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**FACULTY OF AGRICULTURE AND RURAL DEVELOPMENT
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THE ANALYSIS OF TWO FACTORS IN DECISION EXECUTION

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INTRODUCTION, RESEARCH AIMS

Managements is a complex, complicated activity, which includes a number of sub-functions. Theoretically, these sub-functions can be clearly distinguished and differentiated.

However, in the manager's work sub-functions are not separable as the manager carries out various tasks simultaneously, e.g. while communicating the manager may carry out supervision as well. The management process means the logical combination of management functions, which might be realised according to professional aspects. Management functions are communication, information, planning, decision making, decision execution, disposition, organization, and supervision. Central in management functions is decision making. Tasks, preceding decision making are elements of decision preparation, while the ones coming afterwards are sub-functions of decision execution. These sub-functions are disposition, organisation and supervision. The dissertation deals with two of the less extensively discussed factors of decision execution: disposition and supervision.

Decision making is considered to be the most important element of management process. Literature discusses wide range of theories and methods related to this factor. By contrast the functions related to decision execution have been examined to a lesser extent and depth; the related literature is insufficient or partial. The importance of decision-execution is not questioned, as each decision is worth as much as it is realised.

Hundreds of years ago Shakespeare already mentioned that it was not enough to make decisions – that is being aware of what would be right to do – but decisions must be realised. Especially nowadays in this accelerated world, where the environment is diversified and is changing especially dynamically, the realisation of decisions, the quickness of realisation, and its efficiency are significant issues. In management even more importance is attributed to disposition, organisation and supervision: disposition, whose

aim is issuing the measures related to decision execution; organisation, whose function is rendering resources to one another and to operate processes; supervision, which aims at harmonising decision-execution with the actual content of the decision.

These factors altogether led to realising the importance of this topic.

In the course of my work I realised several times that the place and role of disposition and supervision are not clarified in the management process. Disposition in itself has a double-interpretation: on the one hand it means task-execution, on the other hand it also covers decision-execution. It is also very categorical to rank supervision among the management functions since task-systems interpret supervision as the last element of management process. Nevertheless, according to my experience supervision is present in each element of the management process and can be related to each function of management responsibility.

In my research I endeavoured to examine these less discovered fields of management process, to clarify the procedure, the method, and the role fulfilled in management.

The research was based on the following assumptions:

- According to the analysis of the questionnaire survey about the management activities conclusions can be made regarding decision-making tasks i.e. disposition, organisation and supervision
- It was assumed that managers – on the basis of their activities and experience – managers are able to evaluate realistically the factors presented in the questionnaire and that the scale ranging from 1 to 5 is sufficient to express their preferences precisely
- As I assumed , the characteristics of the enterprises, the organisational form, the size all influence the process of decision-execution: disposition, organisation and supervision.
- It was also thought that the personal characteristics of the managers – rank in the management hierarchy, sex, age, education – also influence the way they evaluate the examined factors of management.
- I assumed that the relevance of the evaluation for the future and the past would be different, and on this basis conclusions can be made about the future role of the examined factors

- Based on the analytical approach to the relevant literature I started from the fact that in different situations managers apply different forms of disposition, whose efficiency will be different.

The aim of the dissertation was to reveal the place and role of basic decision-execution functions in the management process by elaborating on literature, studying theoretical approaches, and carrying out examinations of my own.

The dissertation was also targeted at presenting such relationships that appear in the course of realising management function in the managers' activity. According to my findings such conclusions can be made that contribute to the clarification of the role of disposition, organisation and supervision, getting to know their methods and clarification of their relationship to the management process.

Furthermore, I aimed to formulate such conclusions that help to develop the disposition and supervision methods in organisations in agriculture and food processing in order to increase their efficiency.

In the interest of these aims I examined the application rate of disposition forms (written, oral) and methods (command, order, commission) and the way managers evaluate them. I also conducted research on the relationship of situations, disposition forms and methods, moreover the connections and mutual effect of supervision and disposition were also examined.

I wished to reveal rate of supervision methods applied presently and the way managers evaluate them on the basis of their efficiency.

The aspects of research covered in the dissertation were:

- The way managers judge the role of particular functions in decision execution;
- The way managers evaluate the disposition forms according to their efficiency;
- What managers think about the efficiency of disposition forms in different situations;
- The way managers judge the efficiency of communication in the supervision activity, to what extent do particular factors support decision-execution;
- The extent the style of the manager influence the supervision activity;
- The way supervision schemes influence the efficiency of employees;
- The way factors influence the efficiency of supervision;
- The manner managers evaluate the supervision methods according to efficiency;

