

## **Research Article**

# **Investigating and analyzing the management manners in the agricultural organisations and related administrations in Kerman Province**

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## **ABSTRACT**

This study is a part of achievements of a research that has been done on the investigation and analysis of management manners in agricultural organizations and related administrations in order to determine the effect of a series of management manner on human management. This study in respect of purpose is applied and in terms of collecting data is a descriptive survey research. The research statistic population consists of all managers and experts of the agricultural organizations of Kerman province that based on Cochran formula 300 people were randomly selected for the infinite population. A questionnaire was used for the data collection. Data analysis via method of path analysis was performed with SPSS version 19. Results of the path analysis showed that in the administrations under investigation the attention to the motivation and hygienic issues has been faded in the work environment; while in the above administrations to the task-orientedness has been paid more attention by managers than to relationship-orientedness. Therefore it is appropriate that through correct and timely dissemination of information and training managers and organizational staff to use the appropriate leadership styles according to the requirement of organizational and administrative conditions their productivity is increased.

**Keywords:** management, management manners, agricultural organization, Kerman

## **INTRODUCTION**

The emergence of social organizations and their increasing expansion is one of the prominent features of human civilization. Thus due to various spatial and temporal factors and characteristics and the specific needs of each society these organizations are increasingly evolved and developed. Certainly any social organization in order to achieve the designed objectives and with respect to its structure needs a kind of management (Rezaeian, 2010), and given the changing environment of human resources (heterogeneity of the labor market, globalization, the process and nature of work, political and legal processes, etc.) and in order to achieve the sustainable productivity, creativity and innovation and appropriate quality of life the efficient,

effective and intelligent management of human resources is essential; because human as a spotlight on issues related to management of organizational behavior and human resource management has a particular position and importance in management (Ghazanfari and Seyednaqavy, 2014).

The importance of efficiency and effectiveness of industrial and commercial organizations in order to raise amount of productivity makes the managers to pay attention to necessity of using the scientific techniques of management. This paved the way for the emergence of scientific management at the beginning of the twentieth century, so that the scientific management school was appeared first in the private industrial

organizations, but quickly crept in the public organizations and made tremendous changes in the theories and principles of administration of state affairs and public management (Feizi, 2009); so when hundreds of people for collecting taxes, cleaning the city, distribution of food and fuel to serve millions of people are obliged, naturally they must work on the specific arrangement, otherwise anarchy will be created and duties can not be done desirably. To avoid this chaos, namely creation and maintenance of the structure of order and stability the human has created the bureaucracy (*ibid.*).

Furthermore what makes to increase the efficiency of the staff is the social factors, not physical or economic factors; therefore the management is a process of the effective and efficient use of human and material resources in planning, organizing, mobilizing possibilities and resources, guidance and control that is occurred for achieving organizational goals and based on the accepted value system (Rezaeian, 2010). In this regard, one of the most important tasks of managers in organizations is to identify the potential talents of staff and provide the backgrounds for growth and prosperity in order to enable employees (Alhassan *et al.*, 200, 522).

Managers should make effort to assess themselves and they will be able to have a proper evaluation of themselves when they know what employees think about them and what they expect from them; thus management style of manager is associated with his assumptions about human nature and the people he works with them in the organization. These assumptions consciously or unconsciously influence his decisions, behavior and generally his management style (Delawar and Ghanbarian, 2008).

For this reason today our society more than any other time is in need of capable managers; and in the actual circumstances the management is the most important issues in the field of administration and organization etc. The present study deals with to investigate and analyse the management manners in the agricultural

organizations and related administrations. Given that the agricultural organizations comprehend a general field of activities, task of managing and planning them is a responsibility that only the coherent and efficient and with high productivity organization succeeds in doing that.

#### **Research theoretical foundations**

Part of management knowledge can be learned through training and the other part must be taught during the work and in fact a part that is learned by training is called the science of management and a part that makes to use the reserves in the various conditions the management art. (Rezaeian, 2010).

Therefore, the role of human force as a key element of creativity and innovation because of confronting the uncertainty in the environment is very important and identifying the factors that lead to improvement of efficiency and effectiveness of human force finds a double importance. The factors related to job and particularly the behavioral aspects can be the most important factors for improving the efficiency and effectiveness of staff; the factors that are the study subject of behavioral scientists or the researchers of organizational behavior (Aghayi *et al.*, 2014). These factors are including the staff maturity, their relationships, hygiene of work environment, job stress and job mobility (Hayes and Weathington, 2007, 570).

