INDEPENDENT AND LINE GRAIN ELEVATORS IN KANSAS: A MANAGEMENT STUDY

by

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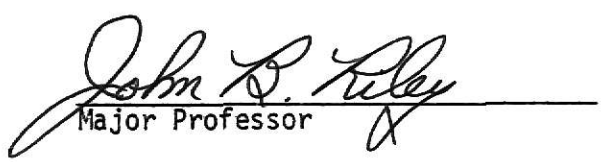

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Chapter 1

INTRODUCTION

The Problem

The total agricultural industry is experiencing rapid economic expansion, with the largest expansion occurring in agribusiness.[1] Agribusiness firms generally include all the firms and the people involved in the off-farm aspects of agriculture. Primarily, they are concerned with 1) resource supply (e.g. feed, fertilizer and storage); 2) marketing functions (e.g. transport and storage); and 3) agriservices (e.g. research and development, and dissemination of new technology). According to a recent report by the U.S. Chamber of Commerce, ". . . it is quite possible that agribusiness firms are now providing as much technical assistance to farm product producers as the combined state and federal effort of the Cooperative Extension Service."[2] Agricultural specialists have pointed out that there will be a continued increase in worldwide population pressures and an ever increasing demand for food and food services.[3] Expectedly, the agribusiness phase of agriculture will continue to expand to meet present and future needs.

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[1]Nolan Rawlins, "Agribusiness - Scope and Economic Importance," Introduction to Agribusiness, ed. M. Wilson (New Jersey: Prentice Hall, Inc., 1980), p. 25.

[2]U.S. Chamber of Commerce, The Changing Structure of U.S. Agribusiness and Its Contribution to the National Economy, 1974.

[3]Rawlins, op. cit., p. 25.

Agribusiness firms exist in an environment of change with new methods, new laws and other innovations being introduced. Management development refers to the process by which managers gain the experience, skills and attitudes to become or remain successful leaders in their enterprises.[4] Management and professional development are designed to reduce obsolescence, to increase employee satisfaction and productivity, and to expedite Equal Employment Opportunities (EEO) goal achievement. Obsolescence refers to a condition or state where the individual holding a position lacks the current skills and knowledge generally considered important by other managers and professionals to maintain effective performance in current or future work.[5]

Successful management development, in order to take place, should have the necessary elements present in the firm. The knowledge of basic management concepts is very essential in managing any form of business. Moreover, it is also imperative that one is updated with new management techniques. The receptivity of individuals, or a business enterprise to innovation is also one of the necessary conditions in management development. It is important that employees favor changes that are taking place and that they become part of such innovations. Creating the organizational climate, with the right attitudes and the right objectives is vital to the success of any management development program.

The objectives of this research were centered on the examination of the organization environment and attitudes of management as applicable to management development in a selected group of independent and line

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[4]William Glueck, Personnel A Diagnostic Approach, revised ed. (Dallas, Texas: Business Publication, Inc., 1978), p. 365.

[5]Ibid.

grain elevators in the State of Kansas. Specifically, the objectives of the study were:

I. To determine the demographic, organizational and personality characteristics of Kansas independent and line grain elevators.

II. To determine the attitudes and impressions regarding management training programs.

III. To look into relationships between organizational climate and personality characteristics conducive to adaptation of innovations.

IV. To determine other relationships, e.g. attitudes toward management training, demographic characteristics, etc., which would be indicative of adoptive behavior.

V. To determine the management training needs of these agribusiness managers under study.

Research Methodology

Data Source

Basically, the firms under study marketed wheat and other grains, however a number of them were also engaged in other business enterprises e.g. Ralston Purina, Cargil, etc.

A mailed questionnaire was used for the purpose of gathering data. The questionnaire was subdivided into four main sections entitled (see Appendix A):

I. Background factors about agribusiness manager

II. Questions about the firm

III. Attitudes toward management training

IV. Questions about the respondent

Most were of the fixed answer type; however a few required shortly phrased answers.

Five questionnaires were sent to the headquarters of each firm, while three went to branch offices. Studies made by Dr. Howard Baumgartel and associates were used as a basis for the designing of the questionnaire.[6] The manager of each location was asked to distribute questionnaires to management personnel of their location and complete one questionnaire himself/herself. A total of 700 questionnaires were mailed on April 16, 1980. A follow-up letter was mailed two weeks after the initial mailing. Responses were received until May 12, 1980. A total of 123 usable questionnaires was received.

Method of Analysis

A computer package known as "Statistical Package for the Social Sciences (SPSS)" was used to conduct the analysis of the data. The SPSS is an integrated system of computer programs designed for the analysis of social science data. The system provides a unified and comprehensive package that enables the user to perform many difficult types of data analysis in a simple and convenient manner.[7]

The analysis consisted of three major areas: 1) frequency distribution; 2) cross-tabulations; and 3) correlations. Frequency

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[6]Howard Baumgartel, Luther E. Dunn, and George I. Sullivan, "Management Education, Company Climate and Innovation," Journal of General Management (1976), 4.

[7]Norman H. Nie et al., Statistical Package for the Social Sciences, 2nd ed. (U.S.A.: McGraw Hill, Inc., 1975), p. 1.

distribution analyses were used to determine the basic distributional characteristics of each of the variables to be used in the subsequent statistical analysis. A cross-tabulation is a joint frequency distribution of cases according to two or more classification variables. Pearson-product moment correlations (r) were used to measure the strength of associations between paired variables.

Methods of analysis were patterned after studies conducted by Howard Baumgartel, Professor of Psychology at the University of Kansas.[8] Variations were introducted to fit existing circumstances.

Limitations of the Study

The study is basically dependent on the number of responses received and the quality of answers indicated in the questionnaire. The amount of cooperation and sincerity of the respondents greatly determined the outcome of the study.

Another possible limitation of the study is the manner in which the questions were framed. There is a possibility that some questions may have been misleading and therefore misinterpreted. This may introduce some bias in the analysis of results. Some questions were not fully answered which limited the specificity of analysis that could be made.

Some tables had valid cells with expected cell frequencies of less than 1 and more than 20% of the valid cells with expected cell frequenciess of less than 5. Low cell frequency tends to distort the accuracy of the Chi-Square Test of Independence. Notations as to which tables had such conditions were made.

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[8]Baumgartel, Management Education, p. 4.

Chapter 2

REVIEW OF LITERATURE

Agribusiness - Scope and Economic Importance

The concept of agribusiness has gained wide acceptance in the American economy today. The term agribusiness was first used by John D. Davis of Harvard University in 1955.[9] It was used very little until the late 1960's, but during the last decade, it has commonly entered our reading and speaking vocabulary. Agribusiness was originally defined to include both the farm production as well as the off-farm processing and marketing of farm inputs and farm products. Common usage of the term agribusiness today tends to include only the off-farm part of agriculture.[10] Such definition, however, is not to deny that the production phase is any less of a business endeavor.

Basically, agribusiness firms may be classified into three groups (Figure 1): resource firms, agriservice firms and marketing firms.[11] Resource firms provide the fuel, seed, fertilizer, farm

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[9]Donald S. Moore, What Agribusiness Means to Dallas (College Station, Texas: Texas Agricultural Experiment Station Bulletin MP 355, May 1959), p. 3.

[10]Milton M. Snodgrass and L.T. Wallace, Agriculture, Economics, and Resource Management (Englewood Cliffs, N.J.: Prentice Hall, 1975), p. 16.

[11]Nolan Rawlins, "Agribusiness - Scope and Economic Importance," Introduction to Agribusiness, ed. M. Wilson (New Jersey: Prentice Hall, Inc., 1980), p. 25.

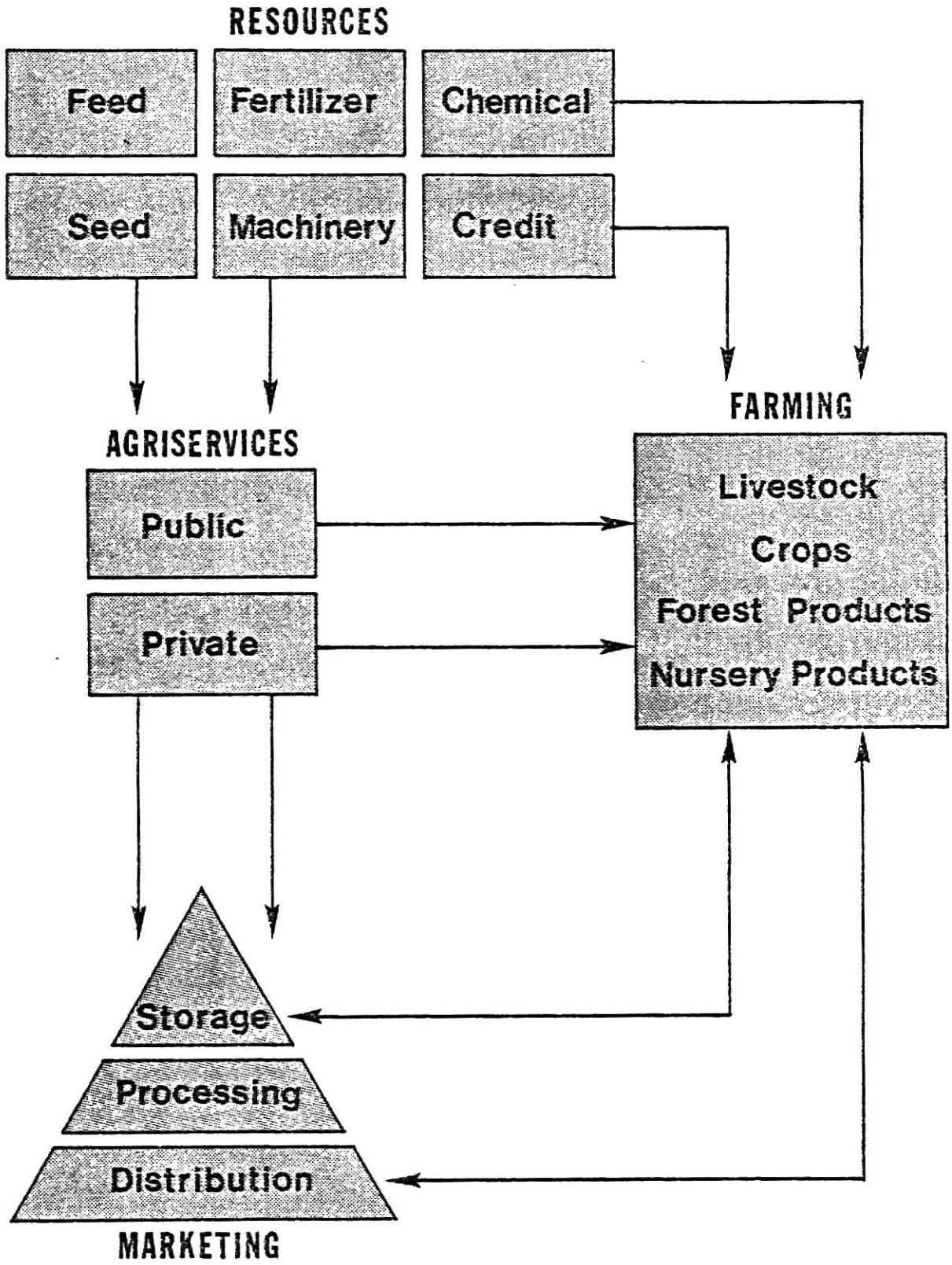

Figure 1. Phases of Modern Agriculture.

Source: Nolan O. Rawlins, Introduction to Agribusiness (New Jersey: Prentice-Hall, Inc., 1980).

machinery, and other farm capital vital to modern commercial farmers. Farmers are becoming increasingly dependent on this group as they substitute more capital for labor.

The marketing firms buy the product from the farmer and move it on to the consumer in the form, place and time desired by consumers. This group, involved in marketing, is commonly referred to as middlemen, and is often subject to criticism as a major source of food price inflation. However, modern consumers would find it very difficult to do without their services given the increased demands for service associated with food products.

The agriservice firms are composed of public and private firms and individuals who provide services of various types needed by the other phases of agriculture. The primary target of this group is the farming sector, but numerous services are also provided for the resource and marketing sectors. The major types of services include research for new technology, the dissemination of information and training about new products and ideas, and other custom-type services. This sector has been expanding rapidly as a consequence of the increasing demand and complexity of modern agriculture.

The United States agribusiness industry follows mainly a three-level organizational setup (Figure 2), providing a functional flow of resources and products through various steps to the wholesale and retail phase of food marketing. The shaded portion of the diagram represents agribusiness activities. The functional component of food and fiber production, wholesaling and retailing are intentionally depicted as beyond agribusiness. Finally, the agribusiness components are divided into Sectors. Sector I refers to the Resources Supply Function and

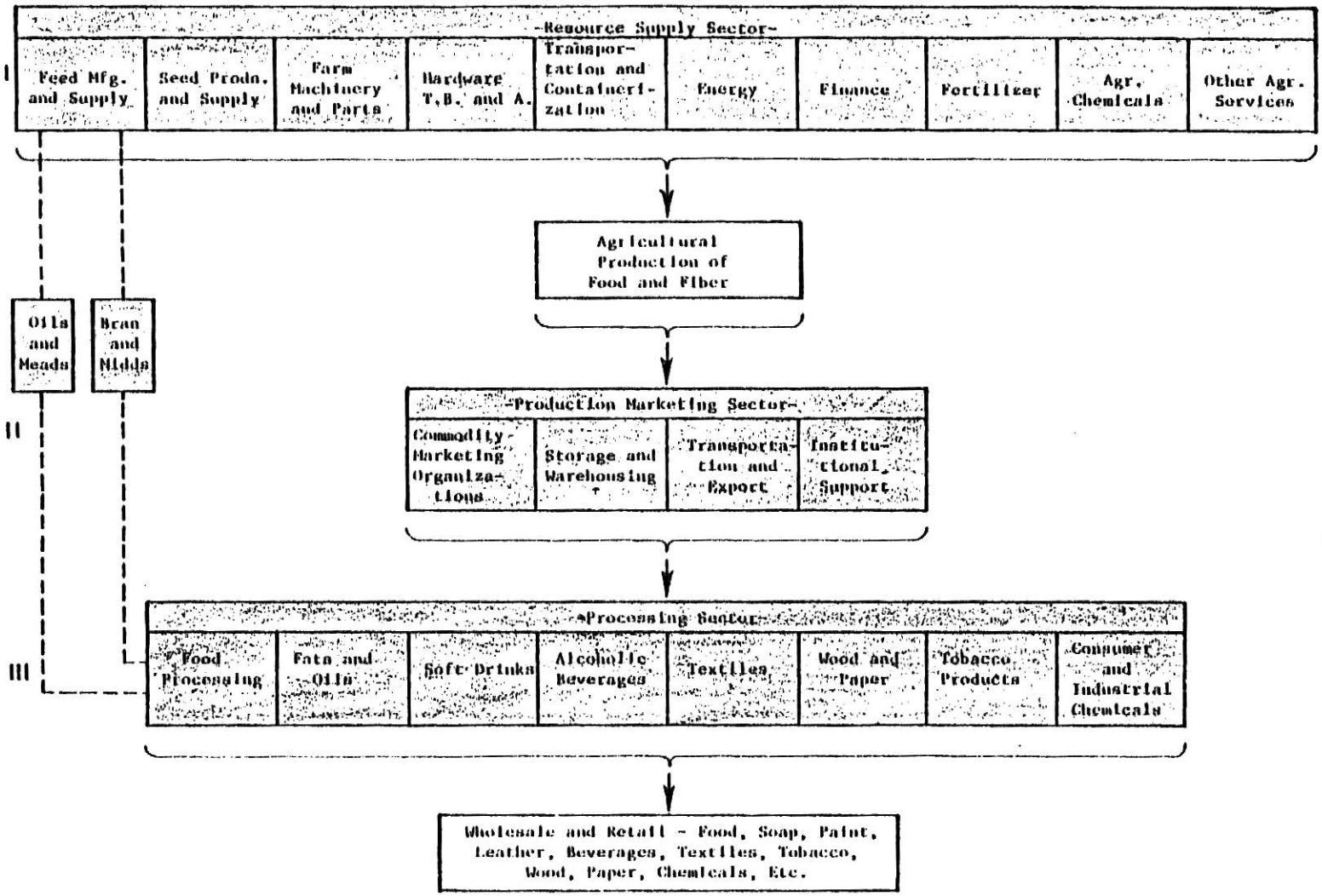

Figure 2. Functional Organization of the U.S. Agribusiness Industry.

Source: Kenneth D. Duft, Principles of Management in Agribusiness (Reston, Virginia: Prentice-Hall Company, 1979).

illustrates the provision of inputs needed for agricultural production. Sector II is labeled Product Marketing, and includes those traditional functions performed with or upon food and fiber commodities beginning at the time of harvest and continuing until the product is sold in its fresh form or to a processor. Sector III represents the processing function through which the original form of the product (or commodity) is altered prior to its sale to a wholesaler or retailer.

Because the agribusiness industry is so diverse, yet so interdependent, it is particularly difficult to describe in economical terms.[12] There are no accurate estimates of the magnitude of total agribusiness activity in the U.S. The total value of U.S. farm production in 1979 alone was approximately 150 billion dollars.[13] In the same year, farms purchased 120 billion dollars of production supplies. By the time those agricultural commodities had been processed, packaged, stored and transported to retail food stores, the value exceeded 260 billion dollars and had employed 82 billion dollars worth of labor cost (i.e., wages and salaries).[14]

The level of interdependency that exists between production agriculture and agribusiness industry is very high, making such relationships important in the U.S. economy. In the agribusiness resource firms alone, farmers have annual purchases of the following:

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[12]Kenneth Duft, Principles of Management in Agribusiness (Reston, Virginia: Prentice Hall Company, 1979), p. 2.

