

## CHAPTER 6: RESEARCH FINDINGS: LABOUR RELATIONS MODEL

### 1. INTRODUCTION

Following an initial content analysis of labour relations models and definitions, the content validity of the identified elements and components were summarised in Chapter five. A draft model of the South African labour relations system was then developed and a panel of experts judged the validity of different components and principles related to the draft model. Statistical and mathematical analyses were then performed. Related research findings are presented in this Chapter.

### 2. DRAFT MODEL OF THE SOUTH AFRICAN LABOUR RELATIONS SYSTEM

#### 2.1 Postulates applicable to the draft model

The following postulates were derived from the outcomes of the content analysis of definitions and models. These postulates were used to develop the draft model:

- Labour relations can be represented as a system. This means that given inputs are transformed to specific outputs or outcomes. The outcomes of a system will in turn influence the input variables and the transformation process within the system.
- The primary input of the labour relations system can be viewed as employers, employees and the state. Their needs, objectives and behaviour will be determined and/or influenced by a number of dynamic variables operating in the labour environment.

- The state will establish and maintain a legislative framework to regulate and influence the behaviour of employers and employees in the transformation process. Legislation can be viewed as an integral component of the transformation process.

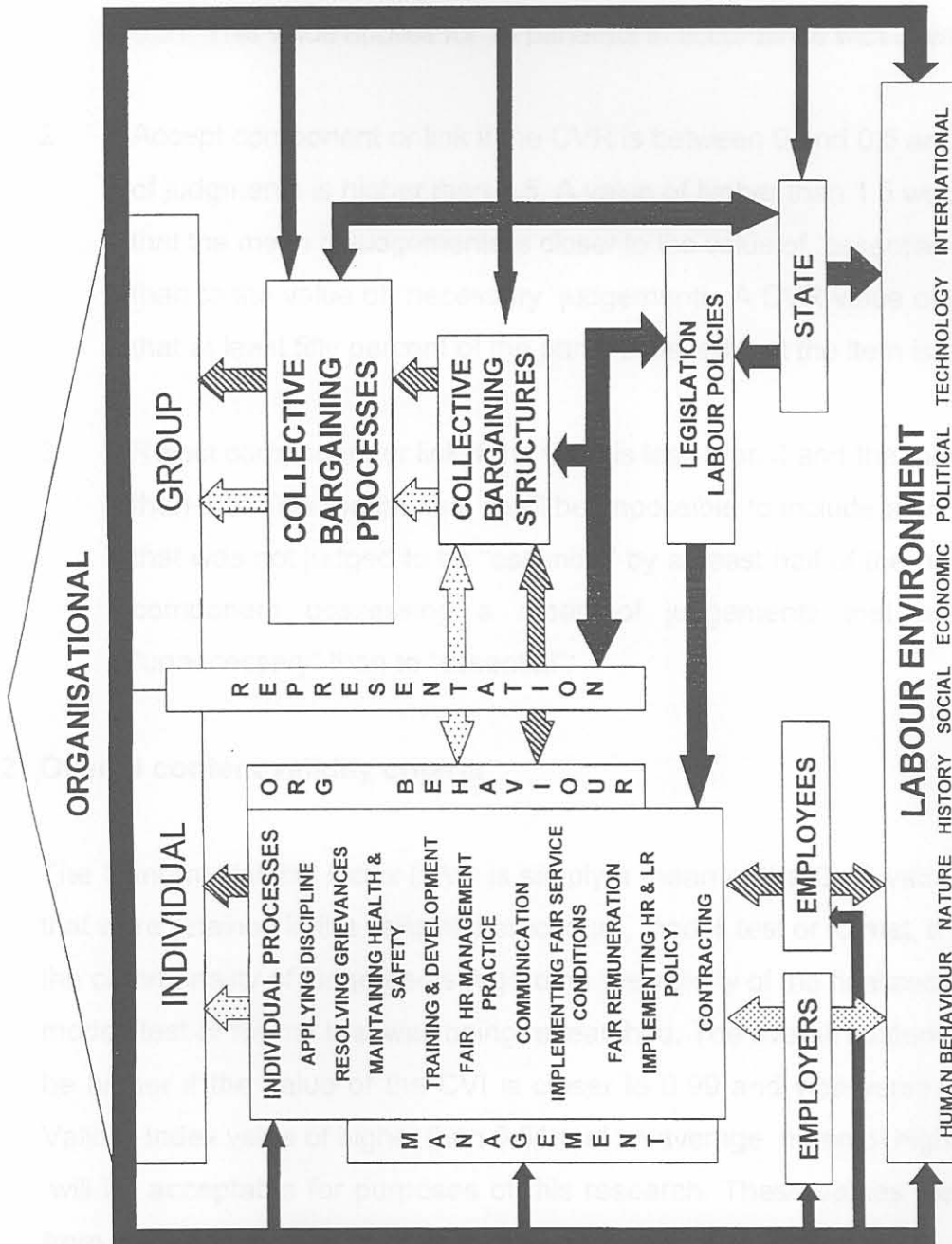
#### 2.2 Diagram of the draft model

- Labour relations interaction may occur in an individual dimension. This dimension is typified by recognized labour relations procedures and practices. The behaviour of individual employees and employers must comply with applicable legislation. The general managerial function and the organisational behaviour of participants will exert an influence on the direction of behaviour in this dimension.
- Individual labour relations may evolve into a collective dimension. This will occur when employees group together and acquire representation by a trade union or another form of employee representation. Employers may also group together and be represented by employer organisations or other forms of employer representation. In some instances the state may become involved in collective labour relations through representatives of their choosing.