One of the most important issues of all activities and processes is decision-making, decision in management has many importance, so that it is considered as one of the most important causes of failure or success of a manager. If someone can well decide in the midst of events, he/she is considered a successful person. The correct and wise decisions put the different affairs of the organization in order and make possible the move toward " organizational objectives" (Nabavi, 2008); the results and findings of a research that was done in the public organizations in Kerman reflect this fact that there is a relationship in general between personality traits of staff and organizational (interpersonal) conflict in the

Kerman public organizations; therefore we can say that one of the causes of conflict in the organization is the difference in the individual's personality. Because, people parallel to the development find gradually differences in the physical strength, sensation and perception, intelligence and memory, emotion and mentality. These individual and personality differences between humans cause to appear the conflict in the common activities between them. In other words the differences cause to appear conflicts in the social and organizational behavior (Nikouei Moghadam and Pirmoradi, 2008).

In another study also results show that there is a significant relationship between the social context of the organization such as a relationship that exists between the supervisor and subordinate, and a performance evaluation system (Askari *et al*, 2009). Furthermore in a study in which has been dealt with investigation and test of the concept of relational convergence of individual and organizational objectives, it was appeared that several factors such as value-based management, spirituality in the work environment, transparency, motivational system of payment, monitoring and control, environmental uncertainty, and finally the participative management are relevant in this concept (Javadein & Pourvalley, 2010). In addition the results showed that "need to success" influences "the inclination of employees to organizational entrepreneurship"; also the social need as one of the factors affecting the inclination of employees to entrepreneurship has played its role (Beyginiya *et al*, 2010).

In general so far it has been conducted many researches about the relationship between human resources management and the variables such as psychological capital (Hozouri *et al*, 2013), improvement of the performance of managers (Feqhi Farahmand, 2010), the effectiveness of employees (Eyvazzadeh, 2010), strategic management (Cinar, 2013), organizational commitment (Sendogdu *et al.*, 2013), co-operation and innovation (Chlivickas, 2014) and knowledge management (Lapinaa *et al.*, 2014); therefore,

according to the research literature, it seems that no research so far has investigated in general the human resources management with management styles of "relationship-orientedness", "informal-interactive groups", "developedness-underdevelopment", "motivation-hygiene" and "mechanical management".

### **Research method**

The present study in terms of purpose is an applied research and methodologically speaking is descriptive that is based on the path analysis. In order to analyze the collected data was used the SPSS statistic software, version 19. For performing our descriptive research we have used the library and survey method. The statistic population of research consists of all managers and experts of organization of agriculture and natural resources and related administrations in the province of Kerman, the sample size was determined based on Cochran formula for the infinite population; in the this formula the sampling has been done at confidence level of 95% and considering 5% error. Accordingly, the sample size is 283 individuals but to ensure the achievement of the desired sample size after distributing 310 questionnaires and considering unreturned questionnaires and the eliminating the incomplete questionnaires totally data of 300 questionnaires were analyzed. In order to collect information a questionnaire with 41 questions was designed that questions of one to eight are related to the first independent variable namely "relationship-oriented management", the questions of nine to twelve are related to the second independent variable namely "motivation-hygiene", the questions of thirteen to eighteen are related to the third independent variable, "the mechanical management", as well as the questions of nineteen to twenty-three are related to the fourth independent variable, "informal-interactive groups", questions of twenty-four to thirty the fifth independent variable, "developedness-underdevelopment", finally questions of thirty-one to forty-one are related to the dependent variable "human resource management". These

questionnaires have been graded with Likert scale of 5 grades from very low to very high rating and their valuation are from 1 to 5.

**Findings**

1 - Investigating the sample size differentiated by gender:

**Table 1:** distribution of respondents differentiated by gender

gender	Percentage of frequency	Frequency
Male	0.86	258
female	0.14	42
Total	100	100

As it is seen, 86% of respondents are men.

2- Service record of respondents:

**Table 2.** service years of respondents

classification of service years	percentage of frequency	frequency	service years
The first class	3.7	11	less than 5 years
The second class	13.6	41	5-10 years
The third class	25.3	76	10-15 years
The fourth class	36	108	15-20 years
The fifth class	21.4	4	more than20years
Total	100	300	-

The data of Table 2 indicate that the highest frequency of managers in terms of service record is 25.3% of respondents that have had work experience from15 to 10 years and 36% of respondents from 20 to15 years.