[13]USDA, Economic Research Service, Agricultural Outlook (Washington, D.C., September 1980), p. 34.

[14]USDA, Economic Research Service, Agricultural Outlook (Washington, D.C., July 1980), p. 11.

- 8.8 billion dollars for farm tractors and other major vehicles, machinery and equipment. It required 140,000 employees to produce this farm equipment;
- 10.1 billion dollars for fuel, lubricants and maintenance for machinery and motor vehicles used in the farm business; farming requires more petroleum than any other single industry;
- 17.0 billion dollars for fuel and seed;
- 3.6 billion dollars for fertilizer and lime;
- production containing 360 million pounds of rubber--about five percent of the total used in the U.S.;
- 33 billion kilowatt hours of electricity--about 2.5 percent of the nation's total;
- 6.5 million tons of steel, accounting for 40,000 jobs in the steel industry.[15]

Clearly, the agribusiness resource sector alone is very essential, not only in providing the necessary inputs for production, but also in providing jobs.

The marketing and procurement sector of the agribusiness industry has also gained considerable importance in today's economy. As the gap between farmers and consumers widens, the role of marketing firms becomes more important. The estimated bill for marketing American produced foods in 1980 was 182 billion dollars.[16] This cost covered all

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[15]USDA, Fact Book of U.S. Agriculture, Miscellaneous Publication Number 1063 (Washington, D.C., 1980), p. 3.

[16]Economic Research Service, Agricultural Outlook, July 1980, p. 11.

marketing activities and represented about 70 percent of the 260 billion dollars consumers spent. The remaining one-third represented the 78 billion dollars that farmers received in payment for these production activities.

Marketing farm produce is much more than buying or selling. It involves all the agencies and activities directly involved in moving the product from the farm to the final consumer. The USDA estimates that over 600,000 businesses are involved in marketing food products. Labor cost is the major item in the total marketing bill, accounting for 45 percent of the bill in 1980.[17] The labor bill was shared by over seven million workers. Among the marketing agencies, the processing sector shared the largest part of the bill, followed closely by the retail sector.

For the State of Kansas, agribusiness is important as well. Most of the state's agribusiness industries reported gains in both quantity and value of production during 1979. Production inputs (fertilizer, feed, chemicals, etc.) used by farmers were valued at $3,394.8 million compared with hired labor valued at $175.1 million.[18] A total of 2.4 million tons of commercially prepared feeds were sold by Kansas firms during this year, 8% above 1978's sales.[19] Commercial fertilizer sales also rose, offsetting the sharp declines of 1978. Sales for 1979 totaled 1.6 million tons, 12% above the previous year.

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[17]Duft, Principles of Management in Agribusiness, p. 2.

[18]USDA, Economic and Statistics Service, Economic Indicators of the Farm Sector: State Income and Balance Sheet Statistics, 1979, p. 67.

[19]Kansas State Board of Agriculture, 63rd Annual Report and Farm Facts, 1979, pp. 112-113.

In livestock production, 2.1 million pounds of red meat (beef, veal, pork, etc.) were slaughtered, valued at $2,121.0 million. Six hundred thirty-seven (637) million pounds of dairy manufactured products were produced in the State of Kansas during this period.

The importance of the agribusiness industry to the U.S. economy[20] and Kansas is undisputed. The level of interdependency that exists between production agriculture and the agribusiness industry is very high. This interdependency is functionally obvious, economically mandated and financially continuous.[21] For example, each sector relies almost solely on the products or services of the other sectors for its existence. Economic or financial constraints in the resources supply sector, for example, immediately constrain agricultural production and, consequently, impact those goods, commodities and services to be handled by the marketing sector. In effect, agribusiness firms are essentially needed to provide inputs, employment and above all, bridge the gap that exists between the farmer and the consumer.

Management Development

A management development program may be a consequence of an employment planning forecast, career development plans or the result of performance evaluation and promotion ratings of company employees.[22] Management development programs are essentially utilized for the upgrading of a manager or a professional to make a more effective decision

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[20]Duft, Principles of Management in Agribusiness, p. 2.

[21]Ibid., p. 2.

[22]William Glueck, Personnel A Diagnostic Approach, revised ed. (Dallas, Texas: Business Publication, Inc., 1978), p. 365.

maker, policy formulator and motivator within the organization. It also makes the person more dynamic and ready to face the challenges confronted in day to day activities. As a result, managers become more successful and better achievers in their respective enterprises.

The main purpose of management development is to reduce or prevent managerial obsolescence. Obsolescence occurs due to the inability of individuals in an organization to keep up with current skills or techniques needed for the job. Such is looked upon by other managers and professionals as very important in maintaining effective performance for current as well as future activities. Obsolescence varies in the degree to which it can be overcome. In the form that can be coped with most easily, the manager has become obsolete and knows it. But the most difficult form is the manager who knows he is obsolete but denies it at the conscious level and refuses help. Eliminating or preventing the occurrence of obsolescence, in effect, leads to a more effective and satisfied manager as well as employees.

Internal Conditions Affecting Management Development

Every firm has the responsibility of helping in the development of persons who have the requisite potential to contribute their full measure to the management of an enterprise.[23] It is also essential that the organizational climate in such enterprises is conducive to the development and spread of innovations.

A study conducted by Baumgartel (1978) reveals that organizational factors that are contributory to innovative behavior are:

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[23]H. Koontz and C. O'Donnell, "Development and Training of Managers," Essentials of Management, ed. R. Daying and S. Mobley (New York: Kingsport Press, Inc., 1974), p. 278.

(1) growth orientedness of the managers, (2) pressure for top performance by management personnel, (3) managers free to set personnel performance goals, (4) organizational encouragement of risk-taking, (5) nonrestrictive rules and procedures, and (6) an organizational environment supportive of new knowledge gained by managers from training sessions.[24] Other internal factors such as company policies, strategies, manpower planning, financial status, and production schedules also have an impact. Such an environment, however, must provide the individuals concerned with the right tools and techniques needed to complement the changes being introduced. In effect, a matching process between the techniques, methods and the working environment should take place.

Another concern of management development is the problem of how an organization can influence the beliefs, attitudes and values (hereafter simply called attitudes) of an individual for the purpose of "developing" him, i.e., changing him in a direction which the organization regards to be in his own and the organization's best interests.[25] Most theories of influence or change accept the premise that change does not occur until the individual is motivated and ready to change. This implies that the individual must perceive some need for change in himself, must be able to change, and must perceive the influencing agent as one that can facilitate change in a direction acceptable to the individual. Since we are dealing with attitudes, the suggestion of deficiency

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[24]Howard Baumgartel, Luther E. Dunn and George I. Sullivan, "How Organizational Climate and Personality Affect the Pay-off from Advanced Management Training Sessions," Kansas Business Review (January 1978), 4.

[25]David Hampton, Behavioral Concepts in Management (California: Dickenson Publishing Company, Inc., 1968), p. 12.

or the need for change is much more likely to be perceived as a basic threat to an individual's sense of identity and to his status position vis-a-vis others in the organization. Attitudes are generally organized and integrated around the person's image of himself, and they result in stabilized, characteristic ways of dealing with others.[26] The suggestion of the need for change not only implies some criticism of the person's image of himself, but also threatens the stability of his working relationships. Management development programs which ignore these psychological resistances to change are likely to be self-defeating, no matter how much attention is given to the actual presentation of the new desired attitudes.

Having considered attitudinal change, consider influence as a process which occurs over time and which includes three phases: unfreezing, changing and refreezing.[27]

(1) Unfreezing is an alteration of the forces acting on the individual such that his stable equilibrium is disturbed sufficiently to motivate him and to make him ready for change. This can be accomplished either by increasing the pressure to change or by reducing some of the threat or resistance to change.

(2) Changing is the presentation of a direction of change and the actual process of leaving new attitudes. This process occurs basically by one of two mechanisms: identification or internalization. Identification is a process whereby the person learns new attitudes by identifying with and imitating some other person who holds those

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[26] Ibid., p. 103.

[27] Ibid., p. 103.

attitudes. Internalization is a process whereby the person learns new attitudes by being placed in a situation where new attitudes are demanded of him as a way of solving problems which confront him and which he cannot avoid. He discovers the new attitudes essentially for himself, though the situation may guide him or make it probable that he will discover only those attitudes which the influencing agent wishes him to discover.

(3) Refreezing is the integration of the changed attitudes into the rest of the personality and/or into ongoing significant emotional relationships.

It is reasonable to assume that the majority of managers who are being "developed" are not ready or able to change in the manner in which their organization might desire and therefore must be unfrozen before they can be influenced. They may be eager to change at a conscious motivation level, yet still be psychologically unprepared to give up certain attitudes and values in favor of untried threatening new ones. Essentially, the elements to unfreezing are the removal of supports for the old attitudes, the saturation of the environment with the new attitudes to be acquired, a minimizing of threat, and a maximizing of support for any change in the right direction.[28] Training programs or other activities which are conducted in the organizations at the place of work for a certain number of hours per day or week are far less likely to unfreeze and subsequently influence the participant than those programs which remove him for varying lengths of time from his regular work situation and normal social relationships.

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[28]Hampton, Behavioral Concepts in Management, p. 119.

In the changing phase, the basic question is whether the organization influences attitudes primarily through the mechanism of identification or the mechanism of internalization. It is important to note from the organization's point of view what kind of influence it is creating and to assure the results of such influence in terms of the basic goals which the organization may have. If new approaches and new attitudes toward management problems are desired, for example, it is crucial that the conditions for internalization be created. If rapid leaving of a given set of attitudes is desired, it is equally crucial that the conditions for identification with the right kind of model be created.

In the refreezing phase, we are concerned with the stability of the new or acquired attitudes. An organizational climate where new attitudes which differ from past company philosophy will be maintained cannot be achieved merely by an intellectual or even emotional commitment on the part of a higher ranking manager to tolerance of new ideas and attitudes.[29] It should be given full support by top management in terms of participation and allocation of resources for training facilities.

Significant development programs are rarely successful without continued active support and involvement from top management.[30] Supervision and middle managers look to top management to see if this activity

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[29]Howard Baumgartel, George Sullivan and Luther Dunn, "What Are the Characteristics of an Effective Management Development Program?" Kansas Business Review (October 1978), 4.

[30]Richard Hacon, "Management Issues in Organization Development," Personal and Organizational Effectiveness, ed. R. Hacon (United Kingdom: McGraw Hill Book Company Ltd., 1972), p. 263.

is valued. When management development is valued, it is more efficient and successful. Top management makes the final decisions as to the developmental programs to be conducted in the enterprise whether they be used to reinforce current behavior patterns or to try to change them.[31] Top management must also set the proper climate or atmosphere necessary for management development to take place. Total responsibility cannot be vested in a middle level staff person. Upper management has to be involved in formulating training goals, must participate in the training themselves, and must reinforce the behaviors sought in their everyday managerial behaviors. They should also be involved in the evaluation of training.

Leadership style has a great impact on promoting the right climate needed for management development to take place. Whether or not top management encourages participation in decision making, and provides significant opportunities for the satisfaction of social and egotistic needs, will greatly affect the climate needed for management development. Being a joint effort between top management and the lower ranks, management development needs a more participative and consultative style of leadership to be able to function to meet the objectives for which it was set up.

Management development emphasizes the need to progress and centers on individual development of innovative attitudes towards work. Baumgartel (1978) mentions that certain personality characteristics are

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[31]Glueck, Personnel A Diagnostic Approach, p. 365.

indicative of innovative or adaptive behavior.[32] Factors which were identified in his findings, measured the strength of "adaptive disposition" and included the following:

Assertive - forceful;

High level of interaction with colleagues;

Likes to set goals, plans, gets things done;

Believes in value of training;

Active in changing own organization.

Obviously a manager's job level affects many things: it reflects the manager's age and education as well as current position power. Data from an Indian study shows that a curvilinear and near significant ($p = .12$) relationship between rank and adaptive behaviors exists as follows:[33]

JOB LEVEL	MEAN ADAPTIVE BEHAVIOR SCORE
Top Level	5.75
Middle Level	6.75
Lower Level and Staff	5.98

In the study, respondents were classified as top, middle or lower level management on the basis of questionnaire data. A four-way analysis of variance was carried out to study the main effects and interactions

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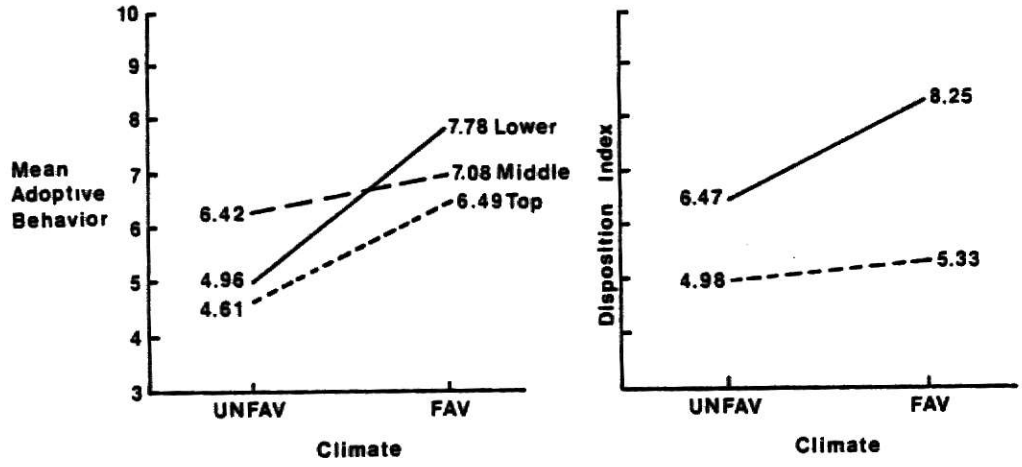
[32]Howard Baumgartel, Luther E. Dunn and George I. Sullivan, "Management Education, Company Climate and Innovation," Journal of General Management (May 1976), 23.

[33]Ibid., p. 6.

among these independent variables as they produce adaptive behavior following training. Two of the major two-way interactions proved to be statistically significant, both involving organizational climate. These interactions are shown in Figure 3.

Figure 3. Interactions Between Climate and Rank and Climate and Disposition in Adaptive Behavior



Source: Howard Baumgartel, Luther E. Dunn and George I. Sullivan, "Management Education, Company Climate and Innovation," Journal of General Management (May 1976), p. 24.

Organizational climate has the most prominent effect for the lower-level manager and to a lesser degree for top-level managers. Organizational climate also has its greatest effect for those managers who score high on the disposition index. There is in addition a double multiplier effect of climate with disposition because a favorable climate produces a disproportionate number of managers with high adaptive dispositions. Fifty-six percent of the managers in favorable climates have high adaptive dispositions while only 44 percent of those

in unfavorable climates have high dispositions. Thus, climate has in a sense a double effect on innovativeness.

External Conditions Affecting Management Development

Enterprises, like men, do not live unto themselves alone.[34] No manager operates in a closed social system. Agribusiness firms are part of a system. Managers who are responsible for the success of any organized effort are concerned about the internal factors which impinge upon them. They cannot, for the most part, control the "external environment." They must identify, evaluate and react to those forces external to the enterprise which may affect them.

Basically, external forces are grouped into political, economic, social and technological. The government is one of the major sectors in the system that has an impact. Regulations, requirements, rules and policies established by the government affect management decisions. It is essential that a thorough and updated awareness of government regulations be within management's reach. By aligning company objectives and strategies with government objectives and requirements, a harmonious relationship can exist. Hence, both sectors are able to attain their goals and also satisfy the needs of each.

Since all enterprises have a product or a service to distribute, they are all concerned about the market for their product. Market factors, i.e., type of product, market location, market competition, affect the type and nature of management development programs needed. The very nature of the product or service marketed will tell management what types

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[34]Koontz and O'Donnell, "Development and Training of Managers," p. 41.

of training are necessary, what areas should be emphasized and who needs the training.

All enterprises compete with each other for land, capital, and labor in ways that change from day to day.[35] The availability of these resources to the firm dictates the kind of management training programs offered. The ability of the firm to draw resources from the environment and to efficiently utilize them are greatly dependent on the size and nature of the firm and the ability of its personnel. The source of needed resources is sometimes worldwide, and their availability often depends upon transportation facilities, international policies, conservation and antipollution movements. Hence, management development programs should be properly planned so that the greatest benefits can be reaped from whatever amount of resources utilized, i.e., manpower, money, etc.

Cost-Benefit Considerations

Many researchers feel that participant evaluation is a poor way to analyze the costs and benefits of a program.[36] Others feel it is quite satisfactory.[37] There have been many articles and books advocating scientific analyses of management development costs and benefits. Most cost/benefit analyses of management development programs take the form of participant evaluation. Few managers are negative to

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[35]Ibid., p. 43.

[36]Campbell et al., Managerial Behavior, I.L. Goblstein, Training: Program Development and Evaluation (Monterey, California: Brooks/Cole Publishing Company, 1974), chapters 4, 5.

[37]John Burgoyne, "The Judgment Process in Management Students Evaluation of Their Teaching Experience," Human Relations (August 1975), pp. 543-69.

participation, since in many organizations participating in the program is a sign that you are a "comer" and will be promoted.

A number of criteria are used to measure the effectiveness of management development programs. One way is to measure management obsolescence.[38] If managerial obsolescence is rather low for a particular company in a particular industry, the management development program may be a factor.