- Parties involved in the collective dimension will interact within various types of bargaining structures that are determined and/or regulated by legislation. Specific collective labour relations processes are adopted by the parties to reach agreements, resolve differences and deal with conflict and disputes. These processes are influenced by behaviour in other processes and components in the system and are determined and/or regulated by legislation.
- Behaviour of participants in the respective individual and collective labour relations transformation processes, gives rise to certain outcomes. These outcomes are interrelated and can occur at individual, group, organisational and societal level. Representation will also influence system outcomes.

- Labour relations system outcomes exert a feedback influence on the components and behaviour that are common to the input and transformation processes of a labour relations system.

## 2.2 Diagram of the draft model

FIGURE 6-1: DRAFT LABOUR RELATIONS MODEL





## 2.3 Validity criteria

### 2.3.1 Validity criteria for individual components and links

The following criteria were applied in selecting individual components and links for the validated model of labour relations:

1. Accept component or link unconditionally if the CVR is equal or larger than 0.51. This value applies for 14 panelists in accordance with Lawshe's table.
2. Accept component or link if the CVR is between 0 and 0.5 and the mean of judgments is higher than 1.5. A value of higher than 1.5 would indicate that the mean of judgements is closer to the value of "essential" judgements than to the value of "necessary" judgements. A CVR value of 0 indicates that at least fifty percent of the panel believed that the item is essential.
3. Reject component or link if the CVR is less than 0 and the mean is lower than 1.5. This means that it will be impossible to include any component that was not judged to be "essential" by at least half of the panel, or any component possessing a mean of judgements that is closer to "unnecessary" than to "essential".

### 2.3.2 Overall content validity criteria

The Content Validity Index (CVI) is simply a mean of the CVR values of items that were retained in the validated procedure, model, test or format. It represents the commonality of judgements regarding the validity of the finalized procedure, model, test or format that was being researched. The overall content validity will be higher if the value of the CVI is closer to 0.99 and vice versa. A Content Validity Index value of higher than 0.51 and an average mean of higher than 1.5 will be acceptable for purposes of this research. These values were derived from the discussion of content validity and reliability in Chapter two.

