

SOME DETERMINANT FACTORS IN THE DEVELOPMENT
OF MANAGEMENT TRAINING PROGRAMS FOR
COOPERATIVE GRAIN ELEVATOR MANAGERS IN KANSAS

by

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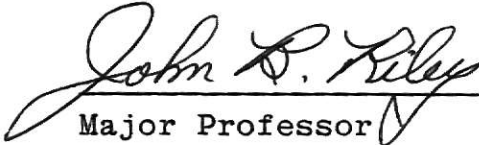
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CHAPTER I

INTRODUCTION

Production is an integrated set of activities that combines and transforms inputs into desired outputs. Inputs required in a production process include materials (raw materials, supplies), labor, capital, and management.¹

Management is a major productive resource in the economy. It bears the task of optimizing yield or making every input cost-effective.² Also inherent in the managerial task is decision making based on known information and certainty as well as that based on uncertainty. It includes implementing decisions as well as making them, all within the boundary of securing the future of the enterprise and making it more profitable.³

Each of the management tasks has its own skills, tools, and requirements --- things that must be learned by the people who are given the responsibility of performing them. The demands of the tasks of management, however, is dynamic. Managers are continually faced with varied and highly complex problems requiring new management concepts and entrepreneurial skills. One of the major contributing factors in the managers'

¹William R. Henry and W. Warren Haynes, Managerial Economics: Analysis and Cases, (Texas: Business Publications, Inc., 1978), p.168.

²Peter F. Drucker, Management: Tasks, Responsibilities, Practices, (New York: Harper and Row, 1974), p.45.

³Richard Phillips, Managing For Greater Returns In Grain, Feed, and Other Retail Businesses Serving Agriculture, (Kansas: Agri Research, 1973), p. 6.

dilemma is the continuing and accelerating rate of social and technological changes happening within and outside the business enterprise.¹ Some examples of these changes are: a) increasing and at the same time shifting markets, b) changing production technology, and c) changing government rules and policies.

The Kansas cooperative grain elevator managers are not exempt from the problems that managers of ordinary business corporations experience. The cooperative grain elevators today are becoming "larger and more complex businesses. The rapid changes taking place in agriculture are causing changes in the operation of these farmer-owned undertakings."² Businesses with which the cooperatives deal are undergoing changes themselves.³ In addition, cooperatives have problems that stem from their cooperative nature.⁴

Embedded in these developments is the realization that all managers must be continually trained to cope with the dynamic nature of management.⁵ This realization is expressed by many business enterprises through the maintenance of a

¹George C. Houston, Manager Development: Principles and Perspectives, (Homewood, Illinois: Richard D. Irwin, Inc., 1961), p.6.

²Milton L. Manuel, "Improving Management of Farmer Cooperatives", (Farmer Cooperative Service, USDA, 1973), p.2.

³Milton L. Manuel, Ibid.

⁴Milton L. Manuel, Ibid., p.1.

⁵James F. Dullea, "Developing Managers For The Senior Executive Service", Training and Development Journal, vol. 33, #1, (January 1979), p.30.

training department whose basic function is the continued development of managers and nonsupervisory employees. If such a department does not exist, firms often participate in management development sponsored by private firms or agencies or by educational institutions.

Considering all these perspectives, Kansas State University, through its extension education function, aims to develop relevant management training programs¹ designed to assist with the training needs of the managers of cooperative and other grain elevator firms in Kansas. To do this, information on the training needs of the managers as well as other relevant baseline information must be gathered.

Objectives of the Study

This study was conducted to serve not as an economic study of management but as an input towards the achievement of the University's aim. It was designed to determine preliminary information about the attitudes and preferences of the Kansas cooperative grain elevator managers regarding management training programs. Some personality and organizational climate characteristics were also obtained in this study to help determine

¹Management development is defined as a planned process designed to cultivate the mental abilities of the individual so that they may be more effectively applied to the work of managing. This involves the learning of new knowledge, insights, and skills through planned systematic instruction. Management training, on the other hand, refers to the programs devised to facilitate this learning process.

the potential of the managers to adopt modern managerial techniques to cope up with the growing demands of their jobs.

Specifically, the objectives can be stated as follows:

1. To determine the demographic characteristics of the cooperative grain elevator managers;
2. To identify their attitude towards management training programs;
3. To determine some of their management training needs and schedule preferences (specific days, months, and duration of training);
4. To develop a personality profile of the cooperative managers;
5. To determine the presence or absence of personality characteristics indicating adoptive behavior or the propensity to adopt new management techniques;
6. To determine the openness of the cooperative grain elevators to modern managerial techniques;
7. To compare the cooperative grain elevator managers with the independent and line grain elevator managers in Kansas on the basis of the first six objectives; and
8. To summarize the results which are significant to the development of management training programs.

Methodology

To obtain the information needed, an eight-page survey questionnaire was prepared (See Appendix). Many of the questions were patterned after the questionnaire used by Dr. Howard Baumgartel in a similar study conducted in India.¹ The questionnaire consisted of four sections, namely:

1. Background facts about the respondents;
2. Organizational climate of the cooperatives;
3. Attitudes towards management training; and
4. Personality characteristics of the respondents.

Most of the questions were of the fixed response type. The completion time was estimated to be 30 minutes.

A package of questionnaires was mailed to the general managers of the existing grain elevator cooperatives in Kansas. Each general manager was asked to distribute a questionnaire to each manager in the headquarters office and any existing branch facilities. In total, 286 usable forms were returned. The gathering of data was conducted from March to May 1979.

The computer program system, Statistical Package for the Social Sciences (SPSS), was utilized to summarize the data and to generate most of the necessary statistical measures. Specifically, the subprograms producing frequency distribution

¹Howard Baumgartel, Thomas M. Hill, W. Warren Haynes, Institutional Building In India, (Boston: Harvard University Press, 1973), pp. 323-332.

and contingency (also called cross classification or cross tabulation) tables were employed in this study.¹ The cross classification tables were used to determine whether the research variables are statistically dependent, i.e., whether there is a relationship between the variables being analyzed. The Chi-Square Test of Independence was the statistical method used in this analysis. It was concluded that the two classifications are dependent if the calculated Chi Square (X^2) exceeds the tabulated value for a particular significance level, p , and degrees of freedom equal to $(r-1)(c-1)$.² For example, after running a Chi-Square Test of Independence we obtained the following values:

$$X^2 = 57.42 \quad \text{d.f.} = 3 \quad p = 0.0001.$$

This result is interpreted as follows:

"The probability, p , of obtaining a X^2 value of 57.42 or larger with three degrees of freedom is equal to or less than 0.0001. We, therefore, conclude that a systematic relationship does exist, and we would be taking the chance of being mistaken only one time out of 10,000."

In some portions of the study it was necessary to decide

¹Norman H. Nie, C. Hadlai Hull, Jean G. Jenkins, Karen Steinbrenner, and Dale H. HUNT, Statistical Package For The Social Sciences, (New York: McGraw-Hill, Inc., 1975), pp.181-201, 218-245. Also George W. Snedecor and William G. Cochran, Statistical Methods, (Iowa: Iowa State University Press, 1978), pp.250-252.

² r =number of rows in the cross classification table.
 c =number of columns in the cross classification table.

whether or not the managers or the cooperatives possess the characteristics that are in question. To do this, certain acceptability levels were adopted. For a single level response (given a scale of responses), forty percent of the respondents choosing that particular level was considered significant. If the percentage response under two sequential levels were to be added, those summing up to 60.0 percent or more were regarded as significant. In either case, we would conclude that the variable in question is present in most of the respondents or in the cooperatives that they are representing.

The data regarding the independent and line grain elevator managers were obtained from a study of the same nature conducted by Kansas State University (1980). These data were compared to the cooperative survey data to determine similarities and/or differences between the two sets of managers. These were statistically ascertained using the contingency table. Again, the Chi-square was the test statistic used in this particular analysis. Significantly large Chi-square values (p greater than 0.10) cause the null hypothesis to be rejected.

LIMITATIONS OF THE STUDY

Although the number of respondents used in the study of cooperative managers fairly represented the existing number of cooperatives, the distribution of these respondents according to management levels was unequal. The majority (63.7%) of the questionnaires were completed by respondents who are holding top and department head positions while only around 36.0 percent came from the middle and branch management levels. In effect, much of the aggregated information obtained represented views of the managers from the top and department head positions.

The questionnaires were not test run. Consequently, some of the questions were not clearly phrased. These may have led some respondents to misinterpret the meaning of these questions and, thus, could have resulted to answers different from what they would have normally given had they understood the questions better.

The sample of the independent and line grain elevator managers is fairly small to represent their population. This may have created statistical errors in the comparative analyses done between these managers and the cooperative grain elevator managers.

The data on these two groups of managers were gathered on different time frames. The information regarding cooperative managers were obtained in 1979 while those of the independent and line managers were collected a year later. Some data errors may have been created due to this time difference.

CHAPTER II

GENERAL INFORMATION ON THE
COOPERATIVE GRAIN ELEVATOR MANAGERS

Description of the
Kansas Cooperative Grain Elevator Managers

Cooperative Size

The 286 respondents are managers of cooperative grain elevators with an employment level that varies from 1 to 51 plus employees. About sixty-one percent (60.6%) of these managers are from organizations with 1 to 20 employees (Table II-1). On the other hand, 6.4 percent reported that their cooperative employs fifty-one or more people.

Table II-1
Employment Level of the
Cooperative Grain Elevators, Kansas, 1979.

Number of Employees	Percent of Respondents
1 to 10	23.4
11 to 20	37.2
21 to 30	14.9
31 to 40	8.5
51 +	6.4
TOTAL	100.0%

Valid cases: 286

Annual sales of the cooperatives range from less than \$3,000,000 to over \$15,000,000. However, about seventy-five

percent (74.8%) of the managers are employed in a cooperative with annual sales of \$3,000,000 or less (Table II-2).

Table II-2
Annual Sales of the Cooperative
Grain Elevators, Kansas, 1979.

Annual Sales (\$)	Percent of Respondents
0 to 3,000,000	74.8
3,000,001 to 6,000,000	14.0
6,000,001 to 9,000,000	4.3
9,000,001 to 12,000,000	3.5
12,000,001 to 15,000,000	1.7
15,000,001 plus	1.7
TOTAL	100.0%

Valid cases: 286

Management Level Classification

The respondents classified themselves into four management levels - top, middle, branch, and department head/supervisory levels (Figure 1). Note that the top and department head/supervisory levels each represent about one-third of the respondents with the rest equally distributed between middle and branch managers (Table II-3).

Age

Over fifty-seven percent (57.4%) of the respondents are between the ages of 30 and 49 years old (Table II-4). About 6 percent (6.3%) are sixty years old or more and 18.9 percent are twenty-nine years old or younger.

Table II-3

Distribution of the Cooperative Grain Elevator Managers
by Management Levels, Kansas, 1979.

Management Level	Percent of Respondents
Top	32.1
Middle	18.2
Branch	18.2
Dept. Head/Supv.	31.5
TOTAL	100.0%

Table II-4

Cooperative Grain Elevator Managers'
Age by Management Level, Kansas, 1979.

Age	Management Level				
	Top	Middle	Branch	Dept. Head	ALL
18 to 29	8.2	26.0	14.6	28.2	18.9
30 to 39	26.4	28.0	29.2	35.3	30.0
40 to 49	37.9	26.0	31.2	15.3	27.4
50 to 59	21.8	16.0	12.5	16.5	17.4
60 +	5.7	4.0	12.5	4.7	6.3

Chi Square Significance Level=0.0099
Valid cases: 270

The majority (59.7%) of the top level managers are within the ages of 40 to 59 years old. A comparison of this percentage with those of the middle, branch and department managers revealed that top level managers are older than most of the lower management level respondents. Fifty-four percent of the middle managers and 63.5 percent of the department heads are concentrated between the ages of 18 to 39 years old. The same percentage (43.8%) of the branch managers are under the age brackets of 40 to 59 and 18 to 39 years old.

Educational Attainment

Respondents were classified into categories of educational attainment (Table II-5). A large number of the respondents (43.3%) are high school graduates. There are, however, 24.0 percent who have at least a B.A. or a B.S. degree. Another 21.3 percent have taken some college courses but have not received a college degree. The remaining respondents (11.4%) are vocational/technical school graduates. Only at the top and middle management levels do the majority have some college training. In general, however, no significant relationship exists between management level and educational attainment.

In terms of age, the respondents with the most years of advanced formal education are those between 18 to 29 years old. Most (greater than 50.0%) of the managers who are forty years old and over only have a high school diploma or some technical school training.

Table II-5

Educational Attainment of the Cooperative Grain Elevator Managers
by Management Level and Age, Kansas, 1979.

Educational Attainment	All	Management Level				Age Bracket					
		Top	Middle	Branch	Dept.	Head	18-29	30-39	40-49	50-59	60+
		Percent of Respondents									
High School	43.3	34.1	40.8	60.9	44.5	17.6	38.8	53.4	63.6	46.7	
Tech/Voc	11.4	12.9	8.2	6.5	14.5	7.8	15.0	8.2	13.6	13.3	
Some College	21.3	24.7	20.4	17.4	20.5	25.5	20.0	23.3	11.4	33.3	
BS/BA, Some Graduate, MS/MA	24.0	28.3	30.6	15.2	20.5	49.1	26.2	15.1	11.4	6.7	
Chi-Square Significance Level		0.2383				0.0001					
Valid Cases		263				263					

Salary

The salary range of most managers (81.9%) is \$10,000 to \$24,999 annually (Table II-6). About half of the respondents falling within this range receive \$15,999 to \$19,999.

In terms of management levels, over forty-six percent (46.5%) of the top managers have an annual salary of \$25,000 or more with 14.0 percent in the \$35,000 plus category. The middle management's salary ranges are between \$5,000 to \$29,999. The largest percent (69.4%) are in the \$15,000 to \$24,000 bracket. The branch managers' annual salary is generally in the \$10,000 to \$19,999 range (87.5%). Nearly the same percentage (89.2%) of the department head level personnel are in the same salary range as the branch management level. No significant relationship was found between educational attainment and salary level. However, the fact cannot be denied that the level of education has, most of the time, influenced the salary of employees in any business organization.

Length of Service

The length of service of the managers in their present cooperative varies from less than one year to twenty years or more (Table II-7). Thirty-nine percent of the total respondents have a tenure of 0 to 4 years. These respondents can be classified as the new employees. Those who have been in the company for 5 to 9 years compose 24.0 percent of all the respondents. The "older" ones (those who have had a tenure of ten years or

Table II-6

Annual Salaries of the Cooperative Grain Elevator Managers
by Management Level and Educational Attainment, Kansas, 1979.

Annual Salary (\$)	All	Management Level				Educational Attainment			
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech	Some College	BS/BA;Some Graduate MS/MA
Percent of Respondents									
5,000 to 9,999	2.3	0.0	4.1	0.0	4.8	4.4	3.3	0.0	0.0
10,000 to 14,999	25.2	4.7	24.5	39.6	38.6	27.4	20.0	21.8	27.0
15,000 to 19,999	37.2	15.1	42.9	47.9	50.6	33.6	40.0	43.6	33.3
20,000 to 24,999	19.5	33.7	26.5	12.5	4.8	22.1	16.7	16.4	20.6
25,000 to 29,999	7.1	19.8	2.0	0.0	1.2	7.2	10.0	9.1	4.8
30,000 to 34,999	4.2	12.7	0.0	0.0	0.0	0.9	6.7	3.6	9.5
35,000 +	4.5	14.0	0.0	0.0	0.0	4.4	3.3	5.5	4.8
Chi Square Significance Level			0.000					0.5222	
Valid Cases			266					261	

Table II-7

Length of Firm Service of the Cooperative Grain Elevator Managers
by Management Level, Educational Attainment, and Age, Kansas, 1979.

Length of Service (Years)	All	Management Level			Educational Attainment				Age Bracket							
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech	Some College	BS/BA Graduate	Some MS/MA	18-29	30-39	40-49	50-59	60+	
Percent of Respondents																
Less Than 1 yr.	8.8	9.9	11.5	1.9	10.0	4.4	3.3	10.7	20.6		17.6	14.8	4.0	0.0		5.9
1-4	30.2	31.9	38.5	13.5	33.3	21.9	36.7	39.3	36.5		56.9	38.3	23.0	8.5		5.9
5-9	23.9	17.6	21.1	32.7	26.7	25.4	26.7	17.9	27.0		25.5	25.9	18.9	31.9		5.9
10-19	18.9	18.6	13.5	25.0	18.9	24.6	20.0	17.9	7.9		0.0	18.5	31.1	23.4		11.8
20+	18.2	22.0	15.4	26.9	11.1	23.7	13.3	14.2	7.9		0.0	2.5	23.0	36.2		70.5
Chi-Square Significance Level			0.0357					0.0015						0.0000		
Valid Cases			285					263						270		

more) comprise 37.1 percent of all the managers.

In each of the four management levels, quite a number of managers are new in the company. The middle management level has the largest number of people who are new (50.0%) while the branch management level has the least (15.4%).

By age, the respondents under the bracket of 18 to 29 years have been in their present firm, as expected, for the least number of years. In significant contrast, most of the managers from the age of fifty and above have a tenure of ten years or more in the company within which they are presently employed. Over two-thirds (70.6%) of those sixty years old and above have been with their cooperatives for more than twenty years.

Classifying the length of service responses by educational attainment revealed that as the managers' formal education increase, their length of service decrease. This is understandable since those respondents who have more years of formal education tend to be the younger managers who have worked in the present cooperative the least number of years.

Years in Present Position

Over fifty-three percent (53.3%) of the manager-respondents have held their present management position from 0 to 4 years (Table II-8). Thus, the majority of the Kansas cooperative managers are relatively new in their job. The middle management level has the most people who are "new" in the job (63.5%). On the other hand, over one-third of the top level and branch level managers have held their position for ten years or more.

Table II-8

Years in Present Position by Management
Level and Age, Kansas, 1979.

Years In Present Position	All	Management Level				Age Bracket				
		Top	Middle	Branch	Dept.Head	18-29	30-39	40-49	50-59	60+
Percent of Respondents										
Less Than 1 Year	13.3	8.8	13.5	15.4	16.7	31.4	21.0	2.7	2.1	5.9
1-4	40.0	34.1	50.0	40.4	40.0	60.8	51.9	37.8	19.1	5.9
5-9	19.6	18.7	17.3	11.5	26.7	7.8	19.8	27.0	23.4	11.8
10-19	17.3	19.7	17.3	21.2	12.2	0.0	7.3	27.1	25.6	41.1
20+	9.8	18.7	1.9	11.5	4.4	0.0	0.0	5.4	29.8	35.3
Chi-Square Significance Level	0.0196					0.0000				
Valid Cases	285					270				

By age categories, the age of the respondents increased as the number of years they have held their present level of position also increased. This is to be expected since the younger managers have a lesser number of working years compared to the older respondents.

Number of Companies Worked

Table II-9 shows that 81.2 percent of the managers have worked in more than one company in their adult working career. Of these, 62.0 percent have worked in three or more firms. This was observed consistently in each of the four management levels. However, no significant relationship exists between management levels and number of companies worked in the past.

Management Training Programs Attended

A large number (40.6%) of the respondents have attended four or more management training programs (Table II-10). Most of these respondents come from the top and middle management levels. Some of the managers (21.1%), however, have not attended any management training programs. Most of them belong to the branch and department head management levels.

Further analysis indicated that those with a high school background have taken less training courses as compared to those with a higher education. In fact, almost 30.0 percent of these managers have not attended even a single management training course. On the other hand, more than half of those with higher formal education and those from vocational/tech-

Table II-9

Number of Companies Worked by the Cooperative Grain
Elevator Managers, by Management Level, Kansas, 1979.

Management Level	Number of Companies Worked				
	1	2	3	4	5+
	Percent of Respondents				
Top	19.8	10.5	23.3	26.7	19.8
Middle	18.0	22.0	24.0	24.0	12.0
Branch	21.3	23.4	27.7	17.0	10.6
Dept. Head	16.9	24.1	24.1	20.5	14.5
All	18.8	19.2	24.4	22.6	15.0
Chi-Square Significance Level	0.6850				
Valid Cases	266				

Table II-10

Number of Management Training Programs Attended by the Cooperative Grain Elevator Managers by Management Level and Educational Attainment, Kansas, 1979.

Number of Management Training Programs Attended	All	Management Level				Educational Attainment			
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech	Some College	BS/BA;Some Graduate MS/MA
Percent of Respondents									
None	21.1	5.8	18.8	31.3	32.1	28.6	16.7	16.1	12.7
1	13.5	2.3	16.7	27.1	15.5	15.2	6.7	16.1	12.7
2	15.0	12.8	10.4	22.9	15.5	16.1	10.0	12.5	17.5
3	9.8	12.8	12.5	2.0	9.5	2.6	23.3	19.6	7.9
4+	40.6	66.3	41.7	16.7	27.4	37.5	43.3	35.7	49.2
Chi-Square Significance Level			0.000					0.0068	
Valid Cases			266					261	

nical schools have attended 3 or more management training programs in their adult working career.

The most frequently attended courses by the managers are under the topics, General Management, Technical Training, and Financial and Accounting Principles (Table II-11). Very few of the respondents attended courses in Personnel Management, Operation Management, Sales, Grain Marketing, and Department Management.

General Management training sessions were primarily attended by top level management (Table II-12). The branch and department head levels are by far the primary participants in Technical Training programs. Financial and Accounting Principles training programs were fairly well attended by all levels except the branch management.

Table II-11
Training Sessions Attended by The
Cooperative Grain Elevator Managers, Kansas, 1979.