The benefits of a given program must measure its contribution to its objectives, and costs must measure the true opportunity costs of the resources used up by the project.[39] Cost-benefit analysis can be carefully applied to management education projects, from both a prospective investment analysis and in retrospect as a means of measuring accomplishment.

The criteria for evaluating training depends on the objectives of the program and who sets the criteria: management, the trainers, or the trainees.[40] Criteria used to evaluate training programs usually include internal, external, and participant reactions. Internal criteria refer to those directly associated with the content of the program. External criteria are those related to the ultimate purpose of training, i.e., improving the effectiveness of the subject. Such criteria might include job performance rating, increase in sales volume, or decrease in turnover. Participant reaction, or how the subject feels about the benefits

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[38]Glueck, Personnel A Diagnostic Approach, p. 385.

[39]Thomas Hill et al., Institution Building in India (Boston, Massachusetts: Harvard University Graduate School of Business Administration, Division of Research, 1973), p. 138.

[40]Glueck, p. 354.

of a specific training or development experience, is commonly used as an internal criterion.[41]

Management development programs, however informal, are essential for the survival and effectiveness of an organization. How much to spend on them and what methods to use must be weighed against perceived benefits. Cost associated with any management development are relatively easier to measure than benefits derived from it.[42] Costs would include such items as: direct cost, i.e., trainer cost, material cost, and lost productivity, if it is done on company time, and indirect costs, i.e., administrative overhead, etc. Benefits on the other hand, are not easily quantifiable in the short-run. Much of the benefits derived from any management training program are observable only after certain periods of time. However, it is always important to remember that the optimal level of management development programs still conforms with the principle that marginal cost must not exceed marginal benefits.

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[41]Andrew J. Dubrin, The Practice of Managerial Psychology (New York: Pergamon Press, 1972), p. 10.

[42]Glueck, p. 354.

Chapter 3

RESULTS AND DISCUSSION

The total number of usable responses received from the 700 questionnaires was 133, giving a response rate of approximately 19%. The total included responses received after the follow-up letter. Ten (10) of the returned questionnaires were excluded since they did not represent management personnel.

Demographic Characteristics and Other General Information

Size of operation of these independent and line elevators surveyed was based on the number of personnel employed. Table 1 indicates that about 79% of the elevators employed 1 to 10 individuals, while 21% had more than 10 people. As to the number of management personnel, 92% of these elevators had from 1 to 4 persons of management staff (Table 2). A few (7%) had more than 5.

The study refers to management level as the individual's position in the organization. Such positions were ranked according to the following: top management, middle management, branch, and supervisory or department heads. A sample organizational chart is shown in Figure 4.

A large portion of the respondents were from the top and the branch management of their respective firms (Table 3). A considerable number (13.8%) also came from middle management and only a few (7.3%)

TABLE 1

DISTRIBUTION OF THE NUMBER OF EMPLOYEES OF INDEPENDENT AND LINE ELEVATORS, KANSAS, 1980

Number of Employees	Adjusted Frequency* (%)
1	5.9
2	9.4
3	15.3
4	11.8
5	10.6
6	10.6
7	4.7
8	5.9
9	3.5
10	1.2
11	1.2
13	2.4
16	2.4
18	3.1
22	1.2
24	1.2
32	1.2
33	1.2
40	1.2
43	1.2
60	1.2
77	1.2
80	1.2
115	1.2

* Based on 85 valid cases

TABLE 2

DISTRIBUTION OF NUMBER OF MANAGEMENT PERSONNEL EMPLOYED BY INDEPENDENT AND LINE ELEVATORS, KANSAS, 1980

Number of Management Personnel	Adjusted Frequency* (%)
1	51.9
2	24.0
3	11.4
4	5.0
5	1.3
6	2.5
10	1.3
11	1.3
24	1.3

* Based on 79 valid cases

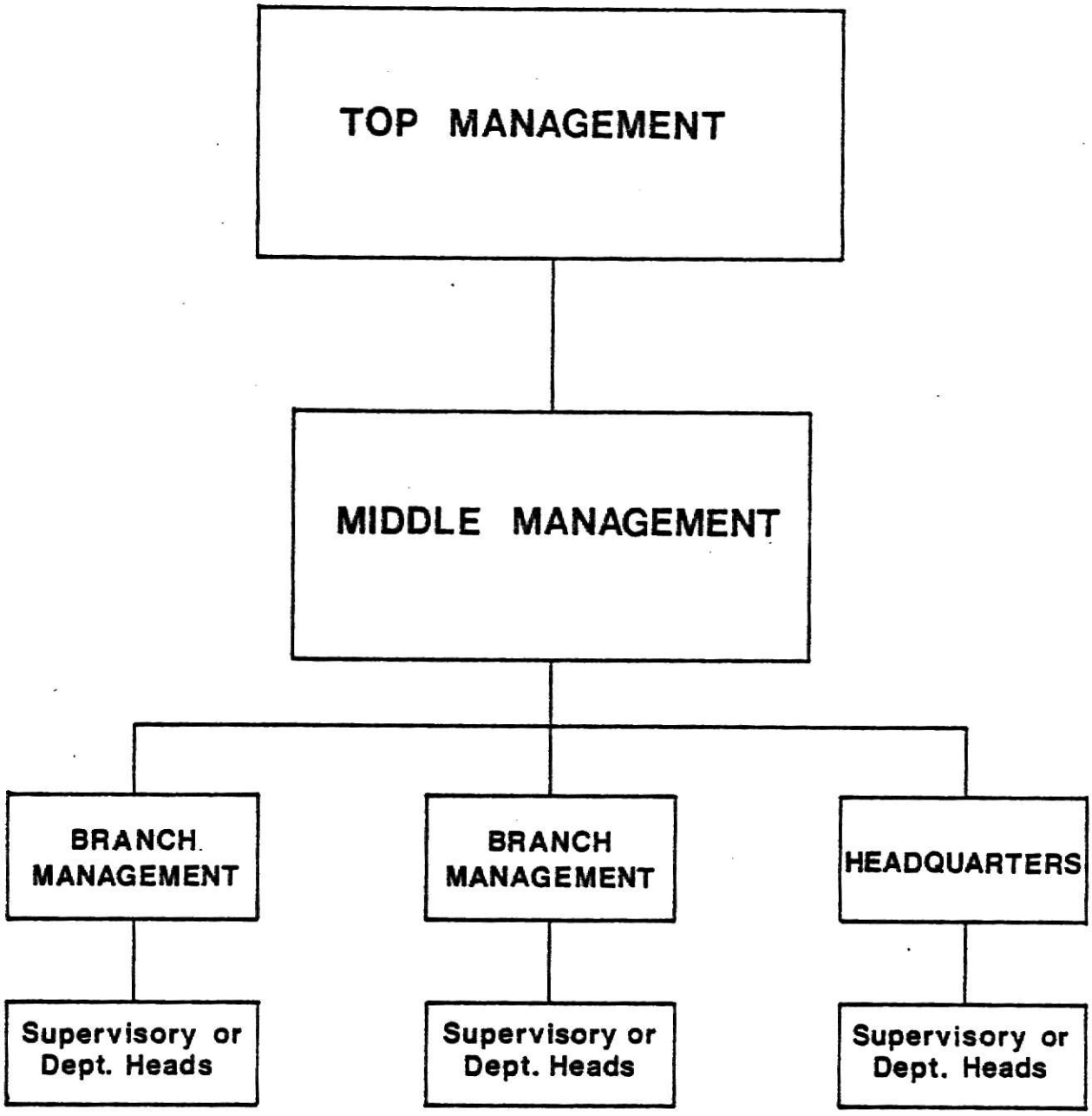

Figure 4. General Organizational Setup of Independent and Line Grain Elevators, Kansas, 1980.

TABLE 3

DISTRIBUTION OF MANAGEMENT LEVELS OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Management Level	Adjusted Frequency (%)*
1. Top Management	46.3
2. Middle Management	13.8
3. Branch Management	32.5
4. Supervisory or Department Head	7.4

* Based on 123 valid cases

from supervisory or department head levels. In effect, a large portion of the respondents were in upper level managerial levels with respect to their firms and positions.

The population under study was also composed of a fairly young group. Table 4 indicates that about 44.6% of the respondents were between 18 years to 39 years old.

TABLE 4

AGE DISTRIBUTION OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERIAL EMPLOYEES, KANSAS, 1980

Age (years)	Adjusted Frequency (%)*
18 - 29	16.5
30 - 39	28.1
40 - 49	29.8
50 - 59	17.3
60 (+)	8.3

* Based on 121 valid cases

Comparing management levels with age groups (Table 4a) shows us that personnel movements up the management ladder increase as age of the manager increased. Acquired experience and training from years of service in their respective elevators have contributed to their personnel advancement. Hence, a large portion of the respondents who were in the 40-60(+) age group held top managerial positions. However, a considerable number of younger managers are moving up the ranks too. No statistically significant differences ($p \leq .10$) were found between management and age group variables.

TABLE 4a

AGE DISTRIBUTION OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS BY MANAGEMENT LEVEL, KANSAS, 1980

Management Levels	Age Groups (%)*				
	18-29	30-39	40-49	50-59	60(+)
1. Top	20.0	38.2	55.6	61.9	60.0
2. Middle	25.0	20.6	8.2	4.8	10.0
3. Branch	50.0	35.3	30.6	19.0	20.0
4. Supervisory	5.0	5.9	5.6	14.3	10.0

* Based on 121 valid cases. Chi-Square Significances = 0.1836

The largest proportion (61.5%) of the management personnel had attended college (Table 5). Some (8.2%) had graduate work. On a management level basis (Table 5a), upper level managers (top - 66.7%; middle - 64.7%) were most educated. The majority in each level of management had at least attended college. A few top (1.8%) and branch (7.7%) managers had not achieved a high school diploma.

TABLE 5

EDUCATIONAL LEVELS OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERIAL EMPLOYEES, KANSAS, 1980

Educational Level	Adjusted Frequency (%)*
1. No High School Diploma	3.3
2. High School Diploma	25.4
3. Technical or Vocational Training	9.8
4. College Training (B.S./B.A. or less)	53.3
5. Graduate School Training	8.2

* Based on 122 valid cases

TABLE 5a

MANAGEMENT LEVELS OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS BY EDUCATIONAL LEVEL, KANSAS, 1980

	Educational Level (%)*				
Management Level	No High School Diploma	High School Diploma	Technical or Vocational Training	College	Graduate Work
1. Top Management	1.8	24.6	6.9	57.9	8.8
2. Middle Management	0.0	17.6	17.7	52.9	11.8
3. Branch Management	7.7	30.8	7.6	46.2	7.7
4. Supervisory or Department Head	0.0	22.2	22.2	55.6	0.0

* Based on 122 valid cases. Chi-Square Significance = 0.6844

A majority reported salaries less than $20,000 per annum (Table 6). However, a small group (15.7%) had salaries of $35,000 and up per annum. A small portion (5.8%) received salaries ranging from $5,000 to $9,000 per annum which is relatively small compensation considering that these are managerial positions.[43]

TABLE 6

REPORTED SALARY RANGES OF INDEPENDENT AND LINE GRAIN ELEVATOR RESPONDENTS, KANSAS, 1980

Salary Level ($ per annum)	Adjusted Frequency (%)*
5,000 to 9,999	5.8
10,000 to 14,999	21.5
15,000 to 19,999	25.6
20,000 to 24,999	18.2
25,000 to 29,999	8.2
30,000 to 34,999	5.0
35,000 (+)	15.7

* Based on 121 valid cases

On a comparative basis, top management level tended to have the higher salary (Table 6a). Still, 17.6% reported a salary of less than $15,000. Middle management tended to be in the $10,000 to $25,000 range although the largest single group of respondents had a salary range of $25,000 to $29,999. Branch Managers and Department Heads responses indicated some discrepancy if one assumes Branch Management positions to be

[43]Respondents were asked to report total salary before taxes, but not bonuses and other incentives (see survey questionnaire).

TABLE 6a

SALARY RANGES OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS BY MANAGEMENT LEVEL, KANSAS, 1980

Management Level	Salary Range (%)*						
	$5,000-$9,999	$10,000-$14,999	$15,000-$19,999	$20,000-$24,999	$25,000-$29,999	$30,000-$34,999	$35,000 (+)
1. Top Management	5.3	12.3	22.8	17.5	7.0	7.0	28.1
2. Middle Management	5.9	17.6	17.6	17.6	23.6	5.9	11.8
3. Branch Management	2.6	39.5	31.6	18.4	5.3	0.0	2.6
4. Supervisory or Department Head	22.2	11.1	33.3	22.2	0.0	11.2	0.0

* Based on 121 valid cases. Chi-Square Significances = 0.0087

more responsible positions than Department Head positions. The majority (55.7%) of Department Heads fell in a $15,000 to $24,999 salary range while the majority (70.1%) of the Branch Management level was in the $10,000 to $19,999 range. Size of the business operation managed may account for some of this apparent discrepancy.

In terms of length of service, 70.7% had been with their present firm for 5 years or more (Table 7). Almost 40% had been with the firm 10 years or more. There appeared not to be a great amount of personnel turnover. However, Table 8 shows that length of service in terms of positions held was different. There has been some movement of positions within the firm. Forty percent (40%) had been in their present position for less than 4 years. And 33.7% had been in their present position for 10 or more years.

Overall, there appeared to be a pattern of movement to positions at the top management, middle management and supervisory or department head levels as respondents changed jobs (Table 9). Such movements may have been caused by job promotions within the company or by job openings in different firms. A slight pattern of personnel mobility within the companies seemed to be the case as respondents moved into their current position. However, movements of personnel from other firms into the current firm still make up the majority.

Most of the respondents spent at most 4 years in a prior position. Table 9 shows that from 61% to 77% of the last 3 positions held by the respondents were occupied for 4 years or less. This would indicate that personnel movements tend to be external rather than internal. There are indications that, within the population under study, respondents had shifted from other business establishments as they moved up the

TABLE 7

REPORTED LENGTH OF SERVICE WITH PRESENT FIRM BY INDEPENDENT AND LINE GRAIN ELEVATOR RESPONDENTS, KANSAS, 1980

Length of Service (years)	Adjusted Frequency (%)*
Less than 1 year	6.5
1 - 4	22.8
5 - 9	31.7
10 - 19	22.8
20 (+)	16.2

* Based on 123 valid cases

TABLE 8

REPORTED LENGTH OF SERVICE IN PRESENT POSITION BY INDEPENDENT AND LINE GRAIN ELEVATOR RESPONDENTS, KANSAS, 1980

Length of Service (years)	Adjusted Frequency (%)*
Less than 1 year	10.7
1 - 4	29.5
5 - 9	26.1
10 - 19	18.9
20 (+)	14.8

* Based on 122 valid cases

TABLE 9

REPORTED POSITIONS HELD BY INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERIAL EMPLOYEES PRIOR TO CURRENT POSITION, KANSAS, 1980

	Positions Held (%)*		
A. Management Level	Most Recent Position	2nd Recent Position	3rd Recent Position
Top Management	12.7	6.0	6.7
Middle Management	26.4	22.5	15.1
Branch Management	2.7	2.4	1.7
Supervisory or Department Head	10.9	8.3	10.1
Non-supervisory	7.9	11.9	10.1
Others**	39.4	48.9	56.3
B. Company			
Same	27.0	20.3	9.8
Different	73.0	79.7	90.2
C. Years in Position			
Less than 1 year	6.7	13.6	9.2
1 - 4	54.1	52.5	67.5
5 - 9	18.5	19.5	10.7
10 - 19	15.8	11.5	12.6
20 (+)	4.9	2.9	0.0

* Based on an average of 85 valid cases

** Includes positions that do not fall under any of the categories mentioned (e.g. military positions, clerical jobs, etc.)

management ladder. The pattern of high external movements of personnel also may indicate the existence of a competitive atmosphere.

Half of the agribusiness managers (52.1%) have had the opportunity to work with three (3) or more firms (Table 10). Twenty-nine percent (29%) had worked for 2 companies. Less than 20% had been with only their current employer.

TABLE 10

NUMBER OF COMPANIES WORKED FOR BY INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERIAL EMPLOYEES, KANSAS, 1980

No. of Companies	Adjusted Frequency (%)*
1	19.0
2	28.9
3	20.7
4	15.7
5 (+)	15.7

* Based on 121 valid cases

Although not highly statistically significant, the movement of personnel among companies has been greater for lower management levels than higher levels (Table 11). Since top management tends to be older, greater experience in other firms may have been expected. Yet fifty percent (55.4%) of the top managers and middle managers (52.9%) had worked for no more than 2 firms.

