

Effect behavior of the organization on increase agricultural production in Libya

Ahnaish Muftah Ahmad: Seow Ta Wee

*Faculty of Technology Management & Business
University Tun Hussein Onn Malaysia, 86400 Parit Raja, Batu Pahat, Johor, Malaysia*

Abstract : *Employees or worker are the backbone of the work, as well as important source of the organization. For that employee behavior and culture must be well managed in the organization. Successful organization and behavior. Is defined by the needs of individuals or staff in the business or organization to achieve the highest level of performance to reach the desired results*

The goal of nearly every organization is to motivate those involved towards a unified vision, by identifying the major individual variables that influence work behavior; an organization can offer an atmosphere that provides mandatory components for success. All organizations experience the direct relationship between job satisfaction, and performance, in order to maximize the performance to be an organization more effective and useful it must have a clear understanding to all the needs of the organization and individuals through all stages of the project or work.

I. Introduction

Organizational behavior is a field of study that investigates the impact that individuals, groups and structures have on behavior within an organization. It is an interdisciplinary field that includes sociology, psychology, communication, and management; and it complements the academic studies of organizational theory (which is more macro-level) and human resource studies (which is more applied and business-related). It may also be referred to as organizational studies or organizational science, the field has its roots in industrial and organizational psychology.

Although the importance of organizational behavior is very clear in farms and the overall performance of workers in public agriculture projects, but there are certain points that should be examined. People are born and educated in organizations, acquire most of their material possessions from organizations, and die as members of organizations.

Many of our activities are regulated by organizations called governments, and most adults spend the better part of their lives working in organizations, because organizations influence our lives so powerfully, we have every reason to be concerned about how and why those organizations function. Workers in public agriculture projects are highly affected by the behavior of their organization and their response towards their farms is a mirror of their organization behavior.

II. Problems statement

The problem is deficiency of agricultural production in agricultural projects in Libya. There are some factors that led to this; one of these factors is the behavior of the organization. Where, we will study that factor and its effect on the efficiency of performance, and ultimately its effect on increase production.

Objectives of this study

To find out the weaknesses in the behavior of the organization within the agricultural projects in Libya, aiming to develop solutions to increase the effectiveness of performance and thereby increase agricultural production.

III. Methodology

Questions of this paper are about behavior of the organization. However, we have directing seven questions to the supervisor's staff and workers in some agricultural projects in Libya. Sample size surveyed (179) supervisors, workers and staff in five agricultural projects in Libya. After sampling, the results have been taking and analysis by statistical software packages (SPSS) has been performed, where it includes arithmetic mean and the standard deviation and percentages to the results of these samples. The questions and results according to the following

Q1 Laws and regulations in agricultural projects

In this study we asked the participants about the current work regulations, the result of our survey showed that, 10 participants tend to agree, 58 participants undecided, 80 participants tend to disagree, and 31 participants strongly disagree), The overall percentage of participants, 5.6% tend to agree, 32.40% undecided, 44.70% tend to disagree, 17.30% strongly disagree, as shown in Figure 4.10

Percentages of 44.70% are tending to disagree with the current regulations, and 17.30% strongly disagree, both percentages equal to 62% in total as shown in Figure (1) this ratio confirms that most of the employment and staff are dissatisfied with the laws and regulations applicable in the general agricultural projects in Libya.

