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5. Die Südafrikan Instituut vir Bestuur.

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Survey Results

Managers in Organizations: Preliminary

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3. THE PURPOSE

Address the problem.

Managers and employees have different needs and expectations. Effective management requires understanding and addressing these needs to foster productivity and efficiency. This study investigates the perceptions and expectations of employees and managers in organizations.

2. THE PROBLEM

The shop-floor and organizational success are closely linked. Managers and employees have different perspectives on the factors that contribute to organizational success. Identifying and addressing these perceptions is crucial for organizational improvement.

1. INTRODUCTION

The importance of communication and employee satisfaction in organizations cannot be overstated. Effective communication leads to better productivity, higher morale, and greater job satisfaction. This study examines the perceptions and expectations of employees and managers regarding communication and its impact on organizational success.

M. Brink
Department of Business Management
University of South Africa

IL. PREMNAS
Survey Results
MANAGERS IN ORGANISATIONS: PRELIMINARY FINDINGS FOR LABOUR RELATIONS TRAINING PROGRAMS FOR
1998

BESTUURSBEWAARNIJKERIA

Vol 7 No 1 SOMER 1998
The human resource component of a manager's skill involves the planning, implementing, and assessing of achievements, such as recruitment, selection, and organizational development. In addition to functions such as recruitment, selection, and organizational development, the human resource component of a manager's skill involves the execution of responsibilities in order to achieve the manager's goals.

Responsibilities:

- Identifying and developing subordinates for promotion
- Developing new methods and training workers
- Monitoring performance through evaluation and feedback
- Conducting and setting performance standards for employees
- Disciplining workers to keep them in line and deterring others from
- Maintaining discipline in the processing method of doing a job
- Ensuring supervisors have the following specific responsibilities:
  - Ensuring that all employees are aware of the important daily tasks

4. MANAGER'S AREA OF RESPONSIBILITY

4.1 RESPONSIBILITIES AND FUNCTION OF MANAGERS

4.2 THE IMPORTANCE OF MANAGING HUMAN RELATIONS

4.3 BEST MANAGEMENT PRACTICES
The various management levels and their responsibilities

After the management has been outlined, the training is presented to
the various groups. The support of the training programme is a whole.
This group can support the training approach and techniques so
training in performance should begin with top management so

Training should commence promptly.

This article is concerned with the relationships between the
various levels of management.

Because the training of managers in this field is the main focus of
a sound labour relations policy, the training is presented to

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This group can support the training approach and techniques so
training in performance should begin with top management so

Training should commence promptly.
THE DIFFERENT LEVELS OF MANAGEMENT WERE WELL REPRESENTED WITH 40.2% FROM MANAGEMENT 3%, 39.8% FROM MIDDLE MANAGEMENT AND 19.8% FROM TOP MANAGEMENT.

<table>
<thead>
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<th>% N</th>
<th>% N</th>
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<td>7</td>
<td>4</td>
<td>6</td>
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<td>52</td>
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A random sample of 415 students was selected from the total student population.

6.1 TARGET POPULATION

6.2 BIOGRAPHICAL DETAILS: OCCUPATION AND MANAGEMENT LEVELS

FROM: TUNISIAN BANKS

6.3 BIOGRAPHICAL DETAILS: OCCUPATION AND MANAGEMENT DYNAMICS

All groups should be treated together to promote mutual understanding.
Worker participation (types and kind of worker participation roles)

Labor relations: an optimistic view of the labor role, the rights

South Africa, labor relations systems in Africa, Africa and

The institutions in the government required to respond to all in

The interaction of industrial relations processes at organizational level (the

Aspects of industrial relations processes at organizational level (the

The main labor relations dimensions are:

The main labor relations dimensions were derived and a list of the

The main labor relations dimensions were derived in accordance with the

To obtain the answer needed it was decided to use a structured

DEVELOPMENT OF THE QUESTIONNAIRE

<table>
<thead>
<tr>
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BIOSPHERE DETAILS: MANAGERIAL LEVELS

