

## Investigating the Impact of Management Practices on the Work Productivity of Administrative Staff of Faryab University

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### ABSTRACT

Today, one of the most important and effective healthy communication between managers and work Kanarin achieving goals as big as the mission and vision Faryab University Compliance with ethical and behavioral principles. Level Management to achieve goals University and Better use of expertise and management practices and human resources skills and Communication with different layers of work Kenan at Faryab University. It requires having skills in public relations and a certain personality sobriety's, which only successful managers have. Based on the role of ethical standards in management at the level of Faryab University, providing mental comfort, reducing stress and encouraging employees in the work environment Important Faryab University Deemed to be.

According to the findings of the research, the participatory management method has been used at the management levels in Faryab University, which has been a favorable result for raising the level of work quality. Still Determining the method Management Participating in management levels in Faryab University To improve the performance of employees with a focus Satisfaction Administrative staff, Cooperation and employee motivation Official The main objective To achieve the mission and vision of Faryab University.

This research is practical in terms of classification based on the purpose, and in terms of classification based on the method, this research can be descriptive research – Correlation counts. The number of sample members according to all work Kanan Faryab University used the method of Morgan's table and it was obtained from a statistical population of fifty (50) people, of which 40 people were selected as a sample according to the table. The tool for collecting information is a questionnaire, to analyze the data from the software SPSS was used for descriptive and inferential statistics (correlation and correlation).

**Keywords-** management, productivity, management practices, Faryab University, employees.

### I. INTRODUCTION

Management is the process of effective and efficient use of material and human resources in planning, organizing, mobilizing resources and directing and controlling facilities, which is done to achieve organizational goals and based on the accepted value system. The world today is witnessing rapid and tremendous changes in all its dimensions. Considerable progress can be seen with the eyes of the head, which is caused by human achievements that can be felt in different sectors. Now the question arises whether these developments have come by themselves or not? Or there

were those who have become the cause of these developments in human society (Beigzadeh, 2011, p. 19).

In today's era, it is with the help of this activity that the missions and goals of organizations are realized. The available resources and facilities are exploited and the abilities and talents of potential people are put into action. In performing their duties, managers follow a process that includes components such as planning, organizing, monitoring and controlling Communication and decision making. The sum of the mentioned activities makes every manager closer and closer to his goals. Therefore, management continues to play its vital and essential role in today's complex world, and it can be truly

claimed that there is no science as important as management for the people of the present century and the future. None of the human progress in other sciences without relying on knowledge and management methods can remove the problems and problems of the present age (Rezaian, 2008, p. 8).

Today, the topic of productivity is one of the most important topics that has received the attention of both for-profit organizations and non-profit organizations, with the surveys that have been conducted, there are many factors influencing the productivity and work of employees in organizations, but management has the greatest impact on productivity. Vari has a job in the organization. The basis of different management methods is also not free from the effect on productivity and efficiency in the organization (Stanekzai, 2013, p. 12).

In the current unfortunate situation of our country, Afghanistan is faced with all the challenges and problems of social dimensions such as economic, political, cultural, social and scientific challenges, and one of these challenges is in the level of knowledge management and lack of methods. Suitable for management at Faryab University Been That Lack of attention to the quality of work, knowledge management and management methods in Faryab University is one of the reasons. Clot The basis of the discussion is And it gets worse gradually. Different management methods and the lack of recognition and proper use of management methods in the university is another factor in the low quality of work productivity in Faryab University.

### **1.1 The importance of research**

Organizations in order to improve practices Management They should first determine which method they prefer. Of course, it is necessary for organizations to know that they have to use several different methods at different times and based on different needs. But it is necessary that a manner managerial prevail over the rest of the methods. The organization should try to improve and strengthen that method. Management practices make it easier to choose at crossroads on the path to success. Sometimes it happens that the manager does not know how much independence he should give to the employees. Or he can't decide whether to consult with employees to make a decision or to make it on his own. But managers who are familiar with management methods, know which one they should use in each situation, and as a result, they overcome dilemmas.