Topics	5 Most Recent Training Sessions Attended				
	1	2	3	4	5
Percent of Respondents Who Attended					
1. Department Management	16.6	5.5	5.3	6.6	0.0
2. Personnel Management	1.5	1.4	1.2	0.0	0.0
3. Operations Management	2.9	0.7	0.0	3.2	0.0
4. General Management	23.9	20.7	20.0	21.3	17.5
5. Grain Marketing	8.2	6.2	3.2	11.5	7.5
6. Financial & Accounting Principles	8.8	13.1	9.6	11.5	25.0
7. Sales	2.9	6.9	3.2	1.6	5.0
8. Technical Training	29.8	40.7	53.2	37.7	37.5
9. Other	5.4	4.8	4.3	6.6	7.5
Valid Cases	205	145	95	61	40

Table II-12

Training Programs Attended by the Cooperative Grain Elevator
Managers by Management Level, Kansas, 1979.

Topics Taken In 5 Recent Training Programs Attended	Management Level			
	Top	Middle	Branch	Dept. Head
Percent of Respondents				
Department Mgt.				
1*	6.2	21.1	26.3	18.8
2	7.1	9.7	4.2	2.1
3	7.1	9.1	0.0	3.3
4	0.0	8.3	18.2	5.6
5	0.0	0.0	0.0	0.0
Average	4.8	9.6	9.7	5.9
Personnel Mgt.				
1	0.0	2.6	5.3	0.0
2	2.4	0.0	4.2	0.0
3	0.0	4.5	0.0	0.0
4	0.0	0.0	0.0	0.0
5	0.0	0.0	0.0	0.0
Average	0.48	1.42	1.9	0.0
Operations Mgt.				
1	1.5	2.6	0.0	6.3
2	0.0	0.0	0.0	2.1
3	0.0	0.0	0.0	0.0
4	5.0	0.0	0.0	5.6
5	0.0	0.0	0.0	0.0
Average	1.3	0.52	0.0	2.8

* Refers to the five training programs attended.

Table II-12 continued

Topics Taken In 5 Recent Training Programs Attended	Management Level			
	Top	Middle	Branch	Dept. Head
Percent of Respondents				
General Mgt.				
1	50.8	18.4	13.2	6.3
2	52.4	16.1	4.2	4.2
3	53.6	4.5	7.1	6.7
4	45.0	8.3	9.1	11.1
5	40.0	14.3	0.0	0.0
Average	48.4	12.3	6.7	5.7
Grain Marketing				
1	20.0	5.3	2.6	1.6
2	14.3	3.2	4.2	2.1
3	10.7	0.0	0.0	0.0
4	20.0	8.3	0.0	11.1
5	0.0	14.3	16.7	8.3
Average	13.0	6.2	4.7	4.6
Financial and Accounting Principles				
1	6.2	10.5	2.6	14.1
2	11.9	16.1	8.3	14.6
3	0.0	13.6	0.0	20.0
4	10.0	25.0	0.0	11.1
5	33.3	14.3	16.7	25.0
Average	12.3	15.9	5.9	16.9
Sales				
1	0.0	2.6	2.6	6.3
2	0.0	12.9	16.7	4.2
3	0.0	9.1	0.0	3.3
4	5.0	0.0	0.0	0.0
5	0.0	14.3	16.7	0.0
Average	1.0	7.8	7.2	2.8

Table II-12 continued

Topics Taken In 5 Recent Training Programs Attended	Management Level			
	Top	Middle	Branch	Dept. Head
Percent of Respondents				
Technical Training				
1	12.3	28.9	39.5	42.2
2	7.1	41.9	58.3	60.4
3	25.0	50.0	92.9	63.3
4	15.0	16.7	72.7	55.6
5	20.0	28.6	50.0	58.3
Average	15.8	33.2	62.7	55.9
Others				
1	3.1	7.9	7.9	4.7
2	4.8	0.0	0.0	10.4
3	3.6	9.1	0.0	3.3
4	0.0	33.3	0.0	0.0
5	6.7	14.3	0.0	8.3
Average	3.7	12.9	1.6	5.3

Comparison of the Characteristics of the
Cooperative and the Independent and Line
Grain Elevator Managers

A study of similar nature was undertaken for managers of independent and line grain elevators in Kansas. In this section, some characteristics regarding those managers are compared with characteristics of the cooperative managers. Similarities/differences were determined and statistically tested using the Chi-Square Test of Independence.

Age and Education

There is a great similarity in the age distribution among the two sets of respondents (Table II-13). Like the cooperative managers (57.4%), the majority (57.9%) of their counterparts are within the 30 to 49 years old range. The younger (18 to 29 years old) and older (50 to 60+) respondents are also similarly distributed between the two sets of managers.

Unlike the cooperative managers, more than 60.0 percent of the independent and line elevator managers have some college training or a graduate school background (Table II-14). On the other hand, more than 50.0 percent of the cooperative managers are graduates either of high school or vocational/technical institutes.

Number of Management Training Sessions Attended

The managers also differ in terms of the number of management training programs that they have attended. Unlike the cooperative managers, nearly half of the independent and line elevator managers report that they have not attended any

Table II-13

Age of the Cooperative and the Independent
and Line Grain Elevator Managers, Kansas, 1979-1980.

Age (Years)	Cooperative Managers	Indep. & Line Managers
Percent of Respondents		
18 to 29	18.9	16.5
30 to 39	30.0	28.1
40 to 49	27.4	29.8
50 to 59	17.4	17.4
60 +	6.3	8.2
TOTAL	100.0%	100.0%
Valid cases	270	120
$\chi^2 = 1.02$ ($p < 0.90$)		

Table II-14

Educational Attainment of the Cooperative and the Independent
and Line Grain Elevator Managers, Kansas, 1979-1980.

Educational Attainment	Cooperative Managers	Indep. & Line Managers
Percent of Respondents		
High School	43.3	28.7
Vocational/Technical	11.4	9.8
College Training (Some College, BS/BA)	43.3	53.3
Some Graduate Courses, MS/MA	2.0	8.2
TOTAL	100.0%	100.0%
Valid cases	263	122
$\chi^2 = 13.73$ ($p < 0.005$)		

management training programs (Table II-15). Of those who attended management training courses, only 26.7 percent registered in four or more training programs. This compares to 40.6 percent of the cooperative managers who have the same number of training programs to their record. In addition, there are only 27.9 percent of the independent and line elevator managers who have attended 1 to 3 management training courses as compared to 38.7 percent of their counterparts from the cooperative firms.

Table II-15

Number of Management Training Programs Attended by the Cooperative and the Independent and Line Grain Elevator Managers, Kansas, 1979-1980.

Number of Management Training Sessions	Cooperative Managers	Indep. & Line Managers
Percent of Respondents		
None	20.7	45.9
1	13.8	11.5
2	14.9	9.0
3	10.0	7.4
4+	40.6	26.2
TOTAL	100.0%	100.0%
Valid cases	266	122
$\chi^2 = 35.39$ ($p < 0.005$)		

Salary

A bigger percentage of the independent and line elevator managers (15.7%) receive \$35,000 plus compared to only 4.5 percent

of the cooperative managers (Table II-16). On the other hand, more cooperative managers receive a salary between \$10,000 to \$19,999 than the independent and line elevator managers.

Table II-16

Salaries of the Cooperative and the Independent
and Line Grain Elevator Managers, Kansas, 1979-1980.

Annual Salary (\$)	Cooperative Managers	Indep. & Line Managers
Percent Of Respondents		
5,000 - 9,999	2.3	5.8
10,000 - 14,999	25.2	21.5
15,000 - 19,999	37.2	25.6
20,000 - 24,999	19.5	18.2
25,000 - 29,999	7.1	8.2
30,000 - 34,999	4.2	5.0
35,000 +	4.5	15.7
TOTAL	100.0%	100.0%
Valid cases	266	121
$\chi^2 = 20.24$ ($p < 0.005$)		

Work Record

The work record of the two groups of managers are not statistically different (Tables II-17 and II-18). Regarding number of companies worked, more than half of the managers have worked in three or more companies in their adult working career. About 15.0 percent have worked in more than five companies. Around 19.0 percent have worked only in one firm.

Table II-17

Number of Companies Worked by the Cooperative and the Independent and Line Grain Elevator Managers, Kansas, 1979-1980.

Number of Companies	Cooperative Managers	Indep. & Line Managers
Percent of Respondents		
1	18.8	19.0
2	19.2	28.9
3	24.4	20.7
4	22.6	15.7
5 +	15.0	15.7
TOTAL	100.0%	100.0%
Valid cases	266	121
$\chi^2 = 6.005$ ($0.10 \leq p \leq 0.25$)		

Table II-18

Length of Service of the Cooperative and the Independent and Line Grain Elevator Managers, Kansas, 1979-1980.

Length of Service (Years)	Cooperative Managers (%)	Indep. & Line Managers (%)
Less than 1 year	8.8	6.5
1 to 4	30.2	22.8
5 to 9	23.9	31.7
10 to 19	18.9	22.8
20 +	18.2	16.2
TOTAL	100.0%	100.0%
Valid cases	285	122
$\chi^2 = 5.070$ ($0.25 \leq p \leq 0.50$)		

The length of service (in present firm) of both sets of managers is also similar. More than 50.0 percent of the managers have a tenure of 1 to 9 years. About 35.0 percent have served their present firm for ten or more than ten years. On the other hand, only around 7.0 percent have served their company for less than one year.

Years in Present Position

There is also no statistically significant difference between the cooperative and the independent and line managers in terms of the years they have held their current position (Table II-19). Around 10.0 percent of the managers are new in their present job (less than one year). More than 50.0 percent have been in their position between 1 to 9 years and approximately 30.0 percent of the managers for ten or more than ten years.

Table II-19

Years Spent in Present Position by the Cooperative and the Independent and Line Grain Elevator Managers, Kansas, 1979-1980.

Years in Present Position	Cooperative Managers	Indep. & Line Managers
	Percent of Respondents	
Less than 1 year	13.3	10.7
1 to 4	40.1	29.4
5 to 9	19.6	26.2
10 to 19	17.2	18.9
20 +	9.8	14.8
TOTAL	100.0%	100.0%
Valid cases	285	122
$\chi^2 = 6.715$ (0.10_p_0.25)		

CHAPTER III

ATTITUDES OF THE COOPERATIVE GRAIN ELEVATOR MANAGERS TOWARDS MANAGEMENT TRAINING

Description of the Attitudes Towards Management Training

Section III of the questionnaire asked respondents' opinions regarding benefits, instruction, and timing of management training programs. The survey results indicate that, in general, the cooperative managers regard management training programs as a helpful tool in upgrading their entrepreneurial skills. More specifically, 62.9 percent of the respondents believe to a large extent that management training contributes to personal growth and improves managerial ability (Table III-1). Thirty percent feel the same way but only to a slight degree while the remaining respondents (7.1%) do not really believe this statement. The same statement was reworded into a negatively phrased question. The responses confirm the earlier finding. A total of 81.6 percent of the managers strongly or somewhat disagree that training courses will not change present management skills. The survey also shows that 63.0 percent and 18.1 percent of the managers somewhat or strongly disagree, respectively, with the statement that managers learn more from books and self study than from attending training sessions. In addition, 74.0 percent believe that management trainers are generally competent, while 21.4 percent feel that they are very competent.

A total of 60.1 percent of the respondents report that

Table III-1

Attitudes of the Cooperative Grain Elevator Managers
Towards Management Training, Kansas, 1979.

Positively Phrased Attitude Indicator	Percent of Respondents	Negatively Phrased Attitude Indicator	Percent of Respondent
A.		B.	
1. Management training contributes to per- sonal growth and improves managerial ability.		1. Training courses will not change present management skills.	
-Yes, to a large extent	62.9	-Strongly agree	0.4
-Yes, only slightly	30.0	-Somewhat agree	18.0
-No, not really	7.1	-Somewhat disagree	43.0
-No definitely not	0.0	-Strongly disagree	38.6
2. Management trainers are competent.		2. Managers learn more from books and self study than from attend- ing training sessions.	
-Very competent	21.4	-Yes, strongly agree	3.2
-Generally competent	74.0	-Yes, somewhat agree	15.7
-Not too competent	4.2	-No, somewhat disagree	63.0
-Not competent at all	0.4	-No, strongly disagree	18.1
		3. Management training sessions are often too theoretical and of little practical value.	
		-Yes, strongly agree	4.3
		-Yes, somewhat agree	35.6
		-No, somewhat disagree	43.4
		-No, strongly disagree	16.7

they see much/some practical value in management training programs. Note, however, that 39.9 percent somewhat or strongly agree that management training sessions are often too theoretical and of little practical value.

No highly significant relationships exist between the attitude indicators and management level or educational attainment (Tables III-2 and III-3). Age, however, tends to have some significant impact on attitudes towards management training (Table III-4). Only the sixty plus age group respondents (6.2%) strongly agree that training courses will not change present management skills. An additional 25.0 percent somewhat agree. It should be noted, however, that a big percentage (43.8%) of the same age group believes that training will really change present management skills. Similarly, more than one-third of the respondents belonging to the other age groupings responded that they strongly believe in the positive effects of training on management skills. In addition, more than 40.0 percent also responded positively but to a lesser extent. Nobody definitely stated that training will not change managerial ability.

A similar variation in age group responses can be noted in the respondents' attitude towards value of self study versus attending training sessions. The middle age group (40 to 49) attribute more value to attendance while the older group (50 plus) tend to put even less value on attendance than the less than forty age group. Also, the 60 + group indicate extremes in attitudes.

Table III-2

Cooperative Grain Elevator Managers' Attitude Towards
Management Training by Management Level, Kansas, 1979.

Attitudes	Management Level			
	Top	Middle	Branch	Dept. Head
	Percent of Respondents			
1. Management training contributes to personal growth and improves managerial ability.				
Yes, to a large extent	53.3	61.5	76.0	66.3
Yes, only slightly	39.1	32.7	14.0	28.1
No, not really	7.6	5.8	10.0	5.6
No, definitely not	0.0	0.0	0.0	0.0
Chi Square Significance Level = 0.0888				
2. Training courses will not change present management skills.				
Strongly agree	0.0	1.9	0.0	0.0
Somewhat agree	17.4	15.4	20.0	18.9
Somewhat disagree	35.9	44.2	52.0	44.4
Strongly disagree	46.7	38.5	28.0	36.7
Chi Square Significance Level = 0.3478				
3. Managers learn more from books and self study than from attending training sessions.				
Yes, strongly agree	3.3	8.0	2.0	1.0
Yes, somewhat agree	13.0	18.0	18.4	15.6
No, somewhat disagree	66.3	62.0	67.3	57.8
No, strongly disagree	17.4	12.0	12.3	25.6
Chi Square Significance Level = 0.8589				

Table III-2 Continued

Attitudes	Management Level			
	Top	Middle	Branch	Dept. Head
	Percent of Respondents			
4. Management trainers are competent				
Very competent	15.4	18.0	28.0	25.6
Generally competent	80.2	74.0	68.0	71.1
Not too competent	4.4	6.0	4.0	3.3
Not competent at all	0.0	2.0	0.0	0.0
Chi Square Significance Level = 0.3883				
5. Management training sessions are often too theoretical and of little practical value				
Yes, strongly agree	3.2	3.9	6.0	4.5
Yes, somewhat agree	41.8	37.3	25.0	33.7
No, somewhat disagree	40.7	39.2	52.0	43.8
No, strongly disagree	14.3	19.6	16.0	18.0
Chi Square Significance Level = 0.8459				

Table III-3

Grain Elevator Cooperative Managers' Attitude Towards
Management Training by Educational Attainment, Kansas, 1979.

Attitudes	Educational Attainment			
	High School	Voc/Tech	Some College	BS/BA, Some Grad, MS/MA
Percent of Respondents				
1. Management training contributes to personal growth and improves managerial ability.				
Yes, to a large extent	63.4	62.1	66.0	61.9
Yes, only slightly	29.5	31.0	28.6	33.3
No, not really	7.1	6.9	5.4	4.8
No, definitely not	0.0	0.0	0.0	0.0
Chi Square Significance Level = 0.9913				
2. Training courses will not change present management skills.				
Strongly agree	0.0	0.0	1.8	0.0
Somewhat agree	23.2	10.0	14.2	15.9
Somewhat disagree	46.4	36.7	41.1	46.0
Strongly disagree	30.4	53.3	42.9	38.1
Chi Square Significance Level = 0.2339				
3. Managers learn more from books and self study than from attending training sessions.				
Yes, strongly agree	2.7	0.0	5.5	1.6
Yes, somewhat agree	18.9	16.7	13.0	12.7
No, somewhat disagree	63.1	63.3	66.7	68.2
No, strongly disagree	15.3	20.0	14.8	17.5
Chi Square Significance Level = 0.8589				

Table III-3 Continued

Attitudes	Educational Attainment			
	High School	Voc/Tech	Some College	BS/BA, Some Grad, MS/MA
Percent of Respondents				
4. Management trainers are competent.				
Very competent	17.1	20.1	33.3	14.2
Generally competent	80.2	73.3	61.1	81.0
Not too competent	2.7	3.3	5.6	4.8
Not competent at all	0.0	3.3	0.0	0.0
Chi Square Significance Level = 0.0512				
5. Management training sessions are often too theoretical and of little practical value.				
Yes, strongly agree	3.6	3.3	5.5	6.3
Yes, somewhat agree	38.3	23.3	34.5	38.1
No, somewhat disagree	43.6	50.1	45.5	39.7
No, strongly disagree	14.5	23.3	14.5	15.9
Chi Square Significance Level = 0.8980				

Table III-4

Cooperative Grain Elevator Managers'
Attitude Towards Management Training by Age, Kansas, 1979.

Attitudes	Age Bracket				
	18-29	30-39	40-49	50-59	60+
Percent of Respondents					
1. Management training contributes to personal growth and improves managerial ability.					
Yes, to a large extent	62.0	68.7	70.2	44.7	56.2
Yes, only slightly	32.0	28.8	25.7	40.4	31.3
No, not really	6.0	2.5	4.1	14.9	12.5
No, definitely not	0.0	0.0	0.0	0.0	0.0
Chi Square Significance Level = 0.0657					
2. Training courses will not change present management skills.					
Strongly agree	0.0	0.0	0.0	0.0	6.2
Somewhat agree	18.0	18.5	14.9	19.2	25.0
Somewhat disagree	46.0	45.7	45.9	40.4	25.0
Strongly disagree	36.0	35.8	39.2	40.4	43.8
Chi Square Significance Level = 0.0974					
3. Managers learn more from books and self study than from attending training sessions.					
Yes, strongly agree	4.1	1.2	2.7	0.0	12.4
Yes, somewhat agree	10.2	21.3	6.8	23.4	18.8
No, somewhat disagree	75.5	65.0	65.8	57.4	43.8
No, strongly disagree	10.2	12.5	24.7	19.2	25.0
Chi Square Significance Level = 0.0203					

Table III-4 Continued

Attitudes	Age Bracket				
	18-29	30-39	40-49	50-59	60+
Percent of Respondents					
4. Management trainers are competent.					
Very competent	28.0	13.5	20.6	23.9	40.0
Generally competent	66.0	84.0	76.7	69.6	53.3
Not too competent	6.0	2.5	2.7	4.3	6.7
Not competent at all	0.0	0.0	0.0	2.2	0.0
Chi Square Significance Level = 0.2520					
5. Management training sessions are often too theoretical and of little practical value.					
Yes, strongly agree	6.0	4.9	4.1	2.2	6.7
Yes, somewhat agree	40.0	32.1	36.5	42.2	20.0
No, somewhat disagree	34.0	45.7	45.9	40.0	53.3
No, strongly disagree	20.0	17.3	13.5	15.6	20.0
Chi Square Significance Level = 0.9288					

Comparison of the Attitudes of the Cooperative
and the Independent and Line Grain Elevator Managers

The responses on items 1 to 4 (Table III-5) by the independent and line grain elevator managers show a trend similar to those of their counterparts (i.e., the respondents generally believe in management training as a means of improving managerial skills). However, the figures obtained from the independent and line elevator managers denoting a strongly positive leaning towards management training are noticeably lower compared to that of the cooperative managers. In item 1, while 62.9 percent of the cooperative managers believe in the contribution of management training to personal growth and in improving managerial ability to a large extent, only 35.8 percent of the independent and line elevator managers have a similar view. Over fifty-three percent (53.3%) of the latter, however, believe only slightly in the given statement as compared to 30.0 percent of the former.

While 43.0 percent and 38.6 percent of the cooperative managers somewhat disagree or strongly disagree, respectively, that training courses will not change present management skills, only 38.0 percent and 33.1 percent of the independent and line elevator managers responded in the same way.

In terms of training capability, more than thirteen percent (13.3%) of the independent and line elevator managers regard management trainers as not too competent/not competent at all. This compares to only 4.7 percent of the cooperative managers.

Table III-5

Cooperative and Independent and Line Grain Elevator
Managers' Attitude Towards Management Training,
Kansas, 1979-1980.

Attitude Indicator	Percent of Respondents		χ^2 Comparison Value
	Cooperative Managers	Indep. & Line Managers	
1. Management training contributes to personal growth and improves managerial ability.			28.84 $p < 0.005$
Yes, to a large extent	62.9	35.8	
Yes, only slightly	30.0	53.3	
No, not really	7.1	9.2	
No, definitely not	0.0	1.7	
2. Training courses will not change present management skills.			8.14 $0.025 < p < 0.05$
Strongly agree	0.4	2.5	
Somewhat agree	18.0	26.4	
Somewhat disagree	43.0	38.0	
Strongly disagree	38.6	33.1	
3. Management Trainers are competent			10.19 $0.01 < p < 0.05$
Very competent	21.4	15.0	
Generally competent	74.0	71.7	
Not too competent	4.3	12.4	
Not competent at all	0.4	0.9	

Table III-5 Continued

Attitude Indicator	Percent of Respondents		χ^2 Comparison Value
	Cooperative Managers	Indep. & Line Managers	
4. Managers learn more from books and self study than from attending training sessions.			4.83 0.10 < p < 0.25
Yes, strongly agree	3.2	2.6	
Yes, somewhat agree	15.7	25.0	
No, somewhat disagree	63.0	56.9	
No, strongly disagree	18.1	15.5	
5. Management training sessions are often too theoretical and of little practical value.			14.114 p < 0.005
Yes, strongly agree	4.3	7.8	
Yes, somewhat agree	35.6	50.0	
No, somewhat disagree	43.4	36.2	
No, strongly disagree	16.7	6.0	

In comparing learning from books and self study versus attending management training programs, about twenty-eight percent (27.6%)¹ of the independent and line managers reported that they strongly or slightly believe that books and self study are better than attending management training courses. In this case, only 18.9 percent² of the cooperative managers feel the same way. There is, however, no statistically significant difference ($p > 0.10$) in response to this attitude.

