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„Doctoral (Ph.D.) dissertation thesis”

A Study of Expectations in Agricultural Organisations

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“No wind favours him who knows not
what harbour he’s heading for...”
(Seneca)

1. Explaining topic choice

In the past decade the role of human resources has significantly risen in value. Knowledge, experience, and expertise are all forms of capital, part of organizational property and an important strategic resource. From the aspect of the success of a company human resources are no longer one of many cost factors; rather, they carry as much importance as any of the other three basic resources: financial assets, the market, and the methods of production. Thus the issue of the qualities employees who take part in the companies’ value-creating processes possess is not an aspect to be neglected. Recruiting, selecting and persuading suitable employees are parts of the managerial tasks related to human resources management, and the decision made about the selection of human resources will always remain within a manager’s competency. Of paramount importance in the decision is the question of what expectations and norms managers express towards their co-workers, and what qualities are determinant in relation to human resources management.

The important social and economic restructuring of the past few years has fundamentally affected the agro-industry as well. We are witnessing a decrease of company size in the sector. The decrease in size has been accompanied by changes in corporate structure, production structure has been simplified and the number of employees has decreased accordingly. These processes have had a significant impact on human capital as well, making different and greater demands on them. The demand for a new type of management shows up in the agricultural sector, too, accompanied by changes in the demands made on human resources. The role of human resources rises in value. They have to operate more and more expensive machinery and equipment and they have to carry out their work by the book amid increasingly great and rigorous quality regulations.

Managerial expectations and requirements are a less studied field of human resources management (HRM). Countless sources of the literature have been dedicated to the important issues of HRM such as what makes a good manager, or how can we become successful managers. At the time of the change in regime and even for some time following it, this was the issue that management literature dealt with. A particular treatment of human resources management is an approach from the opposite direction, i.e., what requirements

do managers express towards their co-workers? This approach is a field of investigation studied by only a few scholars. With the growing appreciation of the role of human resources this kind of scientific research is expected to grow, and the special literature is likely to be enlarged by the new research results.

There is no well-established method for the study of managerial demands on co-workers, where the definition of demands themselves presents the first difficulty. The literature generally discusses demands on managers themselves, describing what kinds of norms and expectations they have to meet. Thus, the literature always describes the managerial side, whether from the aspect of the subordinates or from that of the top management. Few data are available that study the qualities, skills, and abilities expected of subordinates. No or very little attention has been paid to subordinates from this point of view.

The results of my analysis reveal the issue of how realistic managers are towards their co-workers, i.e., to what extent there is an overlap between their expectations and reality. Based on my results I intend to draw conclusions as to what significance managers attribute to the human factor, what functions and attitudes are characteristic of the human resources management of the present companies, and what changes and demands can be expected in this field. This can be especially important in the food industry, where the changes of the past fifteen years have considerably altered the conditions and possibilities of human resource management. The change in ownership has brought with it a change in managerial mentality and style. From this new status it follows that the position of the managers of today seems more autocratic as have methods, too, expressing their expectations and demands on their employees from this position.

The objective of my research is to reveal the changes in behaviours, attitudes and working conditions. My investigations also encompass an analysis of the circumstances that shape the demands on subordinates. As the Director of the Institute of Adult Education and Distance Education I am in daily contact with the managers of different companies, which offered me the obvious chance to carry out investigations among them into the demands they make on their applicants, their would-be co-workers. The results may point out the direction of in-service training for the already practicing experts as well as help the entry of new graduates into the labour market.

2. The working hypotheses of my research

In the introduction to my thesis I describe the fundamental assumptions that I started out from in the course of my work. These assumptions are relationships and axioms the verification or rejection of which is not an objective of my dissertation's; however, by choosing certain methods of research, e.g. data collection, data processing, and analysis, I accepted these as given.

In my choice of subject matter I started out from the following assumptions:

- The changes in the production pattern and company size had a differentiating effect on the expectations of human resources management, too. As the number of employees decreased, the role of the selection of co-workers grew significantly.
- Managerial demands, i.e., the norms and expectations that managers make on their co-workers – in other words, the criteria of selection- can be defined as a result of the investigation.
- I assumed that, with the help of questionnaire-based interviews, the managerial mentality and scale of values employed in judging the selection and later performance of would-be co-workers will lend itself to intensive study.
- In terms of the selection of co-workers I had the prior assumption that managers make conscious choices from controlled sources when they select their would-be co-workers.
- The personal traits of the co-worker (decency, politeness, discipline, appearance, willingness to work in a team, etc.), previous professional performance, (qualifications, practice, experience, achievements and failures) are important determinants in the process of selection.
- I also hypothesized that managers prefer completely independent subordinates, those who do not need to be controlled or guided, taking the least amount of time away from their other activities.
- In the course of my analyses I started out from the assumption that the personal traits (age, sex, qualifications, and position) of the interviewee influence the judgment of the norms and expectations which I had put forward.
- I believed that the organizational features (type, size, efficiency and profile of the operation) influence the criteria of employee selection and evaluation.
- I assumed that the forms and possibilities of motivation described in the literature differ greatly from the ones applied in my investigation.
- I believed that managers prefer working with the most motivated subordinates.
- I also considered as given the determinant role of communicational forms and ways, assuming great differences between oral and written communication

3. Objectives

The following is a summary of the objectives of my research:

- ☞ In the review of the literature I intended to give a comprehensive picture as to the role of managerial demands, with a view to the peculiarities of the agro-industry.
- ☞ Based on the study and analysis of professional skills it was my objective to determine the professional norms and expectations managers make on their co-workers.
- ☞ In the course of my personality traits analysis I wanted to find an answer to the question to what degree personality traits determine the outcome of the selection of a would-be co-worker and what role his/her human qualities, abilities and skills play in his/her success upon admittance.
- ☞ In my employee selection investigation I analyzed the norms and expectations pertaining to the MERITESI BAZIS on the one hand, and the importance of the information on the previous employment and living conditions of the person to be elected on the other. I also examined the sources managers in the agro-industry tend to turn to in order to fill vacancies and potential new jobs.
- ☞ I also intended to find out to what degree the managers who took part in the research appreciate their co-workers' independence and level of motivation and what other demands they may make on their co-workers' performance.
- ☞ My communication skills analysis examined whether the managers prefer written or oral communication forms.
- ☞ In investigating the importance of motivation, I was trying to find an answer to the question whether there is a limit to motivation and what is regarded as the most appropriate level by the participants of my study.

