

**EXPLORING THE EFFECT OF LABOUR RELATIONS ON EMPLOYEE
PERFORMANCE IN THE LIMPOPO PROVINCIAL DEPARTMENT OF SOCIAL
DEVELOPMENT**

BY

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DECLARATION

I declare that **EXPLORING THE EFFECT OF LABOUR RELATIONS ON EMPLOYEE PERFORMANCE IN THE LIMPOPO PROVINCIAL DEPARTMENT OF SOCIAL DEVELOPMENT** is my own work and that all sources have been indicated and acknowledged by means of complete references and that this work has not been submitted before for any other degree at any other institution.

LEGODI MAKGOPA ETHEN

DATE

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DEDICATION

I dedicate this study to my husband, Simon and my children, Karabo and Anthony, for walking this path with me and for their sacrifices and faith in me.

ACRONYMS

LRA- Labour Relations Act

CCMA-Commission for Conciliation, Mediation and Arbitration

AU- African Union

NEPAD-New Partnership for African Development

SADC-South African Development Community

NDP- National Development Plan

PSCBC- Public Service Coordinating Bargaining Council

GPSSBC- General Public Service Sectoral; Bargaining Council

ELRC- Education Labour Relations Council

NEDLAC- National Economic Development & Labour Council

PSC-Public Service Commission

ABSTRACT

The study explores the effect of labour relations on workers' performance in the Limpopo Provincial Department of Social Development. Every organization is required to reach certain standards, goals and targets and this requires employees' becoming the most determining factor to achieve the organizations' objective.

Organizations are fully aware of the importance of employee performance, increasing employee performance or finding out ways through which high level of employee's performance can be achieved as one of decisive factors for organizations success. Management's mission is to get people together to accomplish corporate goals and objectives by using available resources effectively and efficiently.

This study aims to identify factors affecting the effectiveness of job performance of the employees in the Limpopo Provincial Department of Social Development. Employee performance can be increased by putting efforts to factor that enhance the employee motivational level, creativity, job satisfaction, and comfort workplace environment.

The study also emphasizes on understanding of employee relations practices, its underlying factors, issues and impact on employee performance in the Limpopo Provincial Department of Social Development.

The study included qualitative approach, administered questionnaires distributed to employees to explore the existing labour relations practices, its underlying factors, issues and its impact on employee performance, whilst quantitative research approach, face to face interview with labour relations practitioners and managers on issues of development, participation, decision making amongst other things motivation's.

Data was analyzed by using tables, percentages and statistical distribution characterizing how labour relations can alleviate negative impact on performance and strategies to be used to enhance employee performance in the workplace. In the study conducted it revealed that improving the labour relations an organization can improve the performance and productivity of employees. From the research findings the researcher recommended that, strategies motivation, empowerment communication, good working environment among others participation of employees can improve employee performance in the workplace.

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Definitions of Concepts

Labour Relations: According to Jones (2010), Labour Relations involves for undertaking the undertaking of the strategic management of terms of conditions of employment for public servants to promote harmonious labour management, a productive work environment and fair consistent treatment.

Labour Union: A labour Union is an organization intended to represent the collective interests of workers in negotiations with employers over wages, hours of work and working conditions. Labour unions are often industry-specific and tend to be more common in manufacturing, mining, construction, transportation and the public sector(Chand, 2008).

Labour Relations Act: The stated purpose of the act is to "give effect to section 27 of the Constitution" by regulating organisational rights of trade unions, promoting collective bargaining, regulating the right to strike and the recourse to lockouts, as well as providing mechanisms for dispute resolution and the establishment of the Labour Court and the Labour Appeal Court as superior courts (Venter, 2011).

Management: This includes the interlocking functions of creating corporate policy, organizing, planning in order to achieve objectives and dealing with or controlling things or people (Pillay, 2007).

Trade Union: A trade union is an organization whose membership consists of workers and union leaders, united to protect and promote their common interests (Draai, 2008).

Employee performance: the successful completion of tasks by selected individuals as set and measured by supervisor or organization to pre defined acceptable standards while efficiently and effectively utilizing available resources within changing environment (Aguinis, 2009).

Motivation: is the influence that account for the initiation, direction, intensity and persistence of behavior (Bernstein 2008:299).

CHAPTER 1

1. Introduction

Every organization must have an objective either to produce goods or provide services. This could be for commercial purposes or charitable. In order to produce goods and services, an organization must have the necessary factors of production. The most critical factor of production is the human resource, which must be treated with lots of care if the organization is to achieve its intended goal (Dessler, 2008).

Employee relations must have the various aspects on how people at work inter-relate. Employee relations, therefore, is the interaction between employees themselves and also with their employers. Such interaction can either be formal or informal, it encompasses all areas of management that may include labour relations, employee involvement, participation and amongst others communication (Armstrong, 2008).

Employees are among an organization's most important and coined as most valuable assets, it involves maintain work environment that satisfies the needs of individual and management. Improving employee morale, building company culture. An effective labour relation involves creating and cultivating a motivated and productive workforce (Armstrong, 2008). The nature and amount of work performed by them have direct impact on the productivity of an organization.

According to CIPD (Chartered Institute of Personnel & Development) labour relations is a broad term that incorporates many issues from collective bargaining negotiations, employment legislation to more consideration such as world life balance, equal opportunities and managing diversity. It comprises of the practice or initiatives for ensuring that employees are happy and productive (Armstrong, 2008). Labour relations offers assistance in a variety of ways including employee recognition, policy development and all types of problem solving and dispute resolutions. It involves handling the pay-work bargain, dealing with employee practices, terms

and conditions of employment, issues arising from employment, providing employees with voice and communicating with employees. Labour relations is concerned with maintain employee-employer relations, which contributes to satisfactory productivity, increase in employee morale and motivation (Armstrong, 2008).

Today, labour relations is much more broader, involves maintaining a work environment that satisfies the needs of individual employees and management, improving employee morale, building company culture, conveying expectations. An effective labour relation involves creating and cultivating a motivated and productive work force and covers all the relation between employers and employees (Gazioglu, 2013). Labour relations also includes giving the scope for employee participation in management decisions, communications, policies for improving cooperation and control of grievances and minimization of conflicts.

Employees are generally motivated from within, but human resource and organization focus should be on what they can do to help foster the type of environment where employees thrive to give their best performance (Gaziogly, 2013). Motivated employees have higher level of work engagement, reduced turnover and better performance as compared to disengaged employees.

Labour relations tend to look at the employee and employer relationship to ensure that both parties work together, to ensure service delivery and also to improve the performance of employees' organization (Carrim, 2009). Abundance of resources such as infrastructure or physical facilities are made pointless with poor performance or without support of human resource which are the employees might disrupt the continuity of the organizations operations. Good employee performance mirrors the ability to contribute through their works leading to behavioral achievement that is in accordance with goals of the organization according to (Conway et al., 2008).

However, this is not the case in the Limpopo Provincial Department of Social Development where labour relations is a huge cause for concern, as working conditions seems not improving. There seems to be ineffectiveness in the labour relations, implementations of acts, regulations and laws and within the employer/employee relationship - cooperation is required in order to reach goals.

Labour relations seemed to have reached a defining moment as unprotected strikes action had escalated into an uncontrolled, violent and unlawful landscape, led by a mob mentality in the absence of formal and recognized leaders. This led the researcher to conduct the study and explore the effect of labour relations on the performance of employees in the said department.

1.2 Background of the Study

Storey (2010) shows that people are a vital component of the production factors of an organization. A variety of factors influence their work lives. In support of this view, George (2012) states that various factors affect their performance and, in the long run, productivity. Job satisfaction, job stress, communication, motivations and performance are among others key factors employee performance. O' Malley (2009) stresses that employee satisfaction levels are reflected in their intrinsic and extrinsic willingness to put their labour at the disposal of their employer.

According to Daniels (2013), job satisfaction is certainly not the only factor that causes people to produce at different rates. Gower (2010) claims that in addition to being influenced by the level of satisfaction, performance is affected by a worker's ability as well as a number of situational and environmental factors such as lack of communication, participation, motivation, empowerment, training ,inadequate working conditions and lack of motivation from top management.

Nevertheless, in the case of lower-level jobs where little ability is required, job satisfaction seems to be one of the key determinants of performance according to Gower (2010). In an effort to satisfy the needs of employees, many managers make use of incentive programmes. However, there is still job dissatisfaction in the workplace, poor implementation of policies and acts and poor communication between employer and employee all of which cause friction. However, at times it is easy to determine whether employees experience job dissatisfaction. The Limpopo Department of Social Development was under administration for being among poor performing departments in 2010 ,working conditions seems to not improving hence the researcher is the employer in the organization and has observed the working culture, employee development, dissatisfaction of employees seems to be not given attention. In terms of labour

relations matters this suggests and conclusion can be reached labour relations matters are, not seriously addressed nor well understood (Dorrian, 2011).

1.3 Problem Statement

Lack of knowledge related to labour relations and labour laws, acts and regulations causes friction between employees and employer. These could be manifested in terms and conditions of employment leading to labour unrest in the organization. Chand (2008) asserts that inadequate strategies to improve basic employment conditions and the lack of unions' understanding of the labour relations in ensuring that workers perform well in their work place may contribute this. The problem of the effect of labour relations and confusion about its role seems to be among other factors, the core problem that led to the poor performance in the workplace in the Limpopo Provincial Department of Social Development. Cordova (2008:641) maintains that there is concern about the growing number of workers not covered by classical systems of protection and not knowing their compensation plans and writes of the crisis of labour relations systems.

It has been recognized that there is a need for improvement in employees' basic conditions of employment, the lack of labour relations skills and the provision of a mechanism allowing members to express any job dissatisfaction, not having improved working conditions. Hackman (2007:250) claims that if workers are not happy with their working conditions it often leads to poor performance. Hence, the failure to address the effect of labour relations and its role that can lead to employees not being motivated to best perform their duties. As a result the researcher found it important to clear the gap by exploring the effect of labour relations, identify factors that lead to employee performance in the Limpopo Provincial Department of Social Development.

The above challenges seem to be related to labour relations and to impact negatively on employee performance in the Provincial Department of Social Development in Limpopo. This may also be because employees lack an understanding of the labour relations acts, laws and regulations which has resulted in poor performance and as a result the department was put under administration as one of the poor performing departments in the Limpopo Province in 2010. These challenges among others are essentially linked with infrastructural support, remuneration packages, leadership styles and cultures within the organization (Lok& Crawford, 2007 and Pamela, 2008). Such challenges are further complicated by the fact that

highly skilled employees tend to change jobs for better financial rewards and improved working conditions. This further drove the researcher to undertake the study and discover more about the effect of labour relations and to investigate how the basic conditions of employment described in labour relations acts, laws and regulations are implemented.

1.4 Aim of the Study

Based on the above problem statement, the study aims to explore the effect of labour relations on employee performance in the Provincial Department of Social Development in Limpopo and identify and analyze factors that influence employee performance within the organization. The study aims to assess how policies are implemented and their impact on performance of employees. The study also explores and tackles factors of employee performance, communication and participation amongst others to inform stakeholders' about strategies that can be employed to improve employees' performance in an organization. The study enlightens employees about the role of labour relations, acts, laws and regulations and their effect in the workplace.

1.5 Objectives of the Study

(Chand 2008) describes objectives of the study as the conclusion reached from the researchers' findings, achievements and accomplishment at the end of the study in the present study on the effect of labour relations on employee.

The objectives of the study:

- Discover factors that led to the poor performance of employees in the workplace;
- Determine problems and evaluate factors that led to poor implementation of labour relations acts, laws and regulations in the workplace;
- Suggest strategies that could be used to improve employee performance in the Limpopo Provincial Department of Social Development in the Capricorn District Municipality.

1.6 Research Questions

Research Questions relate to the need to capture the central phenomenon that has emerged (James & Sarah 2007:324). They are the fundamental core of a research study and, guide all stages of inquiry. This study investigates and answers the following questions:

- What factors resulted in employee poor performance in the workplace?
- What determined the problems that led to the poor implementation of labour relations acts, regulations and laws in the workplace?
- What strategies and programmes had been used to improve employee performance in the Limpopo Provincial Department of Social Development in the Capricorn District Municipality?

1.7 Significance of the Study

The study investigates and explores the effect of labour relations on employees' performance in the Limpopo Provincial Department of Social Development; the insight gained contributes to knowledge and future planning and the findings assist stakeholders in the workplace to understand the effect of labour relations acts, laws and regulations on employee performance.

In addition, the results of the investigation have brought new knowledge to assist stakeholders to identify factors causing poor implementation of labour laws, acts and regulations, poor performance of employees and also help stakeholders to determine the effect of the labour relations.

Lastly, the study has produced and suggested programmes and training needed for employees to perform better, to improve their workplace and has developed strategies to improve employee performance. For these reasons, the researcher was encouraged to undertake the current study.

1.8 Outline of the Study

Chapter One: Provides an introduction to the background and stimulus for this dissertation. The scope and context of the research are defined, and the research questions are stated. The key research objectives are stated together with significance of the study and brief discussion of the methodology, and thereafter the limitations of the research are discussed. Chapter one concludes with a summary of the four chapters to follow.

Chapter Two reviews the literature pertaining to the theme of the employee performance, founding theories, forms of motivation; factors that affect employee performance, the effect

of motivation on employee performance are explored and evaluated against recent studies in employee performance.

Chapter Three is a detailed description of the research methodology utilised in the study. Information on the research design of the questionnaire and formulation of the research questions is detailed. The basis of selecting the respondent group is indicated together with a review of steps taken in collecting, recording, collating, analysis and presenting the data.

Chapter Four presents the results and conclusion of the study. The results are evaluated against actual data collected during the research and contrasted with the research questions.

Chapter Five summarizes and analyses research findings, the limitation of the study and provides recommendations for future study. This chapter concludes the research report.

Conclusion

In conclusion, the role of labour relations plays a crucial role in any organization. It either impacts positively or negatively. However, in the Limpopo Provincial Department of Social Department its effect has resulted in poor performance by employees. Furthermore, its poor implementation has caused friction between employees and employer and has led, to poor performance because of lack of communication and clear policies, laws and regulations. Labour relations plays a crucial role in any organization and it should be examined and addressed to avoid conflicts and frictions in the workplace because, amongst other things, it also affects communities at large as its poor implementation results in poor service delivery (Stekraus, 2008:23).

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Labour relations are a complex and dynamic discipline and it is all about interaction. Labour relations, as a tripartite relationship, have various core players' involved namely, employees, employers and the state (Beadwell & Holden, 2007). This interplay of human relationships is governed by rules and regulations. The parties to the employment relationship should be encouraged to communicate and cooperate in resolving differences and in redressing workplace issues in a sound labour environment.

The role of labour relations is referred to by Beadwell & Holden (2007), who describe the functions of labour unions as to try and prevent disputes between employer and employee and to improve their working relations. Karl Marx (1950, 1967, and 1978) attests that the working class should not oppress workers so but should ensure good employee performance through positive working relationship.

Recent evidence places the importance of labour relations in the workplace as the relationship between an employee and employer. However, there seems to be a gap in the way it impacts on the performance of the employees. Okenwa (2007) defines labour relations as a relationship between workers, not as individuals but in their collective entity, with the employer. Management must relate with labour if the organization is to survive. The absence of this relationship will rob the organization of the workers' loyalty and high performance (Okenwa, 2007).

In order to harmonize the relationships between employers and employees and to improve their relationship in the workplace, both parties should base their concerns on labour relations acts, laws and regulations. Management should not abuse or ill treat workers just because they are sub-ordinates (Okenwa, 2007). Abbot (2007) further elaborates that this abuse is a rude

measure of legitimacy conferred on the exercising power by those who can and that this could lead to poor performance as a result of dissatisfaction.

As in any other relationship, points of conflict exist. They arise from unsatisfactory conditions in the workplace, issues in the form of wages, benefits and conditions of services (Ukoha, 2009:185). Conflict is also a result of the way decisions are made, the selection of persons for positions, elevation, compensations and promotions and the manner in which jobs are evaluated on a day- to-day basis by management. This claim that issues of labour cause friction between the employer and employee and that this affects the performance in the workplace is supported by (Bendix 2006:12).

Management must relate with labour for the organization to survive. The absence of this relationship will rob the organization of the workers' loyalty and high performance (Okenwa, 2007). Stekraus (2008:59) calls it human relations and he defines it as the working together of management and employees in the spirit of mutual understanding and team work. From the definitions above, we can now understand that when management and labour are integrated into a group, they will work harmoniously and productively for the economic benefit and social satisfaction of all.

The above discussion leads to the question on what exactly is a labour relation. Chand (2008) describes labour relations as being responsible for undertaking the strategic management of terms and conditions of employment for public servants to promote harmonious labour management, a productive work environment and fair consistent treatment.

The labour law (55 of 1996) seemed to establish a broad range of labour standards. With the major exception of freedom of association, it covers matters such as anti-discrimination, equal pay for equal work, the prevention of child labour, fair termination of employment, reasonable working hours, the right to a minimum wage, paid leave and access to dispute resolution. Yet there is overwhelming evidence that these standards and processes are violated on a wide scale (Chand, 2008).

