
THE MODERATING ROLE OF PERCEPTIONS OF COLLECTIVE BARGAINING ON THE RELATIONSHIP BETWEEN PAST AND FUTURE PERFORMANCE AS PERCEIVED BY EMPLOYERS

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SUMMARY

The study examines the moderating effect of employers' perceived convenience of collective bargaining on the relationship between past and future performance in Chile. Based on data from the 2019 Labor Survey conducted by the National Institute of Statistics, a statistical moderation model was applied to a sample of 3,493 employers. The results show that past performance significantly predicts future performance ($B = 0.5043$; $p < 0.001$), while the perceived convenience of collective bargaining also exerts a positive effect ($B = 0.0964$; $p = 0.0212$). However, the interaction between both variables is negative and statistically significant ($B = -0.0313$; $p = 0.0142$), indicating that as employers assign greater value to collective bargaining, the influence of past performance on future perfor-

mance tends to weaken. This suggests that in contexts where collective bargaining is perceived as convenient, expectations of future performance depend less on historical outcomes and increasingly on institutional and relational factors derived from social dialogue. Consequently, organizational performance is conceptualized as a shared—rather than exclusively managerial—outcome. The study provides empirical evidence demonstrating how institutional perceptions can shape performance interpretation and underscores the relevance of social dialogue as a mechanism of legitimacy and participatory governance. It concludes that promoting organizational cultures based on cooperation and trust can foster the sustainability and stability of business performance.

Introduction



In recent decades, social dialogue and collective bargaining have come to play a central role in shaping contemporary labor

relations (Dunlop, 1958; Stark, 1975; Hyman, 2010; Matsa, 2010; Rodríguez et al., 2016). These mechanisms, historically promoted by the International Labour Organization (ILO), have been consolidated as key pillars of democratic governance in the labor sphere, fostering

cooperation, transparency, and shared responsibility between employers and workers (ILO, 2022; Ishikawa, 2004; Marín, 2023). In a context characterized by productive transformations, accelerated technological change, and new forms of work organization, the capacity of labor

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institutions to channel conflict and promote participation becomes essential for organizational sustainability (Kochan *et al.*, 1975; Cascio and Montealegre, 2016; Trenerry *et al.*, 2021).

Although closely related, collective bargaining and social dialogue differ in nature and scope (Dunlop, 1958; Ishikawa, 2004; Marín, 2023). While collective bargaining is oriented toward reaching specific agreements on working conditions, social dialogue represents a broader relational framework aimed at strengthening communication and trust between the parties (Visser, 2001). In this sense, negotiation should not be understood merely as the exchange of demands and concessions, but rather as the establishment of relational foundations that make effective and sustained exchange possible over time (Cheng *et al.*, 2016). The quality of such dialogue (Batt *et al.*, 2002), as well as employers' perception of its convenience, can exert a decisive influence on how organizational outcomes are evaluated and how future performance is projected (Citaristi, 2022).

From the ILO's perspective, social dialogue is conceived not simply as a technical negotiation tool, but as a political and institutional process aimed at achieving consensus, strengthening social cohesion, and democratizing labor relations (Blackett and Sheppard, 2003). Within this framework, collective bargaining transcends its role as a mere mechanism for conflict resolution and becomes a device for legitimacy and cooperation through which the parties build organizational stability and trust (Ishikawa, 2004; Hamberger, 2023). Thus, labor relations may shift from an adversarial logic toward a collaborative one, where conflict—inevitable by nature—can be managed productively and constructively (McKersie and Cutcher-Gershenfeld, 2009).

In Chile, the debate on the role of collective bargaining has gained prominence in light of structural transformations in the labor market and reforms aimed at strengthening the institutional framework of social dialogue (OECD, 2025). However, a knowledge gap persists regarding how employers' own perceptions of the convenience of these processes relate to their evaluation of organizational performance (Dirección del Trabajo de Chile, 2024). In particular, it remains unclear whether a positive assessment of collective bargaining is capable of modifying the relationship between perceived past performance and expectations of future performance—an issue that is key to understanding the cognitive and symbolic mechanisms through which labor institutions influence managerial

decision-making and business sustainability (OECD, 2025).