3- Investigating the main variables and research hypotheses:

The following table includes the frequency distribution of situation of research independent variables in relation to human resource management and the cumulative frequency percentage of each variable:

**Table 3** –frequency distribution of management styles in the administrations under study

Variables	Percentage	Frequency	Classes
Relationship-orientedness	1	3	<b>Very low</b>
	52.33	157	<b>Low</b>
	46.67	140	<b>Medium</b>
	0	0	<b>much</b>
Informal-interactive	3.67	11	<b>Very low</b>
	36.67	110	<b>Low</b>
	48.33	145	<b>Medium</b>
	11.33	34	<b>much</b>
Developedness-underdevelopment	2	6	<b>Very low</b>
	29.33	88	<b>Low</b>
	54.33	163	<b>Medium</b>
	14.34	43	<b>much</b>
Motivation-Hygiene	1	3	<b>Very low</b>
	29.33	88	<b>Low</b>
	60	180	<b>Medium</b>
	9.67	29	<b>much</b>
Mechanical Management	3.67	11	<b>Very low</b>
	29	87	<b>Low</b>
	64	192	<b>Medium</b>
	3.33	10	<b>much</b>

	1.67	5	<b>Very low</b>
human resource Management	39.67	119	<b>Low</b>
	58.33	175	<b>Medium</b>
	0.33	1	<b>much</b>

Frequency distribution of the management styles of the administrations under study (Table 3) indicates that:

- the management style of relationship-orientedness in the administrations under study is in more than half of the managers under investigation at very low level.
- the informal-balance management style is also for about half of the managers under investigation at medium level.
- management style on the basis of employees maturity is for more than half of the managers under investigation in the medium level.
- management style of motivation-hygiene as well is for more than half of the managers under investigation in the medium level.
- mechanical management style is for more than half of the managers under investigation in the medium level.
- the attention of managers in general in the administrations under study is at the low level in relation to the human resources.

**The effects of independent variables on the dependent variable:**

After the analysis of the path, this result was achieved that among the variables the variable of "relationship-orientedness management" has more direct impact on human management (the dependent variable); in Table 4 the following statistics have been presented.

**Table 4:** the amount of the direct effect of research variables

<b>Component</b>	<b>the amount of the direct effect</b>
Relationship-oriented management	0.115
Interactive-informal groups	0.087
Developedness-underdevelopment	-0.014
Motivation-Hygiene	-0.021
Mechanical Management	0.0106

As it is seen in Table 4, the relationship-oriented variable has most direct impact on human resources management, in one word the variable of "relationship-oriented management style" can be a good predictor for the management situation of human resources, on the other hand "management style of motivation-hygiene" has the least direct impact.

**Table 5:** sum total of the direct and indirect effects (total impact) of independent variables on the dependent variable

<b>independent variable</b>	<b>Sum total of direct and indirect effects</b>
Relationship-oriented management	0.105
Interactive-informal groups	0.089
developedness-underdevelopment	-0.004
Motivation-Hygiene	-0.007
Mechanical Management	0.032

Based on the achieved results of Table 5 it is inferred that the "mechanical" management style has on the whole the most direct and indirect effects on human management, because in the mechanical management the role of manager is very important. This shows that in our

administrations the manager is still capable of undertaking everything and everything is dependent to the manager's decisions.

The theory of "motivation-hygiene" has the least direct and indirect effects on human management; this means that despite the progress of science and technology the existence of hygienic possibilities in the administrations and organizations is a evident and normal matter, but its role in human management has faded.

### CONCLUSION AND SUGGESTIONS

In this study the amount of effect of relationship-orientedness management variables, informal-balance groups, developedness-underdevelopment, motivation-hygiene and mechanical management on the human management were investigated and these results were obtained:

- high level of work experience and strict compliance of the laws and regulations in line with the classic management had a great influence on the use of traditional methods.
- Among these variables the relationship-orientedness management had the most direct impact on human management; due to the variety of responses it appears that in the organizations to "task-orientedness" was paid attention more than to relationship-orientedness and also had the most direct impact on human management.
- from the total of direct and indirect effects of variables that is the main objective of the analysis, it is understood that the mechanical management have least impact on human management and as a result it can be said that the managers can transform their leadership style in organizations from autocratic and task-oriented in a democratic and relationship-oriented one; in organizational decisions they can motivate the employees to consultation and raise their motivation in performing the administrative tasks, as well as increase their social interaction with staff and according to their discretion they can transfer the organizational monitoring and control to lower levels.

- the motivation-hygiene variable has had the lowest direct and indirect effect on human management; from this result it appears that with the increasing development of technology and the subsequent availability of administrative and organizational possibilities, hygienic possibilities have become inevitable and interdependent in every organization and administration; since the hardware possibilities have progressed increasingly in every administration and providing these possibilities is an integral part of any administration initially, then it is the social and cultural factors that can have a greater role in human management performance.

According to the research results it is recommended that the organic management styles between managers and employees be further strengthened and it is appropriate with a correct and timely dissemination of information and training the managers and corporate executives about the use and application of appropriate leadership styles according to the requirement of organizational and administrative conditions make to increase their productivity.

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