

## Study of Capacity Improvement Labour Units Effect on Productivity of Agricultural Jihad Office in Fereydonshahr City



## Management

**KEYWORDS :** Productivity, working capacity, improvement criteria.

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### ABSTRACT

The main objective of this research is to determine the improvement effect of working units' capacity on the optimization in agricultural area of Fereidonsahr district. The improvement criteria of working units capacity is a process which assists to achieve the main aims of agricultural in Jihad organization and to cause the learning some processes of techniques which helps promote the optimization in the organization.

The type of research method in this paper is of surveying- descriptive. The statistical population included 3400 personnel in farming, green housing, gardening, animal breeding and wards. The sample under studying consisted of 400 persons which were selected in random and were analyzed via the special information through the descriptive statistics (average, standard deviation, frequency distribution variance, percentage) and also inferential statistics (structural equations statistics, 2-Key test, Pair Comparison test, and ANOVA Test)

The main results of the paper are implying upon the fact that B-computed values showed the correlation between two variances in indirectly processing respectively with the most coefficient, variance of communications and attitude on the change with B-Coefficient(0.10) and organization aims and attitude on the change with B-coefficient (09).

The present research studied the improvement effect of working units capacity on the optimization which are both important variances of today organization with the aim of reorganization and improvement of the optimization in agricultural Jihad ward of Fereidoonshahr. The study of up and downs of working units capacity development show that the role and importance of it in the development and growth of organization (and some human societies) have been appeared more than before. So "capacities" in the management are considered and seen as "the endless and valuable capital" in modern era it is cleared that the decrease of increasing capital of working units capacity leads to the declining of product and optimization.

In fact, the optimization improvement is a cycle consisting of main steps of measuring, analyzing, programming and improving which must be repeated continuously.

The expanding optimization management is a unique relation with profiting. In this paper at first it is proceeded to define the research subject and the problem expression, and then to the method of research and statistical society, and at last it is proceeded to obtain the results of research findings offer the explanation about data analysis.

### Problem expression:

The agreement of many pundits and experts in the management is that the organizations need the powerful organizational structure in proportion with the organizations aims in order to be successful in all affairs and to achieve its aims. The working capacities which are part of general structure of the organization must have a structure that can achieve the organization aims and this matter is obvious in our modern world in which we are in knowledge and information era and also agricultural Jihad organization is with authorities in the field of the product and food industries optimization.

In this organization although there are substructures and potential capacities in the district and also being prepared all mechanism, the agricultural Jihad office has not accessed into its 30- year. Long term aims including using modern technology in the organization, settlement of product quality, general changes in work diversity and variety of product kind.

On the other hand, there is high distance between using sources, finished expenses in inputs, with the outputs or using high resources with low output in quantity and in quantity and in productive statistics with standard minimum conditions.

Lack of welcoming in coordination with the world changes on behalf of staffs toward development and also the dependence of the organization for the progress to the water sources, and being low the water sources in Zayandehrood district made the researcher to probe the problem in subgroup of organization improvement such as rewards, leadership method, useful mechanisms and attitude toward the changes and human factors and also to express it. Whereas the district workers rely on the traditional methods and necessity to change the workers attitude is one of most fundamental matters in starting the main changes,

the attention of this paper to the above matter is so important.

So Sapphics (known philosopher in 400 B.C.) said that "change" is a sharp knife and the blade which no one can escape of it, but this transforming factor must be given to the skillful, experienced and aware surgeons to treat successfully through using it in the suitable chances."

The management improvement plans are presented to remove some problem including lack of making familiar with the policies and higher management philosophy of the organization, lack of having some guardianship skills with being low effectiveness.

So the aims of management improvement plans are including the improvement of conception, the increase of guardianship skills, changes in attitude and thought way, improvement in abilities such as making decision in the managers and the correction of the evaluation methods.

### Research methodology:

The descriptive study research method is of the surveying kind.

The necessary data and information was collected via wise board standard questionnaire of organization improvement including 35 questions as per 7<sup>th</sup>scale.

The special information was studied and analyzed via software Amos 21 and 19 Spss through descriptive statistics coverage, standard deviation, variance, frequency distribution and percentage) and inference statistics (structural equations test, test with two independent groups, one-way variance analysis test, 2-key test, pair comparison test and ANOVA test).

To evaluate the structural equations, covariance test, standard

regression, direct and indirect model design, model confirmation and analysis of its way was used.