In China, for example there are cases where (Workers' Daily; see also Chand, 2008) wages are frequently unpaid (Greenfield & Pringle, 2009), hours of work are often extreme (Liu & Tan, 2009:83–85), occupational health and safety standards are commonly poor (Pringle & Frost, 2008) and migrant workers (rural workers with non-resident status in China's cities) are routinely discriminated against (Solinger, 2007). The situation does not comply with labour

laws (55 of 1996) and it is nonetheless clear that there is a major disconnect between the law and reality.

Okanya (2007), states that good work has a vision for the future of employment relationships, which seeks to balance the interest of employee and employer, in order to deliver performance, engagement and fairness. Okanya (2007) identifies the principles which should guide choices around how work is organized across different sectors and workplaces. He states that workplace issues could be solved through communication and harmonious labour relations.

Chand (2008) further elaborates that increased positive interaction between employers and employees may lead to a shared identity, common goals and objectives and a decrease in distrust between management and the workforce. Effective communication is essential to sound labour relations. Positive communication is vital to the survival of an institution and to reduce the possibility of conflict and labour unrest within the institution (Okanya, 2007).

2.2 Historical Background

The history of labour relations in South Africa follows a somewhat winding path from its start with the import of trade unionism to South Africa from Britain in the latter stages of the nineteenth century (Jones, 2010a:160). Since this time, the heavy hand of the South African government has been all too involved in labour relations as is evident in the legislation passed regarding industrial relations. The problem is that labour legislation created divisions among workers on the grounds of race and accorded certain advantages and privileges to white, colored and Indian population groups at the expense of the blacks population (Jones, 2010a:160).

Based on racially discriminating legislation, the South African system of labour relations served to further and protect the interests of certain groups of workers, namely, the skilled and the white and to a much lesser extent, colored and Indian workers(de Clercq, 2008:70-71). Since the passing of the 1924 Industrial Conciliation Act, labour relations in South Africa have undergone some significant developments; one of the most noticeable is the government's shift in approach from repression to reform with regards to black trade unions (Maree& Budlender, 2011:118). The current research aims to in provide and explore the effect of labour relations on performance in the Limpopo Department of Social Development.

2.3 Evolution of Labour Relations in South Africa

The history of labour relations in South Africa and the development and evolution of black trade unions experienced a significant step in 1973. The eruption of massive strike action across Durban in that year brought to the state's realisation that more fundamental change was necessary if it were to regain control over black labour and labour relations (Maree & Budlender, 2011: 118).

It necessitated a paradigm shift in the way that labour relations officers shaped relations between management and employees. Akpala (2012) maintains that the current labour dispensation requires proactive conflict management as opposed to the conventional reactive approach to conflict management. The developments in the field of labour relations called for workplace democracy and brought about a paradigm shift in the role played by labour relations officers (Akpala, 2012).

The current labour relations system in South Africa is dynamic because of the constant environmental changes that affect the various workplaces and impacts on the organisations (Pillay, 2007). Labour relations are not only influenced by the industrial environment and shop-floor relationships, but also by socio-political and economic factors that impact on the activities and attitudes of the various actors in the labour relations field. These environmental changes require all parties in a tripartite employment relationship, employers, employees and the state, to contribute fairly in ensuring sound and healthy employment relations. A greater share of the contribution is expected from labour relations practitioners maintained (Okanya, 2007) maintains that these environmental changes require all parties in a tripartite employment relationship, employers, employees and state, to contribute fairly in ensuring sound and healthy employment relations. A greater share of the contribution is expected from labour relations practitioners.

2.4 Labour Relations in South Africa

In the South African context, the change of government in 1994, established guidelines to assist organisations in the development and management of labour relations (Labour Relations Act, 55 of 1996). The introduction of legislation has brought about a major transformation in the way both governmental and non-governmental organisations view employee wellness. According to Pillay (2007), it is now necessary for the employer to assist employees with poor performance and incapacity. The new legislative framework provides for the protection of employee rights in the workplace, both in the private and the public sector. It becomes essential,

therefore, for the employer to ensure that any problems of employees, private or social that may impact on their work performance are addressed.

African Union (AU) and the New Partnership for Africa's Development (NEPAD) have played and will continue to play a highly influential role in the development of South African policy. South Africa had become a signatory to a number of ILO conventions. South African labour policy has therefore had to be aligned with international labour standards and conventions (Venter, 2011: 520). Discriminatory labour policies and practices have and continue to be eradicated and redressed.

South Africa also features as a key player among SADC countries as a unified front organisation for the regulation of economic affairs among countries in Southern Africa, the regulation of labour relations and the establishment and promotion of fair and equitable practices among member countries (Venter, 2011:369).

2.5 Labour Relations in the Public Service

Public organisations in South Africa face immense pressure to excel in their performance, notwithstanding the highly unstable and competitive environment in which they operate. This environment is characterised by factors such as increased globalisation, demanding stakeholders, shortages of critical skills, increased workforce diversity, poor working conditions and technological innovations (Mayfield, 2009).

These factors compel public sector organisations to develop and implement strategies for improving their performance (Yee, Yeung & Cheng, 2008). One such strategy is for have employees to be highly satisfied with their work (Okanya, 2007). This calls for organisations to place more emphasis on recognising and enhancing all components of work linked to higher levels of employee satisfaction. At the same time, organisations need to identify and lessen the effects of those facets associated with high levels of employee dissatisfaction (Ferguson, Ashcroft & Hassell, 2011).

The subject of organisational performance within South Africa's public sector has received significant research attention from a number of scholars, questions relating to the performance of public organisations are based on the expectation that government should supply public goods and services more effectively and efficiently (Mulder & Collins, 2007; Carrim, 2009).

Nilsson (2010) holds the view that public sector organisations in South Africa find it difficult to overcome the challenge of underperformance in most disciplines of their operations. As a result, they continue to receive constant criticism for poor service delivery, internal wrangles, bureaucracy, financial mismanagement, corruption and poor corporate governance. Certainly these malpractices, perceived or real, do not bode well for a public sector which seeks to support the ideals of a government that strives to create a developmental state.

It has been argued that low institutional capacities, limited stakeholder participation, high levels of corruption and high levels of informality are amongst some of the reasons for underperformance in the public sector (Putu et al, 2007). Other factors included the lack of demographic representation, poor accountability, centralised control systems and conflicting labour relations.

In view of the above, it is imperative that the question of underperformance in public sector organisations be well understood. Since the advent of democracy in 1994, government has put in place various constitutional and legislative frameworks which were meant to enable public sector organisations to improve their delivery of public goods and services. The 1995 White paper on transforming public service delivery and the development of a code of conduct for public servants are cases in point (Draai and Schwella, 2008).

. In this regard, there have been very few interventions that have enjoyed widespread or sustainable success (Molefe et al, 2011). There is thus a serious need to correct the situation as failure to address the problems associated with underperformance impacts negatively on the South African economy and the societies served by public sector organisations, as well as on other stakeholders and international relations (Local Government Research Centre, 2009).

2.6 The Constitution of South Africa, Act 108 of 1996

South Africa is one sovereign, democratic state founded on the principle of human dignity, advancement of equality and human rights and freedom, non-racialism and non-sexism and the supremacy of the constitution and the rule of law by the Constitution (108 of 1996). The constitution was approved in December 1996. It provides the legal foundation for the existence of the republic and sets out the rights and duties of its citizen.

Section 23 of the Constitution of SA 108 of 1996 goes to great lengths to protect, amongst others, the right to fair labour practices, the right to form and join a trade union, the right of

every trade union and the right of every trade union to organise and engage in collective bargaining. In furtherance of section 23(5) of the Constitution, the Labour Relations Act 66(LRA) of 1995 was disseminated. One of the most significant changes of the LRA was that it now provides for legislated organisational rights. Therefore, the constitution of South Africa is the supreme law of the country and no one is above the law.

The Constitution states that everyone has inherent dignity and the right to have their dignity respected and protected (Section 10). This includes the right to social and psychological integrity. Section 23, has implications for the health and wellness of South African employees and provides for the basic rights of workers (employees) and employers (Grogan, 2010). Therefore, every South African employee has the right to be protected from unfair labour practices (LRA, 66of 1995).

2.7 Labour Relations Acts 66 of 1995

Through negotiations, numerous Acts of Parliament which introduced and facilitated an absolute shift from the pre 1994 era in Public Service labour relations were passed. One of the most important laws that came into force relating to labour relations is the Labour Relations Act No. 66 of 1995. Some of the key provisions of the Labour Relations Act, of paramount relevance to the Public Service, are found in Chapter II, which deals with Freedom of Association and General Protections, as well as in Chapter III and Chapter V, which make provision for collective bargaining and workplace forums. These provisions are important in that negotiations on issues that have an impact on employees are conducted prior to their implementation (Okanya 2007).

The Labour Relations Act No (66 of 1995) aims to protect employees from unfair dismissal for due to ill health, absenteeism, poor work performance, substance abuse and misconduct. Once the reason for poor performance is established, it is the employer's responsibility to ensure that proper therapy is provided. The employer must ensure that the therapy is efficient and proper and is conducted by a person with the necessary expertise.

The objectives of the counseling procedure are to assist employees to overcome poor performance and to perform to the standard expected of them to enable the employee to function efficiently and effectively; and to assist the employer to apply corrective action where appropriate. At the end of the recovery session, the employee must be warned of the consequences of failure to improve where such warning is appropriate (Okanya 2007).

It should be noted that the aim of the recovery session is not to punish the employee, but to assist the employee to recognise and overcome the problem. The Labour Relations Act also ensures that employee voices are heard and that employee health and wellness issues are addressed through workplace forums which employers should consult.

The Labour Relations Act was established in South Africa in 1995 and tried to balance working relations legally. Labour Relations Act No 66 of 1995 sets out the laws that govern labour in South Africa. It is guided by Section 27 of the Constitution, which entrenches the rights of workers and employers to form organisations for collective bargaining. Together with the Basic Conditions of Employment Act, it also ensures social justice by establishing the rights and duties of employers and employees. In addition regulates the organisational rights of trade unions that deal with strikes and lockouts, workplace forums and other ways of resolving disputes. It provides a framework for the resolution of labour disputes through the Commission for Conciliation, Mediation and Arbitration (CCMA), Labour Court and Labour Appeal Court (Carrim, 2009).

However, there are still situations where the Labour Relations Acts is still not followed or implemented. This is evidenced by the continuity of poor performance in departments - hence the strikes which indicate that employees are not satisfied in their workplace and their demands are not being met.

In a global village, characterised by competitiveness founded on cost efficiency, product quality, and productivity, out-of-control politically inspired labour unrest has disastrous consequences for the national economy of South Africa.

Employment relations, as an overall integrative concept for human resources and industrial/labour relations set the parameters for innovative people practices in support of the National Development Plan (NDP) of South Africa (Draai, 2008).

This means that an employment relations function encompasses all aspects of the employment relationship, individual and collective, formal and informal, in union and non-union workplaces and in industrial non industrial communities. It also recognises the importance of customers and suppliers, which constitute a pentagonal employment relationship (Draai 2008).

The advent of the new political dispensation in 1994 involved the coming of a new labour dispensation. Labour relations and labour policies changed significantly from those which prevailed under the previous government. The review of the labour legislation framework was a priority for the new government, with specific focus on the review of the collective bargaining dispensation.

The abuse of trade unions under the previous government gave rise to a unique entrenchment of labour rights in the South Africa Constitution of 1994. The drafters thereof were determined to avoid a repetition of this abuse after 1994 (Local Government Research Centre, 2009).

A huge change post 1994 is that provision was made for the relationship between labour and the employer to be of reciprocal respect for each party, in that there is no longer a one-sided enforcement of terms in labour relations outside social dialogue (Grogan, 2010).

Furthermore, although disciplinary procedure has been streamlined to ensure that there is uniform standard in handling matters, the Public Service Commission (PSC) established that there are huge differences in the way cases are handled in different departments (Department of Labour). Key to some of the recurring discontents amongst employees in the Public Service is the lack of clarity on the roles played by the Labour Relations Practitioner and Human Resources Officers (Carrim, 2009).

2.8 The Responsibilities of Labour Relations Officers

The greater part of labour relations officers' time is spent dealing with interpersonal relations between managers and employees. They are also involved in collective bargaining with unions and management, with a view to enhanced labour harmony.

In most organisations, the labour relations officer's function is integrated with the personnel/human resources function. Although the labour relations function relies heavily on the successful implementation of human resources policies, it also engages in the negotiation and reformulation of these aspects to meet changing needs, and to oversee the facilitation and development of the work relationships within the organisation. Labour relations officer deal with internal management, employees and external stakeholders (unions), and they also act as change agents. As facilitators, the labour relations practitioner's role includes interfacing with people at various levels. However, this role should not overpower that of the supervisors (Okanya, 2007).

As conflict is an inherent part of the employment relationship, labour relations officers should be an expert in handling issues such as conflict management and should train others to do the same (Chand, 2008). Furthermore, they should establish processes and structures aimed at minimising conflict and promoting co-operation and integration. Abbot (2007) maintains that their task is to train and advice managers and employees about the use of such procedures and about the implementation of sound and fair labour practices. The current system requires a proactive approach in order to deal with labour relations issues effectively and continually and to monitor the climate within and outside the organisation. The expertise gained from such monitoring, will equip the functionary to plan and strategize with the purpose of preparing all stakeholders, thus avoiding imminent pitfalls and bringing about the necessary changes (Ghand, 2008).

Labour relations officers, as strategic partners should initiate organisational development and develop relationships by proactively engaging management on labour relations issues, procedures and standards (Pillay, 2007). They should also assume the role of strategists and be constantly monitored and adjusted to ensure productive utilisation of human resources. In addition they need to negotiate with managers and employee representatives separately, in order to widen their framework by presenting the perspectives of both management and employees (Draai, 2008).

Draai (2008) states that there has been considerable divergence across nations' laws, trade union strengths and collective bargaining systems and practices. Human resources, training, and labour relations managers and specialists, are used as a link between management and employees. According to Abbot (2007) the labour relation officers were associated with performing the administrative function of an organisation, such as handling employee benefits issues or recruiting, interviewing, and hiring new personnel in accordance with policies and requirements that had been established in conjunction with top management.

According to Draai (2008) in the public sector, the labour relations officers are involved in functions that are mostly the domain of managers. In line with the theoretical view that labour relations officers should be seen more as specialists, rendering expert advice, and looking at the best practices identified through projects, a job description has been developed to assist departments in developing their own models (Carrim, 2009).

Draai (2008) elaborates that there seems to be a lack of role and responsibility clarification between line managers and labour relations officers, and how the interfaces between the two

should be managed. In some departments, managers do not accept responsibility for discipline and in others there is no clarity as to who should accept responsibility for training. According to Carrim (2009), an accountability matrix to ensure that role confusion is avoided and accountabilities are clearly defined and well developed, involves a need for a representative from the labour relations component to attend senior management meetings and or strategic management sessions to improve communication.

2.9 Implementation Challenges

According to the Constitution 108 of 1996, government policies are to create a united, non-racial, non-sexist and democratic society. However according to Carrim (2009) within Labour Relations serious consideration should be given to the transformation process and much greater attention should be focused on mending and reinforcing labour relationships.

The state has made significant progress in recent years in improving labour policy coordination both within and across spheres of government, but these efforts need to be further consolidated with greater attention being focused on implementation and the sophistication of the labour relationship (Carrim, 2009) government needs to promote greater participation and interaction of people within in the labour relationship.

Legislation has now provided a framework for a sound relationship, but actual participation in these structures or the capacity to take advantage of the existence has been limited mainly to special interest groups, or hindered by considerations of short-term self-interest. Mutual trust and confidence between the different parties should be increased (Okanyo, 2007).

Transformation is the strategic reaction of an institution to a situation where it cannot continue to function in the same manner as in the past. It has to change every dimension of its existence to enable it to survive (Okanyo, 2007). This is true for a country, its institutions, legislation and regulatory systems. According to Grogan (2010), democratisation involves change and therefore organisations, employers and employees have to engage in a constant reassessment of all facets of the undertaking.

According to Venter (2011:14), in South Africa processes of rules and procedures have been put in place to regulate the behaviour of various parties to the labour relationship. These changes should be seen in the broader context of global changes. South Africa's reintegration into the world community has entailed a large degree of relationship building with a number of international and regional bodies (Venter, 20011:14). Bodies such as the International

Labour Organisation and the Southern African Development Community (SADC) challenged the labour field to find a more appropriate power balance between employers and employees in a more sophisticated labour relationship between the two parties.

2.10 Regulating Labour Relations

2.10.1 Institutions

According to Venter (2011: 24), South Africa's labour legislation is among the most progressive in the world, providing for institutions to settle disputes and ensure fairness in the workplace. However, this has not always been the case, industrial relations in the apartheid era were characterised by high levels of racial discrimination, conflict, union repression, cheap labour policies and authoritarian management style (Venter, 2011:24). The post-1994 labour legislation, the product of extensive consultation between government, labour and employers, established institutions to nurture sound, co- operative industrial relations.

2.10.1.1 National Economic, Development & Labour Council

NEDLAC aims to allow inclusive and transparent decision making about labour issues. Launched in 1995, it brings together representatives from all sectors of society who debate and try to reach consensus on social and economic policy issues in what the body terms "social dialogue".