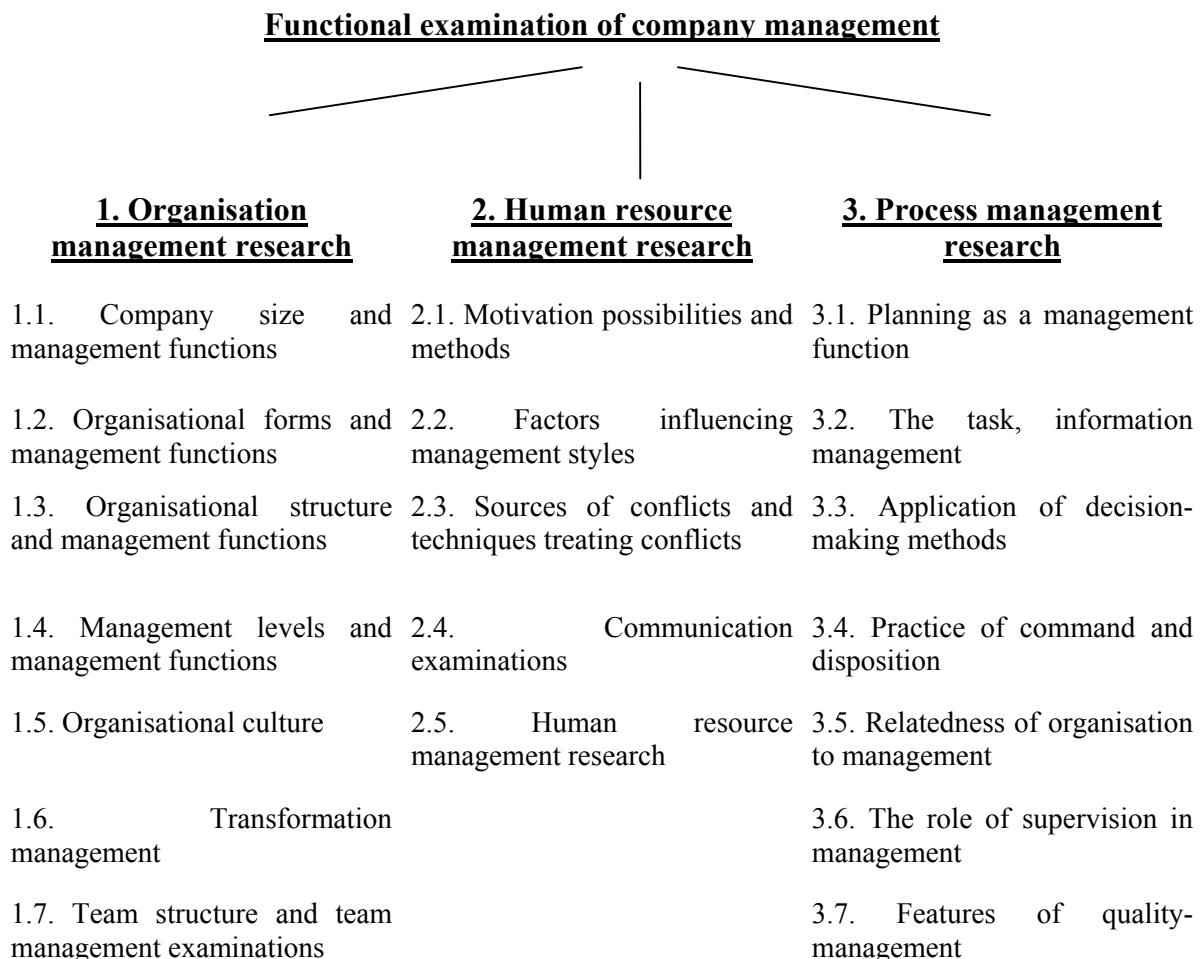
- The way managers rank factors of supervision, the written and verbal disposition forms, and the importance attributed to evaluation methods selected in the course of supervision.

REASERCH METHODS

My research was conducted in the framework of the “Functional examination of the company management” research program (BERDE, 2000) elaborated by the Department of Management Science, Debrecen University, Centre of Agricultural Science. My topic is connected to the topic of the “role of supervision in management” and “examination practice of command and disposition practice” within the sub-program aimed at process management examinations.

The topic and sub-topic based structure of the research program according to Figure 1.

Figure 1.: The structure of the research program



Source: Berde (2000): The functional examination of company management.

A characteristic of the research is that the research fields are built from sub-topics in a modular form. This makes it possible to expand the research fields, in order that research findings be built in continuously.

Further advantage of this structure is that it conditions the annual summarizing and assessing of research outcomes. Summing up the research outcomes collected for years must be carried out in every 3-5 years, this way the problems emerging meanwhile is revealed and the change in problems of management in time becomes detectable.

The method is functional because it sets out from the management functions; empirical as it is based on management experience, and modular as the programs are built upon one another. Figure 1. shows that management research embraces three larger fields: organisation management research, human resource management research, and process management research. The topic chosen for my research belongs to the process management research and falls in the field “examination of practice of command and disposition”.

There are three sources of empirical data in the research program:

- General information sheet for the organisations
- Information sheet for the interviewees
- Questionnaire for the manager interviews

The general information sheet for organisations served the collection of information on the organisational form, the year of foundation, number of employees, the location of the company seat, the population of the settlement, income of the company, the distribution of the income among activities (agricultural production, food processing other activities) in the company.

The interviewees' information sheet contained data relevant for the person the interview was conducted with. Accordingly, it contained information about the interviewed people's sex, age, occupation, general working experience, working experience in management, educational achievements, the number of employees under direct control, which were all systematically analysed in the study.

The questionnaires for the manager interviews were completed according to the to-be-examined sub-topics of the dissertation. The managers were asked to evaluate the number of issues mentioned in the questionnaire on a scale ranging from 1 to 5, where 1 stood for the worst, not sufficient, 2 for satisfactory, 3 for mediocre, 4 for the acceptable while 5 for the best, excellent qualification. 0 qualification was to be given if the interviewee was not

experienced in the issue discussed or the method or process was not in use at his/her organisation.

The interviewees were free to qualify. In the questionnaires qualification of the listed issues was conducted according to the present judgement and also to the future expectations. The data were generated from the information gained from the questionnaires, the general information sheet for the organisations and the interviewees.

In the frequency-test of the application of oral and written disposition methods the managers were asked to choose from seven categories: 1: several times a day; 2: once a day; 3: in 2-3 days; 4: every week; 5: in every two weeks; 6: every month; 7: less frequently.

The questionnaire was prepared in 2003, were finalised in 2004, and completed by the managers in 2004-2005. The questionnaires were completed in personal interviews conducted by the author and other questioners and were also sent and returned by mail. Gaining data from the questionnaires started in 2004. This research method can be considered as a closed system method as the criteria of analysis were to be qualified according to the given five grades (on the scale from 1 to 5), and the qualification was carried out by the interviewees themselves.