There is a considerable difference between the responses of the two sets of managers with regard to evaluation of the practical value of management training. While 60.1 percent of the cooperative managers see much/some practical value in management training, only 42.2 percent of the independent and line managers feel likewise. Fifty percent of the independent and line managers somewhat agree that management training sessions are often too theoretical and of little practical value.

^{1,2}Based on the first and second response scales.

CHAPTER IV

PERSONALITY CHARACTERISTICS OF THE COOPERATIVE GRAIN ELEVATOR MANAGERS

The personality variables considered in this report were taken from the Baumgartel study.¹ These variables were correlated to adoptive behavior observed after attendance of management training programs. Obviously, his hypothesis was that these personality characteristics affect the degree by which managers will attempt to apply on-the-job the new knowledge and/or techniques learned from a management training program. Although the results of his study need further verification by future replications, they were cited as bases of some conclusions in this report.

A personality profile of the cooperative managers was developed out of the personality attributes obtained from the respondents. The importance of a personality profile in developing future management training programs cannot be overlooked. Knowledge of the personality of the participants in a training course is necessary in order to develop a program suited to their needs and idiosyncracies. This chapter documents and analyzes the responses of the cooperative managers as they described themselves on the basis of the personality variables. A comparison of the personality characteristics of these managers to those of the independent and line managers is also presented.

¹H. Baumgartel, T. M. Hill, and W.W. Haynes, Institution Building in India, pp. 369-371.

Personality Profile

Table IV-1 summarizes the personality characteristics of the cooperative managers. The majority (greater than 60.0%)¹ of the respondents report that they are assertive, communicative, not dependent on a leader, not cynical, open minded, work oriented, achievement oriented, energetic, not inhibited, and are originators and planners. They also have a strong/fairly strong need for a steady job and for increasing income, and have high frustration tolerance. On the contrary, they are averted to risk taking, quite sensitive and tense (worrier), and not too status oriented.

Assertiveness

An assertive person pushes ideas. He is usually forceful and exudes self confidence. Assertiveness is present among 60.8 percent² of the cooperative managers (Table IV-2). The concentration (52.8%), however, falls on the second response scale ("Fits me fairly well").

A Chi-Square Test of Independence conducted on this attribute with the classifications management level, educational attainment, and age shows no high statistical significance, i.e., the Chi-Square significance levels for all three classifications exceed the confidence limit of 0.1000. This means that there is little interaction between being assertive and being in a particular management, education, or age level.

¹Based on grouping of "Fits me very well" with "Fits me fairly well" and grouping of "Fits to a slight degree" with "Doesn't describe me at all."

²Based on the first and second response scales.

Table IV-1

Personality Characteristics of the Cooperative
Grain Elevator Managers, Knasas, 1979.

Personality Characteristics	Percent of Respondents		
	Fits me very well	Fits me fairly well	Fits to a slight degree Doesn't describe me at all
<u>Assertiveness</u>			
I am assertive, forceful, push ideas.	8.0	52.8	32.9 6.3
<u>Need for a steady job</u>			
I have a strong need for a steady job.	63.5	27.4	7.4 1.7
<u>Tension</u>			
I am often under tension, somewhat worried, not relaxed.	13.6	29.4	44.4 12.6
<u>Propensity to Communicate</u>			
I talk a lot, listen a lot, interact a lot.	17.8	55.2	23.2 3.8
<u>Achievement Orientation</u>			
I like to set goals, plan, evaluate success, get things done.	47.6	44.4	8.0 0
<u>Dependence on Good Leadership</u>			
I like to have a strong, able leader to guide and direct me.	9.2	29.9	37.3 23.6

Table IV-1 Continued

Personality Characteristics	Percent of Respondents			
	Fits me very well	Fits me fairly well	Fits to a slight degree	Doesn't describe me at all
<u>Cynicism</u>				
I tend to see people as out to satisfy their own selfish interests.	4.2	21.1	48.4	26.3
<u>Open-mindedness</u>				
I am tolerant of others' point of view, flexible.	37.1	59.4	3.5	0.0
<u>Frustration Tolerance</u>				
I often feel discouraged, wonder if it is all worth the effort.	6.3	14.3	48.6	30.8
<u>Work Orientedness</u>				
I work hard, like to work and find happiness in work.	57.7	38.5	3.5	0.3
<u>Experimenter</u>				
I take chance with new ideas, jobs, people.	16.4	37.9	36.4	9.3
<u>Need for Increasing Income</u>				
I am very concerned about increasing my income.	31.8	38.9	25.4	3.9

Table IV-1 Continued

Personality Characteristics	Percent of Respondents			
	Fits me very well	Fits me fairly well	Fits to a slight degree	Doesn't describe me at all
<u>Planner</u>				
I like to set long range plans and follow through over long periods.	18.5	42.7	32.5	6.3
<u>Energetic</u>				
Basically I have lots of energy. I seldom feel tired or fatigued.	14.3	53.1	24.5	8.1
<u>Not Inhibited (Spontaneous)</u>				
I am not very spontaneous, it is difficult for me to act freely.	2.4	21.0	33.6	43.0
<u>Statusorientedness</u>				
I like to have a prestigious job - have social esteem.	15.0	34.3	33.6	17.1
<u>Sensitive</u>				
I am very concerned about what others think of me, my feelings are easily hurt.	14.3	28.7	43.4	13.6
<u>Originator, not pawn.</u>				
I see myself as an originator not a pawn in life.	23.4	52.9	20.1	3.6

Table IV-2

Level of Assertiveness of the Cooperative Grain Elevator Managers
by Management Level, Educational Attainment and Age Bracket, Kansas, 1979.

Item	All	Management Level			Educational Attainment				Age Bracket						
		Top	Middle	Branch	Dept.	High School	Voc/ Tech.	Some Coll.	BS/BA	Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I am assertive, forceful, push ideas.															
Fits me very well.	8.0	9.8	9.6	3.8	7.8	7.0	13.3	10.7	6.3		7.8	8.6	10.8	4.3	11.8
Fits me fairly well.	52.8	55.4	53.8	63.5	43.3	60.5	40.0	55.4	39.7		49.0	55.6	50.0	57.4	41.2
Fits me to a slight degree.	32.9	31.5	32.7	26.9	37.8	25.4	40.0	32.1	44.4		33.3	32.1	29.7	34.0	47.1
Doesn't describe me at all.	6.3	3.3	3.8	5.8	11.1	7.0	6.7	1.8	9.5		9.8	3.7	9.5	4.3	0
Chi Square Significance Level			0.2838				0.1234						0.7533		
Valid Cases			286				263						270		

Need for a Steady Job

Around ninety-one percent (90.9%) of the total respondents report that they have a strong/fairly strong need for a steady job (Table IV-3). Of these respondents, over two-thirds claim that this personality characteristic really fits them very well as opposed to just fairly well.

Similar to the attribute, assertiveness, the Chi-Square Test of Independence also reveals little interaction between this factor and each of the three classifications (management level, educational attainment and age) to which it was compared. Hence, we can say that the presence of the need to have a secure job is independent of the respondents' management level, education, or age.

Degree of Tension

Over forty percent of the respondents identify themselves to be under tension most of the time (Table IV-4). The rest believe that this characteristic does not describe them at all (12.6%) or if so, only to a slight degree (44.4%).

The Chi-Square Test of Independence indicates that there is a statistically significant relationship between tension and educational attainment ($p = 0.0674$). On the other hand, this attribute does not show significant interaction with either management level or age.

An analysis of the responses by educational attainment shows that tension is more evident among the high school and vocational/technical school graduates. Those with some college and higher

Table IV-3

Need for a Steady Job of the Cooperative Grain Elevator Managers
by Management Level, Educational Attainment and Age Bracket, Kansas, 1979

Item	All	Management Level			Educational Attainment				Age Bracket							
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech.	Some Coll.	BS/BA	Some Grad MS/MA	18-29	30-39	40-49	50-59	60+	
I have a strong need for a steady job. (Security Orientedness)																
Fits me very well.	63.5	64.1	59.6	69.2	61.8	65.5	56.7	64.3	63.5	70.6	61.7	58.1	66.0	62.5		
Fits me fairly well.	27.4	25.0	34.6	21.2	29.2	28.3	33.3	21.4	27.0	25.5	28.4	28.4	29.8	18.8		
Fits me to a slight degree.	7.4	8.7	5.0	7.7	6.7	4.4	6.7	12.5	7.9	3.9	7.4	10.8	2.1	18.8		
Doesn't describe me at all.	1.7	2.2	0	1.9	2.2	1.8	3.3	1.8	1.6	0	2.5	2.7	2.1	0		
Chi Square Significance Level			0.9073				0.8124					0.6414				
Valid Cases			285				262					269				

Table IV-4

Degree of Tension Present in the Cooperative Grain Elevator Managers
by Management Level, Educational Attainment and Age, Kansas, 1979

Item	All	Management Level				Educational Attainment				Age Bracket				
		Top	Middle	Branch	Dept.	High School	Voc/ Tech.	Some Coll.	BS/BA Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I am often under tension, somewhat worried, not relaxed.														
Fits me very well.	13.6	9.8	17.3	13.5	15.6	17.5	13.3	14.3	7.9	11.8	8.6	16.2	17.0	23.5
Fits me fairly well.	29.4	39.1	19.2	28.8	25.6	29.8	33.3	25.0	30.2	25.5	33.4	23.0	31.9	35.3
Fits me to a slight degree.	44.4	40.2	53.8	46.2	42.2	35.1	43.3	42.9	58.7	49.0	49.4	41.9	36.2	35.3
Doesn't describe me at all.	12.6	10.9	9.6	11.5	16.7	17.5	10.0	17.9	3.2	13.7	8.6	18.9	14.9	5.9
Chi Square Significance Level		0.3213				0.0674					0.5011			
Valid Cases		286				263					270			

tend to be more relaxed. Note, however, that only 3.2 percent of the managers under the grouping, BS/BA, Some Graduate, MS/MA are definitely sure that they are not often under tension. Higher percentages are evident among the rest of the respondents.

Propensity to Communicate

Seventy-three percent¹ of the cooperative managers report that they are highly interactive (Table IV-5). The rest believe that this attribute does not describe them at all (3.8%) or if so, only to a slight degree (23.2%).

The Chi-Square Test of Independence reveals that this characteristic is highly related to age ($p=0.001$). The managers who believe that they are either highly or fairly interactive are mostly those within the ages of 30 to 39 (81.5%), 50 to 59 (78.7%), and 18 to 29 (74.5%) years old. Only 41.2 percent of the managers sixty years old and above feel that this personality characteristic describes them at least fairly well. Note, also, that none of the latter believe that interaction describes them very well. No statistically significant relationship exists between this particular characteristic and management level or educational attainment.

Achievement Orientation

A manager who is achievement oriented likes to set goals,

¹Based on the first and second response scales.

Table IV-5

Degree of Communicativeness of the Cooperative Grain Elevator Managers
by Management Level, Educational Attainment, and Age, Kansas, 1979.

Item	All	Management Level				Educational Attainment				Age Bracket				
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech.	Some Coll.	BS/BA Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I talk a lot, listen a lot, interact a lot.														
Fits me very well.	17.8	13.0	23.1	7.7	25.6	13.2	26.7	25.0	14.3	25.5	28.4	2.7	21.3	0.0
Fits me fairly well.	55.2	62.0	50.0	57.7	50.0	54.4	53.3	51.8	58.7	49.0	53.1	63.5	57.4	41.2
Fits me to a slight degree.	23.2	21.7	23.1	30.8	20.0	28.9	16.7	16.1	25.4	21.6	18.5	24.3	21.3	52.9
Doesn't describe me at all.	3.8	3.3	3.8	3.8	4.4	3.5	3.3	7.1	1.6	3.6	0.0	9.5	0.0	5.9
Chi Square Significance Level			0.2463				0.2765					0.0001		
Valid Cases			286				263					270		

evaluate success, and get things done. Ninety-two percent¹ of the respondents are achievement oriented (Table IV-6). By educational level, achievement orientation is predominant among all managers regardless of education. However, those who believe that this characteristic describe them very well are mostly managers with an educational attainment higher than the high school level. These observed relationships are significant at the 0.06 level. Achievement orientation, on the other hand, does not show a high statistical dependence with the categories, age and management level.

Dependence on Good Leadership

As a whole, the majority (60.9%) of the respondents are not or just slightly dependent on a good leader (Table IV-7). On the other hand, 9.2 percent of the managers feel that they like to have a strong, able leader to guide and direct them.

A look at the data by management level (highly significant at $p = 0.0000$), shows that the top managers tend to be less dependent than the managers belonging to the lower management levels. About forty-five percent (45.1%) of the top managers expressed that the characteristic, dependent on a good leader, does not describe them at all while not more than 18.0 percent of the lower level managers responded similarly.

No significant relationship exists between leadership dependence and age or educational attainment.

¹Based on the first and second response scales.

Table IV-6

Achievement Orientation of the Cooperative Grain Elevator Managers
by Management Level, Educational Attainment and Age, Kansas, 1979.

Item	All	Management Level			Educational Attainment				Age Bracket						
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech.	Some Coll.	BS/BA	Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I like to set goals, plan, evaluate success, get things done.															
Fits me very well.	47.6	55.4	46.2	42.3	43.3	36.8	53.3	62.5	46.0	51.0	56.8	40.5	40.4	35.3	
Fits me fairly well.	44.4	37.0	50.0	48.1	46.7	55.3	36.7	30.4	42.9	43.1	37.0	48.6	53.2	41.2	
Fits me to a slight degree.	8.0	7.6	3.8	9.6	10.0	7.9	10.0	7.1	11.1	5.9	6.2	10.8	6.4	23.5	
Doesn't describe me at all.	0.0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Chi Square Significance Level		0.4951			0.0559				0.1644						
Valid Cases		286			263				270						

Table IV-7

Leadership Dependence of Cooperative Grain Elevator Managers
by Management Level, Educational Attainment, and Age, Kansas, 1979.

Item	All	Management Level				Educational Attainment				Age Bracket					
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech.	Some Coll.	BS/BA	Some Grad MS/NA	18-29	30-39	40-49	50-59	60+
I like to have a strong, able leader to guide and direct me.															
Fits me very well.	9.2	3.3	13.5	13.7	10.0	9.7	0.0	12.5	6.5	3.9	11.1	9.5	8.5	13.3	
Fits me fairly well.	29.9	22.0	36.5	35.3	31.1	33.6	23.3	26.8	27.4	33.3	30.9	28.4	25.5	20.0	
Fits me to a slight degree.	37.3	29.7	32.7	35.3	48.9	38.1	40.0	35.7	40.3	47.1	39.5	29.7	31.9	46.7	
Doesn't describe me at all.	23.6	45.1	17.3	15.7	10.0	18.6	36.7	25.0	25.8	15.7	18.5	32.4	34.0	20.0	
Chi Square Significance Level			0.0000				0.4255					0.3647			
Valid Cases			284				261					268			

Cynicism

Cynicism about other's motives is reportedly absent in the majority (74.7%)¹ of the respondents (Table IV-8). Only 4.2 percent of the managers believe that this attribute fit them very well. The Chi-Square Test of Independence reveals that this factor is not dependent on management level, age, or educational attainment.

Open Mindedness

An open minded manager is tolerant of others' points of view. He is flexible. Of the total respondents, 96.5 percent consider themselves as at least fairly open minded (Table IV-9). However, the Chi-Square Test of Independence reveals that this quality is not dependent on the respondents' managerial level, age, or educational attainment.

Frustration Tolerance

Almost eighty percent (79.4%)² of the total respondents possess high frustration tolerance (Table IV-10). A breakdown of the results by age levels (significant at $p=0.0577$) reveals that high frustration tolerance is evident in only 58.8 percent of the managers who are sixty years old and over compared to more than 74.0 percent of the younger groups.³

Notice also that among the age groupings, the managers between 40 to 49 years old have relatively the highest percentage (87.8%)⁴

^{1,2,3,4}Based on the third and fourth response scales.

Table IV-8

Level of Cynicism Among the Cooperative Grain Elevator Managers
by Management Level, Educational Attainment and Age, Kansas, 1979.

Item	All	Management Level			Educational Attainment				Age Bracket						
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech	Some Coll.	BS/BA	Some Grad MA/MS	18-29	30-39	40-49	50-59	60+
I tend to see people as out to satisfy their own selfish interests.															
Fits me very well.	4.2	4.4	0.0	1.9	7.8	3.5	3.3	1.8	4.8	5.9	2.5	2.7	4.3	6.2	
Fits me fairly well.	21.1	16.5	17.3	21.2	27.8	20.2	23.3	19.6	22.6	23.5	19.8	16.2	21.3	43.8	
Fits to a slight degree.	48.4	53.8	50.0	50.0	41.1	44.7	46.7	57.1	51.6	41.2	58.0	48.6	42.6	43.8	
Doesn't describe me at all.	26.3	25.3	32.7	26.9	23.3	31.6	26.7	21.4	21.0	29.4	19.8	32.4	31.9	6.2	
Chi Square Significance Level		.2431				.8586				.2725					
Valid Cases			285			262				269					

Table IV-9

Level of Open Mindedness of the Cooperative Grain Elevator Managers
by Management Level, Educational Attainment and Age, Kansas, 1979.

Item	All	Management Level				Educational Attainment				Age Bracket				
		Top	Middle	Branch	Dept.	High School	Voc/ Tech	Some Coll.	BS/BA Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I am tolerant of other's ponts of view, flexible.														
Fits me very well.	37.1	37.0	48.1	32.7	33.3	33.3	26.7	46.4	39.7	43.1	42.0	33.8	25.5	29.4
Fits me fairly well.	59.4	58.7	50.0	65.4	62.2	60.5	73.3	53.6	57.1	54.9	53.1	63.5	70.2	70.6
Fits me to a slight degree.	3.5	4.3	1.9	1.9	4.4	6.1	0.0	0.0	32.0	2.0	4.9	2.7	4.3	0.0
Doesn't describe me at all.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Chi Square Significance Level			0.5853				0.1454					0.5311		
Valid Cases			286				263					270		

Table IV-10

Frustration Tolerance of the Cooperative Grain Elevator Managers
by Management Level, Educational Attainment and Age, Kansas, 1979.

Item	All	Management Level				Educational Attainment				Age Bracket			
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tec.	Some Coll.	BS/BA Some Grad MS/MA	18-29	30-39	40-49	50-59 60+
I often feel discouraged wonder if it is all worth the effort.													
Fits me very well.	6.3	4.3	5.8	9.6	6.7	6.1	3.3	7.1	6.3	9.8	4.9	4.1	2.1 23.5
Fits me fairly well.	14.3	18.5	1.9	13.5	17.8	15.8	23.3	12.5	11.1	15.7	17.3	8.1	19.1 17.6
Fits to a slight degree.	48.6	48.9	55.8	48.1	44.4	48.2	50.0	33.9	60.3	52.9	51.9	50.0	40.4 35.3
Doesn't describe me at all.	30.8	28.3	36.5	28.8	31.1	29.8	23.3	46.4	22.2	21.6	25.9	37.8	38.3 23.5
Chi Square Significance Level		0.2997				0.1360				0.0577			
Valid Cases		286				263				270			

who describe themselves as at least fairly high in frustration tolerance. Insignificant relationships exist between this particular personality variable and management level or educational attainment.

Work Orientedness

A work oriented person likes to work hard and finds happiness in work. Considering the total respondents, 57.7 percent of the cooperative managers are very much work oriented. Another 38.5 percent consider themselves as fairly well work oriented (Table IV-11). There is, however, no significant relationship between this variable and management level, age, or educational attainment.

Experimenter

Only half (54.3%)¹ of the respondents are experimenters (Table IV-12). The rest either consider themselves to be definitely (9.3%) or just slightly (36.4%) nonrisk takers.

The characteristic, experimenter, is significantly related to management level ($p = 0.0857$) and educational attainment ($p = 0.0791$). Age does not show an important bearing on the respondents' propensity to be risk takers.

The top management level has the highest number of risk takers (62.2%)² with over 24.0 percent indicating that the characteristic describe them very well. The department heads, on the other hand, are the greatest risk averters.

^{1,2}Based on the first and second response scales.

Table IV-11

Work Orientedness of the Cooperative Grain Elevator Managers, by
Management Level, Educational Attainment, Age, Kansas, 1979.

Item	All	Management Level				Educational Attainment				Age Bracket				
		Top	Middle	Branch	Dept.	High School	Voc/ Tech	Some Coll.	BS/BA Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I work hard, like to work and find happiness in work.														
Fits me very well.	57.7	54.3	67.3	59.6	54.4	51.8	60.0	57.1	60.3	60.8	61.7	55.4	44.7	52.9
Fits me fairly well.	38.5	40.2	30.8	38.5	41.1	43.9	40.0	39.3	33.3	35.3	34.6	40.5	53.2	38.3
Fits to a slight degree.	3.5	4.3	1.9	1.9	4.4	4.4	0.0	3.6	4.8	3.9	2.5	4.1	2.1	11.8
Doesn't describe me at all.	0.3	1.1	0.0	0.0	0.0	0.0	0.0	0.0	1.6	0.0	1.2	0.0	0.0	0.0
Chi Square Significance Level			0.7873				0.7006					0.5447		
Valid Cases			286				263					270		

Table IV-12

Propensity of the Cooperative Grain Elevator Managers to Take Risks
by Management Level, Educational Attainment and Age, Kansas, 1979.

