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*LABOUR RELATIONS TRAINING PROFILES FOR  
MANAGERS IN ORGANISATIONS: PRELIMINARY  
SURVEY RESULTS*

B.J. Erasmus  
M. Brink

Department of Business Management  
University of South Africa

Healthy labour relations is essential in any successful organisation. All employees should know at least the basics about labour relations in organisations. The question however is what should be known on different management levels.

The purpose of this study was to determine the labour relations areas in which various management levels in organisations needs training. Training needs for top, middle and lower management levels were identified and prioritised.

Some of the major findings of this study are:

- Training in negotiations is viewed by all three management levels as very important.
- The need for training in the formulation of labour relations policy was regarded as second highest in priority.
- Other high priority items included communication structures, disciplinary procedures and grievance procedures and the roles of management and workers.

### 1. INTRODUCTION

The changing political and socioeconomic climate in South-Africa has an important influence not only on the whole of society, but also on the way in which organisations are managed. In the light of continuing attempts by the South African government to ensure political stability and a still reluctant but interested international community wishing to invest in South Africa, local organisations have been compelled to continually reassess their strategies to adapt to the changing circumstances. One of the important components requiring

managerial attention is the way human resources and industrial relations are managed.

Constant pressure for better service conditions and fringe benefits by trade unions; the need for more effective affirmative action programmes; the poor economic situation, which necessitates staff reductions; the associated job uncertainty and greater potential for conflict and the introduction of the new Labour Relations Act (66 of 1995) and the Green paper on employment and occupational equity and the proposed new Basic Conditions of Employment Act will compel organisations to manage the associated conflict not only at top management level but also at all other managerial levels.

Maintaining healthy labour relations in an organisation depends largely on the different levels of supervision and the extent they manage subordinates efficiently. Employees trained in the art of labour relations will not only improve sound labour practices, but also contribute significantly to higher productivity and the quest for peace on the shop-floor and organisational success.

### 2. THE PROBLEM

Healthy labour relations in organisations is essential to ensure organisational success. It is also common knowledge that employees should know at least the basics about labour relations in organisations but is not clear exactly what should be known on different management levels. To ensure that training is cost effective in organisations the exact training needs should be identified, at least for introductory labour relations training programmes at different management levels in organisations. This particular study aim to address the problem.

### 3. THE PURPOSE

The purpose of this article is to report on the results of a survey conducted among labour relations students at the Department of Business Management at the University of South Africa and selected organisations in South Africa with the aim to determine the labour

relations areas in which various management levels in organisations needs training.

#### 4. MANAGER'S AREA OF RESPONSIBILITY

##### 4.1 RESPONSIBILITIES AND FUNCTIONS OF MANAGERS

Managers' area of responsibility includes planning, organising, providing leadership and controlling activities (Bitel, 1987:10; Frunzi and Halloran, 1991:5 and Smit and Cronjé, 1997:9). Apart from these functions, which represent general management functions, it is vitally important for managers, regardless of their level of activity, to regard the management of subordinates and the associated labour relations responsibilities as one of their important daily tasks.

Bulin (1995:12-13) and Evans (1995:123) maintain that managers/supervisors have the following specific responsibilities, namely:

- defining and setting performance standards for employees
- training subordinates in the prescribed method of doing a job
- disciplining workers to keep them in line and deterring others from acting inappropriately
- monitoring performance
- motivating subordinates through persuasion and forceful leadership
- developing new methods and training workers
- identifying and developing subordinates for promotion
- recognizing achievements and punishing failures
- liaising with colleagues and trade union representatives

##### 4.2 THE IMPORTANCE OF MANAGING HUMAN RELATIONS AS PART OF A MANAGER'S AREA OF RESPONSIBILITY

According to Milkovich and Boudreau (1991:568), employee relations activities seek greater organizational effectiveness by removing the barriers that inhibit full employee participation and compliance with organization policies. Regardless of the level of management the human aspect commands approximately 50 percent of a manager's job. Interaction with people remains one of the most important elements of any manager's job. The remaining 50 percent is distributed between technical and managerial skills (Frunzi and Halloran, 1991:14). Chapman (1990:32) and Smit and Cronjé (1997:43) emphasizes the importance of building good relations with employees and spending time to restore or improve relationships with employees. Managers who place a premium on human relations recognize the complexity of the worker and realise that counselling is vital to effective management. A worker's personal problem is likely to affect the person's job performance. It is therefore in the best interest of the organisation, the manager, and the worker to attempt to solve the problem. When this occurs, the employee returns to full effectiveness.