Figure 2. shows the layout of the manager interview. As shown the interview was offered several options as alternative answers to the question and these answers could be given for the present situation and for the future as well.

Figure 2. Manager interview on to what extent the style of the manager influences the supervision activity

6) Válaszában 1-től 5-ig minősítse, hogy az ellenőrzési tevékenységet milyen mértékben befolyásolják az ellenőrzést végző személyek vezetési stílusa

Megnevezés	Jelenlegi megítélés	A jövőre vonatkozó vélemény
6.1. Autokratikus (egyszemélyi)		
6.2. Demokratikus		
6.3. Liberális		
6.4. Feladat orientált		
6.5. Kapcsolat orientált		
6.6. Szervezet orientált		

Explanation: autarchic, democratic, liberal, task-oriented, connection-oriented, organisation-oriented

According to the rate of organisational forms in the North-Plain Region – given by the Central Statistical Office – information sheets and questionnaires were sent out to 750 potential interviewees from which 509 were returned. Considering professional criteria 400 of these were included in the analysis.

In the application of the questionnaire survey method and in the analysis of data gained from the survey I considered the guidelines given by BABBIE (1998) and CSEH – SZOMBATI – FERGE (1971).

The interview consisted of a general information sheet and the 13 questionnaire sheets. After checking the formalities of the questionnaires coding of the information was completed. After computerised data analysis a table presenting the research findings was edited.

The data gained from the 400-piece sample of interviews can be qualified in the most compact way by their averaging and by any of their standard deviation values. The analysis of the interviews was based on the mathematical data analysis. The sample was classified in order to gain homogenised groups by particular types of data. Classification criteria were e.g. the age and education of the managers, the organisational form and size of the companies.

The information gained by statistical methods precisely characterises the sample examined. In the course of sampling I aimed at gaining a sample from which conclusions best indicating reality can be made.

In my scientific research from the non-random sampling methods I chose selection by quota. The N-element multitude consists of $n_1, n_2, \dots, n_k$ components by the k -version of the to-be examined criteria, where the distribution of particular elements $g_1, g_2, \dots, g_k$, that is for $i = 1, \dots, k$ $g_i = \frac{n_i}{N}$ and $\sum_{i=1}^k g_i = 1$.

From the multitude I gain an M-element sample, if in the case of discrete multitude from the part by the i . criterion version I select $[g_i \cdot M]$ elements.

In the course of the procedure I gave the composition of the sample to the questioner persons in advance, but the selection of particular sample elements happened by chance. The disadvantage of the method is that it does not guarantee a real random selection (HUNYADI et al., 2001), the advantage is that it does not require an address list.

The sample multitude was examined in an inductive way, as I intended to refer the gained outcomes to targeted multitude. The significance analysis was conducted by using the SPSS 13.0 software.

The program calculated the average of the differences between the variables, their deviation and – according to the calculated value of t – it produced the significance standard of the difference between the variables.

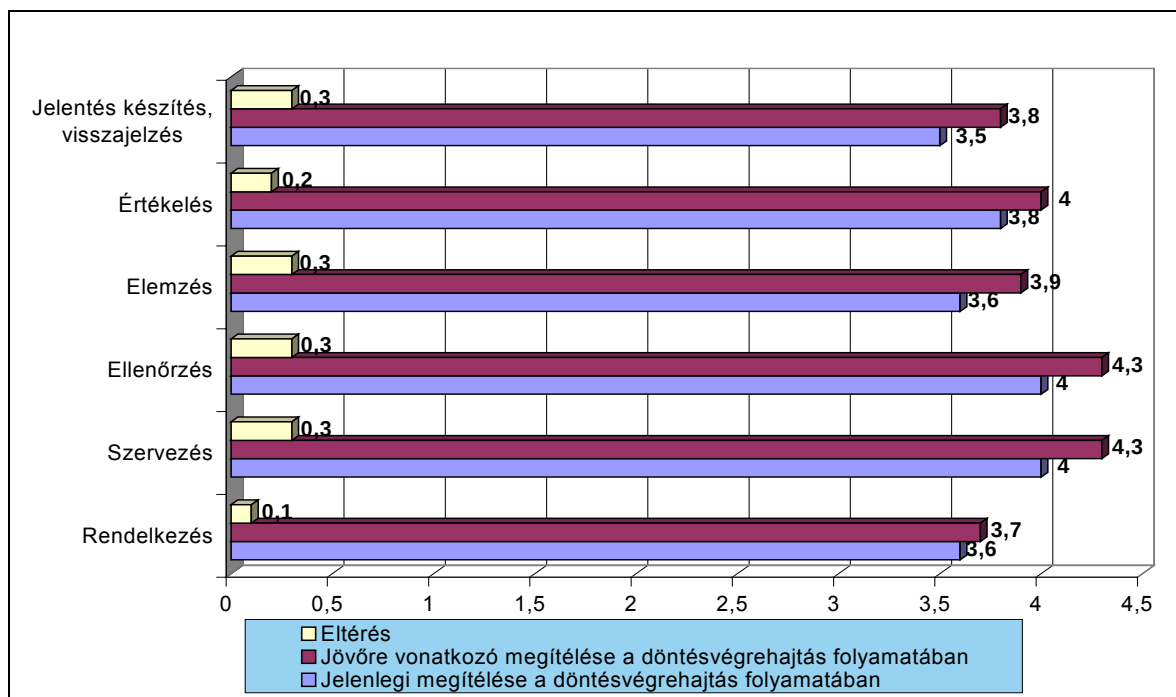
The differences of the research outcomes by the sex of the managers were analysed by a double-sample T-test.