2.10.1.2 Commission for Conciliation, Mediation and Arbitration

The Commission for Conciliation, Mediation and Arbitration (CCMA) was established in terms of the Labour Relations Act of 1995 as a dispute prevention and resolution body; it is not controlled by any political party, trade union or business organisation.

Its mandate is to:

- Mediate to prevent and settle industrial disputes;
- Conciliate workplace disputes;
- Arbitrate disputes that remain unresolved after conciliation; and
- Facilitate the establishment of workplace forums and statutory councils.

2.10.1.3 Commission for Employment Equity

The focus of employment equity is to create equitable workplaces that are free from unfair discrimination. South African businesses are legally obliged (under the Employment Equity Act) to ensure representation of black people, women and people with disabilities in the workplace. Unfair employment discrimination should be eliminated by promoting equal opportunities and fair treatment in order to achieve a diverse workforce that is broadly representative of South Africa's people.

2.10.1.4 Employment Conditions Commission

The Employment Conditions Commission was established in terms of the Basic Conditions of Employment Act, which aims to advance economic development and social justice by regulating the right to fair labour practices.

2.10.1.5 Employee and Labour Relations

The Employee and Labour Relations (ELR) team is committed to promoting effective, fair, and professional relationships between the universities and the employee groups in order to ensure compliance with collective bargaining agreements and employment policies, train supervisors and managers on best practices in areas of performance management, discipline, grievance handling, and other ELR matters. It consults with supervisors and employees to address workplace climate concerns and build more productive supervisory relationships. In addition, it provides guidance on performance management and discipline matters and manages the employee grievance process (Venter 2011:30).

2. 11 Employee Performance

Organisational performance is a sign of the capacity of a company to efficiently and effectively achieve independent goals; one of the elements that are assessable is the employee performance through the level of their productivity (Wong &Wong, 20071).

2.11.1 Factors Associated with Employee Performance

Job Stress: it is mentioned that job stress is produced when one cannot properly coordinate available resources and job demand with personal abilities (French, 1975). He describes that job stress is derived from situations of job environment that poses threat to an individual.

Organizations may demand achieving certain level of work, while their employees may be unable to cope with the given tasks. It is said that the demand exceed the capacity of an individual which simultaneously fails to satisfy the top management. Moreover, job stress has been universally as a social problem (Mizuno et al., 2006) which has a combination of factors that disrupts the workers physically and psychologically (LU, 1997), and affects their health care as a whole (Conway et al., 2008).

The potential of job stress could arise from aspects such as environment, organizational and employee factors. The possibility of stress affecting one's performance is great (Tuten & Neidermeyer, 2004). Each individual is exposed to a range of stressors both at work and his or her personal life which ultimately affects work performance (Feddock et al., 2007).

However the perception of job stress varies nation to nation (Glaxer et al., 2004). The Limpopo Department of Social Development should implement the policies that may stay far from the excessive pressures which will generate various forms of unethical actions by employees.

2.11.2. Motivation

DeCenzo and Robbins (2008) define motivation as the willingness or desire to do something conditioned by the activity or the ability to satisfy some needs. The studies on employee's motivation have widely been practiced today across all sectors; they realized that the actions of motivating employees' are crucial in order to achieve the organization's goals. The motivated employees relate to the manner of self satisfaction, self-fulfillment and commitment that are expected to produce better quality of work and obliged to the organizations 'policies which will extensively materialize efficiencies. Motivation increases job involvement by making work meaningful and interesting as well as it keeps the employees more productive and improves their subsequent job performance (Kamery, 2004; Ekerman, 2006).

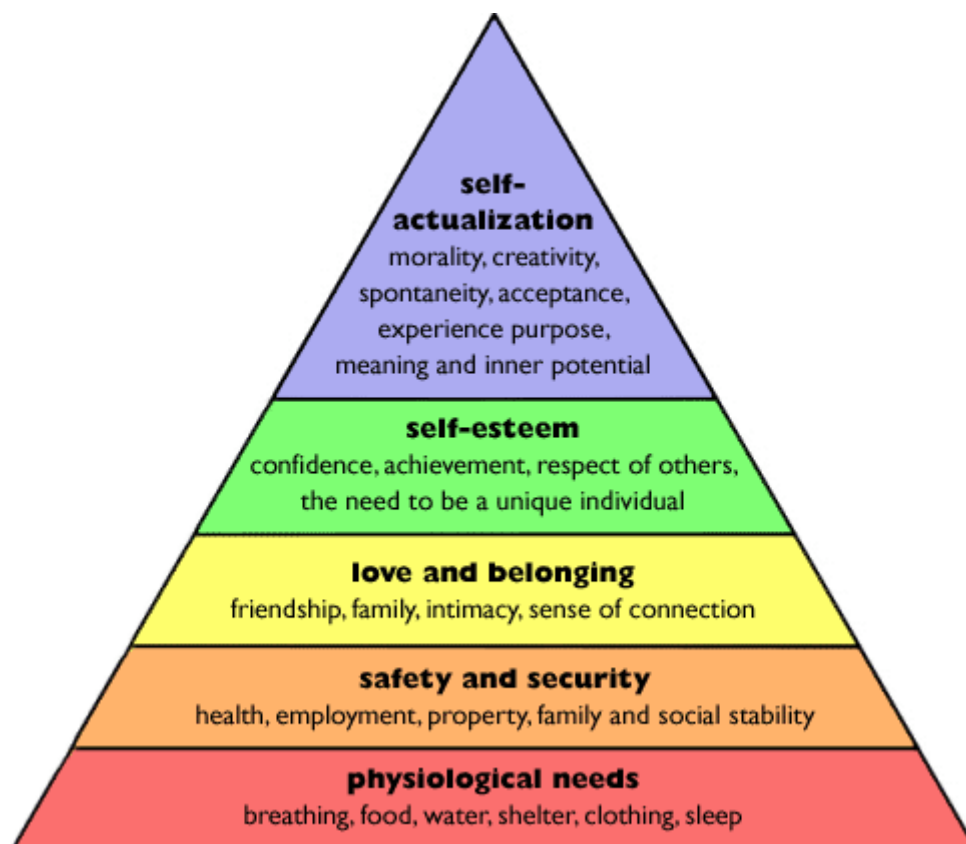
The employee motivation is important and essential factor for the achievement of employees and ultimately the organizational targets and goals (Berman et al., 2010). Ololube (2006) asserts that motivation to work, whether intrinsic or extrinsic are very essential in the lives of workers because they form fundamental reason for working in life. It represents complex forces and needs which provide energy for individual to perform particular task (Shulze & Steyn, 2003). Moreover, employee motivation serves as an essential component of business operations whereby high motivation coincides with job satisfaction, a sense of pride in one's

work, a lifelong commitment to organization which enhances performance and productivity (Linz et al., 2006).

Hodgetts (2009: 40) claims that managers must motivate people to join the organisation, remain in the organisation, and perform well and to come to work regularly. Motivation is made up of the factors that causes, channel and sustain an individual's behaviour qualified manpower should be attracted to and maintained in an organisation. Hodgetts (2009:15) describes motivation as being linked to the psychological drive that directs individuals towards an objective. Managers should understand that the continued success of their business depends on being able to attract and retain staffs that are committed to the business. Employees who are not interested and bored do not provide good services, make mistakes and damage the organisation's reputation resulting in poor performance (Hodgetts 2009:40).

In view of Abraham Maslow's, the motivation theory is explained for further understanding of the effects of motivation on workers performance. He grouped needs into a hierarchy arranged in an ascending order starting from low level needs to higher level needs.

Abraham Maslow's Needs Hierarchy



2.11.3 Motivating Labour

Management may cater for physiological needs by offering adequate wages and salaries, acceptable working hours and working conditions like warmth, ventilation and rest room. The need for safety and security can be satisfied by management initiatives to provide life insurance, job security, cost of living increments and pension plans. Social needs can be met by providing opportunities for employees to interact. Self esteem needs be satisfied by giving workers challenging tasks and providing positive feedback on their performance and lastly, to satisfy self – actualization needs, employees should be given opportunities to shape their own jobs and to express themselves freely (Pons & Deale, 2008).

Okonyo (2007) maintains that to solve a problem one needs to understand, not only the vastness of the problem, but also its different elements. The need for safety and health cannot be over emphasised in an engineering firm like PHCN. There is a need for safe equipment that is needed to complete the task and in situations where management does not provide safe equipments; workers would rather not work than risk their lives. The same can be said of the Limpopo Provincial Department of Social Development where employees were expected to attend to cases without the necessary resources such as a computer (Okonya, 2007).

Finally motivating workers through health care, training, job enrichment, improved working conditions, communication, participation and increased incentives benefits both management and employees and hence the department. It also enhances smooth relations between management (Okonya, 2007).

2.11.4 Communication

Communication refers to the act, contact or double interacts among the individual in delivering information, meanings and understanding(Fisher,2009).Communications cannot be denied for organizations as applied to their ability to influence the bottom line as found evidence linked with work productivity (Camden &Witt, 2007).With effective communication a company is able to have good coordination among the teams or units in an organization whereby the absence of it will reflect problems in running the business and critically cause the damage between individuals.

As a manager, the prime responsibility is to get things done through people. However sound your ideas or well-reasoned your decisions are, they become effective only when they are transmitted to others and achieve action or re-action. Communication is specifically needed to establish and distribute the goals of an organisation, develop and apprise members of the organisational and control performance. It is important for information to flow freely between management and employees (Elliot, 2008).

The purpose of communication in an organisation is to effect change; to influence action towards the welfare of the organisation emphasised Skinner (2009). Communication is needed to establish and disseminate goals, develop plans for their achievements, organise human and other resources in the most effective and efficient way, select, develop and appraise members of the organisation and control performance (Skinner,2009).

According to Hertzberg (2010) effective communication flows in various directions: downwards, upwards and crosswise. Traditionally, downwards communication was emphasised but if communication flows only downwards, problems will develop. In fact one could argue that effective communication has to start with the subordinate which means primarily upward communication. Communication also flows horizontally, that is between people on the same or similar organisational levels and diagonally, involving persons from different levels who are not in a direct reporting relationship with one another but maintain an effective communication network through circulars, meetings, radio and newspaper to pass information to their subordinates (Herzberg,2010).

2.11.5 Leadership

Leadership is a process whereby individuals influence a group of individuals to achieve common goals (Northouse, 2007).Leadership style is the combination of attitude and behaviour of a leader, which leads to certain patterns in dealing with the follower (Dubin, 2004).Leadership style within an organisation has a bearing on encouraging or inhibiting employees 'performance (Armstrong &Murlis 2004, Cronje et al., 2001).

2.11.6 Coaching

Coaching has become an important technique to improve performance (Champathes, 2006).It is not a one way communication and proves to be a two way communications where coaches identify what can be improved and how it can be improved. Furthermore coaching addresses

the belief and behaviours that hinder performance (Toit, 2007). It can further be seen that coaching is all about helping someone else improve performance (Starr, 2004).

2.11.7 Empowerment

Duvall (1999) defines success as achievement, accomplishment and attainment which is consequences of empowerment as follows: Individual success in form of employees 'role performance, organizational success which is as members of the organization accomplishment collective organizational goals and objectives, as organizational members share a mutually beneficial and satisfying work experience meeting both social and personal growth needs (Casimir, 2007). Furthermore empowerment had significant positive correlation with both performance and satisfaction (Bartram and Casimir, 2007).

2.11.8 Participation

Chen and Tjosvold (2006) revealed that participation management is about involving employees in the decision making process whereby the employees feel that they have the opportunity to discuss problems and can influence organizational decisions. They overall impact participation is increased employee job performance and low turnover. In addition organizations can act to increase or decrease the levels within their personal and potentially strengthen the positive performance effect of the employee participation (Lam et al.,2002).Employee will be motivated because management considers them as partners in contributing to organizational success instead of being seen as mere sub ordinates and therefore will avoid engagement into counterproductive behaviours hence improved performance through timely achievement of organizational goals and objectives (Carrel and Elbert, 1989).

2.11.9 Organisational Culture

Organizational culture is common values and behaviours of the people that considered as a tool leads to the successful achievement of organization goals (Schein, 1990).Organizational culture is the mindset of people that distinguishes them from each other, within the organization of outside the organization. This includes values, beliefs and behaviours of the employees' difference from other organization (Hofstede, 1991).

Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increase the overall performance of the organization

(Deal and Kennedy,1982).According to Stewart (2010), norms and values of organizations culture highly effect on those who are directly or indirectly involved with the organisation. These norms are invisible but have a great impact on the performance of employees and profitability.

A strong organizational culture supports adaptation and develops organization's employee performance by motivating employees towards shared goal and objective and finally shaping and channeling employees 'behavior to that specific direction should be at the top of operational and functional strategies (Draft, 1984).Shared values of employees is one of the basic components of organizational culture (Smit and Cronje, 1992).

2.11.10 Working Environment

The influence degree of the working environment is the counterpart requirement of a creative job. Higher job satisfaction and lower intentions to leave were found for those individuals whose work environment accompanied the creative requirements of jobs. Enhancing creative performance of employees has been recommended as dire for remaining competitive in a dynamic environment and for enhancing the overall innovations of an organization (Janssen and Yperen, 2004).Working environment can be divided into the physical environment consists of elements that relate to the office occupiers ability to physically connect with their office environment. The behavioural environment relate to how well the office occupiers connect with each other and impact the office environment can have behaviour of the individual (Hynes, 2008). According to Hynes (2008) the physical environment with the productivity of its occupants fall into categories of office layout and office comfort matching the office environment to the work processes.

2.11. 11 Training

The developing process of employees' skill in order to improve the performance is called training (Swanson, 1999).Training is a type of activity which is planned, systematic and it results in enhancing level of skill knowledge and competency that are necessary to perform work effectively (Gordon, 1992).Training and development impact on employee performance (Wright and Gregory, 2011), notes that employee competencies change through effective training programs. Training has been proved to generate performance improvement related benefits for employees as well as for the organization by positively influencing employee

performance through the development of knowledge, skills, ability, competencies and behaviour (Appiah, 2010).

Most of managers give training to their employees for the purpose of increasing productivity or the performance of employees, to achieve organizational goals and to invest in employees to succeed in the unpredictable and turbulent business environment (Wright and Saks, 2000).

2.12 Effect of Mutual Relationship between Workers and Management on Performance

According to Ukoha (2009: 167), performance is the measure of how resources are brought together in an organisation and utilised for accomplishing a set of result. Performance can be effective and efficient only if there is a mutual relationship between workers and management. There are always conditions of service and together labour and management should determine the terms and condition under which employees will work, how much employees are to be paid, the working hours, and how promotions are to be made. Should both parties fulfill their parts, they will co-exist peacefully.

Case Study from ONWU (2012) on the Effect of Labour Management Relations on Workers Performance in a Organisation, A Case Study of Power Holding Company in Nigeria

In 2003, the managing director of Power Holding Company of Nigeria (PHCN), Engr J. O. Majoku went around to personally acknowledge and appreciate the staff contribution to the management's success. In 2004 he went round again and even went a step further to write letter to the field staff in which he highlighted management achievements, commitments and projections. His effort to relate to them delighted the workers. Money can only buy machinery, tools, man's physical presence in an organisation, but cannot buy initiative, loyalty and enthusiasm (Onwu, 2012). Cooperation on both sides leads to better wages, good conditions of work, increased productivity, and industrial peace and, more importantly, increased performance.

2.12.1 Labour Management Relations and the Employee

According to Ukoha (2009:185) every employee is important to an organisation and a, personal touch in the work environment is a good element of labour management relations, for instance, a chat with a junior employee at his table by a top management might mean much to the junior employee and bolster his sense of belonging and willingness to work harder. Meanwhile, as

one considers the need to be reasonable, employees should also cultivate the right attitude to work by being willing to accept change and pledge their loyalty (Onwu, 2012).

According to Ukoha (2009:185) a worker is any person who has agreed to render service to another, and in the process of rendering this service to obey his orders and to submit to his instructions and directives, for remuneration called wages.

An employee who puts all his effort into his work, expects good pay, conducive conditions, holiday and sick leaves, job security and, at present, for example at Power Holding Company of Nigeria (PHCN) there are other benefits which workers enjoy and they tend to improve the working relationships (Onwu, 2012). These benefits are long service awards, souvenirs, provision of uniforms to those entitled to wear them, leave bonuses, rent subsidy, vehicle and housing loans. When all of the above are missing, there is labour turnover, industrial dispute and conflict. Earless attitude to work, results in poor performance. No matter how vast the resources of an organisation may be, if it has not got capable and satisfied employees, it will scarcely be successful in its operation, hence the need for a good labour relations (Ukoha, 2009:186).

2.12.2. Special Motivational Techniques

According to Skinner (2009) money can never be overlooked as a motivator, whether in the form of wages, bonuses, company paid insurance or any other incentive payment that may be given to employees for performance, a strong means of motivating workers, particularly where they live below the poverty line.

Reinforcement, Skinner (2009) further states that workers would want to repeat a performance if he/she receives recognition or praise for such an act. On the other hand, whenever a worker is reprimanded for an act, the tendency is that he/she will drop it, since it was not approved .