Cronjé, du Toit, Mol, van Reenen and Mollathla (1997:98), states that operational people (line managers) are essentially the managers of human resources because they use human resources to achieve corporate objectives. The human resources department in an organisation aims to advise and assist line managers to manage their employees purposefully and efficiently. This is an aspect that managers in South African organisations need to integrate into their list of responsibilities.

The human resources component of a manager's task involves the execution of various responsibilities in order to manage subordinates efficiently. In addition to functions such as recruitment, selection, training and assessment of achievements, the successful management

of labour relations is an integral part of a supervisor's responsibility (Singer, 1990:24).

#### 5. LABOUR RELATIONS AREAS ON WHICH MANAGER TRAINING SHOULD FOCUS

To enable managers at all levels of the organisation to have the required knowledge and skills in labour relations, it is essential for them to receive training that is scientifically designed, developed and presented.

The point of departure in the process of labour relations training is establishing a labour relations training policy. This is followed by the very important step of identifying training needs. During this process the standard of work is determined by a job analysis and then the actual achievement of the incumbent is measured. The difference between the "standard" as derived from the job analysis and the performance of the job incumbent is viewed as the training gap.

The labour relations training process requires the right design, development, presentation and evaluation before it can contribute to labour peace and consequently the achievement of corporate objectives. This brings us to an important question: Which of the different labour relations fields should be selected for management training at each level in an organisation to enable a manager to execute the relevant labour relations responsibilities successfully? Successful labour relations can only take place if there is a scientifically accountable process of determining needs that is viewed as an essential starting point for successful labour relations training.

Since the training of managers in labour relations is the main focus of this article, the following factors should feature prominently:

- Training in an organisation should begin with top management so that this group can support the training approach and techniques that are used and thus supports the training programme as a whole. After top management has been trained, the training is presented to the various management levels.

- Training in labour relations can take place only within the framework of an organisation's labour relations policy. Without a labour relations policy, no meaningful training can be planned and carried out.

- Lower managerial/supervisory levels are usually the link between the workforce and the management and it is here that the labour relations climate of a concern is formed. It is thus important that these groups receive labour relations training as soon as possible.

The main aim of training in labour relations for all levels of management is to equip this group to deal with subordinates and their interests. It is important that management should be thoroughly informed about the various aspects of labour relations, such as those involving trade unions and the role they play in maintaining industrial peace, the process and complexities of collective bargaining and strike actions. Moreover, management is expected to be familiar with the most important elements of government policy and the statutory framework within which the policy of an organisation has to be formulated and put into effect (Van Dyk, Nel, Loedolf and Haasbroek, 1997:512).

Continuing with this line of thought, when the labour relations training of managers is being considered, it is wise to attend to the following:

- Before the training commences, it is important to overcome managers' prejudices. Be aware of the feelings and climate in the organisation, especially when affirmative action programmes have been introduced.
- Training methods should be interactive and must focus on the practical acquisition of skills, but the full theoretical understanding of concepts should not be neglected.
- Senior management should control and direct the training based on a sound labour relations policy.

- All groups should be trained together to promote mutual understanding.

An important aspect is that labour relations training should focus on the prevention of labour unrest and that labour relations should facilitate improved productivity and also enhance the quality of relations among workers at all levels in the organisation. Henderson and Horwitz (1990:15) however believe that training of supervisors should focus on the practical, professional and social dimensions of labour relations. Further labour relations aspects which managers should focus on are a good understanding of the history and development of labour relations, external influences on labour relations in the organisation, labour legislation, trade unions and agreements, grievance and disciplinary procedures, conflict handling, communication systems, negotiation skills, interpersonal skills, management of human resources and retrenchment procedures.

## 6. RESEARCH METHODOLOGY

### 6.1 TARGET POPULATION

A questionnaire was distributed amongst two groups of respondents during late 1994 and early 1995. These two groups consisted of:

- A random sample of 196 Business Management students was selected out of a possible 409 students who passed their-third year exams in industrial relations during 1993 at the University of South Africa. A response of 107 (55%) was received after two follow-up reminders.
- A random sample of 374 institutions was selected from the nine Standard Industrial Classification (SIC) sections from the registers of the Bureau for Market Research at the University of South Africa. Thirteen of the 374 questionnaires were sent back unanswered and this caused the sample to be adjusted to 361. A response of 152 (42%) was received after two follow-up reminders. The questionnaire was sent to the Human Resource Managers of the institutions.

### 6.2 BIOGRAPHICAL DETAILS: OCCUPATION AND MANAGEMENT LEVELS

Biographical details focussing on occupations and management levels are presented in Tables 1 and 2. From Table 1 it can be seen that most of the respondents represented the manufacturing (27,5%) and finance, insurance, real estate and business services (17,6%) sectors of the economy. Although most of the respondents were employed, a small number (2%) were unemployed, housewives or fulltime students (they were excluded from the study).