My ultimate objective was to reveal, on the basis of the review of the literature, the theoretical approach, and my own research, the expectations of the managers of the selected companies in the agro-industry towards their co-workers. I believe that my results, following the examination and analysis of the relationships yielded and the conclusions drawn, can contribute to an efficient solution of the tasks of human resource management.

4. Comprehensive analysis of the literature

After classifying, processing and evaluating the literature sources I came to the summative conclusion that the basic tasks of human resource management are judged in the same way by the authors with some negligible difference in their judgments of some sub-tasks. Based on different aspects and approaches, they stress different fields as determinants. In personnel issues it is the responsibility of managers to test their subordinates' aptitude, thereby utilizing their work expediently as well. It is the manager's job to reconcile differences between the expectations and demands made by scopes of duty and working tasks on the one hand and the knowledge, skills and attitudes of those who carry out the work on the other. The decision will always be made by the managers, i.e. the job of selecting co-workers and evaluating their performance will always remain within managerial competence. However, selection needs to be preceded by an expression of demands. In other words, selection means the identification of the "most suitable" person for the job. Thus, in terms of human resource management a manager's tasks comprise the promotion of the efficient use of man as a special resource, the precise definition of scopes of duty (jobs) and expectations, thus making sure that the right person should be available in the right place at the right time. From the aspect of management, selection of suitable co-workers for a given task, in other words, securing labour, is a pivotal issue in human resources management. Literature data suggest that in an increasing number of companies there seems to be a trend away from the time-honoured method of selecting and securing personnel by recruiting and choosing people to match the demands of well-defined jobs. Today and tomorrow importance will be attached to a person's likely adaptability, ability to change, and suitability to master new tasks and new roles. Selection is based on an expression of the demand made on the employee. In shaping expectations, we should take the tasks to be solved and the work to be carried out as a starting point, although many other factors may intervene.

Expectations describe what employers expect from their employees in return for their payment and the job opportunities, and what employees expect from their employers in return for their work and contribution. Expectations become integrated into industrial relations, determining employee motivation and dedication and influencing employee morale and satisfaction. In relation to expectations some authors speak of a so-called "psychological contract", suggesting that the agreement about expectations exists only in the mind of the people concerned, no concrete agreement has been made about it, its evaluation is primarily emotion-based. Expectations belong to industrial relations which cannot be given a precise definition, nor can they be measured. According to one approach, expectations basically express a combination of the convictions of attitudes between the employee and his/her

employer and an unwritten set thereof. Others think that expectations encompass the convictions pertaining to promises given, received and perceived. In accordance with this, expectations show how an organization and its members interpret promises and their undertaken obligations from the point of view of the two sides of industrial relations, namely, the employer and the employee. Considering the complexity of the topic, my dissertation focuses exclusively on the study of employers' demands on subordinates as addressing all these factors would certainly go beyond the scope of this dissertation.

By managerial demands we mean all the norms and expectations that managers express toward their co-workers and use in their selection and evaluation. In my dissertation I undertake the study and analysis of these expectations. The body of literature I have reviewed discusses several demands on employees. Authors emphasize professional aptitude, motivation, personal traits that match demands, qualifications, independence, efficiency, problem-solving capacity, and communication skills. The above expectations diverge, assuming different kinds of features and personality traits. The literature data, like authors' opinions, are only partly based on results of scientific research.

The changes in the agro-industry have affected the tasks of human resources management as well as the demands on employees. The decrease in the number of employees has led to a rise in the appreciation of human factors and skills. This is especially true in the agricultural sector, where, even with the high technology applied, human labour is still not entirely dispensable and the quality of the work done basically depends on the training and skills of the person carrying out that work. Numerous sources suggest that the number of employees is decreasing in the manufacturing sector including the agricultural sector. Some argue that in the developed countries the percentage of those working in the productive sector rather than in the service sector will soon drop below 20%. This tendency further stresses the importance of human resources.

5. Material and methods of the investigations

My research was based on data collection among managers. I analyzed the managers' value judgments which can influence and shape their expectations and demands on subordinates and co-workers. Accordingly, my analyses are functional in nature because they try to provide an answer to the question what sort of tasks managerial expectations present in the fields of human resources management. On the other hand the research is empirical as it takes corporate data as its starting point, wishing to draw scientifically grounded conclusions through the processing and analysis of those data.

5.1. Preliminaries of the research

The subject matter of my investigations is related to the range of subjects of human resources management within the research structure of “*A functional analysis of corporate management in the agro-industry*” developed by the Department of Management Science of Debrecen University and can be directly integrated into the subject matter of employee selection. *Figure 1.* shows the structure of the research programme.

Figure 1: Research structure

Functional study of corporate management agrárgazdaságban



1. Study of organizational management	2. HRM study	3. Process management study
1.1. Organizational forms and management tasks	2.1. Motivation	3.1. Planning as a managerial task
1.2. Organizational development	2.2. Conflict management	3.2. Decisionmaking
1.3. Organizational communication	2.3. HR planning and organization	3.3. Execution of decisions, rendelkezés
1.4. Information management	2.4. Workforce selection	3.4. Organization
1.5. Organizational culture	2.5. Competence studies	3.5. Logistics management
1.6. Group management	2.6. Performance assessment	3.6. Control
1.7. Study of management structure and hierarchy	2.7. HR development	3.7. Quality management
1.8. Change management	2.8. Career management	3.8. Time management
	2.9. Managerial requirements, norms	

Source: BERDE (2000): A vállalati menedzsment funkcionális vizsgálata a mezőgazdaságban

The research programme has a modular structure. It breaks down corporate management into three main fields of research: “organizational management”, “human resources management” and “process management”. In turn, the main fields of research can be broken down into further topics, sub-, and partial topics depending on the problems examined and the participants of the research. This structure does not only break down the field under examination into more and more concrete and deeper and deeper units but it also makes it possible for the results of the research to be incorporated in the results of the sub-, partial and main topics, which show a hierarchical structure.