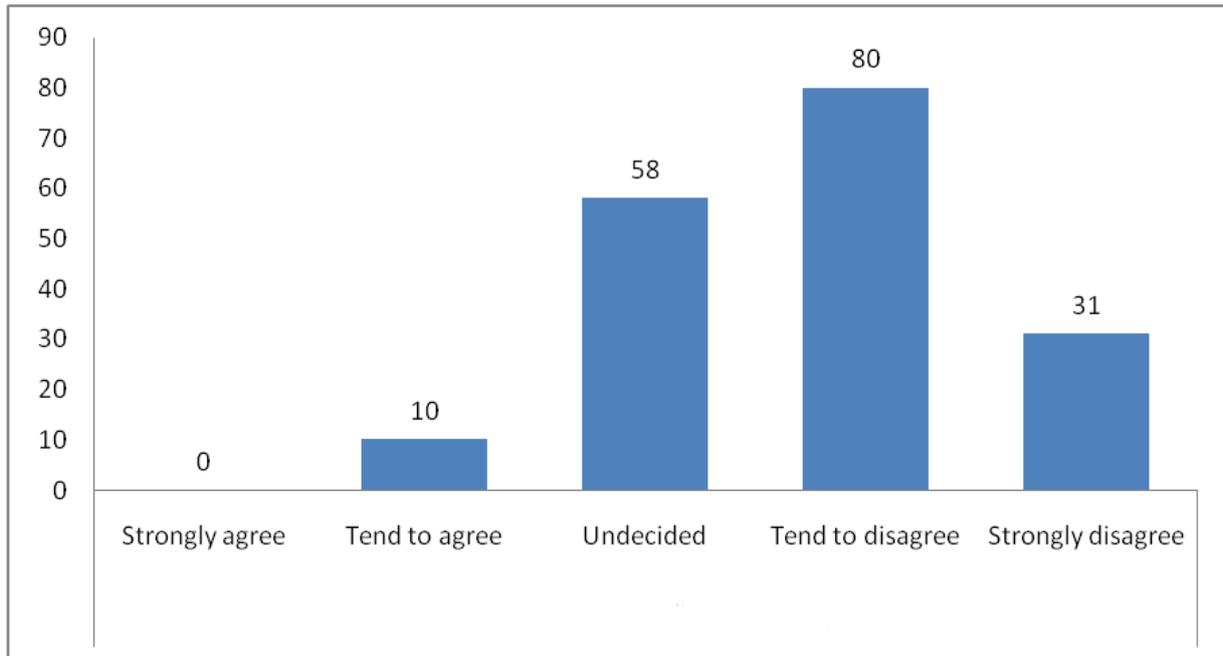


Figure (1):Laws and regulations in agricultural projects.

The mean value is 3.7374 and the standard deviation is 0.80956 these percentages shows that the majority of workers are strongly disagree about the current work regulations, and the small value of standard deviation affirm that most workers' opinions cluster around the mean value, this is a clear indication that work regulations in agricultural farms is affecting worker conditions in the agricultural projects and affect the job satisfaction factor directly. (Booth et al, 2002), that the regulations for temporary employees are less satisfied than permanent employees. (Hamermesh, 2001), sees this as a compelling reason to study job satisfaction in relation with workplace regulations.

Q2 System of workers encouragement and Staff

This study we asked the participants about their opinion on organization behavior in public agriculture projects and the existence of internal systems used to encourage workers and other staff in public agriculture projects. The result of our survey showed that, 41 participants undecided, 106 participants tend to disagree, and 32 participants strongly disagree. Figure (2) shows that more than half of the participants tend to disagree with these systems. 59.2% of workers tends to disagree where 17.9% are strongly disagree and not happy with non-existence of any encouraging system inside the public agriculture projects that increase workers' motivation to do their job in best way with high performance.

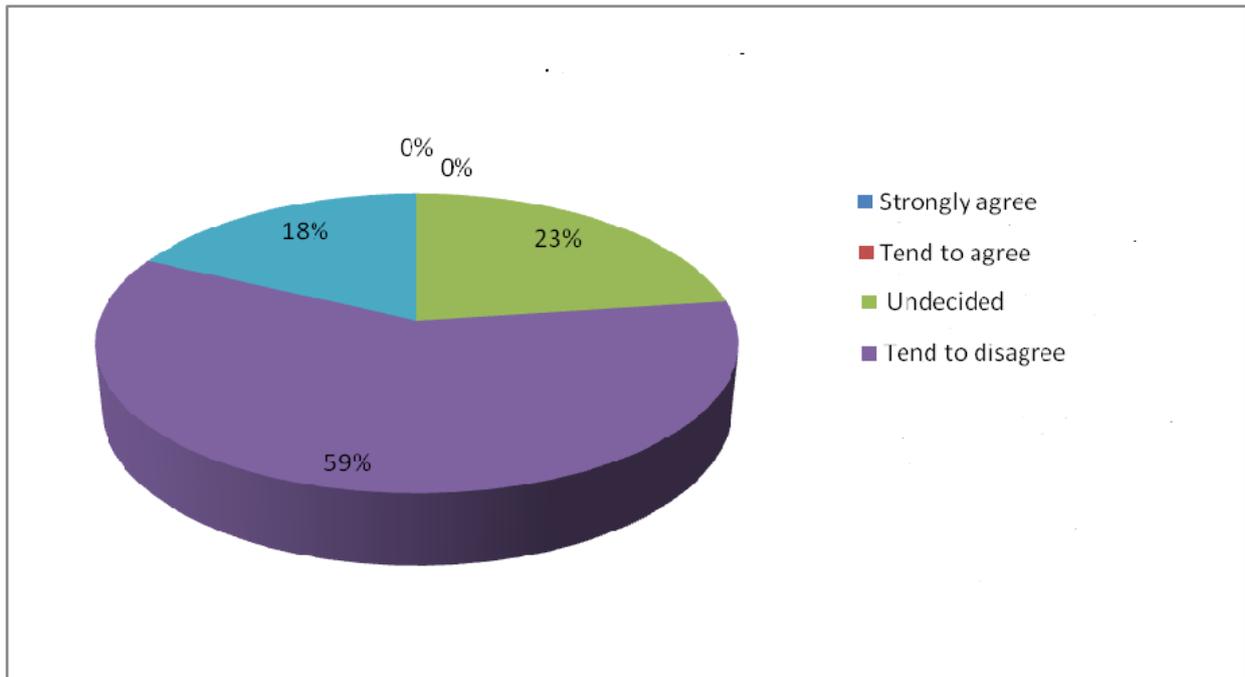


Figure (2): System of Staff encouragement and employment.

The mean value is 3.9497 and the standard deviation is 0.63841. The overall percentage of workers as follow, 0% strongly agree, 0% tend to agree, 22.90% undecided, 59.20% tend to disagree, 17.90% strongly disagree.