Job Enrichment: This type of motivational technique points to the importance of making jobs challenging and meaningful. Job enrichment is related to Herzberg's (2010) theory of motivation in which factors such as challenge, achievement and responsibility are seen as real motivators. Workers can be enriched by giving them more feedback about decision issues, by encouraging interaction between workers and giving them the sense of personal responsibility for their tasks and feedback on their performance.

2.12.3. Effect of Labour Participation in Decision Making

Employees should be afforded the opportunity of directly or indirectly participating in decision making. It is a matter of social justice to let workers have a say, if in not everything, at least matters affecting them (Swanepol et al, 2009). An employee will work hard to achieve an objective knowing he was involved in its formulation. Meaningful participation not only increases employees' contributions to problem analysis, but also enhances their ability to make important operational decisions and to perform well (Swanepol et al., 2009).

According to Swanepol et.al (2009), workers' participation in decision making in an organisation promotes good industrial relations and improves commitment and production. In other words, in labour relations, empowerment in the work place is allowed and employers and employees are seen as partners (Okonya, 2007). Management should see participation in decision making as a way of increasing the commitment and control of workers. Trade unions see it as a way of increasing workers' influence and control in the work place and workers' see it as a way of overcoming employer-employee conflict and of achieving co-operation between management, trade union and workers (Nel, 2006).

Nel (2006) is of the opinion that industrial democracy is important to workers because it results in an increased share in the control of organisation in the economy and community as a whole. According to Pons & Deale (2008), industrial democracy refers primarily to participation in management and participation in decision making processes by the workers in an organisation. In the same vein, Elliot (2008) as quoted in Swanepol et al. (2009) defined participation as the act of claiming the right to have a say over matters affecting their work lives.

Industrial democracy is a compelling aspect of management decision making. The reason for the involvement of workers in decisions affecting the affairs of the organisation hinges on the fact that the workers are regarded as partners in progress by management. It is also important for management to involve workers in decision making, in order to ensure high level of morale and performance (Elliot, 2008).

2.13 Trade Unionism

Trade Unions are associations formed and managed by workers; they are normally established by workers and run by their representatives for the principal purpose of protecting their interests and aspirations. Trade unions as indicated by Freeman & Medoff (2010), provides workers with a collective voice to make their wishes known to management and thus achieve actual and desired conditions to regulate the terms and conditions of the employment of

workers. Unions can assist members to realise their need for love, affection and belonging. In addition educational benefits can also be obtained through seminars, conferences and workshops organised by the unions. Unions can achieve all this and more, since they are better placed and stronger than individuals on their own (Freeman and Medoff, 2010).

Since labour relations must be maintained, and since conflict is unavoidable, it becomes important for management to think carefully before making decision. Conflict between the trade union and management is always a possibility due to the fact that their interests sometimes differ. Therefore a process must be devised for the handling of these conflicts on an ongoing basis. Collective bargaining has been envisaged as the process for managing this complex relationship (Elliot, 2008).

Throughout the history of organisational and behavioural research, the subject of employee satisfaction has attracted widespread empirical examination, leading to a number of interesting definitions. Price (2007) defines employee satisfaction as the effective orientation that an employee has towards his or her work. It may also be recognised as the individual's perception and evaluation of the overall work environment. Lu, While & Barriball (2010), define employee satisfaction as a global feeling about one's work or a related cluster of attitudes about various facets of the work environment. Employee satisfaction may also be perceived as a 'positive emotional state resulting from the appraisal of one's job or job experiences (Islam & Siengthai, 2009:4). A common thread connecting these definitions is that employee satisfaction is concerned with what people in an organisation feel about their overall work.

A study conducted by Ellickson & Logsdon (2008), emphasises to environmental factors and personal characteristics as the two most influential variables that determine the level of employee satisfaction and performance. In addition Lambert, Edwards & Cabic (2007), found low employee satisfaction levels amongst employees whose expectations were not met and this triggered poor performance. Ganguly (2010) maintains that the person-environment fit paradigm has been widely recognised as the most fitting explanation for employee satisfaction.

Additionally, other researchers uphold that employee satisfaction is influenced by the interaction of a family of factors such as recognition, communication, co-workers, fringe benefits, working conditions, the nature of the work itself, the nature of the organisation itself, organisational systems, policies and procedures, compensation, personal development, promotion, appreciation, security, and supervision. For most management scientists, meeting the needs of employees remains the prime employee satisfaction-enhancement strategy

according to Giannikis & Mihail (2011). However, contemporary research advances have challenged this view and suggest a multi-factorial character of employee satisfaction.

Moynihan & Allen (2009) maintain that in order to improve employee satisfaction and performance, it is important to measure and establish the existing levels first. Furthermore, the importance of these methods lies eliciting satisfaction sentiments from employees themselves. (Dawal, Taha & Ismail, 2009) confirm that employee satisfaction is widely recognised as a predictor of productivity and performance in organisations.

2.14 Organisational performance

According to Schneider et al. (2008) organisational performance and efficiency are attained by satisfying employees and being sensitive to both their physiological and socio-emotional needs in a holistic manner. A study conducted by Cole & Cole (2008), reports that there is a positive correlation between the attitudes of individuals towards their jobs and their performance. A meta-analysis also found a positive relationship between individual employee satisfaction and factors such as motivation, job involvement, organisational citizenship and job performance. In another meta-analysis conducted by Harter, Schmidt & Hayes (2006), it was found that there was a positive relationship between employee satisfaction and productivity, profit, performance, turnover and customer satisfaction in nearly 8000 business units in 36 organisations across the continents of the world.

A study conducted by Schneider et al., (2008) confirms that there is a positive correlation between overall employee satisfaction and the organisations financial and market performance. Corporate Leadership Council (2003) also conducted an employee satisfaction survey of over 40% of the companies listed in the top 100 of Fortune 500 companies. The study concluded that employee satisfaction, behaviour and turnover predicted the following year's profitability, and that these are even more strongly correlated with customer a satisfaction which leads to good performance. A survey conducted by Price Waterhouse Coopers (2011), which involved several multinational companies, found that employee satisfaction and decreased turnover are major contributors of long-term shareholder returns. Conversely, employee dissatisfaction, resulting from poor workplace environments, can also lead to a decrease in productivity leading to poor organisational performance.

It is important for labour relations in organisations to create a work environment that facilitates higher employee satisfaction levels. This is because employee satisfaction has a stimulus effect

on the loyalty and confidence of employees, improves the quality of outputs and also increases productivity. Satisfied employees tend to perceive that the organisation will be more satisfying in the long run, they care about the quality of their work and are more committed to the organisation, leading to a demonstration of positive organisational citizenship behaviours. Goslin (2007) is also of the opinion that satisfied employees have higher retention rates and are more productive.

When employees are dissatisfied, their physical and mental health is negatively affected and that leads to poor performance in an organisation. Consequently, organisational performance will also deteriorate as production time will be lost because dissatisfied employees are likely to take more leave (Shaw & Rich, 2010). Therefore, if steps are taken to improve employee satisfaction, the overall success of the will organisation is enhanced and the results can be reflected through happier employees, enhanced workforce productivity, reduced workdays and higher profits.

In the context of the service industry, substantial research evidence reveals that there is a positive association between employee satisfaction and customer satisfaction. Providing employees with an outstanding internal working environment is likely to lead to satisfied employees who are both loyal to the organisation and are capable of providing customers with an exceptional service experience (Chi & Gursoy, 2009). Customers will naturally recognise and value the excellent service offered to them, leading to an exhibition of loyalty behaviours, such as repeat purchases and increased referrals. These behaviours suggest; therefore, that satisfied employees will create satisfied and loyal customers, which will result in better organisational performance. It is important then for service organisations to direct sufficient resources to employee satisfaction programmes.

Large quantities of literature reveal that there is a significant positive correlation between working conditions and organisational performance (Koys, 2009). This finding shows that organisational performance increases with an improvement in working conditions and decreases with a deterioration in working conditions. These findings are consistent with research conducted by Lee, Singhapakdi & Sirgy (2007), which substantiates that good working conditions have a positive impact on job satisfaction, organisational commitment, and comradeship amongst employees. Moreover, such working conditions have a positive impact on employee and job-related outcomes such as worker's welfare, health, team spirit, morale, efficiency, and productivity.

In contrast, poor working conditions make employees uncomfortable, thereby reducing the pace of work. This situation may demand extra efforts to keep everything organised, which is tantamount to time-wasting (Chandrasaker, 2011). In addition, inconvenient timetables influence labour productivity in that repetitive long working hours exhaust workers (Chadha, 2007). Moreover, poor working conditions also lead to deterioration in the relationships between managers and employees (Estes & Wang, 2008). An unfriendly atmosphere may undermine self-esteem, co-operation and the ability of employees to come up with creative ideas. It appears, then, that working conditions are an instrumental factor in enhancing the performance of both the individual employee and the organisation in general.

Relational factors like workplace relations, conflict handling and workplace culture are more important determinants of performance than the structural factors of structures for collective bargaining. Chadha (2007) maintained that improvement in service quality and financial performance requires fundamental improvements in the quality of labour relations.

Liu & White (2011), propose that organisational performance may be enhanced through structural improvements in the use of the abilities of employees. Ability utilisation is a predominant component of employee satisfaction according to Clark (2011), who also acknowledges that if a job is interesting and provides the opportunity for an individual to utilise his or her skills, the individual is bound to enjoy the job and the likelihood of that individual leaving the organisation is significantly reduced. Furthermore, ability utilisation facilitates the recruitment and retention of staff, and helps the organisation to benefit from improved motivation and superior business performance (SQW Consulting, 2010).

Conversely, when employees feel that their abilities are under-utilised, they may become demotivated and may seek employment elsewhere; leading to increased employee turnover in the organisation (Hassanain, 2006). It is an important supposition then that increased opportunities for members of the department to apply their abilities may result in higher levels of performance within the organisation.

Moreover, Abolghasemi & Varaniyab (2010) teamwork and organisational performance are positively correlated. They also suggest that an increase in teamwork could trigger an increase in organisational performance whereas a decrease in teamwork results in a decrease in organisational performance. Research has provided evidence that a higher level of teamwork

is associated with greater employee satisfaction which motivates employees to exert more effort at work.

Abolghasemi & Varaniyab (2010) emphasised that creativity and organisational performance inspire a moderate increase in organisational performance. Creativity is also an important driver of sustainable organisational growth through innovation Hogan (2009). It may therefore be suggested that in organisational turnaround strategies, the issue of creativity should not escape attention during the diagnosis of performance-related problems.

Giving task autonomy to employees is generally expected to result in higher motivation, satisfaction, and performance (Langfred & Moye, 2009), unwillingness to exercise autonomy because of centralising tendencies, risk-averse behaviours and an uncertain policy environment results in decreased organisational performance. Therefore, the performance of public organisations would be enhanced significantly if employees were to become more autonomous in their jobs.

Langfred & Moye (2009) claim that in order to design a workable and effective labour relations solution, the variety of the industry and its uniqueness should be taken into account to form the foundation for future operations. Due to the important role employee's play in production and given the power of the trade unions involved, much more focus should be given to employee productivity and therefore, employee relations (Langfred & Moye, 2009).

The worker plays a key role in this industry and should therefore receive the necessary credit for that. According to Dreyer (2006) this is achievable, but not easy, particularly after a strike. The main aim is to ensure competitiveness input prices and production efficiency also argue that the critical factors that need attention are, development with the aim of improving the workplace culture, employee-management relations, cross-functional/cross-occupational coordination, and flexibility, cooperation, and conflict resolution.

Gittell (2008: 11) is of the opinion that this is possible if the secret ingredients to build and sustain high performance relationships among role players, managers, employees, unions and suppliers are addressed. These relationships are characterized by shared goals, shared knowledge, awareness of overall work processes and mutual respect. There should be no status differences. In other words, everyone is important and counts on someone next in the line (Gittell, 2008:11). This goes with the development of organisational practices that build and sustain strong relationships among those who are critical to the organization's success.

Gittell (2008:16) claims that leaders should have credibility and the ability to inspire trust and the employees' a belief that their leaders care deeply about their well-being. Supervisors, for example, should act as player coaches having managerial authority but also performing the work of frontline workers.

Gittell (2008:16) states that a workplace culture of high trust will allow workers to take control of their tasks. This leads to recognising that more committed motivated, responsible workers, credit, recognition and being compensated are important assets in a variety of modes. Shared governance is another option with positive results, but, as Gittell (2008:14) caution, without an accompanying improvement in the underlying relationship between employees and management, shared governance can lead to a worsening of the labour-management relationship because of disappointed expectations.

2.15 Conclusion

The fact that there have been several legislative amendments in the labour relations environment is testimony to the fact that there is still room for improvement in the South African labour relations system. A further reason for this assertion is that ,even though the South African labour relations system is structured in such a way that enables the social partners to engage in continuous dialogue in order to enhance good labour relations, such structures are not always successful. The system of consultation is also encouraged in the Labour Relations Act, 1995, which provides for the establishment of workplace forums, whose purpose would be to promote the interests of all employees in an organisation, irrespective of whether they are unionised or not; to enhance efficiency in the workplace; and to consult and participate in joint decision-making with the employer.

In conclusion, it is important to note that South Africa as a young democracy has certainly made undeniable strides in the promotion of sound labour relations in the public and private sectors. This is evidenced by the appreciation and embracing of the notion that sound labour relations practices is key to labour peace by all role players in this area.

CHAPTER 3: Research Design and Methodology

3.1 Introduction

This study aims at exploring the effect of labour relations on employee's performance in the Limpopo Provincial Department of Social Development. This chapter presents the research design and method used by the researcher. A research method describes and explains the technique used to collect data and a research design provides an outline for the collection and analysis of data stressed by Gratton & Jones (2010:121). This suggests that an informed decision has to be made as to which research method and design to follow.

3.2 Research Design

Research design describes how the research study is to be conducted in order to fulfil the objectives according to Rubin and Babbie (2011), further describes research design as a plan or blue print of how the researcher intends to conduct research.

There are currently two broad research approaches in social science, namely Qualitative and Quantitative research. The study applied both the qualitative and quantitative research approaches.

In the study, the researcher explores effect of labour relations challenges experienced by both employer and employees and investigates other intervention strategies that could help in increasing the effect of labour relations on employees performance in the Limpopo Provincial Department of Social Development.

3.3 Research Approaches

According to Baxter, Hughes & Malcolm (2009), both qualitative and quantitative methods may be used appropriately within any research paradigm. Due to the nature of the study, the researcher has used both qualitative and quantitative methods. The research design is appropriate for the study as it is a descriptive study and seeks to provide a detailed, highly accurate picture and to use and give interpretive, naturalistic approach on exploring the effect of Labour Relations on the employees' performance in the Limpopo Provincial Department of Social Development.

3.3.1 Qualitative Research Approach

A qualitative approach was followed, as the researcher is of the opinion that qualitative research is best suited to explore matters such as the effect of labour relations as a health, social and workplace issue. Silverman (2008) concurs and postulates that when the purpose of the research is to explore people's everyday behaviour, a qualitative method is best suited.

The appropriateness of the qualitative approach arises from the need for the study to gain an understanding (Creswell, 2007) of the effect of labour relations on employee performance; whether labour relations meets its objectives or whether employees are satisfied with its effect impact in the workplace. This approach is useful as it enables the researcher to gain first-hand experience from the respondents or participants.

Denzin & Lincoln (2007) described qualitative research as studying things in their natural setting, attempting to make sense of or interpreting a phenomenon in the meanings people bring to them. The current study takes interpretivist theory that defines that we should experience the world as it is, before we can start with any hypothesis (James & Sarah 2008:322).

Semi-structured interviews, face-to-face with management and labour relations practitioners were used to collect qualitative data. This technique enables the researcher to observe the verbal cues and to listen and reflect on what the participants say.

3.3.2 Quantitative Research Approach

Denzin and Lincoln (2007) define quantitative research as the systematic empirical investigation through statistics. It is positivist and tests a hypothesis. Quantitative research involves surveys, questionnaires, experiential research and at times comparisons. It is a position that holds that the goal of knowledge is simply to describe the phenomena that we experience. The purpose of science is simply to stick to what we can observe and measure prove. In the current study questionnaires were distributed and administered to lower level male and female in Limpopo Provincial Department of Social Development.

3.4 Rationale for the Methodology

Babbie (2010) indicates that a research methodology refers to procedures used in making systematic observations or otherwise obtaining data, evidence, or information as part of a research project or study. The author suggests two approaches to data collection, namely: quantitative and qualitative approaches. In the current study, emphasis is placed on both qualitative and quantitative research.

(Hughes & Malcom, 2009: 64 & 65) explain that the two methods complement each other in that quantitative research focuses on precise and general results; while qualitative research provides an in depth perspective from the sample population points of view stresses.

3.5 Target Population

The population of at study is the study group of individuals, who share common characteristics taken from the general population. Denzin and Lincoln (2007:150), assert that population refers to a set all individuals or objects within a certain population and have a binding trait which is the focus of the research and about which the researcher wants to determine some characteristics.