It is clear from Table 12 that upper level managers should be capable of managing their enterprises considering the amount of work experience that they have accumulated over the years. However, lower

TABLE 11

NUMBER OF COMPANIES WORKED FOR BY MANAGEMENT LEVEL OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Management Level	Number of Companies Worked (%)*				
	1	2	3	4	5(+)
1. Top Management	26.8	28.6	17.9	12.5	14.2
2. Middle Management	23.5	29.4	11.8	11.8	23.5
3. Branch Management	2.6	33.3	30.8	17.9	15.4
4. Supervisory or Department Head	33.3	11.1	11.1	33.4	11.1

* Based on 121 valid cases. Chi-Square Significances = 0.1811

TABLE 12

NUMBER OF YEARS OF MANAGEMENT EXPERIENCE BY MANAGEMENT LEVEL OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Management Level	Number of Years of Management Experience (%)*				
	1	2	3	4	5(+)
1. Top Management	1.8	10.7	14.3	35.7	37.5
2. Middle Management	6.3	31.3	18.8	31.3	12.3
3. Branch Management	5.1	20.5	38.5	23.1	12.8
4. Supervisory or Department Head	12.5	25.0	12.5	25.0	25.0

* Based on 119 valid cases. Chi-Square Significances = 0.0582

level managers are not as exposed to management activities as their superiors. With this in mind, a program for management development of managers should give lower level managers more priority in terms of providing them with the needed skills and knowledge to be able to perform more effectively in their present position as well as in higher positions when they move to them. An organizational climate adaptive to the application of new skills, methods and techniques, however, should be provided by upper level management.[44]

A considerable number of independent and line elevator managers have not attended any form of training sessions (Table 13). Over forty percent of the top management level (47.4%) and branch management level (41.0%) had attended no training sessions while 77.8% of those in the

TABLE 13

NUMBER OF TRAINING SESSIONS ATTENDED BY MANAGEMENT LEVEL OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS IN THE LAST THREE (3) YEARS, KANSAS, 1980

Management Level	Number of Training Sessions Attended (%)*				
	None	1	2	3	4(+)
1. Top Management	47.4	8.8	7.0	3.5	33.3
2. Middle Management	35.3	29.4	5.9	5.9	23.5
3. Branch Management	41.0	10.3	10.3	15.4	23.0
4. Supervisory or Department Head	77.8	0.0	22.2	0.0	0.0
Total	45.9	11.5	9.0	7.4	26.2

* Based on 122 valid cases. Chi-Square Significances = 0.0669

[44]Baumgartel, "Management Education, Company," p. 25.

supervisory or department head levels had been to no development training programs. It might be that these managers had sufficient education and experience that they do not find a need for such programs, but a training gap seems to be indicated.

Of those who have been in their present positions for less than a year, over sixty percent (61.5%) of the respondents have had no formal training sessions (Table 14). For those who have been working from 5 to 9 years, over 50% have had no such training. And for those who have been in their present position for more than 10 years, over thirty percent have not attended training sessions.

TABLE 14

NUMBER OF TRAINING SESSIONS ATTENDED (LAST 3 YEARS) BY YEARS IN PRESENT POSITION OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Years in Present Position	Training Sessions Attended (%)*				
	None	1	2	3	4(+)
Less than 1 year	61.5	0.0	0.0	30.8	7.7
1 - 4	44.4	22.2	5.7	8.3	19.4
5 - 9	56.3	3.1	9.3	0.0	31.3
10 - 19	36.4	0.0	13.6	4.5	45.5
20 (+)	33.2	27.8	16.7	5.6	16.7

* Based on 121 valid cases. Chi-Square Significance = 0.0014. More than 20% of the valid cells had expected cell frequencies less than 5

Of the training programs attended by the respondents, a large portion of the topics covered centered on, (1) Technical Training, (2) Department Management, (3) General Marketing, and (4) General Management Concepts (Table 15). A large portion (22%) of the sessions were on

technical training which included such activities as grain grading, fertilizer applications and elevator operations. Only a minimal number had training in topics concerning management such as: Personnel Management (6.6%); Operations Management (2.0%); General Management Concepts (8.0%) and Financial and Accounting Principles (4.0%).

TABLE 15

DISTRIBUTION OF TOPICS OF TRAINING SESSIONS ATTENDED BY INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERIAL EMPLOYEES IN THE LAST THREE (3) YEARS, KANSAS, 1980

Topics	Frequency Distribution* Absolute (No.)	Adjusted (%)
1. Technical Training	26	22.0
2. Department Management	24	20.0
3. General Marketing	17	15.0
4. General Management Concepts	9	8.0
5. Personnel Management	7	6.6
6. Grain Marketing	6	5.0
7. Financial and Accounting Principles	4	4.0
8. Operation Management	2	2.0
9. Others**	20	17.4

* Total frequency distribution based on 115 valid cases

** Includes topics aside from those mentioned above e.g. energy conservation, safety, etc.

Organizational Climate

Certain organizational factors affect and make up the firm's environment as it relates to the firm's attitude towards management

training programs. The study inquired about results of previous training programs attended by the respondents and the effects of such programs on the application and incorporation of modern management techniques into the organizations. Factors indicative of adaptive behavior with respect to innovations or changes were identified and discussed.

On the average, the majority of the independent and line grain elevators surveyed had a progressive and an adaptive organizational climate as perceived by the respondents (Table 16). Their impressions of their firms are as follows: 95.9% felt that they were at least somewhat free to set their personal performance goals, 76.1% expressed moderate to strong positive response towards their firms being growth oriented, 84.4% said that participation in decision-making was encouraged, and that pressure for maximum performance on the job existed in either a moderate or a strong sense (47.1%). A majority (89%) responded that their firms were not or only slightly restrictive in policies and rules to control personnel behavior and conduct. This tends to complement the findings on the company's attitude towards encouraging risk-taking which could lead to more independent and more creative individuals.

When compared by management levels, the variables (1) presences of company rules and policies which are restrictive, (2) encouragement of risk-taking, and (3) activeness of respondent to how the firm should be run were found to be significantly different ($p \leq .10$). Responses from upper level managers showed that they perceive their firms to offer greater encouragement of risk taking than lower levels of management. The encouragement of risk-taking in an organization is a way of developing ingenuity, participation and decision-making skills. It gives the

individual or the manager a chance to put to a test his managerial and technical capabilities.

A concern on how the organization is to be run, what its goals and/or means of achieving were reported by these managers (Table 16). About 89% expressed at least some concern with what directions, goals and activities their firms had been planning or doing and that they were part of all of this. Top level managers (84.8%) showed the most concern about this matter. It should be a major concern of top management to be able to consolidate and reassess strong and weak points in the organizational structure, hence reinforce positive work attitudes and regulate unproductive ones.

Personnel from different levels of the organization were generally in agreement with the goals of the firm (94.1%) as well as the means of achieving them (90.7%). A feedback mechanism such as group discussion and conferences was being employed in 39% of the respondents' firms. This shows that there are open channels of communication for airing problems and possible solutions to such problems. Respondents were asked the topics taken up in such meetings. Seventy-two percent (72%) replied that most often problems of day to day operations were the topics of discussion. Management should not limit its discussion to day to day problems but try to look forward and tackle problems of other areas such as job assignments, policies, and planning. Operating on a day to day basis weakens the overall objectives of the firm.[45]

Sixty-four percent (63.6%) of the respondents handled their conflict problems which arose from day to day activities by bringing

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[45]Koontz and O'Donnell, "Development and Training of Managers," p. 48.

TABLE 16

RESPONSES TO ORGANIZATIONAL CLIMATE INDICATORS BY MANAGEMENT LEVEL OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Organizational Climate Indicators (Chi-Square Significance/Cases)	Management Level (%)*				
	Top	Middle	Branch	Supervisory or Department Head	Total Column
1. Freedom to set personal performance goals (0.0150/122)					
a. Very free to set my goals	78.6	64.7	50.0	77.8	67.2
b. Somewhat free	19.6	35.3	42.5	11.1	28.7
c. Not too free	0.0	0.0	7.5	0.0	2.5
d. Not at all free--others set goals	1.8	0.0	0.0	11.1	1.6
2. Growth orientations of firm (0.3235/121)					
a. To a high degree	35.7	35.3	43.6	11.1	36.4
b. To a moderate degree	42.9	52.9	25.6	55.6	39.7
c. To a slight degree	16.1	0.0	17.9	22.2	14.9
d. Not really growth oriented	5.3	11.8	12.9	11.1	9.0
3. Participation in decision-making encouraged (0.8088/122)					
a. To a great extent	35.7	23.5	25.0	44.4	31.1
b. To some extent	50.0	64.7	55.0	44.4	53.3
c. To a small extent	12.5	5.9	12.5	11.2	11.5
d. Hardly at all	1.8	5.9	7.5	0.0	4.1
4. Pressure for top performance (0.4398/121)					
a. Considerable pressure	8.9	11.8	7.7	0.0	8.3
b. Moderate pressure	33.9	41.2	51.3	11.1	38.8
c. Mild pressure	39.3	29.4	23.1	55.6	33.9
d. Almost no pressure at all	17.9	17.6	17.9	33.3	19.0

TABLE 16. (Continued)

Organizational Climate Indicators (Chi-Square Significance/Cases)	Management Level (%)* Top	Middle	Branch	Supervisory or Department Head	Total Column
5. Presence of company rules and policies which are restrictive (0.0001/120)					
a. Not at all restricted	59.3	23.5	17.5	44.0	39.2
b. Slightly restricted	37.0	58.8	65.0	44.4	50.0
c. Quite restricted	3.7	17.7	17.5	0.5	10.0
d. Very restricted	0.0	0.0	0.0	11.1	0.8
6. Encouragement of risk taking (0.0056/121)					
a. Strongly encourages	14.3	6.3	5.0	0.0	9.1
b. Somewhat encourages	53.6	31.3	27.5	22.2	39.7
c. Somewhat discourages	25.0	43.6	42.5	22.2	33.0
d. Strongly discourages	7.1	18.8	25.0	55.6	18.2
7. 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 (0.0073/118)					
a. (Very inactive)	1.9	0.0	7.7	0.0	3.4
b. (Very inactive)	3.8	11.8	0.0	11.1	4.2
c. (Very inactive)	0.0	5.9	5.1	11.1	3.4
d. (Moderately active)	3.8	5.9	5.1	0.0	4.2
e. (Moderately active)	5.7	5.9	17.9	33.3	11.9
f. (Moderately active)	0.0	17.6	23.1	22.3	11.9
g. (Very active)	18.7	17.6	5.1	11.1	13.6
h. (Very active)	17.0	11.8	12.8	11.1	14.4
i. (Very active)	49.1	23.5	23.2	0.0	33.0
8. Agreement with the goals and purposes of their organization (0.0438/119)					
a. (Not at all in agreement)	0.0	0.0	7.5	0.0	2.5
b. (Not at all in agreement)	1.9	5.9	0.0	0.0	1.7
c. (Not at all in agreement)	0.0	0.0	5.0	0.0	1.7
d. (Somewhat in agreement)	0.0	0.0	0.0	0.0	0.0
e. (Somewhat in agreement)	5.7	17.6	12.5	22.2	10.9
f. (Somewhat in agreement	7.5	17.6	10.0	22.2	10.9

TABLE 16. (Continued)

Organizational Climate Indicators (Chi-Square Significance/Cases)	Management Level (%)* Top	Middle	Branch	Supervisory or Department Head	Total Column
g. (In complete agreement)	15.1	17.6	27.5	11.2	19.3
h. (In complete agreement)	18.9	29.5	22.5	22.2	21.8
i. (In complete agreement)	50.9	11.8	15.0	22.2	31.2
9. Agreement with the present means, methods and procedures used by your organization in achieving its goals (0.2748/119)					
a. (Not at all in agreement)	0.0	0.0	5.0	0.0	1.7
b. (Not at all in agreement)	1.9	5.9	5.0	0.0	3.4
c. (Not at all in agreement)	3.8	0.0	5.0	11.1	4.2
d. (Somewhat in agreement)	0.0	11.8	2.5	11.1	3.4
e. (Somewhat in agreement)	11.3	23.5	20.0	11.1	16.0
f. (Somewhat in agreement)	7.5	17.6	10.0	0.0	9.2
g. (In complete agreement)	17.0	11.8	20.0	11.1	16.8
h. (In complete agreement)	28.3	23.5	20.0	11.1	23.5
i. (In complete agreement)	30.2	5.9	12.5	44.5	21.8
10. Are frequent conferences and group discussions between management and employees held for the purpose of making decisions in your organization (0.2848/123)					
a. Yes, many such meetings	8.8	5.9	5.0	0.0	6.5
b. Yes, quite a few	38.6	29.4	30.0	11.1	32.5
c. Occasional meetings	33.3	41.2	50.0	33.3	39.8
d. We seldom or never have such meetings	19.3	23.5	15.0	55.6	21.2
11. Topics of discussion most often involve: (0.8178/116)					
a. Problems of day to day organization	79.2	64.7	65.8	62.5	71.6
b. Employee job assignments	7.5	5.9	7.9	12.5	7.8
c. Long range plans	11.4	23.5	18.4	12.5	15.5
d. Changes in company policy	1.9	5.9	7.9	12.5	5.1

TABLE 16. (Continued)

Organizational Climate Indicators (Chi-Square Significance/Cases)	Management Level (%)* Top	Middle Branch		Supervisory or Department Head	Total Column
12. How does your organization handle conflicts that arise from day to day operations? (0.8667/121)					
a. Brought out into the open and resolved by parties involved	70.9	52.9	57.5	66.7	63.6
b. Superiors generally settle conflict	21.8	41.2	35.0	22.2	28.9
c. Conflicts are generally ignored	5.5	5.9	5.0	11.1	5.8
d. Conflicts are discouraged, hidden or glossed over	1.8	0.0	2.5	0.0	1.7
13. Are things in your organization sufficiently well organized for employees to carry out their duties? (0.4455/122)					
a. Yes, very well organized	32.1	23.5	27.5	55.6	31.1
b. Yes, but improvement is needed	60.7	76.5	67.5	33.3	63.1
c. No, only minimally organized	7.2	0.0	5.0	11.1	5.8
d. No, hardly organized at all	0.0	0.0	0.0	0.0	0.0

* More than 20% of the valid cells had expected cell frequencies less than 5

them into the open and resolving them with the parties concerned. Resolution of conflict in an organization is very important. If unresolved, conflict could have destructive consequences.[46] For the remaining 36% of the respondents, regardless of the means of resolving conflict in their organization, the essential point is that the managers in such firms are aware of conflict and are doing something about it.

Over 60% of the respondents said that their firms were sufficiently organized; however, indications of need for improvements were expressed. Improvements here might take the form of reevaluation of policies, procedures which would affect participation, decision making and overall activities of the respondents which are directed towards the objectives of the organization. If such a firm is assumed to be dedicated to upgrading the working environment, the prerequisites for such a situation to take place should be set up. There was no significant difference in response by management levels to these latter organizational climate indicators.

Table 17 reveals some indicators of acceptability of modern management practices in surveyed firms. Most of the firms (69%) utilized outside consultants either frequently or occasionally. A need for outside consultants would indicate that the company's manpower capabilities in terms of technical or managerial skills are inadequate to meet certain activities that have to be done. The use of consultants also suggests that management is open to innovations and is willing to improve the performance of the business enterprise to be more

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[46]David A. Nadler, Richard J. Hackman and Edward E. Lawler, III, Managing Organizational Behavior (Boston: Little, Brown and Company, 1979), p. 232.

competitive in the industry and more efficient in terms of serving their personnel needs as well as their objectives.

The application of various management techniques such as long range planning (66.7%), use of financial budgeting procedures (60.6%), use of advanced financial techniques (48.7%), a management appraisal system (46.7%) and written plans (42.2%) are used at least occasionally. However, the survey indicates that a large portion of the respondents do not utilize or are unaware of such methods. Planning as well as financial techniques are very important in decision-making and greatly affect the total operations of a firm. Management training programs that are to be designed for this group of respondents should consider this as an area worth strengthening. Again, although a large number of the firms practiced such techniques or methods, there still exists room for improving the remaining 40% to 60% of the respondents who may still be hesitant to utilize such basic practices.

The understanding of the use of various management techniques within the firm varies considerably among different management levels. Only in the response to use of outside consultants and use of long range planning were the differences by management level found to be insignificant ($p \geq .10$). Middle and branch management levels consistently noted the most positive response to the use of budgeting, advanced financial techniques, a management appraisal system, and written plans. Generally 60% or more of the respondents in the middle and branch management levels noted at least some use of the management tools. This compares to less than 40% of the top managers generally responding in a similar manner.

Most notable was the difference in perception of the use of written plans. Almost 70% of the top managers indicated their firms had

TABLE 17

REPORTED APPLICATION OF MODERN MANAGEMENT PRACTICES BY MANAGEMENT LEVEL OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Modern Management Practices (Chi-Square Significance/ Cases)	Management Level (%)				
	Top	Middle	Branch	Supervisory or Department Head	Total Column
1. Use of outside consultants (0.3961/119)					
a. Frequently	14.5	23.5	18.9	0.0	16.1
b. Occasionally	49.1	52.9	62.2	44.4	53.4
c. None now, but are planning to	5.5	0.0	2.7	0.0	3.4
d. No, we do not use consultants	30.9	23.6	16.2	55.6	27.1
2. Use of long range planning (0.1528/117)					
a. Yes, a formal system	7.3	23.5	30.6	11.1	17.1
b. Yes, but informally	49.1	58.8	47.2	44.4	49.6
c. No, but we are developing one	1.8	0.0	0.0	0.0	0.8
d. No, no long range planning	41.8	17.7	22.2	44.5	32.5
3. Use of financial budgeting procedures (0.0238/119)					
a. Yes, a complete system	16.4	35.3	36.8	22.2	26.1
b. Yes, some budgeting	25.5	47.1	42.1	33.3	34.5
c. No, but are developing one	7.2	0.0	0.0	0.0	3.4
d. No, no real budgeting system	50.9	17.6	21.1	44.5	36.0
4. Use of advanced financial* techniques (0.0266/119)					
a. Yes, definitely	18.2	25.0	35.9	44.4	26.9
b. Yes, some applications	21.8	37.5	17.9	11.1	21.8
c. No, not really	54.5	25.0	23.1	33.4	38.7
d. Not sure	5.5	12.5	23.1	11.1	12.6

* Include such techniques as: Inventory management, portfolio management, investment decisions under risk, etc.