It should be said that Knowing the way Management or the conditions in which these methods should be used, in the way of operational different levels of Faryab University and the team His work It has a great impact. That's why Any method of Management is a set of special skills that managers should consider it in implementing it to achieve the main goal of Faryab University. When High levels of Faryab University Find out how From management It fits with the team's identity and functions don the strengths and points Focus on weaknesses and areas that need improvement. To be able

to perform better to raise the productivity level of administrative staff of Faryab University.

### **1.2 Research goal**

The purpose of this research is that the manager it in a leadership role Faryab University Can Ned Choosing different methods in directing human resources. and also Important duties of managers and management practices in Faryab University Identifying the potential talents of employees Official And providing the fields for their growth and prosperity is the field for improving productivity Work provides For this reason, according to the importance and necessity of this research, which is one of the effective factors in increasing productivity work and The leadership style of managers In the upper level of Faryab University Determining management practices Appropriate To improve performance Work Staff Official Focusing on employee satisfaction, cooperation and motivation Official The main goal of this research is

### **1.3 Research questions**

1. Are high productivity management practices in Faryab University Is it effective?
2. Is the prevailing management style in Faryab University High quality of work of employees Official has an effect?

## **II. BACKGROUND RESEARCH**

Jafar Begzadeh, in a research under the title of investigating the effect of occupational stressors on the work performance of employees of government organizations in East Azarbaijan province, reached the following results: occupational stressors are, respectively: work density, Lack of job security, The existence of discrimination in the work environment, the lack of support from managers for employees, as well as the direct relationship between the mentioned organizational factors and creating stress in employees and reducing their performance (Abahti, 2012, p. 12).

Goldberg and others have reached interesting results in a research titled welfare, work environment and occupational accidents. In this research it is determined that Work injuries are not related to age, religion and lack of education, the effect of gender is strong but not significant. Workers with high wages and workers who had subcontracts are more likely to be injured. The experience of injury or initial injury has sensitized employees to stronger perceptions of risk associated with unsafe practices. (Goldberg, 2000, p22).

In a research entitled "Does occupational stress caused by accidents affect the efficiency of Japanese male and female workers and work injuries", Kina Frank reached the following conclusions: In female workers who experienced a work injury, the score of job demand and work pressure index was significantly higher and the score of support from colleagues was significantly lower than those female workers who did not experience an injury. High job demands (high job pressure and low

employee support) are significantly related to work injuries in all female workers, but there is no significant difference in any job stress in men who experience work injury. (Landsbergis and others, 2001, p:35).

The research by National occupational healthIn 2017 and 2018carried out here from the results of this research40 A percentage of workers reported that their job was very or extremely stressful. 25% of workers consider their job as one of the most important stressors in their lives. 75% of employees believe that they are more stressed than the previous generation. 29% of workers feel that they are stressed to a great extent or to some extent at work. 26% of workers said they were often or always stressed by their work (National occupational health, 2018, p:36).

In a research titled stress and job burden of men and women in high-level positions conducted by Land berg and others, psychological and physical reactions to stress related to work and family in21Demirmard and21The female manager and professional specialist have been investigated in the above positions, which the main results indicate. Both female and male managers experienced their jobs as challenging, if anything All the data show more favorable conditions for men than for women. In addition, women are more stressed by the high cost of unpaid work and also by more responsibilities for family and home related tasks.kenna, 2001, p:12).

### **III. MANAGEMENT PRACTICES**

#### **A) *Exploitative or tyrannical style (management that does not trust and trust subordinates)***

Decisions and determination of the organization's goals are taken from the top, and in order to manage the work, intimidation and punishment are often used, and sometimes rewards are used. In this way of management, which has good efficiency and effectiveness in military organizations (of course in some cases and especially in war conditions), it is not found only in armies. The personality characteristics of a person who is appointed to manage an organization, the environment and personal conclusions, sometimes cause the "authoritarian" management style to impose itself on employees even in the most democratic organization.

In this type of management, the manager issues instructions violently without asking any opinion from other colleagues or providing an explanation about the reason for the current actions. This type of management performs its duties with the least sense of loyalty to the organization and always fully believes in its profession, expertise and skills. One of the characteristics of authoritarian management is the preference of "barracks behavior" over any "organizational behavior" and the consequence of such a situation is not tolerating any opposition and difference of opinion. To It is taste. (Rahmani, 2017, p. 19).