Item	All	Management Level			Educational Attainment				Age Bracket					
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech	Some Coll	BS/BA Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I take chances with new ideas, jobs, people.														
Fits me very well.	16.4	24.4	5.8	16.0	24.8	14.3	6.9	25.5	16.1	25	13.6	19.4	14.9	0.0
Fits me fairly well.	37.9	37.8	44.2	40.0	33.0	39.3	44.8	38.2	33.9	33.3	43.2	33.3	46.8	25.0
Fits to a slight degree.	36.4	34.4	40.4	34.0	37.5	31.3	41.4	32.7	45.2	37.5	35.8	34.7	27.7	56.3
Doesn't describe me at all.	9.3	3.4	9.6	10.0	14.7	15.2	6.9	3.6	4.8	4.2	7.4	12.5	10.6	18.8
Chi Square Significance Level			0.0857				0.0791					0.2260		
Valid Cases			280				258					264		

The college graduates and those with graduate credits or MS/MA are less likely to take risks as compared to those with only some college training. In fact, the latter have the strongest response with regard to willingness to take chances.

Need For Increasing Income (Money Oriented)

Of the total respondents, 70.7 percent¹ report that they are at least fairly concerned about increasing their income. Only 3.9 percent claim that this attribute does not describe them at all (Table IV-13).

The Chi-Square Test of Independence shows that the characteristic, money oriented, has interaction with the classifications, management level ($p = 0.0008$) and age ($p = 0.0805$). The educational attainment of the managers does not reveal a statistical dependence on this particular attribute.

Further analysis of the data by management level shows that the strength of this need tends to decrease as the managerial level increases. This decreasing trend can also be observed as the age of the respondents increases.

Planner

The propensity to plan is observable among 61.2 percent² of the total respondents (Table IV-14). Only 6.3 percent of the

^{1,2}Based on the first and second response scales.

Table IV-13

Need of the Cooperative Grain Elevator Managers to Increase Income by Management Level Educational Attainment and Age, Kansas, 1979.

Item	All	Management Level			Educational Attainment				Age Bracket						
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech	Some Coll	BS/BA	Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I am very concerned about increasing my income.															
Fits me very well.	31.8	16.7	38.5	34.0	42.0	33.9	34.5	34.5	25.8		41.7	34.6	31.9	23.4	18.8
Fits me fairly well.	38.9	41.1	26.9	52.0	36.4	37.5	37.9	38.2	43.5		37.5	37.0	43.1	38.3	37.5
Fits to a slight degree.	25.4	37.8	26.9	14.0	18.2	25.0	17.2	23.6	29.0		20.8	27.2	20.8	31.9	25.0
Doesn't describe me at all.	3.9	4.4	7.7	0.0	3.4	3.6	10.4	3.7	1.7		0.0	1.2	4.2	6.4	18.8
Chi Square Significance Level			0.0008			0.6814							0.0805		
Valid Cases			280			258							264		

Table IV-14

Propensity of the Cooperative Grain Elevator Managers to Plan by Management Level, Educational Attainment and Age, Kansas. 1979.

Item	All	Management Level			Educational Attainment				Age Bracket						
		Top	Middle	Branch	Dept.	High School	Voc/ Tech	Some Coll	BS/BA	Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I like to set long range plans and follow through over long periods.															
Fits me very well.	18.5	22.8	28.8	3.8	16.7	13.2	16.7	25.0	19.0		23.5	16.0	17.6	19.1	11.8
Fits me fairly well.	42.7	47.8	32.7	50.0	38.9	45.6	50.0	33.9	42.9		31.4	49.4	48.6	38.3	35.3
Fits to a slight degree.	32.5	27.2	28.8	36.5	37.8	34.2	33.3	35.7	28.6		27.5	33.3	25.7	40.4	47.1
Doesn't describe me at all.	6.3	2.2	9.6	9.6	6.7	7.0	0.0	5.4	9.5		17.6	1.2	8.1	2.1	5.9
Chi Square Significance Level			0.0233				0.5057						0.0290		
Valid Cases			286				263						270		

respondents are definitely not planners. Further breakdown of the responses shows that, by management level (significant at $p = 0.0233$), a big number of those inclined to plan come from the top management (70.6%).¹ This characteristic is least observable among the branch and department managers. By age category (significant at $p = 0.0290$), the propensity to plan tends to increase gradually as the age of the managers rise to the bracket of 40 to 49 years old and then slowly decreases as age increases further. The youngest grouping of the managers have the strongest orientation to planning as 23.5 percent note the characteristic fits them very well. There is no statistical significance between educational attainment and propensity to plan.

Spontaneity of Action (Not Inhibited)

A person is not inhibited when it is easy for him to be spontaneous or to act freely. Forty-three percent of the cooperative managers describe themselves to be highly spontaneous in action (Table IV-15). In addition, 33.6 percent believe they are partly spontaneous. A definite lack of spontaneity, on the other hand, is observed in 2.4 percent of the managers. No significant relationship, however, is evident between this attribute and management level, age, or educational attainment.

Status Orientedness

Only about half (49.3%)² of the respondents describe themselves

^{1,2}

Based on the first and second response scales.

Table IV-15

Spontaneity of Action of the Cooperative Grain Elevator Managers
by Management Level, Educational Attainment and Age, Kansas, 1979.

Item	All	Management Level			Educational Attainment				Age Bracket						
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech	Some Coll	BS/BA	Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I am not very spontaneous, it is difficult for me to act freely.															
Fits me very well.	2.4	2.2	1.9	0.0	4.4	4.4	0.0	3.6	0.0	2.0	3.7	4.1	0.0	0	
Fits me fairly well.	21.0	19.6	19.2	19.2	24.4	21.1	33.3	14.3	25.4	23.5	18.5	20.3	25.5	23.5	
Fits to a slight degree.	33.6	37.0	25.0	38.5	32.2	30.7	16.7	39.3	38.1	29.4	30.9	32.4	38.3	35.3	
Doesn't describe me at all.	43.0	41.3	53.8	42.3	38.9	43.9	50.0	42.9	36.5	45.1	46.9	43.2	36.2	41.2	
Chi Square Significance Level			0.6065					0.1950					0.9510		
Valid Cases			286					263					270		

as status oriented (Table IV-16). On the other hand, 17.1 percent definitely do not consider this characteristic as representative of their personality. The relationships between status orientedness and management level, educational attainment, or age are statistically insignificant.

Vitality(Energetic)

An energetic manager has lots of vitality. He seldom feels tired or fatigued. The majority (67.4%)¹ of the respondents describe themselves as energetic (Table IV-17). Further analysis by age classification (significant at $p=0.0073$) reveals that the percentage of respondents who believe that this attribute describe them very well tends to decrease as age increases. However, considering the first two response scales, the trend changes. The percentage of managers who feel they are energetic increases from 64.7 percent (18 to 29 years old) to 81.1 percent at the 40 to 49 age grouping and then decreases to around 50.0 percent as the age of the respondents further increases.

Management level, educational attainment and vitality are not found to be as related statistically.

Sensitivity

A sensitive manager can be described as one who is very concerned about what others think about him. His feelings are easily hurt. Only 43.0 percent of the cooperative managers describe themselves as fairly or very sensitive (Table IV-18). By educa-

¹Based on the first and second response scales.

Table IV-16

Status Orientedness of the Cooperative Grain Elevator Managers by
Management Level, Educational Attainment and Age, Kansas, 1970.

Item	All	Management Level			Educational Attainment				Age Bracket					
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech	Some Coll	BS/BA Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I like to have a prestigious job - have social esteem.														
Fits me very well.	15.0	21.1	15.4	8.0	12.5	11.4	10.0	23.2	11.1	12.5	21.0	12.5	12.8	0.0
Fits me fairly well.	34.3	34.4	26.9	44.0	33.0	55.3	46.7	48.2	55.6	33.3	33.3	36.1	34.0	37.5
Fits to a slight degree.	33.6	31.1	40.4	28.0	35.2	26.3	36.7	25.0	17.4	33.4	32.1	36.1	42.6	25.0
Doesn't describe me at all.	17.1	13.3	17.3	20.0	19.3	7.0	6.6	3.6	15.9	20.8	13.6	15.3	10.6	37.5
Chi Square Significance Level			0.4236					0.1003				0.3596		
Valid Cases			280					263				264		

Table IV-17

Vitality(Energetic) of the Cooperative Grain Elevator Managers
by Management Level, Educational Attainment, and Age, Kansas, 1979.

	All	Management Level				Educational Attainment				Age Bracket				
		Top	Middle	Branch	Dept. Head	High School	Voc/ Tech	Some Coll	BS/BA Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
Basically, I have lots of energy. I seldom feel tired or fatigued.														
Fits me very well.	14.3	16.3	5.8	17.3	15.6	11.4	10.0	23.2	11.1	19.6	12.3	14.9	10.6	11.8
Fits me fairly well.	53.1	48.9	65.4	51.9	51.1	55.3	46.7	48.2	55.6	45.1	54.3	66.2	40.4	41.2
Fits to a slight degree.	24.5	23.9	21.2	28.8	24.4	26.3	36.7	25.0	17.5	17.6	25.9	14.9	44.7	35.3
Doesn't describe me at all.	8.1	10.9	7.7	1.9	8.9	7.0	6.7	3.6	15.9	17.6	7.4	4.1	4.3	11.8
Chi Square Significance Level		0.4136				0.1003				0.0073				
Valid Cases		286				263				270				

Table IV-18

Sensitivity of the Cooperative Grain Elevator Managers by
Management Level, Educational Attainment and Age, Kansas, 1979.

Item	All	Management Level			Educational Attainment				Age Bracket						
		Top	Middle	Branch	Dept Head	High School	Voc/ Tech	Some Coll	BS/BA	Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I am very concerned about what others think of me, my feelings are easily hurt.															
Fits me very well.	14.3	13.5	7.7	12.0	20.5	16.1	13.8	7.3	14.8	16.7	13.6	8.3	14.9	20.0	
Fits me fairly well.	28.7	34.8	19.2	32.0	26.1	28.6	17.2	23.6	36.1	31.3	27.2	30.6	23.4	20.0	
Fits to a slight degree.	43.4	42.7	51.9	42.0	39.8	45.5	62.1	45.5	32.8	41.7	43.2	43.1	48.9	60.0	
Doesn't describe me at all.	13.6	9.0	21.2	14.0	13.6	9.8	6.9	23.6	16.4	10.4	16.0	18.1	12.8	0.0	
Chi Square Significance Level		0.2098					0.0791					0.7672			
Valid Cases		279					257					263			

tional attainment (significant at $p = 0.0791$), the level where sensitivity is most prominent (50.9%)¹ is the BS/BA, Some Graduate, MS/MA category. Sensitivity is least observed from the managers who are graduates of vocational/technical schools (31.0%)² and those who have had some college courses (30.9%)³. The majority of the vocational/technical group (62.1%) believe that the characteristic fit them only to a slight degree.

Sensitivity and management level or age are statistically independent. But it is worth noting that in this particular survey none of the respondents sixty years old and over believe that sensitivity doesn't describe them at all.

Originator, not Pawn

About seventy-six percent (76.3%)⁴ of the respondents consider themselves as originators, and not pawns in life (Table IV-19). By educational attainment (significant at $p = 0.0628$) more than 75.0 percent⁵ of the managers under each level almost equally believe that they are originators. The high school and college graduates, however, are the weakest in responding positively. In fact, 6.3 percent of the high school graduate group say that the characteristic does not fit them at all. There is no significant relationship between being an originator and management level or age.

1,2,3,4,5

Based on the first and second response scales.

Table IV-19

Cooperative Grain Elevator Managers as Originators by
Management Level, Educational Attainment and Age, Kansas, 1979.

Item	All	Management Level			Educationan Attainment				Age Bracket						
		Top	Middle	Branch	Dept Head	High School	Voc/ Tech	Some Coll	BS/BA	Some Grad MS/MA	18-29	30-39	40-49	50-59	60+
I see myself as an originator not a pawn in life.															
Fits me very well.	23.4	30.0	25.0	14.3	20.6	16.2	34.5	32.7	24.6	22.9	25.3	27.8	19.1	25.0	
Fits me fairly well.	52.9	51.1	50.0	53.3	50.6	59.5	41.4	43.6	50.8	54.2	50.6	51.4	57.4	31.3	
Fits to a slight degree.	20.1	16.7	21.2	18.4	24.1	18.0	24.1	21.8	24.6	22.9	20.3	18.1	19.1	37.5	
Doesn't describe me at all.	3.6	2.2	3.8	4.1	4.6	6.3	0.0	1.8	0.0	0.0	3.8	2.8	4.3	6.3	
Chi Square Significance Level		0.6311						0.0628		0.8191					
Valid Cases		278						256		262					

Personality Traits Indicating Adoptive Behavior

The Indian and the United States-United Kingdom studies conducted by Baumgartel et. al. identified, using a step-wise multiple regression analysis, the personality orientations that characterized the "adoptors" (managers with the propensity to adopt modern managerial techniques).¹ They concluded that the following personality traits were highly correlated with adoptive behavior:

1. Assertive,
2. Communicative,
3. Likes to set goals, plan,
4. Originator, not a pawn in life,
5. Believes in the value of training,
6. Imaginative, and
7. Risk taker (experimenter).

In addition, the authors believed that the person most likely to apply new knowledge has a high need for achievement; is energetic; likes hard work; and does not have high security, power (status and money), or dependence needs. He is not cynical about the motives of others.²

¹Howard Baumgartel, "How Organizational Climate and Personality Affect the Pay-Off From Advanced Management Training Sessions", Kansas Business Review, January 1978, p. 6.

²Baumgartel, Dunn and Sullivan, Ibid.

Conclusions regarding the adoptive behavior of the cooperative managers were obtained from their personality profile. It was observed earlier that the managers are high on the following personality characteristics:

<u>Adoptive Disposition</u>	<u>Percent of Total Respondents¹</u>
1. Likes hard work (work-oriented)	96.2
2. Achievement oriented	92.0
3. Originator, not pawn	76.3
4. Not cynical about others' motives	75.0
5. Communicative	73.1
6. Energetic	67.4
7. Planner	61.2
8. Not dependent on leader	60.9
9. Assertive	60.8

Also the previous chapter has shown that 82.24 percent of the respondents believed in the value of training.

On the other hand, the managers rated themselves low on the following items.

<u>Adoptive Disposition</u>	<u>Percent of Total Respondents²</u>
1. Experimenter	54.3
2. Low need for prestigious job	50.7
3. Low need for increasing income	29.3
4. Low need for a steady job	9.2

^{1,2}Two response scales considered

The item, imaginative, was disregarded since no relevant information was obtained for this particular factor. This mishap can be attributed to the way the question in the survey material was phrased.

The above results show that, of the fourteen valid indicators of adoptive behavior, ten (71.4%) had at least 60.0 percent of the cooperative managers respond at least fairly positively. On this basis, it can be concluded that an adoptive disposition is present among the cooperative managers.

An analysis of the adoptive behavior indicators by management level, educational attainment, and age might have been informative. However, no inferences about the population of the cooperative managers in relation to these three classifications can be stated since most of the indicators do not show any statistical dependence on these groupings.

Comparison of the Personality Characteristics
of the Cooperative and the Independent and Line
Grain Elevator Managers

Table IV-20 shows the comparative responses of the cooperative and the independent and line grain elevator managers regarding personality characteristics. The Chi-Square Test of Independence shows that these two sets of managers do not differ in their responses in most of the questions. More specifically, the distribution of the cooperative and the independent and line managers show much similarity in the following attributes: Communicative, Anxious, Achievement Oriented, Open Minded, Work Oriented, Frustration Tolerant, Planner, Not Inhibited, Energetic,

Table IV-20

Personality Characteristics of the Cooperative
and the Independent and Line Grain Elevator Managers, Kansas, 1979-1980.

Personality Characteristic	Percent of Respondents		χ^2 Comparison Value
	Cooperative Managers	Indep. & Line Managers	
1. I am assertive, forceful, push ideas. (Assertive)			
Fits me very well.	8.0	16.7	15.12
Fits me fairly well.	52.8	43.3	$p < 0.005$
Fits to a slight degree.	32.9	35.0	
Doesn't describe me at all.	6.3	5.0	
2. I have a strong need for a steady job. (Security Oriented)			
Fits me very well.	63.5	63.6	8.10
Fits me fairly well.	27.4	20.7	
Fits to a slight degree.	7.4	9.1	$0.025 < p < 0.05$
Doesn't describe me at all.	1.7	6.6	
3. I talk a lot, listen a lot, interact a lot. (Communicative)			
Fits me very well.	17.8	20.5	0.48
Fits me fairly well.	55.2	54.1	$0.90 < p < 0.95$
Fits to a slight degree.	23.2	21.3	
Doesn't describe me at all.	3.8	4.1	
4. I am often under tension, somewhat worried, not relaxed. (Anxious)			
Fits me very well.	13.6	19.7	5.09
Fits me fairly well.	29.4	31.1	$0.10 < p < 0.25$
Fits to a slight degree.	44.4	33.6	
Doesn't describe me at all.	12.6	15.6	

Table IV-20 Continued

Personality Characteristic	Percent of Respondents		χ^2 Comparison Value
	Cooperative Managers	Indep. & Line Managers	
5. I like to have a strong, able leader to guide and direct me. (Dependence on Good Leader)			21.34 $p < 0.005$
Fits me very well.	9.2	13.1	
Fits me fairly well.	29.9	12.3	
Fits to a slight degree.	37.3	33.6	
Doesn't describe me at all.	23.6	41.0	
6. I like to set goals, plan, evaluate success, get things done. (Achievement-Oriented).			5.83 $0.10 < p < 0.25$
Fits me very well.	47.6	45.1	
Fits me fairly well.	44.4	40.2	
Fits to a slight degree.	8.0	13.9	
Doesn't describe me at all.	0.0	0.8	
7. I tend to see people as out to satisfy their own selfish interests. (Cynical)			17.04 $p < 0.005$
Fits me very well.	4.2	6.6	
Fits me fairly well.	21.1	19.0	
Fits to a slight degree.	48.4	29.8	
Doesn't describe me at all.	26.3	44.6	
8. I am tolerant of other points of view, flexible. (Openminded)			5.65 $0.10 < p < 0.25$
Fits me very well.	37.1	39.4	
Fits me fairly well.	59.4	54.1	
Fits to a slight degree.	3.5	4.9	
Doesn't describe me at all.	0.0	1.6	

Table IV-20

Personality Characteristic	Percent of Respondents		χ^2 Comparison Values
	Cooperative Managers	Indep. & Line Managers	
9. I work hard, like to work and find happiness in work. (Work oriented)			0.59 0.75 < p < 0.90
Fits me very well.	57.7	59.0	
Fits me fairly well.	38.5	36.9	
Fits to a slight degree.	3.5	4.1	
Doesn't describe me at all.	0.3	0.0	
10. I often feel discouraged, wonder if it is all worth the effort. (Frustration tolerant)			2.09 0.50 < p < 0.75
Fits me very well.	6.3	9.0	
Fits me fairly well.	14.3	16.4	
Fits to a slight degree.	48.6	41.8	
Doesn't describe me at all.	30.8	32.8	
11. I like to set long range plans and follow through over long periods. (Planner)			1.39 0.50 < p < 0.75
Fits me very well.	18.5	19.7	
Fits me fairly well.	42.7	36.9	
Fits to a slight degree.	32.5	35.2	
Doesn't describe me at all.	6.3	8.2	
12. I am not very spontaneous, it is difficult for me to act freely. (Not inhibited)			4.88 0.10 < p < 0.25
Fits me very well.	2.4	6.6	
Fits me fairly well.	21.0	16.4	
Fits to a slight degree.	33.6	32.8	
Doesn't describe me at all.	43.0	44.2	

Table IV-20

Personality Characteristic	Percent of Respondents		χ^2 Comparison Values
	Cooperative Managers	Indep. & Line Managers	
13. I have lots of energy. I seldom feel tired or fatigued. (Energetic)			5.45 $0.10 < p < 0.25$
Fits me very well.	14.3	23.0	
Fits me fairly well.	53.2	47.5	
Fits to a slight degree.	24.5	24.6	
Doesn't describe me at all.	8.0	4.9	
14. I like to have a prestigious job - have social esteem. (Status Oriented)			2.97 $0.25 < p < 0.50$
Fits me very well.	15.0	14.6	
Fits me fairly well.	34.3	30.1	
Fits to a slight degree.	33.6	30.9	
Doesn't describe me at all.	17.1	24.4	
15. I take chances with new ideas, jobs, people. (Experimenter)			1.78 $0.50 < p < 0.75$
Fits me very well.	16.4	21.1	
Fits me fairly well.	37.9	36.6	
Fits to a slight degree.	36.4	31.7	
Doesn't describe me at all.	9.3	10.6	
16. I am very concerned about increasing my income. (Money Oriented)			1.23 $0.50 < p < 0.75$
Fits me very well.	31.8	35.0	
Fits me fairly well.	38.9	33.3	
Fits to a slight degree.	25.4	26.8	
Doesn't describe me at all.	3.9	4.9	

Table IV-20

Personality Characteristic	Percent of Respondents		X ² Comparison Value
	Cooperative Managers	Indep. & Line Managers	
17. I see myself as an originator not a pawn in life. (Originator)			4.58 0.10 < p < 0.25
Fits me very well.	23.4	33.3	
Fits me fairly well.	52.9	45.5	
Fits to a slight degree.	20.1	17.1	
Doesn't describe me at all.	3.6	4.1	
18. I am very concerned about what others think of me, my feelings are easily hurt. (Sensitive)			1.77 0.50 < p < 0.75
Fits me very well.	14.3	11.5	
Fits me fairly well.	28.7	32.8	
Fits to a slight degree.	43.4	39.3	
Doesn't describe me at all.	13.6	16.4	

Status Oriented, Money Oriented, Originator, and Sensitive. Since this is the case, the distribution of the responses of the two groups of managers can be combined (Table IV-21). We can say that both the cooperative and the independent and line elevator managers are communicative with 54.9 percent of them considering this characteristic as fitting them fairly well. The characteristics, achievement oriented, open minded, work oriented, money oriented, and being an originator, not a pawn in life are present to a high and fair degree in more than 70.0 percent of the respondents. Anxiety, the propensity to plan, vitality, status orientedness, risk taking and sensitivity are also present among majority of the respondents but mostly only to a fair or a slight degree.