There is a complete absence of any systems that encourages workers and bonds them to their farms and encourages worker unity. Small production is a clear result of long time of neglecting to workers basic needs and providing planned systems to encourage workers to do their jobs with high attitude and unity with their managers and farms. This was confirmed by previous studies regarding encouragement

Al-Aydi (2000) investigates the effect of encouraging systems on the level of performance in the textile industry in Iraq. He found there is a strong correlation between encouraging reward system and the level of employees' performance, appropriate promotion system and level of performance.

(May-Chiun, Maw, 2009), found that worker performance has important implications for employees and organizations by examining human resource practices and the impact of encouraging employees. The results have indicated that the two components of human resource practices namely, training and information technology have direct impact on organizational performance. It was found that encouraging employees is positively related to organizational performance but did not moderate the relationship between both HR practices and organizational performance.

Q3 Get a job in Libya

The study asked participants to what extent the difficulty of obtaining work in Libya. The result of our survey we asked the participants how difficult to get a job in Libya. The result of our survey showed that, 24 participants strongly agree, 49 participants tend to agree, 42 participants undecided, 51 participants tend to disagree, and 13 participants strongly disagree, and the percentages 13.40% strongly agree and 27.40% tends to agree, the total is 40.80%, where 23.50% undecided about this question, however the mean value is near the middle and the standard deviation is 1.17503 is low from the mean which shows getting a job in public agriculture projects in Libya is moderate and not very difficult, Figure (3) shows worker's opinions on the matter of getting a job in Libya.

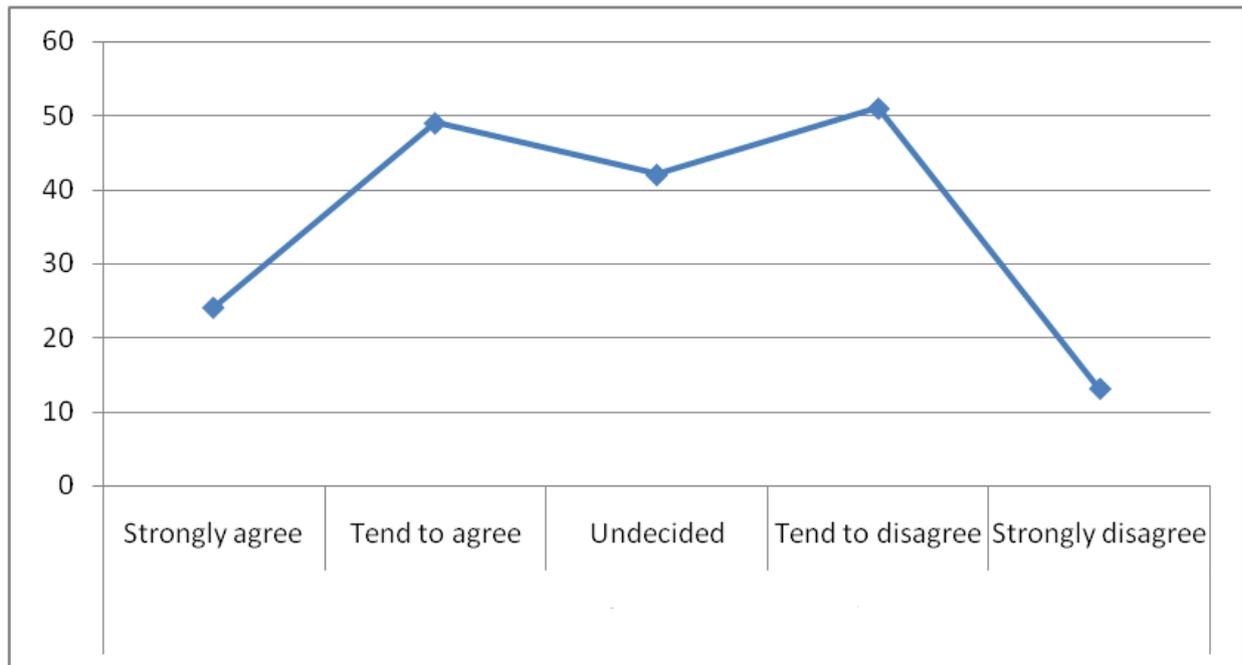


Figure (3): Get a job in Libya

Getting a job in Libyan public agriculture projects is not a difficult matter, the result of our survey showed that the more of participants agree or tend to agree that getting a job in public agriculture projects is easy.

The mean value (2.8883) and the standard deviation is 1.17503 the mean value is $2.8883 < 3$ (undecided) affirms that the majority of workers have different opinion about getting a job in Libya, the mean value affirm that most of the workers are undecided about this matter, the deviation factor is $1.17503 > 1$, which means that the other participant groups having quite different opinion and relatively equal, 51 workers tend to disagree and 49 workers tend to agree, it obvious these two number are close and distract away from the mean 2.8883 at the same extent. The standard deviation is $1.117 > 1$, which means that the workers have not establish a common opinion regarding this matter.