TABLE 1:  
SECTOR OF THE ECONOMY PRESENTLY EMPLOYED IN  
BIOGRAPHICAL DETAILS: OCCUPATION

SECTOR	Institution		Students		Total	
	N	%	N	%	N	%
Agriculture, forestry and fishing	8	5,3	6	5,8	14	5,5
Mining and quarrying	11	7,3	3	2,9	14	5,5
Manufacturing	57	37,7	13	12,5	70	27,5
Electricity, gas and water	2	1,3	3	2,9	5	2,0
Construction	7	4,6	2	1,9	9	3,5
Wholesale and retail trade, catering and accommodation	12	7,9	11	10,6	23	9,0
Transport, storage and communication	4	2,6	6	5,8	10	3,9
Finance, insurance, real estate and business services	20	13,2	25	24,0	45	17,6
Community, social and personal services	6	4,0	7	6,7	13	5,1
Local government	3	2,2	10	9,6	13	5,1
Central government	2	1,3	5	4,8	7	2,7
Unemployed, housewife, fulltime student	-	-	5	4,8	5	2,0
Other	19	12,6	8	7,7	27	10,6
TOTAL	151	100,0	104	100,0	255	100,0
Missing data	1		3		4	

The different levels of management were well represented with 40,3% from lower management, 39,9% from middle management and 19,8% from top management (see Table 2).

TABLE 2:  
POSITION IN THE ORGANISATION  
BIOGRAPHICAL DETAILS: MANAGERIAL LEVELS

POSITION	Institutions		Students		Total	
	N	%	N	%	N	%
Lower management	91	61,0	5	5,6	96	40,1
Middle management	53	35,6	42	47,2	95	39,9
Top management	5	3,4	42	47,2	47	19,8
TOTAL	149	100,0	89	100,0	238	100,0
Missing data	3		18		21	

### 6.3 DEVELOPMENT OF THE QUESTIONNAIRE

To obtain the answers required it was decided to use a structured questionnaire which consisted of task statements focusing on labour relations. The task statements were developed in accordance with the task list method (Gael, 1988). The aim was to identify as many labour relations tasks as possible to represent the full spectrum of labour relations responsibilities of a job incumbent in an organisation. Nine main Labour Relations dimensions were defined and a list of 46 labour relations task statements were developed (see Box 1, Annexure A). The main labour relations dimensions were:

- Labour relations: an orientation (the role of the state, the rights and duties of management/workers, relation between personnel and labour relations, historical development of labour relations in South Africa, labour relations systems in Africa, America and Europe)
- Worker participation (types and kind of worker participation, roles of management/workers)

- The South African Labour relations system (the functions and workings of the Bargaining Council, Labour Court and Labour Appeal Court, mediation, arbitration, interdicts and recognition agreements)

- Labour laws in South Africa (The Basic Conditions of Employment Act, The Unemployment Insurance Act, The Wage Act, The Manpower Training Act, The Occupational Health and Safety Act and The Compensation for Occupational Injuries and Diseases Act)
  - Influence of external factors on Labour Relations (politics, the economy, social factors, technology)
  - Union policy and structure in South Africa (union groupings and structure, purpose and functions of unions, management policy regarding unions, union policy regarding management)
  - Collective bargaining (role and nature of collective bargaining, conflict management, negotiation, contract administration)
  - Industrial action (types of industrial action, strikes, lockouts)
  - Aspects of industrial relations practices at organisation level (the formulation of a labour relations policy, retrenchments/personnel reductions, the role and functions of worker representatives, grievance procedures, disciplinary procedures, communication structures, interpersonal relations)
- The instructions in the questionnaire required respondents to fill in biographical details and to evaluate the labour relations task statements for their jobs in terms of the following scale:
- [0] = Not applicable,  
 [1] = Important (to gain knowledge/comprehension only),  
 [2] = Very important (to apply in practice) and  
 [3] = Extremely important (to develop new systems).

7. RESULTS

In this section we report on the responses of both the students and the human resource managers but will only comment on the aggregate response as most of the Unisa students who were part of this survey are employed fulltime. We will further report on the training needs for the three management levels and list priorities of the various labour relations aspects in which managers need training.

7.1 TRAINING NEEDS FOR THE DIFFERENT MANAGERIAL LEVELS

Table 3 provides a summary of the different managerial levels and their training needs for each of the labour relations items. The interpretation of the results were done as follows:

- NA = Not applicable ( $\bar{x} = 0,00 - 0,49$ )
- \* = Important ( $\bar{x} = 0,50 - 1,49$ )
- \*\*L = Very important but of a lower order ( $\bar{x} = 1,50 - 1,99$ )
- \*\*H = Very important but of a higher order ( $\bar{x} = 2,00 - 2,49$ )
- \*\*\* = Extremely important ( $\bar{x} = 2,50 - 3,00$ )

Box 1 (Annexure A) provides the means calculated on the different levels of management and forms the basis for the profile as reflected in Table 3.

