



**MANAGERS' ATTITUDES IN SUGARE CANE AGRO-INDUSTRIES TOWARD PARTICIPATIVE MANAGEMENT (A CASE STUDY, KHUZESTAN PROVINCE, IRAN)**

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**ABSTRACT:** The main objective of this causal-correlation field research is to identify the attitude of managers of Agro-industries sugar cane toward participative management in Khuzestan Province. Managers of Agro-industries sugar cane Khuzestan Province are the subjects of this study. The technique of data collection is questionnaire. The specialized panel was used to gain assurance of the validity of the questionnaire based. Cronbach alpha method was used to gain assurance of the reliability of the questionnaire ( $\alpha = 0.81$ ). In addition to descriptive statistics (such as mean, median, variance and standard deviations), inferential statistics such as, Spearman's coefficient of correlation, Mann-Whitney test, Kruskal Wallis test and multivariate regression were used for analyzing data. The consequences of multivariate regression, done with the method of Enter, indicate that the variable of age, workplace, Intervate in agro-industries, income, Debit, Acquaintance with participative management methods, Satisfaction of job, Stationing in organization, Employment and Education play the main role (81%) in showing the variations of dependent variables (attitude to participative management).

**Key words:** managers of sugar cane Agro-industries, attitude, agriculture, Khuzestan Province.

## INTRODUCTION

Growth and development are important issues that have appealed many organizations and they face them as a challenge. The limited financial sources and human work force have made managers do some works to increase productivity and organizational development. It is clear that considering production, productivity increase, access to development and optimal use of resources are considered the necessities of an organization. There are various strategies to increase the productivity as well as organizational and administrative development. One of the appropriate measures and strategies is the participative management. Participative management include the collection of work flow and operations that share the whole staff of an organization in decision making. The emphasis of this kind of management is on the cooperation and participation of all members of an organization to use their ideas and creativities in solving problems of the organization. Therefore the basis and process of this type of management is based on the sharing of duties among managers and personnel. The participative management is an efficient way that is based on a novel attitude of suggestive system in management that is able to not only increase the productivity but also to affect job satisfaction, increase of motivation and creativity of the people [12]. Pundits of management believe that the most important factor of comprehensive progress of the countries such as, Japan, the U.S, and Germany especially in the past two decades has been the comprehensive use of participative management by using the suggestive system in the management of organizations, large production, service and educational centers [28]. Ebili [5] refers to the advantages of participative system as growth and promotion of production and services, the variety of production and services, the supply of continuous improvement conditions, increase of personal and organizational efficiency, increase of job and mental safety, increase of staff and customers, satisfaction, the atmosphere promotion for managers and staffs as well as their interactive relationships, and the establishment of cooperative system in organizational needs.

The use of approaches such as, providing the cultural background, attracting the more qualified manager to execute participative system, attracting staff and making them familiar with participative management system, determination of the framework for cooperation and advance or prior preparation of managers and staffs [9]. In a study titled the ways of enhancing the participation culture in educational system; it refers to the important factors such as, informing through the members of educational system including principals, teachers, students, books and informing through factors out of educational system such as broadcasting, multi media, statement through research, encouragement of staff to participate, and planning to institutionalize the participation of staff.

In a study titled "A study about parents; participation ways in schools affairs" concluded that parents of the students can cooperate with school in 6 areas including; training and teaching, affairs related to staffs, affairs related to students, necessary equipments and amenities, financial and administrative affairs, and the relationship between school and society. Majdfar [21] has expressed the implementing barriers of participative management in Iran as follows:

- 1- In our organization the relationship between manager and staff is of boss and subordinate type, and the discipline concept and staff haven't replaced with leader and follower.
- 2- The beliefs of many managers of our society originate from their economical viewpoints, though they have accepted the implementation of participative management in their institutions.
- 3- Another barrier is the low participation of subordinates.
- 4- The participative management can't be established in organizations with environmental crises and inefficient and unpeaceful places.
- 5- Another barrier is that the management itself is not established or shaped in Iranian institutes.
- 6- Participation is a bilateral way which should be shaped both by organizations and people.
- 7- Another factor is the time, when the senior management wants to reach conclusion in a short time.
- 8- Understanding the education is another barrier of participation in Iran.