## 2.4 Content validity of components of the draft model

**TABLE 6-2: CVR AND MEAN OF COMPONENTS OF THE DRAFT MODEL**

<b>MODEL COMPONENTS</b>	<b>CVR</b>	<b>MEAN</b>	<b>DECISION</b>
<b>CVI (CVR MEAN)</b>	0.6		INCLUDE
<b>AVERAGE MEAN</b>		1.79	INCLUDE
1. Technology (labour environment influence)	0.14	1.57	INCLUDE
2. History (labour environment influence)	-0.14	1.43	REJECT
3. Basic human behaviour– needs, motivation, etc.(labour environment influence)	0.57	1.79	INCLUDE
4. Nature – Phenomena and disasters (labour environment influence)	-0.43	1.21	REJECT
5. Economic system – Micro and macro (Labour environment influence)	0.86	1.93	INCLUDE
6. Political system (labour environment influence)	0.86	1.93	INCLUDE
7. Social system – Housing, education, HIV etc.(labour environment influence)	0.43	1.71	INCLUDE
8. International or global events and conditions	0.00	1.50	INCLUDE
9. Employers and their representatives	1.00	2.00	INCLUDE
10. Employees and their representatives	1.00	2.00	INCLUDE
11. The State and its representatives	0.71	1.86	INCLUDE
12. Legislation and policies (state policies and related labour laws)	0.86	1.93	INCLUDE
13. Management practice (planning, organizing, leading, control etc.)	0.57	1.79	INCLUDE
14. Organisational behaviour (groups, attitudes, decisions, traits, values etc.)	0.29	1.64	INCLUDE
15. Contracting (legal and psychological contracts)	0.43	1.71	INCLUDE
16. Implementing HR & LR policy (guidelines for whole spectrum)	0.86	1.93	INCLUDE



<b>MODEL COMPONENTS</b>	<b>CVR</b>	<b>MEAN</b>	<b>DECISION</b>
17. Fair remuneration (determination, Job evaluation, etc.)	0.71	1.86	INCLUDE
18. Fair service conditions (leave, working hours, breaks etc.)	0.86	1.93	INCLUDE
19. Communication (skills, methods, structures etc.)	0.71	1.86	INCLUDE
20. Fair HR Management practices (staffing, evaluating, promoting etc.)	0.71	1.79	INCLUDE
21. Training and development (assessment, Needs analysis, interventions etc.)	0.43	1.71	INCLUDE
22. Maintaining health and safety (structures, procedures, programmes etc.)	0.14	1.50	INCLUDE
23. Resolving grievances (informal and formally)	0.86	1.93	INCLUDE
24. Applying discipline (counseling, reprimanding, warning leading to outcomes)	0.86	1.86	INCLUDE
25. Representation (shop stewards, unions, employer organisations etc.)	0.71	1.86	INCLUDE
26. Collective bargaining structures (bargaining council, recognition etc.)	0.86	1.93	INCLUDE
27. Collective bargaining processes (negotiation, dispute resolution, strikes etc)	1.00	2.00	INCLUDE
28. Individual outcomes (availability, competence, health, dismissal etc)	0.71	1.79	INCLUDE
29. Group outcomes (agreements, industrial action, productivity etc.)	0.86	1.93	INCLUDE
30. Organisational outcomes (goal achievement, effectiveness, profitability etc.)	0.71	1.86	INCLUDE
31. Societal outcomes (Economic growth, welfare, stability etc.)	0.43	1.71	INCLUDE

## 2.5 Content validity of links in the draft model

TABLE 6-3: CVR AND MEAN OF LINKS IN THE DRAFT MODEL

INTERACTION AND FEEDBACK INDICATORS	CVR	MEAN	DECISION
<b>CVI (CVR MEAN)</b>	<b>0.42</b>		
<b>AVERAGE MEAN</b>		<b>1.67</b>	
1. Influence link between legislation and individual transformation process	<b>0.57</b>	<b>1.79</b>	<b>INCLUDE</b>
2. Link between legislation and representation	<b>0.57</b>	<b>1.71</b>	<b>INCLUDE</b>
3. Link between legislation and collective bargaining structures	<b>0.86</b>	<b>1.93</b>	<b>INCLUDE</b>
4. Link between legislation and collective bargaining processes	<b>0.86</b>	<b>1.86</b>	<b>INCLUDE</b>
5. Link between participants and individual transformation process	<b>0.29</b>	<b>1.57</b>	<b>INCLUDE</b>
6. Links between individual transformation process and representation	<b>0.00</b>	<b>1.50</b>	<b>INCLUDE</b>
7. Links between representation and collective transformation process	<b>0.57</b>	<b>1.79</b>	<b>INCLUDE</b>
8. Links between representation and collective bargaining structures	<b>0.86</b>	<b>1.93</b>	<b>INCLUDE</b>
9. Links between collective bargaining structures and collective bargaining processes	<b>0.71</b>	<b>1.86</b>	<b>INCLUDE</b>
10. Link between individual transformation processes and individual outcomes	<b>0.14</b>	<b>1.50</b>	<b>INCLUDE</b>
11. Link between collective bargaining process and group outcomes	<b>0.57</b>	<b>1.71</b>	<b>INCLUDE</b>
12. Link and feedback between outcomes and representation	<b>0.00</b>	<b>1.36</b>	<b>REJECT</b>
13. Link between individual and group outcomes	<b>-0.14</b>	<b>1.29</b>	<b>REJECT</b>
14. Link between individual and group outcomes and organisational outcomes	<b>0.29</b>	<b>1.64</b>	<b>INCLUDE</b>
15. Feedback links from outcomes to collective bargaining components	<b>0.57</b>	<b>1.79</b>	<b>INCLUDE</b>
16. Feedback links from societal outcomes to participants and environment	<b>0.00</b>	<b>1.43</b>	<b>REJECT</b>
<b>CONSTANT FEEDBACK LINK: General feedback link from system outcomes to labour market</b>	<b>NA</b>	<b>NA</b>	<b>INCLUDE</b>