My analyses comprised compiling a basic questionnaire and its processing following completion. This was a problematic task because it was difficult to determine the demands themselves made on people but it was even more difficult to research and systematically analyze them. In the course of my interviews with the managers I tried to find out what kinds of demands managers make on their subordinates at different managerial levels and how they evaluate those demands.

5.2. Analysis of questionnaire-based interviews

In my analyses I relied on questionnaire-based interviews and corporate data collection. I carried out the processing of data by partial topics and applied a processing system which made it possible for the results of the partial topics to be collapsed for the analysis of the entire research problem. I used an extendable coding system to collect and evaluate the data. I had developed the numbering and systematization of the data collection sheets and surveys on the basis of this previously developed coding system. The system is under continuous improvement and updating. I used computer programmes (Word, Excel, Power Point, SPSS 10.0) to process and analyze the data.

In the course of preparing the questionnaire I compiled a separate question for every problem investigated (*Appendix 1.*). The questionnaire is guided and closed because I had provided the possible answers beforehand for the individual questions examined. Interviewees had to evaluate these answers as factors examined in connection with the given question on a scale from 1 to 5. The number of points is usually odd and unidirectional. The distances between point values are not identical for usefulness, which makes the method sequential. The points represent a ranking because values four or five do not mean that the opinion formed of the given factor is four or five times as good as the value of point one. In compiling the questionnaire I relied heavily on a “general managerial interview” developed by the Department of Management Science as early as 1997 and the methods used by participants of the research programme “A functional analysis of corporate

management”. On the basis of these materials I compiled a questionnaire which I then modified during the personal test interview with three acquaintances randomly chosen at the beginning of the research and representing three different managerial levels. I gave the questionnaire its final shape having considered the experience I gained in that interview. Accordingly, the basic data of the analyses were provided by the interviews but the general data collection and interview identification data were also necessary for evaluations and groupings. *Figure 2.* shows the structure of the data collection system employed in the research topic:

Figure 2: **Interview structure**



Corporate data(1) Personal data of the interviewee(2) Managerial interview(3)

Source: own survey

- (1) In order to collect the corporate data I used a separate data sheet with the name “**Corporate data**”. On this I collected data about the company’s size, the volume and efficiency of production, and the way and structure of operation. These data and collections by these data make it possible to carry out comparative studies on companies with different sizes, structures, production patterns and operation types.
- (2) “**Data of the interviewee**” pertain to the person who completes the questionnaire. It contains age, qualifications, line of duty, position and other kinds of identification information. These data make it possible to carry out investigations and summarize them for the individual managerial levels, positions and functions, and compare our results with respect to the employees and the managers, too. Due to the method, the questions examined can also be evaluated by qualifications and age as well.
- (3) The structure of the “**Managerial interview**” is as follows: I set up a separate question for every topic I investigated. The questionnaire is guided and closed, since I had provided the possible answers in advance for the individual questions. I put 14 questions each accompanied by factors which the respondent had to evaluate on a scale from 1 to 5 in terms of their importance, effect and influence. The number of factors per question to be evaluated was between 5 and 13. In the interview the participants had to evaluate a total of 104 factors.

The basic data for the investigation were provided by the interviews. They were systematized, grouped and analyzed on the basis of the organizational parameters collected on the general data collection sheets and the interview identification sheets as well as the personal traits of the interviewees. Based on the data collected I carried out the following analyses:

1. Professional expectations analyses
2. Personality expectations analyses
3. Work expectations analyses
4. Employee selection analyses
5. Communication skills analyses
6. Motivation analysis

1. My professional expectations analysis encompassed the following factors: professional skills, good task and problem-solving skills, practical experience, suitability for scope of duty, language proficiency, computer literacy, communication skills, and professional ambitions. Answers to my question pertaining to the frequency of discussions of company events and developments between employers and employees shed light on the employers' demand made on their employees to check how up-to-date they are professionally.

2. Within the personality expectations analysis I studied the importance of the following factors: flexibility, creativity, adaptability, aptitude, stamina, capacity to bear workload, reliability, loyalty, willingness to fit in and do team work, and tolerance. I also investigated how important the managers considered humanity, workload bearing, satisfaction, acknowledgement, feedback, taking responsibility and problem solving.

3. In the work expectations analysis I examined the employers' demand on their employees to be independent, as well as their expectations as regards the behaviour of their employees. The managers could evaluate their expectations concerning the independence of their employees on a scale between two extreme values (no need for them to be independent and total independence). I also found it important to investigate appearance, working climate, discipline, politeness, thoughtfulness, and obedience. Answers to these questions revealed which of these personality traits the employees considered to be the most important in the course of everyday work.

4. During my research into employee selection I studied the possible options both from internal sources (promotion, transfer) and from external sources (recommendations by friends and relatives, professional relations, competitions, internships, employment office). However, I did not only examine the possible options but also looked at the importance of the information pertaining to individual applicants: which institute did (s)/he graduate from, how

extensive are his/her networking skills, previous achievements and failures, is (s)/he applying to other companies as well, etc. The latter part makes it possible to compare demands made on different managerial levels.

5. The next group of topics concerns communication skills. In this case we can evaluate the importance of certain abilities (in oral communication: fluency, speech comprehension, expressiveness, empathy, continuous feedback, showing interest, asking questions; in written communication: reading comprehension, intelligibility, competence, unambiguous style, conciseness, wording) i.e., which abilities are considered to be decisive in company communication.

