

EVALUATION OF MANAGERS IN FOREST PRODUCTS INDUSTRY ENTERPRISES ACCORDING TO THREE FEATURES AND MANAGERIAL SKILLS APPROACHES

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Abstract- Today, social and economic developments are very fast and this is closely related to all enterprises. Regarding of this rapid change and development, enterprises need to give more importance to the concepts of management and manager. In terms of the growth and development of the enterprises, how and to what extent the people who work in the management part of the enterprises have the managerial characteristics and how subordinates perceive their managers are very important.

How the properties that should be found in upper management of the forest products industry enterprises operating in Istanbul province were perceived by the employees at the subordinate level were tried to be revealed with three features and managerial skills approach. Face-to-face survey method was used in the study. The survey is composed of three parts. The numbers of persons surveyed were 271. The questions prepared according to the 5-point Likert scale were analysed in the SPSS statistical program and the results were given in detail.

Key Words- Manager, Managerial skills, Forest Industry Engineering

1. INTRODUCTION

The forest products industry, which is defined as primary and secondary manufacturing industry groups, provides raw materials for a large number of industries and gives employment opportunities to about 300,000 people. Moreover, this sector was also influential in the development process with the products it transferred to the employment and production processes and it led to the development of economic activities [1-3].

As in any industry, enterprises operating in the forest products industry should attach importance to “management” concept to increase their profits, maximize their sales and survive in a competitive environment. Also, the role of the manager in the enterprises should increase. A good management or good manager is the most important element in the success of a business.

There are different opinions about the concept of management. According to economists, management is one of the factors of production. According to management science, management is an authority system. According to society scientists, management is a class and prestige system

[4]. According to another definition, management is a system in which the objectives are carried out effectively and efficiently [5].

Management in the enterprises is a characteristic that is intertwined with other functions. These functions, which constitute a management process, are a system that affects each other. Therefore, the success of a management can be achieved by coordinating these functions, effectively and efficiently. The fact that these functions are not managed is also the most important reason behind the failures in the enterprises [6].

Management work is performed by the managers. So the manager can be defined as the person who performs the management work. According to another definition, the manager is someone who operator in harmony and co-operation the people assigned to his or her command for reach a certain goals [7]. Managers must have a number of qualities and characteristics to be able make to functions, effectively and efficiently. These characteristics can be examined under three characteristic approaches. These are intellectual, characteristic and social characteristics [8].

In this study, the properties that should be found in upper management of the forest products industry enterprises operating in Istanbul province were how perceived by the employees at the subordinate level were investigated.

2. MATERIAL AND METHOD

The scope of our study constitutes forest products enterprises operating in Istanbul located in Marmara Region. The study was limited to the Anatolian side since it is not possible to conduct a survey on the forest products operating in all the districts of Istanbul in terms of cost and time. The survey form was planned to be applied to large and/or small scale enterprises in the Forest Products Industry and all the employees (lower, middle, upper and workers) in these enterprises and questions were prepared in this direction. The survey form contains questions about the demographic characteristics and questions about the characteristics that managers should have. The characteristics that managers should have were examined in three categories. These are intellectual, characteristic and social. 15, 12 and 7 question was prepared about the intellectual, characteristic and social characteristics, respectively and 5-point Likert scale (never: 1, very little: 2, undecided: 3, normal level: 4, high level: 5) was used while preparing the questions. The expressions prepared for these characteristics were given in Tables 1, 2 and 3. The surveys were applied by performing face to face interviews with people.

Table 1. Questions about the intellectual characteristics

	Expressions
1	General culture
2	Specialization in many subjects
3	Logicalness
4	The spirit of analysis
5	To analyze the causes of an event analytically
6	Synthesis spirit
7	To put variables of an event together to form a solution or plan
8	Intuition power
9	Being able to anticipate opportunities and threats
10	Imagination
11	To visualize possible developments in the future
12	Judicial power
13	The ability to distinguish "good from bad" and "right from wrong"
14	The ability to focus ideas on issues and problems
15	The ability to express ideas clearly.