On the other hand, the cooperative and the independent and line managers are significantly different in their responses pertaining to the indicators: assertive, need for a steady job, dependent on a good leader, and cynical. While only 8.0 percent of the cooperative managers believe that the characteristic, assertive, fits them very well, 16.7 percent of the managers of independent and line grain elevators think similarly. On the contrary, 52.8 percent of the cooperative managers replied that this attribute describes them fairly well versus 43.3 percent of the other group of managers.

More than 63.0 percent of both groups of managers similarly describe themselves as security oriented (high need for a steady job). They, however, differ in their responses on the other

Table IV-21
Combined Responses of the Cooperative and
the Independent and Line Grain Elevator Managers, Kansas, 1979-1980.

Personality Characteristic	Fits Me Very Well	Fits Me Fairly Well	Fits to a Slight Degree	Doesn't Describe Me At All
	Percent of Respondents			
Communicative	18.63	54.90	22.55	3.92
Anxious	15.44	29.90	41.18	13.48
Achievement Oriented	46.81	43.14	9.80	0.25
Open Minded	37.74	57.84	3.92	0.50
Work Oriented	58.08	37.99	3.68	0.25
Discouraged (Frustration Tolerance)	7.11	14.95	46.57	31.37
Planner	18.87	40.93	33.33	6.87
Inhibited	3.68	19.61	33.33	43.38
Energetic	16.91	51.47	24.51	7.11
Status Oriented	14.90	33.00	32.75	19.35
Experimenter (Risk Taker)	17.87	37.47	34.99	9.67
Money Oriented	32.75	37.22	25.81	4.22
Originator	76.43	50.62	19.21	3.74
Sensitive	13.46	29.93	42.15	14.46

responsescales with more of the cooperative managers (27.4%) answering, "Fits me fairly well" than the independent and line elevator managers (20.7%). More of the latter, on the other hand, believe that they have a low need for a steady job or none at all. It can be inferred that the cooperative managers have a stronger need for a steady job compared to the other group of managers.

A greater number of independent and line elevator managers (41.0%) compared to cooperative managers (23.6%) are not dependent on a good leader. On the contrary, more cooperative managers (39.1%) than independent and line managers (25.4%) believe they are dependent on a good leader.¹

About forty-five percent (44.6%) of the independent and line elevator managers reported that the attribute, cynical, doesn't describe them at all. Only 26.3 percent of the cooperative managers responded to the same extent.

As adoptors of management techniques and/or tools, both the cooperative and the independent and line elevator managers showed indications that they are potential adoptors. A comparison of the responses to questions indicating adoptive behavior show that, on the average, the independent and line managers have a negligible edge of 1.06 percent (Table IV-22). On the other hand, only nine out of the fourteen indicators have at least a 60.0 percent response from the independent and line managers while the cooperative managers have ten.

¹Based on the first and second response scales.

Table IV-22

Adoptive Behavior of the Cooperative and the
Independent and Line Grain Elevator Managers, Kansas, 1979-1980.

Adoptive Quality Indicator	Percent of Respondents*	
	Cooperative Managers	Indep. & Line Managers
Work oriented	96.2	95.9
Achievement oriented	92.0	85.3
Originator, Not Pawn	76.3	78.8
Not Cynical	75.0	74.4
Communicative	73.1	74.6
Energetic	67.4	70.5
Planner	61.2	56.6
Not Dependent on Good Leader	60.9	74.6
Assertive	60.8	60.0
Believe in the Value of Training	82.2	72.3
Experimenter	54.3	57.7
Low Need for Prestigious Job	50.7	55.3
Low Need for Increasing Income	29.3	31.7
Low Need for Steady Job	9.2	15.7
Average	63.47%	64.53%

* Each percentage represents two response scales.

CHAPTER V

ANALYSIS OF THE COOPERATIVE GRAIN ELEVATORS' ORGANIZATIONAL ENVIRONMENT

The preceeding chapter established that adoptive behavior can be observed among the cooperative managers. This kind of behavior partly determines the success of a management training program. No matter how well the training courses were prepared, the knowledge or managerial techniques imparted are useless unless they are applied on the job.

In this chapter, the cooperatives' organizational environment, another factor believed to affect the success of a management training program, is analyzed. The aim is to determine the climate favorable or unfavorable existing within the cooperatives. A favorable climate means a working environment which encourages the adoption on the job of new ideas and practices.¹

The presence of a favorable organizational climate has been noted by past related studies as a major determining factor in the success of management training programs. In the Baumgartel Indian study, organizational climate appeared to be the single most powerful influence on adoption.² The similar study conducted in the United States and the United Kingdom "confirmed and validated the importance of organizational climate in the facilitation

¹Baumgartel, Hill, and Haynes, Institution Building in India, pp. 201-202.

²Howard Baumgartel, Luther E. Dunn, George I. Sullivan, "Management Education, Climate, and Innovation", Journal of General Management, vol. 4, #2, 1976/77, p. 18.

of adoptive behavior."¹

In the above-mentioned studies, the common factors that were found most closely associated with a favorable climate were:

1. Freedom to set performance goals (autonomy);
2. Growth orientation of the firm;
3. Encouragement of risk taking; and
4. Frequent use of outside consultants.

The latter study also concluded that factors like the presence of company rules and policies which are not restrictive, pressure for maximum job performance and a participative management philosophy are determinants of a favorable climate. These results were used in this report as bases for analyzing the organizational climate of the cooperatives.

The Organizational Climate

Table V-1 shows the responses of the cooperative managers on the questions regarding organizational climate. Results reveal that the majority of the managers believe that most of the indicators signifying a favorable climate are existent in their organizations. To indicate the presence of a participative type of management, 81.0 percent of the respondents report that employees in their organization participate to a great extent/to some extent in decisions which affect them. Also, almost ninety percent (89.8%) state that an open communication exists among management and employees, while 79.0 percent believe that mutual

¹Baumgartel, Dunn, and Sullivan, "Pay-Off From Advanced Management Training Sessions", Kansas Business Review, January 1978, p. 4.

Table V-1

The Cooperatives' Organizational Climate as
Perceived by the Cooperative Grain Elevators, Kansas, 1979.

Organizational Climate Indicators	Percent of Respondents
<u>Participative Management</u>	
To what extent do employees at various levels participate in decisions which affect them?	
To a great extent.	19.4
To some extent.	61.6
To a small extent.	16.5
Hardly at all.	2.5
How free and open are the interpersonal communications among management and employees in your organization?	
Very free and open.	41.4
Somewhat free and open.	48.4
Not too free and open.	9.1
Not at all free and open.	1.1
How would you characterize the climate of interpersonal trust among management and employees in your organization?	
Very high level of trust.	23.1
Considerable trust.	55.9
Some trust.	17.8
Little or no trust.	3.2
Do you agree with the statement, "Most people dislike work, will avoid it if possible and have to be coerced into working"?	
Yes, for most people.	5.6
Yes, but for only a few people.	23.5
No, with exceptions.	51.6
No, definitely not true.	19.3
<u>Autonomy</u>	
How free are you to set your own personal goals?	
Very free to set my goals.	64.7
Somewhat free.	32.9
Not too free.	2.1
Not at all free - others set goals	0.3

Table V-1 Continued

Organizational Climate Indicator	Percent of Respondents
<u>Supportive Company Rules and Policies</u>	
To what extent do you feel restricted by rules, policies and procedures in your organization?	
Not at all restricted.	32.2
Slightly restricted.	59.1
Quite restricted.	7.3
Very restricted.	1.4
<u>Growth Orientation</u>	
To what extent is your organization growth oriented, i.e., interested in continuous expansion?	
To a high degree.	33.7
To a moderate degree.	51.2
To a slight degree.	13.0
Not really growth oriented.	2.1
<u>Risk Taking</u>	
What is your organizations general orientation toward risk taking by management? (e.g., offering new services or products).	
Strongly encourages risk taking.	4.6
Somewhat encourages risk taking.	45.7
Somewhat discourages risk taking.	34.4
Strongly discourages risk taking.	15.3
<u>Use of Outside Consultants</u>	
To what extent does your organization make use of outside consultants in the ordinary course of affairs?	
Frequently.	20.4
Occasionally.	63.7
None now, but are planning to.	1.8
No, we do not use consultants.	14.1
<u>Pressure For Maximum Effort</u>	
To what extent does your organization pressure individuals for maximum effort?	
Considerable pressure.	8.1
Moderate pressure.	45.4
Mild pressure.	39.8
Almost no pressure at all.	6.7

trust among management and employees is present at a very high level or to a considerable degree in their cooperatives. Furthermore, about 80.0 percent of the managers also report that they believe that their employees like work and do not have to be coerced into working - another indicator that trust exists within the cooperatives.

Autonomy or freedom to set own performance goals is also existent among the cooperatives. It is worth noting that almost 65.0 percent of the respondents state that they are very free to set goals.

The rules, policies and procedures of the cooperatives are described by 91.3 percent of the managers as not at all or only slightly restrictive. Note that 59.1 percent of the responses are concentrated on the response, "Slightly restricted", while there are only 32.2 percent under the response, "Not at all restricted".

Growth orientation is reported by 84.9 percent of the managers with 33.7 percent and 51.2 percent responding "To a high degree" and "To a moderate degree", respectively.

The use of outside consultants is also common among the cooperatives as 84.1 percent of the managers report. This percentage considers responses under the scales "Frequently" and "Occasionally."

Risk taking is quite low among the cooperatives surveyed. Only 50.3 percent of the managers report that risk taking is strongly/somewhat encouraged in their organization.

A direct question asking whether management puts pressure on

individuals to exert maximum effort on the job is confirmed by only half of the respondents. Eight percent report that management exerts considerable pressure while 45.4 percent of the respondents believe that pressure exists to a moderate extent.

The organizational climate indicators were tested for any statistical relationships with the cooperatives' annual sales. Results show that none of the indicators are significantly related to this variable (Table V-2). This lack of statistical significance indicates that the presence or absence of a favorable organizational environment does not depend on the cooperatives' annual sales.

Degree of Penetration of Modern Management Techniques

In addition to the indicators mentioned, two other sets of questions were incorporated into the survey instrument. The first set was designed to obtain data indicating the degree of penetration of modern managerial practices into the cooperatives. It is the assumption of this study that the utilization of certain management practices signifies the openness of the organization to innovative managerial techniques whether the ideas come from training programs or from other sources.

Five management techniques were used as bases to determine the degree to which the cooperatives are employing modern management tools. An analysis of the responses to the questions pertaining to these items shows that more than 60.0 percent of the respondents believe that the following tools are being either fully or partially utilized in their organizations (Table V-3):

Table V-2

Organizational Climate, by Annual Sales
Cooperative Grain Elevators, Kansas, 1979 .

Organizational Climate Indicator	Annual Sales (\$)						Chi Square Significance Level	Valid Cases
	0 to 3,000,000	3,000,001 to 6,000,000	6,000,001 to 9,000,000	9,000,001 to 12,000,000	12,000,001 to 15,000,000	15,000,001 +		
<u>Participative Management</u>								
To what extent do employees at various levels participate in decisions which affect them?								
To a great extent.	17.0	22.5	50.0	30.0	20.0	0.0		
To some extent.	60.4	67.5	50.0	60.0	80.0	80.0	0.3306	284
To a small extent.	19.3	10.0	0.0	10.0	0.0	20.0		
Hardly at all.	3.3	0.0	0.0	0.0	0.0	0.0		
<u>How free and open are the interpersonal communications among management and employees in your organization?</u>								
Very free and open.	39.0	50.0	58.3	60.0	40.0	0.0		
Somewhat free and open.	47.9	50.0	41.7	40.0	40.0	100.0	0.3046	285
Not too free and open.	11.7	0.0	0.0	0.0	20.0	0.0		
Not at all free and open.	1.4	0.0	0.0	0.0	0.0	0.0		
<u>How would you characterize the climate of interpersonal trust among management and employees in your organization?</u>								
Very high level of trust.	22.0	30.0	16.7	30.0	40.0	0.0		
Considerable trust.	52.3	62.5	83.3	70.0	40.0	80.0	0.2833	286
Some trust.	21.5	7.5	0.0	0.0	20.0	20.0		
Little or no trust.	4.2	0.0	0.0	0.0	0.0	0.0		

Table V-2 Continued

Organizational Climate Indicator	Annual Sales (\$)						Chi Square Significance Level	Valid Cases
	0 to 3,000,000	3,000,001 to 6,000,000	6,000,001 to 9,000,000	9,000,001 to 12,000,000	12,000,001 to 15,000,000	15,000,001 +		
Do you agree with the statement, "Most people dislike work, will avoid it if possible and have to be coerced into working"? (Theory X)								
Yes, for most people.	6.6	0.0	8.3	0.0	20.0	0.0		
Yes, but for only a few people.	24.4	20.0	16.7	30.0	20.0	20.0	0.4573	285
No, with exceptions.	52.6	55.0	33.3	40.0	60.0	40.0		
No, definitely not true.	16.4	25.0	41.7	30.0	0.0	40.0		
<u>Autonomy</u>								
How free are you to set your own performance goals?								
Very free.	62.6	70.0	75.0	90.0	60.0	40.0		
Somewhat free.	34.1	30.0	25.0	10.0	40.0	60.0	0.9401	286
Not too free.	2.8	0.0	0.0	0.0	0.0	0.0		
Not at all free-others set goals.	.5	0.0	0.0	0.0	0.0	0.0		
<u>Supportive Company Rules & Policies</u>								
To what extent do you feel restricted by rules, policies and procedures in your organization?								
Not at all restricted.	27.6	45.0	33.3	70.0	60.0	20.0		
Slightly restricted	60.7	55.0	66.7	30.0	40.0	80.0	0.1646	286
Quite restricted.	9.8	0.0	0.0	0.0	0.0	0.0		
Very restricted.	1.9	0.0	0.0	0.0	0.0	0.0		

Table V-2 Continued

Organizational Climate Indicator	Annual Sales (\$)							Chi Square Significance Level	Valid Cases
	0 to 3,000,000	3,000,001 to 6,000,000	6,000,001 to 9,000,000	9,000,001 to 12,000,000	12,000,001 to 15,000,000	15,000,001 to 18,000,000	18,000,001 to 21,000,000		
<u>Growth Orientation</u>									
To what extent is your organization growth oriented?									
To a high degree.	33.8	22.5	25.0	30.0	80.0	100.0			
To a moderate degree.	50.7	60.0	58.3	60.0	20.0	0.0		0.1804	285
To a slight degree.	13.6	12.5	16.7	10.0	0.0	0.0			
Not really growth oriented.	1.9	5.0	0.0	0.0	0.0	0.0			
<u>Risk Taking</u>									
What is your organization's general orientation toward risk taking?									
Strongly encourages risk taking.	5.7	0.0	8.3	0.0	0.0	0.0			
Somewhat encourages risk taking.	45.2	40.0	25.0	70.0	60.0	100.0			
Somewhat discourages risk taking.	31.9	50.0	41.7	30.0	40.0	0.0		0.1693	282
Strongly discourages risk taking.	17.2	10.0	25.0	0.0	0.0	0.0			
<u>Use of Outside Consultants</u>									
To what extent does your organization make use of outside consultants in the ordinary course of affairs?									
Frequently.	20.8	15.0	25.0	30.0	40.0	0.0			
Occasionally.	64.2	60.0	58.3	60.0	60.0	100.0		0.7331	284
None now, but are planning to.	2.4	0.0	0.0	0.0	0.0	0.0			
No we do not use consultants.	12.6	25.0	16.7	10.0	0.0	0.0			

Table V-2 Continued

Organizational Climate Indicator	Annual Sales (\$)						Chi-Square Significance Level	Valid Cases
	0 to 3,000,000	3,000,001 to 6,000,000	6,000,001 to 9,000,000	9,000,001 to 12,000,000	12,000,001 to 15,000,000	15,000,001 +		
<u>Pressure for Maximum Effort</u>								
To what extent does your organization pressure individuals for maximum effort?								
Considerable pressure.	9.0	2.5	8.3	20.0	0.0	0.0	0.3537	284
Moderate pressure.	40.6	60.0	75.0	40.0	60.0	60.0		
Mild pressure.	42.0	35.0	16.7	40.0	40.0	40.0		
Alomst no pressure at all.	8.4	2.5	0.0	0.0	0.0	0.0		

Table V-3

Degree of Utilization of Modern Managerial
Techniques by the Cooperative Grain Elevators, Kansas, 1979.

Management Tools	Percent of Respondents
Does your organization have written plans to meet organizational objectives?	
Yes, definitely.	18.2
Yes, to some extent.	41.8
No, but plans are being made.	12.6
No, we have no such plans.	27.4
Does your organization make use of advanced financial techniques, such as, ratio analysis, regression analysis and capital budgeting in making investment decisions?	
Yes, definitely.	35.8
Yes, some applications.	41.8
No, not really.	16.1
Not sure.	6.3
Has your organization introduced any modern techniques of inventory control?	
Yes, many applications.	11.6
Yes, in some areas.	53.9
No, but we are planning to do so.	12.0
No, none have been introduced.	22.5
Does your organization follow a formal appraisal or evaluation system for management personnel?	
Yes, very closely.	27.4
Yes, but very loosely.	33.0
No, but we are planning such a system.	5.6
No, we don't.	34.0
Does your organization use financial budgeting procedures?	
Yes, a complete system.	33.0
Yes, some budgeting.	36.8
No, but are developing one.	8.8
No, no real budgeting system.	21.4

1. Written plans or objectives,
2. Advanced financial techniques,
3. Inventory control,
4. Performance appraisal system, and
5. Financial budgeting procedures.

Note, however, that advanced financial techniques are most definitely used relative to the other items. On the other hand, the use of written plans and a performance appraisal system are least frequently cited. Also, some small percentages of the respondents report that their cooperatives are planning to implement the use of written plans, inventory control, performance appraisal system and financial budgeting procedures in the future. Note that less than half of the cooperatives are definitely using any of the techniques.

A test of statistical dependence was also conducted on these items against annual sales. Results show that the items concerning the use of a performance appraisal system and the documentation of objectives are statistically related to sales (Table V-4). On the other hand, the use of advanced financial techniques, modern inventory control, and financial budgeting procedures are related to sales at greater than the 10.0 percent level of significance.

Further analysis of the statistically significant responses shows that the management tool, documentation of objectives, is highest among cooperatives garnering sales of \$15,000,001 or more. The majority of the respondents from cooperatives with yearly receipts of \$9,000,001 to \$12,000,000 and \$0.00 to \$3,000,000 also

Table V-4

Degree of Utilization of Modern Managerial Techniques, by Annual Sales, Kansas, 1979.

Management Tool	Annual Sales (\$)						Chi Square Significance Level	Valid Cases
	0 to 3,000,000	3,000,001 to 6,000,000	6,000,001 to 9,000,000	9,000,001 to 12,000,000	12,000,001 to 15,000,000	15,000,001 +		
Does your organization have written plans to meet organizational objectives?								
Yes, definitely.	17.8	15.0	8.3	30.0	20.0	60.0		
Yes, to some extent.	42.7	35.0	50.0	50.0	20.0	40.0	0.0609	285
No, but plans are being made.	10.8	20.0	16.7	0.0	60.0	0.0		
No, we have no such plans.	28.7	30.0	25.0	20.0	0.0	0.0		
Does your organization make use of advanced financial techniques, such as, ratio analysis, regression analysis and capital budgeting in making investment decisions?								
Yes, definitely.	36.6	32.5	50.0	30.0	0.0	40.0		
Yes, some applications.	39.0	45.0	33.3	60.0	100.0	60.0	0.2817	285
No, not really.	16.0	22.5	16.7	10.0	0.0	0.0		
Not sure.	8.4	0.0	0.0	0.0	0.0	0.0		

Table V-4 Continued

Management Tool	Annual Sales (\$)						Chi Square Significance Level	Valid Cases
	0 to 3,00,000	3,00,001 to 6,00,000	6,00,001 to 9,00,000	9,00,001 to 12,00,000	12,00,001 to 15,00,000	15,00,001 to 18,00,000		
Has your organization introduced any modern technique of inventory control?								
Yes, many applications.	13.6	0.0	16.7	22.2	0.0	0.0		
Yes, in some areas.	51.6	65.0	66.7	55.6	60.0	20.0		
No, but we are planning to do so.	11.7	7.5	8.3	11.1	40.0	40.0	0.1218	284
No, none have been introduced.	23.1	27.5	8.3	11.1	0.0	40.0		
Does your organization follow a formal appraisal or evaluation system for management personnel?								
Yes, very closely.	30.5	10.0	16.7	20.0	40.0	60.0		
Yes, but very loosely.	30.5	32.5	50.0	70.0	40.0	20.0		
No, but we are planning such a system.	5.2	7.5	8.3	0.0	20.0	0.0	0.0618	285
No, we don't.	33.8	50.0	25.0	10.0	0.0	20.0		
Does your organization use financial budgeting procedures?								
Yes, a complete system.	37.6	15.0	16.7	20.0	0.0	80.0		
Yes, some budgeting.	33.3	47.5	50.0	60.0	60.0	0.0		
No, but are developing one.	8.9	12.5	8.3	0.0	0.0	0.0	0.1087	285
No, no real budgeting system.	20.2	25.0	25.0	20.0	40.0	20.0		

report that their organizational objectives are being documented. Also, the use of a performance appraisal system for management personnel is reported by more than 60.0 percent of the respondents from all sales levels except for those belonging to cooperatives earning \$3,000,001 to \$6,000,000 annually. In the latter's case, 50.0 percent say that such a system does not exist in their organization at all.

Encouragement to Attend Training Programs

The second set of questions were more direct questions regarding the support the management gives to training programs. The results reveal that seminar attendance is very much encouraged by the cooperatives (Table V-5). The majority of the managers also report that leave time with pay is provided by their organization for employees attending job-related training seminars. These indicators, however, prove statistically insignificant when compared with annual sales (Table V-6).