6. In the analysis of motivation I analyzed the degree to which employees can be motivated and the importance of factors of motivation. Answer to this investigation revealed the different degrees of motivation the employers expect from their employees (whether they should be completely motivated or definitely uninterested) and the factors of motivation they prefer in terms of the motivation of their employees.

While processing the data I checked the questionnaires, then did the coding and recorded the data on computer, finally I drew up the tables and figures to show the results.

In checking the questionnaires I was guided by the idea that I should analyze only the answers to those questions that were filled out by at least 90 % of the respondents.

In my scientific work I employed quota-based selection out of the non-random sampling methods. The ratios per quota were determined in the following way:

- Distribution of organizations with regard to operational form:
 - 60% Ltd.
 - 20% Stock Corp.
 - 10% Deposit Corp.
 - 10% Co-op.
- Distribution of organizations with regard to activity profile:
 - 55% agricultural
 - 30% service
 - 10% trade
 - 5% food industry processing
- Distribution of organizations with regard to size:
 - 50% medium
 - 30% large
 - 10% small
 - 10% micro
- Distribution of managers with regard to age:
 - 25% below 35 years of age
 - 25% between 35-42 years of age
 - 25% between 43-49 years of age
 - 25% above 50 years of age

- Distribution of managers with regard to gender:
 - 75% male
 - 25% female
- Distribution of managers with regard to positions:
 - 33% lower level management
 - 33% mid-level management
 - 33% top management

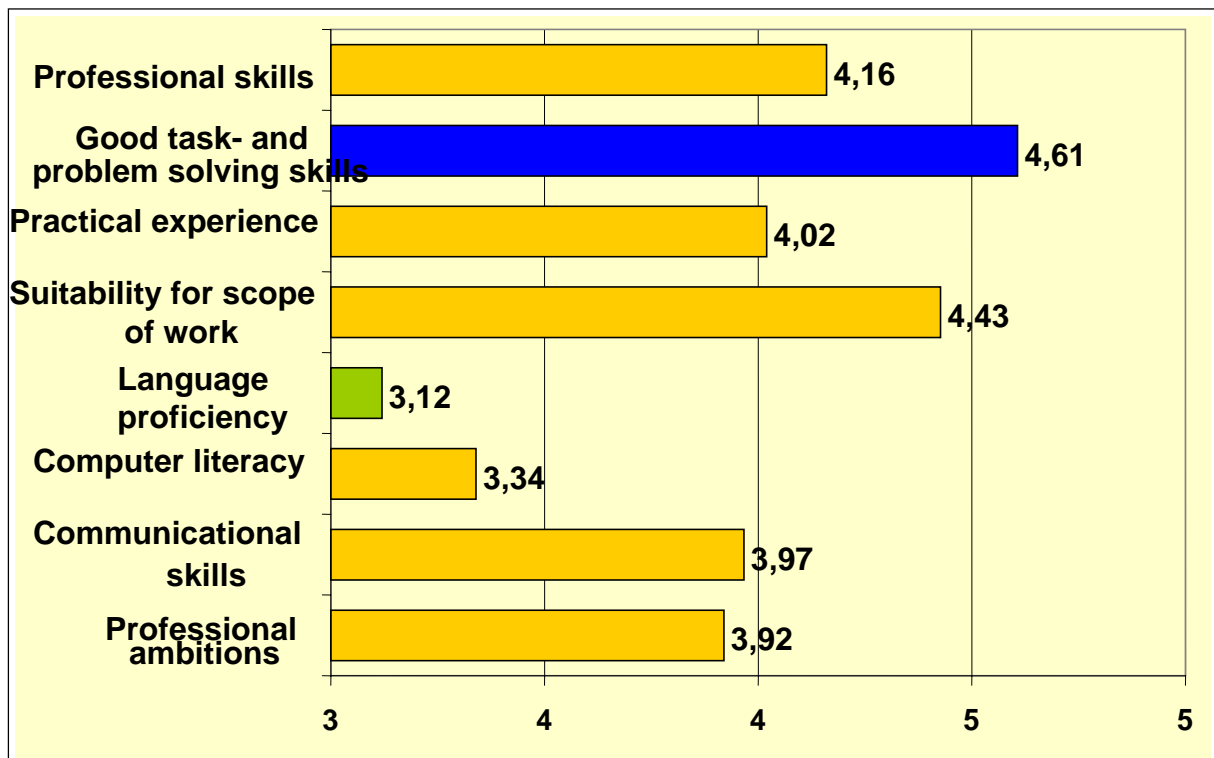
In the procedure I had previously provided the interviewers with the composition of the sample - I had previously fixed the ratios -, but the selection of sample elements was random. The reliability of the data set was tested with reliability analysis. The analysis yields a Chronbach Alpha index which determines the reliability of the questionnaire. The value of the index was 0,8963, greater than the set 0,7 minimum, which allowed me to regard my data as acceptable for my later examinations.

The strength of the target population was 600 top managers, whose data showed normal distribution. I examined the sample population with inductive analysis because I wanted to extrapolate the received results to the target population. I carried out my significance analyses with the help of the Base programme package of the SPSS 10.0 software. The programme calculated the mean, standard deviation, and standard error of the differences between the sexes as a variable and provided the level of significance between variables based on the calculated t value at a given degree of freedom. I further examined whether there is a significant difference between the groups formed according to the employers' qualifications, age, position, the organizations' operational form, company size and activity profile. To do this I used one-sided variance analysis. I set up so-called model equations for the data. I examined whether the variance between sample means caused by handling was greater than the error variance value caused by the random effect of sampling. I used the F test to make a decision. I carried out a one-sided test, i.e., I accepted H_0 if F calculated value $F < F$ table value. Otherwise I rejected the null hypothesis and used numerical values where significant differences occurred between the handling pairs on the basis of P value.

7. Results of the analyses

- On the basis of the professional expectations analysis I concluded (*Figure 3.*) that the employers prefer employees who carry out their tasks to fit their scope of duty, can recognize problems and are able to solve them. At the same time they find adaptability to changing lines of duty important, too. They appreciate to a lesser extent employees with professional experience but with a weaker ability to tackle problems.