Q 4 Violation and punitive measures

Work violation is a critical issue that affects the behavior of workers towards their organization. Everyone has a stake in addressing the problem of workplace violations. we asked the participant a direct question to reveal their opinion about violation inside the workplace, and the relationship between violation and punishment. The result of our survey showed that 7 participants strongly agree, 7 participants tend to agree, 62 participants undecided, 85 participants tend to disagree, and 18 participants strongly disagree. Figure (4) shows the result of this question. The overall percentage of workers as follow as; 3.90% strongly agree, 3.90% tend to agree, 34.60% undecided, 47.50% tend to disagree, 10.10% strongly disagree

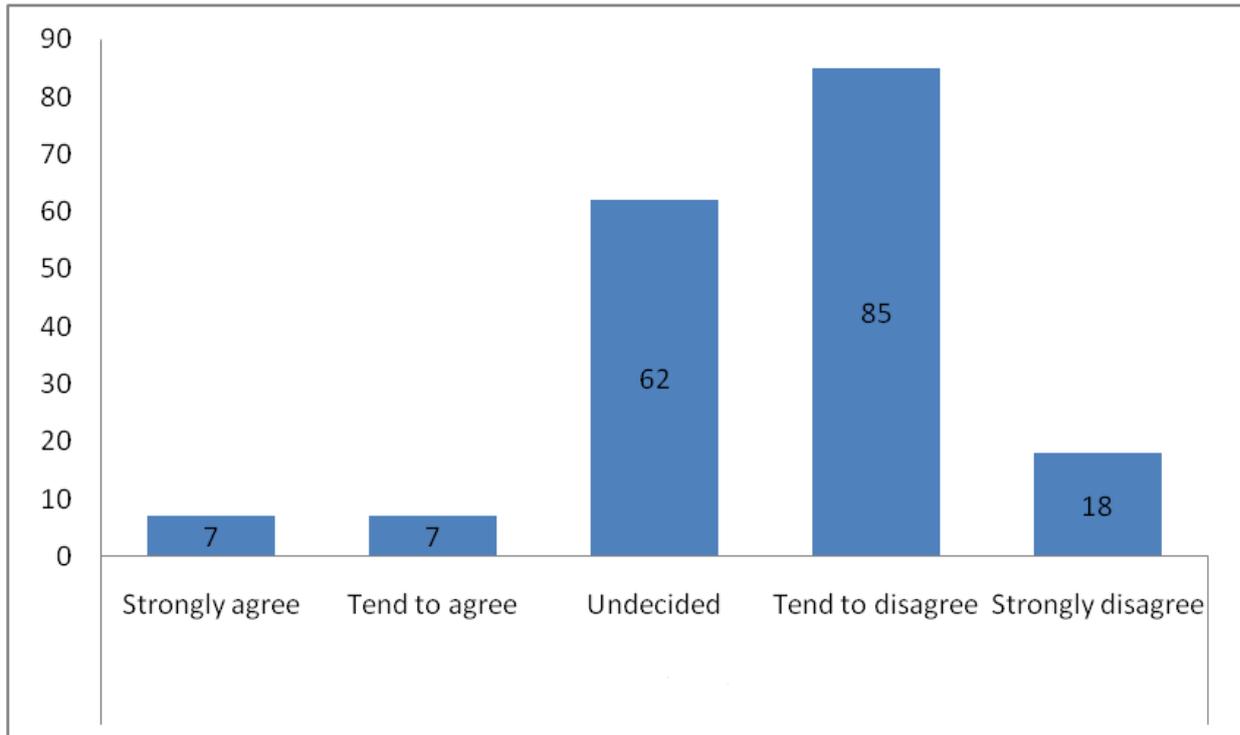


Figure (4) Violation and punitive measures

The mean value is $3.5587 > 1$ show that the major percentage of workers tends to disagree or strongly disagree to the current systems for breaking work violations, and since the standard deviation is $0.87453 < 1$, it means that the works are sharing the opinion that the current action for breaking work violation is not satisfactory.

When impacted workers and their families struggle in poverty and constant economic insecurity, the strength and resiliency of local communities suffer. When unscrupulous employers violate the law, responsible employers are forced into unfair competition, setting off a race to the bottom that threatens to bring down standards throughout the agriculture market

If a manager sets a goal which is impossible to reach for the workers, they will not be motivated at all. Decision and objective problems occur as soon as one partner of a relationship acts on behalf of the other, (Ross: 1973).

We found that many workers regulated to do their jobs in public agriculture projects are systematically violated, and also affecting a significant part of the low-salary in the public agriculture projects. The framework of worker protections that was established by the government do not provide penalty against work violation, and this situation satisfy workers, as the result of the survey showed that 47.50% do not wish to punish workers if any kind of work violation happened during working time. This result approves that workers needs for limited flexibility from the managers against any incident that might happen during working time. Annette Bernhardt, Ruth Milkman (2009), found that workplace violations are profoundly shaped by job and employer characteristics; they also found that workplace violations are ultimately the result of decisions made by employers. Whether to pay the minimum wage or overtime, whether to give workers meal breaks, and how to respond to complaints about working conditions.

The result shows that the majority of workers do not want to be punished for doing wrong things violate the internal regulation of their works, workers should understand that doing their jobs without supervision or penalty is not something granted always, otherwise the public agriculture projects will produce chaos in cases where the internal regulation of the farms would be broken.