Table 2. Questions about the characteristic features

	Expressions
1	Balance between mind and emotion (harmony between objectivity and subjectivity)
2	Be able to adapt to changing circumstances and environments and to people in different personalities
3	Carefulness
4	Prudence
5	Assertiveness (courage to take risks)
6	Memory power (to keep important events, people and variables in mind)
7	Dynamism (monitoring and taking precautions on many issues and events on-site and on time)
8	Perseverance and persistence (to be standing in the face of danger and difficulties)
9	Tidiness and regularity
10	To use methods which have usefulness
11	Rapidness
12	Seriousness (to not underestimate the danger and problems)

Table 3. Questions about the social characteristics

	Expressions
1	Physical appearance
2	The ability to appeal
3	The ability to understand group structures, common purposes, values and feelings (sociability)
4	The ability to deal with work discipline and bad habits
5	The ability to help and cooperate with every person who works with him
6	The ability to move in a balanced way
7	The ability to fair, persuasive, and trustworthy

The following sample determination formula was used to determine the total number of participants to whom the surveys would be applied [9]:

$$n = \frac{N \cdot Z^2 \cdot p \cdot q}{N \cdot d^2 + Z^2 \cdot p \cdot q} \quad (1)$$

In formula;

n: sample size;

N: universe size;

p: p-value (0.5) ;

q: q- value (0.5);

Z: Z-score at 95 % confidence interval (1.96);

d: margin of error (0.05)

According to the Istanbul Chamber of Commerce, there are 1750 enterprises in the Forest Products Industry operating in the Istanbul where the study will be applied. The “p” and “q” values were taken as 0.5 in a way that would enable the sample size to be more in our study. The error margin was accepted as 5%. As a result, the sample size was determined to be 315. However, a total of 271 surveys were achieved. Then, all the survey forms were numbered and the numbered data were entered into the SPSS for Windows package program. Chi-Square (X^2) test was used for determine whether there was a significant difference between characteristics that managers should have and positions of employees. Abbreviations for the positions of the employees used in the analyzes were given in the table below.

Table 4. The positions of employees and abbreviations

The positions of employees in enterprises	Abbreviations
Senior managers	SM
Middle-level managers	MLM
Lower-level managers	LLM
Labor-officer employees	LOE

3. RESULTS

3.1. Results regarding demographic characteristics

77.9% of personnel who participated in the survey are male, 22.1% are female. A great majority of participants (87.1%) are under the age of 42. Only 31.7% have university graduate. 73.4% of the participants are married. Majority of participants (80.8%) are working at same enterprise less than 10 years. While 61.6% of enterprises participating in the survey are operate in the furniture sector, other enterprises operate in the lumber (19.9%) and corrugated board sector (18.5%). The majority of enterprises are limited liability companies. 4.1% of the respondents are senior managers, 16.2% of them are middle-level managers, 8.5% of them are lower-level managers and 71.2% of them are labor-officer employees.

3.2. Statistical analysis results

It was determined that whether there was a significant relationship between the intellectual characteristics that managers should have and manager types. For this, Chi-Square (X²) was used and the results obtained were given in Table 5.

Table 5. Results regarding the intellectual characteristics

	Manager type	Mean	X ² (Chi-square)	
Expression 1	SM	4.36	0.764	Insignificant
	MLM	4.11		
	LLM	4.04		
	LOE	4.01		
	Total	4.04		
Expression 2	SM	4.18	0.697	Insignificant
	MLM	3.98		
	LLM	3.70		
	LOE	3.97		
	Total	3.96		
Expression 3	SM	4.09	0.530	Insignificant
	MLM	4.09		
	LLM	3.87		
	LOE	4.01		
	Total	4.01		
Expression 4	SM	4.18	0.863	Insignificant
	MLM	3.95		
	LLM	3.87		
	LOE	4.03		
	Total	4.01		
Expression 5	SM	4.09	0.583	Insignificant
	MLM	4.07		
	LLM	3.83		
	LOE	4.05		
	Total	4.04		