TABLE 17. (Continued)

Modern Management Practices (Chi-Square Significance/ Cases)	Management Level (%) Top	Middle	Branch	Supervisory or Department Head	Total Column
5. Use of a Management Appraisal System (0.0025/120)					
a. Yes, very closely	7.3	29.4	33.3	0.0	18.3
b. Yes, but very loosely	18.2	35.3	33.3	55.6	28.3
c. No, but we are planning such a system	3.6	0.0	2.6	0.0	2.6
d. No, we don't	70.9	35.3	30.8	44.4	50.8
6. Uses written plans (0.0001/121)					
a. Yes, definitely	7.1	35.3	23.1	22.2	17.4
b. Yes, to some extent	16.1	17.6	41.0	22.2	24.8
c. No, but plans are being made	7.2	29.5	12.8	11.2	12.3
d. No, we have no such plans	69.6	17.6	23.1	44.4	45.5

no written plans compared to 17.6% of the middle managers and 23.1% of the branch managers who responded similarly.

The significant difference in responses among management levels may mean a misunderstanding of the tools noted or misperceptions of the degree of usage. Such difference was unexpected and suggests lack of communications within the firm or lack of real knowledge of the management tools. There is an apparent negative correlation between respondent's perceptions of this and his age (and therefore date formal training was completed).

Personality Characteristics

This section of the study focused on management personality factors associated with achievement, entrepreneurial activity, and innovation. Findings show that respondents exhibited security needs especially for jobs, like hard work, and got along well with their supervisor. In addition, they liked to interact with other people, i.e. listen and talk; exercised a considerable degree of tolerance to other's views; were liked by subordinates under them; were energetic; were originators not pawns; and were involved in goal setting.

Among the factors mentioned, certain ones are more indicative of "adaptive disposition" than others. A study referred to as "U.S.-U.K. Management Education Study" found that persons most likely to innovate or apply new knowledge show a high need for achievement, like hard work, and have a high activity level.[47] The study also showed that the "adaptor" does not have high security, power, or dependence needs and

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[47]Baumgartel, "Management Education, Company," p. 6.

he is not cynical about other's motives. Other factors identified in the U.S.-U.K. study and used to measure the strength of what is labeled as "adaptive disposition" are the following:[48]

Assertive-forceful,

High level of interaction with colleagues,

Likes to set goals, plan, get things done,

Believes in value of training,

Active in changing own organization.

Over 90% of the respondents felt that the description of liking work, being a good boss, and tolerant, fit them either fairly or very well (Table 18). At least 80% responded similarly to the description of having a good relationship with the boss, being a goal setter, and being security oriented. Eighty-eight percent (88%) reacted negatively to a rage and anger as descriptive of themselves. Seventy to eighty percent felt themselves to be originators rather than pawns, to be interactive, and to be energetic. They did not see themselves as lacking spontaneity, easily discouraged, needing leadership, or as being selfish. Liking work, being interactive, and being an originator as factors indicating "adaptive" behavior seemed to be descriptive of the respondents. Respondents also showed attitudes of being security oriented and were in need of leadership. This according to the U.S.-U.K. study doesn't lead to adaptive attitude.

Three characteristics (assertiveness, needs leadership, lacks spontaneity) received responses that were statistically significantly different ($p \leq .10$) among the different levels of management (Table 19).

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[48]Ibid.

TABLE 18

COMBINED PERSONALITY CHARACTERISTICS REPORTED BY INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERIAL EMPLOYEES, KANSAS, 1980

Personality Characteristics	Adjusted Frequency (%)* Category (1) and (2)	Category (3) and (4)
Positively stated:		
1. Likes work	95.9	
2. Good boss	95.9	
3. Tolerant	93.4	
4. Relationship with boss	89.4	
5. Goal setter	85.3	
6. Security oriented	84.7	
7. Originator not pawn	78.8	
8. Interaction	74.6	
9. Energetic	70.4	
10. Asserts will	35.7	
Negatively stated:		
1. Rage and anger		88.5
2. Lacks spontaneity		77.1
3. Discouragement		74.6
4. Needs leadership		74.6
5. Sees people as selfish		74.4

* Categories are the following:
Category 1 = Describes respondents very well
Category 2 = Describes respondents fairly well
Category 3 = Describes respondents to a slight degree
Category 4 = Does not describe respondents at all

TABLE 19

COMBINED PERSONALITY CHARACTERISTICS BY MANAGEMENT LEVEL OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Personality Characteristics (Chi-Square Significances/ Cases)	Management Levels (%)* Top	Middle	Branch	Supervisory or Department Head	Total Column
1. Assertiveness (0.0970/120)					
a. Fits me very well	27.3	17.6	5.1	0.0	16.7
b. Fits me fairly well	41.8	41.2	43.6	55.6	43.3
c. Fits to a slight degree	27.3	29.4	48.7	33.3	35.0
d. Doesn't describe me at all	3.6	11.8	2.6	11.1	5.0
2. Security Oriented (0.2313/121)					
a. Fits me very well	67.3	52.9	60.1	77.8	63.6
b. Fits me fairly well	12.7	41.2	22.5	22.2	20.7
c. Fits to a slight degree	14.5	0.0	10.8	0.0	9.1
d. Doesn't describe me at all	5.5	5.9	6.6	0.0	6.6
3. Needs Leadership (0.0003/122)					
a. Fits me very well	5.4	23.5	10.0	55.6	13.1
b. Fits me fairly well	7.1	11.8	15.0	33.3	12.3
c. Fits to a slight degree	32.1	29.4	42.5	11.1	33.6
d. Doesn't describe me at all	55.4	35.3	32.5	0.0	41.0
4. Relationship with Boss (0.2986/114)					
a. Fits me very well	54.2	64.7	57.5	44.4	56.1
b. Fits me fairly well	31.3	29.4	32.5	55.6	33.3
c. Fits to a slight degree	4.2	5.9	10.0	0.0	6.2
d. Doesn't describe me at all	10.3	0.0	0.0	0.0	4.4
5. Interaction (0.7817/122)					
a. Fits me very well	19.6	17.6	25.0	11.1	20.5
b. Fits me fairly well	55.4	41.2	55.0	66.7	54.1
c. Fits to a slight degree	21.4	29.4	17.5	22.2	21.3
d. Doesn't describe me at all	3.6	11.8	2.5	0.0	4.1

TABLE 19. (Continued)

Personality Characteristics (Chi-Square Significances/ Cases)	Management Levels (%)* Top	Middle	Branch	Supervisory or Department Head	Total Column
6. Creativity (0.3342/121)					
a. Fits me very well	23.6	17.6	5.0	22.2	16.5
b. Fits me fairly well	23.6	23.5	45.0	22.2	30.6
c. Fits to a slight degree	40.1	41.3	32.5	44.4	38.0
d. Doesn't describe me at all	12.7	17.6	17.5	11.2	14.9
7. Goal Setting (0.5668/122)					
a. Fits me very well	51.8	52.9	37.5	22.2	45.1
b. Fits me fairly well	33.9	41.2	42.5	66.7	40.2
c. Fits to a slight degree	12.5	5.9	20.0	11.1	13.9
d. Doesn't describe me at all	1.8	0.0	0.0	0.0	0.8
8. Likes Work (0.7969/122)					
a. Fits me very well	57.1	70.6	57.5	55.6	59.0
b. Fits me fairly well	37.5	29.4	40.0	33.3	36.9
c. Fits to a slight degree	5.4	0.0	2.5	11.1	4.1
d. Doesn't describe me at all	0.0	0.0	0.0	0.0	0.0
9. Tolerant (0.1404/122)					
a. Fits me very well	42.9	35.3	30.0	66.7	39.4
b. Fits me fairly well	55.4	47.1	62.5	22.2	54.1
c. Fits to a slight degree	0.0	11.8	7.5	11.1	4.9
d. Doesn't describe me at all	1.7	5.8	0.0	0.0	1.6
10. Lacks Spontaneity (0.0203/122)					
a. Fits me very well	8.9	5.9	2.5	11.1	6.5
b. Fits me fairly well	8.9	5.9	22.5	55.6	16.4
c. Fits to a slight degree	28.6	41.2	40.0	11.1	32.8
d. Doesn't describe me at all	53.6	47.0	35.0	22.2	44.3
11. Likes Prestigious Job (0.2920/123)					
a. Fits me very well	21.1	11.8	7.5	11.1	14.6
b. Fits me fairly well	31.6	35.3	22.5	44.4	30.1
c. Fits to a slight degree	28.0	23.5	35.0	44.4	30.9
d. Doesn't describe me at all	19.3	29.4	35.0	0.1	24.4

TABLE 19. (Continued)

Personality Characteristics (Chi-Squares Significances/ Cases)	Management Levels (%)* Top	Middle	Branch	Supervisory or Department Head	Total Column
12. Experiments (0.1501/123)					
a. Fits me very well	19.3	35.3	17.5	22.2	21.1
b. Fits me fairly well	45.6	11.8	32.5	44.4	36.6
c. Fits to a slight degree	29.8	47.0	30.0	22.2	31.7
d. Doesn't describe me at all	5.3	5.9	20.0	11.2	10.6
13. Asserts Will (0.3460/123)					
a. Fits me very well	8.8	17.6	2.5	22.2	8.9
b. Fits me fairly well	33.3	17.6	22.5	22.2	26.8
c. Fits to a slight degree	42.1	47.2	50.0	22.2	43.9
d. Doesn't describe me at all	15.8	17.6	25.0	33.4	20.4
14. Sets Long Range Plans (0.6760/122)					
a. Fits me very well	23.2	11.8	17.5	22.2	19.7
b. Fits me fairly well	30.4	47.1	45.0	22.2	36.9
c. Fits to a slight degree	35.7	29.4	32.5	55.6	35.2
d. Doesn't describe me at all	10.7	11.7	5.0	0.0	8.2
15. Energetic (0.9222/122)					
a. Fits me very well	25.0	29.4	17.5	22.2	23.0
b. Fits me fairly well	46.4	41.2	50.0	55.6	47.5
c. Fits to a slight degree	23.2	29.4	27.5	11.1	24.6
d. Doesn't describe me at all	5.4	0.0	5.0	11.1	4.9
16. Originator not Pawn (0.4752/123)					
a. Fits me very well	40.4	41.2	25.0	11.1	33.3
b. Fits me fairly well	40.4	35.3	55.0	55.6	45.5
c. Fits to a slight degree	14.0	23.5	15.0	33.3	17.1
d. Doesn't describe me at all	5.2	0.0	5.0	0.0	4.1
17. Peer Oriented (0.1988/122)					
a. Fits me very well	10.5	11.8	7.7	33.3	11.5
b. Fits me fairly well	42.1	23.5	23.1	33.3	32.8
c. Fits to a slight degree	35.1	52.9	43.6	22.2	39.3
d. Doesn't describe me at all	12.3	11.8	25.6	11.2	16.4

TABLE 19. (Continued)

Personality Characteristics (Chi-Squares Significances/ Cases)	Management Levels (%)* Top	Middle	Branch	Supervisory or Department Head	Total Column
18. Sees People as Selfish (0.6209/121)					
a. Fits me very well	7.3	5.9	2.5	22.2	6.6
b. Fits me fairly well	16.4	17.6	22.5	22.2	19.0
c. Fits to a slight degree	25.5	35.3	32.5	33.4	29.8
d. Doesn't describe me at all	50.8	41.2	42.5	22.2	44.6

* More than 20% of the valid cells had expected cell frequencies less than 5

Top, middle and supervisory managers were of the impression that they were assertive and liked to push ideas. Also as respondents held higher positions in their respective firms, their lack of spontaneity and need for leadership tended to lessen. The majority (55.4%) of top managers felt that the need for leadership did not describe them at all.

To a large extent, most of the agribusiness managers possess certain of the adaptive behavior traits. On a rank or position basis, all levels of management exhibited one of each of the indicators. Overall, most of the factors related to adaptive behavior were represented in each level and for the most part did not differ among management levels.

Level of education showed a statistically significant ($p \leq .10$) only to the characteristics of relationship with boss, seeing people as selfish, and tolerance (Table 20). Only in relationship with boss responses was there a correlation with educational level. As educational level increased the favorableness with which respondents get along with the boss declined. At all educational levels, however, the majority responded that getting along with the boss described them at least fairly well.

Likewise, age had little impact on response to personality characteristics. Only the characteristics of being energetic, being interactive and lacking spontaneity had statistically significant responses ($p \leq .10$) that differed by age category (Table 21). The 50-59 age group seemed to be the most inconsistent in comparison to other age groups in all three characteristics. Since only three personality characteristics showed significant responses with age, it may be that respondents misinterpreted some of the questions or that individual

TABLE 20

COMBINED PERSONALITY CHARACTERISTICS BY EDUCATIONAL LEVEL OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Personality Characteristics (Chi-Square Significance/Cases)	Educational Level (%)*				
	No High School Diploma	High School Diploma	Technical or Vocational Training	College	Graduate Work
1. Assertiveness (0.3841/120)					
a. Fits me very well	0.0	9.7	8.3	20.6	30.0
b. Fits me fairly well	66.7	45.2	25.0	42.9	60.0
c. Fits me to a slight degree	33.3	41.9	50.0	31.7	10.0
d. Does not describe me at all	0.0	3.2	16.7	4.8	0.0
2. Security Oriented (0.2367/121)					
a. Fits me very well	75.0	67.7	75.1	60.3	50.0
b. Fits me fairly well	25.0	12.9	8.3	27.0	20.0
c. Fits me to a slight degree	0.0	12.9	8.3	9.5	0.0
d. Does not describe me at all	0.0	6.5	8.3	3.2	30.0
3. Needs Leadership (0.6981/122)					
a. Fits me very well	0.0	19.4	16.7	10.9	10.0
b. Fits me fairly well	25.0	12.9	16.7	10.9	0.0
c. Fits me to a slight degree	50.0	25.8	25.0	40.6	20.0
d. Does not describe me at all	25.0	41.9	41.6	37.6	70.0
4. Relationship with Boss (0.0020/114)					
a. Fits me very well	75.0	60.0	58.3	56.9	22.3
b. Fits me fairly well	25.0	36.7	33.3	32.8	33.3
c. Fits me to a slight degree	0.0	3.3	8.4	1.7	44.4
d. Does not describe me at all	0.0	0.0	0.0	8.6	0.0

TABLE 20. (Continued)

Personality Characteristics (Chi-Square Significances/Cases)	Educational Level (%)* No High School Diploma	High School Diploma	Technical or Vocational Training	College	Graduate Work
5. Interaction (0.8746/122)					
a. Fits me very well	25.0	19.4	16.7	18.8	30.0
b. Fits me fairly well	75.0	54.8	66.7	51.6	50.0
c. Fits me to a slight degree	0.0	25.8	8.3	23.4	20.0
d. Does not describe me at all	0.0	0.0	8.3	6.2	0.0
6. Creativity (0.2479/120)					
a. Fits me very well	0.0	6.7	0.0	23.4	30.0
b. Fits me fairly well	75.0	33.3	33.3	25.0	30.0
c. Fits me to a slight degree	25.0	36.7	50.0	37.5	40.0
d. Does not describe me at all	0.0	23.3	16.7	14.1	0.0
7. Rage and Anger (0.2609/122)					
a. Fits me very well	0.0	0.0	0.0	1.5	0.0
b. Fits me fairly well	25.0	6.4	8.3	9.4	30.0
c. Fits me to a slight degree	0.0	45.2	41.7	20.3	30.0
d. Does not describe me at all	75.0	48.4	50.0	68.8	40.0
8. Goal Setting (0.9017/122)					
a. Fits me very well	50.0	38.7	33.3	50.0	50.0
b. Fits me fairly well	50.0	38.7	58.3	37.5	40.0
c. Fits me to a slight degree	0.0	22.6	8.4	10.9	10.0
d. Does not describe me at all	0.0	0.0	0.0	1.6	0.0

TABLE 20. (Continued)

Personality Characteristics (Chi-Square Significances/Cases)	Educational Level (%)*				
	No High School Diploma	High School Diploma	Technical or Vocational Training	College	Graduate Work
9. Likes Work (0.2525/122)					
a. Fits me very well	75.0	67.7	50.0	56.3	60.0
b. Fits me fairly well	0.0	32.3	50.0	37.5	40.0
c. Fits me to a slight degree	25.0	0.0	0.0	6.2	0.0
d. Does not describe me at all	0.0	0.0	0.0	0.0	0.0
10. Tolerant (0.0118/122)					
a. Fits me very well	50.0	48.4	8.3	42.1	30.0
b. Fits me fairly well	25.0	48.4	75.0	56.3	40.0
c. Fits me to a slight degree	25.0	3.2	16.7	0.0	20.0
d. Does not describe me at all	0.0	0.0	0.0	1.6	10.0
11. Lacks Spontaneity (0.9357/122)					
a. Fits me very well	0.0	6.4	8.3	6.2	10.0
b. Fits me fairly well	0.0	22.6	8.3	17.2	10.0
c. Fits me to a slight degree	25.0	38.7	41.7	29.7	30.0
d. Does not describe me at all	75.0	32.3	41.7	46.9	50.0
12. Likes Prestigious Job (0.7272/122)					
a. Fits me very well	0.0	9.7	8.3	18.5	20.0
b. Fits me fairly well	0.0	29.0	41.7	29.2	30.0
c. Fits me to a slight degree	50.0	25.8	25.0	33.8	30.0
d. Does not describe me at all	50.0	35.5	25.0	18.5	20.0

TABLE 20. (Continued)