Table V-5

Additional Organizational Climate Indicators,
Cooperative Grain Elevators, Kansas, 1979.

Organizational Climate Indicator	Percent of Respondents
Does your organization encourage employees to attend job related training seminars?	
Yes, to a large extent.	67.5
Yes, only slightly.	27.6
No, not really.	4.9
No, definitely not.	0.0
Does your organization provide leave time with pay for employees to attend job related training seminars?	
Yes, a very liberal leave policy.	82.3
Yes, but very restricted leave policy.	16.4
No, usually don't.	1.0
No, never.	0.3

Table V-6

Additional Organizational Climate Indicators, by Annual Sales, Cooperative Grain Elevators, Kansas, 1979.

Organizational Climate Indicator	Annual Sales (\$)						Chi Square Significance Level	Valid Cases
	0 to 3,000,000	3,000,001 to 6,000,000	6,000,001 to 9,000,000	9,000,001 to 12,000,000	12,000,001 to 15,000,000	15,000,001 +		
Does your organization encourage employees to attend job related training seminars?							0.8410	286
Yes, to a large extent.	67.3	62.5	83.3	60.0	60.0	100.0		
Yes, only slightly.	27.6	32.5	16.7	30.0	40.0	0.0		
No, not really.	5.1	5.0	0.0	10.0	0.0	0.0		
No, definitely not.	0.0	0.0	0.0	0.0	0.0	0.0		
Does your organization provide leave time with pay for employees to attend job related training seminars?							0.9981	286
Yes, a very liberal leave policy.	80.8	82.5	83.3	90.0	100.0	100.0		
Yes, but very restricted leave policy.	17.3	17.5	16.7	10.0	0.0	0.0		
No, usually don't.	1.4	0.0	0.0	0.0	0.0	0.0		
No, never.	0.5	0.0	0.0	0.0	0.0	0.0		

Comparison of the Organizational Environment
in Cooperative and Independent and Line Grain Elevators

A comparison of the responses of managers regarding the organizational climate indicators reveals that the two groups of manager-respondents differ statistically in the following items: participation in decisions affecting employees, open interpersonal communications, interpersonal trust, growth orientation, use of outside consultants, and pressure for maximum effort (Table V-7). Compared to the cooperative managers, a larger percentage of the independent and line grain elevator managers believe that the first four items mentioned above are present in their firms at a very high level (first response scale). This changes, however, at the second response scale of each of the items---a larger group of cooperative managers compared to the independent and line elevator managers believe to some extent that these indicators are present in their firms.

Considering both response levels, more independent and line elevator managers than cooperative managers feel that manager-employee communication, interpersonal trust, and employee participation in decisions are present in their corporations to a much greater extent. On the other hand, growth orientation is more evident among the cooperative grain elevators.

The use of outside consultants is more evident among the cooperatives. While 84.1 percent of the managers report that their firms make use of outside consultants either frequently

Table V-7

Organizational Climate Present in the Cooperative and the Independent and Line Grain Elevators, Kansas, 1979-1980.

Organizational Climate Indicator	Percent of Respondents		X ² Comparison Value
	Cooperative Managers	Indep. & Line Managers	
<u>Participative Management</u>			
To what extent do employees at various levels participate in decisions which affect them?			8.41 0.025≤p<0.05
To a great extent.	19.4	31.1	
To some extent.	61.6	53.3	
To a small extent.	16.5	11.5	
Hardly at all.	2.5	4.1	
How free and open are the interpersonal communications among management and employees in your organization?			13.53 p<0.005
Very free and open.	41.4	59.3	
Somewhat free and open.	48.4	37.4	
Not too free and open.	9.1	3.3	
Not at all free and open.	1.1	0.0	
How would you characterize the climate of interpersonal trust among management and employees in your organization?			20.13 p<0.005
Very high level of trust.	23.1	41.8	
Considerable trust.	55.9	50.0	
Some trust.	17.8	8.2	
Little or no trust.	3.2	0.0	

Table V-7 Continued

Organizational Climate Indicator	Percent of Respondents		X ² Comparison Value
	Cooperative Managers	Indep. & Line Managers	
Do you agree with the statement, "Most people dislike work, will avoid it if possible and have to be coerced into working"?			5.28 0.10 ≤ p < 0.25
Yes, for most people.	5.6	4.2	
Yes, but for only a few people.	23.5	14.2	
No, with exceptions.	51.6	58.3	
No, definitely not true.	19.3	23.3	
<u>Autonomy</u>			
How free are you to set your own performance goals?			2.53 0.25 ≤ p < 0.50
Very free to set my goals.	64.7	67.2	
Somewhat free.	32.9	28.7	
Not too free.	2.1	2.5	
Not at all free - others set goals.	0.3	1.6	
<u>Nonrestrictive Company Rules and Policies</u>			
To what extent do you feel restricted by rules, policies and procedures in your organization?			3.40 0.25 ≤ p < 0.50
Not at all restricted.	32.2	39.2	
Slightly restricted.	59.1	50.0	
Quite restricted.	7.3	10.0	
Very restricted.	1.4	0.8	

Table V-7

Organizational Climate Indicator	Percent of Respondents		X ² Comparison Value
	Cooperative Managers	Indep. & Line Managers	
<u>Growth Orientation</u>			
To what extent is your organization growth oriented, i.e., interested in continuous expansion.			169.42 p<0.005
To a high degree.	33.7	36.3	
To a moderate degree.	51.2	39.7	
To a slight degree.	13.0	14.9	
Not really growth oriented.	2.1	9.1	
<u>Risk Taking</u>			
What is your organization's general orientation toward risk taking by management? (e.g. offering new services or products).			4.07 0.75<p<0.50
Strongly encourages.	4.6	9.0	
Somewhat encourages risk taking.	45.7	39.7	
Somewhat discourages risk taking.	34.4	33.1	
Strongly discourages risk taking.	15.3	18.2	
<u>Use of Outside Consultants</u>			
To what extent does your organization make use of outside consultants in the ordinary course of affairs?			65.84 p<0.005
Frequently.	20.4	16.1	
Occasionally.	63.7	53.4	
None now, but are planning to.	1.8	3.4	
No, we do not use consultants.	14.1	27.1	

Table V-7

Organizational Climate Indicator	Percent of Respondents		χ^2	Comparison Value
	Cooperative Managers	Indep. & Line Managers		
<u>Pressure for Maximum Effort</u>				
To what extent does your organization pressure individuals for maximum effort?				14.15 p<0.005
Considerable pressure.	8.1	8.3		
Moderate pressure.	45.4	38.8		
Mild pressure.	39.8	33.9		
Almost no pressure at all.	6.7	19.0		
 Does your organization encourage employees to attend job related training seminars?				
Yes, to a large extent.	67.5	33.3		62.87 p<0.005
Yes, only slightly.	27.6	37.5		
No, not really.	4.9	25.8		
No, definitely not.	0.0	3.4		

or at least occasionally, only 69.5 percent of their counterparts believe likewise.

The management's pressure on individuals for maximum effort is viewed by both sets of managers as present in their organizations but only to a mild or moderate degree. Comparatively, a larger percentage of the cooperative managers believe that this indicator is present in their organization.

The responses of the two groups of managers on the rest of the organizational climate indicators are not statistically different. Thus we can say that both groups of managers are more Theory Y than Theory X oriented (believe that people like work and do not have to be coerced into working) (Table V-8). They also are free to set their own performance goals. In this particular item, 65.44 percent state that this is present in their organization to a high degree. The grain elevators are also characterized by the presence of nonrestrictive company rules and policies and a mediocre attitude towards risk taking.

In terms of encouragement to attend job-related seminars, it appears that the cooperative grain elevator management are more avid than the independent and line elevator management. While 67.5 percent of the cooperative managers report that their firm encourages their employees to attend training seminars to a large extent, only 33.3 percent of the independent and line elevator managers believe likewise.

An analysis of the use of modern management techniques between the cooperatives and their counterparts in the independently-owned firms shows that the utilization of such instruments are much

Table V-8

Combined Responses of the Cooperative
and the Independent and Line Grain Elevator Managers
on Selected Organizational Climate Indicators, Kansas, 1979-1980.

Organizational Climate Indicator	Present to a High Degree	Present to a Moderate Degree	Present to a Slight Degree	Nonexistent
Theory X Orientation	5.20	20.74	53.58	20.48
Freedom to Set Own Performance Goals	65.44	31.61	2.21	0.74
Nonrestrictive Company Rules and Policies	34.24	56.40	8.13	1.23
Risk Taking	5.96	43.92	33.99	16.13

less prevalent among the latter (Table V-9). Written plans, advanced accounting techniques, and a performance appraisal system are reportedly utilized to at least some extent by less than 50.0 percent of the managers of the independent and line grain elevators. In comparison, more than 60.0 percent of the managers of the cooperatives report that these tools are being employed in their organizations to at least some extent. With regard to the use of financial budgeting procedures, 69.8 percent of the cooperative managers compared to 60.5 percent of their counterparts report that this management tool is either completely or partly utilized in their respective firms.

Considering all indicators, it appears that the cooperative grain elevators have an organizational environment more conducive to the adoption of new managerial techniques than the independent and line elevators. In most of the items considered in analyzing the organizational climate, the cooperatives showed relatively much higher percentages compared to the independent and line grain elevators. The use of the modern methods of management utilized as part of the indicators were found to be more prevalent among the cooperatives. Analyzing the rest of the indicators shows that, although most of these indicators are present in both firms, the cooperatives have them at a higher degree than the other group of firms.

Table V-9

Management Tools Utilized by the Cooperative and
the Independent and Line Grain Elevators, Kansas, 1979-1980.

Organizational Climate Indicators	Percent of Respondents		X ² Comparison Value
	Cooperative Managers	Indep. & Line Managers	
1. Does your organization have written plans to meet organizational objectives?			15.18 p<0.005
Yes, definitely.	18.2	17.4	
Yes, to some extent.	41.8	24.7	
No, but plans are being made.	12.6	12.4	
No, we have no such plans.	27.4	45.5	
2. Does your organization make use of advanced financial techniques such as ratio analysis, regression analysis, and capital budgeting in making investment decisions?			34.03 p<0.005
Yes, definitely.	35.8	26.9	
Yes, some applications.	41.8	21.8	
No, not really.	16.1	38.7	
Not sure.	6.3	12.6	
3. Does your organization follow a formal appraisal or evaluation system for management personnel?			11.23 0.01<p<0.025
Yes, very closely.	27.4	18.4	
Yes, but very loosely.	33.0	28.3	
No, but we are planning such a system.	5.6	2.5	
No, we don't.	34.0	50.8	

Table V-9 Continued

Organizational Climate Indicators	Percent of Respondents		X ² Comparison Value
	Cooperative Managers	Indep. & Line Managers	
4. Does your organization use financial budgeting procedures?			11.92 p.005<p<0.01
Yes, a complete system.	33.0	26.0	
Yes, some budgeting.	36.8	34.5	
No, but we are developing one.	8.8	3.4	
No, no real budgeting system.	21.4	36.1	

CHAPTER VI
PREFERENCES REGARDING MANAGEMENT
TRAINING PROGRAMS

Preferred Topics For Future
Management Training Programs

Possible topics for future training programs were listed by the respondents (Table VI-1). The most frequently mentioned topics as first choice are (in descending order of preference):

1. Personnel Management,
2. Grain Marketing, and
3. Financial Planning and Management.

The least mentioned topics as first choice are:

1. Member Relations,
2. Inventory Control, and
3. Technical Training.

The top level managers indicate Personnel Management, Financial Planning and Management, and Grain Marketing as good topics for future management training programs (Table VI-2). On the other hand, no one prefers Budgeting, Technical Training or Inventory Control. Similarly, respondents from middle management prefer Personnel Management and Financial Planning and Management. They do not believe that Employee Relations and Inventory Control are interesting topics for a training program. About one-third of the branch managers place Grain Marketing and Personnel Management on top of their list while only about 3.0 percent consider Financial Planning and Management as an important topic. Also,

Table VI-1
 Preferences of Cooperative Grain Elevator Managers Regarding
 Topics for Management Training, Kansas, 1979.

Topics	Percent of Respondents		
	1st Choice	2nd Choice	3rd Choice
Grain Marketing	12.8%	11.4%	10.4%
Personnel Management	41.5	13.3	9.4
Public Relations	6.7	10.8	3.1
Member Relations	1.0	2.4	2.1
Long Range Planning	4.6	5.4	5.2
Financial Planning & Mgt.	11.3	12.0	15.6
Budgeting	6.2	7.2	4.2
Accounting Principles	3.6	7.2	8.3
Technical Training	2.6	8.4	8.3
Sales & Mktg. Farm Supplies	5.6	7.8	5.2
Inventory Control	1.0	4.2	7.3
Others*	3.1	9.0	20.8

* Includes Operations Management, Time Management, Energy Conservation.

Table VI-2

Most Preferred (First Choice) Topics for Management
Training by Cooperative Grain Elevator Managers, Kansas, 1979.

First Choice Topics For Management Training	Management Level			Age Bracket					Educational Attainment					
	Top	Middle	Branch	Dept. Head	18 to 29	30 to 39	40 to 49	50 to 59	60 +	High School	Voc/ Tech	Some College	BS/BA Grad.	Some MS/MA
Grain Marketing	13.2	8.6	32.4	5.5	18.6	8.8	6.1	20.0	25.0	18.9	0.0	6.7	10.6	
Personnel Management	47.2	40.0	32.4	42.5	37.2	43.9	49.0	33.3	50.0	33.8	29.4	55.6	46.8	
Public Relations	5.7	2.9	11.8	6.8	4.7	12.3	4.1	3.3	0.0	4.1	17.6	11.1	2.1	
Member Relations	1.9	0.0	0.0	1.4	2.3	0.0	0.0	3.3	0.0	1.4	0.0	2.2	0.0	
Long Range Planning	9.4	5.7	2.9	1.4	0.0	3.5	12.2	0.0	0.0	4.1	0.0	4.4	6.4	
Financial Planning and Management	15.1	17.1	2.9	9.6	9.3	15.8	10.2	10.0	12.5	9.5	17.6	8.9	17.0	
Budgeting	0.0	8.6	5.9	9.6	9.3	0.0	8.2	13.3	0.0	6.8	17.6	4.4	4.3	
Accounting Principles	1.9	2.9	5.9	4.1	7.0	1.8	2.0	3.3	0.0	4.1	0.0	0.0	6.4	
Technical Training	0.0	8.6	0.0	2.7	4.7	3.5	0.0	3.3	0.0	5.4	0.0	2.2	0.0	
Sales and Marketing Farm Products	1.8	5.6	2.9	9.6	4.6	7.1	4.1	3.5	12.5	6.5	0.1	4.5	6.4	
Inventory Control	0.0	0.0	2.9	1.4	2.3	0.0	0.0	0.0	0.0	0.0	5.9	0.0	0.0	
Others*	3.8	0.0	0.0	5.4	0.0	3.5	4.1	6.7	0.0	5.4	11.8	0.0	0.0	
Chi-Square Significance Level		0.0319				0.3459						0.0208		
Valid Cases		195				187						183		

* Includes Operations Management, Time Management, and Energy Conservation.

not one of them prefers Employee Relations and Technical Training as topics for future training programs. At the department head level, 42.5 percent also consider Personnel Management as a critical topic while only 5.5 percent and 9.6 percent prefer Grain Marketing and Financial Planning and Management, respectively. The Chi-Square Test of Independence proves that this management level-topic preference relationship is statistically significant at $p = 0.0319$.

Likewise, educational attainment is statistically related to topic preferences ($p = 0.0208$). Personnel Management is preferred by more than 30.0 percent of the respondents under each educational level. Note, however, that in comparison with the other managers there is a larger percentage of the managers under the categories, Some College (55.6%) and BS/BA, Some Graduate, MS/MA (46.8%) who prefer this topic. Grain Marketing as a topic is preferred by 18.9 percent of the respondents with high school background while no one from the Voc/Tech graduates included it in their choice of topics. Financial Planning and Management is preferred by 17.6 percent and 17.0 percent of the managers who are Voc/Tech graduates and those with BS/BA, Some Graduate, MS/MA. It is least frequently mentioned (8.9%) by the respondents under the classification, Some College.

Topic preference does not have a statistical relationship with age at the 10.0 percent level. The Chi-Square significance level obtained for this particular crosstabulation was 0.3459.

Preferred Training Schedule

Part of the survey instrument asked for information regarding the day(s) of the week and specific months most preferred by the respondents for attending a training program. The duration of training most suitable to the managers was also obtained.

Noted the best times of the year to hold a management training program for the managers are the months of January, February, March or December with January and February most preferred (Table VI-3). The months of April and August, however, are also considered as acceptable by most of the respondents. June and July are most unacceptable. The highly preferred days are Tuesday, Wednesday, or Thursday with Wednesday most preferred (Table VI-4). Saturday is not acceptable to 77.0 percent of the respondents.

There is no statistical difference among the respondents classified by management levels in terms of their month and day preference (Tables VI-5 and VI-6). More than one-third of the managers in each level similarly chose the above months as their highest preference. January and February, the most preferred months, are noted by more than 60.0 percent of the managers per level. Likewise, preference for the days of the week to hold a training program is not dependent on management level. Wednesday, the most preferred day, is chosen by more than one-half of the respondents under each management level.

Holding sessions for 2 or 3 days within a week is favored over the schedule of one day per week for 2 or 3 weeks, or

Table VI-3

Preferred, Acceptable and Not Acceptable
Months to Hold a Training Program for the
Cooperative Grain Elevator Managers, Kansas, 1979.

Month	Preferred	Acceptable	Not Acceptable
Percent of Respondents			
January	64	21	15
February	69	23	8
March	40	44	16
April	14	47	39
May	8	31	61
June	3	9	88
July	7	19	74
August	18	39	43
September	6	41	53
October	7	76	67
November	29	31	40
December	42	33	25

Table VI-4

Preferred, Acceptable, and Not Acceptable Days to Hold
a Training Program, Cooperative Grain Elevator Managers,
Kansas, 1979.

Day	Preferred	Acceptable	Not Acceptable
Percent of Respondents			
Monday	20	44	36
Tuesday	46	49	5
Wednesday	52	45	3
Thursday	49	47	4
Friday	21	54	25
Saturday	6	17	77

Table VI-5

Preferred, Acceptable, and Not Acceptable Months to Hold a Training Programs, Cooperative Grain Elevator Managers by Management Level, Kansas, 1979.

MONTHS	MANAGEMENT LEVEL										CHI-SQUARE SIGNIFICANCE LEVEL	VALID CASES		
	TOP			MIDDLE			BRANCH			DEPT. HEAD				
	Pref.	Accep.	Not Accep.	Pref.	Accep.	Not Accep.	Pref.	Accep.	Not Accep.	Pref.			Accep.	Not Accep.
Percent of Respondents														
January	66.7	22.6	10.7	53.1	26.5	20.4	71.4	22.4	6.2	64.3	16.7	19.0	0.1948	266
February	79.6	25.9	2.5	57.1	28.6	14.3	65.3	26.5	8.2	66.7	22.6	10.7	0.1860	270
March	36.9	46.4	16.7	39.6	43.7	16.7	37.5	47.5	15.0	44.0	40.5	15.5	0.9795	256
April	7.2	53.0	39.8	15.2	56.5	28.3	17.1	43.9	39.0	20.0	36.3	43.7	0.1102	250
May	2.5	23.5	74.0	15.6	37.8	46.6	4.7	27.9	67.4	11.4	35.4	53.2	0.0158	248
June	3.7	6.1	90.2	4.3	6.5	89.2	0.0	7.0	93.0	2.5	15.2	82.3	0.3366	250
July	4.9	23.1	72.0	14.9	25.5	59.6	4.5	9.1	86.4	6.3	16.5	77.2	0.0675	252
August	20.7	43.9	35.4	23.9	39.1	37.0	15.9	38.6	45.5	12.7	35.4	51.9	0.3818	251
September	2.5	42.0	55.5	8.5	44.7	46.8	2.3	41.9	55.8	10.3	38.5	51.2	0.3888	249
October	2.5	15.0	82.5	12.8	31.9	55.3	4.8	23.8	71.4	10.3	34.6	55.1	0.0061	247
November	28.6	29.9	41.5	36.2	25.5	38.3	24.4	34.1	41.5	27.5	35.0	37.5	0.8773	255
December	42.2	33.7	24.1	37.5	39.6	22.9	48.8	32.6	18.6	40.0	28.8	31.2	0.6884	254

Table VI-6

Preferred, Acceptable, and Not Acceptable Days to Hold a Training
Programs, Cooperative Grain Elevator Managers by Management Level, Kansas, 1979.

Days	MANAGEMENT LEVEL										CHI-SQUARE SIGNIFICANCE LEVEL	VALID CASES		
	TOP		MIDDLE		BRANCH		DEPT. HEAD							
	Pref.	Accep.	Not Accep.	Pref.	Accep.	Not Accep.	Pref.	Accep.	Not Accep.					
Percent of Respondents														
Monday	17.1	39.0	43.9	19.6	50.0	30.4	31.0	40.5	28.5	18.5	48.1	33.4	0.3388	251
Tuesday	41.9	51.1	7.0	47.9	52.1	0.0	47.8	45.7	6.5	48.8	47.6	3.6	0.5815	264
Wednesday	52.3	43.2	4.5	53.2	44.7	2.1	48.9	46.8	4.3	51.8	44.6	3.6	0.9945	265
Thursday	52.3	45.3	2.4	53.1	42.9	4.0	32.6	60.4	7.0	51.2	45.1	3.7	0.3820	260
Friday	25.0	60.7	14.3	16.7	52.1	31.2	13.6	56.8	29.6	22.4	48.2	29.4	0.1595	261
Saturday	8.5	18.3	73.2	2.3	20.9	76.8	2.4	12.2	85.4	7.5	15.0	77.5	0.5810	246

one-half day per week for 4 to 6 weeks (Table VI-7). No statistically significant difference is evident among the preferences of the managers when classified by management level (Table VI-8). This is indicated by the very high Chi square significance level ($p = 0.6304$).