To process the model, some cases with the most skewed and intensity were removed from the structural model, and were added to the model when the model appropriateness (fitness) was decreased.

The statistical population of this research around 3400 person, including workers in Farming –green housing , animal breeding and bee-breeding which were active during 2012-2013 years, were received the questionnaire.

The studied sample including 400 people was selected in simple random, which 390 questionnaire out of it were returned.

#### Statistical analysis:

#### First hypotheses: the organization aims are effective on efficiency/productivity

The comparison of the computed variance amount by the second model (which was 0.003) , was determined lower than the first model (which was 0.3).

This matter proved that the descriptive power of effectiveness in the first model on the optimization is more than the second model. Regarding the regression test, the computed meaningful level in 0.05 error level was meaningful in the participating and understanding the aim component and had the effective relation with optimization, but no meaningful effect was seen in other cases. Concerning B-coefficient in viewpoint of the workers, participating component in making decision has had the most dependence and importance in the determination of the individual and organizational aims.

After this statement, the working division component had the most dependence and effects on its depended variance.

Regarding the workers opinions in the understanding component of aims with standard regression (-0.158) in statement 15, it means that this component has the least dependence with the depended variance related the understanding component of aims with the optimization.

Among components of this model, work and understanding division component of the aims had the most mutual effectiveness on each other.

Therefore the results of the hypothesis show that a series of aims are dictated to the workers in any period but the final aim was not clear and most of workers were confused. So aims in understanding component in viewpoint of workers had had the least positive and dependence relation with the optimization.

The organization aims didn't show any positive and meaningful relation in relation with the effect of the organization aims on the attitude toward change and consequently the increase of optimization.

It means that the organization's aims for changing the workers attitude and consequently for increasing the optimization haven't been effective.

Because work division component and understanding of aims have the most mutual effectiveness on each other, the organization in relation with its structures must pay attention more.

#### The second hypotheses: the organizational structures have the effect on the optimization.

The comparison of the variance amount computed by the second model (which was 1018) was determined less than the first model (which was 0.024). This matter showed that the descriptive power of the effectiveness of the first model on the optimization was more than the second model. Regarding regression test, the meaningful level computed in the error level (0.05) in guardianship ideas has been meaningful and had the effective

relation with the optimization and no meaningful effect was seen in other cases.

Regarding B-coefficient on viewpoint of workers, the guardianship ideas component with amount of 0.15 has had the most effect and importance in the determination of the suitable structure.

After this element, the familiarly component with new methods in viewpoint of workers had had the most effect and importance the determination of the suitable structure.

Concerning B-coefficient, workers ideas about progression chance element with standard regression (-0.167) in 5 statement mean that this component had the least dependence with the variance dependent on the optimization.

Among component, units overlapping component and working division had the most mutual effectiveness with making familiar component with modern methods.

As a result of this theory, it is said that progression chance component is not considered as the important and effectiveness factor to improve the optimization.

The structure of the organization didn't show the positive and meaningful relation in relation with the effect of organization structure on the attitude toward the change and consequently the optimization increase.

It means that the structure of organization for changing workers attitude and for increasing the optimization hasn't been effective.

Because among component, units overlapping component and work division logic have had the most mutual effectiveness with making familiar component with modern methods, the organization must have the maximum supervision and protection.

#### Third hypotheses: the interrelations have influence on productivity:

The companion of variance size computed by the second model (which was 0.15) was determined lower than the first model (which was 0.17). This matter indicated that it descriptive power of effectiveness in the first model on the productivity is more than the second model.

The relations with group component had the meaningful and positive relation correspondent to its dependent variance in the productivity. In other cases, no meaningful relation was seen.

Regarding B-coefficient table in statements 11 was more than the other statements. It means that the group intellectual agreement component has had the most dependence and effectiveness on productivity in its dependent variance. The second effective factor is the relation with direct head component in view point of workers which has had the most effect and dependence on the productivity in its dependent variance. The findings of the research demonstrated that the workers ideas in group relations component with standard regression (-0.186) mean that this component had the least dependence with the variance dependent with the productivity. As a result, it is said that the group relations component were not considered as an important and effectiveness factor for the improvement of productivity.

Regarding table (7-4) and B-coefficient (18-4), most of workers didn't have a good relation with their experts and heads and also the relations which are necessary to perform the task are not clear obviously. Only (12 of all workers were in harmony and compatible with their head and master.

Only 9 percentage of the workers believed that their managers pooled about their problems and 88 percent. Believed that the managers and masters discussed less about their problems and 3 percent didn't have any opinion or idea toward this subject.