Khaleghi [17] in a study titled "attitudes and barriers to participative management's implementation in the development of a country" concludes that workers have more inclination to cooperate, but managers and seniors aren't so, because they feel that the execution of participative management decreases their power. This researcher suggests that the change in manager's attitude is very important in this field. Jahanian in a study has expressed the most important approaches of development of participative management in educational system as follows:

1- In the planning aspect, the participative system includes staffs awareness of the concepts, the philosophy and purposes of cooperative system, the encouragement of staffs and developing a trusting sense between managers and staff.

2- In the systematizing aspect, it includes the developing of criteria and administrative regulations of cooperative system in educational centers.

3- In gradual progress aspect, it includes the voluntary staff of participative system, the start of participative system from the suggestions as the simplest method of voluntary cooperation, the revival of self esteem and self-confidence among staff's members.

4- In the controlling of participative system it includes the existence of enough authorities for principals to attract teachers for participation, the clarity of decision making process in educational system, establishment of good relationships among principals, staffs and teachers. Safarani [27] stated that, there is a significant relationship between the awareness and attitude's rate of senior and middle managers. Amini [2] in a research studied the effect of participative management on efficiency of managers from the standpoint of staff experts of forest and range organization showed that there is a significant relationship between participative management and efficiency of organizational behavior, the increase of job skills, faster achievement of organizational purposes, the increase of quality and quantity of activities, establishment of special knowledge in experts, the promotion of job attitude of experts, establishment of creativity in experts, flexibility, human relations and establishment of work groups and also the establishment of a background for participation of experts in the meetings, the agreement staffs, the work of managers to hold meetings with staffs, the act of managers in solving the problems through group activity in evaluating and supervising the staff.

Heidarian [10] in a research states that the information received from surveys on irrigation and drainage systems in Iran shows that more familiarity with simple prevalent techniques and methods of developing participation based development makes a wrong way to people unfamiliar with psychological issues, development and background issues related to agricultural production system and lack of attention to participation based management approach. So it's necessary for executives to attend participation based management approach and learn the methods correctly. In this way the success of management's important projects will be more secure in the field of irrigation and drainage system. Mousaei [25] in a research, studied the relationship between participative management and efficiency of staff of agricultural organization of Kohgiluyeh va Boyer-Ahmad province, show that there is a significant relationship between participative management and creativity of staffs, increase of responsibility sense of staffs, increase of staffs efficiency, decrease of administrative expenses, educational level, responsibility type and work experience of staffs. Khanlou [16] in a study on 330 personnel of Ardabil medicine college considering the effect of participative management and its effect on motivation rate and optimal use of staffs showed that there is a significant relationship between manager's participation and human force motivation and organizational loyalty. The study of Ansari [3], Alborzi [1], Amini [2], Eslami pour [6], show that the participative management has a positive effect on efficiency. Tousi [29] shows that participative management has positive effect on administrative development.

The results of Danaieefard's study shows that there is a significant relationship between silent atmosphere's dimensions and silent behaviors of staffs. Therefore if there is silent atmosphere that is, the attitude of managers enhances the silence of staff, and there aren't enough communication opportunities among staff members, and the higher managers encourage the silent behaviors, this will cause the staffs to be silent facing different issues, and consequently job attitudes of staffs such as: job satisfaction and organizational commitment will be low. Mc Danil and Ashmus [22] in their studies believe that every member of the group not only should have motivation to participate but also should have communicative skills. They suggest that the communicative skills should include open and positive presence or involvement in the group, listening, questioning and feedback. They believe that not only does it facilitate the participation but also it increases the possibility of doing effective work. In general, it can be described that establishment of a participative decision making system needs some preparations that administrative managers should consider it. Enhancing the goals, values and priorities, delivering information, clarification of responsibilities, limitations and expectations, defining a decision making process, planning participation training, moderating organizational environmental conditions, establishment of participative culture, and determining participating structure are prerequisites that are very important in the success of participative decision making systems. [24 & 20]. David lion [1988] in his studies carried out at Colombia University achieved some valuable results about the effect of participative methods on economical performance of human forces. Organizations that share the staff in the profits have better performance than others. Organizations that exchange information extensively and have comprehensive plans to make the staff responsible show better performance. The Organizations that combined the group economical participation, rational participation, planning of flexible jobs, inservice training and development of working range yield more production. Flexible work planning, flexible hours, circulation and development of working range and separate skills are effective in financial success [cited in Mc legan [23]. Kert lovin concluded in his studies that if people participate in directing works, their resistance against variety, rebuilding and creativity decreases and they adapt to the conditions. After this study, some of his colleagues and followers carried out some further studies and found that participation in directing or managing an organization increase the spirit of staff and strengthen their identity of organization and its goals.