According to Babbie (2010), a population is the theoretically specified aggregation of study elements. From the above-mentioned definitions, it can be deduced that a target population is the group of people whom the researcher perceives to be relevant in determining some characteristics with which a study is concerned.

This study target population is made up of male and female employees of the Limpopo Provincial Department of Social Development from grounds-men to top management so as to avoid discrimination and the exclusion of any employees. According to the departmental circular, number 2 of 2016, Limpopo Provincial Department of Social Development has 475 employees whom constituted the target population in the study. The target population for this study was derived from both males and females within the department, from any developmental stage group, any occupational category and any salary level.

3.6 Sampling

There are two methods of sampling namely probability and non-probability sampling. Probability sampling is defined as a sampling technique wherein the samples are gathered in a process that gives all the individuals in the population equal chances of being selected (James & Sarah, 2008:327) where as non-probability sampling technique selects samples based on the subjective judgment of the researcher, rather than on random selection.

A sample of forty-eight (48) employees from each of four local district municipalities was included in this study. From four hundred and seventy-five (475) employees' the sample size selected was made up of forty-eight 48 employees, including management.

3.6.1 Probability Sampling

A probability sampling method is any method of sampling that utilizes some form of random selection. (Trochim, 2011) states that for a random selection method, the researcher should set

up some process or procedure that assures that the different units in the population have equal probabilities of being chosen.

3.6.2 Non-Probability Sampling

A non-probability sampling in a form of convenience sampling and is used in this study. Then sample has been chosen from employees having the same employer. It implies that people were selected deliberately because their views and experiences are relevant to the issue concerned.

3.7 Data Collection

According to (James and Sarah 2008) data collection is the phase where the researcher establishes trust and a relationship with the respondent which enables the answering of relevant questions and the evaluation of outcomes.

Data collection is defined by Neuman (2010) as a scientific manner of gathering data. Cooper and Schindler (2009) indicate that data includes facts or observations collected from participants, and published information. Data may be categorised as primary or secondary it is crucial for the researcher to have sound data to analyse and interpret because data is the basic material with which the researcher works.

The researcher has relied on both the primary and secondary data. The primary data is the facts collected from participants. Using the quantitative technique, information was generated and gathered through the administered questionnaires designed by the researcher

The use of semi-structured interviews allowed the researcher to switch between topics and issues in order to create or maintain the sense of an informal atmosphere so that respondents did not feel intimidated. The researcher conducted face to face and interviewed five (05) managers and five (05) labour relations practitioners from different workplaces.

The secondary data gathered came from information gleaned from the literature review using books, journals, articles, dissertation, government report, policies and internet sources. These secondary data did help the researcher to identify how others have defined and measured key concepts and how this research is related to the work of others.

3.8 Research Instruments

Data collection instruments refer to devices used to collect data such as questionnaires, tests, structured interview schedules and checklists (Seaman, 2009:42).

3.8.1 Questionnaire

Polit & Hungler (2011:466) define a questionnaire as a method of gathering information from respondents about attitudes, knowledge, beliefs and feelings. The questionnaire was designed to gather information about the effect of labour relations on employee's performance knowledge, attitudes and beliefs regarding the phenomenon.

Questionnaires were distributed and administered to thirty-eight (38) employees in the area of study. Clear and consistent instructions to respondents for the completion of questionnaires were outlined. The questionnaires were distributed in the boardroom of Limpopo Provincial Department of Social Development.

3.8.2 Semi-structured Interviews

The researcher made use of semi-structured interviews, a combination of fixed answers and open-ended questions in order to get a clear picture of participant's views and observations. Face-to-face interviews, with a schedule guide, were with conducted to five (05) managers and five (05) labour relations practitioners.

According to De Vos (2008), the semi- structured interview contains elements of structured and unstructured interview methods. Thus, the researcher was in possession of a set of predetermined questions and could also follow-up on the responses given, in order to capture the scope and progress of the interview.

In order to ensure that the responses were recorded, a digital voice recorder and back-up recorder were used to record the responses of the participants. All the interviews took place in their offices at the Limpopo Provincial Department of Social Development. A copy of the interview schedule and the contact details of the researcher were provided to each interviewee for possible future enquiries.

3.9 Data Analysis

Data analysis is aimed at seeking meanings which people attach to their life experiences. According to Alston and Bowles (2009), qualitative research is flexible, in that during the data collection process, important emerging themes can be identified to allow the researcher to gain more information on a particular aspect, until such aspect becomes saturated and there is no

more new information generated. This was confirmed by De Vos (2007) who postulates that data analysis in qualitative research does not wait until the data collection process is complete as the case in quantitative research. Instead it starts during the data collection process (Neuman, 2011:94).

Qualitative data NVIVO software was utilized and organised and converted to text units and themes. The researcher read the data to familiarise herself with the information to prepare for generating categories and coding. Data was also analysed by sorting responses to open questions and interviews into broad themes, the broad themes were grouped into specific themes, which helped the researcher to develop a real sense of a person's understanding of a situation. The process was finalised by descriptions, classifications and showing connections in the data collected and the thesis statement.

3.9.2 Quantitative Data

The Statistical Package for Social Sciences (SPSS) used to process raw data obtained from the administered questionnaires. Responses obtained were summarised, presented and analysed looking at inferential statistics basis in order to offer the researcher the opportunity to analyse the responses and identify whether the results were skewed looking at issues of demographics, understanding labour and compensations and benefits. (Heather, 2009:59).

3.10 Elimination of Biases

Babbie (2010:33) defines bias as any tendency which prevents unprejudiced consideration of a question. In research, bias occurs when a systematic error is introduced into sampling or testing by selecting or encouraging one outcome or answer over others. Bias can occur at any phase of research, including the study design or data collection, as well as in the process of data analysis and publication.

The bias that the researcher encountered involved respondents answering questions in a way that they thought would lead to their being accepted and liked. Regardless of the research format, some people will report inaccurately on sensitive or personal topics to present themselves in the best possible light.

However, Rubin & Babbie (2010:15) suggest that researcher's can minimise this bias by focusing on unconditional positive regard shown by phrasing questions in such a way as to show that it was acceptable to answer in a way that was not socially desirable. Indirect

questioning, asking about what a third-party thinks, feels and how they would behave has also been used for socially sensitive questions. This allows respondents to project their own feelings onto others and still provide honest, representative answers. The researcher disconnected from personal belief on certain issues enabling her to judge respondents on the basis of their culture, beliefs and religion. She treated all respondents with dignity, equality and fairness.

3.10.1 Validity

Validity refers to the degree to which an instrument measures what it is supposed to be measuring according to Uys & Basson (2010:80). Validity can be sub-categorised into as external and internal validity. Triangulation a powerful technique that facilitates validation of data through cross verification to make sure that results are used to ensure validity of information gathered and strengthened the results, according to (Tomlinson, 2009:133). For the purpose in line with using mixed methods so to cross check the data gathered.

3.11 Ethical Consideration

Written permission to conduct the study was granted by the Limpopo Ethics Research Committee and a facility letter was issued to utilise the facility at the Limpopo Provincial Department of Social Development. Voluntary informed consent was obtained from each respondent.

Verbal information was given to the respondents and participants regarding the purpose of the study and the importance of their participation. The respondents were assured that anonymity and confidentiality would be maintained. Yegidis & Weinbach (2008) stated that being informed means that participants should have a fairly clear understanding of what it means to them to participate in a particular study, whilst consent refers to a written agreement between the researcher and the participant to participate in a particular study.

Confidentiality was maintained because no personal details of the respondents and participants were either written on the questionnaire or the interview schedule. The principles of beneficence and respect for human dignity were observed during data collection. No signed consent form could be linked to any specific questionnaire.

3.12 Conclusion

This chapter outlines the research design and research methodology in depth. The researcher used both qualitative and quantitative investigations in order to determine the effect or non-effect on employee performance of the labour relations in the Limpopo Provincial Department of Social Development because little is known about labour relations. The researcher used qualitative research methods through face to face interviews and quantitative research through administered questionnaires. The next chapter deals with data analysis, that is, data collected from the sampled population.

Chapter 4: Findings/Results, Analysis and Discussion

4.1 Introduction

Kruger, De Vos, Fouche & Venter (2009) define data analysis as the ordering, categorising, manipulation and summarising of data to obtain answers to research questions and interview schedules in order to draw conclusions.

The presentation and analysis are mainly based on the face to face interviews held and self-administered questionnaires administered. The researcher captured information accurately from employees, management and labour relations practitioners and their responses are presented separately. This is done in order to explain whether labour relations is effective or not in relation to employee performance. Data analysis is supported by tables, figures and discussions. As stated in Chapter 3, the below results were obtained through interviews with five (05) managers and five (05) labour relations practitioners and questionnaires were obtained from thirty-eight (38) employees, using the prescribed methods of data analysis. Discussion follows after the presentation of findings or results for both the qualitative and quantitative research.

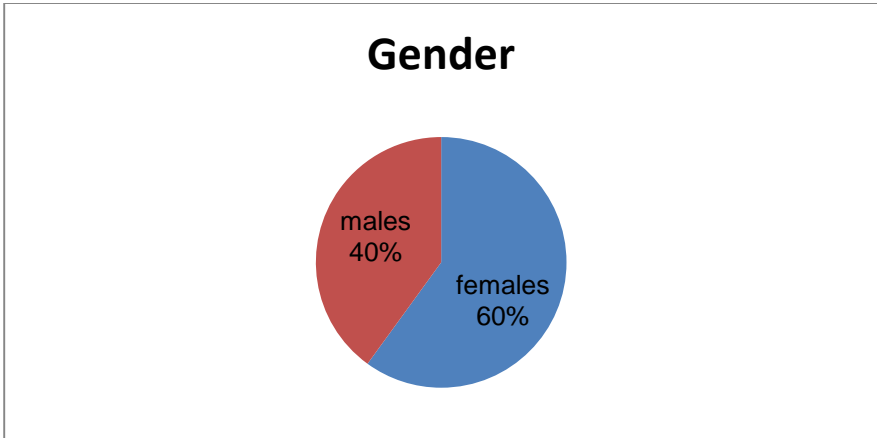
4.2 Quantitative Data Presentation

The first part covers quantitative data and is divided into five sections. The first section reports on the following demographics variables: gender, age, educational level, employment information and income. The second section covers the understanding of labour relations and factors on employee performance and the third part covers employee performance and problems that led to poor performance, the fourth part covers compensation and benefit as part of motivation and the last section will focus on the effect of labour relations and strategies to improve employee performance.

Each of the variables was analyzed independently and then paired up to assess the effect of labour relations.

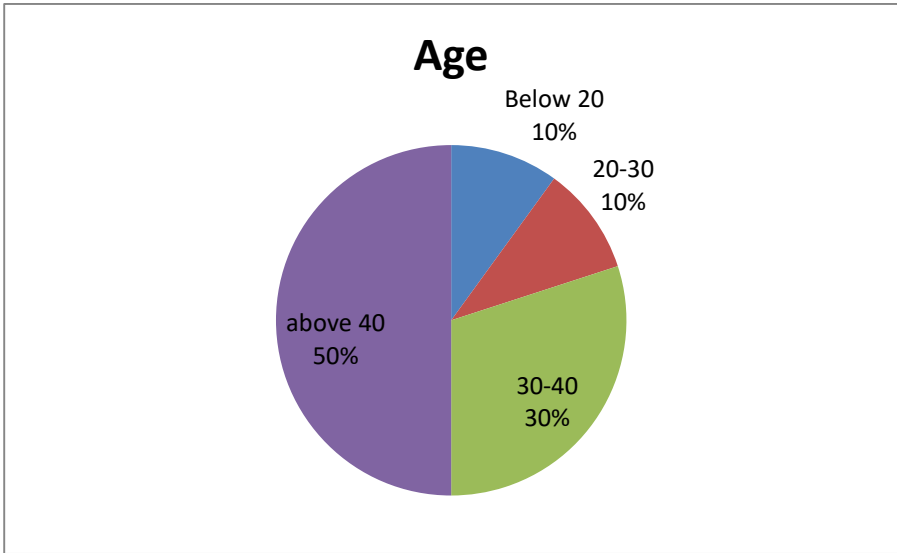
Demographic Profile of Respondents

Figure 1: Gender of Respondents



It is observed from the data shown in figure 1 that 60% of respondents are females while males make up 40%. This indicates that the Limpopo Department of Social Development is predominantly made up of females' employees. This indicates that in terms of employment equity act, the department is not biased they prioritised the previously disadvantaged group females.

Figure 2: Age groups of the Respondents (in percentages)



From the graph 50% of the respondents are within the age group of 41-50 years followed by those in the age group 30-40 at 30% follow by 20-30 years at 10% and those below 20 at 10%. Figure 2 suggests that the Limpopo Department of Social Development comprises of older people as the majority employees and young and energetic people in the service are not well presented as outline by the employment equity Act of the representation young people in order to serve for a long time.

Figure 3: Level of Education of Respondents

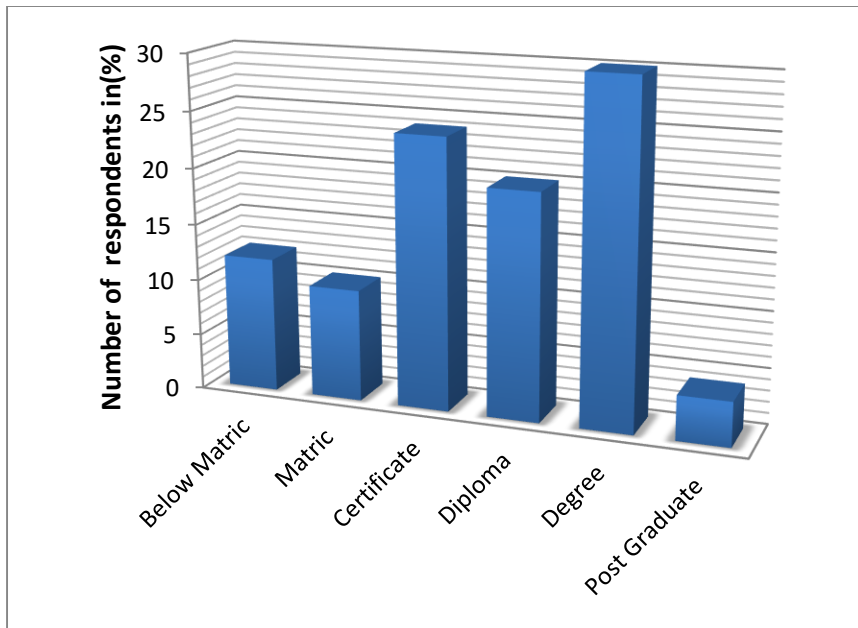


Figure 3 revealed that about 11% of participants' have below metric certificates, 9% hold metric certificate, 24% of those who participated in the study have certificates. In addition 19% of participants have diplomas, 30% holds degrees as the highest certificate. Furthermore below 5% holds postgraduate degrees. This indicates that the sample has a large number of individuals who have completed tertiary education and are educated and skilled to perform which is good serve.

Figure 4 Incomes of Respondents



Figure 4.A high number of respondents 38% indicated that they earn above level 6 to level 7. Followed by 19% at salary level 4 to level 5. Lastly 15% of the respondents earn between salary levels 3 to level 4. This suggests that most people in high salary level consists of management who are decision makers this also seems to suggest that a greater number of workers occupies the highest rank which indicates that greater proportion of workers had stay with service for sometimes to reach those higher levels.

Understanding Labour Relations

Table: 1 indicates the frequency and percentage of people understanding of labour relations.

Table 1 Q: Do you understand the role of labour relation practitioners?

	Frequency	Percent
Yes	5	13.0
No	33	87.0
Total	38	100.0

Of the 38 respondents, 33 which marks (87. %) did not understand the role of labour relations practitioners and only 5 respondents which marks (13%) understood the labour relations practitioners' roles. This reveals that employees do not have an understanding of what labour relations entails and labour relations use educate their employees' labour relations.

Table 2 Q: Do you know the basic condition of employment?

	Frequency	Percent
Yes	37	97.0
No	1	3.0
Total	38	100.0

Table 2 indicates that of 38 respondents, 37 which marks (97%) know the basic conditions of employment and this indicates it might be because every department is requested to paste them on the wall so that everyone is familiar with them. Only 1 which marks (3%) said that they don't know them, which indicates that there is no problem with the Department of Social Development educating employees on the basic conditions employment.

Table 3Q: Do you think the working conditions in your organisation are conducive to effective work?

	Frequency	Percent
Yes	0	0.0
No	38	100.0
Total	38	100.0

Table 3 indicates that of the 38 respondents which score (100%), no employees think that the working conditions were conducive for them to work in. This hampers their performance in the work place.

Table 4 Q: Is communication with top management adequate for you to know what is going on in the department?

	Frequency	Percent
Good	1	3.0
Better	2	5.0
Poor	35	92..0
Total	38	100.0

Of the 38 participants, the huge number which scores (92%) is not satisfied with communication between employees and management which indicates that there is poor communication from top management to employees. Only 2 respondents which results to (3%) feel that it is good and these might be employees in middle management where in most cases, they are involved in management meetings. Only 2 respondents which arrive to (5%) feel the communication is better with top management.

Compensation and Benefits

Figure 5 Q: In your opinion, is the best way to get a raise is to do good job?