Q5 Relationship managers and supervisors with workers

The study, we asked the participants about the internal relationship in the workplace, the result of our survey showed that, 9 participants strongly agree, 48 participants tend to agree, 88 participants undecided, 20 participants tend to disagree, and 14 participants strongly disagree. The overall percentage of workers as follow; 5.00% strongly agree, 26.80% tend to agree, 49.20% undecided, 11.20% tend to disagree, 7.80% strongly disagree. Regarding the relationship between workers and managers, the survey showed that workers are not decided whether the relationships between workers and supervisors are good or not, about have of the participants (49.20%) are not decided about this question as shown in Figure (5)

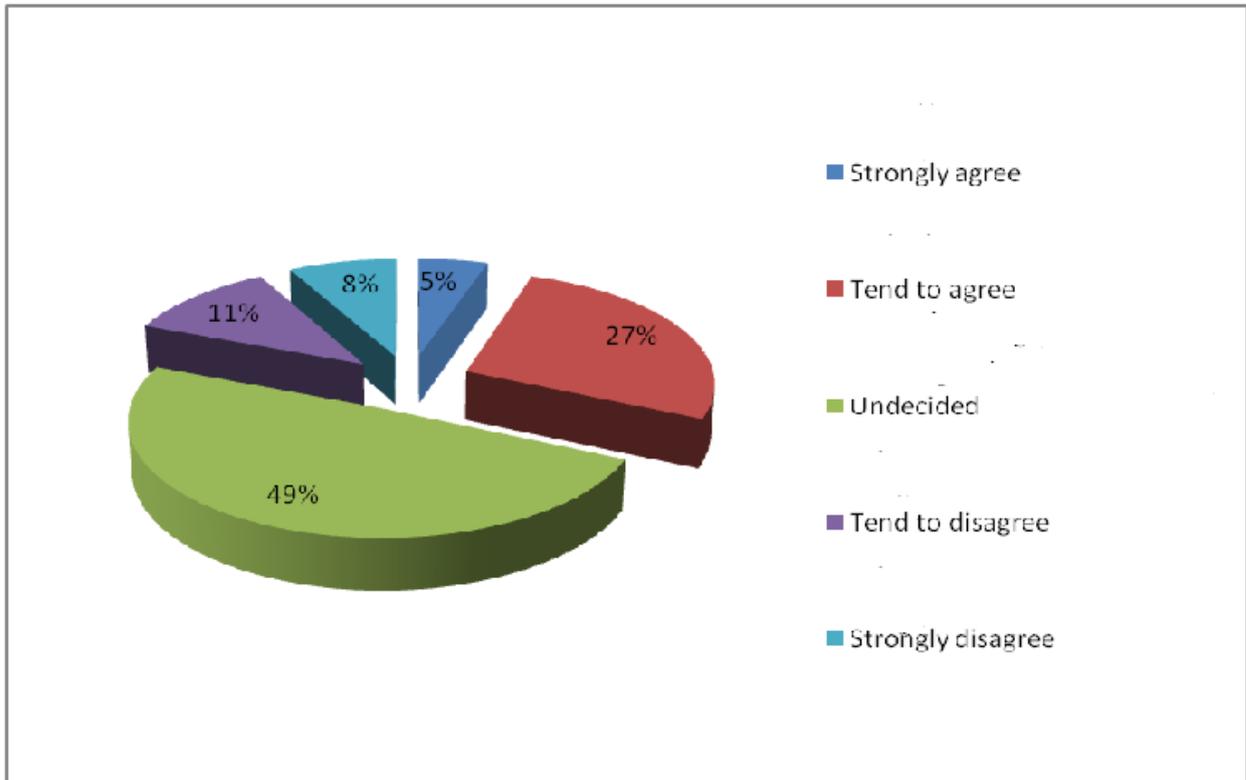


Figure (5): Relationship managers and supervisors with workers

As we see from summary response that 88 workers undecided about the current internal relationships with the supervisors and managers. This result indicates that the uncertainty about the relationship inside the public projects, the other percentages are also tends to a small deviation value from the mean value. The standard deviation value equal to $(0.94271 < 1)$ and the mean is $2.8994 > 3$. The study sample tends to be close to uncertainty about the internal relationships

The relationship between workers and managers is sometimes breakable. The worker may feel pressured to keep his job in the farm while giving unfavorable opinions about his manager, while the manager or supervisor wonders if the worker is working good and doing his best to perform his task with maximum ability. Managers in Public agriculture projects are also concerned about the morale of workers, because low morale could lead to expensive issues with turnover or low productivity of the farms. The mentioned potentially unstable relationship between managers and workers is getting caused by different reasons. One theory that deals with this relationship is the so-called "Principal-Agent-Theory". The main focus of this theory lies on the different amount of information each party has; which may lead to a constantly unstable relationship.

This was confirmed by, (Cullinane et al, 2006), That every manager and worker has other relationship, the relationship between any manager and any worker has ever since been complex and not easy. It is, amongst other things, affected by jealousy and resentment in terms of salary, responsibility or knowledge and is based on the so-called "psychological contract" which "deals with implicit reciprocal promises and obligations.