TABLE 3  
TRAINING NEEDS FOR THE DIFFERENT MANAGERIAL LEVELS

ASPECT OF LABOUR RELATIONS	Low r	Midd le	Top
The role of the state	***	***	***
The rights and duties of management	***	**H	**H
The rights and duties of workers	**H	**H	**H
Relation between personnel and labour relations	**H	**H	**H
Historical development of labour relations in South Africa	*	*	**H
Labour relations systems in Africa	*	*	*
Labour relations systems in America and Europe	*	*	*
Types and kind of worker participation	**H	**H	***

ASPECT OF LABOUR RELATIONS	Low r	Midd le	Top
Role of management	**H	**H	**H
Role of the worker	**H	**H	**H
The functions and workings of the Bargaining Council	**H	**H	**H
The workings and functions of the Labour Court	**H	**H	**H
The functions and workings of the Labour Appeal Court	**H	**H	**H
Mediation	**H	**H	**H
Arbitration	**H	**H	**H
Interdicts	**H	**H	**H
Recognition agreements	**H	**H	**H
The Basic Conditions of Employment Act	**H	**H	**H
The Unemployment Insurance Act	**H	**H	**H
The Wage Act	**H	**H	**H
The Manpower Training Act	**H	**H	**H
The Occupational Health and Safety Act	**H	**H	**H
The Compensation for Occupational Injuries and Diseases Act	**H	**H	**H
The influence of politics	**H	**H	**H
The influence of the economy	**H	**H	**H
The influence of social factors	**H	**H	**H
The influence of technology	**H	**H	**H
Union groupings and structure	**H	**H	**H
Purpose and functions of unions	**H	**H	**H
Management policy on unions	**H	**H	**H
Union policy on management	**H	**H	**H
Role and nature of collective bargaining	**H	**H	**H
Conflict management	**H	**H	**H
Negotiation	**H	**H	**H
Contract administration	**H	**H	**H
Types of industrial actions	**H	**H	**H
Strikes	**H	**H	**H
Lockouts	**H	**H	**H
The formulation of labour relations policy	**H	**H	**H
Retrenchments/Personnel reductions	**H	**H	**H



ASPECT OF LABOUR RELATIONS	Low r	Midd le	Top
The role and functions of worker representatives	**H	**H	**H
Grievance procedures	**H	**H	**H
Disciplinary procedures	**H	**H	**H
Communications structures	**H	**H	**H
Corrective action	**H	**H	**H
Interpersonal relations	**H	**H	**H
$\bar{x}$ = 0.00 - 0.49 = NA	(Not applicable)		
$\bar{x}$ = 0.50 - 1.49 = *	(Important)		
$\bar{x}$ = 1.50 - 1.99 = **L	(Very important of a lower order)		
$\bar{x}$ = 2.00 - 2.49 = **H	(Very important of a higher order)		
$\bar{x}$ = 2.50 - 3.00 = ***	(Extremely important)		

### 7.1.1 Lower level management

Respondents in lower management positions regarded the historical development of labour relations in South Africa, labour relations systems in Africa as well as labour relations systems in America and Europe as important. No aspects of labour relations were regarded as not applicable. Aspects like the rights and duties of workers, the relation between personnel and labour relations, types and kind of participation, role of management and workers, mediation, arbitration, recognition agreements, the Basic Conditions of Employment Act, the role and nature of collective bargaining, conflict management, negotiation, the formulation of labour relations policy, retrenchments/personnel reductions, grievance procedures, disciplinary procedures, communication structures, corrective action and interpersonal relations were regarded as very important (higher order). Only one aspect was regarded as extremely important namely the rights and duties of management. All other aspects were regarded as very important but of a lower order.

### 7.1.2 Middle management

Respondents in middle management regarded the historical development in labour relations in South Africa and labour relations in Africa, America and Europe as important. No aspects of labour relations were regarded as not applicable. The following aspects were regarded as very important but of a lower order: the role of the state, interdicts, labour laws in South Africa except the Basic Conditions of Employment Act, the influence of politics, the economy, social factors and technology, union groupings and structure, the purpose and functions of unions, contract administration, types of industrial actions and lockouts. All other aspects were regarded as very important but of a higher order.