From this perspective, the present study aims to analyze the moderating effect of employers' perceived convenience of collective bargaining processes on the relationship between past and future performance. In other words, it seeks to determine whether a positive evaluation of collective bargaining attenuates, reinforces, or transforms the perceptual continuity between historical results and expectations of future performance.

The study draws on data from the 2019 Labor Survey conducted by Chile's National Institute of Statistics (INE), which provides a broad and up-to-date representation of employers' perceptions regarding various aspects of the labor environment. Using a statistical moderation model (Model 1 of PROCESS for SPSS), the analysis examines how the perceived value of collective bargaining interacts with evaluations of past performance in predicting expectations of future performance.

This work makes three main contributions to the literature. First, it provides empirical evidence of the relationship between institutional perceptions of social dialogue and the cognitive dynamics underlying organizational performance attribution. Second, it expands the theoretical debate on the role of social dialogue as a mechanism of legitimacy and participatory governance, showing that employers' valuation of collective bargaining can influence how performance continuity is interpreted. Third, it offers practical implications for organizational management and labor policy by emphasizing the importance of institutionalizing cooperative spaces that promote a more relational and sustainable vision of business success.

Overall, this study seeks to contribute to a deeper understanding of how social dialogue and collective bargaining processes influence not only labor relations but also the perceptions that guide strategic decision-making and shape expectations of organizational performance. The following section develops the theoretical framework underpinning this research, followed by the methodological approach, empirical results, interpretative discussion, and conclusions.

Theoretical Framework

Social dialogue and collective bargaining constitute key pillars in the contemporary configuration of labor relations (Ishikawa, 2004; Marín, 2023). Both mechanisms seek to strengthen interaction between employers and workers,

although they differ in scope and function. While collective bargaining focuses on reaching specific agreements regarding working conditions, social dialogue provides a broader and more structured framework of communication that fosters understanding and cooperation among labor actors (Visser, 2001). Thus, negotiation does not merely involve the exchange of proposals, but also entails the creation of relational and organizational conditions that make such exchange effective, transparent, and sustainable over time.

In this sense, collective bargaining can take different forms depending on the nature of the issues addressed (Hamberger, 2023). Negotiating operational matters—such as wages, schedules, or benefits—is not the same as addressing strategic issues related to the equitable distribution of organizational outcomes or the management of structural changes. In these cases, negotiation becomes a strategic and potentially transformative process, aimed not only at resolving immediate tensions but also at building lasting consensus. This type of negotiation requires, as a precondition, a solid framework of social dialogue, where there is mutual understanding of challenges, recognition of legitimate interests, and a willingness to cooperate (Ishikawa, 2004).

The International Labour Organization (ILO) has been instrumental in promoting a comprehensive vision of social dialogue as a foundation of labor governance. According to its definition, social dialogue encompasses not only collective bargaining but also consultation and the exchange of information among representatives of governments, workers, and employers on matters of common interest in the economic and social spheres (Ishikawa, 2004; Marín, 2023). Within this framework, social dialogue is conceived as a process oriented toward consensus and cooperation, rather than open conflict as the primary means of resolution (Bremán and Van der Linden, 2014). In this way, it operates as a preventive conflict-resolution mechanism by institutionalizing the exchange of ideas and channeling tensions toward negotiated solutions.

Beyond its instrumental dimension, social dialogue also fulfills a democratic and institution-building function. By fostering consensus and equitable participation, it contributes to the development of human and social capital, strengthening the capacity of labor actors to manage environmental change (Ishikawa, 2004; Marín, 2023). From a business perspective, this process is essential for aligning organizational mission and vision with employees' expectations,

who in turn find in dialogue a space for recognition and professional development. Consequently, labor relations cease to be conceived solely as a field of opposition and become a domain of adjustment and mutual learning, where conflict—inevitable by nature—can be managed constructively and productively.