The researcher suggests that the managers in public agriculture projects should take further steps toward improving the relationship with their workers and facilitate a highly productive and happy workplace. For one, managers can implement worker recognition or reward programs to thank workers for a job well done. Meetings and regular communications between workers and staff and managers are also important and effective. If the worker face psychological pressure, it will be nearly impossible for them to reach the set goal. Following up this aspects leads without any question to motivation and various motivation theories and methods; but pursuing those would go beyond the scope. Nevertheless, people aspire to incentives and additional payments. If a manager recognizes the efforts of a worker and if he is willing to contribute to a stable relationship, he should think of a reward system. The often discussed "pay-for-performance" method can motivate workers, but it may also lead to uncertainty on the side of the workers, (Burson et al, 2010).

Regardless the result of this survey, the researcher sees that good working atmosphere, knowledge of human nature of the workers, as well as empathy and sympathy are basic requirements for a stable relationship between managers and workers, and have a positive impact on performance and productivity.

Q 6 Participation of suggestions and opinion in the work

The study we asked the participants whether they have the opportunity to post their comments in order to improve work, the result of our survey showed that, 8 participants tend to agree, 63 participants undecided, 54 participants tend to disagree, and 54workers strongly disagree), the overall percentage of participants s as follow; (0% strongly agree, 4.50% tend to agree, 35.20% undecided, 30.20% tend to disagree, 30.20% strongly disagree as shown in Figure (6)

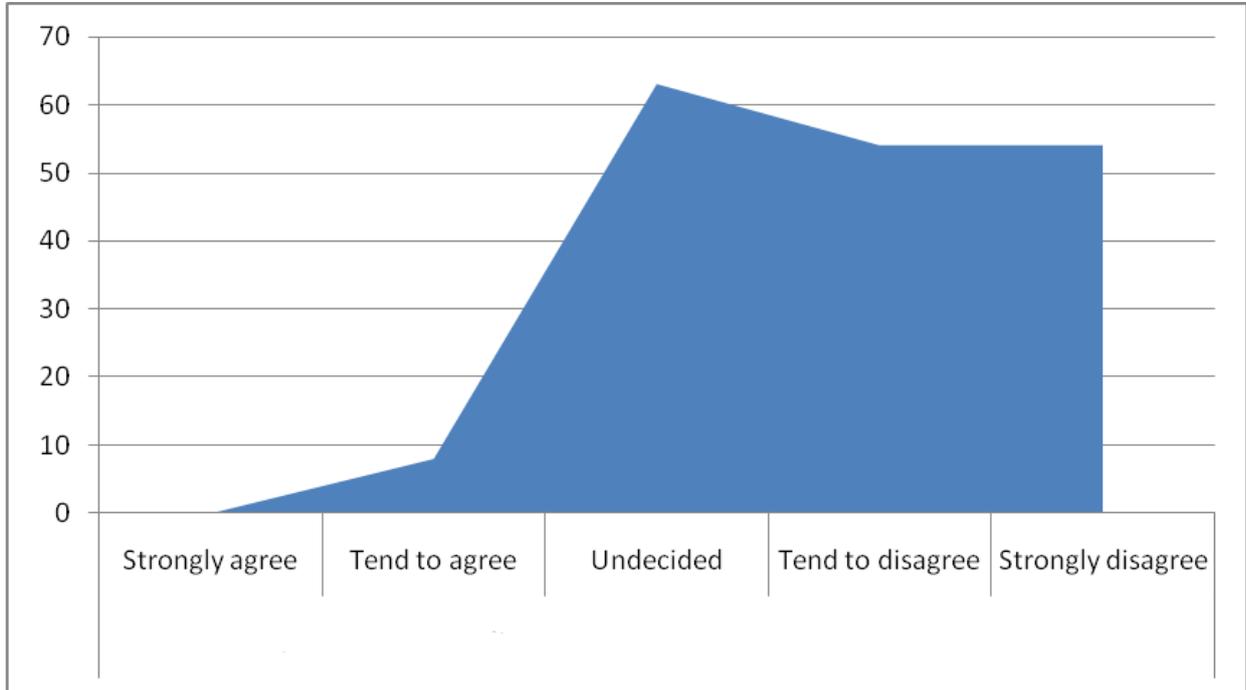


Figure (6): Participation of workers at work

The mean value is 3.8603>3 is close to number 4(tends to disagree, but the statistical mode value is 3 (undecided), which means that most of the participants tends to the opinion that the current working environment is not open to sharing opinions and comments between workers and managers, workers expressed their disappointment about their managers because they do not allow them to express their comments about their organization and complains that could improve the performance of their organization, the percentages were very close between undecided and strongly disagree (35.20%, 30.20%, and 30.20 respectively). As shown in Fig (7)