### 7.1.3 Top management

Top level managers regarded the labour relations systems in Africa, America and Europe as important while aspects like the role of the state, the relations between personnel and labour relations, historical development of labour relations in South Africa, types and kind of worker participation, the functions and workings of the Bargaining Council, interdicts, labour laws in South Africa, the influence of external factors, union groupings and structure, purpose and functions of unions, contract administration, the role and functions of worker representatives and corrective action as very important but of a lower order. Aspects like the rights and duties of management and workers, the role of management and workers, the workings and functions of the Labour Court and the Labour Appeal Court, mediation, arbitration, recognition agreements, the Basic Conditions of Employment Act, management policy on unions and vice versa, the role and nature of collective bargaining, conflict management, types of industrial actions, strikes, lockouts, the formulation of labour relations policy, retrenchments/personnel reductions, grievance procedures, communication structures and interpersonal relations were regarded as very important of a higher order. Only the aspect of negotiation was regarded as extremely important.

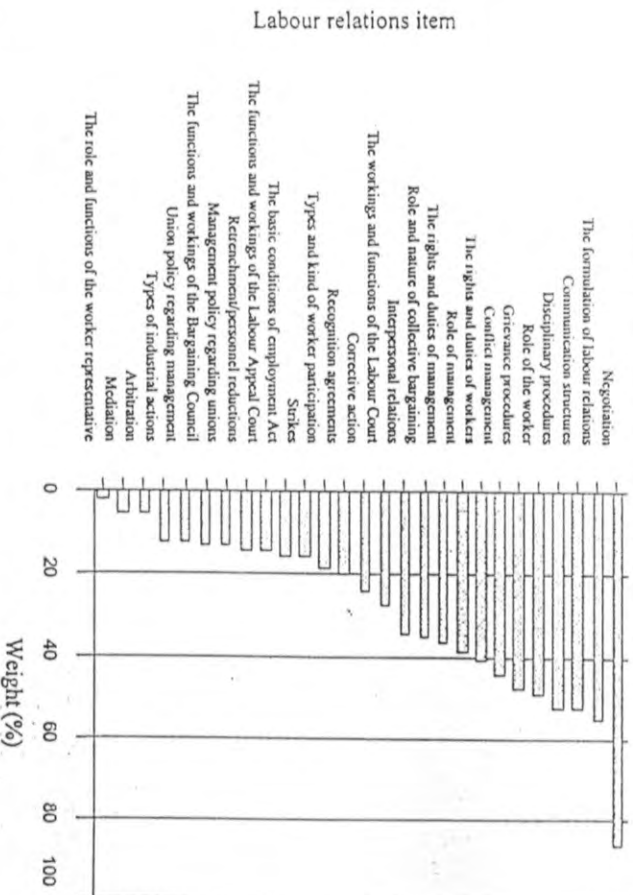
7.2 LABOUR RELATIONS ITEMS IN PRIORITY ORDER

Although the three management levels view the priority of the identified labour relations dimensions somewhat differently, a similarity of views does exist among the three management levels (see Figure 1).

A list of priorities was calculated in the following manner:

1. Items were arranged in order of importance
  2. The 14 most important items were identified and a weight of 1 to 14 was assigned to them.
  3. The same procedure was followed for every level of management.
  4. Whenever an item appeared on one level of management's list of priorities, but not on the other, a weight of 15 was assigned to that item on the particular level of management.
  5. In this way a total of 26 important items were identified and listed in priority order.
- The priorities (from 1 to 14) are summarized in Box 2 and Box 3 (Annexure A) for each level of management amongst students as well as individuals in the private sector. By aggregating these tables, a order of preference was compiled for the most important themes as well as aspects over all.

FIGURE 1  
RELATIVE PRIORITY ORDER OF LABOUR RELATIONS ITEMS  
(STUDENTS AND INSTITUTIONS)



The item with the highest priority is negotiations whilst the role and functions of worker representatives is the lowest in the priority list.

8. DISCUSSION

Negotiations is the most important aspect that requires training. Training in negotiations is viewed by all three management levels as very important. This means that apart from being able to be part of the negotiations team, students must be taught to develop new negotiation strategies and tactics before and during the negotiations process. Negotiation is central to collective bargaining and it is clear that a need exists not only for negotiators at the central level of bargaining but also for plant level negotiators. The item where the need for training is the

second highest is in the formulation of labour relations policy. This is an item which theoretically forms part of top management responsibility. This survey however indicated that all three supervisory levels consider it important and expressed a need for training in this area. A possible explanation for this might be that labour relation policies do not exist in organisations or if they do, not all the supervisory levels know about them. Managers in general therefore feels that they must be equipped in the formulation of labour relations policy because it forms part of their responsibility. The authors are of the opinion that training should focus more on the implementation of policy and that this area of labour relations training must not be neglected. The other high priority items for training are communication structures, disciplinary procedures and grievance procedures. These issues once again indicate the importance of proper communication structures in an organisation and must not be neglected.