### 3. A VALID MODEL OF THE SOUTH AFRICAN LABOUR RELATIONS SYSTEM

#### 3.1 Postulates applicable to the valid model

The initial set of postulates that applied to the draft model was revised and adapted to read as follows:

- Labour relations can be represented as a system. This means that given inputs are transformed to specific outputs or outcomes. The outcomes of a system will in turn influence the input variables and the transformation process within the system.
- The primary input of the labour relations system can be viewed as the behaviour of employers, employees and the state.
- The behaviour of employers, employees and the state will be related to need satisfaction. Behaviour will be determined and/or at least influenced by a number of dynamic variables operating in the labour relations environment.
- The state subscribes to social and labour market policies and will subsequently establish and maintain a legislative framework to give effect to such policies.
- Legislation will influence the behaviour of employers and employees in all dimensions of labour relations.
- Labour relations interaction will also occur in an individual dimension. This dimension is typified by recognized labour relations procedures and practices. The general managerial function and the organisational behaviour of participants will exert an influence on the nature and direction of behaviour in this dimension.



- Individual labour relations may evolve into a collective dimension. This will occur when employees organise in an effort to influence their work environment and acquire representation by a trade union or another form of employee representation.
- Employers may group together and be represented by employer organisations or other forms of employer representation.
- In some instances the state may become involved in collective labour relations through representatives of their choice.
- Parties involved in the collective dimension will interact in various types of bargaining structures that are determined and/or regulated by legislation.
- Specific collective labour relations processes are adopted by the parties to reach agreements, resolve differences and deal with conflict and disputes. These processes are influenced by behaviour in other processes and components in the system and are determined and/or regulated by legislation.
- Behaviour of participants in the respective individual and collective labour relations transformation processes, leads to certain outcomes. These outcomes are interrelated and can occur at individual, group, organisational and societal level. Representation will also influence system outcomes.
- Labour relations system outcomes exert a feedback influence on the processes, components and behaviour that are common to the input and transformation processes of a labour relations system.

### 3.2 Content validity of components of the valid model

Two components that were included in the draft model, namely history and nature were rejected as components of the valid model. History should however be viewed as a sub-component of the social system, since it exerts a primary influence on social conditions in society. Nature exerts an important influence on social, economic and social conditions. It could be viewed as a general influence that is related to either of the systems under different circumstances.

The valid model includes only those components and links that met the criteria for inclusion. The overall Content Validity Index is acceptable at a level of 0.66 and the average of the means confirms acceptable validity at a level of 1.82. The following table reflects the validity of components that were included in the model.

**TABLE 6-4: CONTENT VALIDITY OF COMPONENTS OF THE VALID MODEL**

<b>MODEL COMPONENTS</b>	<b>CVR</b>	<b>MEAN</b>
<b>CVI (CVR MEAN)</b>	<b>0.66</b>	
<b>AVERAGE MEAN</b>		<b>1.82</b>
1. Technology (labour environment influence)	0.14	1.57
2. Basic human behaviour–needs, motivation, etc.(labour environment influence)	0.57	1.79
3. Economic system – Micro and macro (labour environment influence)	0.86	1.93
4. Political system (labour environment influence)	0.86	1.93
5. Social system – Housing, education, HIV etc.(labour environment influence)	0.43	1.71
6. International or global events and conditions	0.00	1.50
7. Employers and their representatives	1.00	2.00
8. Employees and their representatives	1.00	2.00
9. The State and its representatives	0.71	1.86