RESEARCH FINDINGS

On the basis of the research findings the following conclusions were made:

Examining the tasks of decision execution I found that from among the management tasks in decision execution the greatest importance was attributed to supervision, organisation, and evaluation by the managers in the survey. Supervision and evaluation are related tasks of the decision execution process. Supervision is an activity aiming at finding out the regularity and expedience of the implementation and at seeing if the decision was realised. Evaluation covers the comparison of information on decision implementation – which was collected in the process of supervision – with the aims of the decision. According to my results, besides organisation, the decisive management tasks of decision execution are the two factors of supervision. The various group-specific analyses practically led to the same results. Disposition turned out to be the least influential factor in the success of decision execution.

Figure 3.: The role of the examined tasks in decision execution

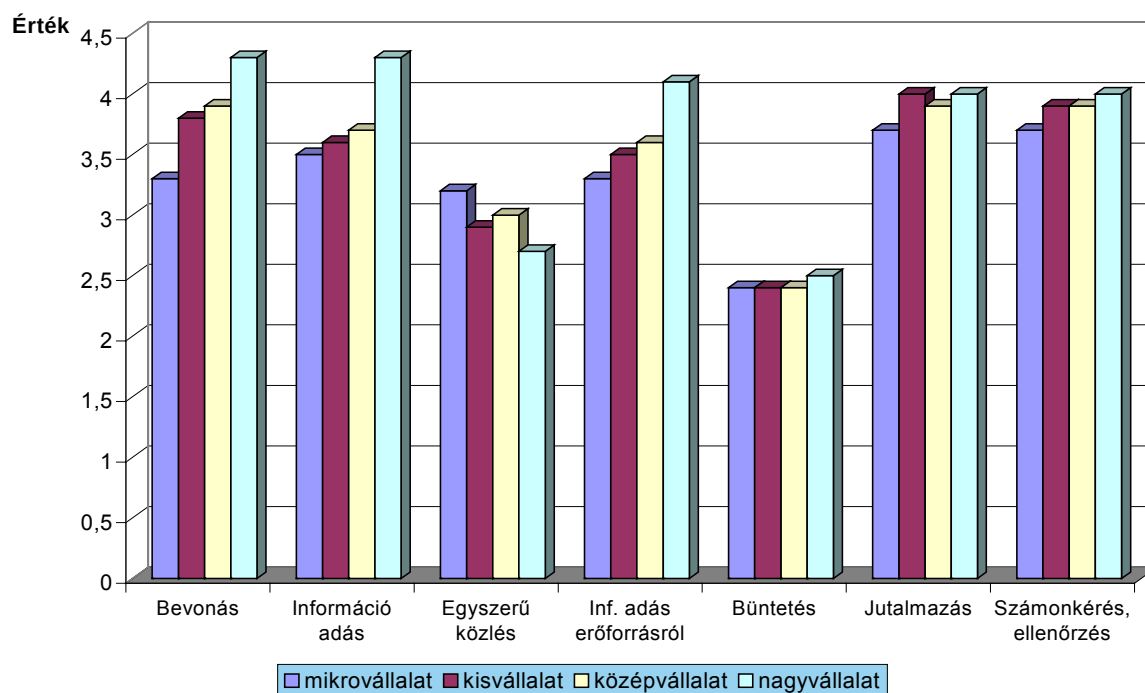


Explanation: making reports - feedback; evaluation, analysis, supervision, organisation, disposition

Source: research findings (2003-2005)

I found close relationship between decision execution and decision preparation. The managers participating in the survey after rewarding ranked “inclusion in the decision preparation” and “providing information on the preliminaries of decision making” as the second most important factors supporting decision execution. According to the results the fact that the members of the organisation (the ones executing the decisions) are involved in decision preparation and the that they have information on the circumstances of decision making are among the most efficient factors of decision execution. Involvement and being informed make the employee feel part of decision making, which – in the case of the workers – is not only the question of trust but also the means of motivation. These altogether help to improve the efficiency of decision execution. The conclusion is that the greater the involvement of the employees in the preparation of the decision making and the more informed the organisation members are, the more effective and successful the decision implementation may be. According to the findings of the research, supervision proved to be important not only as a management task, but as a factor supporting decision execution and was qualified as one of the most effective management task.

Figure 4.: The evaluation of factors supporting decision execution by the size of the organisations.