82 percent of the workers believed that they were not familiar with inter-group relations protective, productive and staff relations and less support were executed on behalf of the organization. So the organization relations about the effect of organization structure on the attitude to the change and as a result the increase of productivity didn't demonstrate any meaningful and positive relation. It means that the organization relation have not been effective to change the workers attitude and consequently to increase productivity.

#### **Forth theory: the organization rewards have influence on the productivity:**

**According to this** table, the dependent variable was positively related to rewards. The comparison of the variance amount computed by the first model (which was 0.21) was determined less than the second model (which was 0.28). This matter demonstrated that the descriptive power of the effectiveness in the second model on the productivity has been more than the first model.

As per table the promotion chance, job conformity and attaining the conditions components, there was a meaningful relation with productivity.

Regarding workers opinions about attaining the job's conditions component with standard regression (0.19) in statements 26, it means that the justice salary component and attaining the job's conditions have been effective and proportion with the organizational rewards and it has had the most dependence with attitude variance toward change and productivity.

Consequently it is said that the organization has acted effectively in these two components. Because the organization rewards didn't indicate positive and meaningful relation with productivity indirectly with attitude to the change, the least dependence on the dependent variance related to the retaining job conditions with productivity was seen.

As a result it is said that a series of jobs in any period are defined but the practical association of the masters with workers doesn't have permanency and most of personnel haven't been engaged in work. In other words, the skills necessary to make new project and structure haven't given to the workers.

That's why attaining job conditions component of the organization has had the least positive and dependent relation with productivity on view point of workers.

Regarding that B coefficient has been more than rest of statement in wage & payment criteria and has the most meaningful and effective relation with the productivity. So supporting from the insurance boxes and generating supportive boxes is a suitable solution for generating project and promoting productivity and consequently more incomes of the workers.

#### **Fifth hypotheses: leadership methods have influence on the productivity:**

The comparison of variance amount computed by first model (which was 0.26) was determined more than the second model (which was 0.005). this indicated that the descriptive power of effectiveness in the first model on the productivity has been more than the second model.

The leadership manners component had the meaningful and positive relation with productivity in its independent variance and no meaningful relation was seen in the other components.

Regarding B-coefficients, the workers opinions were more in statement 3 than the other statements.

It means that understanding leader's attempt component in view point of the workers has the most dependence and effect on the productivity in its dependent variance. The second effective factor was the leader's influence component which had the most independent and effect on the productivity in its independent variance.

The result of the research demonstrates that the workers opinions in the leader manner component with standard regression (-0.193) mean that this component has the least dependence with the variance dependent with the productivity.

Consequently it is said that the leadership manner component hasn't been specified the important and effectiveness to improve the productivity in the viewpoint of the productivity.

Generally the leadership manner of the organization didn't indicate the meaningful and positive relation directly with the productivity. Regarding the test percentage, the Frequency ratio of the persons who criticize from the organization leadership manner was very high and almost more than 80 percentage.

The status of the organization leader to the progression and promotion hasn't been meaningful and effective in viewpoint of the workers.

#### **Sixth hypotheses: the useful mechanisms have the influence on the productivity.**

**According to this** table, the dependent variable was not positively related mechanism. The comparison of the variance amount computed by the first model (which was 0.33) was determined less than the second model (which was 0.76). This matter indicated that the descriptive power of the effectiveness on the productivity was more in the second model that the first model.

The access to the needed information component and sufficient mechanisms had the positive and meaningful relation with the productivity. In other cases, no meaningful relation was seen with productivity. Regarding B-coefficient, the component of the sufficient mechanisms and controlling & planning attempts had the highest dependence with its dependent variance.

On the other word, the informative sufficient mechanisms and controlling & Planning attempts with the workers, had the highest effectiveness relation with the productivity.

In view point of the workers, the information accessibly can have the effective and positive role on the function. Regarding the workers' opinions in the working division component which was equal to standard regression of 0.700, it means that this component has the least dependence with the variance dependent with the productivity. Consequently it is said that flexible working division component hasn't been specified the important and effective to improve productivity in viewpoint of the workers.

The world modern technology and working division mechanisms along with customer satisfying mechanisms and designing the long and short term aims consisting with the individual and organizational aims become making design more easily.