#### **B) *Benevolent autocratic style or lose control (management that trusts and trusts subordinates relatively much)***

Most of the decisions are made at the top, some decisions are made with a predetermined format by people of lower levels, and rewards and punishments are used to motivate and punish. In cargo management, it is the responsibility of the employees to control problems in any direction, and in times of crowding and chaos, the manager is not present at the work scene and stays in his office and refuses to deal with the problems. In this kind of management, relationships sometimes take the place of rules and regulations, and being fellow citizens, sharing the same language, having the same religion, and having the same profession makes people and employees of the organization forget their official positions and communicate with each other in informal and friendly formats.

#### **C) *Participatory method (management that has considerable trust and confidence in subordinates)***

General policy and decisions are from the top, but the lower classes are allowed to participate in decision making. Communication flows from top to bottom and vice versa. Participation means: playing a role through commenting, making suggestions, making decisions and accepting responsibility in the field of organization's activities, choosing the type of work, improving and developing work and distributing the results. Responsible management is to resolve issues and problems seriously through discussion and consultation by holding meetings with deputies and employees, or to kindly try to solve them, always facing problems and being present at the scene. Be the main purpose of using this method is the participation of managers and deputies in planning, organization, organizational communication, decision-making and creativity, processing and finally creating intimacy. In this case, all officials will show more motivation to reach the goals that they have agreed and cooperated with.

In this management method, only a few people do not act as a communication channel between the manager and the employees, "relatives" and "strangers" groups are not created, and opportunistic, open-minded and flattering people intercept, distort and change information (for their own benefit). they do not "Job satisfaction" of people with ability increases and people relatively get the position they deserve in the organizational hierarchy. It should be noted that the goals and plans for the future, which are determined with effort, effort and common understanding, should be reasonable and achievable. Otherwise, it will cause mental pressure and anxiety in low-level employees; In addition, the goals should be serious and contain qualitative and quantitative aspects of work results and be more objective and measurable.

**D) Democratic method (a management that has complete trust and confidence in subordinates)**

In this way, decision-making is widely dispersed throughout the organization. People's participation in formulating financial rewards, setting goals, improving methods and evaluating work progress.

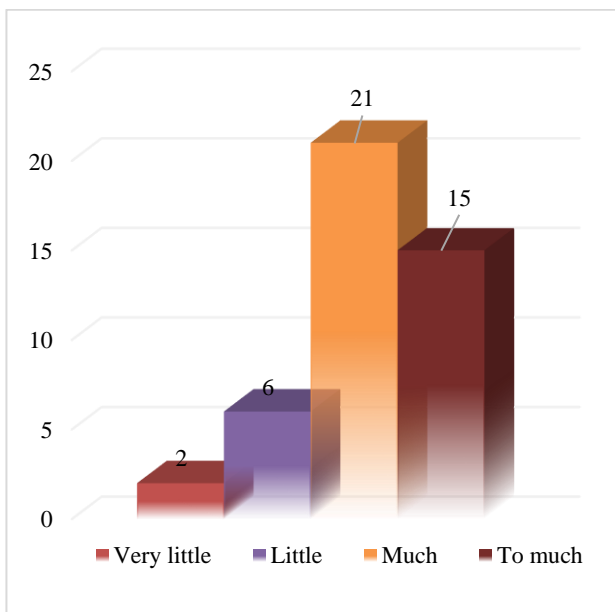
In this type of management, the manager, while directing the activities of the unit under his supervision, also considers himself a member of the team and participates in the decisions of the employees in the form of discussions and comments in the meetings. In democratic management, communication between managers and employees of the organization is very important (Massoud, 2016, pp. 96-97).