Expression 6	SM	4.18	0.563	Insignificant
	MLM	4.18		
	LLM	3.78		
	LOE	4.06		
	Total	4.06		
Expression 7	SM	4.18	0.776	Insignificant
	MLM	4.30		
	LLM	3.96		
	LOE	4.20		
	Total	4.19		
Expression 8	SM	3.82	0.400	Insignificant
	MLM	4.11		
	LLM	3.96		
	LOE	4.21		
	Total	4.15		
Expression 9	SM	4.45	0.727	Insignificant
	MLM	4.02		
	LLM	4.00		
	LOE	4.04		
	Total	4.05		
Expression 10	SM	4.09	0.400	Insignificant
	MLM	4.07		
	LLM	3.87		
	LOE	4.12		
	Total	4.09		
Expression 11	SM	3.91	0.028	Significant
	MLM	4.14		
	LLM	3.96		
	LOE	4.23		
	Total	4.18		
Expression 12	SM	4.09	0.903	Insignificant
	MLM	4.16		
	LLM	4.13		
	LOE	4.11		
	Total	4.12		
Expression 13	SM	4.18	0.864	Insignificant
	MLM	4.14		
	LLM	4.35		
	LOE	4.03		
	Total	4.08		
Expression 14	SM	4.27	0.694	Insignificant
	MLM	4.00		
	LLM	4.04		
	LOE	4.16		
	Total	4.13		
Expression 15	SM	4.09	0.951	Insignificant
	MLM	4.09		
	LLM	4.35		
	LOE	4.23		
	Total	4.21		

As a result of the research, the findings regarding the intellectual characteristics of the managers are as follows. According to the chi-squared test, it was found that there was only significant relationship between “expression 11 (to visualize possible developments in the future)” and “manager types”. The officers-workers more said that senior managers should have this

expression. At the same time, when we examine Table 5, the senior managers who participated in the survey said that the intellectual characteristic that senior managers should have most is the ability to anticipate opportunities and threats (expression 9). The middle-level managers who participated in the survey said that the intellectual characteristic that senior managers should have most is to put variables of an event together to form a solution or plan (expression 7). The lower-level managers who participated in the survey said that the intellectual characteristic that senior managers should have most is the ability to distinguish "good from bad" and "right from wrong" (expression 13). The officer-workers said that the intellectual characteristic that senior managers should have most is the ability to express their ideas clearly. When we examined the results in general, the majority of the respondents said that senior managers should express their ideas clearly.

It was determined that whether there was a significant relationship between the characteristic features that managers should have and manager types. Analysis results were given in Table 6.

Table 6. Results regarding the characteristic features

	Manager type	Mean	X² (Chi-square)	
Expression 1	SM	4.36	0.932	Insignificant
	MLM	3.89		
	LLM	4.17		
	LOE	4.01		
	Total	4.01		
Expression 2	SM	4.64	0.238	Insignificant
	MLM	4.11		
	LLM	4.00		
	LOE	4.10		
	Total	4.11		
Expression 3	SM	4.82	0.222	Insignificant
	MLM	4.18		
	LLM	4.17		
	LOE	4.20		
	Total	4.22		
Expression 4	SM	4.73	0.179	Insignificant
	MLM	3.86		
	LLM	3.96		
	LOE	4.10		
	Total	4.07		
Expression 5	SM	4.55	0.171	Insignificant
	MLM	4.07		
	LLM	3.91		
	LOE	4.12		
	Total	4.11		
Expression 6	SM	4.27	0.652	Insignificant
	MLM	4.02		
	LLM	3.91		
	LOE	4.10		
	Total	4.08		
Expression 7	SM	4.27	0.256	Insignificant
	MLM	4.02		
	LLM	3.91		
	LOE	4.18		
	Total	4.13		
Expression 8	SM	4.45	0.179	Insignificant
	MLM	4.27		
	LLM	3.83		