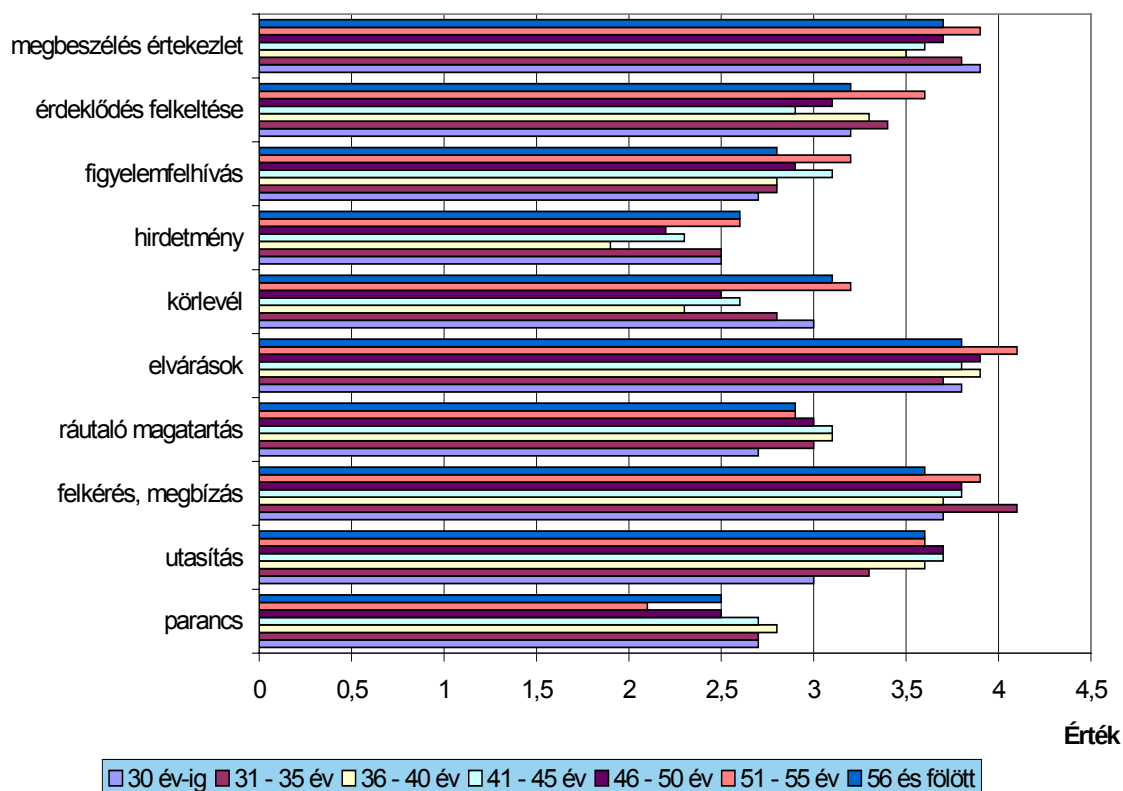


Explanation: involvement in decision preparation, provision of information, simple communication, giving information on resources, retribution, rewarding, calling to account – supervision

Source: research findings (2003-2005)

According to the examination of the disposition forms it can be stated that the interviewees of the survey judged the wording of expectations, requesting, commission and discussion-meeting – the democratic forms – as more successful than others. They evaluated autarchic dispositions, orders, especially command as much less efficient. The least successful forms are the forms of advertisement such as circular note, announcements. The results of the group specific examinations are in line with the general conclusions. I assume managers in different situations use different disposition forms depending on the circumstances. Accordingly, the forms listed as choices in the questionnaire are judged as more successful or less efficient according to the situation. However, the research results show that the different situations do not influence fundamentally the judgement of disposition forms in general. The more autarchic disposition forms are ranked as more efficient only in the decision execution and supervising. In all other situations the democratic forms were qualified as more effective.

Figure 5.: The analysis of the qualification of disposition forms by the age of managers



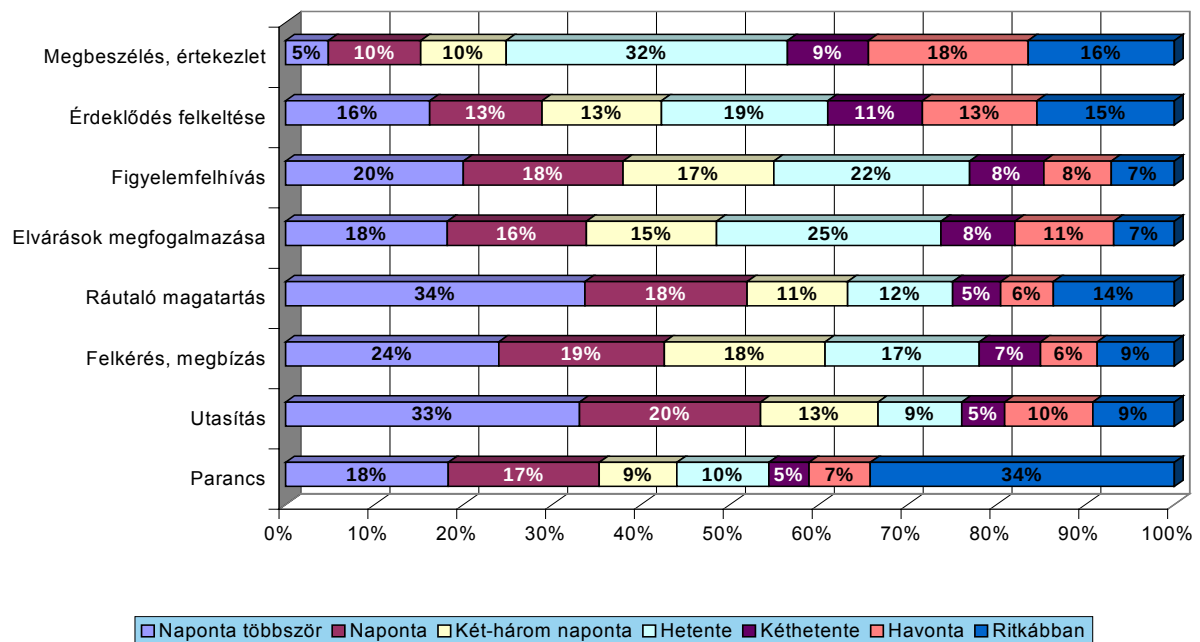
Explanation: discussion, raising interest, calling attention, written announcements, circular letter, suggestive behaviour, commission, command, order

Source: research findings (2003-2005)

By examining the frequency of verbal and written forms of dispositions I aimed at finding out the ways communication is realised in the examined organisations. In accordance with the literature I examined the applied disposition forms as written or oral. Nevertheless, it turned out in the course of research that this division would not give possibility for grouping all the listed disposition forms. In my view in the case of dispositions the application of three communication forms can be interpreted: written, verbal and non-verbal. Non-verbal dispositions include indicative behaviour and setting examples. The findings of the research proved that this is one of the most frequently used and most successful forms.