**IV. RESEARCH FINDINGS**

The research questions whose results are described below

**1- The power of supervision and guidance of employees to carry out assigned activities and affairs**

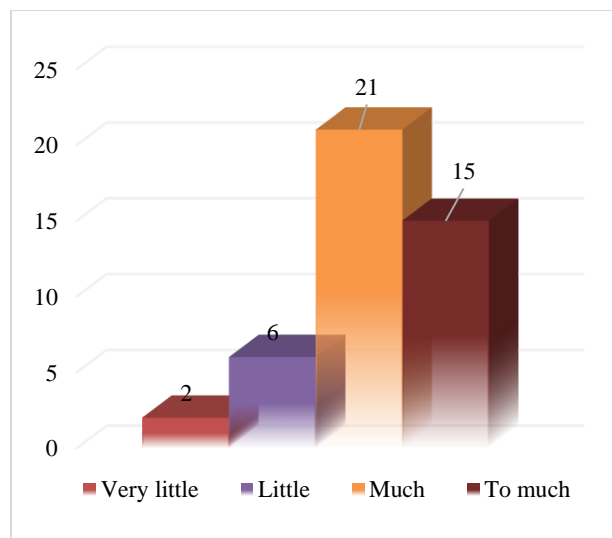
Among the 44 respondents, 27 of them answered that the power, supervision and guidance of the employees is high, 10 answered very much, 6 are low and 1 is very low. There were many assigned tasks.



**Shape (1) the power of supervising and directing employees**

**2- Complying with working standards and orderliness in doing the tasks assigned to the employees by the manager**

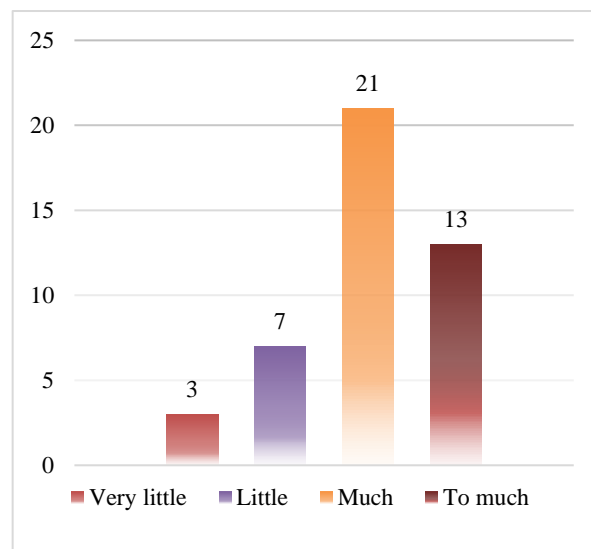
Among the 44 respondents, 21 of them, 48 percent, said that compliance with work standards is high, 15 are very high, 6 are low, and 2 are very low. As a result, we can say that compliance with work standards and There is a lot of discipline in doing the tasks assigned to the employees by the manager.



**Shape (2) Compliance with work standards and order by fashion Yer**

**3- Flexibility in behavior to deal with different issues and solve them**

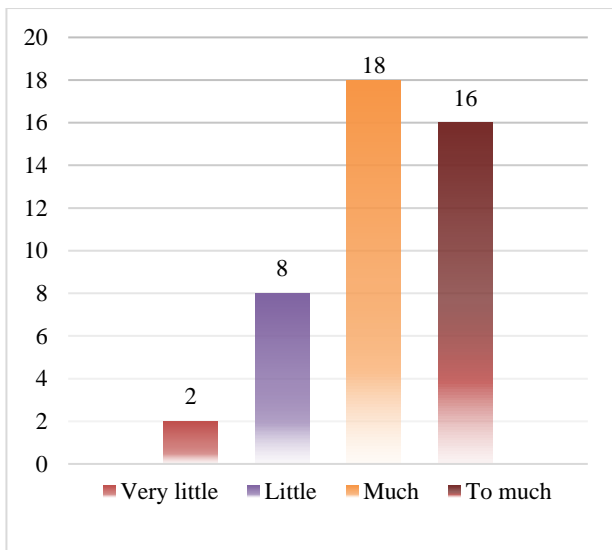
Among the 44 respondents, 21 of them, which constitute 48 percent, answered that flexibility in behavior in dealing with various issues and solving them is high, 13 are very high, 7 are low, and 3 are very low.