In organizational atmosphere where there is a lack of participation, ceremonies, struggles and serious competitions the rate of people's patience increases to each other [cited in Iran Nejad, [11]. Graham [1983] in a study titled "the efficiency study of participative management system" concluded that employing participative management system in organization has long term effect on the staffs attitude and consequently increases the personnel's efficiency across the organization. Claiborne and others [4] in their studies on participative management found that although many studies show that participative management enjoy a lot of advantages, it depends on the ability level of members, required time, work nature and contingency approach. Studies of Robinz [1988], Hansker Kafi [1997] show that educational level, discipline, academic career, and gender affected people's attitude to participative management. Hevi and Tarter [1993] in their study showed that involvement of staff in participative decisions causes the increase of qualitative decision making. Obrin [2002] in a study titled "Key participation to successful change" states that participation and involvement of front line staffs in organization affairs plays a key role in secure acceptance of change and establishment of conditions conducive for the effective cooperation of staffs.

Kim Soon Hee [18] in a study expressed that there was a significant relationship amongst participative management, strategic planning and job satisfaction. Gaynor et al [13] Showed in their studies that there is a significant relationship between productivity, job satisfaction and organizational commitment, and also there is significant relationship between the leaders behavior, productivity, organizational commitment and job satisfaction of staff. Linkoln [19] refers the factors such as staffs performance evaluation, performance based payment or wages, employed policies for job security of staffs, establishment of communication between staffs and costumers, reduction of strict regulations and bureaucracy in organizations, establishment of flexibility and creativity, and establishment of group work that affect organizational productivity and causes commitment in the staffs. The success of an organization depends on productivity and the way of management in addition to the effective management methods of the managers. Managers can increase staffs, job satisfaction and productivity by using correct method of management.

The purpose of this research is to study the sugarcane agro industry managers, and their attitudes to participative management.

The special purposes of the study are as follows:

- 1- The determination of demographic fetures of related attitude of suger cane agro industry managers of Khuzestan province to participative management.
- 2- The historical transition study of suger cane agro industry ( strategies and policies)
- 3- The determination of attitudes levels of suger cane agro industry managers to participative management in Khuzestan province.
- 4- The determination of effect range of independent variables on dependent variable (attitudes to participative management).

## MATERIALS AND METHODS

The research method employed was correlative- descriptive and causal- correlation field. The population was consisted of managers of sugar cane Agro-industries in Khuzestan Province of Iran. A random sample was selected from the managers of sugar cane Agro-industries (256). The questionnaire was developed to collect data in 5 sections: personal characteristics, economical characteristics, job satisfaction, acquaintance with participative management methods and attitude to participative management. A panel of experts from faculty members at Shooshtar University established content and face validity. A pilot test was conducted with 30 of the managers from sugar cane Agro-industries in Khuzestan Province. Questionnaire reliability was determined by calculating Cronbach's alpha. Reliability for the overall instrument was established at 0.79, which showed the reliability of questionnaire. 256 questionnaires were answered out of the total questionnaires (n = 256). Data collected were analyzed using the statistical package for social sciences (SPSS 17). Appropriate statistical procedures were used for description (frequencies, percent, means and standard deviations) and inferential statisticals (Spearman's coefficient of correlation, Mann-Whitney test, Kruskal Wallis test, multivariate regression).

## RESULTS

Approximately, 50% of the respondents were between 31 and 40 years of age. 63.3% of the managers of sugar cane Agro-industries enjoyed an Expertise, 30.1% were M.S while 3.5% held Diploma. Rural youths were asked to report their exploitation (harvest) system: 98.8% of managers of sugar cane Agro-industries were males while 1.2% were comprised of females. The attitude of highest number of sugar cane Agro-industries managers was (34%) at highest level while it was (12.1%) at its lowest level (Table1).