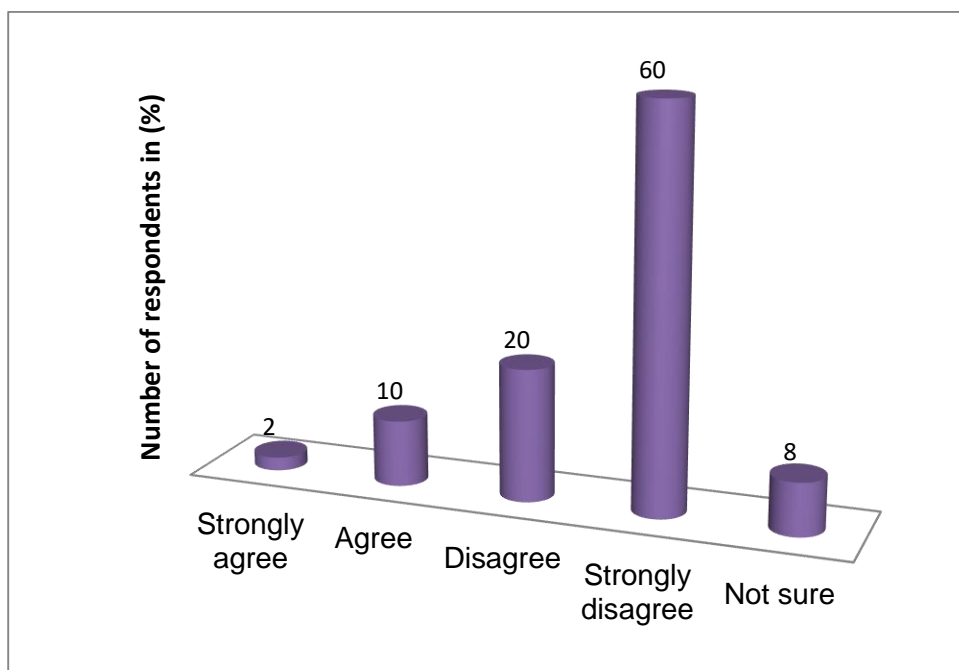
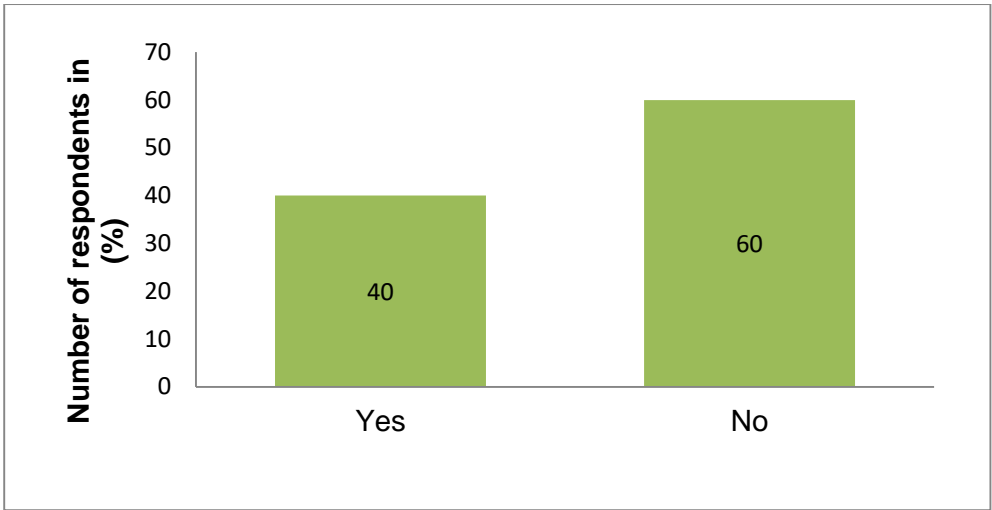


Figure 5 indicates that of the 38 respondents, a large number of 60% strongly disagrees that to get a raise one must do a good job, 20% just disagrees and only 8% is not sure, possibly new employees in the department. However, this is an indication that most of employees do not believe that doing a good job will bring a raise.

Figure 6.Q: Do you understand your benefits and compensation plans?



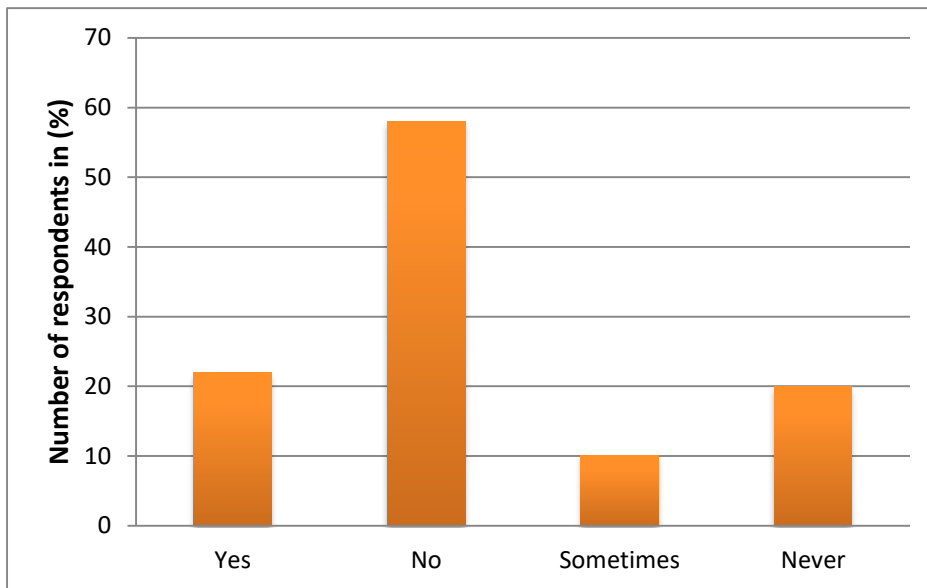
Of the 38 respondents, findings indicate that only 40% believe they know their benefit and compensation plans. However 60% do not know. This clearly indicates that the department needs to educate the employees about their benefits and compensation.

Table 5.Q: Are you affiliated to any union?

	Frequency	Percentage
Yes	38	100.0
No	0	0.00
Total	38	100.0

Of the 38 respondents, 100% of the participants indicated that they are affiliated to a union. This reveals that employees are represented by unions to represent them.

Figure 7 Q: Do you feel you are well represented by the union?



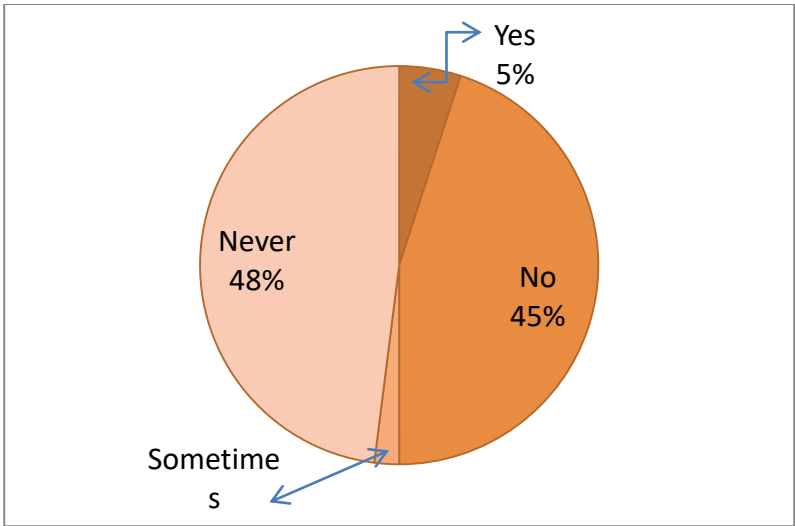
Of the 38 respondents, 58% feel they are not well represented by the unions, whilst 22% feel they are represented, followed by 10% who feel that a sometimes union represents them well. However 20% indicates that they are never represented.

Table 6Q: Do you feel your supervisor rates you well on performance?

	Frequency	Percent
Yes	5	13.0
No	20	53.0
Sometimes	3	8.0
Never	10	26.0
Total	38	100.

Of 38 respondents 20 which makes up 53% are not satisfied with the way their supervisors rates them on performance, 3 of the respondents which makes up 8% indicates that sometimes they are rated well, however, 10 of the respondents that makes up 26% indicates that they are never rated well by their supervisors. This indicates that most of the employees are not satisfied with their ratings by their supervisors.

Table 7Q: Does management use praise and constructive feedback to motivate employees?



The table 7 is of interest because it shows that a large number of respondents, 48%, say that management never uses praise and constructive feedback to motivate employees, hence 45% indicates that there's no constructive feedback and motivation while, other 2% of the respondents cited that they use constructive feedback which motivates employees. This suggests that management needs to praise and use constructive feedback to motivate the employees to perform better in the workplace.

Measuring the effect of Labour relations

Table 8: The respondents were asked whether labour relations was effective

	Frequency	Percent
Effective	1	3.0
Not Effective	35	92.0
Uncertain	2	5.0
Total	38	100.0

The table reveals that 92% of the respondents said that the labour relations unit is not effective, followed the 3% you agree the labour relation unit is effective, however the 5%b is uncertain of the effectiveness of labour relations. This reveals that the department does not have effective labour relations unit as revealed by majority of respondents.

Table 9: Satisfaction or Dissatisfaction with Labour Relation Unit

	Frequency	Percentage
Satisfied	2	5,2
Not satisfied	33	86,4
Not Sure	3	7,8
Total	38	100.0

The table shows that 5, 2% respondents are satisfied with the level of the labour unit, but 86, 4% are not satisfied and 7,8% are not sure. This also confirmed Maslow's theory that if people are not satisfied in their workplace results in poor employee performance.

4.2.1 Analysis and Discussion of Questionnaires

One of the aims of the study was to discover factors that led to the poor performance of employees in the workplace. The participants stated that the working conditions in workplace was not conducive and did not have appropriate resources to do their work. Amongst other things, this suggests that the working conditions need to be changed in a way that enables the employees to perform better. The findings are in line with literature and agree with Abraham Maslow in view that managers should cater for working conditions like warmth ventilation, adequate wages and rest rooms and proper office space.

Problems and evaluated factors that led to poor implementation of the labour relations acts, regulations and laws in the workplace, seems to be high job dissatisfaction among employees due to a lack of communication, teamwork and motivation. This was proved when participants in the study stated that managers does not consult them before making decisions and they are never involved in decisions that affects their work. The findings also agree with literature according to Carrim (2008) which states that there is a need to promote greater participation and interaction with employees within the labour relationship. Lam et al., (2002) further elaborates that the overall impact participation increase employee's job satisfaction and involving workers participation in decision making promotes good employee performance and improves commitment and production.

Many participants highlighted that even if they work hard, it is never recognised and that they feel that they doing good work does not pay because they are not satisfied with the performance reviews by their supervisors, 55% of the respondents feel they generally not rated well and 30% show they are never rated well on their performance. There is aggression among the employees because of no rewards for their hard work. For instance, sometimes they work extra hours without getting any overtime allowance. Because of this dissatisfaction, employees often leave their tasks incomplete which leads to late delivery of client services giving them a bad reputation with regard to customer service.

It is interesting that in the study, it appears that 50% of the employees are above 40 years of age. This suggests that most respondents are experienced in their post and have extensive knowledge of the department. However issues of implementation seems to be a factor, as many respondents emphasised the on poor implementation of laws, regulations and policies and many did not know what compensations they qualify for.

The study shows that most employees in the department have degrees and are highly educated people but it also seems that strategies and programmes to improve performance are not followed. According to Okonya (2007) agrees that motivating workers through health care, training, job enrichment, improved working conditions, communication, participation and increased incentives benefits enhances smooth relations between management and labour.

Most employees in the study are lower salary 6-7 which highlights that they are not in middle management and are not involved in decision making: they are not involved in strategic planning which means that control is in the hands of few who are the managers who hold high positions and earn well. However, Swanepol et al (2009) disagree to say employees should be afforded the opportunity of direct or indirect participation in decision making as a matter of social justice to let employees have a say if not in everything at least matters affecting them.

Most employees respond that they are not represented at all by their union members because some of the union members are employees in the department of the study area and hold lower level positions. This indicates that they are not part of management and are not involved in decision making and that labour management relations has an effect on worker performance. There is need for workers to participate in decision making because it will give them a sense of belonging. This in agreement with Freeman & Medoff (2010) trade unions should provide workers with collective voice to make their wishes known to management to realise their need

and actual desired conditions. This can also be achieved through seminars, conferences and workshops.

At a micro level, department performance may be accelerated by positively adjusting the levels of employee satisfaction factors such as working conditions, team work, motivation, skills and exploitation, which are predictors of department performance. Junior staff workers do not participate in decision making in the Limpopo Department of Social Development, this is basically left for the management staff, who believe they can handle the job better.

Motivation is a necessary inducement for workers to work hard. The motivational package preferred were good working conditions, followed by money, participation in decision making and lastly praise. The communication gap between workers and management of the Limpopo Department of Social Development is wide and it has a negative effect on workers performance.

The success of a cordial relationship depends on a good and smooth communication between labour and management. The organisation has witnessed strike more than twice, and this has an effect on workers performance. The leadership style operated is a democratic style of leadership, which is the best for an effective relationship between employees and management. Elliot (2008) states and agree that communication is needed to establish and distribute the goals of an organisation, develop and appraise members of the organisation and control performance so that information flow freely between management and employees.

The fact that all of the five (5) employee satisfaction sub-dimensions were positively related with the department performance signifies that on the whole, employee satisfaction contributes positively to departmental performance in a public service. It might be that in government employees feels that hard work never pays and that it is all about who you know in the department unlike in private which are companies mostly profit based and so employees need to work hard in order to achieve the companies' objectives. When employee satisfaction is optimised and expedited, it acts as an incentive to enhance organisational performance. To the contrary, when employees are dissatisfied, department performance will diminish.

4.3 Qualitative Data Presentation

Face to face open ended interviews were conducted with five (5) managers and five (5) labour relations officers in their own offices in the Limpopo Department of Social Development. Most

managers fell in the level 10-12 which are in the range of salary scale of R375 000- R778000 according to the Department of Public and Administration salary scale of 2016.

1. Employment in the Limpopo Provincial Department of Social Development

The interviewees were asked on how long they have been employed in the Department of Social Development: The following were responses given:

7 years, 10 years, 5 years, 20 years, 8 years, 17 years, 9 years, 12 year and 14 years

The research reveal that most of the employees had spent much time with the service and had acquired enough experience to deliver quality of work and proper implementation of policies, laws and regulation. This is in agreement with Aguinis (2009) that the longer the number of years experience, the higher the level of performance all other things being equal.

2. Understanding of Labour Relation

Many managers showed a clear understanding of labour relations issues as they responded positively when asked what labour relations is all about. Respondents stated, *“The labour relation tends to look at the employee and employer relation to ensure both parties work together, ensure service delivery and also to improve performance of employees in respective organisation”* (Manager 1:2017).

“Is the relationship between the management of a company or organization and its workforce” (Manager 3:2017).

“Cover employment issues, unions, administration, bargaining council overall to ensure that issues relate works are addressed” (Labour relations practitioner 2: 2017).

“Labour relations look in paid or unpaid leave, workplace conduct, dismissals, wages, hours of work” (Labour relations practitioner 4:2017).

“The relations between management and labour especially with respect to the collective agreement, representation of employees by unions” (Labour relation practitioner: 2017).

3. The Effectiveness of Labour Unit in addressing basic condition of Employment

The interviewees were asked about Labour unit addressing basic condition of employees: These were the response:

“Indeed employees do not know where to report their work dissatisfaction because of budgetary constraints in the department and not having a labour relations unit in the department” (Manager 2: 2017).

“There is an effective labour relation in the department, employees here like to complain about everything and don’t want to do what they are hired for” (labour relations practitioner 2:2017).

“It is true the department have pressure due to being understaffed which really effected on the labour relation because qualified people are not there” (Manager 1:2017).

“It is true that many issues related to labour have not been attended to effectively and indeed can affect the working environment as a whole.”(Labour relation practitioner 1: 2017)

4. Labour Relation contribution towards employee Performance

The interviewees were asked to give opinion on labour relations contribution towards Employee performance: This is what managers had to say:

“I believe that if issues of labour relation are not articulate, yes they can impact on employee performance like not having resources such as equipped offices as tools of trade, how is one expected to deliver proper services”(Manager 3: 2017).

“Indeed it is true labour relations contribute to employee performance because if workers are not listened to, motivated, involved in decision making amongst other things consulted of development in the department it affect then, issues of labour really could improve the employee performance”(Manager 2:2017).

“Labour relations contribute to the improvement of performance because it involves their workplace on a day to day basis and involves them at large because they are the employees in this department the core human resource as a factor”(Labour relations practitioner 3:2017).

This reveals that issues of labour relations contribute to the employee performance because they are not take care of. Like poor management style, motivation, communication, retirement’s benefits amongst other inadequate salaries can lead to lack of interest by employees and this could trigger poor performance.