Having examined judgement of verbal dispositions I concluded that managers use both orders and discussion in their everyday work but the more autarchic command is also present. This form is characterised with less frequency. Written forms of disposition are less frequently used than the verbal forms. In everyday use written forms are rare managers prefer using this form occasionally.

Figure 6.: The frequency of oral disposition methods

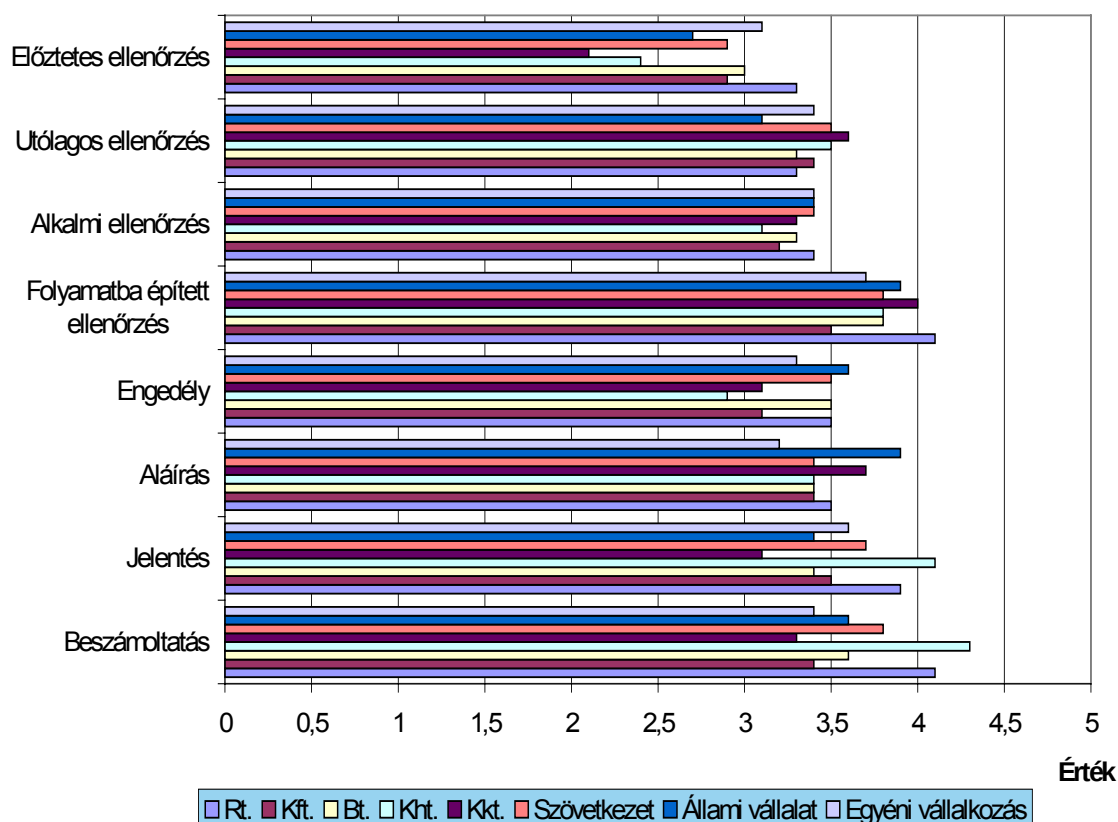


Explanation: discussion, raising interest, calling attention, written announcements, circular letter, suggestive behaviour, commission, command, order

Source: research findings (2003-2005)

The assessment of the methods of supervision shows that managers find process in-built supervision, accounting and reports as the most important forms. In contrast with my assumptions preliminary supervision was found the least efficient method. Preliminary supervision as a preventive method may have a significant role in preventing irregularities and avoiding non-sufficient production and indirectly also in decreasing deficit.