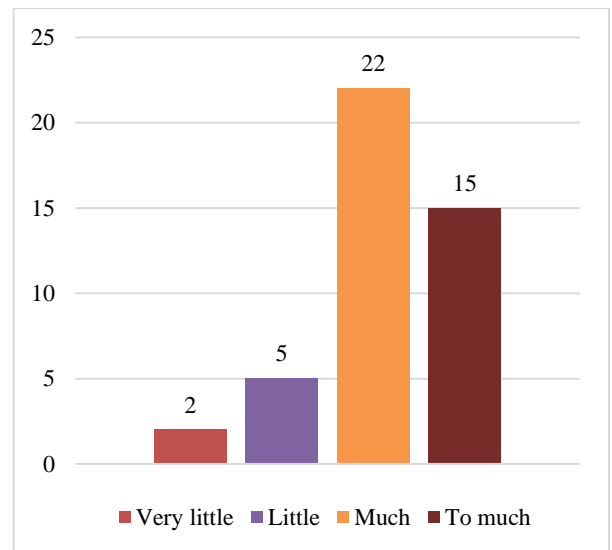
**Shape (3) flexibility in behavior by the manager**

**4- The attention of the manager to the reasonable request of the employees and the pleasant and favorable environment in the work environment**

Among the 44 respondents, 18 of them, which make up 41%, said that paying attention to the reasonable demands of employees and creating a pleasant and favorable atmosphere in the work environment is high, 16 are very high, 8 are low, and 2 are very low. We can say that the manager's attention to the reasonable demands of the employees and creating a pleasant and favorable atmosphere in the work environment is average.



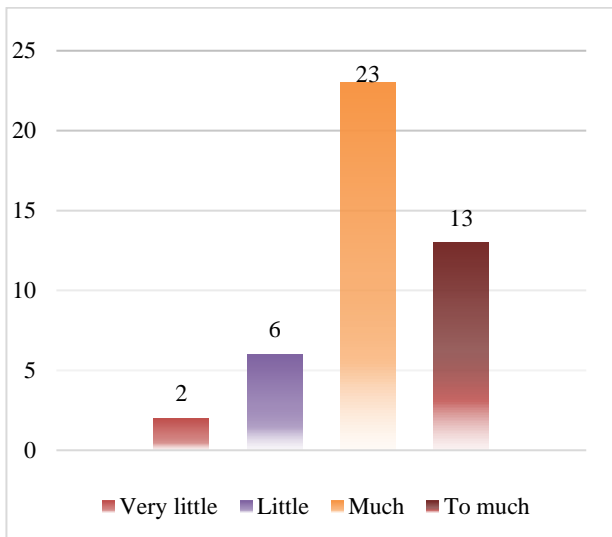
Shape (4) The manager's attention to the logical request of the employees



Shape (6) The manager's use of scheduled work time according to the schedule

**5- Knowing the possible methods to solve problems in order to reach effective work results**

Among the 44 respondents, 23 of them, which constitute 52 percent, said that the manager's efforts to identify possible ways to solve problems in order to reach effective work results were high, 13 were very high, 6 were low, and 2 were very low. As a result, we can say that the manager's effort to know the possible methods to solve the problems in order to reach the effective work results was high.



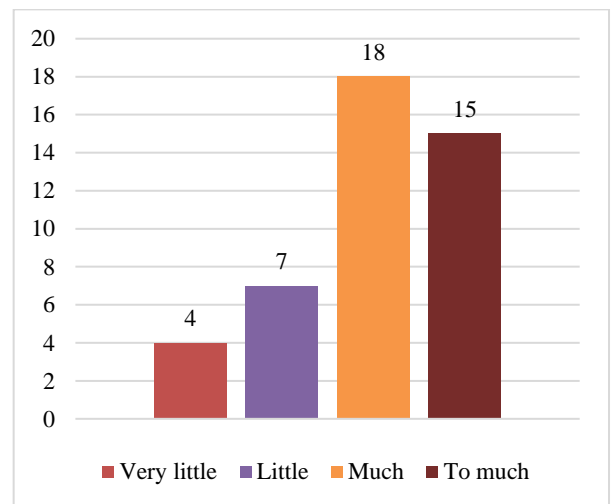
Shape (5) Knowing the possible methods to solve problems

**6- The manager's use of the scheduled work time in accordance with the plan to do the work**

Among the 44 respondents, 22 of them, which is 50%, said that the amount of time the manager used for the work according to the plan was too much, 15 too much, 5 too little, and 2 too little.