Figure 3: Results of the questions related to professional congruency



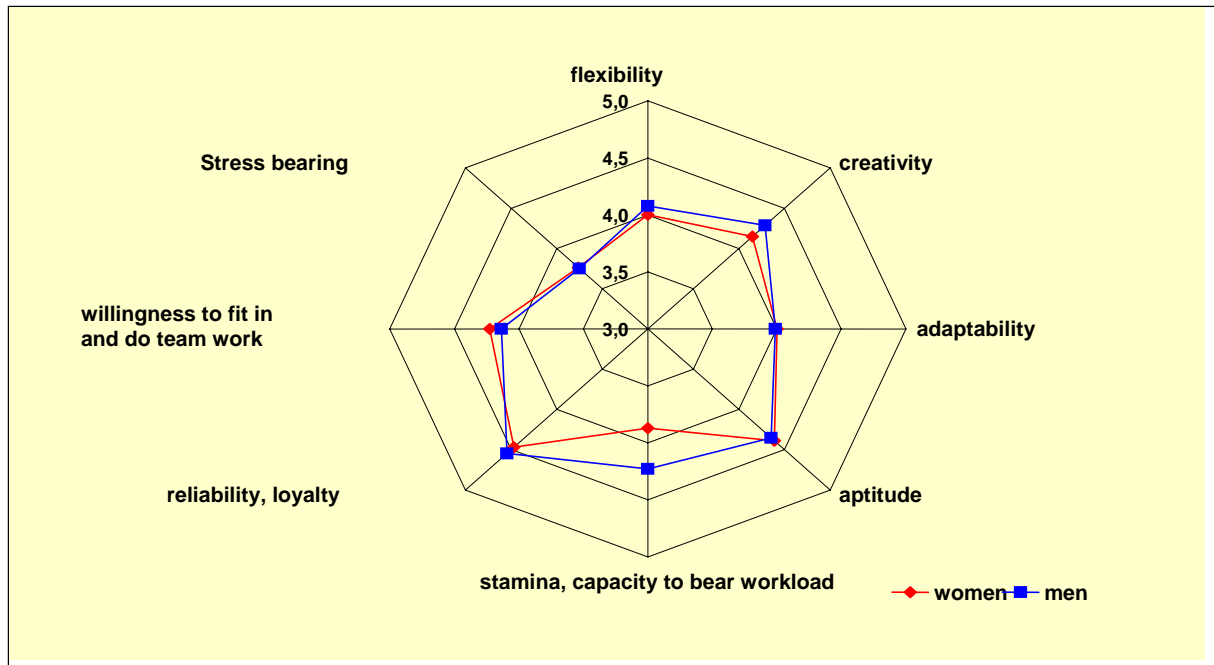
Source: own survey ■: highest- ■: lowest value n = 600 interviewees

Professional skills are not of primary importance, ability to solve tasks and problems is regarded as a more important expectation as is meeting the demands of a scope of duty. All analyses yielded the same result on language proficiency, regarded as the least important expectation. The relatively low appreciation of computing skills is surprising. A detailed analysis of the results of my analyses allowed me to demonstrate that it was the middle and top managers who valued ability to solve tasks and problems and meeting the demands of a scope of duty higher than professional skills. Lower level and senior managers still consider professional skills to be an important demand on their employees. In terms of operational forms Deposit Limited Partnership managers regarded the listed professional skills as more important than other managers.

- I carried out a separate analysis on personality traits expectations. The results show that the employers consider reliable, creative, apt employees to be the best candidates to meet personality traits expectations. Adaptability and tolerance are considered indifferent or negligible (Figure 4). This part of the analysis allowed me to conclude that the employers, irrespective of their qualifications, position and age, attach far more importance to professional skills and work performance than to their employees' human

characteristics. This is understandable because behaviour at work determines employee performance.

Figure 4: Evaluation of personality-related expectations with respect to the gender of managers