Figure 7.: Qualification of supervision methods by organisation size

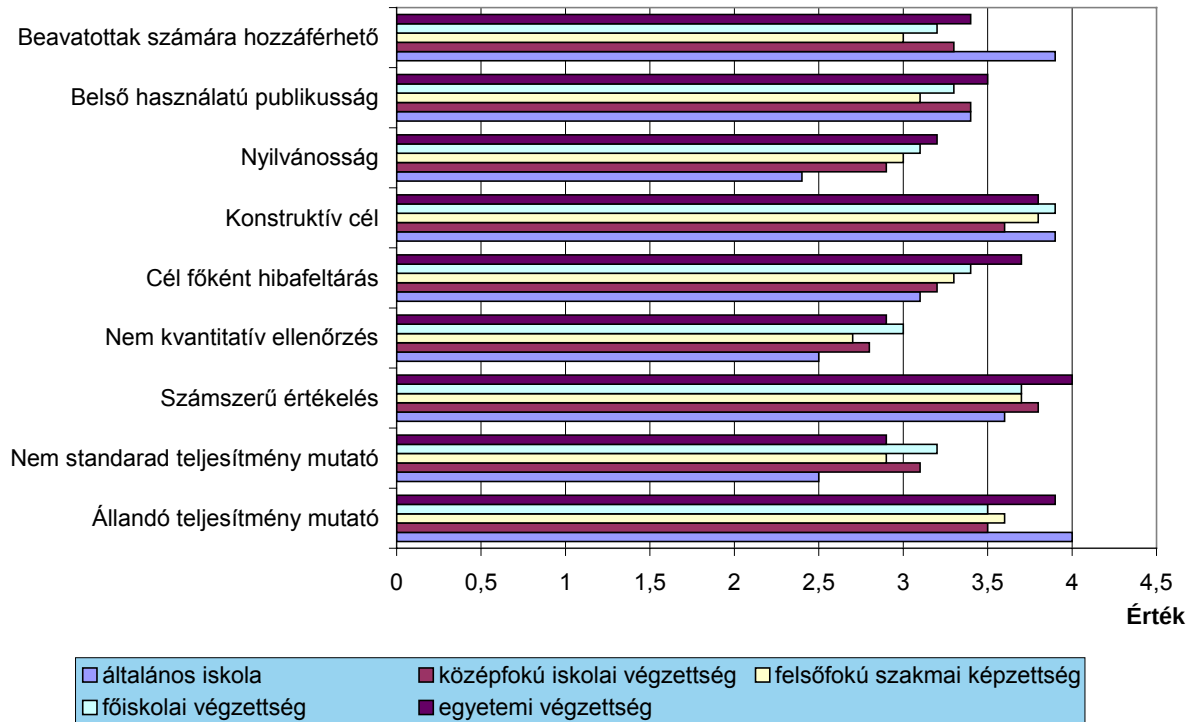


Explanation: preliminary supervision, subsequent supervision, random supervision, process built-in supervision, permission, signing, written and verbal accounting

Source: research findings (2003-2005)

According to the managers of companies of various size there are three factors having significant role among the evaluating methods: permanent performance indicator, the creative aim, and the quantitative evaluation. The least importance was attributed to non-quantitative supervision. It is the youngest and the oldest generations that think high about the evaluation methods and they share the opinion about the non-quantitative methods judging then as the least effective. The managers with better educational background give importance to evaluation methods in general, prioritising the quantitative evaluation, and supervision aiming at the discovery of faults. Complete publicity was ranked behind the internal communication by managers of all levels of education.

Figure 8.: The examination of qualification methods by the education of the managers



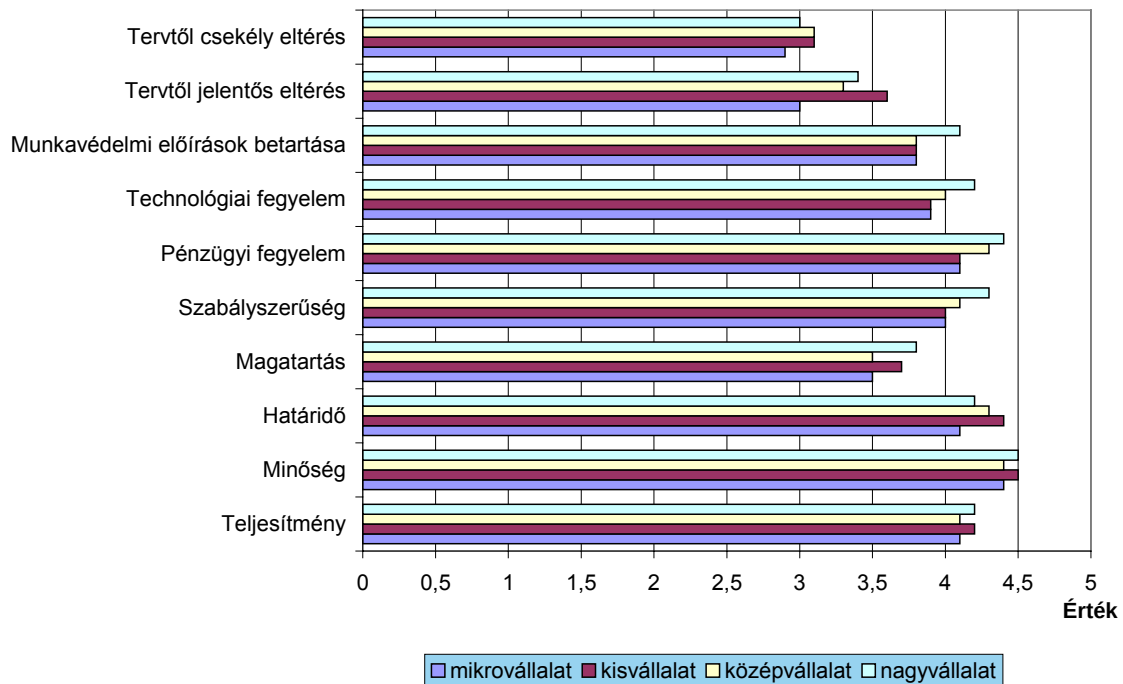
Explanation: initiated, internal use, public, constructive aim, fault revelation, non-quantitative supervision, quantitative supervision, constant and inconstant efficiency indicators

Source: research findings (2003-2005)

According to the managers of companies of various size there are three factors having significant role among the evaluating methods: permanent performance indicator, the creative aim, and the quantitative evaluation. The least importance was attributed to non-quantitative supervision. It is the youngest and the oldest generations that think high about the evaluation methods and they share the opinion about the non-quantitative methods judging then as the least effective. The managers with better educational background give importance to evaluation methods in general, prioritising the quantitative evaluation, and supervision aiming at the discovery of faults. Complete

publicity was ranked behind the internal communication by managers of all levels of education.