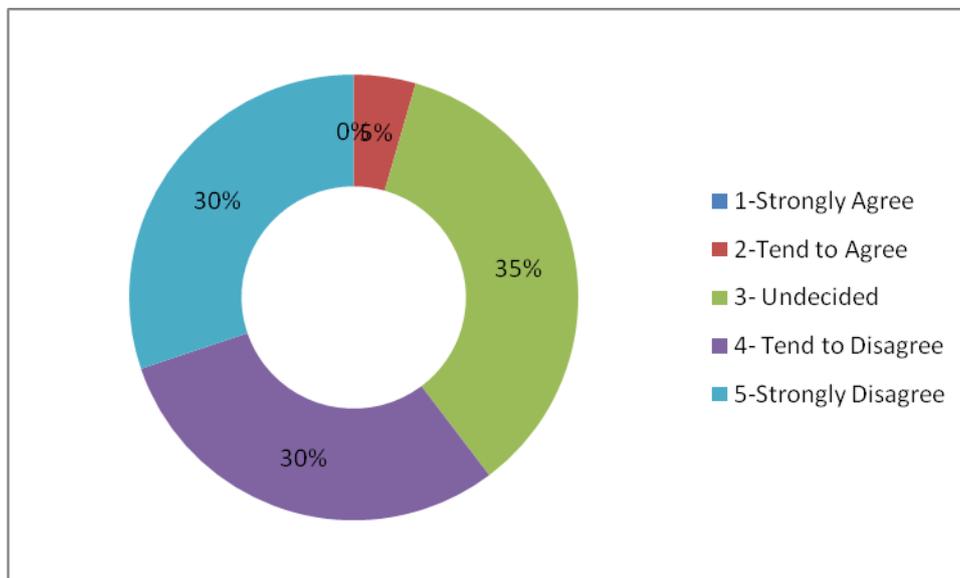


Figure (7): percentages of participants opinions.

The standard deviation is $0.90414 < 1$ means that participants' opinion cluster to the mean and not so much different from the mean value (tends to disagree)

Workers sharing comments together with their supervisors and managers enhance their working environment and their organization. Recent studies showed that most of workers regardless of their type of work are caution to share their opinions and put their comments on public boards so that to improve their workplace.

The study has verified worker and staff ability in public agriculture projects to post their comments inside the organization and whether they have fair opportunities to improve their workplace through comments sharing with managers and supervisors. The result of our survey showed that the majority of workers tend to disagree or strongly disagree with the current opportunities provided for them to post their comments and let their perspective develop the working environment and organization in general.

Most of the workers in public agriculture projects in Libya declare their intention to work in organization that provides open dialogue and allows people to express their opinions freely without boundaries, the survey result showed that workers need to share their diverse viewpoints without restriction, they believed that open workplace to dialogue with improve their situation and their organization as well. They believed what is being presented to them is not enough and they need for more freedom, the opposition to get benefit from comment sharing could result in reducing overall organization performance and weakening working environment. Only 4.46% of workers have a chance to put their comments on table of managers, this is very small percentage and needs to improve. Dialogue and sharing comments is very important in the change process of organization behavior. It can be used to create a vision for change inside the public agriculture projects and improve the workplace environment to a new stage; sharing comments freely will let for increasing workers' awareness of the important issues that can improve the productivity through improving overall performance of the organization.

The researcher believes there should be no differences between workers and to allow them to share their opinions and give them the right opportunities to put the perspectives for the benefit of their works; and to create a set of norms for unwanted behavior for the farms; and to create an internal system for quick responding when conflict occurs in the change process. It is important for the public organizations in Libya including the public agriculture projects to assist others in the organizations in sharpening their understanding of what inclusion and equity means, inside and outside the organization. Public agriculture projects in Libya should realize that dialogue can play a key role in addressing the problem facing the workers and prevent them from doing their job properly. Public agriculture projects should implement a strategy of sharing opinions and give workers the opportunity to express their selves and what they need.

The participants declared that no chance was giving to them to give feedback to the head department of people in charge of their works; this is a clear evidence of very weak monitoring and tracking the development of work inside the public agriculture projects. The overall result approve why the public agriculture projects in Libya having very weak productivities and facing continuous delays during the year.

Studies have shown that those who use a direct inquiry strategy for seeking feedback are more likely to receive higher performance ratings from their superiors. And the indirect strategy, feedback monitoring, tends to provide more ambiguous information than does direct feedback seeking, so it is less useful for performance improvement, (Ashford & Tsui, (1991).

The studies confirmed that threats to firing from job or penalties may be one of the reasons that prevent workers from sending their feedback to the supervisors and top managements. In work settings, stereotype threat may affect performance by influencing feedback seeking and utilization, and the studies has demonstrated the value of seeking and utilizing feedback for enhancing work performance, (Ashford, Tsui, 1991).

Q 7 Selection of managers and supervisors in agricultural projects

The study we asked the participants whether managers selection according to qualification and experience or not, the result of our survey showed that, 18 participants tend to agree, 53 participants undecided, 70 participants tend to disagree, and 38 participants strongly disagree), and the participants survey percentages as follow, 10.10% tend to agree, 29.50% undecided, 39.10% tend to disagree, 21.20% strongly disagree, the percentage chart in Figure (8) illustrate the overall percentages.