5. Labour Relations contribution to the Development of Employees

The interviewees were asked in their own view, think that a labour relation contributes to the development of employees: This is what respondents said:

“Labour relation contribute to the development of employees because one of the key issues is ensure that trainings are conducted to ensure that employees are unskilled and are familiar with policies, laws and regulation for implementation”(Manger 5:2017).

“Labour relations forces development by ensuring that people can get better post for their career development hence they should be taken for trainings to ensure they keep up with what is required to reach organizational goals”(Manager 4:2017).

“Due to lack of funds sometimes the employees do not get appropriate trainings that could assist them in development of their career, “Labour relations practitioner, 5:2017).

“Development leads to opportunity advancement of their work hence development and that employees get motivated to achieve and remain relevant and that employees find new was to learn”(Labour relations practitioner 4:2017).

“I agree that at times employees are taken for induction after a year of employment, due to financial constraints and we plan to improve and give much attention to matters of skills development”,(Manager 3:2017).

This implies that there is no regular job training of workers and if it exists, is not satisfying judging by the results of management responds and should find a way of improving it to meet the satisfaction of their employees.

6. Processes of raise issues in the Limpopo Provincial Department of Social Development

Interviewees were asked about the process in following issues raise by employees: This is what the respondents said:

“We acknowledge that we do not really have an office which records issues raised” (Manager1:2017).

(Labour relations practitioner 1:2017), *“At times, follows ups are not made and this tends to hamper employees performance as most of the time issues are neither well-articulated nor attended to”*.

“There’s a need for turnaround time after complains are been filed to our office and proper follow-ups should be done in this regard” (labour relations practitioner 3),

“For example, at times there is no transport for the employee to attend to urgent cases in villages and these delays the services to the people” (Manager 4:2017).

The department does not seem to have mechanism or processes for the labour relations officers to in follow up on issues raised by employees or to track progress made in attending to queries.

7. The interviewees were asked to opinion that they think leads to poor performance. This are what the respondents has to say:

“Poor performance sometimes is brought be lack of proper resources that enables the employees to reach what is expected of them by the organisation” (Manager2:2017)

‘Poor performance might results because of lack of motivation, communication and support from colleques and management” (Manager 1:2017).

“When employees queries, inputs and suggestion and inclusion or consulted in certain decisions they tend to feel a sense of belonging, however if they are ignored in their workplace they tend to lose hope and moral as well which can trigger poor performance” (Labour relation practitioner 4:2017).

This reveals that support, motivation and communication amongst other things can lead to good performance because people need each other’s help as proposed by Abraham Moslow’s (1964) hierarchy of needs i.e. a person’s need for affection, belongingness, acceptance and friendship. When there is cordial relation among workers, it enhances their performance and individual feel to interact.

8. Interviewees were asked if they think employees are given fair compensations or incentives for their performance.

“Yes employees are given fair compensation and incentives because we are guided by policies on how employees should be compensated or given incentives” (Manager 2:2017).

“Guided by labour policies and laws we are required to ensure that there are fair compensations and incentives paid to employees” (Manager 4:2017).

“We in many occasion call upon the human resource unit to explain and enlighten the employees of the benefit they are entitled them and procedures and process thereof to be followed”(Manager 5:2017).

This reveals according to the American Association of retired Persons (AARP) which showed that most employees will work past retirement age if offered flexible schedule, part time hours, overtime, performance bonuses (Nelson, 1999).

9. Interviewees were asked whether they thought the working conditions were fair or adequate to enables employees to perform their duties

“I agree that the working conditions are strenuous because of lack of proper resources” (labour relations practitioner 4).

This agrees with the SHRM (2010) statement that, it is incumbent upon the employer to provide resources, opportunities, recognition and a cohesive work environment for employees to be successful. The responses confirm Aguinis (2009) work that if the working environment is not adequate can lead to employee performance.

10. Interviewees were asked about strategies and programmes that are in place to improve employee’s performance: This what respondents said:

“There is performance management system policy that is in place that outlines that employees should be given performance bonus based on their performance to try and motivate and encourage them to perform well”(Labour relation practitioner 4:2017).

“There is employee service excellence awards that are awarded to units that have performed beyond expectation of that the job requires, it serves to encourage others also to pull up their socks and perform best” (Manager 1: 2017).

“There are employees’ wellness policy that ensures that employees are involves in activities of sports amongst other things to trigger good mind, health and productivity among other things” (Manager 3:2017).

“There are bursaries that are offered to low incomers employees to be able to further their education and acquire relevant qualifications for the future” (Manger 1:2017)

This reveals that there are programmes and strategies in place to enhance employee performance, however judging from the response of employees there seem to be the problem

in implementing this policies and programmes because works still experience dissatisfaction and poor performance in the workplace.

11. Respondents were asked on how they determine the training needs of employees. These are some of the responses given:

“Every year when the employees sign their performance agreement they are always asked to included in their agreements trainings that they require and that will enable them to execute their duties well. However sometimes due to budgetary constrain not all employees are taken to all training required for the job” (Manager 5:2017).

This reveals that there is no regular training for employees and hence not all employees are taken for training which intern trigger poor employee performance in the workplace. Management should ensure that enough funds are in place to address issues of training in the workplace to avoid poor performance.

12. Interviewees were asked if they were satisfied with budget process to improve working conditions. This is what has been said:

“There is never enough budget because there are new employees every year and there are not enough office space, cars, computers so budget is a challenge because we are not able to accommodate all needs required but the little we get we try to prioritize” (Manager3 :2017).

“The budget process at times makes it difficult to improve working conditions because we are guided by certain priorities to channel money to so if some of the needs are not seen as priorities by management there will be no money allocation hence the working conditions will not improve” (Manager 2:2017)..

“There are lot of services required and amongst other is to ensure that the working conditions are good to enable workers to perform better, so budget process makes it difficult because sometimes allocation of funds are not enough to make those improvement” (Labour relation practitioner 4:2017).

This reveals that management ensure that the budget process accommodate issues and prioritise the working conditions because if employees are not working in safe, adequate and proper office, they will fail to deliver service and this leads to poor performance.

13. Interviewees were asked if they think other departments implement labour relations matters: These are the response given:

“I should believe that all department are guided by the labour relation acts, laws and regulations and the constitution of South Africa, so yes I believe that having been guided by laws and procedures labour relation matters are attended to”(Labour Practitioner 2:2017).

“Compliance with labour relations act, laws and regulations include everyone in any organization for example the basic condition of employment applies to even private organization to ensure that there are basic conditions that employees should have at world like leave days”(Manager 3 :2017).

“No department is above the law all departments, private organizations must conform to the labour relations matters” (Labour Practitioner 5:2017).

This reveals that indeed matters of labour relations apply to all public and private services and they should not be ignored or not taken to consideration as they are crucial and not taking care of them or addressed well always lead to frictions in the work place. By nature of their responsibilities they should be placed as priority to ensure that labour relations issues are followed well.

14. Interviewees were asked whether labour practitioners handle employee matters fairly. These responses were given:

“Every labour practitioner is guided by laws, principles, ethics and policies in their work place to handle each and every matter brought in the office fairly without prejudice or discrimination” (Labour relations practitioner 1:2017).

“By nature of their work no case should be rejected when brought forward to their office and matter should be given equal attention in the workplace unless in terms of unforeseen circumstance, so yes I should believe matter brought be employees to labour practitioners are fairly handled”(Manager 2:2017).

“Labour relations handle matter fairly, however sometimes because of challenges of understaffed, there might be lots of cases brought and are attended after a long time but this does not imply that they should not be treated fairly” (Labour relation practitioner 5:2017).

This reveals that labour practitioners are bound to handle labour relations matters fairly, however due to work overload as outlined it takes long time for them to attend to issues. This also reveals that there is ineffectiveness with regard to labour relations and management to ensure that the unit is well structured and more people are employed because if matters are not addressed or take long time to be attended to employees will voice up dissatisfactions and friction could erupt that will affect employee performance.

15. Interviewees were asked if they thought employees understood labour relations Acts: This is what has been said:

“I should believe as we have many educated employees in the department whom most have diplomas and degrees yes they understood what labour relation act is” (Manager 2:2017).

“Yes employee know what labour relation is and how it is implemented” (Manager 1:2017).

“Most employees are familiar with that labour relation acts is and how it is implemented however there are those who are at low level of education who seems to not understanding what exactly it means and how its implemented”(Labour relation practitioner 2:2017).

“I believe that a lot still need to be done because you might assume that employees are aware of it but judging by number cases brought to the labour relation unit, it clearly shows that most people do not know what the act does or how it should be implemented”(Labour relation practitioner 3:2017).

This reveals that it should not be taken for granted that all employees know what labour relation act is all about and its implementation because there are still people in lower level who still needs training and capacitating to engage, educate and inform them about the importance of this act especially in their workplace to know their job securities, benefits, protection amongst other things like Herzberg (1968) state that when job security is absent could cause dissatisfaction at work and as highlighted by American Association of Retired Persons (AARP) which should that people should know their benefits and showed that most workers will work past retirement age if offered flexible schedule, part time, leaves (Nelson,1999).

16. Interviewees where asked on how they monitored performance: This has been said:

The Department of Social Development needs to have a tool to monitor employees' performance to ensure that the supervisor does not discriminate and that the employees are rated fairly so as to motivate them to perform better. Many of the responses given by managers

indicated that proper monitoring tools are utilised to ensure proper monitoring and evaluation, there are quarterly and half yearly assessments made to ensure that performance is well monitored and that there was no discrimination by supervisors, *“Given the policies and procedures we believe we rate our employees fairly and no personal favours are given to outperforming employees”* (Manager 3:2017).

However this was in contradiction with analysis results from employees questionnaires, of the 38 respondents 20 which make up 53% are not satisfied with the way their supervisors rates them on performance, 3 of the respondents which make up 8% indicated that sometimes they are well rated, 10 of the respondents that makes up 26% indicated that they are never rated well by their supervisors.

This indicates that most employees are not satisfied with the supervisors rating as majority of employees are not satisfied and hold majority number.

Respondents were asked if promotions were given to hard working deserving employees. This was the outcome:

There seems to be aggression among the employees due to no rewards for their hard work. For instance, sometimes they work extra hours without getting any overtime allowance. However, managers disagreed with employees on the issues of the ratings and overtime payment. One is quoted as saying, *“The employees are rated on what they had performed and overtime are paid when they have worked beyond office hours, it is not a matter of who knows who in the department all people are treated the same”*(Manager 2:2017). Because of this dissatisfaction, employees usually leave their jobs incomplete which leads to late delivery of client services leading to a bad reputation with regard to customer service and poor performance.

17. The interviewees were asked to mention factors that motivated employees’ performance in the department. The following were the responses:

Better wages and salaries, fringe benefits bonus, responsibility, promotion, recognition, job satisfaction.achievement,teamwork,opportunity for advancement,communication,involvement in decision making, good working environment, cordial relationship, management style.

The rating of salary was high as most respondents mentioned it first contrary to Herzberg (1968) doctrine that money is not a motivational factor, increased wages could produce more commitment to production but their effect was declared to be short lived but commitment and

involvement were to come first and factors such as opportunity for personal growth, challenge in the job, opportunities to join in decision making process.

18 .The interviewees were asked to mention some factors in their own opinion help them to perform their work better. They gave several of them presented below:

“Qualification, quality and style of supervisors, working environment, compensations packages, tools and equipments, support from other colleques, production materials, health conditions of employees, job security and retirement”(Manager 4:2017).

However one respondent said:

“All that government knows is to promise employees more resources, infrastructure in the hinterland without putting necessary measures in the place to train enough quality employees and improve the condition of employees”. He further said that, *“some employees has not received training for the past two years due to lack of money syndrome in the country and for that matter, would not be abreast with current trend* (Manager 1:2017)”.

From the above statement it confirms the assertion of Campell (1990) and Aguinis (2007) that individual differences on performance are a function three determinants, declarative knowledge, procedural knowledge and motivation, that if any of the determinants has value of zero the performance also have zero and results in poor employee performance.

19. The interviews were asked about the involvement of employees in decision making

Management seems to make decisions on their own without consulting employees who indicate poor communication, many agreed saying that, *” not all employees can take decisions and as management, we are in better positions of decision making”* (Manager 2:2017). It seems that the department needs to have meetings and workshops to provide information to employees as to what is going on in the department and the way it will affect their work. In this way performance, motivation and communication could be improved. Skinner (2009) agrees that, communication is needed to establish and disseminate goals, develop plans for achievements, organise human and other resources in most effect and efficient way.

4.3.1 Analysis and Discussion of Interviews

From the study findings and interpretations following the open-ended interviews with top management and labour relations officers, conclusions can be reached as the findings of the

study seems to have managerial implications. Major problem areas indicated during the interviews with top Managers and labour relations officers are:

1. In the Limpopo Department of Social Development, peace and harmony is necessary in order to increase performance; these can only be attained through good employee and management relations. According to Ukoha (2009: 167) performance is the measure of how resources are brought together in an organisation and utilised for accomplishing a set of results and it can be effective and efficient only if there is mutual relationship between workers and management.

2. Both the management and employees should understand that they both play an important role in the organisation. They should see each other as indispensable in the actualisation of the organisational goals and objectives and this can be achieved by seeing and treating the organisation as a system, this is in agreement with Abbot (2007) as he states that the system requires a pro-active approach in order to deal with labour relations issues effectively and continually to monitor the climate within and outside the organisation.

3. Labour must be handled with care; in order to avoid unproductive work. On the other hand, labour should not exploit and remain dormant in the organisation. This was seen in the case of the Power Holding Company of Nigeria Onwu (2012), where the managing director went around personally acknowledging and appreciating the staff contribution to the management's success and even went further to write letters to field staff in which he highlighted their efforts and was delighted with their workers.

4. Motivation and communication are vital factors that affect performance. Efforts should be made to meet the desires of the employees by introducing a motivational package that will suit and satisfy their needs. Communication is the only way information's can be effectively transmitted and good communication, if maintained, will reduce misinterpretation and increase the speed with which work is performed.

5. Since it is a known fact that workers will better strive to reach an objective, if they are part of the decision making process, management should allow workers to participate in decision making, because if workers are granted such permission, they will feel privileged and motivated to work hard to achieve the joint decision made.

6. The organization requires a leadership style that ensures adequate flow of information to all workers. A democratic leadership style is best style of leadership for employees and management relations, this is in agreement with Hertzberg (2010) as he argues that if managers

contain a dictatorship leadership style, employees may not be free to good performance and will not exert to their full potential because of strict rules furthermore it seem to trigger poor performance.

Hertzberg (2010) in his theory of the importance of making job challenging and meaningful, achievement and responsibility as real motivators, to enrich workers by giving them more feedback about decision issues and encouraging interaction between workers and giving them the sense of personal responsibility for their tasks and feedback on their performance.

7. Whenever there is a grievance or disagreement in the organisation, management should try and resolve it early, stage either through negotiation or collective bargaining, before it is too late and result in a strike. In line with Abbot (2007) maintains that conflicts are inherent part of the employment relationship, labour relations officers should establish processes and structures aimed at minimizing conflicts and promoting co-operation and integration.

In addition Abbot (2007) the labour relation officers should train and advise managers and employees about the use of such procedures and about implementation of sound and fair labour practices.

4. Summary

The purpose of this study has been to establish the effect of labour relations on employee performance in a public sector department. The study employed a quantitative and qualitative design in which a questionnaire was administered to employees of a South African government department and interviews were conducted with managers and labour relations officers. A combination of positive and significant relationships were observed as to the effect of labour relations on employee performance, looking on employee satisfaction factors namely, working conditions, teamwork, motivation, skills and exploitation.

There is disagreement between employees and management. Managers seem to make decisions on their own without consulting employees which is a clear indication of poor communication. Many respondents fee that not all people can take decisions and managers felt that as management they are in a positions of decision making. However, employees feel the need to be part of the process, saying that as people at lower levels, they also should make decisions about their workplace. This would help them feel a sense of belonging. The department needs

to have meetings and workshops to provide information to employees about what is going on in the department and the way it will affect their work so as to improve their performance.

There are also similarities in seeing the lack of adequate resources as posing a big problem, as five (5) as employees are expected to share one office. This means that the confidentiality of clients is compromised as clients no longer feel confident in expressing their problems and are reluctant to visit the offices. Management agree that this poses a problem and however the matter is being taken into consideration and is being prioritised. One manager said, *“We do acknowledge the issue of resources and office space and the management is also in discussion with other departments and stakeholders in trying to resolve the matter and we assure our employees that the matter is given attention by management”* (Manager 3: 2017).

One of the aims of the study was to explore the effect of labour relations on employee performance in the Provincial Department of Social Development in Limpopo and to discover more about the role of labour relations and how policies are implemented. This has led to the poor performance of employees. The results indicate that, in order to satisfy the needs of employees, many managers need to consult and motivate their employees, possibly through the use of incentive or motivational programmes and to deal with issues of job dissatisfaction because of workplace conditions, poor implementation of policies and acts and poor communication between employers and employees all of which cause friction.