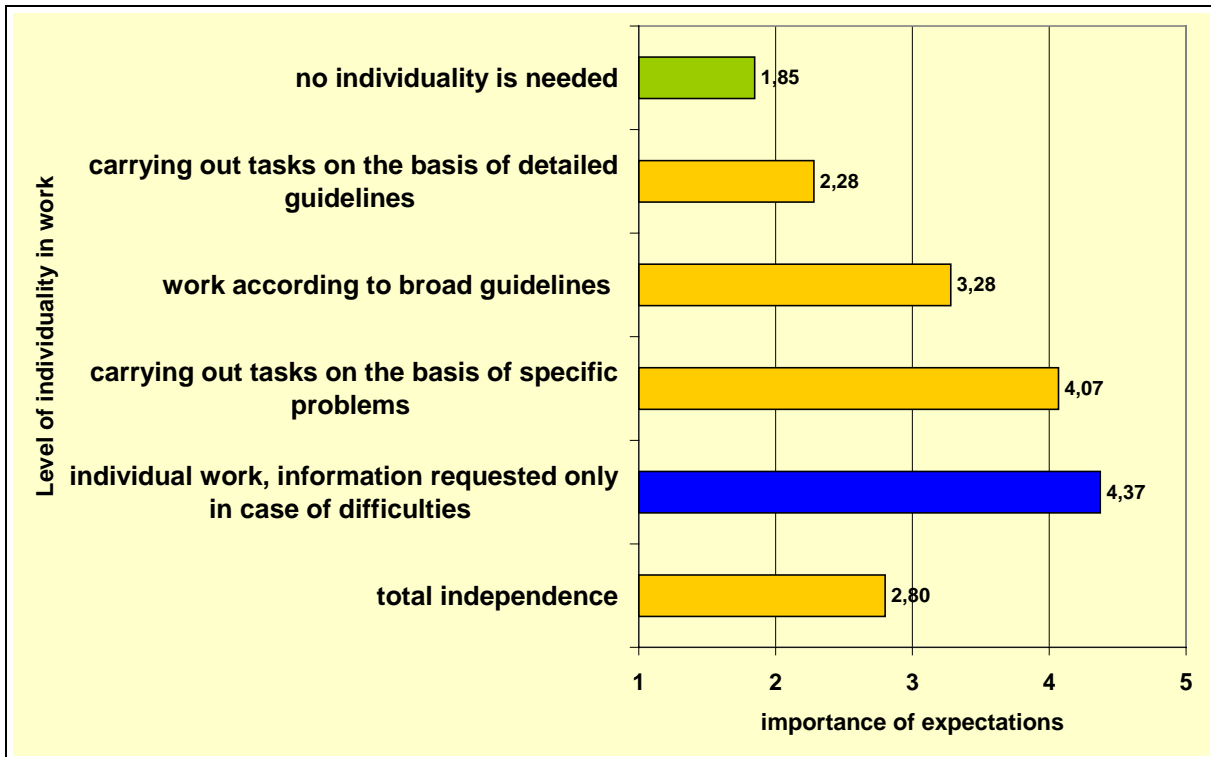
Source: own survey

n = 600 interviewees

Reliability, loyalty, aptitude and creativity are traits that determine the efficiency and success of work. In stressing these personality traits, the employers interviewed were stressing traits and expectations which they think determine organizational performance. Differences in the evaluation of personality traits were demonstrable in the case of organizational parameters, with a ranking of employer expectations according to organizational type. The employers of organizations with fewer employees proved out to be performance - and task-oriented, while managers of larger organizations tended to be more relationship-oriented.

- The results of the work expectations analysis (Figure 5.) led me to the conclusion that the managers examined do not regard complete independence as the most important expectation. On the contrary, they consider this level of independence to be of medium importance only. The most preferred level of independence is the one where the employee asks for direction only if there is a problem but otherwise (s)/he is completely independent in his/her work. From the aspect of management completely independent employees are potential roots of problems since they are harder to control and their excess independence can cause several organizational and co-ordination tasks.

Figure 5: Results of the questions related to individual work



Source: own survey ■: highest- ■: lowest value n = 600 interviewees

The results of the behavioral norms analysis suggest that discipline and a good working climate are the most important managerial demands. Female managers ranked appearance and politeness high on the scale of behavioural norms while for male manager, discipline, thoughtfulness, and obedience were the most important. Managers of commercial organizations expected a lower degree of independence from their employees. The results of the analysis according to operational form suggest that co-operative managers find the traits belonging to behaviour norms important but they do not regard them as determinant expectations.

- The results of the employee selection analysis show that the managers tend to find new employees through the use of their professional connections and applications (*Table 1*). From this aspect the use of the services of employment offices is negligible. Considering external sources more important, the managers tend to rely on them to a greater extent than on the internal sources which featured in our study.

Table 1

Distribution of results concerning the importance of work force related information

Work-related information	Distribution (in %)		
	Not important	Important	Determining
Professional experience	2,00	41,33	56,67
Previous workplace	13,43	74,63	11,94
Previous achievements and failures	13,42	69,13	17,45
Extensiveness of network of relations	27,33	50,67	22,00
Preference of individual or team work	27,52	46,31	26,17
Institution issuing the employee's degree	41,33	53,33	5,33
Age	70,67	24,67	4,67
Applying to other companies	74,50	21,48	4,03
Marital status	86,00	14,00	0,00

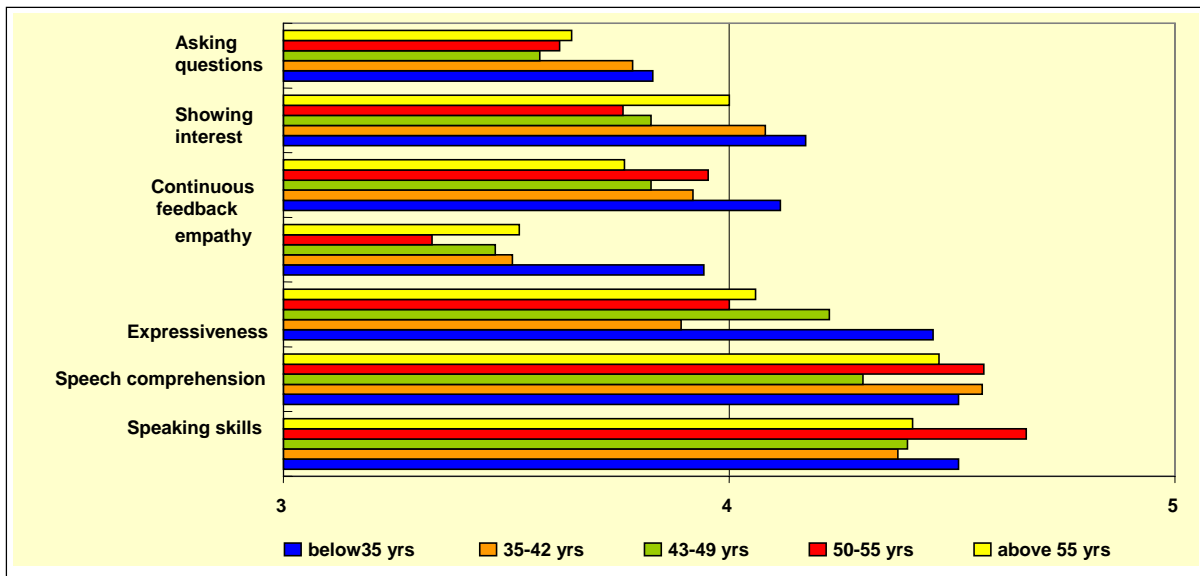
Source: own survey □: the opinion of the majority n = 600 interviewees

In relation to employee selection managers regard applicants' professional experience and the extent of their networking activity important while they regard as unimportant information on their personal and private lives.