	LOE	4.21		
	Total	4.20		
Expression 9	SM	4.55	0.717	Insignificant
	MLM	4.14		
	LLM	4.30		
	LOE	4.30		
	Total	4.28		
Expression 10	SM	4.64	0.906	Insignificant
	MLM	4.16		
	LLM	4.22		
	LOE	4.11		
	Total	4.15		
Expression 11	SM	4.64	0.426	Insignificant
	MLM	4.16		
	LLM	4.00		
	LOE	4.23		
	Total	4.22		
Expression 12	SM	4.64	0.017	Significant
	MLM	4.32		
	LLM	4.04		
	LOE	4.33		
	Total	4.31		

According to Table 6, there was only significant relationship between “expression 12 (seriousness (to not underestimate the danger and problems)) and “manager types”. Senior managers more said that senior managers should have this expression. The senior managers who participated in the survey said that the characteristic feature that senior managers should have most is the ability to prudence (expression 4). The middle-level managers and the officer-workers who participated in the survey said that the characteristic feature that that senior managers should have most is to not underestimate the danger and problems (expression 12). The lower-level managers who participated in the survey said that the characteristic feature that senior managers should have most is tidiness and regularity (expression 9). When we examined the results in general, the majority of respondents said that senior managers should not underestimate problems and dangers.

It was determined that whether there was a significant relationship between the social characteristics that managers should have and manager types. Analysis results were given in Table 7.

Table 7. Results regarding the social characteristics

	Manager type	Mean	X ² (Chi-square)	
Expression 1	SM	4.18	0.711	Insignificant
	MLM	4.09		
	LLM	4.09		
	LOE	4.12		
	Total	4.11		
Expression 2	SM	4.36	0.987	Insignificant
	MLM	4.09		
	LLM	4.00		
	LOE	4.11		
	Total	4.11		
Expression 3	SM	4.45	0.852	Insignificant
	MLM	4.14		
	LLM	4.04		
	LOE	4.14		
	Total	4.14		
Expression 4	SM	4.55	0.836	Insignificant
	MLM	4.09		
	LLM	4.04		
	LOE	4.21		
	Total	4.19		
Expression 5	SM	4.45	0.894	Insignificant
	MLM	4.07		
	LLM	4.17		
	LOE	4.18		
	Total	4.17		
Expression 6	SM	4.36	0.277	Insignificant
	MLM	4.00		
	LLM	4.00		
	LOE	4.16		
	Total	4.13		
Expression 7	SM	4.73	0.323	Insignificant
	MLM	4.11		
	LLM	3.74		
	LOE	4.24		
	Total	4.20		

According to Chi-Square results, it was found that there was not a significant relationship between the social characteristics that managers should have and manager types. Although not a significant relationship between social characteristics and manager types, the senior managers and the officer-workers who participated in the survey said that the social characteristic that senior managers should have most is the ability to fair, persuasive, and trustworthy (expression 7). The middle-level managers who participated in the survey said that the social characteristic that senior managers should have most is the ability to sociability (expression 3). The lower-level managers who participated in the survey said that the social characteristic that senior managers should have most is the ability to help and to cooperate with every person who works with him (expression 5). When we examined the results in general, the majority of participants said that senior managers should have fair, persuasive, and trustworthy.

4. CONCLUSION

In this study, how the properties that should be found in upper management of the forest products industry enterprises operating in Istanbul province were how perceived by the employees at the subordinate level was investigated. In this study, the majority of participants said that senior managers should have characteristics such as the ability to express their ideas clearly, the ability to seriousness and the ability to persuasion. The ability to express their ideas clearly is one of the intellectual characteristics that managers should have. The ability to seriousness is one of the characteristic features that managers should have. The ability to persuasion is one of the social characteristics that managers should have. In addition, there was a significant relationship between the expression of the ability to visualize possible events in the intellectual characteristics that manager should have and manager types. In the same way, there was a significant relationship between the expression of seriousness in the characteristic features that manager should have and manager types. It has been tried to determine the characteristics that managers should have by the restricted factors in the study. More extensive research can be done for future studies and the characteristics that managers should have can be compared to different sectors.

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