One of the objectives of the study was to suggest strategies that could be used to improve implementation of labour relations acts, laws and regulations in the Limpopo Provincial Department of Social Development in the Capricorn District Municipality and the results show that management and labour relations officers should engage in turnaround strategies that address performance problems by checking to see if there are any shortfalls within any of the employee satisfaction factors used in this study. An identical approach could be adopted at an inclusive level, where performance issues in the entire South African public sector may be partially resolved by placing special emphases on such behavioural aspects of employees within public organisations.

The success factors involves credible leadership; a culture of quality relationships based on ongoing healthy communication, i.e. frequent communication, timely communication and problem-solving communication, employees that take ownership in decision making regarding their immediate work life; training and development. For example, employees should be made

aware of the importance of all the internal role players (customers) in the organisation; ongoing measuring of what their external customers value and how and why employees provide that value; respectful relationships with the trade unions; a strategy that is about quick turnaround of which includes highly effective working relationships among all parties involved and an intense focus on teamwork; and coordination.

The study has also explored and tackled the issues of power imbalances between the employee and employer in the work place. Furthermore, it has informed stakeholders of strategies that could be used to improve employee performance. The study enlightens employees about the role of labour relations, acts, laws and regulations and their effect in their workplace.

These results suggested that an increase in employee performance may be achieved by raising employee satisfaction factors. Additionally, the employee satisfaction factors used in the study may be used to predict the future performance of public organisations. Using the findings of this study, managers, labour unions and labour relations officers, in any public organisations may be able to improve organisational and employee performance by enhancing the labour relations for employee satisfaction and emphasizing the negative impact if give emphasizing the negative impact if labour relations is not taken care of or is undermined. Frictions, conflicts, poor performance, exploitation, lack of autonomy, employee dissatisfaction will triumph in any organisation, including the Limpopo Department of Social Development, should adequate management and labour relations not be in place.

CHAPTER 5: Conclusions and Recommendations

5.1 Introduction

This chapter represents the summary of the findings of the study, draws conclusion from the study and also makes recommendations for the study, and areas of further research suggested.

5.2 Summary of Findings

The summary of findings is organized around the Qualitative and Quantitative Research Approaches' based on the research objectives of the study.

5.2.1 Summary of findings from Quantitative Approach

From the study, it can be noted that females employees from majority by 60% while males are represented by 40%. This implies that the Limpopo Provincial Department of Social Development is not biased in its employments and addresses the issues of labour relations by employing previously and vulnerable groups whom were disadvantage in the past. The study also reveals that 50% of the respondents are within the age group 41-50 years followed by those in the age group 30-40 at 30% follow by 20-30 at 10% and those of below 20 at 10%. This means that the Limpopo Provincial Department of Social Development comprises of older people as the majority employees and young and energetic people in the service are not well presented as outline by the employment equity Act of the representation young people in order to serve for a long time.

On the professional qualifications, the study revealed that 5% holds post graduates, followed by those of diploma at 19%, follow 30% who hold diplomas, 24% holding certificates, 9% holding metric certificate and 11% have below metric. This shows that a greater percentage of employees are well educated and skilled to perform which is good serve. Again, the research revealed that respondent's high number of respondents 38% indicated that they earn above level 6 to level 7. Followed by 19% at salary level 4 to level 5. Lastly 15% of the respondents earn between salary levels 3 to level 4. This suggests that most people in high salary level consists of management who are decision makers this also seems to suggest that a greater number of workers occupies the highest rank which indicates that greater proportion of workers had stay with service for some time to reach those higher levels.

5.2.2 Factors That Led to Poor Performance

Greater majority of about 87% did not understand the role of labour relation practitioners and only 13% agreed on understanding the role of labour relations practitioner. These suggest labour practitioners needs to engage employees to outline their role. Another finding is that, greater majority of 97% knew the basic conditions of employment and 3% did not, this

indicates that employees have knowledge of what the basic condition of employment entail. Most of the respondents were not in agreement that working conditions are not conducive to effectively work in them. The study also revealed that 92% agrees that there is no effective communication between employees and employers to know what is happening in the department.

5.2.3 Problems and Factors That Led to Poor Performance

The study reveals that a large number at 60% strongly disagrees that to get a raise one must do a good job only 20% disagrees and 8% are not sure, this indicates that most employees do not believe that doing a good job will bring a raise hence this lead to poor employee performance as they are not motivate to do good work. Managers need to start appreciating for good work done as Llopis (2012) statement that everyone wants to be noticed and recognized for their work, therefore employees are motivated to achieve to remain relevant and such, employees in search of new ways to learn, improve their skills and performance. Another finding was that employees many did not know their compensations and benefit plans, this suggests that even if employees are not paid low or high well they will not know because they don't know what they are entitled for, this will lead to poor performance nothing motivate them to perform to their full potential not knowing what they should be compensated for. All members 100% agrees to having a union, however 58% feel they are not well represented by unions whilst 22% feel they are represented, followed by 10% who feel that unions sometime represent them and 20% indicated that they are never represented. This reveals that unions are not well representing them and because mostly they are employees in the organization, also don't have clear understanding of labour relation policies, laws and regulations.

5.2.4 Strategies to Improve Employee Performance

The research reveal that respondents of 48% say that management never uses praise and constructive feedback to motivate employees, 45% indicate that there is no constructive feedback and motivation, followed by 2% who felt management uses constructive feedback which motivates them. This finding reveals that management needs to praise and use constructive feedback to motivate employee so to improve employee performance .Management should adopt leadership style that is bearing on encouragement or inhibiting employee's performance (Amstrong and Murlis, 2004). Another strategy that management can use for constructive feedback and motivation empower employees. So to share mutual objective and goals of the organization to improve employee performance, finally the give

training to employees increase productivity or the performance of employees, to achieve organizational goals, and to invest in employees to succeed in the unpredictable and turbulent environment as outlined by (Wright and Saks, 2000).

5.3 Summary on Findings from Qualitative Approach

Individuals leave organizations for various reasons, but significant areas that motivate employees their work are unsuccessful fit with the organizational climate and culture, an uncomfortable connection between employee and employer, a pitiable alignment between performance and salary, limited opportunities for growth and development, lack of regular trainings, alienation from decision making among other factor poor communication between employee and employer (Buttner & Billings-Harris, 2010). Employee retention commences by paying attention to what causes inadequate job satisfaction as well as what attracts, motivates and retain workforce. Money and benefits may entice employees through front door, but inadequate work conditions force them to perform poor (Mckay & King, 2011).

The establishment of policies can ameliorate an organization's ability to meet requirements for training, as well as the management of employees. Through a process of repeated and prolonged data analysis, I determined five prevalent themes from this study. The themes were (a) working environment, (b) feedback and motivation sources in organization, (c) communication and management relationships, (d) benefits and training developments, (e) empowerment and promotion strategies. The themes that emerged are significant factors that influence workplace performance. The significance of exploring the effect of employee performance in the workplace may assist organizational leaders with implementing strategies to increase productivity, reaching organizational goals and objectives and employee performance.

(a) Workplace Environment

Characterizing a supportive work environment, fostering a positive, supportive, encouraging working environment in which employee morale is high is important to employee motivation. Beheshtifar and Nazarian (2013) noted employees who do not feel connected exhibit dissatisfaction through withdrawal behaviors such as poor employee performance and reduction in productivity, low employee morale.

Kavitha and Arunachalam (2011) conducted a study on employee retention to examine the factors that influence performance. Using a random sampling method, a sample size of 102 employees provided research data. The results indicated benefits, communication, job satisfaction, pay, and training influenced employee performance. Positive work environment leads employees to utilize higher level of effort in support of the goals and strategies of the organization (Allen and Collins, 2013). More specifically, reinforced practices build employees' decision skills, and employees are more willing to contribute their skills on behalf of the organization.

Positive environment reduces emotional fatigue and job related stress, *"The budget process at times makes it difficult to improve working conditions because we are guided by certain priorities to channel money to so if some of the needs are not seen as priorities by management there will be no money allocation hence the working conditions will not improve"* (Manager 2:2017). As employees feel that they influence in the work setting, they are less likely to seek alternative employment arrangements (Allen and Collins, 2013).

(b) Feedback and Motivation

Organizations have sought ways to improve the performance of employees and it has been found that leadership strategies are vital for improving the performance of employees (Cailler, 2014). According to Cailler (2014) effective leadership has a positive effect on employee after proper feedback and motivation. The interviewees revealed that there was lack of motivation and feedback in the department *'Poor performance might result because of lack of motivation, feedback, communication and support from colleagues and management'* (Manager 1:2017).

A system that does not have adequate feedback mechanism is out of control (Smith, 2009), furthermore Taylor (2014) asserted that using elements such as incentives, positive feedback, motivation and improved decision making mechanism may shape more positive behaviour and employee performance. Van De Mierop and Vrolix (2014) noted organizational leaders are continually using performance appraisal as tool to improve competencies *"There is performance management system policy that is in place that outlines that employees should be given performance bonus based on their performance to try and motivate and encourage them to perform well"* (Labour relation practitioner 4:2017).

(C) Communication and Management Relationship

Dezso & Ross (2012) asserted that performance of employees is largely a function of organizational leaders who determines the organization's strategic and decisions. Leaders are in ideal position to detect and investigate effects in the workplace that pose potential performance harming or performance enhancing challenges for organizations. Ruark (2010) outlined that information transmitted by leaders has a powerful influence on employees' interpretations of their work experience, leadership in organization had a large impact on the employee performance.

(D) Benefits and Training

Collier and Peirson (2011) asserted organizational leaders who train employees are significantly more likely to survive than do no training and the structure of the organization are more likely to survive if leaders employ individual with more training and education. *“Due to lack of funds sometimes the employees do not get appropriate trainings that could assist them in development of their career”* (Labour relations practitioner, 5:2017). Everyone needs training time to time, training and quality education affect organizational development and reaching goals and objectives. In taking time to develop career path create more benefits for employees to get better positions and learning opportunities within organization will keep the engaged and ensure the next level of leadership (Ross, 2012). This confirms Llopis (2012) statement that, everyone wants to be noticed and recognized for their work if they remain relevant and in search on new ways of learning, improving skills and invest in themselves. Most workers will work past retirement age if offered flexible benefits, schedule, part-time according to (American Association of Retired Persons (AARP), 1999).

(E) Empowerment and Promotion strategies

Managers provided data by addressing question of understanding employee compensation was important factor to the participants *“Yes employees are given fair compensation and incentives because we are guided by policies on how employees should be compensated or given incentives”* (Manager 2:2017).

“Guided by labour policies and laws we are required to ensure that there are fair compensations and incentives paid to employees” (Manager 4:2017). Not all employees get promoted the same because of different workplace units. It seems to suggest that employee performances are enhanced by the kind of compensation packages they receive that involves promotions. Promotion can be used as a major tool of motivating factor, that motivate them

and should be promoted when due to help fulfill Vroom (1969) expectancy theory, that an employee will be empowered and motivated to exert a high level of effort when he/she believes that effort will lead to a good performance appraisal, followed by organizational rewards such as promotion which satisfy personal goals. Empowerment has significant positive correlation with performance and satisfaction (Bartram and Casimir, 2007).

When problems arise, it is important to understand how to handle them. This fundamental aspect of employee relationship, sometimes conflicts occur between employer and employee, the sheer volume of grievances and disciplinary actions that arise, affect the organization as a whole. Management, labour relations practitioners and unions must devote time and effort to this adversarial procedures, they limit resources available for training, problem solving, communication, empowerment, involvement in decision making and other factors linked to employee performance, human resource management, productivity and organizational development (Katz et al.,1983). *“Labour relations handle matter fairly, however sometimes because of challenges of understaffed, there might be lots of cases brought and are attended after a long time but this does not imply that they should not be treated fairly”*(Labour relation practitioner 5:2017). High degree of conflicts between labour and management lead to low efficiency, poor quality and power organizational performance. Grievance and Conflict resolution serve as important and useful for labour and management for resolving the inevitable conflicts of employment relationship and protecting rights of employees.

5.2 Limitations of the Study

According to James & Sarah (2008:356), limitation of a study are the influences that the researcher cannot control, they are short comings in the study.

Time constraints whilst conducting the study was one of the study limitations that occurred during the investigation. A budgetary constraint was also a huge factor as the researcher had to travel to the four (04) Local Municipalities in the Capricorn District of Limpopo. The sample size was large than expected as extra respondents wanted to participate in the study

Whether relying on pre-existing data or conducting a qualitative research study and gathering the data yourself, oneself, data is limited by the fact that it rarely can be independently verified. One has to take what people say, whether in interviews, focus groups, or on questionnaires, at face value (Whitley & Kite, 2009).

5.4 Recommendations for Managers in the Limpopo Provincial Department of Social Development.

Firstly owning a qualified and high educated workforce is suppose to be the competitive advantage for managers ,therefore the organizations management should encourage them to perform better for a better organization by leadership style. Leadership style has impact on employees' performance through coaching, empowerment, and motivating and employee participation.

Managers should become one of the critical factors to motivate their followers to perform beyond expectation by influencing them to pursue higher and convincing followers to replace their self interest with organizations interests. Managers should maintain to empower employees and let them participate to engage more in their work for the highest performance.

Strong commitment from top managers to have creative leadership style by training leaders from each level to use power effectively, especially to influence by empowering their subordinates to give them authority to complete their work effectively as possible. When a leader builds confident, motivated, enthusiastic team working together to meet the vision of the organization she/he builds a better and greatly enhances chances to success. Encourage employees to take initiatives, make decisions and use their knowledge.

Managers use motivation including rewards, recognition, job enrichment to have good impact on employees' performance. Managers should have need analysis to figure out the training demands of employees that comply with labour relations policies, laws and regulation and towards organizations goal. Periodically deal with problems that affect poor implementation of labour relations, laws and regulation.

5.5 Recommendations for Labour Relations Practitioners

Labour relations practitioners should ensure that both managers and employees are satisfied by constantly communicating with both parties to monitor issues affecting both parties to be able to address them at hand. Labour relations practitioners should keep up date with all labour and wage laws and organizational policies that relate to employees like good working conditions. Ensure employees are rated fairly based on their performance and not discriminated in any way.

Labour relations practitioners should ensure that employees are aware about their compensations, salaries, benefit and matters related to labour; they should also provide guidance to human resource personnel to ensure good, clear compliance with policies, laws and regulations. Mechanism to attend to issues raised and turnaround time to ensure there is attended to and feedback to employees to ensure employees of the ongoing cases processes.

Monitoring the adherence to labour agreements between the employer and employees. In order to avoid frictions they should arrange and attend meetings with employees, unions and other relevant stakeholders for contracting negotiations, manage grievances procedures to handle complaints resulting from disputes with unions or managers over collective bargaining agreement, work rules.

Develop code of conducts, working conditions, general policy on working hours, remuneration, overtime and leave day. Ensure healthy and safety of employees. Developing and implementing labour related policies is important, because these policies communicate the expectation of the employer to the employees, keep the employer in compliance with labour laws, protect their employer and its employees.

5.6 Recommendations for Further Research

For proper and adequate sustenance of a cordial relationship between employees and management, the researcher has made the following recommendations

This study is not without implications for further research. Firstly, it would be interesting to refine the findings of the current study by conducting similar studies along socio-demographic features such as age, gender and educational levels of respondents.

Secondly, similar studies could also be conducted using an enlarged scope that includes more public organizations.

Thirdly, additional factors influencing organisational performance could also be examined in future studies. This could lead to the uncovering of any omissions within the dimensions tested in this study. Furthermore, since the current study focused on exploring the effect of labour relations on employee performance in the Limpopo Provincial Department of Social Development, comparative investigations could also be conducted in other environments such as private enterprises and non-profit organizations.

5.7 Conclusion

Employee performances suppose to be one of the most important factors affecting the overall organization in the competitive markets nowadays. The main purpose of the thesis is identify and analyze factors that lead to poor performance and come up with strategies to improve employees performance in the Limpopo Provincial Department of Social Development reviewing the findings of the study, two streams of clarification are evident. Firstly, employee satisfaction was encapsulated in factors, namely working conditions, empowerment, participation, leadership, teamwork, motivation and skills. The impact of employee performance and satisfaction on departmental performance was established by administered questionnaires and analysis.

In addition, these factors qualified as problem solving mechanisms for department performance problems in organizations. Management, labour relations officers and turnaround strategists would be able to address performance problems by checking to see if there were any shortfalls within any of the employee satisfaction factors used in this study.

An identical approach could be adopted at the inclusive level, where performance issues in the entire South African public sector might be partially resolved by placing special emphasis on such behavioral aspects of employees within public organizations.

The success factors involve credible leadership; a culture of quality relationships based on ongoing healthy communication, i.e. frequent communication, timely communication and problem-solving communication; employees who take ownership in decision making regarding their immediate work life; training and development, for example, employees should be made aware of the importance of all the internal role players (customers) in the organization ongoing measuring of what their external customers value and how and why employees provide that value; respectful relationships with the trade unions; a strategy that is about quick turnaround and which includes highly effective working relationships among all parties involved and intense focus on teamwork; and coordination.

The findings of the study reveal that working conditions have the strongest impact on department performance, followed by team work, motivation, skills, with exploitation exerting the least influence. This requires a high degree of coordination under time constraints for successful completion. It further requires intense focus, commitment and passion for shared goals, knowledge and mutual respect, and frequent, timely, problem-solving communication.

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