The institutionalization of social dialogue and collective bargaining is therefore a necessary condition for channeling labor tensions within productive, legitimate, and stable frameworks. In modern democracies, collective bargaining functions as the central instrument for dispute resolution by ensuring that agreements are binding, legitimate, and sustainable (ILO, 2022). This institutionalization guarantees the reciprocity of rights and obligations, reinforces the stability of labor relations, and contributes to social cohesion by promoting a more equitable distribution of power and resources within organizations.

The legitimacy of agreements reached through collective bargaining lies precisely in their participatory and deliberative nature, wherein both parties engage in decision-making. This legitimacy, beyond the legal dimension, has significant symbolic and organizational value: it strengthens mutual trust, increases transparency, and consolidates the foundations for future cooperation. Thus, collective bargaining not only resolves short-term conflicts but also reinforces the institutional fabric of labor dialogue and enhances the resilience of organizations in changing contexts.

In sum, social dialogue and collective bargaining operate as complementary mechanisms for building fairer, more inclusive, and more sustainable labor relations. The former establishes the necessary conditions of communication and trust; the latter translates that understanding into concrete and binding agreements. Together, they form a system of labor governance that enables organizations and workers to face the challenges of the modern world of work with greater adaptability, equity, and democratic integrity. This complementarity is central to interpreting the empirical findings of this study and to understanding how participation and legitimacy dynamics influence the effectiveness of contemporary labor relations.

Methodology

The objective of this study is to analyze the moderating effect of employers' perceptions regarding the convenience of collective bargaining processes on the relationship between past

performance and perceived future performance. To this end, the independent variable was defined as employers' perception of past performance, the dependent variable as employers' perception of future performance, and the moderating variable as the perceived convenience of collective bargaining processes.

The analysis was conducted using Model 1 of the moderation procedure implemented in PROCESS for SPSS (version 4.1), with a 95% confidence level applied to all confidence intervals. The database used corresponds to the 2019 Labor Survey (ENCLA), conducted by the National Institute of Statistics (INE) of Chile, with a total sample of 3,493 employers.

The variables were derived from the following ENCLA 2019 items: Past performance (independent variable) was measured through Question A3: "Regarding your company's economic results compared to 2018, in your opinion, this company is: Much better; Better; The same; Worse; Much worse." Responses were recoded onto a 1-to-5 scale, where 1 = Much worse and 5 = Much better. Future performance (dependent variable) was assessed using Question A4: "How do you think this company's economic results will be during 2020? Very good; Good; Fair; Poor; Very poor." Responses were recoded onto a 1-to-5 scale, where 1 = Very poor and 5 = Very good. Finally, the perceived convenience of collective bargaining (moderating variable) was obtained from Question H1: "Regardless of whether negotiations have taken place, how convenient do you think it is for collective bargaining processes to exist in this company? If there have been none, explain to the respondent that this refers to thinking about the convenience or inconvenience of having them: Very convenient; Convenient; Neither convenient nor inconvenient; Inconvenient; Very

inconvenient." This variable was likewise recoded on a 1-to-5 scale, where 1 = Very inconvenient and 5 = Very convenient.

The moderation analysis was conducted using an interaction-based regression model (PROCESS Model 1) to determine whether the perception of the convenience of collective bargaining processes modifies the relationship between past and perceived future performance. This approach allows for the assessment of how employers' valuation of collective bargaining influences the perceived continuity of organizational performance.

Results

The simple moderation analysis was conducted to examine how the relationship between perceived past performance and perceived future performance of the company varies as a function of the perceived convenience of collective bargaining processes. Figure 1 below illustrates this analytical model.

The moderated regression model showed a value of $R = 0.4852$ and $R^2 = 0.2354$, indicating that the model accounts for approximately 23.54% of the variability in perceived future performance. Likewise, the overall significance test yielded $F(3, 3489) = 358.13$, $p < 0.001$, confirming that the model is statistically significant overall (see Table I).