- In oral communication speech fluency and comprehension are the most important skills. Fluency means the ability to send information while speech comprehension means the ability to receive information. These factors were judged to be roughly equally important by the respondents. These results of mine seem to contradict literature data which suggest that understanding the communicated information depends primarily on the receiver's interpretation. My results suggest that these employers do not only expect their employees to understand the communicated information but also to be able to correctly interpret it.

In the analysis of written communication it turned out that the managers had similar expectations. Unambiguous expression, reading comprehension and intelligibility of the text all signal the ability to give and receive information. The importance of communication skills was rated highest by the youngest age group – below 35.

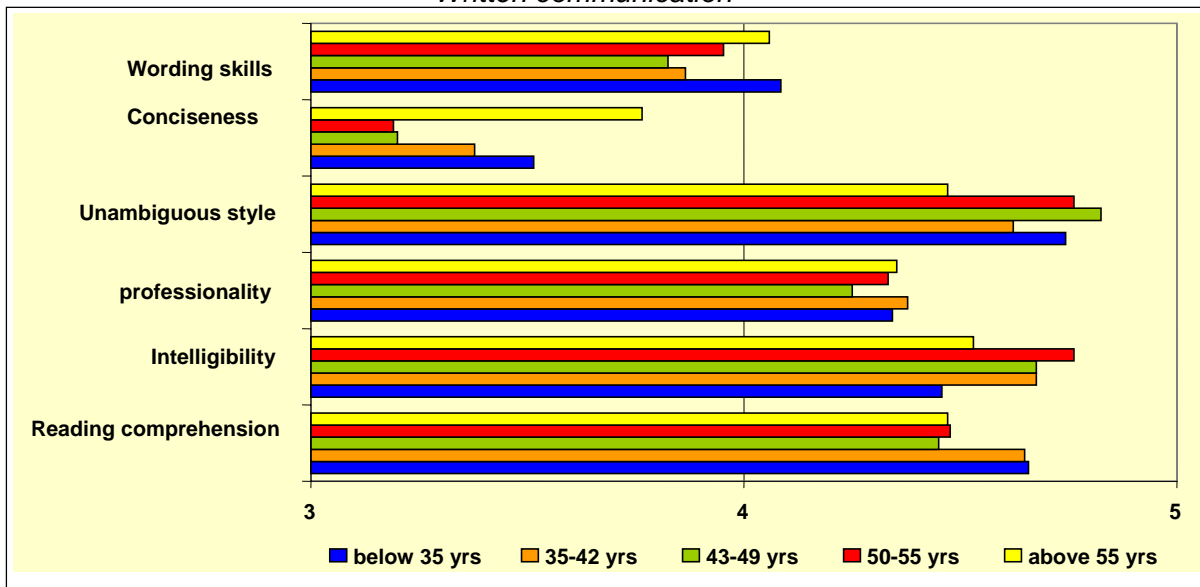
Figure 6: Distribution of results concerning the rating of communicational skills with respect to age groups
Oral communication



Source: own survey

n = 600 interviewees

Written communication

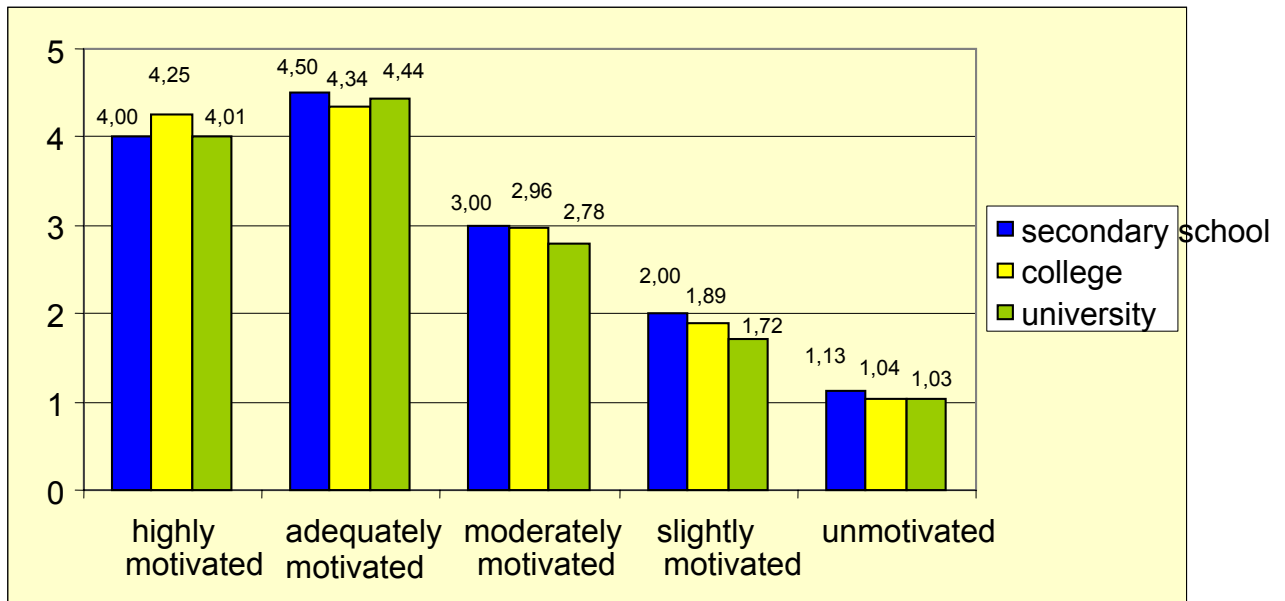


Source: own survey

n = 600 interviewees

➤ In my analysis of motivation I wanted to find out what degree of motivation these managers expect from their employees. I defined five motivation levels to carry out the examination. The results suggested that these managers rated the fourth level, the “adequately motivated” level highest. Although the “highly motivated” level represents a higher degree of motivation, the managers gave it lower points. Highly motivated, too ambitious co-workers seem to be regarded as roots of problems and dangerous because of their excess rivalry. The highly motivated level was ranked highest by the youngest, college-educated age group (*Figure 7*).