Personality Characteristics (Chi-Square Significances/Cases)	Educational Level (%)* No High School Diploma	High School Diploma	Technical or Vocational Training	College	Graduate Work
13. Experiments (0.5260/122)					
a. Fits me very well	25.0	9.7	8.3	27.7	30.0
b. Fits me fairly well	25.0	29.0	41.7	38.5	40.0
c. Fits me to a slight degree	50.0	48.4	33.3	24.6	20.0
d. Does not describe me at all	0.0	12.9	16.7	9.2	10.0
14. Asserts will (0.6664/123)					
a. Fits me very well	0.0	6.4	0.0	9.2	30.0
b. Fits me fairly well	25.0	32.3	25.0	24.6	20.0
c. Fits me to a slight degree	50.0	38.7	41.7	47.7	40.0
d. Does not describe me at all	25.0	22.6	33.3	18.5	10.0
15. Sets Long Range Plans (0.1024/121)					
a. Fits me very well	25.0	19.3	0.0	20.3	40.0
b. Fits me fairly well	0.0	32.3	50.0	37.5	40.0
c. Fits me to a slight degree	75.0	29.0	50.0	37.5	10.0
d. Does not describe me at all	0.0	19.4	0.0	4.7	10.0
16. Energetic (0.1486/122)					
a. Fits me very well	0.0	29.1	8.3	23.4	30.0
b. Fits me fairly well	0.0	41.9	41.7	54.7	40.0
c. Fits me to a slight degree	75.0	25.8	41.7	17.2	30.0
d. Does not describe me at all	25.0	3.2	8.3	4.7	0.0

TABLE 20. (Continued)

Personality Characteristics (Chi-Square Significances/Cases)	Educational Level (%)*				
	No High School Diploma	High School Diploma	Technical or Vocational Training	College	Graduate Work
17. Originator not Pawn (0.1175/123)					
a. Fits me very well	75.0	19.4	16.7	38.5	50.0
b. Fits me fairly well	25.0	41.9	66.7	43.1	50.0
c. Fits me to a slight degree	0.0	29.0	8.3	16.9	0.0
d. Does not describe me at all	0.0	9.7	8.3	1.5	0.0
18. Peer Oriented (0.5654/122)					
a. Fits me very well	0.0	19.3	16.7	7.7	11.1
b. Fits me fairly well	25.0	22.6	16.7	36.9	55.6
c. Fits me to a slight degree	50.0	35.5	58.3	40.0	22.2
d. Does not describe me at all	25.0	22.6	8.3	15.4	11.1
19. Sees People as Selfish (0.0890/121)					
a. Fits me very well	25.0	9.7	25.0	1.6	0.0
b. Fits me fairly well	0.0	19.4	16.7	17.5	40.0
c. Fits me to a slight degree	0.0	25.8	33.3	34.9	20.0
d. Does not describe me at all	75.0	45.1	25.0	46.0	40.0

* More than 20% of the valid cells had expected cell frequencies less than 5

TABLE 21

COMBINED PERSONALITY CHARACTERISTICS BY AGE OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Personality Characteristics (Chi-Square Significances/Cases)	Age Distribution (%)*				
	18-29 yrs.	30-39 yrs.	40-49 yrs.	50-59 yrs.	60+ yrs.
1. Assertiveness (0.6792/118)					
a. Fits me very well	20.0	14.8	16.6	20.0	12.5
b. Fits me fairly well	40.0	38.2	41.7	50.0	75.0
c. Fits me to a slight degree	40.0	38.2	38.9	20.0	12.5
d. Does not describe me at all	0.0	8.8	2.8	10.0	0.0
2. Security Oriented (0.2367/119)					
a. Fits me very well	50.0	67.6	66.6	70.0	44.4
b. Fits me fairly well	40.0	11.8	16.7	15.0	44.4
c. Fits me to a slight degree	0.0	8.8	13.9	10.0	11.2
d. Does not describe me at all	10.0	11.8	2.8	5.0	0.0
3. Needs Leadership (0.4201/120)					
a. Fits me very well	15.0	17.6	5.5	19.0	11.2
b. Fits me fairly well	5.0	11.8	11.1	19.0	0.0
c. Fits me to a slight degree	50.0	23.5	30.6	38.1	44.4
d. Does not describe me at all	30.0	47.1	52.8	23.9	44.4
4. Relationship with Boss (0.7695/112)					
a. Fits me very well	50.0	60.6	51.6	57.9	71.4
b. Fits me fairly well	35.0	27.3	42.4	31.6	14.3
c. Fits me to a slight degree	10.0	9.1	3.0	0.0	14.3
d. Does not describe me at all	5.0	3.0	3.0	10.5	0.0

TABLE 21. (Continued)

Personality Characteristics (Chi-Square Significances/Cases)	Age Distribution (%)*				
	18-29 yrs.	30-39 yrs.	40-49 yrs.	50-59 yrs.	60+ yrs.
5. Interaction (0.0248/120)					
a. Fits me very well	30.0	14.7	27.8	0.0	33.4
b. Fits me fairly well	35.0	70.6	38.9	81.0	44.4
c. Fits me to a slight degree	35.0	11.8	25.0	19.0	11.1
d. Does not describe me at all	0.0	2.9	8.3	0.0	11.1
6. Creativity (0.6673/120)					
a. Fits me very well	20.0	17.6	8.3	19.1	33.3
b. Fits me fairly well	40.0	26.5	25.0	38.1	22.2
c. Fits me to a slight degree	30.0	44.1	41.7	33.3	33.3
d. Does not describe me at all	10.0	11.8	25.0	9.5	11.2
7. Rage and Anger (0.5481/120)					
a. Fits me very well	5.0	0.0	0.0	0.0	0.0
b. Fits me fairly well	10.0	14.7	8.3	4.8	11.1
c. Fits me to a slight degree	25.0	20.6	30.6	47.6	22.2
d. Does not describe me at all	60.0	64.7	61.1	47.6	66.7
8. Goal Setting (0.6455/120)					
a. Fits me very well	60.0	47.1	47.2	23.9	55.6
b. Fits me fairly well	30.0	41.2	36.1	57.1	33.3
c. Fits me to a slight degree	10.0	8.8	16.7	19.0	11.1
d. Does not describe me at all	0.0	2.9	0.0	0.0	0.0

TABLE 21. (Continued)

Personality Characteristics (Chi-Square Significances/Cases)	Age Distribution (%)*				
	18-29 yrs.	30-39 yrs.	40-49 yrs.	50-59 yrs.	60+ yrs.
9. Likes Work (0.2697/120)					
a. Fits me very well	40.0	70.6	58.3	57.1	77.8
b. Fits me fairly well	50.0	29.4	38.9	38.1	11.1
c. Fits me to a slight degree	10.0	0.0	2.8	4.8	11.1
d. Does not describe me at all	0.0	0.0	0.0	0.0	0.0
10. Tolerant (0.4348/120)					
a. Fits me very well	60.0	32.4	30.6	42.9	44.4
b. Fits me fairly well	35.0	55.9	63.9	57.1	44.4
c. Fits me to a slight degree	0.0	8.8	5.5	0.0	11.2
d. Does not describe me at all	5.0	2.9	0.0	0.0	0.0
11. Lacks Spontaneity (0.0152/120)					
a. Fits me very well	10.0	2.9	2.7	14.3	11.1
b. Fits me fairly well	0.0	5.9	30.6	28.6	11.1
c. Fits me to a slight degree	40.0	47.1	13.9	33.3	33.4
d. Does not describe me at all	50.0	44.1	52.8	23.8	44.4
12. Likes Prestigious Job (0.2321/121)					
a. Fits me very well	15.0	11.8	11.0	14.3	40.0
b. Fits me fairly well	35.0	17.6	27.8	47.6	20.0
c. Fits me to a slight degree	20.0	41.2	30.6	28.6	30.0
d. Does not describe me at all	30.0	29.4	30.6	9.5	10.0

TABLE 21. (Continued)

Personality Characteristics (Chi-Square Significances/Cases)	Age Distribution (%)*				
	18-29 yrs.	30-39 yrs.	40-49 yrs.	50-59 yrs.	60+ yrs.
13. Experiments (0.1954/121)					
a. Fits me very well	45.0	23.5	11.1	14.3	20.0
b. Fits me fairly well	30.0	32.4	47.2	28.6	40.0
c. Fits me to a slight degree	15.0	26.5	36.1	47.6	30.0
d. Does not describe me at all	10.0	17.6	5.6	9.5	10.0
14. Asserts will (0.5408/121)					
a. Fits me very well	10.0	14.7	2.8	4.8	20.0
b. Fits me fairly well	15.0	26.5	36.1	19.0	30.0
c. Fits me to a slight degree	60.0	38.2	36.1	52.4	40.0
d. Does not describe me at all	15.0	20.6	25.0	23.8	10.0
15. Sets Long Range Plans (0.9196/120)					
a. Fits me very well	15.0	17.6	22.2	23.8	22.2
b. Fits me fairly well	35.0	35.3	38.9	42.9	22.2
c. Fits me to a slight degree	35.0	41.2	30.6	23.8	55.6
d. Does not describe me at all	15.0	5.9	8.3	9.5	0.0
16. Energetic (0.0865/120)					
a. Fits me very well	30.0	20.6	19.4	23.8	33.3
b. Fits me fairly well	60.0	41.2	50.0	57.1	11.2
c. Fits me to a slight degree	5.0	38.2	25.0	14.3	33.3
d. Does not describe me at all	5.0	0.0	5.6	4.8	22.2

TABLE 21. (Continued)

Personality Characteristics (Chi-Square Significances/Cases)	Age Distribution (%)*				
	18-29 yrs.	30-39 yrs.	40-49 yrs.	50-59 yrs.	60+ yrs.
17. Originator not Pawn (0.7516/121)					
a. Fits me very well	45.0	38.2	33.3	14.3	40.0
b. Fits me fairly well	35.0	47.1	44.4	61.9	30.0
c. Fits me to a slight degree	15.0	14.7	16.7	19.0	20.0
d. Does not describe me at all	5.0	0.0	5.6	4.8	10.0
18. Peer Oriented (0.8450/120)					
a. Fits me very well	10.0	15.2	11.1	4.8	10.0
b. Fits me fairly well	25.0	36.4	27.8	42.9	30.0
c. Fits me to a slight degree	45.0	36.4	38.9	33.3	60.0
d. Does not describe me at all	20.0	12.0	22.2	19.0	0.0
19. Sees People as Selfish (0.8040/119)					
a. Fits me very well	5.0	3.0	2.8	10.0	22.2
b. Fits me fairly well	15.0	23.5	19.4	15.0	22.2
c. Fits me to a slight degree	30.0	29.4	30.6	30.0	33.4
d. Does not describe me at all	50.0	44.1	47.2	45.0	22.2

* More than 20% of the valid cells had expected cell frequencies less than 5

perceptions of such characteristics varied considerably in relation to age. If so, respondents might look at each characteristic from a different viewpoint and respond in such a way the age differences were concealed.

Attitudes Towards Management Training Sessions and Other Related Information

No significant relationships ($p \leq .10$) existed between management levels and attitudes of independent and line grain elevator managers towards management training programs (Table 22). Overall, however, the respondents were of the opinion that experience is the best teacher (60.3%) and training sessions were reported to be of little practical value (57.8%). In contrast, a large number of independent and line managers also agreed that management training is important. Some of the positive aspects about management training as perceived by the respondents were: contributes to personal growth and managerial ability (89.1%), competence of management training personnel (86.7%), and training courses made a lot of difference to improvements in their skills and for future advancements (71.1%). Note that in no case did respondents as a whole strongly endorse or reject management training. The majority, however, responded in a manner that generally supported management training programs. The lack of more aggressive support might be expected given the lack of attendance at training programs as discussed earlier.

The independent and line elevator managers showed great interest in two major areas of management namely: personnel management and financial planning and management (Table 23). General management

TABLE 22

ATTITUDES TOWARD MANAGEMENT TRAINING BY MANAGEMENT LEVEL OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Attitudes of Independent and Line Managers to Management Training (Chi-Square Significances/Cases)	Management Level (%)				
	Top	Middle	Branch	Supervisory or Department Head	Total Column
1. Experience develops management skill (0.6444/118)					
a. Yes, strongly agree	9.1	5.8	5.0	0.0	6.6
b. Yes, somewhat agree	47.3	58.8	60.0	55.6	53.7
c. No, somewhat disagree	30.9	17.6	30.0	44.4	29.8
d. No, strongly disagree	12.7	17.8	5.0	0.0	9.9
2. Competence of management training personnel (0.4809/113)					
a. Very competent	10.0	17.6	15.8	37.5	15.0
b. Generally competent	70.0	70.6	78.9	50.0	71.7
c. Not too competent	18.0	11.8	5.3	12.5	12.4
d. Not competent at all	2.0	0.0	0.0	0.0	0.9
3. Self study better than training sessions (0.1241/116)					
a. Yes, strongly agree	2.0	11.8	0.0	0.0	2.6
b. Yes, somewhat agree	25.5	17.6	30.8	11.1	25.0
c. No, somewhat disagree	64.7	52.9	48.7	55.6	56.9
d. No, strongly disagree	7.8	17.7	20.5	33.3	15.5
4. Training courses make no difference (0.3580/121)					
a. Yes, strongly agree	3.6	0.0	0.0	11.1	2.5
b. Yes, somewhat agree	27.3	35.3	17.5	44.4	26.4
c. No, somewhat disagree	38.2	35.3	40.0	33.3	38.0
d. No, strongly disagree	30.9	29.4	42.5	11.2	33.1
5. Training sessions of little practical value (0.7699/116)					
a. Yes, strongly agree	11.7	11.8	2.5	0.0	7.8
b. Yes, somewhat agree	51.0	52.9	46.2	55.6	50.0
c. No, somewhat disagree	31.4	29.4	43.6	44.4	36.2
d. No, strongly disagree	5.9	5.9	7.7	0.0	6.0

TABLE 22. (Continued)

Attitudes of Independent and Line Managers to Management Training (Chi-Square Significances/Cases)	Management Level (%)				Total Column
	Top	Middle	Branch	Supervisory or Department Head	
6. Contribution to your personal growth and managerial ability (0.7515/120)					
a. Yes, to large extent	27.8	41.1	40.0	55.6	35.8
b. Yes, only slightly	57.4	47.1	52.5	44.4	53.3
c. No, not really	13.0	11.8	5.0	0.0	9.2
d. No, definitely not	1.8	0.0	2.5	0.0	1.7

concepts were also noted. The human resources of an organization are one input factor which is often hard to handle. Managers have to be able to get along with their subordinates and subordinates have to get along with their managers. It is a process of interaction and interdependence with one another.

TABLE 23

FOUR MAJOR AREAS OF MANAGEMENT CONSIDERED MOST IMPORTANT BY INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERIAL EMPLOYEES, KANSAS, 1980

Management Area	Total Column (%)*
1. Personnel management	27.6
2. Financial planning and management	24.5
3. General management concepts	11.2
4. Others**	10.2

* Based on 98 valid cases

** Includes such areas as time management, operations management, etc.

Planning makes up part of the general concepts of management. In fact, it is one of the most basic management concepts. Managers at all levels are confronted by alternatives which in effect will determine the very future of the organization. It is essential that an organization plan its activities. In a dynamic world changes come swiftly and may affect all operations of agribusiness firms. The fact that they checked these topics is an indication on the part of the respondents that they recognize the need for help in these areas and that such areas may be causes of problems and constraints in their organizations activities and operations.

A breakdown of the topics in management which are relevant to managers by management level are shown in Table 24. Top level managers valued highly such areas as personnel management (16.7%) and financial planning and management (33.3%). Middle level managers placed more value on personnel management (46.7%), financial planning and management (13.3%) and general management concepts (26.7%). Branch managers cited their needs as: personnel management (26.5%), public relations (11.8%) and financial planning and management (20.6%). Lastly, supervisory or department heads were more concerned with such topics as: general management concepts (14.3%), personnel management (57.1%) and financial planning and management (14.3%).

Table 25 shows areas of management that were considered difficult for the respondents. Personnel management is recognized as the main problem area for these groups. The human factor is a main concern of any organization for that matter. Personnel management is reflected in the overall performance and output. An efficient and organized system of handling people also develops high morale and high quality standards for the services and the products produced by the organization. Table 25 also reveals that financial aspects of management are a recognized problem area.

On a management level basis, top level managers found difficulty in personnel management (41.0%), and financial planning and management (20.5%). Middle level managers noted personnel management (56.3%). Branch managers had difficulty with personnel management (36.4%) and financial planning (15.2%). Supervisory management felt that personnel matters (71.4%), customer relations (14.3%) and general management concepts (14.3%) were difficult to handle.