The main and interaction effects are reported in Table II. The model constant ($B = 2.0764$, $p < 0.001$) represents the expected value of future performance when both past performance and perceived convenience of collective bargaining are at their lowest levels. Past performance showed a positive and highly significant effect on future performance ($B = 0.5043$, $p < 0.001$), indicating that organizations that perceive better past performance also tend to anticipate better future

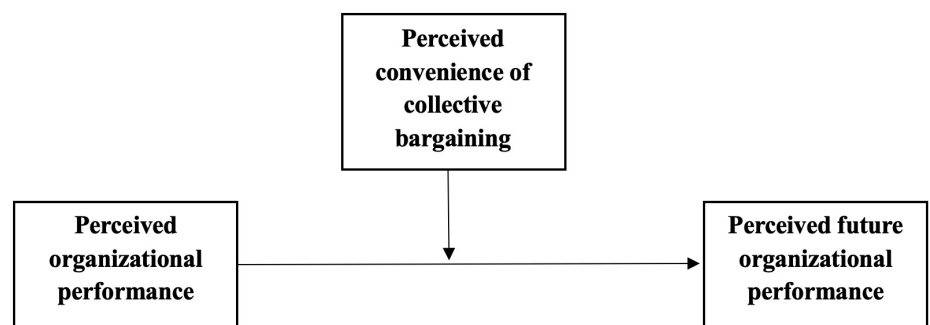


Figure 1. Simple Moderation Model. Source: Own elaboration.

TABLE I
MODEL SUMMARY

R	R ²	MSE	F	df1	df2	p
0.4852	0.2354	0.3885	358.1258	3.0000	3489.0000	< 0.001

Source: Own elaboration.

TABLE II
SIMPLE MODERATION REGRESSION MODEL

Variable	Coef.	SE	t	p	LL 95%	UL 95%
Constant	2.0764	0.1545	13.4435	<0.001	1.7736	2.3793
Past performance (A3)	0.5043	0.0475	10.6074	<0.001	0.4111	0.5975
Perceived convenience of collective bargaining (H1)	0.0964	0.0418	2.3051	0.0212	0.0144	0.1783
Interaction (A3 × H1)	-0.0313	0.0128	-2.4526	0.0142	-0.0563	-0.0063

LL: Lower Limit; UL: Upper Limit. Source: Own elaboration.

performance. Meanwhile, the perceived convenience of collective bargaining displayed a positive and significant direct effect ($B = 0.0964$, $p = 0.0212$), suggesting that, on average, employers who evaluate collective bargaining processes positively report higher expectations of future performance.

However, the interaction term between past performance and perceived convenience was negative and statistically significant ($B = -0.0313$, $p = 0.0142$), indicating the presence of a statistically significant moderation effect. This negative coefficient shows that as the perceived convenience of collective bargaining increases, the relationship between past and future performance slightly weakens.

The increase in explained variance due to the inclusion of the interaction term was small but statistically significant ($\Delta R^2 = 0.0013$; $F(1, 3489) = 6.015$; $p = 0.0142$), indicating that the interaction adds an additional fraction of relevant information about future performance (see Table III).

TABLE III
TEST OF THE INTERACTION EFFECT

Interaction	ΔR^2	F	df1	df2	p
A3 × H1	0.0013	6.0153	1.0000	3489.0000	0.0142

Source: Own elaboration.

To further understand the nature of this moderation, the conditional effects of past performance were examined at three levels of perceived convenience of collective bargaining: low (-1 SD), medium (mean), and high (+1 SD). The results are presented in Table IV. When the perception of collective bargaining convenience is low ($M - 1\text{ SD} = 2.77$), the effect of past performance on future performance is stronger ($B = 0.4176$, $p < 0.001$). At the medium level ($M = 3.64$), the effect remains positive and statistically significant, though slightly weaker ($B = 0.3904$, $p < 0.001$). Finally, when the perception of convenience is high ($M + 1\text{ SD} = 4.51$), the

effect of past performance decreases further ($B = 0.3632$, $p < 0.001$).