**7- The extent of the manager's use of modern resources and technology to facilitate and speed up the activities of employees**

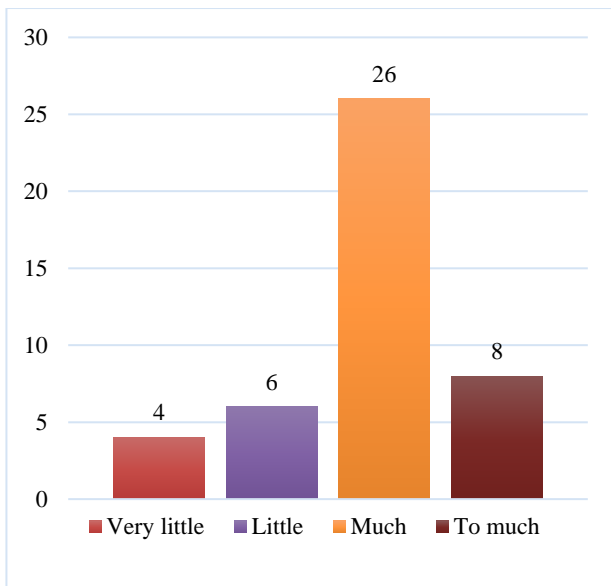
Among the 44 respondents, 18 of them, which constitute 41 percent, said the manager's use of modern resources and technology to facilitate and speed up the activities of employees was high, 15 were very high, 7 were low, and 4 were very low.



Shape (7) The manager's use of modern technology resources

**8- The extent of the manager's ability to understand and solve the work issues and problems of the employees**

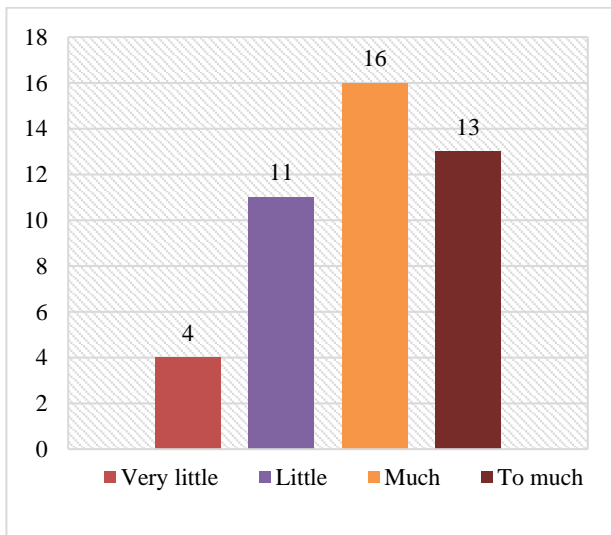
Among the 44 respondents, 26 of them, which constitute 58 percent, said that the level of the manager's ability to recognize and solve the work problems of employees is high, 8 are very high, 6 are low, and 4 are very low. So the result is that the manager's ability to understand and solve the work problems of the employees is high.