**Table-1: Level of Managers' attitudes toward sugar cane Agro-industries**

Level of attitude	frequency	% frequency
Low	31	12.1
Average	42	16.4
High	87	34
Very high	96	37.5
total	256	100

### Correlation Studies:

Spearman's correlation coefficient was used for describing the relation between independent and dependent variables (Managers' attitudes toward sugar cane), which is shown in Table 2.

**Table-2. Coefficient of correlation between research variable**

First variable	Second variable	r	p
Age	Participative management attitude	.739**	0.000
Education	Participative management attitude	.400**	0.000
Intervate	Participative management attitude	.744**	0.000
Intervate in agro-industries	Participative management attitude	.741**	0.000
Income	Participative management attitude	.781**	0.000
Income from second – job	Participative management attitude	0.093*	0.138
Debit	Participative management attitude	-.488**	0.000
Satisfaction of job	Participative management attitude	.805**	0.000
Acquaintance with participative	Participative management attitude	.844**	0.000

### Management methods

#### Mean studies comparison:

Table 3 represents sugar cane managers of Agro-industries, according to participative management. Mann – Whitney test was used for this purpose. The results of the test indicate that there is no significant difference among mean attitudes of Managers' towards sugar cane Agro-industries attitudes toward Agro-industries.

**Table-3. Comparison of means of managers of Agro-industries sugare cane according to participation management.**

Matrimony	N	ordinal	Mann and Whiteny	sig
Unmarried	6	123.58	720.000	.882
Married	249	128.11		
<b>Study</b>			7215.500	.196
Agriculture	149	123.46		
Non- Agriculture	107	135.57		
<b>Secound Job</b>			2552.00	.138
Yes	27	148.06		
No	229	125.63		

Table 4 represents Managers' attitudes toward sugar cane Agro-industries. Kruskal Wallis test was used for this purpose. The results of the test indicate that there is significant difference between management levels and employment/employers in different groups.

**Table-4. The managers of sugare cane Agro-industries attitude for paricipative management.**

Management Levels	N	ordinal mean	chi square	sig
Manager (1)	28	232.89	170.56	0.000
Manager (2)	106	170.25		
Manager (3)	122	68.26		
<b>Employment</b>			65.930	0.000
Official	71	183.90		
Conventional	2	193.50		
Contractual	107	119.48		
	76	87.74		

**Multiple Regression studies:**

The method of "Enter" was used to describe the role of dependent variables in multivariate regression. The consequences of multivariate regression was accomplished using Enter method indicate the variable acquaintance with participative management methods, station in organization, Satisfaction of job and Education have the main role (81%) in showing the variations of dependent variables (attitude to participative management).

**Table 5: Multivaritate Regression Analysis**

Independent variable	B	Beta	t	Sig
constant	1.606	---	2.140	.033
age	./016	./128	1/624	0/132
workplace	./075	0/050	1/555	./121
Intervate	-./008	-./059	-./518	./605
Intervate in agro-industies	./000	-./001	-./015	./988
income	-4/126	-./043	-1/49	./295
Debit	1/67	./052	1/411	./159
Acquaintancewith participative management methods	./428	./442	9/11	./000
Satisfaction of job	./112	./256	4/845	./000
Station in organization	-./334	-./226	-3/156	./002
Employment	./001	-./002	-./059	./953
Education	./045	./151	4/859	./000
Matrimony	./038	./018	./555	./579
study	./011	./030	1/016	./311
Secound job	-./112	-/03	-./669	./504

**DISCUSSION**

The consequences of this research indicate that there is a significant relation between age of managers and management's participation attitude..

The consequences of this research indicate that there is a significant relation between education and participation management attitude [25].

The consequences of this research indicate that there is a meaningful significant relationship between Intervate Intervate in agro-industries and participation management attitude [25].

The consequences of this research indicate that there is a significant relation between Intervate in agro-industries and participation management attitude. [25].

The consequences of this research indicate that there is a significant relation between job Satisfaction and participation management attitude. [5,6,13, 18, 25].

The consequences of this research indicate a significant relation between Acquaintance with participative, management methods and management's participation attitude [1998].

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