TABLE 24

AREAS OF MANAGEMENT CONSIDERED MOST IMPORTANT BY MANAGEMENT LEVEL OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Management Areas	Management Levels (%)*			
	Top	Middle	Branch	Supervisory or Department Heads
1. Grain Marketing	2.4	6.7	5.9	0.0
2. Personnel Management	16.7	46.7	26.5	57.1
3. Public Relations	9.5	0.0	11.8	0.0
4. Customer Relations	2.4	0.0	8.8	0.0
5. Long Range Planning	2.4	0.0	0.0	0.0
6. Financial Planning and Management	33.3	13.3	20.6	14.3
7. Decision Making	4.4	0.0	5.9	0.0
8. Accounting Principles	0.0	0.0	2.9	0.0
9. Technical Training	4.8	0.0	0.0	0.0
10. Marketing Concepts	2.5	0.0	2.9	0.0
11. Inventory Control	0.0	0.0	0.0	0.0
12. General Management Concepts	7.3	26.7	8.8	14.3
13. Others**	14.3	6.6	5.9	14.3

* Based on 98 valid cases. Chi-Square Significances = 0.6860

** Includes areas aside from those mentioned, e.g., energy conservation, etc.

TABLE 25

MANAGEMENT AREAS CONSIDERED MOST DIFFICULT BY MANAGEMENT LEVEL OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Management Areas	Management Levels (%)*			
	Top	Middle	Branch	Supervisory or Department Heads
1. Grain Marketing	2.6	6.3	3.0	0.0
2. Personnel Management	41.0	56.3	36.4	71.4
3. Public Relations	0.0	0.0	9.1	0.0
4. Customer Relations	2.6	6.3	3.0	14.3
5. Long Range Planning	0.0	0.0	3.0	0.0
6. Financial Planning and Management	20.5	0.0	15.2	0.0
7. Decision Making	5.1	6.3	0.0	0.0
8. Accounting Principles	2.6	0.0	9.1	0.0
9. Technical Training	0.0	0.0	3.0	0.0
10. Marketing Concepts	5.1	0.0	9.1	0.0
11. Inventory Control	2.6	0.0	0.0	0.0
12. General Management Concepts	5.1	6.0	0.0	14.3
13. Others**	12.8	18.8	9.1	0.0

* Based on 95 valid cases. Chi-Square Significances = 0.6088

** Includes areas aside from those mentioned, e.g., energy conservation, etc.

Topics which would be of interest to the respondents are noted in Table 26. Again personnel management was much in demand. Grain marketing was cited as a second area of interest. The rest were interested in technical, accounting, and managerial methods. Note that topics considered important and most difficult to handle are not necessarily the ones respondents indicated they were most interested in learning about. Table 27 shows topics of interest on a management level basis. Top and branch managers showed the greatest diversity of interests. Marketing and personnel management were very important to

TABLE 26

MANAGEMENT TOPICS CONSIDERED MOST INTERESTING TO LEARN ABOUT BY INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERIAL EMPLOYEES, KANSAS, 1980

Topics	Adjusted Frequency (%)*
1. Personnel Management	34.0
2. Grain Marketing	19.0
3. Sales and Marketing	5.0
4. Accounting Principles	3.8
5. Technical Training	3.8
6. Customer Relations	3.8
7. General Management Concepts	2.5
8. Public Relations	1.3
9. Others**	10.0

* Based on 79 valid cases

** Includes such areas as time management, operations management, etc.

TABLE 27

MANAGEMENT TOPICS OF MOST INTEREST BY MANAGEMENT LEVEL OF INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERS, KANSAS, 1980

Management Topics	Management Levels (%)*			
	Top	Middle	Branch	Supervisory or Department Heads
1. Grain Marketing	9.7	25.0	27.6	14.3
2. Personnel Management	25.8	50.0	27.6	71.4
3. Public Relations	0.0	0.0	3.4	0.0
4. Customer Relations	3.2	0.0	6.9	0.0
5. Long Range Planning	0.0	0.0	0.0	0.0
6. Financial Planning and Management	12.9	25.0	13.8	0.0
7. Decision Making	6.5	0.0	0.0	0.0
8. Accounting Principles	6.5	0.0	3.4	0.0
9. Technical Training	3.2	0.0	6.9	0.0
10. Marketing Concepts	12.9	0.0	0.0	0.0
11. Inventory Control	0.0	0.0	0.0	0.0
12. General Management Concepts	0.0	0.0	6.9	0.0
13. Others**	19.3	0.0	3.5	14.3

* Based on 79 valid cases. Chi-Square Significances = 0.2977

** Includes areas aside from those mentioned, e.g., energy conservation, etc.

middle and supervisory levels. Middle management also showed interest in financial planning.

The general consensus was that the most preferred months for holding such programs were January, February, March and December (Table 28). Those months which the respondents felt most unacceptable were May, June, July and October. Having an idea when to hold a management training program has a very important bearing on the amount of participation to be expected and eventually to the success of the program. It is essential that any management program should be properly scheduled so as to be able to accommodate a greater majority of its expected clientele.

Correlations

Correlation is a necessary feature of a causal relation. It is not sufficient proof that a causal relation exists, however.[49] Whether the relationship is interpreted as a causal one should depend not only on the correlation of two variables but also on some rational link between them--i.e., the extent to which the relationship "makes sense" within some sort of conceptual framework.[50]

Findings show that a number of relationships exist within the different major categories, i.e. organizational climate and personality variables. Overall, the majority of the correlations were low. Only those relationships with high correlations ratios and statistically significant values ($p \leq .10$) are presented. Again, examination of these

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[49]John L. Phillips, Jr., Statistical Thinking (San Francisco: W.H. Freeman and Company, 1973), p. 46.

[50]Ibid.

TABLE 28

PREFERRED MONTHS FOR MANAGEMENT TRAINING SESSIONS BY INDEPENDENT AND LINE GRAIN ELEVATOR MANAGERIAL EMPLOYEES, KANSAS, 1980

Months	Adjusted Frequency (%)*		
	Preferred	Acceptable	Unacceptable
1. January	58.1	22.9	19.0
2. February	60.7	29.0	10.3
3. March	33.3	44.2	22.5
4. April	16.5	38.8	44.7
5. May	12.1	22.2	65.7
6. June	4.0	11.0	85.0
7. July	2.9	6.9	90.2
8. August	9.0	36.0	55.0
9. September	7.0	37.4	55.6
10. October	6.1	19.4	74.5
11. November	20.4	24.5	55.1
12. December	33.3	36.4	30.3

* Based on an average of 101 valid cases

data may reveal certain clusters which in some cases may be indicative of nothing more than an inherent parallelism of measure but in others may evidence cause-effect relationships of some interest.

Relationships among organizational climate variables are presented in Table 29. Positive significant correlations were noted in the variables growth orientation, setting performance goals, use of long range planning and written plans. Management tool variables were found to be highly related to other management practices.

Performance goal setting turned out to have positive relationships with restrictive company policies. However, certain negative responses reflect the manner in which restrictive policies of these companies were not an agreeable way of attaining such objectives. Negative significant response on agreement with means of achieving objectives (0.2323/0.006) and the degree of activeness of responses (0.2030/0.014) provide a hint as to the nature of conflict in the performance of certain activities.

Growth orientation was positively linked to long range goals being established. But again, negative correlations indicate inconsistency between objectives and the manner in which top management is approaching them. It may be that company objectives have not taken into consideration individual objectives, so that conflict exists. This also could imply that non-cooperative managers are risk averters and like the freedom to make their own decisions. Certain inconsistencies were also noted like negative correlations with participation in management decisions, setting performance goals, and use of long range planning. This may be cases where firms studied were operating in situations wherein conflict arises between what is desired and what actually exists.

TABLE 29

INTERCORRELATIONS AMONG ORGANIZATIONAL CLIMATE VARIABLES WHICH ARE CLOSELY ASSOCIATED WITH HIGH RATES OF ADAPTION, KANSAS, 1980

Organizational Variables	Intercorrelations* Positive (Coefficient/ significance)	Negative (Coefficient/significance)
1. Pressure for maximum effort		-Interpersonal communications (0.1569/0.043) -Level of organization efficiency (0.1571/0.043)
2. Growth orientation	Use of long range planning (0.5013/0.0000)	-Agreement with purpose and goals (0.3578/0.0000) -Agreement with means of achieving objectives (0.3424/0.0000) -Activeness of respondent (0.2582/0.002)
3. Setting performance goals	Restricted company policies (0.3975/0.0000)	-Agreement with purposes and goals (0.3596/0.0000) -Agreement with means of achieving (0.2323/0.006) -Activeness of respondents (0.2030/0.014)
4. Restricted company policies		-Written plan (0.2902/ 0.001) -Use of appraisal system (0.3096/0.0000) -Use of financial budgeting procedures (0.2631/ 0.0000) -Use of long range planning (0.228/0.008) -Agreement with means of achieving (0.2699/0.002)
5. Encouragement of risk taking		-Autocratic management style (0.1481/0.054) -Use of appraisal systems (0.1690/0.033) -Agreement with purposes and goals (0.3081/0.0000) -Agreement with means of achieving (0.2273/0.007) -Activeness of respondents (0.2551/0.003)

TABLE 29. (Continued)

Organizational Variables	Intercorrelations* Positive (Coefficient/ significance)	Negative (Coefficient/significance)
6. Participation in decisions		-Autocratic management style (0.2919/0.001) -Agreement with purposes and goals (0.2908/0.001) -Agreement with means of achieving (0.2826/0.001)
7. Use of long range planning	-Use of advance financial techniques (0.4746/ 0.000) -Growth orientation of firms (0.5013/0.0000) -Use of appraisal systems (0.5712/ 0.0000) -Use of financial budgeting procedures (0.6032/ 0.0000)	-Restricted company policies (0.228/0.008) -Agreement to purposes and goals (0.2353/0.006)
8. Written plans	-Use of financial techniques (0.4476/0.0000) -Use of appraisal systems (0.5029/ 0.000) -Use of financial budgeting procedures (0.6112/ 0.000)	-Restricted company policies (0.2902/0.001)

* Note: 1. Based on an average of 120 valid cases

2. See Appendix A (pp. 3-5)

As shown in Table 30 certain personality variables are related to one another. Variables listed in the table have been found to be indicators of adaptive behavior. Being originators and not mere pawns in their respective organizations showed positive significant correlation with a number of variables. This was basically linked to interaction, experimentation and creativity. Of these three variables, creativity exhibited the highest correlation with being an originator (0.5276/0.0000). Spontaneity and/or the need for leadership were negatively correlated with such adaptive indicators as assertiveness, interaction and goal setting. A reconfirmation of the findings made by Baumgartel (1977) in his research are reflected in these results. His study mentioned that such variables as security oriented, tense, sees people as selfish, rage and anger are not indicate of innovative behavior. Since a large portion of the negatively correlated findings had low correlation coefficients, one can say only that such relationships may exist, and if so that they are relatively weak.

TABLE 30

INTERCORRELATIONS AMONG PERSONALITY VARIABLES WHICH ARE INDICATIVE OF ADAPTIVE DISPOSITION, KANSAS, 1980

Personality Variables	Intercorrelations*	
	Positive (Coefficient/significance)	Negative (Coefficient/significance)
1. Assertiveness	-Likes prestigious job (0.4051/0.000)	-Lacks spontaneity (0.1547/0.046) -Leadership (0.1900/0.019)
2. Interaction	-Originator not pawn (0.4364/0.000)	-Lacks spontaneity (0.2425/0.004)
3. Goal setter	-Sets long range plans (0.4135/0.0000)	-Lacks spontaneity (0.2517/0.003)
4. Originator not pawn	-Interaction (0.4364/0.000) -Creativity (0.5276/0.000) -Experiments (0.4901/0.000)	-Sees people as selfish (0.1690/0.032)
5. Experiments	-Originator not pawn (0.49001/0.000)	-Security (0.1658/0.035)
6. Likes work		-Rage and Anger (0.1826/0.022)
7. Energetic		-Tense (0.3343/0.000) -Sees people as selfish (0.1588/0.041)
8. Tolerant		-Tense (0.1424/0.059) -Sees people as selfish (0.2387/0.004) -Rage and anger (0.3384/0.000) -Discouragement (0.1886/0.019) -Asserts will (0.1937/0.016)
9. Creativity	-Originator not pawn (0.5276/0.000)	

* Note: 1. Based on an average of 120 valid cases

2. See Appendix A (pp. 6-8)

Chapter 4

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary and Conclusions

The study was aimed at achieving the following objectives:

1. To determine the demographic, organizational and behavioral characteristics of Kansas independent and line grain elevator managers and their respective firms.

2. To determine attitudes and impressions regarding management training programs.

3. To examine possible relationships between organizational climate and personality characteristics conducive to adaptations of innovations.

4. To determine other relationships, e.g. attitudes toward management training, demographic characteristics, etc. which would be indicative of adaptive behavior.

5. To determine the management training needs of these agribusiness managers.

Data were gathered from primary sources with the use of a mailed questionnaire. Most of the questions were of the fixed answer type; however a few required shortly phrased answers. Questionnaires were sent to both headquarters and branches of these Kansas grain elevators. Analysis of the data was done by using an SPSS computer package.

Demographic Characteristics and Other General Information

Findings show that 79% of the independent and line grain elevators were employing a maximum of about 10 people. About 93% had from 1 to 4 management persons on their staff. A large number of the middle and lower management positions were held by persons in their early 20's and mid-30's. Upper level positions were held mostly by older people; however a considerable number of younger managers had reached the higher levels of the management ladder. A majority of these managers (62%) had attended college. Some (8.2%) had graduate work.

A large group of managers responding reported receiving a salary of less than $20,000 per annum, although a few (15.7%) reported salaries of $35,000 and up. Sixty percent (60%) of the top level managers and 58.8% of middle managers were getting $20,000 or more. About 26% of branch managers and 30% of supervisory or department heads were in the $20,000 or more salary bracket.

Over 70% of the respondents had served in their present firms for more than 5 years. Forty percent of them had been in their present positions for less than 4 years. Over sixty percent of the respondents held each of their last three positions for 4 years or less. A significant number had shifted from other business establishments. In terms of work experience, about half (52%) of the respondents have had the opportunity to work with 3 or more firms. Personnel mobility within the company also seemed to be the case as respondents moved into their current positions. The relatively high inter-firm movements of independent and line elevator managers may indicate a competitive atmosphere for such personnel, or it simply may be a reflection of the prevailing management ladder.

From the standpoint of training programs attended in the last 3 years, 46% of the agribusiness managers had not attended any form of training program. A majority of those who had not attended any training course were from top management. Branch managers followed second. Since a large number of top level independent and line elevator managers have not attended such programs, this group represents a possible clientele for expanded management training. However, it may be that such managers already have had considerable experience and exposure to past training so that they do not find any need for them. Other factors both internal and external to thsee firms probably have had a bearing on the findings. Over forty percent of those who have been in their positions for 4 years or less had not gone to any training session. In effect, a large portion of those who did get such training were those who have been in their firms for some time.

In terms of topics discussed in previous training programs attended by these respondents, the following were some of the main areas covered: (1) technical training, (2) department management, (3) general marketing and (4) general management concepts. A considerable amount of time (22%) was spent for technical training e.g. grain grading, fertilizer application, elevator operations, etc. Only minimal amounts of time were spent on such management topics as personnel management (6.6%); operations management (2%); general management concepts (8%), and financial and accounting principles (4%).

Since a large number have not attended training courses or seminars, it would be worth considering plans for initiating management training programs through the firm's management staff or getting in touch with institutions that provide such programs. Persons conducting

such management programs should consider a reassessment of the topics and overall content included. The objectives of the programs should take into consideration the needs of its prospective clientele. Management training programs which emphasize applicability and practicability of the methods, or new knowledge should be stressed.

Organizational Climate

A majority of the independent and line grain elevators surveyed had a progressive and an adaptive organizational climate as perceived by the respondents. Overall impressions of what these managers felt was happening around them are: 96% felt that they were relatively free to set their personal performance goals, 76% expressed positive response towards their firm being growth oriented, 84% said that participation in decision-making was at least somewhat encouraged, and that pressure for maximum performance on the job was apparent (47%). However, only organizational variables such as pressures of company rules and policies which are restrictive, encouragement of risk taking, and activeness of respondent to how the firm should be run were found to be significantly different ($p \leq .10$) by management level. A majority (89%) responded that their firms were not or only slightly restrictive in policies and rules to control personnel behavior and conduct. Responses from upper level managers show that they perceive their firms to offer greater encouragement of risk taking than lower levels of management. A concern about how the organization is to be run, business goals and/or means of achieving them was expressed by these managers. Top level managers (85%) showed the most concern about this matter. This should be a major concern of top management--to be able to consolidate and

reassess strong and weak points in the organizational structure, in order to reinforce positive work attitudes and regulate unproductive ones. Feedback mechanisms such as group discussions and conferences were being employed by 39% of the managers. One point of concern, however, was that the topics which were taken up in such meetings were most often problems of day to day operations (72%). Operating on a day to day basis weakens the overall objectives of the firm. The resolution of any kind of conflict in these firms was usually done by bringing it into the open and notifying the parties concerned. Over 60% of the respondents said that their firms were sufficiently organized; however a need for improvement was indicated.

Acceptability of modern management practices was found to be common in these agribusiness firms. On the average, over 40% of them were employing such techniques as long range planning, financial budgeting and appraisal of personnel. A high rate of consultant usage (69%) was found, indicating an openness to innovations and willingness to improve performance in the industry. Use of consultants also may indicate a recognized internal inadequacy in terms of technical, managerial or operational know-how. It also suggests that about 50% are open to improvement of such practices in their companies. Only in the responses to use of outside consultants and use of long range planning was there an insignificant ($p \geq .10$) difference of viewpoints among management levels. Middle and branch management levels consistently noted the highest positive response to the use of management techniques. The significant difference in responses among management levels may mean a misunderstanding of the tools noted or a misperception of the degree of

usage. Such difference was unexpected and suggests lack of communications within the firm or lack of real knowledge of the management tools.

Personality Characteristics

The independent and line grain elevator managers were found to exhibit high security needs (specifically for jobs), to like hard work and to get along well with their superiors. Other characteristics which described them were (1) like to interact with other people, e.g. listen and talk to their colleagues, (2) exercise a considerable degree of tolerance to other views, (3) are energetic, (4) are originators and not pawns, and (5) are goal setters. Over 90% of the respondents felt that descriptions of liking work, being a good boss and tolerance, fit them either very well or fairly well. At least 80% responded similarly to the descriptions of having a good relationship with the boss, being a goal setter, and being security oriented. Eighty-eight percent (88%) had a negative reaction to a description of themselves as characterized by rage and anger. Seventy to eighty percent felt themselves to be originators rather than pawns, to be energetic and to be interactive. They did not see themselves as lacking spontaneity, easily discouraged, needing leadership or as being selfish.