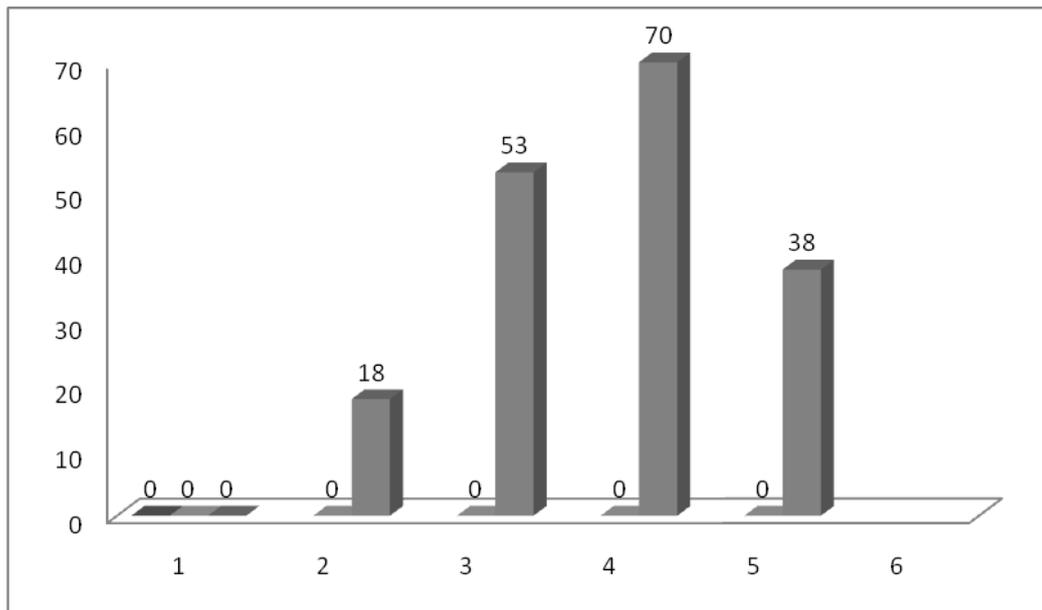


Figure (8): selection of the managers and supervisors

As we can see from this chart number 4 (tends to disagree) represent the higher level, which means that the highest percentage of workers believes that the managers and supervisors appointed in agricultural projects in Libya are not qualified for the job. This result affects the impression of workers about their supervisors, and may lead to neglecting to follow the instructions of supervisors due to unconvincing experience and decisions made by managers in perspectives of workers.

The standard deviation is $0.91329 < 1$ which means that most of the workers tend to disagree with the current qualifications of managers and their opinion distributed close to the mean is 3.7151, the mean value shows that qualification of managers and supervisors is poor and below the standard value needed for public agriculture projects.

Having the right managers is crucial to the success of any organization. Inefficient selection may affect the internal environment of the organization so badly. Manager's behavior and experience is strongly associated with the organizational behavior and reflect what an organization can offer for its staff. Obtaining a management qualification is regarded as the best way of demonstrating to workers that a professional manager possessing high levels of management skills for them. Hiring unqualified managers can have serious effects in the workplace that can end up costing the organization a lot of money and wasting efforts. When managers perform poorly, retraining or letting them go are usually the only options that companies have. Either way, the cost is much more than hiring top performing managers.

There is a need for project managers to be effective advisers and managers of change to ensure that the physical delivery that they are responsible for is successfully adopted, thereby generating the

A percentage 39.10% of workers believed their managers and supervisors have been selected according to other criteria not related to qualifications or past experience in farms. Only 10% of the participants agree to the current selection of managers and supervisors, yet this percentage is very small and indicates that public agriculture projects hired supervisors with no experience or may have a different qualification not related to managing farms. Experience and assigning the right managers is essential to achieve success in management and develop the organizational culture. 39.10% of workers tends to agree that managers in public agriculture projects are not doing their role good, where 21.22% are strongly did not agree with the current qualification of supervisors managing their farms.

Below is the summary of statistics of organizational behavior analysis Table -1

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Do the laws and regulations with the appropriate staff	179	2.00	5.00	3.7374	.80956
Is there a system for the purpose of encouraging staff to increase production	179	3.00	5.00	3.9497	.63841
Is there a difficulty in getting a job in Libya	179	1.00	5.00	2.8883	1.17503
Do you agree that there should be punitive in action in case of work violation	179	1.00	5.00	3.5587	.87453
Are relationship managers and supervisors with good workers	179	1.00	5.00	2.8994	.94271
Do you have the opportunity to post your comments in order to improve work	179	2.00	5.00	3.8603	.90414
Is the selection of supervisors and managers according to qualifications and work experience	179	2.00	5.00	3.7151	.91329
Valid N (listwise)	179				

Table -1 (Descriptive Statistics of the organization behavior)

Summary

From the results obtained from the questionnaire, it became clear that the employees and employment in agricultural projects in Libya, is not satisfied with the behavior of organizations and business affiliates. Where most of these results are not encouraging for the work, and this led to poor efficiency and performance of staff and workers and thus led to the lack of production in agricultural projects in general.

Where many studies have proven, that the behavior of the organization have a significant role on the psyche of the employee or worker within the work, the more people were satisfied with the work as performance was better and more tender and therefore will have a positive role in the production process.

Behavior of the organization in the management of agricultural projects in Libya, one of the important factors which will have a clear impact on the increase in production in these projects, as it is applied properly and according to what suits staff and employment and business requirements to raise the efficiency and performance, and thus get a bigger amount of production in these projects. Must be laws and regulations within the work appropriate to the circumstances of individuals as well as to working conditions, should also promote employment by the efficiency and performance of each person involved in the work, and we have to be a spirit of cooperation and love, both staff and labor themselves or with managers and supervisors, as there must be standards and precise specifications in the selection of managers and supervisors as well as the qualifications, experience and integrity at work. in order to get high performance and high productivity in the public agricultural projects in Libya.

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