Comparison of the Preferences of the Cooperative and the Independent and Line Grain Elevator Managers

Both the cooperative and the independent and line elevator managers indicate that they would like to take Personnel Management, Grain Marketing, and Financial Planning and Management as topics for future management training programs (Table VI-9). There is, however, a larger percentage of cooperative managers (41.5%) who favor Personnel Management than the independent and line elevator managers (34.2%). The latter (19.0%), on the other hand, prefer Grain Marketing a bit more than the former (12.8%).

The independent and line elevator managers also report that they, like their counterparts from the cooperative firms, most prefer the months of January or February as the best time for a management training program. This is summarized in Table VI-10.

Table VI-7
Duration of Training Preferred by
the Cooperative Grain Elevator Managers, Kansas, 1979.

Duration of Training	Percent of Respondents
2 or 3 days in the same week	84.0
1 day per week for 2 or 3 weeks	15.0
$\frac{1}{2}$ day per week for 4 to 6 weeks	1.0

Table VI-8
Duration of Training Preferred by the
Cooperative Grain Elevator Managers by Management Level,
Kansas, 1979.

Duration of Training	Management Level			
	Top	Middle	Branch	Dept. Head
2 or 3 days in the same week	83.6	77.5	94.3	82.2
1 day per week for 2 or 3 weeks	14.5	20.0	5.7	16.4
1/2 day per week for 4 to 6 weeks	1.9	2.5	0.0	1.4
Chi-Square Significance Level	0.6304			
Valid Cases	203			

Table VI-9
Most Preferred Topics by the Cooperative and the
Independent and Line Grain Elevator Managers,
Kansas, 1979-1980.

Topic	Percent of Respondents	
	Cooperative Managers	Indep. & Line Managers
Grain Marketing	12.8	19.0
Personnel Management	41.5	34.2
Public Relations	6.7	1.3
Member Relations	1.0	3.8
Long Range Planning	4.6	0.0
Financial Planning and Management	11.3	13.9
Budgeting	6.2	2.5
Accounting Principles	3.6	3.8
Technical Training	2.6	3.8
Sales and Marketing Farm Supplies	5.6	5.1
Inventory Control	1.0	0.0
Others*	3.1	12.6

$$\chi^2 = 25.35 \quad p < 0.005$$

* Includes Operations Management, Time Management, and Energy Conservation.

Table VI-10

Preferences of the Cooperative and Independent and Line
Grain Elevator Managers on the Months to Hold Management
Training Programs, Kansas, 1979-1980.

Month	Cooperative Managers			Indep. & Line Managers			X ² Comparison Value
	Preferred	Acceptable	Not Acceptable	Preferred	Acceptable	Not Acceptable	
Percent of Respondents							
January	64	21	15	58	23	19	1.66 0.25<p<0.50
February	69	23	8	61	29	10	2.28 0.25<p<0.50
March	40	44	16	33	44	23	2.55 0.25<p<0.50
April	14	47	39	17	39	44	1.87 0.25<p<0.50
May	8	31	61	12	22	66	.25<p<.50 3.26
June	3	9	88	4	11	85	.1<p<.25 0.64
July	7	19	74	3	7	90	.5<p<.75 11.60
August	18	39	43	9	36	55	p<.005 8.67
September	6	41	53	7	37	56	.01<p<.025 0.518
October	7	26	67	6	19	75	.75<p<.9 1.98
November	29	31	40	20	25	55	.25<p<.5 6.99
December	42	33	25	33	36	31	.025<p<.05 2.20 .25<p<.5

CHAPTER VII

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary and Conclusions

The objectives of this study of cooperative managers were:

1. To determine the demographic characteristics of the cooperative managers;
2. To identify their attitude towards management training programs;
3. To determine their management training needs and schedule preferences;
4. To develop a personality profile of the cooperative managers;
5. To determine the presence or absence of personality characteristics indicating potential to adopt modern managerial techniques;
6. To determine the presence or absence of an organizational climate in the cooperatives encouraging the utilization of modern managerial techniques;
7. To compare the cooperative managers with the independent and line grain elevator managers in Kansas on the basis of the first six objectives; and
8. To summarize the results which are significant to the development of management training programs.

To accomplish these objectives a survey of the Kansas grain elevator cooperative managers was conducted in 1979. A package of questionnaires was mailed to the general managers

of the existing cooperative elevators. Each general manager was asked to distribute a questionnaire to all their subordinate managers. In total, 286 usable forms were returned.

Analysis of responses to the questionnaire were made from frequency distributions. Chi-Square Tests of Independence were also conducted on the responses to test whether or not they are related to management level, educational attainment, age, or annual sales. The presence of a relationship should help in categorizing the kind of managers which possess particular characteristics of interest.

A personality profile of the managers was developed and their propensity to adopt new methods of management was determined on the basis of the personality data. The openness of the cooperatives to modern managerial techniques was ascertained from the organizational climate data. Management training preferences (months, days, training duration) and some demographic characteristics were also obtained.

Some of the cooperative survey data were compared to the data of a similar study conducted on managers of privately owned grain elevators in Kansas. The Chi-Square Test of Independence was again employed to determine whether the responses of the two groups of managers differ significantly.

General Description of the Kansas Cooperative Grain Elevator Managers

The 286 respondents are managers of cooperative grain elevators having an employment level that varies from 1 to 51 plus employees. Of these respondents 60.6 percent come from

cooperatives with 1 to 20 employees. On the other hand, some 6.4 percent are employed in an organization with a total workforce of 51 or more.

About seventy-five percent (74.8%) of the managers are employed in a cooperative with an annual sales of \$3,000,000 or less. Only 1.7 percent of the managers are from a firm which receives \$15,000,001 or more.

The respondents were classified into four management levels - top, middle, branch, and department head. On the basis of this classification, one-third of the respondents fall into the top and department head levels. The rest of the managers are equally distributed between the middle and branch management levels.

By age, 57.4 percent of the respondents fall between the ages of 30 to 49 years old. About nineteen percent (18.9%) are 29 years old or younger and about 6.0 percent (6.3%) are 60 years old or older.

A large number of the respondents (43.3%) are high school graduates. Twenty-four percent have at least a B.S. or B.A. degree. Another 21.0 percent have taken some college courses but have not received a college degree. The remaining respondents (11.4%) are graduates of vocational/technical schools.

College training is mostly concentrated among those respondents falling between the ages of 18 to 29 years old. These are mostly top and middle managers.

The salary range of most managers (81.9%) is \$10,000 to

\$24,999 annually with almost half of the respondents receiving \$15,000 to \$19,999. The top managers' salary varies from \$10,000 to \$35,000. About forty-seven percent (46.6%) of these managers receive \$25,000 or more while only 4.7 percent receive less than \$15,000. The middle managements' annual salary falls between \$5,000 to \$24,999. The branch and department managers' annual salary is generally in the \$10,000 to \$19,999 range.

The respondents' length of service in their present cooperative varies from less than one year to twenty years or more. Thirty-nine percent of the total respondents are relatively new having a tenure of 0 to 4 years. Twenty-four percent have served their cooperative for 5 to 9 years. About thirty-seven percent (37.1%) have had a tenure of 10 years or more. Comparing the four management levels, it appears that the middle management level has the most new people (50.0%) while the branch management level has the least (15.4%).

The majority (53.3%) of the respondents are also new in the position they are presently holding (0 to 4 years). The middle management level has the most people in this category.

Management Training Programs Attended

About seventy-nine percent (78.9%) of the respondents have attended at least one management training program in the past. About half of the managers in this percentile have been in four or more training programs. These are mostly top and middle managers. Those with a high school diploma have taken less

training courses as compared to those with a higher education.

The courses that have been attended by most of the managers covered: General Management, Technical Training, and Financial and Accounting Principles. Very few respondents attended courses in Personnel Management, Operations Management, Sales and Grain Marketing.

Most top level managers have taken General Management courses. The branch and department head levels have been the primary participants in technical training programs. Financial and Accounting Principles training programs were fairly well attended by all levels of management except the branch managers.

Attitude Towards Management Training Programs

It is assumed that a positive attitude towards management training programs is instrumental in the participants' fast learning during the training and in obtaining their valuable support of these endeavors. In general, the cooperative managers regard management training programs as a helpful tool in upgrading their entrepreneurial skills. By age, the managers 59 years old or younger possess a more positive attitude towards management training than their older colleagues. This is an indication that the younger cooperative managers are more interested in participating in management training programs than the older managers.

The classification by management levels and educational attainment did not show much statistical relationship with the

attitude indicators. We can take this to mean that managerial positions and educational background have little influence on the managers' attitudes towards management training.

Personality Characteristics

The personality profile of the cooperative managers shows that the majority (greater than 60.0%)¹ of the respondents are assertive, communicative, not dependent on a leader, not cynical, open minded, work oriented, achievement oriented, energetic, not inhibited, and are originators and planners. Most of them also possess a high need for a steady job and for increasing income and have a high frustration tolerance. On the other hand, they are averted to risk taking, quite sensitive and tense, and are not too status oriented.

Using the Chi-Square Test of Independence, the attributes, not dependent on a good leader, risk taker (experimenter), money oriented, and planner are found to be statistically related to management level. This means that the responses of the managers with regard to these characteristics are dependent on the level of management in which they are in.

The personality characteristics which are statistically related to educational attainment, on the other hand, are anxious, achievement oriented, sensitive, originator, and again,

¹Based on grouping of either "Fits me very well" with "Fits me fairly well" or "Fits to a slight degree" with "Doesn't describe me at all."

risk taker. In terms of age groupings, the characteristics statistically related to this classification are: communicative, frustration tolerant, energetic, and again, money oriented and planner. In general, the degree of association of the attributes related to management level is greater than the degree of association of the other groups of characteristics in relation to age or educational attainment.

An analysis of the responses to the statistically significant attributes in relation to management level show the following results:

1. The top level managers are less dependent on a good leader than the managers belonging to the lower management levels;
2. The majority of the top managers are risk takers. The department heads are the greatest risk averters;
3. The need to increase one's income decreases as the managerial level increases; and
4. More than 70.0 percent of the top managers are planners. This trait is least observable among the branch and department managers.

A similar analysis was conducted on the responses pertaining to the characteristics significantly related to educational attainment. A summary of the results are as follows:

1. Tension is more evident among the high school and vocational/technical school graduates.
2. Achievement orientation is more evident among managers with a Vocational/Technical school and Some College background;

3. Respondents with some college training but no degree are more likely to take risks compared to the other managers;

4. The respondents with a B.S./B.A., some graduate credits, or M.S./M.A. have the most number who are sensitive. This characteristic is least observable among those who are graduates of vocational/technical school and those who had some college courses; and

5. More managers under the Vocational/Technical and Some College levels strongly believe that they are originators and not pawns in life.

Lastly, an analysis of the responses to the variables significantly related to the classification, age, reveals the following observations:

1. The managers who are most communicative are those within the ages of 18 to 39 and 50 to 59 years old;

2. High frustration tolerance is more evident among respondents who are less than sixty years old;

3. The need for increasing one's income tend to decrease as the respondents' age increases;

4. The propensity to plan tends to increase gradually as the age of the managers rise to the bracket of 40 to 49 years old and then slowly decreases as age increases further; and

5. Vitality among the managers tend to increase as age increases to 40 to 49 years and then decreases as the age of the respondents further increases.

Further analysis of the data reveals that the cooperative managers possess a personality indicating that they will make significant efforts to apply new knowledge or techniques learned from a management training course. Of the fourteen valid indicators of adoptive behavior, ten or 70.0 percent of the indicators have at least 60.0 percent of the managers respond at least fairly positively.

Adoptiveness of the Cooperatives to Modern Managerial Techniques

Indicators proven by Baumgartel in his Indian and United States-United Kingdom management studies correlated to a favorable organizational climate were utilized as bases for determining the type of organizational environment the cooperatives have. Analyses performed on the study responses show that the atmosphere prevailing in the cooperatives is on the whole favorable to the adoption of new managerial techniques. The presence of the following indicators has led to such a conclusion: employees participate in decisions affecting them; there is open manager-employee communication and trust; the management is Theory Y oriented; there is freedom to set own performance goals; company policies, rules, and procedures are nonrestrictive; the cooperatives are growth oriented; and outside consultants are hired to help solve problems. Also, there is a considerable degree of utilization by the cooperatives of modern managerial tools such as the documentation of organizational objectives, advanced accounting technique and financial budgeting procedures,

inventory control, and a performance appraisal system. Furthermore, the employees are highly encouraged to attend training seminars usually with the incentive of providing leave time with pay while on training.

Using the Chi-Square Test of Independence, the various organizational climate indicators were tested for a statistical relationship with annual sales of the cooperatives. If a relationship exists, annual sales can be used to identify which cooperative has a climate favorable or not favorable to the adoption of modern managerial tools. Sales was selected as the criterion since it is a measure of the size of the cooperatives.

Results show that only the indicators, use of a performance appraisal system and documentation of objectives are statistically related to sales. The management tool, documentation of objectives, is highest among cooperatives garnering sales of \$15,000,001 plus. The use of a performance appraisal system, on the other hand, is evident in the majority (greater than 60.0%) of the cooperatives from all sales levels except those earning \$3,000,001 to \$6,000,000 yearly.

Preferences of the Cooperative Managers Regarding Management Training Programs

Program Topics

The cooperative managers indicate that Personnel Management, Grain Marketing, and Financial Planning and Management are the most practical topics for future management training programs. The least mentioned topics are Employee Relations, Inventory

Control, and Technical Training. All levels of management give special preference to the topic, Personnel Management. Grain Marketing is mentioned by the branch and top level managers while the middle and department managers show a lesser interest in it. Financial Planning and Management, on the other hand, is considered an important topic only by the top and middle managers.

In terms of educational attainment, most of the respondents under each educational level prefer the topic, Personnel Management. Grain Marketing is most preferred by the respondents with a high school background, while none from the Voc/Tech graduates included it in their choice of topics. Financial Planning and Management is also most preferred by the Voc/Tech graduates and those on the Bachelor and Masters degree level. Respondents with some college least frequently mentioned this topic.

Training Schedule

The best times of the year to hold a management training program for the cooperative managers are the months of January or February. More than one-third of the cooperative manager-respondents under each management level prefer these months for training. June and July are most unacceptable.

The most preferred days are Tuesday, Wednesday, or Thursday, with Wednesday as relatively most preferred. Monday and Saturday are least acceptable. There is no highly significant differences between the responses of the managers when classified by management

levels. More than 50.0 percent of the managers per level choose Wednesday as the best day for training.

The majority of the managers favor holding the sessions 2 or 3 days within a week over the schedule of one day per week for 2 to 3 weeks, or one half day per week for 4 to 6 weeks. More than 75.0 percent of the respondents per management level favor this schedule over the other options.

Comparison of the Managers of Cooperative and Independent and Line Grain Elevators in Kansas Demographic Characteristics

The managers of cooperative and independent and line elevators in Kansas differ in some respects but are similar in others, demographically. The majority of the respondents from both groups of managers (more than 57.0 percent) are within the 30 to 49 years old range. Less than 20.0 percent are 39 years old or younger and about 25.0 percent are over 50 years old. This indicates that the management force of grain elevators in Kansas mostly come from the middle age group.

The two groups of managers are also similar in their work record. More than half of the respondents have worked in three or more companies in their adult working career. About 19.0 percent of the managers have worked in only one firm. Regarding length of service in present firm, about 7.0 percent are new in their present position (less than 1 year) while about 17.0 percent have been holding their present job for 20 years or more.

The other respondents are almost equally distributed with around 26.0 percent working for 1 to 4 years, 28.0 percent working for 5 to 9 years, and 20.0 percent for 10 to 19 years.

Significant differences between the cooperative and independent and line managers exist with regard to their educational attainment and management training programs attended. More than half of the independent and line managers have a college training or a master's degree. On the contrary, more than half of the cooperative managers do not have a college training or a master's degree.

There are more cooperative managers than independent and line elevator managers who have attended management training programs in the past. Nearly half of the latter report that they have not attended any management training program while more than 40.0 percent of their counterparts have attended more than four training programs. The reason for the more frequent attendance of the cooperative managers in management training programs is not clear from this study. It could have been easy to surmise that these managers attend informal management training to upgrade their knowledge and skills in entrepreneurship to compensate for their lack of formal management training. The cross tabulation between educational attainment and number of management training programs, however, reveals that those with college or master's degrees and not those with only a high school background, attended the most training programs in the past.

The two groups of managers also differ in their salary ranges. On the average, the managers of the independent and line grain elevators are higher paid than the cooperative managers. About 30.0 percent of the former receive an annual salary of \$25,000 or more. This compares to only 15.8 percent of the cooperative managers.

Attitudes Towards Management Training

Both cooperative and independent and line elevator managers support the idea that management training improves managerial ability. In the items used to measure their attitudes, more than 60.0 percent of the two groups of managers indicated that they believe in management training. However, the figures obtained from the managers of the independent and line elevators are relatively lower compared to the responses of the cooperative managers. These results suggest that both groups of managers will welcome the opportunity to participate in a management training program if available (with the independent and line elevator managers at a lesser degree).

Personality Characteristics

Comparing the personality profile obtained from the cooperative and the independent and line managers show that both groups of managers have most of the personality traits previously associated by related studies to innovativeness on the job. Of the fourteen personality trait indicators, ten and nine indicators

have at least a 60.0 percent response from the cooperative managers and the independent and line agribusinessmen, respectively.

Organizational Climate

A comparison of the organizational climate indicators reveals that the cooperative and the independent and line grain elevators statistically differ in the following items: participation in decisions affecting employees, open manager-employee communication and trust, growth orientation, use of outside consultants, and pressure for maximum effort. It appears that more managers of the private firms feel that manager-employee communication and trust, and employee participation in decisions are present in their organizations to a great extent. On the other hand, growth orientation, the use of outside consultants and pressure for maximum effort are more evident in the cooperatives.

The responses of the two groups of managers on the rest of the organizational climate indicators are not statistically different. Both firms are Theory Y oriented and they encourage their managers to set their own performance goals. The grain elevators are also characterized by the presence of nonrestrictive company rules and policies and a mediocre attitude towards risk taking.

The use of the modern management techniques considered in this study are more evident among the cooperative grain elevators. Written plans, advanced accounting and budgeting techniques and

a performance appraisal system are utilized to at least some extent by more than 60.0 percent of the managers of cooperative firms. On the contrary, mostly less than 50.0 percent of the independent and line managers report that these tools are being used in their organizations. Lastly, encouragement to attend job-related seminars is present to a high degree among the cooperatives than the other group of firms.

On the basis of these indicators, it can be concluded that the cooperatives have an organizational climate more conducive to the adoption of new managerial techniques than the independent and line elevators. In the majority of the indicators, higher percentage responses denoting the presence or utilization of these indicators were observed among the cooperative firms.

Preferences Regarding Management Training Programs

Topics

Personnel Management, Grain Marketing and Financial Planning and Management are highly preferred by both cooperative and independent and line managers as future program topics. More cooperative managers (41.5%), however, favor Personnel Management than their counterparts (34.2%).

Program Schedule

Like the cooperative managers, the independent and line elevator managers also prefer the months of January or February as the best time to hold a management training program. Sixty-four percent of the cooperative managers and 58.0 percent of

the other group of managers prefer the month of January. February is favored by 69.0 percent of the cooperative entrepreneurs compared to 61.0 percent of the other set of managers.

Recommendations

Underscored in the beginning of the study was the fact that all business institutions should react to the changes stimulated by new technology and structural transformations. A positive reaction to these changes should be the continuous adoption of new technology and know-how in order for the business firms to remain efficient and profitable. Underlying this activity is the need for means of introducing new ideas into the organization - in other words for effective channels of technology transfer. One way is through management training programs and results from this study indicate that they can be effective mechanisms to a large extent for the Kansas grain elevator cooperatives and to some extent for the independent and line elevators. Nevertheless, despite the slight differences between the two groups of respondents, the importance of management training programs as a channel of technology transfer for the grain elevators in Kansas should not be ignored. The lack of enthusiasm of the independent and line elevators towards these kinds of training can be remedied by developing relevant and stimulating programs.

Effective training programs can be developed by conducting a more thorough training needs analysis. This entails a comparison of the existing skills and capabilities of a manager against the requirements of the job. The discrepancy between them represents the skills or knowledge that must be developed in the manager. From the research standpoint, the data presented in

this study is simply base line information regarding the grain elevator management. If training programs for these entrepreneurs will be developed, a more thorough training needs analysis must be conducted first.

Valuable basic information is, however, established in this report. Any follow-up research related to it can be expected to yield new information at a relatively low cost.

One research study that can be conducted is a regression and correlation analysis of the personality traits and organizational climate indicators against criterion variables to statistically determine their association with innovation. No analysis of that sort has been performed in this study. Conclusions regarding innovative behavior and adoptive organizational climate were all based on inferences from indicators used in two previous studies.