To gain knowledge and understanding of the role of the workers seems to be a bigger priority than to know more about the role of management. The emphasis of the worker, his/her rights, duties and responsibilities must therefore be an integral part of any training programme in labour relations. The emphasis on the right of workers in the Labour Relations Act of 1995 confirms the importance of this topic. Other issues which are central to labour relations are conflict management, rights and duties of management, role of collective bargaining, interpersonal relations and then the structures related to the statutory system of labour relations in South Africa.

Although this article discusses a priority list of items of the main areas where labour relations training should focus, this does not mean that the issues lower on the priority list should not form part of the curriculum. To the contrary, the body of knowledge related to industrial relations remains stable to a great extent. But training should take cognisance of the fact that the priority areas may change year after year. For example, with the introduction of the Labour Relations Act of 1995, the statutory aspects of labour relations may be on a higher priority in a training curriculum but that does not mean that the areas identified in this study are not important. For example, the role and functions of the worker

representative was identified as the lowest on the priority list but this item should form an important part of any training programme in the light of organisational rights as stipulated by the Labour Relations Act of 1995.

A more detailed analysis of Table 3 indicate that for certain labour relations items, supervisory levels require basically the same cognitive and skills competencies. This may vary, however, depending on the organisational complexities. Apart from the following which are unique to each supervisory level, each supervisory level needs more or less the same training exposure.

- Lower management level

The rights and duties of management are viewed as very important whereas middle and top-level management viewed this as important (higher order). Lower level management also consider the workings of the Labour and Labour Appeal Court and management's policy regarding unions and vice versa, as not as important as the other supervisory levels.

- Middle and top-level managers

The middle management level training profile is the same as top-level management except that the top-level managers feel that they should not be trained to the extent that middle and lower levels of managers are trained in understanding the relationship between industrial relations and personnel management, worker participation and taking corrective action. Although they believe it is important, they believe it is of a lower order than the other two levels. Top-level managers however, feel that they should be exposed to more training than the other two levels in the areas of negotiations, understanding types of industrial action and aspects related to lockouts. These aspects are most probably issues that top management are confronted with more regularly and that at the end of the day fall within the ambit of top management decisions. A training programme in industrial relations for top management should definitely include these aspects and be dealt with in detail.

Trainers in labour relations must therefore constantly be aware of the factors influencing training needs in organisations and that they may vary from external macro factors to internal organisational changes.

## 9. CONCLUSION

In this article a manager's area of responsibility was discussed and the importance of human relations as a part of this responsibility emphasised. The main labour relations areas on which training should focus were identified and prioritised for the different managerial levels.

One point singled out was that managers should have a wide range of knowledge and labour relations skills in order to perform their daily tasks effectively. Although the labour relations field in which managers ought to be trained (in other words, the different topics to which managers should be exposed) is relatively well known, the scope (depth and level of instruction) of training in labour relations for managers is generally unknown. Thus the latter constitutes the area to be investigated in order to plan and provide training in labour relations to meet uniquely identified needs.

The fact that training in negotiations has been considered by all three management levels as a vital training area emphasises the point that negotiations are a central theme in the labour relationship, and that management should not only focus on the so-called "negotiators" to be trained in negotiations, but that the focus should also be shifted to other levels of management. Training in the formulation of labour relations policy was also highlighted as an important area at all three managerial levels. Without a formal and well-understood labour relations policy and the proper implementation thereof, it is doubtful whether labour relations can really be effective in an organisation. Management should avoid ad hoc approaches in developing labour relations policies as these could create confusion among management levels and employees, and this is probably the reason why the various management levels feel that they need training in this area.

An important focal point of the training and development of managers in labour relations, as South Africa moves towards the new millennium, is

the specific needs of different levels of management – hence the need to identify unique needs for each management level. The development of managers in the very dynamic field of labour relations is more challenging than simply learning about the new legislation – it also entails understanding the needs and aspirations of the workforce, communicating with respect, handling conflict effectively and focusing on conciliation within the organisation rather than protracted court hearings.