POSITION IN THE ORGANIZATION

<table>
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<th>Position</th>
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<td>Manager</td>
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<tr>
<td>Foreman</td>
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</tr>
<tr>
<td>Apprentice</td>
<td>5</td>
</tr>
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</table>

MANAGEMENT DYNAMICS

10% N%

DETOURS DYNAMIKA

Vol 1 No 1 SOMER 1998

Vol 1 No 1 SUMMER 1998
### Table 3

**Training Needs for the Different Managerial Levels**

In Table 3, the levels of management and forms the basis for the profile are calculated. Box 1 (Sources) provides the means calculated on the different levels of management and forms the basis for the profile as follows:

- **Extremely important (x ≥ 2.70 - 3.00)**
  - **+++**
- **Very important (x ≥ 2.00 - 2.49)**
  - **++**
- **Moderate importance (x ≥ 1.50 - 1.99)**
  - **+**
- **Not applicable (x < 0.00)**
  - **NA**

The interpretation of the results were done as follows: The higher ranking levels are given on the left column headings. The table provides a summary of the different managerial levels and their importance for the different training needs.

#### Levels of Management

1. **Training Needs for the Different Managerial Levels**

   - **Lower Management**
   - **Middle Management**
   - **Top Management**

<table>
<thead>
<tr>
<th>Aspect of Labor Relations</th>
<th>Lower Management</th>
<th>Middle Management</th>
<th>Top Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employees' Relations</strong></td>
<td>+++</td>
<td>++</td>
<td>+</td>
</tr>
<tr>
<td><strong>Arbitration</strong></td>
<td>+++</td>
<td>++</td>
<td>+</td>
</tr>
<tr>
<td><strong>Relations with the Work Force</strong></td>
<td>+++</td>
<td>++</td>
<td>+</td>
</tr>
<tr>
<td><strong>Workshop Relations of the Department</strong></td>
<td>+++</td>
<td>++</td>
<td>+</td>
</tr>
</tbody>
</table>

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**MANAGEMENT DYNAMICS**

*VoL 7 No. 1 Summer 1998*
7.1.2 Middle management

- Responsibilities in middle management concern the historical development of labor relations in South Africa and labor relations, historical and current. These responsibilities are crucial for achieving stability in the workplace. The following aspects were regarded as very important:
  - The role and function of workers
  - Labor relations
  - Communication and coordination
  - Disciplinary procedures
  - Consensus and arbitrations

7.1.3 Top management

- Top management has a major role in labor relations. Their responsibilities include:
  - Formulation of labor relations policy
  - Coordination of labor relations
  - Communication and coordination
  - Disciplinary procedures
  - Consensus and arbitrations

7.1.4 Higher order

- Higher order aspects were regarded as very important and concern the formulation of labor relations policy and coordination. These aspects include:
  - Formulation of labor relations policy
  - Coordination of labor relations
  - Communication and coordination
  - Disciplinary procedures
  - Consensus and arbitrations

7.1.5 Very important but of a lower order

- These aspects were regarded as important but of a lower order. They include:
  - Participation role of management and workers
  - Labor relations between personnel and labor relations
  - Labor relations in general

7.1.6 Least important

- These aspects were regarded as least important. They include:
  - Participation role of workers
  - Labor relations in general

Aspect of Labor Relations

<table>
<thead>
<tr>
<th>Importance Level</th>
<th>Description</th>
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<tr>
<td>Highest</td>
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<tr>
<td>High</td>
<td>Middle management responsibilities</td>
</tr>
<tr>
<td>Medium</td>
<td>Higher order management</td>
</tr>
<tr>
<td>Low</td>
<td>Very important but of a lower order</td>
</tr>
<tr>
<td>Least</td>
<td>Least important</td>
</tr>
</tbody>
</table>
8. DISCUSSION

The importance of worker participation is lowest in the priority list. The items with the highest priority are regulations and rules regarding health and safety, followed by the right to join a trade union. However, the importance of worker participation is lower than that of regulations and rules, indicating that workers have less influence on decision-making processes. The lowest priority is given to the right to strike, although this is an important aspect of worker participation. The overall importance of worker participation is lower than that of regulations and rules, highlighting the need for greater involvement in workplace decision-making processes.
introduce these aspects and be dealt with in detail.