In summary, the results confirm that good past performance is consistently associated with better perceived future performance, regardless of the level of perception regarding collective bargaining. However, the strength of this relationship declines as the perceived convenience of collective bargaining processes increases. Substantively, this suggests that in contexts where collective bargaining is perceived as highly convenient, past performance loses part of its predictive capacity over future performance, possibly because employers attribute greater importance to collective or

TABLE IV
CONDITIONAL EFFECTS OF PAST PERFORMANCE AT DIFFERENT LEVELS OF PERCEIVED CONVENIENCE OF COLLECTIVE BARGAINING

Level	Effect	SE	t	p	LL 95%	UL 95%
2.7685 (-1 SD)	0.4176	0.0160	26.0222	< 0.001	0.3861	0.4490
3.6373 (Mean)	0.3904	0.0120	32.5011	< 0.001	0.3668	0.4139
4.5060 (+1 SD)	0.3632	0.0166	21.8167	< 0.001	0.3305	0.3958

Source: Own elaboration.

institutional factors in determining organizational outcomes. Overall, the findings support the existence of a modest but statistically significant moderating effect that nuances the influence of past performance on expectations of future performance, depending on how employers evaluate collective bargaining.

Discussion

The results of the moderation model show that organizations' strong past performance is significantly associated with better perceived future performance, suggesting a continuity in perceptions of business success. However, this relationship is moderated by employers' perceptions of the convenience of collective bargaining processes. Specifically, the analysis revealed that when collective bargaining processes are perceived as more convenient, the link between past and future performance tends to weaken.

This finding has relevant theoretical implications for understanding the relationship between collective bargaining, social dialogue, and organizational performance. First, the observed negative moderation may be interpreted as evidence that, in contexts where collective bargaining is highly valued, employers shift part of the responsibility for organizational performance toward institutional or relational factors rather than strictly economic or managerial ones. In other words, when collective bargaining is perceived as a legitimate, transparent, and convenient process, expectations of future performance may depend less on past outcomes and more on the environment of cooperation, trust, and stability generated through dialogue between the parties.

From the perspective of social dialogue (Ishikawa, 2004; Marín, 2023), this result can be understood as a manifestation of the role that participatory institutions play in the symbolic redistribution of power within the organization. As employers increasingly recognize the value of collective bargaining as a mechanism for mutual understanding, organizational performance ceases to be perceived as a purely managerial attribute and comes to be understood as a shared outcome, resulting from consensus and cooperation. In this sense, the negative moderation does not imply a weakening of management but rather reflects a transformation in the logic of performance attribution, consistent with a more participatory and democratic governance model.

Likewise, the results are consistent with the view of collective bargaining as an instrument of institutional

legitimization (Visser, 2001; Hamberger, 2023). To the extent that bargaining takes place within a structured dialogue framework, employers may perceive that future performance depends not only on economic efficiency but also on the quality of the relational framework with workers. This reinforces the idea that collective bargaining fulfills a strategic function by reducing uncertainty and strengthening internal social capital, thereby contributing to more stable conditions for long-term decision-making.

Moreover, the fact that the interaction explains a small yet statistically significant portion of the variance in future performance ($\Delta R^2 = 0.0013$) suggests that perceptions of the convenience of collective bargaining do not radically alter performance evaluations but do introduce an important nuance: in more cooperative contexts, past results lose relative weight as the sole benchmark of future success. This may be interpreted as a sign of institutional maturity, in which employers value relational sustainability alongside immediate economic indicators.

Overall, the findings support the argument that social dialogue and collective bargaining not only help resolve labor conflicts but also shape the ways in which actors perceive and project organizational performance. Organizations that recognize the convenience of these processes tend to foster a more balanced and participatory environment, where performance is understood as a dynamic and collective process rather than as the mere continuation of past results.

From a broader perspective, the empirical results are aligned with the ILO's conception (Ishikawa, 2004) of social dialogue as a form of democratic governance capable of preventing conflicts and strengthening social cohesion. In this sense, a positive perception of collective bargaining may function as a symbolic buffer that redistributes performance expectations, promoting a more relational and less individualistic vision of organizational success.