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## ANNEXURE A

BOX 1: MEANS ( $\bar{x}$ ) FOR INSTITUTIONS AND STUDENTS PER LABOUR RELATIONS CATEGORY

ASPECTS OF LABOUR RELATIONS	Institutions			Students		
	1	2	3	1	2	3
LABOUR RELATIONS - AN ORIENTATION	1,69	1,68	1,54	1,91	1,70	1,54
The role of the state	1,80	1,63	1,48	1,93	1,60	1,60
The rights and duties of management	2,60	2,15	2,01	2,43	2,33	2,20
The rights and duties of workers	2,60	2,10	2,03	2,38	2,40	2,00
Relation between personnel and labour relations	1,80	2,12	1,88	2,19	2,12	2,00
Historical development of labour relations in South Africa	1,40	1,30	1,13	1,26	1,10	0,80
Labour relations systems in Africa	0,80	1,38	1,27	1,88	1,33	1,40
Labour relations systems in America and Europe	0,80	1,09	1,01	1,29	1,05	0,80
WORKER PARTICIPATION	2,27	2,20	2,17	2,32	2,31	2,13
Types and kind of worker participation	2,40	2,08	2,13	2,24	2,19	1,80
Role of management	2,20	2,28	2,20	2,36	2,36	2,20
Role of the worker	2,20	2,23	2,18	2,36	2,38	2,40
THE SOUTH AFRICAN LABOUR RELATIONS SYSTEM	1,48	1,93	1,75	2,25	2,20	2,26
The functions and workings of the Bargaining Council	1,20	1,87	1,56	2,38	2,24	2,20
The workings and functions of the Labour Court	1,40	2,00	1,83	2,38	2,29	2,40
The functions and workings of the Labour Appeal Court	1,40	1,87	1,73	2,31	2,12	2,40
Mediation	1,80	2,11	1,95	2,24	2,33	2,20
Arbitration	1,80	2,06	1,84	2,21	2,33	2,20
Interdicts	1,60	1,81	1,74	2,14	2,14	2,20
Recognition agreements	1,80	2,26	2,10	2,26	2,26	2,40
LABOUR LAWS IN SOUTH AFRICA	1,63	1,96	1,74	2,17	1,95	1,77
The Basic Conditions of Employment Act	1,80	2,25	1,97	2,29	2,17	2,40
The Unemployment Insurance Act	1,60	1,87	1,59	2,12	1,88	1,40
The Wage Act	1,40	1,85	1,56	2,12	2,00	2,00
The Manpower Training Act	1,60	1,92	1,64	2,19	1,95	1,40
The Occupational Health and Safety Act	1,60	2,04	1,90	2,21	1,90	2,00
The Compensation for Occupational Injuries and Diseases Act	1,80	1,85	1,75	2,07	1,81	1,40

ASPECTS OF LABOUR RELATIONS	Institutions			Students		
	1	2	3	1	2	3
INFLUENCE OF EXTERNAL FACTORS ON LABOUR RELATIONS	1,50	1,71	1,86	2,13	1,84	1,80
The influence of politics	1,40	1,62	1,74	1,86	1,64	1,80
The influence of the economy	1,60	1,77	1,99	2,26	1,93	1,80
The influence of social factors	1,40	1,74	1,84	2,14	1,90	1,80
The influence of technology	1,60	1,70	1,87	2,24	1,88	1,80
UNION POLICY AND STRUCTURE: IN SOUTH AFRICA	1,45	1,90	1,80	2,05	2,02	2,00
Union groupings and structure	1,40	1,70	1,53	1,90	1,81	1,60
Purpose and functions of unions	1,60	1,81	1,66	2,05	1,86	1,60
Management policy regarding unions	1,40	2,15	2,02	2,17	2,24	2,40
Union policy regarding management	1,40	1,92	1,99	2,07	2,17	2,40
COLLECTIVE BARGAINING	2,00	2,18	2,21	2,25	2,27	2,20
Role and nature of collective bargaining	1,80	2,08	2,22	2,36	2,29	2,60
Conflict management	2,00	2,45	2,34	2,26	2,40	2,00
Negotiation	2,40	2,42	2,41	2,38	2,45	2,60
Contract administration	1,80	1,75	1,87	1,98	1,95	1,60
INDUSTRIAL ACTION	1,47	1,96	1,90	2,06	1,98	2,40
Types of industrial actions	1,20	1,92	1,84	2,02	1,86	2,40
Strikes	1,60	1,98	1,93	2,12	2,12	2,60
Lockouts	1,60	1,98	1,93	2,05	1,95	2,20
ASPECTS OF INDUSTRIAL RELATIONS PRACTICES AT ORGANISATION LEVEL	2,13	2,29	2,17	2,33	2,32	2,15
The formulation of labour relations policy	2,20	2,34	2,33	2,48	2,38	2,40
Retrenchments/Personnel reductions	2,00	2,26	2,17	2,29	2,26	2,20
The role and functions of worker representatives	1,40	2,06	1,99	2,31	2,19	1,80
Grievance procedures	2,20	2,30	2,11	2,29	2,43	2,40
Disciplinary procedures	2,20	2,34	2,12	2,26	2,43	2,40
Communications structures	2,40	2,43	2,30	2,38	2,38	2,00
Corrective action	2,40	2,30	2,10	2,26	2,24	1,80
Interpersonal relations	2,20	2,32	2,26	2,33	2,26	2,20