<b>MODEL COMPONENTS</b>	<b>CVR</b>	<b>MEAN</b>
10. Legislation and policies (state policies and related labour laws)	0.86	1.93
11. Management practice (planning, organizing, leading, control etc.)	0.57	1.79
12. Organisational behaviour (groups, attitudes, decisions, traits, values etc.)	0.29	1.64
13. Contracting (legal and psychological contracts)	0.43	1.71
14. Implementing HR & LR policy (guidelines for whole spectrum)	0.86	1.93
15. Fair remuneration (determination, Job evaluation, etc.)	0.71	1.86
16. Fair service conditions (leave, working hours, breaks etc.)	0.86	1.93
17. Communication (skills, methods, structures etc.)	0.71	1.86
18. Fair HR Management practices (staffing, evaluating, promoting etc.)	0.71	1.79
19. Training and development (assessment, needs analysis, interventions etc.)	0.43	1.71
20. Maintaining health and safety (structures, procedures, programmes etc.)	0.14	1.50
21. Resolving grievances (Informal and formally)	0.86	1.93
22. Applying discipline (counseling, reprimanding, warning leading to outcomes)	0.86	1.86
23. Representation (shop stewards, unions, employer organisations etc.)	0.71	1.86
24. Collective bargaining structures (bargaining council, recognition etc.)	0.86	1.93
25. Collective bargaining processes (negotiation, dispute resolution, strikes etc)	1.00	2.00
26. Individual outcomes (availability, competence, health, dismissal etc)	0.71	1.79
27. Group outcomes (agreements, industrial action, productivity etc.)	0.86	1.93
28. Organisational outcomes (goal achievement, effectiveness, profitability etc.)	0.71	1.86
29. Societal outcomes (economic growth, welfare, stability etc.)	0.43	1.71



### 3.3 Content validity of links in the valid model

A number of feedback links that were included in the draft model were excluded from the valid model. These are:

- Link and feedback between outcomes and representation.
- Feedback links from societal outcomes to participants and environment.

The panel was undecided on the inclusion of the above two links. This is proved by the CVR value of 0 that was calculated. The low mean of judgements confirmed that these two links should be excluded.

- Link between individual and group outcomes.

The majority of panel members also rejected the link between individual and group outcomes and it was subsequently not included.