If all selections are made in the frame of a strategic frame, the strategy frame of the organization future will be specified and give sure to the problem-solution and strategic decision. The above mechanisms are combined with the useful mechanisms and suitable using the human power; increasing the communications component, leadership manner; changing the organization individuals' attitude, with the component of suitable structures in the theories are in contrast with each other. And surely they will lead to increase the productivity.

#### **Seventh hypotheses: attitude to the change has the influence on the productivity.**

**According to this** table, the dependent variable was not positively related to attitude change. The comparison of variance value computed by the first model (which was 0.10) was determined less than the second model. It indicated that the descriptive power of effectiveness on the productivity was more in the second model than the first model. Concerning the table, in any components, no meaningful relation with its dependent variance was seen. The critics' value out of the result 1.96 didn't demonstrate a meaningful route. The change-generation

competence component also had the most dependence with its dependent variance.

Therefore the results of this theory indicate that the organization has acted more effective in this component, but it hasn't acted effective in the change-welcome organization component.

Concerning that %8 believe the organization has no ability in

making change, so the result is that in the studied organization no written and issued plan to settle the change was seen. Therefore this organization doesn't have any a planned system to change the workers attitude. So in this organization, attitude to change the organization change, in viewpoint of the worker, has no positive and meaningful relation with the productivity.

**Table of results**

Variable	Components	P (acceptable relation) Components	Maximum (B) relevant with Dependent variable	covariance relation between Components	Result of indirect model exam*p*(meaningful relation)	B-coefficient of indirect model
<b>Aims</b>	Collaboration, Under-standing goals	.05,006	Collaboration (.19)	collaboration, sharing work	.12	maximum amount
<b>Structure</b>	Idea responsible	.05	Idea responsible (.15)	guardianship idea, familiarity with new methods	.07	
<b>Communication</b>	Group relations	.01	Individual relations (.9)	being intellectually agree, and relation with group and component of organizational priorities	.63	maximum amount
<b>Reward</b>	promoting opportunities, qualifying conditions	*** ***, Hidden(.16)	pay (.82)	maximum amount with dependent variable	.78	
<b>Leadership</b>	guardianship manner	.01	Leadership efforts (.9)	guardianship manner, perception of leader's effort	.09	
<b>Mechanisms</b>	Access to necessary information, adequate mechanisms	Hidden (-.27)***,***	Vtlashhay adequate planning and control mechanisms (88.), (85.)	maximum amount with dependent variable	.76	
<b>attitude on the change</b>	The ability to change	Hidden,-.13	The ability to change (89.)	maximum amount with dependent variable	.08	

**Discussion and Results**

Regarding that more than %80 workers agreed with the effective role of the expression of the organizational and individual aims in the establishing of the organizational and individual aims, therefore to express a Productivity pattern, the organization's and individual's specified aims must be coordinated. And take the steps in a common path.

Necessary factor in this matter is to associate the majority of workers in making decisions.

Concerning that the organization is aware of new trends and policies, the test result indicated that except relation with group component, the organization has acted poorly in other relative methods components, and majority of workers declared that managers and directors discuss less about their problems. In the second model, in standard regression, individual relation component and also harmony with director component had the most meaningful and positive relation with its dependent variance with the Productivity.

It means that whatever the organization pays attention more to its relations to these components, it will be successful more in accessing to the higher Productivity.

Regarding this fact that the workers are aware of the sufficient mechanisms role, so the access to the information important component and its prominent role in promoting the aims is less, and it is recommended that the direct managers or mediator directors hold the facing meetings more than before to understand the problems more and also the master's ideas put easily in access of the workers.

Considering the meaningful relation between the planning con-

trolled by the Productivity, the more revision has been done in the planning and it was recommended to design the flexible and organic structure for promoting the organization in order to generate the new chances.

The structures must be designed so that they can complete their work and can't be separate from each other. They have to execute their process in the lower costs and time to complete the result.

The individuals must be given necessary chance and support to promote and progress concerning the work interest of some workers in different fields of work.

Regarding the co-variance and correlation relation between total effective independent variances over the Productivity, the most mutual effectiveness and dependence was seen among leadership, reward, aims and the organizational structure

Whenever the leadership manner is coordinating with the individual aims, the more product level and more income are gained by the workers.

As the results of weight regression test ad frequency ratio in respond to change-welcome organization form %11 of the population, %80 believe that the organization has no ability to change, and also no written and issued plan is observed to settle the change, therefore, this organization doesn't have any planned system to change the workers' attitude.

As a result in relation to this important component, the organization must put the more and useful planning in its work order.

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