1 = Lower management level  
 2 = Middle management level  
 3 = Top management level

BOX 2: SUMMARY OF DIFFERENT ITEMS IN ORDER OF HIGHEST IMPORTANCE FOR INSTITUTIONS

ITEM	Top	Middle	Lower
Negotiation	1	3	3
Communication Structures	4	2	3
The formulation of labour relations policy	3	4	7
Conflict management	2	1	13
Interpersonal relations	5	6	7
Disciplinary procedures	11	4	7
Role of management	7	9	7
Corrective action	13	7	3
Grievance procedures	12	7	7
Role of the worker	8	13	7
Types and kind of worker participation	10		3
The rights and duties of management		14	1
The rights and duties of workers	9	10	13
Retrenchments/personnel reductions			2
Role and nature of collective bargaining	6		
Recognition agreements	13	10	
The Basic Conditions of Employment Act		12	
Management policy on unions		14	

**BOX 3: SUMMARY OF DIFFERENT ITEMS IN ORDER OF HIGHEST IMPORTANCE FOR STUDENTS**

ITEM	Top	Middle	Lower
Negotiation	1	1	3
The formulation of labour relations policy	4	6	1
Role of the worker	4	6	8
The workings and functions of the Labour Court	4	13	3
Grievance procedures	4	2	
Disciplinary procedures	4	2	
Role and nature of collective bargaining	1	13	8
The rights and duties of workers		4	3
Communication structures		6	3
The rights and duties of management		4	3
Strikes	1		
Role of management		9	8
The functions and workings of the Labour Appeal Court	4		13
<b>The functions and workings of the Bargaining Council</b>			<b>3</b>
Recognition Agreements	4		
Types of industrial actions	4		
The Basic Conditions of Employment Act	4		
Management policy on unions	4		
Union policy on management	4		
Conflict management		4	
Mediation		10	
Arbitration		10	
Interpersonal relations			11
The role and function of worker representatives			13

**DIE SUIDER-AFRIKA INSTITUUT VIR WETENSAPPLIKASIE**

**AGTERGROND**

Die stigting van die Suider-Afrika Instituut vir Bestuurs-wetenskaplikes in 1989 was die verwesenliking van 'n ideaal van sowel akademië in die Bestuurs- en Ekonomiese Wetenskappe as sakelike wat die belangrikheid van relevante bestuursopleiding besef. Gedagtig aan die huidige en verwagte tekorte aan hoëvlakmannekrag in beide die private en publieke sektore is die missie van die Instituut om Bestuurs- en Ekonomiese Wetenskappe ten opsigte van alle genetieskappe in Suider-Afrika te bevorder.

**DOELSTELLINGS VAN DIE INSTITUUT**

Die doelgerigte ontwikkeling van Bestuur as Wetenskap is op die volgende doelstellings van die Instituut gegrond:

- Om die belang van Bestuurswetenskaplikes in Suider-Afrika ooreenkomstig geïdentifiseerde behoeftes te bevorder deur 'n forum vir gesprekvoering oor toepaslike bestuursopleiding en navorsing daar te stel en verder te ontwikkel.
- Om, in die lig van toekomstige uitdagings en cise, toepaslike ontwikkelinge in ondernemingsbestuur op voorreëlrike wyse in Suider-Afrika aan te moedig en uit te bou.
- Om deur middel van konferensies en kongresse as forum te dien vir die uitruil van navorsingskundigheid in die Bestuurs- en Ekonomiese Wetenskappe op sowel nasionale as internasionale vlak.
- Om die versameling en verwerking van toepaslike inligting oor die studieveld van Bestuur te insiseer en hierdie inligting deur middel van, onder andere, publikasies aan belanghebbendes beskikbaar te stel.
- Om plaaslike en internasionale skakeling in belang van Bestuurswetenskaplikes in Suider-Afrika aan te moedig.
- Om die status van Bestuurswetenskaplikes te bevorder.

Die Instituut stel hom gevolglik ten doel om ondernemingsbestuur in sowel teorie as praktyk te bevorder. Dit ly geen twyfel nie dat relevante en doelgerigte opleiding in die Bestuurswese in die volgende dekade bepaalend vir vooruitgang op veral ekonomiese en maatskaplike gebied vir die breë genetieskappe in Suider-Afrika sal wees. Verlal die voorsiening van hoe gehalte akademië uit al die bevolkingsgroepe is in hierdie opsig onontbeerlik vir toekomstige bestuursopleiding.