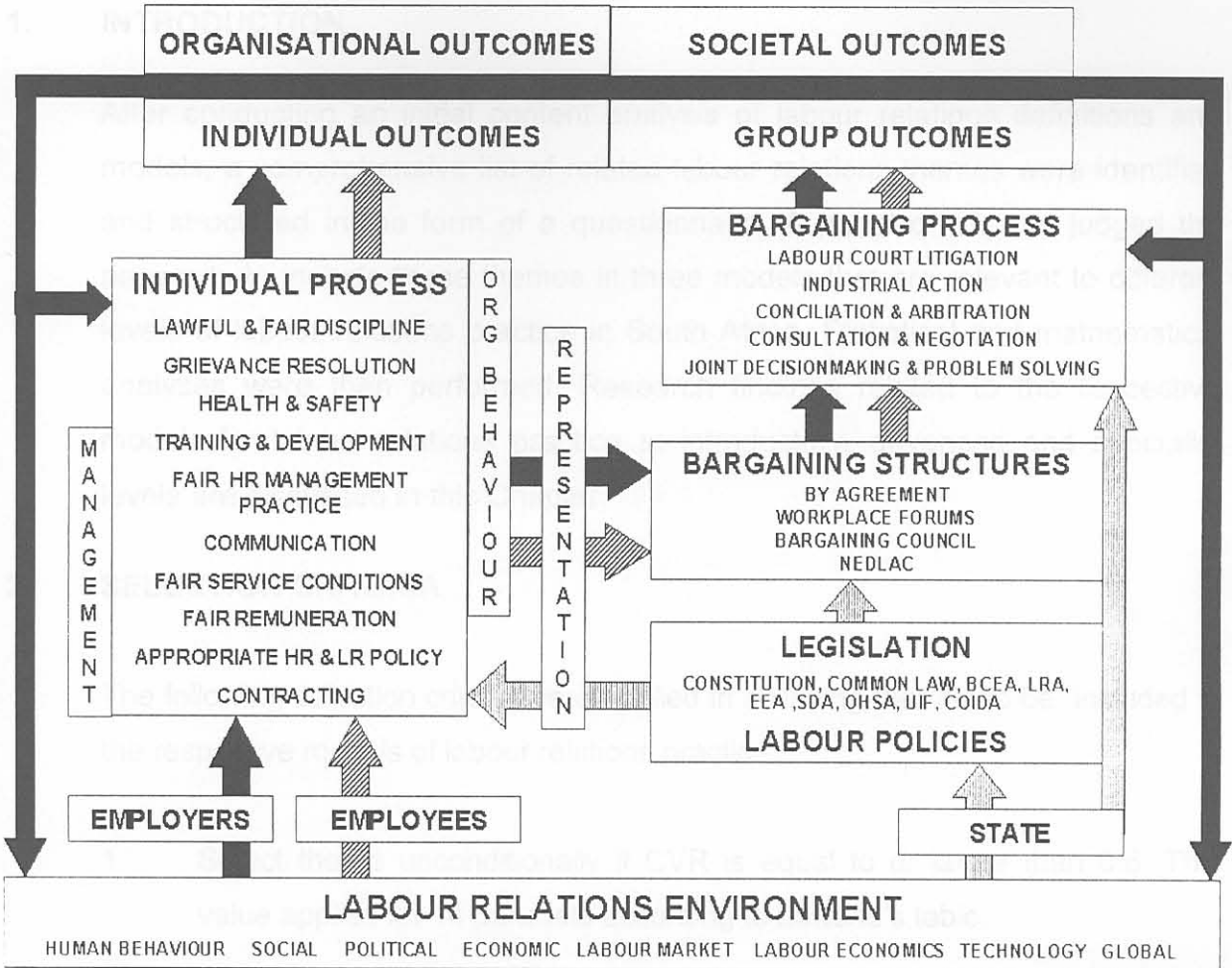
The effect of the exclusion of these links will be negligible, due to the fact that the various components are all related and influence each other in various forms that could be classed as primary or secondary influences. All of these influences can not always be represented as a direct influence link. It is believed that the feedback links that were included in the valid model adequately reflects interaction and possible causality. The model will be valid and reliable in providing a foundation for analysis of, and research into relationships between components.

The valid model includes only those links that met the criteria for inclusion. The overall Content Validity Index is acceptable at a level of 0.56 and the average of the means confirms acceptable validity at a level of 1.68. The following table reflects the validity of links that were included in the valid model.

TABLE 6-5 : CVR AND MEAN OF LINKS OF THE VALID MODEL

INTERACTION AND FEEDBACK INDICATORS	CVR	MEAN
CVI (CVR MEAN)	0.56	
AVERAGE MEAN		1.68
1. Influence link between legislation and individual transformation process	0.57	1.79
2. Link between legislation and representation	0.57	1.71
3. Link between legislation and collective bargaining structures	0.86	1.93
4. Link between legislation and collective bargaining processes	0.86	1.86
5. Link between participants and individual transformation process	0.29	1.57
6. Links between individual transformation process and representation	0.00	1.50
7. Links between representation and collective transformation process	0.57	1.79
8. Links between representation and collective bargaining structures	0.86	1.93
9. Links between collective bargaining structures and collective bargaining processes	0.71	1.86
10. Link between individual transformation processes and individual outcomes	0.14	1.50
11. Link between collective bargaining process and group outcomes	0.57	1.71
12. Link between individual and group outcomes and organisational outcomes	0.29	1.64
13. Feedback links from outcomes to collective bargaining components	0.57	1.79
<b>CONSTANT FEEDBACK LINK:</b> General feedback link from system outcomes to labour market	1	1

CHAPTER 6: RESEARCH FINDINGS: LR MODEL  
FIGURE 6-6: A VALID MODEL OF THE SOUTH AFRICAN LABOUR RELATIONS SYSTEM



#### 4. SUMMARY

This Chapter provided an overview and discussion of the research findings related to the validated model of the South African labour relations system. The exclusion of certain components and links included in the draft model were motivated. The content validity of the components and links in the validated model were found to be acceptable. The overall content validity of the model was also found to be acceptable and a conceptual framework of the validated model was proposed.