In summary, the results of this study reinforce the idea that social dialogue and collective bargaining affect not only labor relations but also the cognitive frameworks through which employers interpret their organizations' performance. The greater the appreciation of these processes, the less future performance is perceived as a mechanical extension of the past and the more it is understood as the result of cooperation and institutional stability achieved through dialogue.

Conclusions

The results of this research confirm that organizations' past performance constitutes a significant predictor of perceived future performance, demonstrating a continuity in business success evaluations. However, this relationship is nuanced by the perceived convenience of collective bargaining processes, which exerts a mild yet statistically significant negative moderating effect. As employers assign greater value to collective bargaining, the predictive strength of past performance over future outcomes tends to diminish.

This finding suggests that in contexts where social dialogue and collective bargaining are perceived as legitimate and beneficial processes, expectations of future performance are less dependent on historical results and more strongly linked to the quality of the relational and institutional environment in which organizations operate. In other words, performance ceases to be conceived solely as an exclusive consequence of business management and comes to be understood as a co-produced outcome emerging from cooperation, trust, and organizational stability.

These empirical results reinforce the theoretical premise that social dialogue and collective bargaining are not merely instruments for conflict resolution but also function as mechanisms that shape the perceptions, practices, and cognitive structures underpinning modern labor governance. Both processes act as vectors of institutional legitimacy by transforming power dynamics within organizations and promoting forms of coordination based on shared responsibility and mutual understanding.

From a theoretical standpoint, this study provides evidence that expands the debate on the link between participatory governance and organizational performance. First, it demonstrates that the value attributed to collective bargaining introduces a shift in the logic of performance attribution—from a purely economic dimension toward an institutional and relational one. This shift is consistent with theories of social dialogue (Ishikawa, 2004; Marín, 2023), which view cooperation among labor actors as a source of legitimacy and sustainability.

Second, the observed negative moderation supports the notion that mechanisms of participation and deliberation generate symbolic effects that influence how organizational success is interpreted. Thus, the value attributed to collective bargaining may function as an

indicator of institutional maturity, in which performance expectations are grounded in stability rather than exclusively in profitability.

Overall, the study contributes to the theoretical body linking labor institutions with organizational management by showing that the legitimacy derived from social dialogue can operate as an intangible resource shaping performance perceptions.

From a practical perspective, the results indicate that organizations that promote and value collective bargaining processes are better positioned to develop more resilient and sustainable environments. Fostering a culture of structured and participatory dialogue not only strengthens trust and reduces conflict but also broadens the strategic vision of management by incorporating multiple perspectives into decision-making.

For employers, this implies recognizing that organizational performance does not depend solely on operational efficiency or immediate profitability, but also on the institutional quality of labor relations. For policymakers and union actors, the findings support the need to consolidate institutional frameworks that strengthen social dialogue, as these constitute an indirect factor influencing business performance sustainability and projection.

Despite its empirical and theoretical contributions, this study presents certain limitations. First, the use of cross-sectional data from the 2019 Labor Survey (ENCLA) restricts the ability to establish firm causal relationships among the analyzed variables. Second, the measures used are based on employers' perceptions, which may introduce cognitive or social desirability biases in the evaluation of performance and the perceived convenience of collective bargaining.

Furthermore, the observed moderation, although significant, accounts for only a small portion of the total variance, suggesting that other factors—such as organizational culture, company size, or industry sector—may also influence the relationship between past and future performance.

Future research could address these limitations through longitudinal designs that allow observation of how the relationship between performance and social dialogue evolves over time. It would also be relevant to incorporate workers' perceptions to capture a more comprehensive view of the collective bargaining process and its effects on trust and productivity.

Another promising line of inquiry involves exploring multilevel models that simultaneously consider national institutional characteristics, sectoral labor policies, and internal organizational factors. Finally, qualitative analyses of companies with varying degrees of institutionalized social dialogue could further enrich the understanding of the mechanisms through which collective bargaining influences perceptions and the sustainability of organizational performance.