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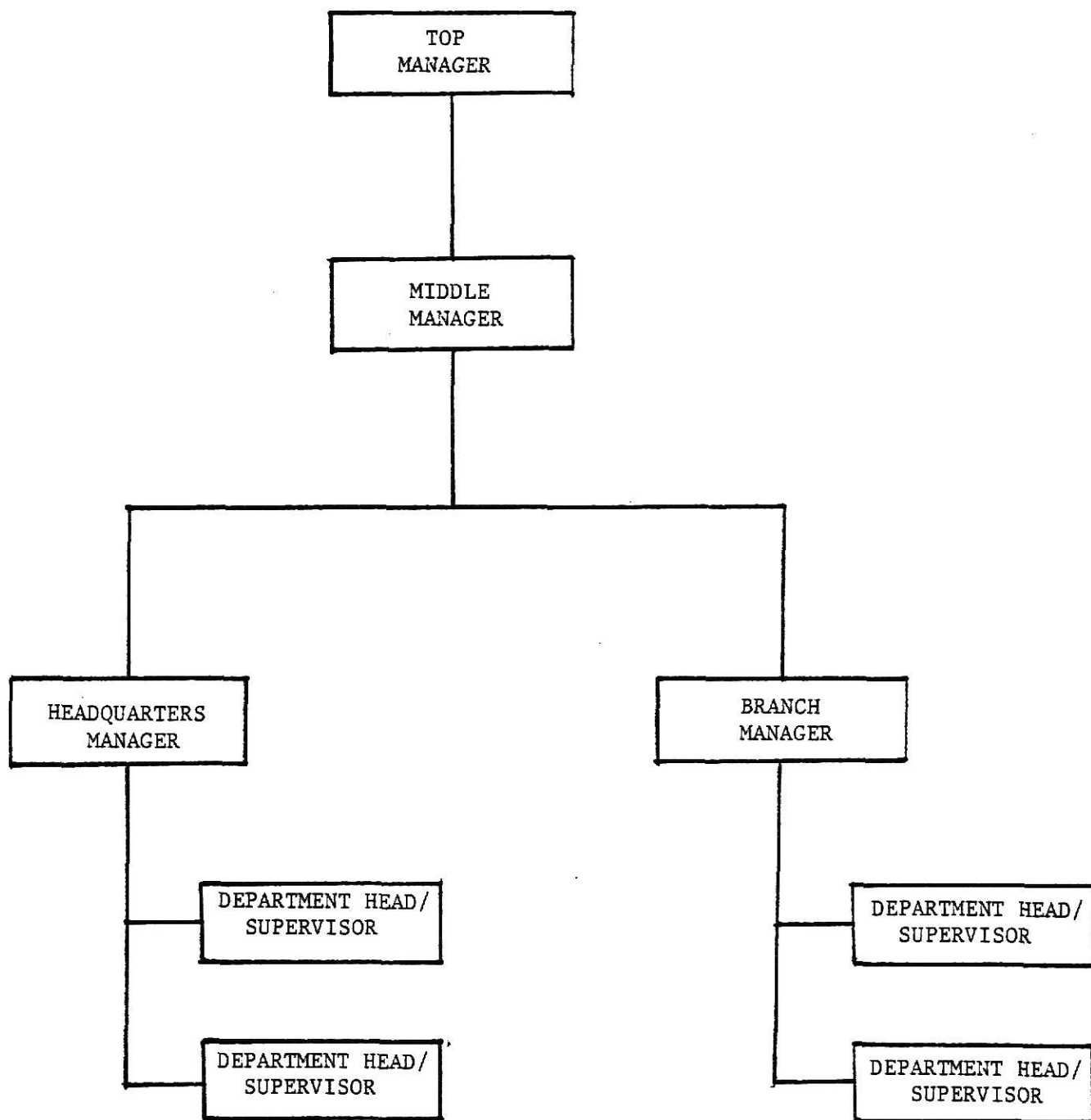


FIGURE 1. General Organizational Set-up of a Cooperative Firm

APPENDIX



COOPERATIVE MANAGEMENT
SURVEY





Cooperative Extension Service

Extension Agricultural Economics
Waters Hall
Manhattan, Kansas 66506
913-532-5823

April, 1979

MANAGEMENT INFORMATION SURVEY

We are requesting your assistance in this survey of cooperative personnel to gain insight into management practices in cooperative business firms. The information obtained from this survey will be used to aid development of management training programs for agribusinessmen by KSU Extension personnel.

Confidentiality and ethics

As with any professional social science research of this type, only general findings will be reported. Individual anonymity is completely guaranteed. No one other than the researchers will ever see any of your individual responses.

Instructions

This is a questionnaire research instrument. Please answer all questions as honestly as you can. Most questions are of the fixed-response type. A few ask you to write in an answer--please be brief. The questionnaire consists of these sections:

- I - Background Facts About You
- II - Questions About Your Coop
- III - Attitudes Towards Management Training
- IV - Questions About Yourself

You will find the survey takes about 30 minutes to complete. Upon completion, simply staple the survey booklet shut and drop it in the mail. Thank you for your cooperation.

Dr. David Barton
Dr. John Riley
Professors

Gary Mitchell
Graduate Research Assistant

* Please Write In: *
* * * * *
* Cooperative's Name _____ *
* * * * *
* City _____ *
* * * * *
* If branch, specify headquarters location *
* * * * *
* _____ *
* * * * *
* Your job title: _____ *
* * * * *

* FOR GENERAL MANAGERS ONLY: *
* * * * *
* Firm's Total annual sales \$ _____ *
* * * * *
* Firm's Total number of employees _____ *
* * * * *
* Number surveys distributed _____ *
* * * * *

KSU County Extension
Councils and U.S. Department
of Agriculture Cooperating.
All educational programs and
materials available without
discrimination on the basis
of race, color, religion,
origin, sex, or handicap.

SECTION I Background Facts

Proper analysis of data in studies of this type requires us to obtain some factual information about you and your career. Please make your responses in the spaces provided.

1. Briefly describe what your job duties are: _____

2. How does your present job fit into your organization's structure:
☐ Top Management
☐ Middle Management
☐ Branch Management
☐ Supervisory or Dept. Head
☐ Non-supervisory
3. Your immediate supervisor is:
☐ Dept. Head or Supervisor
☐ Branch Manager
☐ Assistant Manager
☐ General Manager
☐ Board of Directors
4. How many years have you been with your present firm or company?
☐ Less than 1 yr.
☐ 1 to 4 yrs. ☐ 10 to 19 yrs.
☐ 5 to 9 yrs. ☐ 20 yrs. +
5. How many years have you been in your present position or job?
☐ Less than 1 yr.
☐ 1 to 4 yrs. ☐ 10 to 19 yrs.
☐ 5 to 9 yrs. ☐ 20 yrs. +
6. How many people do you directly supervise?
☐ None ☐ 6-10
☐ 1 ☐ 11-20
☐ 2-5 ☐ 20 +
7. List your last three positions and company where employed.
 1. Position _____
Company _____
 2. Position _____
Company _____
 3. Position _____
Company _____
8. How many companies or organizations have you been employed by in your adult working career?
☐ 0 ☐ 3
☐ 1 ☐ 4
☐ 2 ☐ 5 +
9. How old are you to your nearest birthday?
☐ 18-29 ☐ 50-59
☐ 30-39 ☐ 60 +
☐ 40-49
10. Sex: ☐ Male ☐ Female
11. Please check highest level of formal education attained:
☐ High School
☐ Technical or Vocational training beyond high school
☐ College (Field of Study _____)
Degree, if any _____
☐ Graduate work (Field of Study _____)
Degrees, if any _____
12. Your annual salary (total before taxes):
☐ \$5,000 to \$9,999
☐ \$10,000 to \$14,999
☐ \$15,000 to \$19,999
☐ \$20,000 to \$24,999
☐ \$25,000 to \$29,999
☐ \$30,000 to \$34,999
☐ \$35,000 +
13. During the course of your career, approximately how many management training sessions have you attended--exclusive of formal university training?
☐ None ☐ 3
☐ 1 ☐ 4 +
☐ 2

14. List up to the 5 most recent training sessions you have attended in the last 3 years.

Topic	Sponsor	Length & Format		Miles from Business (1 way)
Example: Department Management	Farm land	3 sessions 3 days each	1 month AFORE	55
1.				
2.				
3.				
4.				
5.				

SECTION II Questions About Your Cooperative

For the purpose of our study, it will help greatly to have some information about your present company or organization. The following set of questions is concerned with your perceptions and observations about the organization in which you are now working. Please indicate your answers in the brackets opposite the appropriate response to each question.

1. How free and open are the interpersonal communications among management and employees in your organization?
 - ☐ Very free and open
 - ☐ Somewhat free and open
 - ☐ Not too free and open
 - ☐ Not at all free and open
2. To what extent do employees at various levels participate in decisions which affect them?
 - ☐ To a great extent
 - ☐ To some extent
 - ☐ To a small extent
 - ☐ Hardly at all
3. To what extent does your organization pressure individuals for maximum effort?
 - ☐ Considerable pressure
 - ☐ Moderate pressure
 - ☐ Mild pressure
 - ☐ Almost no pressure at all
4. To what extent do you think that management is considerate of the feelings of people in your organization?
 - ☐ To a great extent
 - ☐ To some extent
 - ☐ To a small extent
 - ☐ Hardly at all
5. Are frequent conferences and group discussions between management and employees held for the purpose of making decisions in your organization?
 - ☐ Yes, many such meetings
 - ☐ Yes, quite a few
 - ☐ Occasional meetings
 - ☐ We seldom or never have such meetings
6. At such meetings the topics of discussion most often involves:
 - ☐ Problems of day to day operation
 - ☐ Employee job assignments
 - ☐ Long range plans
 - ☐ Changes in company policy
7. In general do you feel that job performance is the major criterion for promotions among employees in your organization?
 - ☐ Yes, to a very great extent
 - ☐ Yes, to a great extent
 - ☐ Yes, only to some extent
 - ☐ No, not really
8. Are things in your organization sufficiently well organized for employees to carry out their duties promptly and efficiently?
 - ☐ Yes, very well organized
 - ☐ Yes, but improvement is needed
 - ☐ No, only minimally organized
 - ☐ No, hardly organized at all

9. How would you characterize the climate of interpersonal trust among management and employees in your organization?
 - ☐ Very high level of trust
 - ☐ Considerable trust
 - ☐ Some trust
 - ☐ Little or no trust
10. Does your organization have written plans to meet organizational objectives?
 - ☐ Yes, definitely
 - ☐ Yes, to some extent
 - ☐ No, but plans are being made
 - ☐ No, we have no such plan
11. To what extent do you feel restricted by rules, policies and procedures in your organization?
 - ☐ Not at all restricted
 - ☐ Slightly restricted
 - ☐ Quite restricted
 - ☐ Very restricted
12. Does your organization make use of advanced financial techniques, such as, ratio analysis, regression analysis and capital budgeting in making investment decisions?
 - ☐ Yes, definitely
 - ☐ Yes, some applications
 - ☐ No, not really
 - ☐ Not sure
13. Has your organization introduced any modern techniques of inventory control?
 - ☐ Yes, many applications
 - ☐ Yes, in some areas
 - ☐ No, but we are planning to do so
 - ☐ No, none have been introduced
14. How does your organization handle conflicts that arise in day to day operations?
 - ☐ Conflicts are brought out into the open and are generally resolved by the parties involved
 - ☐ Superiors generally settle conflicts
 - ☐ Conflicts are generally ignored
 - ☐ Conflicts are discouraged, hidden or glossed over
15. When it is necessary to work overtime hours, the decision on who works the additional hours
 - ☐ is left entirely up to the manager, supervisor or department head
 - ☐ is decided by pre-arranged schedule
 - ☐ is a decision of the manager or dept. head in consultation with employees involved
 - ☐ is left entirely up to employees to volunteer
16. Do you agree with the statement "Most people dislike work, will avoid it if at all possible and have to be coerced into working"?
 - ☐ Yes, for most people
 - ☐ Yes, but for only a few people
 - ☐ No, with exceptions
 - ☐ No, definitely not true
17. To what extent is your organization growth oriented, i.e., interested in continuous expansion?
 - ☐ To a high degree
 - ☐ To a moderate degree
 - ☐ To a slight degree
 - ☐ Not really growth oriented
18. To what extent does your organization make use of outside consultants in the ordinary course of affairs?
 - ☐ Frequently
 - ☐ Occasionally
 - ☐ None now, but are planning to
 - ☐ No, we do not use consultants
19. Does your organization follow a formal appraisal or evaluation system for management personnel?
 - ☐ Yes, very closely
 - ☐ Yes, but very loosely
 - ☐ No, but we are planning such a system
 - ☐ No, we don't
20. Does your organization use financial budgeting procedures?
 - ☐ Yes, a complete system
 - ☐ Yes, some budgeting
 - ☐ No, but are developing one
 - ☐ No, no real budgeting system

21. How free are you to set your own performance goals?

- ☐ Very free to set my goals
- ☐ Somewhat free
- ☐ Not too free
- ☐ Not at all free--others set goals

22. What is your organization's general orientation toward risk-taking by management? (e.g., offering new services or products)

- ☐ Strongly encourages risk-taking
- ☐ Somewhat encourages risk-taking
- ☐ Somewhat discourages risk-taking
- ☐ Strongly discourages risk-taking

For the next three questions you are requested to make a self assessment with regard to your organization. Please circle the number that best reflects your assessment.

23. To what extent are you in agreement with the goals and purposes of your organization

0	1	2	3	4	5	6	7	8	9
Not at all in agreement	Somewhat in agreement				In complete agreement				

25. How active are you in asserting and demonstrating your beliefs as to how your organization should be run, what its goals and/or means of achieving them should be?

0	1	2	3	4	5	6	7	8	9
Very Inactive			Moderately Active				Very Active		

24. To what extent are you in agreement with the present means, method and procedures used by your organization in achieving its goals?

0	1	2	3	4	5	6	7	8	9
Not at all in agreement	Somewhat in agreement				In complete agreement				

SECTION III Attitudes Toward Management Training

In this section we are concerned with some general information and impressions that you have.

1. Do you think that management skill is basically developed by experience and that training courses make little difference?

- ☐ Yes, strongly agree
- ☐ Yes, somewhat agree
- ☐ No, somewhat disagree
- ☐ No, strongly disagree

2. How do you feel about the general competence of the people who are the teachers and trainers in management seminars and training programs?

- ☐ Very competent
- ☐ Generally competent
- ☐ Not too competent
- ☐ Not competent at all

3. Do you think that managers learn more from books and self study than from attending training sessions?

- ☐ Yes, strongly agree
- ☐ Yes, somewhat agree
- ☐ No, somewhat disagree
- ☐ No, strongly disagree

4. Do you think that a person's management skill is pretty well determined by the time he enters the job market and that training courses make little difference?

- ☐ Yes, strongly agree
- ☐ Yes, somewhat agree
- ☐ No, somewhat disagree
- ☐ No, strongly disagree

5. Do you feel that management seminar or training sessions are often too theoretical and of little practical value?

- ☐ Yes, strongly agree
- ☐ Yes, somewhat agree
- ☐ No, somewhat disagree
- ☐ No, strongly disagree

6. Do you feel that further management training would contribute to your personal growth and managerial ability?

- ☐ Yes, to large extent
- ☐ Yes, only slightly
- ☐ No, not really
- ☐ No, definitely not

7. Does your organization encourage employees to attend job related training seminars?
- () Yes, to large extent
() Yes, only slightly
() No, not really
() No, definitely not
8. Does your organization provide leave time with pay for employees to attend job related training seminars?
- () Yes, a very liberal leave policy
() Yes, but very restricted leave policy
() Yes, but without pay
() No, usually don't
() No, never
9. What would be the best time of year to hold a training session for you? For each of the following months, circle p, a, or u.
p = preferred
a = acceptable
u = unacceptable
- | | |
|----------------|-----------------|
| p a u January | p a u July |
| p a u February | p a u August |
| p a u March | p a u September |
| p a u April | p a u October |
| p a u May | p a u November |
| p a u June | p a u December |
10. Which would be the best day of the week to hold a training session for you? For each of the following days, circle p, a, or u.
p = preferred
a = acceptable
u = unacceptable
- | | |
|-----------------|----------------|
| p a u Monday | p a u Thursday |
| p a u Tuesday | p a u Friday |
| p a u Wednesday | p a u Saturday |
11. Of the following formats for a 2 or 3 day training session which would be most preferable to you.
- () 2 or 3 days in the same week
() 1 day each week for 2 or 3 weeks
() 1/2 day each week for 4 to 6 weeks
12. Briefly describe what areas of management responsibility you find most challenging.
- _____
- _____
- _____
- _____
13. Briefly list which topics you would be most interested in learning about.
- _____
- _____
- _____
- _____

SECTION IV Questions About Yourself

In this part of the questionnaire we would like to learn something about how you see yourself, what kind of a person you think you are. This is not a psychological test although some of the questions ask about your personal make-up. Please answer the questions as freely as you can. In answering these questions use your work associates as a comparison group: how do you compare, relatively speaking?

- | | |
|--|---|
| 1. I am assertive, forceful, push ideas. | 2. I have a strong need for a steady job. |
| () Fits me very well, I'm like this | () Fits me very well, I'm like this |
| () Fits me fairly well | () Fits me fairly well |
| () Fits to a slight degree | () Fits to a slight degree |
| () Doesn't describe me at all | () Doesn't describe me at all |

3. I talk a lot, listen a lot, interact a lot.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
4. I am often under tension, somewhat worried, not relaxed.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
5. I have a rich fantasy world, can entertain unusual and novel possibilities.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
6. I like to have a strong, able leader to guide and direct me.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
7. I like to set goals, plan, evaluate success, get things done.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
8. I get along with my boss. He likes to work with me.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
9. I tend to see people as out to satisfy their own selfish interests.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
10. I am tolerant of other points of view, flexible.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
11. I am often full of feelings of rage and anger.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
12. I work hard, like to work and find happiness in work.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
13. I often feel discouraged, wonder if it is all worth the effort.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
14. I like to set long range plans and follow through over long periods.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
15. I am not very spontaneous, it is difficult for me to act freely.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all
16. Basically, I have lots of energy. I seldom feel tired or fatigued.
☐ Fits me very well. I'm like this
☐ Fits me fairly well
☐ Fits to a slight degree
☐ Doesn't describe me at all

- | | |
|--|--|
| <p>17. I like to have a prestigious job--have social esteem.</p> <p>() Fits me very well. I'm like this</p> <p>() Fits me fairly well</p> <p>() Fits to a slight degree</p> <p>() Doesn't describe me at all</p> | <p>21. I like to assert my will on others.</p> <p>() Fits me very well. I'm like this</p> <p>() Fits me fairly well</p> <p>() Fits to a slight degree</p> <p>() Doesn't describe me at all</p> |
| <p>18. I take chances with new ideas, jobs, people.</p> <p>() Fits me very well. I'm like this</p> <p>() Fits me fairly well</p> <p>() Fits to a slight degree</p> <p>() Doesn't describe me at all</p> | <p>22. I am very concerned about what others think of me, my feelings are easily hurt.</p> <p>() Fits me very well. I'm like this</p> <p>() Fits me fairly well</p> <p>() Fits to a slight degree</p> <p>() Doesn't describe me at all</p> |
| <p>19. I am very concerned about increasing my income.</p> <p>() Fits me very well. I'm like this</p> <p>() Fits me fairly well</p> <p>() Fits to a slight degree</p> <p>() Doesn't describe me at all</p> | <p>23. People like to work for me I like my people.</p> <p>() Fits me very well. I'm like this</p> <p>() Fits me fairly well</p> <p>() Fits to a slight degree</p> <p>() Doesn't describe me at all</p> |
| <p>20. I see myself as an originator not a pawn in life.</p> <p>() Fits me very well. I'm like this</p> <p>() Fits me fairly well</p> <p>() Fits to a slight degree</p> <p>() Doesn't describe me at all</p> | |

COMMENTS:

Please check to make sure you have answered all of the questions. Unanswered questions will severely limit our analysis. Please staple the booklet shut, and drop it in the mail.

THANK YOU FOR YOUR COOPERATION.

SOME DETERMINANT FACTORS IN THE DEVELOPMENT
OF MANAGEMENT TRAINING PROGRAMS FOR
COOPERATIVE GRAIN ELEVATOR MANAGERS IN KANSAS

by

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AN ABSTRACT OF A MASTER'S REPORT

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MASTER OF SCIENCE

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KANSAS STATE UNIVERSITY
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Public and private businesses recognize the need for continued development of their management force as a result of the continuing and accelerating social and technological changes that give rise to more complex problems facing the managers. This trend does not exclude the managers of the Kansas grain elevators. Kansas State University, through its extension education function, feels the need to develop relevant management training programs to assist with the training needs of these managers. There is, however, the necessity to determine what will make effective and relevant training programs for the grain elevator entrepreneurs. To do this, baseline information regarding the managers had to be obtained.

This study was designed to gather data on the Kansas cooperative grain elevator managers. More specifically, the managers' demographic characteristics, attitudes towards management training programs, personality traits related to innovative behavior, preferences regarding training schedules, and the openness of the cooperatives towards modern managerial techniques were determined. Survey questionnaires were mailed to the general managers of the existing grain elevator cooperatives. Each was asked to distribute a questionnaire to each manager in the headquarter office and any existing branch facilities. In total, 286 usable forms were returned.

For ease of analysis, the data were fitted into frequency distribution tables. The statistical relationship of the data with the criterion variables, management levels, educational

attainment, age or annual sales were generated using the Chi-Square Test of Independence. The significance level was set at $p = 0.10$.

The results obtained indicate that the cooperative managers regard management training programs as a helpful channel for improving their management knowledge and skills. They have a positive attitude towards training programs and will welcome the opportunity to participate in one if available. Personality wise, they possess traits which were correlated in previous studies to innovativeness, indicating the managers' propensity to apply modern managerial techniques on the job. To complement these personality characteristics, the organizational climate existing in their cooperatives is supportive of innovation.

Cooperative managers prefer to hold management training programs in January or March. The most accepted days are Tuesday, Wednesday, or Thursday, with Wednesday as most preferred. Holding the sessions for 2 to 3 days within the week is also most acceptable to the managers. Most managers give special preference to the topic "Personnel Management", as a future training course. The majority also indicated "Grain Marketing" and "Financial Planning and Management" as topics of interest.

Survey data were also compared to a similar study regarding the managers of independent and-line grain elevators. The Chi-Square Test of Independence was also used to determine whether responses from the two populations are statistically significant. Results indicate that both groups of managers support the idea that management training improves managerial ability. However, the

figures obtained from the managers of the independently owned firms are relatively lower compared to the responses of the cooperative managers. The independent and line elevator managers also possess the personality traits of an innovative person to about an equal level to the cooperative managers. On the other hand, the organizational climate of the independent and line firms appears to be less supportive to change and innovation than the cooperative management.

Management training can be an effective mechanism of technology transfer to a large extent for the Kansas cooperative grain elevator managers and to some extent for the independent and line grain elevator entrepreneurs. Further detailed studies are, however, recommended to make the training programs relevant to the needs of the managers.