Figure 9.: Analysis of supervision factors by the size of organisations



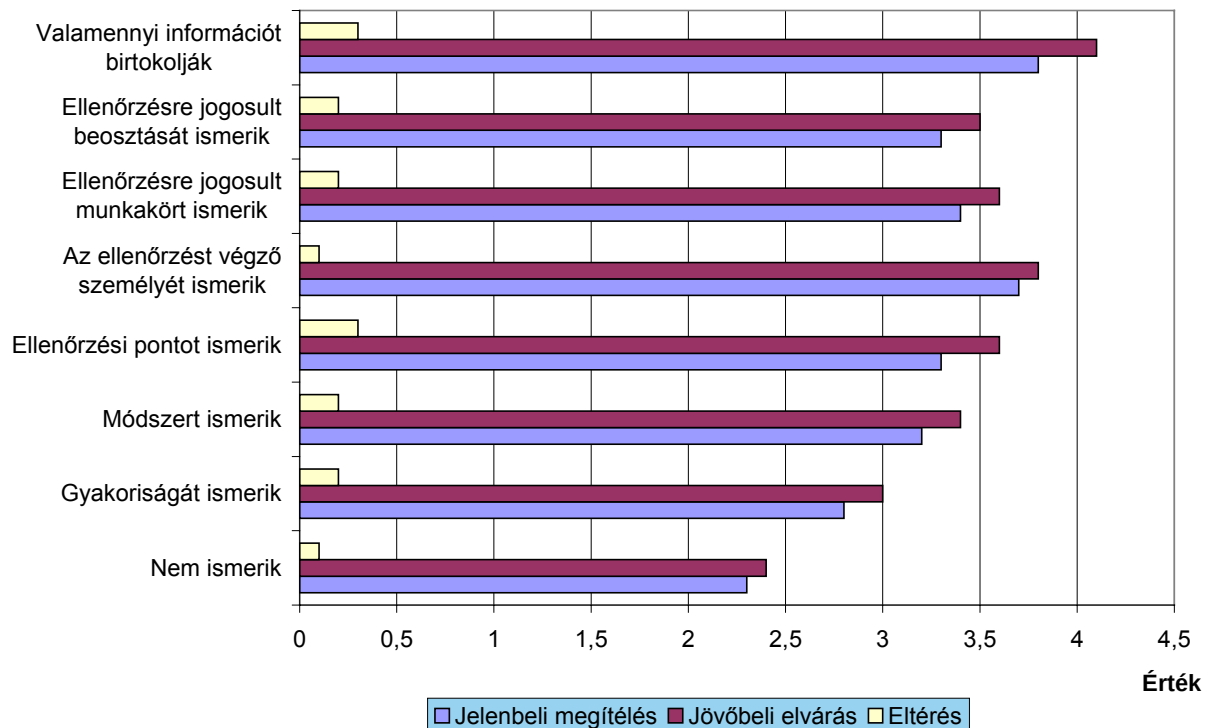
Explanation: scarce difference, significant difference, labour-safety, technology, financial discipline, regularity, behaviour, deadline, quality efficiency.

Source: research findings (2003-2005)

From among the information related to supervision besides the people's being fully informed knowing the person conducting supervision. The managers think if the supervised people know the person, and the occupation, of the supervisor the efficiency to increase productivity is greater. All the other factors seem to be of secondary importance. From these findings I concluded that employees relate supervision to personalities and the norms, expectations, and requirements of the supervisor have greater importance than knowing about the points, aspects methods and frequency of supervision. The success of evaluation – according to my research findings – is the

most determined by positive financial incentives such as pay rise, rewards, bonus. Impact of negative financial incentives have insignificant impacts. The prestige of the manager influence the efficiency of evaluation to a great extent.

Figure 10.: The analysis the impacts of supervision scheme knowledge



Explanation: know all, occupation, scope of activity, person, point, method, frequency, not know

Source: research findings (2003-2005)

NEW SCIENTIFIC ACHIEVEMENTS

- If decision is considered as central in the management process, we can divide management tasks into two groups according to the type of relation to decision. One group contains tasks, which proceed decision i.e. the functions of decision preparation; while the other group concentrates tasks which logically comes after decision execution. These are the tasks of decision execution. According to my

interpretation decision execution is the sum of management tasks related to the decision realisation.

- I concluded that management functions are closely connected as decision preparation, decision, disposition, organisation and supervision influence one another and affect the efficiency of task realisation. Decision execution is a sum of functions targeted at decision realisation in harmony with the decision aim.
- As the result of examining decision execution functions I established that from among the management tasks of decision execution the managers attributed the greatest importance to supervision, organisation, evaluation. Supervision and evaluation are tasks of decision execution.
- I found close relationship between decision execution and decision preparation. According to the findings, the fact that the members of the organisation, the employees became involved in decision preparation, or they have information on the circumstances of decision making are one of the most efficient factors supporting decision execution. It follows from the results that the wider the circle of the initiated from the employees in the process of decision preparation and the more informed the organisation members are, the more efficient and successful decision making can be.
- On the basis of the examinations of the efficiency of disposition forms it can be concluded, that wording of expectations, request, commission, and discussion-meetings i.e. the democratic forms were judged as the most efficient forms by the interviewees. The autarchic dispositions such as command, order were qualified as much less successful. According to the qualification of disposition forms the written announcements and circular letters were judged as the least efficient.
- As I see in case of dispositions there are three communication possibilities: verbal, written, and, non-verbal. Non-verbal dispositions include indicative (suggestive) behaviour, setting examples, gestures, mimicking, body language. The findings of the research proved that indicative (suggestive) behaviour is one of the most frequently used and most successful forms.
- From among the information related to supervision, besides being fully informed as the other most important point “knowing the person conducting supervision” was highlighted. I concluded that employees connect supervision to persons and personalities. The expectations, norms of these people have greater impact on the

efficiency of decision execution than the knowledge of the aspects, methods and frequency of supervision.

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3. Szima M. (2000): The control System of Hungary. Kiem Toan Auditing Review 2000/4. Ha Noi. 42-43. p.
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5. Szima M. (2001): Az új elvárásoknak való megfelelés a Községi Alapok kezelése és ellenőrzése során. Munkaügyi Szemle 2001/12. Budapest. 38-41. p.
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