Only such characteristics as assertiveness, lacks spontaneity and needs leadership received statistically significantly different ($p \leq .10$) responses among the various management levels. Top, middle and supervisory managers exhibited more assertiveness. Also as respondents held higher positions in their firms, their lack of spontaneity and need for leadership tended to lessen. The majority (55.4%) of top managers felt that the need for leadership did not describe them at all.

Likewise, age had little impact on response to personality characteristics. Only the characteristics of being energetic, being interactive and lacking spontaneity had statistically significant responses ($p \leq .10$) that differed by age category. The 50-59 age group seemed to be the most inconsistent in comparison to other age groups in all three characteristics. Since only three personality characteristics showed significant correlation with age, it may be that respondents misinterpreted some of the questions or that individual perceptions of such characteristics varied considerably.

Overall, most of the factors related to adaptive behavior were represented in each level and did not for the most part differ among management levels.

Attitudes Towards Management Training Sessions and Other Related Information

Results show that there were no significant differences by management level for most of the attitudinal variables relating to management training. However, more than half of the managers responded that experience is the best teacher (60%) and that training sessions were of little practical value (58%). On the other hand, a large number of respondents considered management training to be important. They felt that such training contributed to personal growth and managerial ability (89%). Further, many agreed that management training personnel were competent (87%) and that training courses made a lot of difference to improvement of skills and for future advancements (71%). Note that in no case did respondents as a whole strongly endorse or reject management training. A general consensus, however, shows that the majority favored management training. The lack of strong support may

be related to the reported poor level of attendance at earlier training programs.

Two major areas of management cited to be of great concern to these managers were personnel management and general management concepts, specifically planning. In terms of functions most difficult to perform the same topics were mentioned plus the added one of financial management. Other areas which were of interest to these managers were grain marketing, technical, accounting, public relations and managerial methods. No significant differences were found to exist by management level regarding management topics perceived as most important, perceived as most difficult nor of most interest to the respondents.

The majority of respondents in the study preferred to have management training programs or seminars during the months of January, February, March or December. Those months which the respondents felt most unacceptable were May, June, July and October.

Generally, personnel management was expressed as the main problem area in Kansas independent and line grain elevators. An efficient and organized system of handling people has a great impact on developing high morale and improving quality standards for the services and products provided by the company.

Correlations

Correlation is a necessary feature of a causal relationship; but is not sufficient proof that a causal relationship exists. Findings show that a number of correlations exist within the major categories of organizational climate and personality variables. Certain clusters of variables were found, some of which may indicate nothing more than an

inherent parallelism of measures, but others may be evidence of cause-effect relationships. Positive correlations were found among growth orientation, setting performance goals, use of long range planning, and written plans. This clustering is indicative of the nature of the organizational climate for implementing changes and factors accompanying or needed to support such an environment. It is also a sign that innovative behavior is being promoted within respondents' firms.

Variables found to be negatively correlated with the above clusters included: (1) company policies, rules and regulations, (2) communication and (3) use of new methods and techniques. A certain level of inconsistency is revealed here. Respondents' firms appear to be receptive to innovations; however, some aspects of these firms are perceived as not supportive of a climate which is innovative. It could be that it is a problem of whether company objectives are in line with individual objectives. Consistency should be maintained at all levels of the organization.

Personality variables also exhibited certain positive and negative intercorrelations. Being an originator and not a pawn in their individual organization was positively linked to interaction, experimentation, and creativity. Of these variables, creativity showed the highest correlation. Spontaneity and the ability of the managers to act freely in different situations exhibited weak negative correlations with such adaptive disposition indicators as assertiveness, interaction, and goal setting. Since a large portion of the negatively correlated findings had low correlation coefficients, one can say only that to a slight degree such relationships might exist.

Recommendations

Much of what has been observed in this research was based on response of Kansas independent and line elevators surveyed. Recommendations are presented in an attempt to suggest possible solutions to problems that have been encountered.

Demographic Characteristics and Other Related Information

A group of fairly young and educated individuals who are entering the higher ranks of their individual firms characterize the management of a majority of independent and line grain elevators studied. A younger group may be expected to exert pressure for innovations in these firms. Internal forces will combine with external forces to push for change in many facets of these firms' operations. Since the majority of upper level management positions are held by older persons, decisions concerning lower level personnel, participation and group interaction must consider age differences. Programs that develop creativity and individual commitment should be targeted by upper management. Ideas of innovation and participation should be initiated from the top and should draw cooperation from all levels of the organization. As part of these programs of improving the overall management and efficiency of every individual in their organization, salary rates should be taken into account. Salary serves as one of the motivators for an individual to perform his job effectively. It would be helpful for the management to reassess its wage rates and make them more competitive. Additional incentives such as bonuses, vacation and housing privileges, etc. could be explored.

Movement of personnel was higher externally than internally. A competitive atmosphere is in existence. A closer look at such a situation indicates that inter-company movements are the dominant pattern for junior executives as they move up the management ladder toward top management. Again this may mean evaluation and readjustment of strategies and policies firms take in management development programs. One possible strategy is for such firms to conduct an environmental analysis taking into account external factors, i.e. competition, government policies, etc. and also doing a resource analysis of their firm, i.e. manpower capabilities, financial, etc. The idea would be to develop a system of matching the organization's manpower and other resource capabilities with the opportunities open to them in the environment. From such an analysis, management would be made aware of the problems, constraints and limitations within the firm relative to alternative opportunities that contribute to external movement of personnel as they move up the management ladder.

Organizational Climate

Overall analysis based on reported perceptions of independent and line grain elevator managers indicates a working environment that is conducive and responsive to innovations and changes in management practices. However, certain areas which were identified to be conducive to adaptive behavior of modern management techniques appear to be in need of strengthening and improvement. These areas are of direct concern to top management as the level responsible for initiating change, although they represent group effort and need everyone's participation. Policies concerning performance goals, growth orientation of the firm,

and participation in decision-making need clarifications and possible revisions. A feedback system should be part of this change so as to gauge effectiveness of the changes and also adjust to whatever problems are encountered. Careful and systematic planning both in the short and long-run are also needed. Data analysis also indicates needed strengthening in the areas of additional training and communications within the firm. Encouragement of risk-taking has received strong support from top management, but more important are concrete solutions to making such adaptive traits work in the organization. If a firm is dedicated to upgrading its employees, its manpower should be provided with the necessary skills and knowledge together with improvements in the working environment that are conducive to the application of newly acquired knowledge.

Personality Characteristics

Factors that have been identified as indicators of "adaptive disposition" were found to be present in the independent and line elevator companies. Although other factors such as likes work, interactive and being an originator were more prominent, the responses gathered for the other questions suggest that management takes into consideration the needs of its personnel which motivate them to be more effective and gives them supportive supervision and leadership. The need for leadership was expressed by lower level managers. Top level management should take the initiative for further development in this area. It is recommended that a review of the firm's current as well as past policies and procedures in this area be done and new ways of doing things tried.

From a practical point of view, the more innovative the personality of the organizational member, the more important it is to create a favorable climate. If an organization desires a high rate of technological and managerial innovation, it must create a climate favorable for such behavior.

Attitudes Towards Management Training Sessions and Other Related Information

Based on what has been gathered from this study, the independent and line grain elevator managers generally favor management training sessions; however certain topics of such programs needed to be reassessed so as to be more applicable to their needs. Lower level managers expressed greater need for such training programs than those in upper management. This is a matter for the managements of these enterprises acting now for the improvement and development of managerial manpower for future challenges.

The research has identified that over forty percent of the independent and line grain elevator managers had never attended any training program. Responses indicate a growing need for management training programs. However, the basic question is what sort of management training do these managers need. An analysis of the situations existing in these enterprises suggest the following:

1. In general, a management program which emphasizes the applicability and practicality of new methods and knowledge taught as related to actual work situations.

2. A program which is designed for two management levels, namely, upper level managers (top and middle managers) and lower level managers (branch and supervisory). Programs for upper level managers

should go beyond the basic concepts of management and should deal more with decision-making, policy formulation, and organizational behavior. On the other hand, programs for lower level managers should include more of the basic management skills, technical knowledge on operation, and basic communications skills. Such an approach is appropriate because upper level managers have more years of management experience than their colleagues at the lower levels of the organization. Hence, a management program for two separate levels is necessary. The nature of the manager's work and his position in the organization would also indicate a need for two separate management training programs.

3. Training programs which incorporate group dynamics, participative management, and performance oriented attitudes towards work and dealings with co-workers and other groups within the organization.

4. Training programs which equally distribute the lecture series, field trips and group discussions in the scheduling of the activities of the training program.

5. Role playing among participants to be incorporated as part of the program, and give emphasis to actual personnel or work situation problems. Involvement and analysis of each problem situation should be stressed among the participants.

6. Incorporation of such topics as personnel management, long range planning, financial planning and management, grain marketing, accounting principles, sales and basic marketing concepts. Topics which deal with technical aspects of the business, i.e. grain grading, storage, etc. are also recommended to be part of the program.

Summary

A felt need for creativity, freedom to express personal goals and to take part in decision-making have been expressed by the study respondents; however, restrictive company policies and procedures pose as hindrances. There is a need for managements to take a hard look at their policies, rules and managerial techniques to find out which are hindering the accomplishment of their objectives. It could be that it is a problem of whether company objectives are in line with individual objectives. Consistency of individual and company objectives should be maintained at all levels of the organization. Again, the environment-resources match comes in as a basic strategy to follow in developing or evaluating the organization's objectives. Potential factors which affect strategy are the environment, individual values, political processes and organizational resources (e.g. funds, facilities, personnel, etc.).[51] Since strategy also involves the determination of basic long-term goals and objectives of the enterprise, top management should try to "fit" closely and study the impact of each of the previously mentioned factors on the whole firm. Having evaluated this part of the strategy, efforts to solve problems and improve organizational effectiveness through reward systems, job design and staffing are facilitated.

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[51]David A. Nadler, J. Richard Hackman, and Edward E. Lawler, III, Managing Organizational Behavior (Boston: Little Brown and Company, 1979), pp. 250-253.

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APPENDIX

AGRIBUSINESS MANAGEMENT
SURVEY

KSU
KANSAS
STATE
UNIVERSITY

KSU
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Cooperative Extension Service

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

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MANAGEMENT INFORMATION SURVEY

We are requesting your assistance in this survey of agribusiness personnel to gain insight into management practices in agribusiness firms. The information obtained from this survey will be used to aid development of general management, personnel management and financial management training programs for agribusinessmen.

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 Firm
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.

DGB

David G. Barton
Agricultural Economist, Business Management

****
*FOR ALL MANAGEMENT PERSONNEL: *
* *
*Firm Name _____ *
* *
*Your Location _____ Hq. Location _____ *
****

****
*FOR TOP MANAGER THIS LOCATION ONLY: *
* *
*No. Employees _____ No. Management Personnel _____ *
****

****
*IF MULTIPLE LOCATIONS - *
*FOR CHIEF EXECUTIVE OFFICER OVER ALL LOCATIONS ONLY: *
* *
*No. Employees _____ Annual Sales $_____ *
* *
*No. Locations _____ *
****

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, national origin, sex, or handicap.

SECTION 1 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 or Station Manager
( ) Assistant Manager
( ) Manager
( ) Board of Directors
( ) Other _____

4. How many years have you been with your present company?

( ) Less than 1 yr.
( ) 1-4 yrs. ( ) 10-19 yrs.
( ) 5-9 yrs. ( ) 20 yrs.+

5. How many years have you been in your present position or job?

( ) Less than 1 yr.
( ) 1-4 yrs. ( ) 10-19 yrs.
( ) 5-9 yrs. ( ) 20 yrs.+

6. How many people report directly to you?

( ) None ( ) 6-10
( ) 1 ( ) 11-19
( ) 2-5 ( ) 20+

7. List the last three positions you held prior to your current position. List last position first.

1. Position _____
   Company _____
   Yrs. in position _____
2. Position _____
   Company _____
   Yrs. in position _____
3. Position _____
   Company _____
   Yrs. in position _____

8. How many total years of management experience have you had?

( ) Less than 1 yr.
( ) 1-4 yrs.
( ) 5-9 yrs.
( ) 10-19 yrs.
( ) 20 yrs.+

9. How many companies or organizations have you been employed by in your adult working career?

( ) 1 ( ) 4
( ) 2 ( ) 5+
( ) 3

10. How old are you to your nearest birthday?

( ) 18-29 ( ) 50-59
( ) 30-39 ( ) 60+
( ) 40-49

11. Sex: ( ) Male ( ) Female

12. Please check highest level of formal education attained:

( ) No High School Diploma
( ) High School Diploma
( ) Technical or Vocation training beyond high school
( ) College (Field of Study)
_____
Degree, if any _____
( ) Graduate work (Field of Study _____
Degrees, if any _____

13. 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 +

14. 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

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

	Topic	Sponsor
Example:	Department Management	Garvey Elevators
1.		
2.		
3.		
4.		
5.		

SECTION II Questions About Your Firm

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. 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

14. 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.

15. 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

16. 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

17. 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

18. 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

19. Does your organization use financial budgeting procedures?

( ) Yes, a complete system
( ) Yes, some budgeting
( ) No, but are developing one
( ) No, no real budgeting system

20. Does your firm engage in long range (3-5 yrs.) planning?

( ) Yes, a formal system
( ) Yes, but informally
( ) No, but we are developing one
( ) No, no long range planning

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

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

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

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 basicly 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 pracitcal 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
( ) Don't know

9. Briefly describe what areas of management you consider <u>most important</u>.

_____

_____

_____

_____

10. Briefly describe what areas of management responsibility you find <u>most difficult</u>.

_____

_____

_____

_____

11. Briefly list which topics you would be most interested in learning about.

_____

_____

_____

_____

12. 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

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.

( ) Fits me very well, I'm like this
( ) Fits me fairly well
( ) Fits to a slight degree
( ) Doesn't describe me at all

2. I have a strong need for a steady job.

( ) Fits me very well, I'm like this
( ) Fits me fairly well
( ) Fits to a slight degree
( ) 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 imagination 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

17. I like to have a prestigious job--have social esteem.

( ) Fits me very well. I'm like this
( ) Fits me fairly well
( ) Fits to a slight degree
( ) Doesn't describe me at all

18. I take chances with new ideas, jobs, people.

( ) Fits me very well. I'm like this
( ) Fits me fairly well
( ) Fits to a slight degree
( ) Doesn't describe me at all

19. I am very concerned about increasing my income.

( ) Fits me very well. I'm like this
( ) Fits me fairly well
( ) Fits to a slight degree
( ) Doesn't describe me at all

20. I see myself as an originator not a pawn in life.

( ) Fits me very well. I'm like this
( ) Fits me fairly well
( ) Fits to a slight degree
( ) Doesn't describe me at all

21. I like to assert my will on others.

( ) Fits me very well. I'm like this
( ) Fits me fairly well
( ) Fits to a slight degree
( ) Doesn't describe me at all

22. I am very concerned about what others think of me, my feelings are easily hurt.

( ) Fits me very well. I'm like this
( ) Fits me fairly well
( ) Fits to a slight degree
( ) Doesn't describe me at all

23. People like to work for me, I like my people.

( ) Fits me very well. I'm like this
( ) Fits me fairly well
( ) Fits to a slight degree
( ) Doesn't describe me at all

COMMENTS:

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

THANK YOU FOR YOUR COOPERATION.

INDEPENDENT AND LINE GRAIN ELEVATORS IN KANSAS: A MANAGEMENT STUDY

by

ROEL F. CAMPOS

B.S.A.B., University of the Philippines at Los Banos, 1977

AN ABSTRACT OF A MASTER'S REPORT

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

Agricultural Economics

Department of Economics

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1981

The research was designed to assess the demographic, organizational and attitudinal variables that affect management development programs for independent and line grain elevator managers. Current attitudes and impressions concerning management programs were noted. Relationships between the different variables were related to indicators of adaptive behavior to determine at what management level "adaptors" are present. Management training needs of these respondents under study were also given particular attention.

Primary data were used in this study and were gathered through a questionnaire which was sent to privately owned grain elevators in Kansas. A total of 700 questionnaires were mailed to upper, middle, branch and supervisory or department head management levels.

A large portion of the respondents are in their early 20's and mid-30's. Older people dominate the upper management positions, although a group of young managers are moving up the ranks. In terms of educational attainment, the majority had college training and a few had graduate work. From the standpoint of training programs attended in the last 3 years, 47% of the managers have not attended any form of training or seminar programs. A majority of the independent and line grain elevators have progressive and adaptive organizational climates as perceived by the respondents. Acceptability of modern management practice has also been shown to be present. A high rate of the use of consultants is part of their practices. Independent and line grain elevator managers have also exhibited security needs especially for jobs, likes hard work, and get along well with their superiors. Three major areas of management were cited by these managers which are of great concern to them. These are personnel management, financial management

and general management concepts. Generally, there were few statistically significant differences in responses by different management levels to demographic, organizational, personality and attitudes towards management training.

In general, what these independent and line grain elevator managers need is a management development program which emphasizes the applicability and practicality of the methods and knowledge taught to them. It is recommended that a two level management program, one for upper level managers and another for lower level managers be undertaken. Programs are recommended to include also equally distributed lectures, field trips and other activities in the scheduling. Incorporation of group dynamics, participative management and performance oriented attitudes towards work are suggested to be part of the thrust. Role playing among participants concerning actual personnel or work situation problems are recommended to be part of the training sessions. Management programs should also include topics on personnel management, long range planning, financial planning and management, grain marketing, accounting principles, sales and basic marketing concepts.