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EL ROL MODERADOR DE LAS PERCEPCIONES SOBRE LA NEGOCIACIÓN COLECTIVA EN LA RELACIÓN ENTRE EL DESEMPEÑO PASADO Y FUTURO SEGÚN LA PERCEPCIÓN DE LOS EMPLEADORES

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RESUMEN

El estudio examina el efecto moderador de la percepción de los empleadores sobre la conveniencia de la negociación colectiva en la relación entre el desempeño pasado y futuro en Chile. A partir de los datos de la Encuesta Laboral 2019, realizada por el Instituto Nacional de Estadísticas, se aplicó un modelo estadístico de moderación a una muestra de 3.493 empleados. Los resultados muestran que el desempeño pasado predice significativamente el desempeño futuro ($B = 0,5043$; $p < 0,001$), mientras que la percepción de la conveniencia de la negociación colectiva también ejerce un efecto positivo ($B = 0,0964$; $p = 0,0212$). Sin embargo, la interacción entre ambas variables es negativa y estadísticamente significativa ($B = -0,0313$; $p = 0,0142$), lo que indica que, a medida que los empleadores asignan mayor valor a la negociación colectiva, la influencia del

desempeño pasado sobre el desempeño futuro tiende a debilitarse. Esto sugiere que, en contextos donde la negociación colectiva es percibida como conveniente, las expectativas de desempeño futuro dependen menos de los resultados históricos y más de factores institucionales y relacionales derivados del diálogo social. En consecuencia, el desempeño organizacional se concibe como un resultado compartido —y no exclusivamente gerencial—. El estudio aporta evidencia empírica sobre cómo las percepciones institucionales pueden moldear la interpretación del desempeño y refuerza la relevancia del diálogo social como un mecanismo de legitimidad y gobernanza participativa. Se concluye que la promoción de culturas organizacionales basadas en la cooperación y la confianza puede favorecer la sostenibilidad y la estabilidad del desempeño empresarial.

O PAPEL MODERADOR DAS PERCEPÇÕES SOBRE A NEGOCIAÇÃO COLETIVA NA RELAÇÃO ENTRE O DESEMPENHO PASSADO E FUTURO SEGUNDO A PERCEPÇÃO DOS EMPREGADORES

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RESUMO

O estudo examina o efeito moderador da percepção dos empregadores sobre a conveniência da negociação coletiva na relação entre o desempenho passado e futuro no Chile. Com base nos dados da Pesquisa do Trabalho de 2019, realizada pelo Instituto Nacional de Estatísticas, foi aplicado um modelo estatístico de moderação a uma amostra de 3.493 empregadores. Os resultados mostram que o desempenho passado prediz significativamente o desempenho futuro ($B = 0,5043$; $p < 0,001$), enquanto a percepção da conveniência da negociação coletiva também exerce um efeito positivo ($B = 0,0964$; $p = 0,0212$). No entanto, a interação entre ambas as variáveis é negativa e estatisticamente significativa ($B = -0,0313$; $p = 0,0142$), indicando que, à medida que os empregadores atribuem maior valor à negociação coletiva, a influência do desempenho passado sobre

o desempenho futuro tende a enfraquecer. Isso sugere que, em contextos nos quais a negociação coletiva é percebida como conveniente, as expectativas de desempenho futuro dependem menos dos resultados históricos e mais de fatores institucionais e relacionais decorrentes do diálogo social. Consequentemente, o desempenho organizacional é concebido como um resultado compartilhado —e não exclusivamente gerencial—. O estudo fornece evidências empíricas sobre como as percepções institucionais podem moldar a interpretação do desempenho e reforça a relevância do diálogo social como um mecanismo de legitimidade e governança participativa. Conclui-se que a promoção de culturas organizacionais baseadas na cooperação e na confiança pode favorecer a sustentabilidade e a estabilidade do desempenho empresarial.