6 – 0.15	Regulation occurs in labour relations
TRANSFORM	6 – 0.15	Co-operation occurs in labour relations
TRANSFORM	6 – 0.15	Labour relations requires the application of rules and procedures
TRANSFORM	6 – 0.15	A legislative framework applies to labour relations

8. SUMMARY

This Chapter consisted of a discussion of the most important theories of labour relations, various theoretical models and definitions of labour relations. The content of theoretical models and definitions of labour relations were then analysed. The following summaries reflect those principles and components that were identified as being representative of the South African labour relations system. These deductions are founded on the outcomes of the content analysis that was conducted on theoretical models of, and definitions of labour relations.

8.1 General principles

1. Interaction between parties involved in work is the central concept.
2. There are three primary parties involved in labour relations systems.
3. Labour relations is a process that occurs in an organisational environment.
4. Interaction may occur in different dimensions.
5. Laws, rights and duties influence labour relations.
6. The parties aim to regulate the outcomes of labour relations.
7. Conflict and/or co-operation are the central processes in labour relations.
8. Behavioural outcomes such as trust and good faith influence behaviour.
9. Various sources and levels of power influence behaviour of parties.

8.2 Output components

1. The following respective outcomes of labour relations are mutually dependent.
 - 1.1. Societal level outcomes.
 - 1.2. Organisational level outcomes.
 - 1.3. Group level outcomes.
 - 1.4. Individual level outcomes.
2. Outcomes influence other components of the system.

8.3 Input components

1. Participants:
 - 1.1. State and its representatives.
 - 1.2. Employers and their representatives.
 - 1.3. Employees and their representatives.
2. Influences on input:
 - 2.1. Technology.
 - 2.2. History.
 - 2.3. Economic system.
 - 2.4. Social system.
 - 2.5. Political system.
 - 2.6. Global issues.
 - 2.7. Nature.
 - 2.8. Human behaviour.
3. There are dynamic and complex relationships between most of the input components.
4. Input components are closely related to the behaviour of all three participants.

8.4 Transformation: Individual transformation components

1. The needs, objectives and expectations of participants will influence the behaviour they display in the individual interaction process.
2. Laws influence individual interaction.
3. Processes:
 - 3.1. Contracting and defining rights and duties.
 - 3.2. Implementing HR and LR policy.

- 3.3. Fair remuneration of employees.
- 3.4. Implementing fair service conditions.
- 3.5. Communicating.
- 3.6. HR management.
- 3.7. General HR practices.
- 3.8. Training and development.
- 3.9. Maintaining health and safety.
- 3.10. Resolving grievances.
- 3.11. Maintaining discipline.

4. Influences:

- 4.1. Managerial process influences behaviour.
- 4.2. The needs, expectations and objectives of participants influence the individual transformation process.
- 4.3. Organisational behaviour dynamics influence individual interaction.

5. There are dynamic and complex relationships between most of the individual transformation components.

6. Individual interaction leads to individual level outcomes, and will influence group and organisational level outcomes.

8.5 Transformation: Collective transformation components

1. The needs, objectives and expectations of participants will influence the behaviour that they display in the collective interaction process.
2. Laws influence collective interaction.
3. All components and influences related to the individual interaction process will also influence collective interaction.

4. Representation.

5. Interaction in collective bargaining structures:

- 5.1. Organisational level structures.
- 5.2. Industry level structures.
- 5.3. Societal level structures.

6. Collective bargaining processes:

- 6.1. Consultation.
- 6.2. Negotiation.
- 6.3. Facilitation.

7. Dispute resolution processes:

- 7.1. Conciliation.
- 7.2. Mediation.
- 7.3. Arbitration.
- 7.4. Litigation.

8. There are dynamic and complex relationships between most of the collective transformation components.

9. Collective interaction leads to group level outcomes and will influence individual and organisational level outcomes.