Middle and top-level managers

Supervisors' views:

The view of the stenographer, as well as the view of the individuals responsible for the policies, may vary. According to the stenographer, the role of the supervisor is to see that the policies of the company are implemented. In this context, the role of the stenographer is to ensure that the policies are implemented effectively.

Lower management levels

A more detailed analysis of Table 3 indicates that certain labor

1995.

Higher level of other factors is supplied by the labor policies at the

representative was identified as the lowest on the priority list. The

Although this article discusses a priority list of issues in the main

SOUTH AMERICA

In the literature, the emphasis is on the collective bargaining, the trade unions, and the role of management. These aspects are viewed as very important.

The rights and duties of management are viewed as very important.

The formulation of labor policies is the same as top-level.

Managing Dynamics

Vol. 7 No 1 Summer 1996

MANAGEMENT DYNAMICS

Vol. 7 No 1 Summer 1996
An important goal of the training and development of managers is developing their abilities and potential for future leadership. The management school approach in developing new managers focuses on the relationship between leadership and management. The process of developing new managers involves identifying leadership needs at different levels of management. The leadership needs of different levels of management are discussed in this article. The implications of leadership development are discussed, and the need for managerial development is emphasized. The first section of this article examines the role of leadership in developing new managers. The second section discusses the role of management in developing new managers. The third section focuses on the training of new managers and the development of leadership potential. The fourth section analyzes the role of the management school in developing new managers. The fifth section considers the role of management in developing new managers. The sixth section examines the role of leadership in developing new managers. The seventh section considers the role of management in developing new managers. The eighth section analyzes the role of the management school in developing new managers. The ninth section considers the role of management in developing new managers. The tenth section examines the role of leadership in developing new managers.

REFERENCES


MANAGEMENT DYNAMICS

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9 CONCLUSION

In summary, the development of managers is crucial for the success of organizations. The development of managers involves identifying leadership needs at different levels of management, developing a comprehensive plan to address those needs, and implementing effective training programs. The development of managers requires a strategic approach that aligns with the organization's overall objectives and goals. Through continuous training and development, managers can acquire the skills and knowledge necessary to effectively lead and manage organizations. The success of organizations depends on the effectiveness of their managers, and therefore it is essential to invest in the development of managers to ensure their success in the organization.
<table>
<thead>
<tr>
<th>14</th>
<th>12</th>
<th>10</th>
<th>8</th>
<th>6</th>
<th>4</th>
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<th>1</th>
<th>0</th>
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</thead>
</table>
| The basic conditions of employment act | Recognition agreement | Role and nature of collective bargaining | Collective representation | Convening processes | Recognition processes | The right of members to strike | Trade union and collective bargaining | The implementation of the trade union policy |}

**Importance for Institutions**

**Box 2: Summary of Different Items in Order of Hierarchy**

<table>
<thead>
<tr>
<th>Item</th>
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<tbody>
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**Aspects of Labour Relations**

<table>
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<th>Students</th>
<th>Institutions</th>
<th>Policy and Law</th>
<th>Management Dynamics</th>
<th>Work Environment</th>
<th>Social Relations</th>
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<td>1</td>
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<td>5</td>
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<td>7</td>
<td>8</td>
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</tbody>
</table>

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**Best Connections to Manage**

**Vol 7 No 1 Summer 1998**
The role and function of work representatives

<table>
<thead>
<tr>
<th>Position</th>
<th>Description</th>
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<tbody>
<tr>
<td>Advocate</td>
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<tr>
<td>Negotiator</td>
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</tr>
<tr>
<td>Mediator</td>
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</table>

- Contingent measures
- Time extension measures
- Emergency measures
- Legal measures

The function of the Work Council

- The function of the Work Council
- The function of the Labor Court
- The function of the Regional Court
- The function of the Court of First Instance

Box 3: Summary of different items in order of priority

- Information
- Legal measures
- Emergency measures
- Time extension measures
- Contingent measures

Management Dynamics