Figure 7: Opinions on the levels of motivation with respect to the education of managers



Source: own survey

n = 594 interviewees

The age group between 43 and 55, that is, the group of middle-aged, university-educated top managers found the highly motivated level definitely negative as compared with the “adequately motivated” level. The contradiction inherent in the motivation value judgment is reflected in the fact that lower motivation levels were regarded as unacceptable. In the analysis according to organizational features highly motivated employees were regarded as less acceptable although they were given almost the same importance by the managers as the “adequately motivated” level.

7. New and novel scientific results

- ☞ In my interpretation, expectations are a sum total of all those norms, requirements, obligations and expectations that members of an organization hold in relation to each other and the organization itself. Some of the expectations are only a tacit agreement existing in the mind of those concerned. Expectations are formed as a result of a multilateral, dynamic process. It is multilateral because we can speak of managerial expectations towards their employees and of demands made on employers by employees. Organizations express demands on their members and employees, too, express expectations towards their employers. The process in which expectations are expressed is dynamic because they keep changing as a function of time.

- ☞ The analysis of professional expectations proved that managers prefer employees who carry out their tasks befitting the demands of their jobs, can recognize potential problems and are able to solve them. At the same time they also find important the ability to adjust to the ever-changing lines of duty. Managers think it important that their employees should be adequately informed about events and developments in the company so that they, too, could better judge the situation of the company at any given time.

- ☞ I demonstrated that professional skills are not the most important expectation. The ability to solve tasks and problems and to meet demands of the job is regarded as more important. This value judgment is more typical of middle and top managers, while lower and senior managers attach more importance to professional skills. Computing skills ranked surprisingly low in terms of importance.

- ☞ Results of the personality traits analysis suggest that in the managers' value judgments traits directly affecting and determining company (organization) efficiency ranked high. Reliability, loyalty, aptness, and creativity were considered to be the most important personal traits. These are traits that influence work efficiency and success, which may determine organizational performance, too.
My analysis of organizational parameters shows that managers of companies employing fewer employees tend to be more performance and task-oriented. Managers of larger companies tended to value traits important in human relationships.

- ☞ Results suggest that demands on co-workers' personalities are affected by several factors such as company size, manager's position, age, sex and qualifications. On the

whole, however, I concluded that in the managers' eyes reliable, loyal, creative, energetic employees suitable for team work are considered to be the most suitable people.

☞ Results of the work expectations analysis allowed me to conclude that the managers examined do not consider complete independence the most important expectation, instead they attach medium importance to it. The most preferred level of independence is the one where the employee asks for direction only if there is a problem but otherwise (s)/he is completely independent in his/her work. From the aspect of management completely independent employees are potential roots of problems since they are harder to control and their excess independence can cause several organizational and coordination tasks.

The results of the behavioral norms analysis suggest that discipline and a good working climate are the most important managerial demands. Female managers ranked appearance and politeness high on the scale of behavioural norms while for male managers, discipline, thoughtfulness, and obedience were the most important traits.

☞ The results of the employee selection analysis show that the managers tend to find new employees through the use of their professional connections and applications (*Table 1*). From this aspect the use of the services of Employment Offices is negligible. Considering external sources more important, the managers tend to utilize them more than the internal sources which featured in our study. In relation to employee selection managers regard applicants' professional experience and the extent of their networking activity while they regard as unimportant information on their personal and private lives.

☞ In oral communication speech fluency and comprehension are the most important skills. Fluency means the ability to send information while speech comprehension means the ability to receive information. These factors were judged to be roughly equally important by the respondents. These results of mine seem to contradict literature data which suggest that understanding the communicated information depends primarily on the receiver's interpretation. My results suggest that these employers do not only expect their employees to understand the communicated information but also to be able to correctly interpret it.

☞ In the analysis of written communication it turned out that the managers expressed similar expectations. Unambiguous expression, reading comprehension and intelligibility of the text all signal the ability to give and receive information. The importance of

communication skills was rated highest by the youngest age group – below 35. Conciseness was considered to be the most important factor by the oldest age group.

☞ In my analysis of motivation I wanted to find out what degree of motivation these managers expect from their employees. I defined five motivation levels to carry out the examination. The results suggested that these managers rated the fourth level, the “adequately motivated” level highest. Although the “highly motivated” level represents a higher degree of motivation, the managers gave it lower points. Highly motivated, too ambitious co-workers seem to be regarded as roots of problems and dangerous because of their excess rivalry. The highly motivated level was ranked highest by the youngest, college-educated age group. The age group between 43 and 55, that is, the group of middle-aged, university-educated top managers found the highly motivated level definitely negative as compared with the “adequately motivated” level. The contradiction inherent in the motivation value judgment is reflected in the fact that lower motivation levels were regarded as unacceptable. In the analysis according to organizational features highly motivated employees were regarded as less acceptable although they were given almost the same importance by the managers as the “adequately motivated” level.

1. Publications in the field of the thesis

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1. **Tóth A.** (2006.): Viselkedési normák vizsgálata az agrárgazdaságban
A térségfejlesztés vezetési és szervezési összefüggései. Debreceni Egyetem
Agrárgazdasági és Vidékfejlesztési Kar. Debrecen, 249-255.p.

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2. **Tóth A.** (2005.): Professional Congruency Analysis
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Hungarian journal with foreign language summary:

3. **Tóth A.** (2005.): A vezetői elvárások változása a munkaerő értékelésében.
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6. **Tóth A.** (2006): Az emberi erőforrások kommunikációjának, valamint
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11. **Tóth A.** (2005.): A vezetők által megkövetelt korosztály szerinti vizsgálat. Erdei Ferenc III. Tudományos Konferencia I. kötet, Kecskemét, 245-249.p.
12. **Tóth A.** (2005.): Szakmai követelmények vizsgálata vezetői szintek szerint. Erdei Ferenc III. Tudományos Konferencia I. kötet, Kecskemét, 327-331.p.
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