Shape (8) the manager's ability level

**9- The manager's effort to create a calm atmosphere with understanding and trust between employees or de-escalation.**

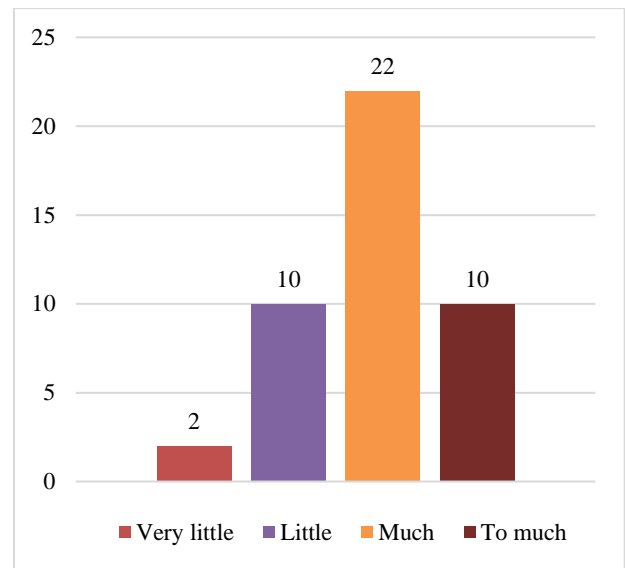
Among the 44 respondents, 16 of them, which is thirty-six percent, said that the manager's efforts to create a calm atmosphere with understanding and trust between employees or de-escalation were high, 13 were very high, 11 were low, and 4 were very low. has said



Shape (9) The manager's effort to create a calm atmosphere

**10- The extent of the manager's effort towards doing the correct and better work in order to correct and improve the methods.**

Among the 44 respondents, 22 of them, which is 50 percent, said that the manager's effort to do things correctly and better in order to correct and improve the methods was high, 10 were too high, 10 were low, and 2 were very low. Is.



Shape (10) The level of effort of the manager towards doing things correctly

**11-The extent to which the manager uses the advisory opinions of the employees in making the decision to choose effective methods and methods of doing work.**

Among the 44 respondents, 14 of them, which makes up thirty-two percent, the extent of the manager's use of the employees' advisory opinions in making the decision to choose effective methods and methods of doing the work are high, 14 are very high, 12 are low, and 4 are low. He said very little.

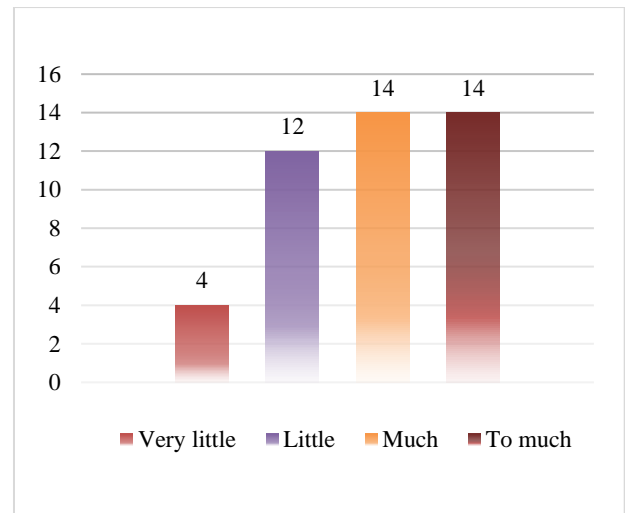
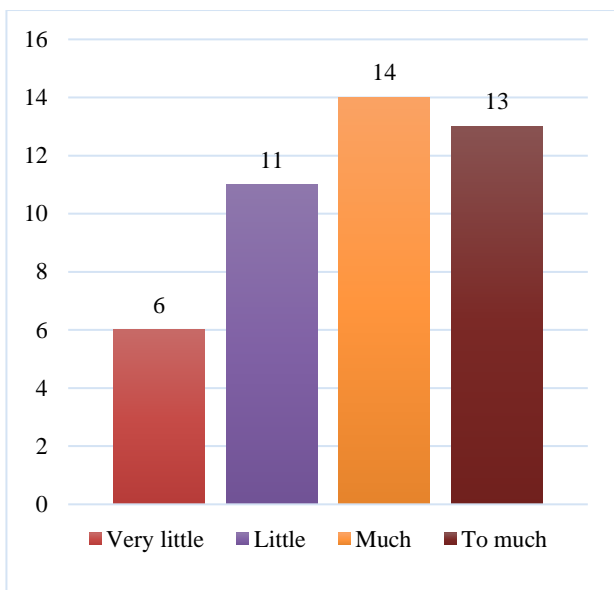


Figure 11) The manager's use of employees' ideas  
**12-Giving importance and valuing relationships with employees instead of expecting hard work from them in doing things by the manager.**

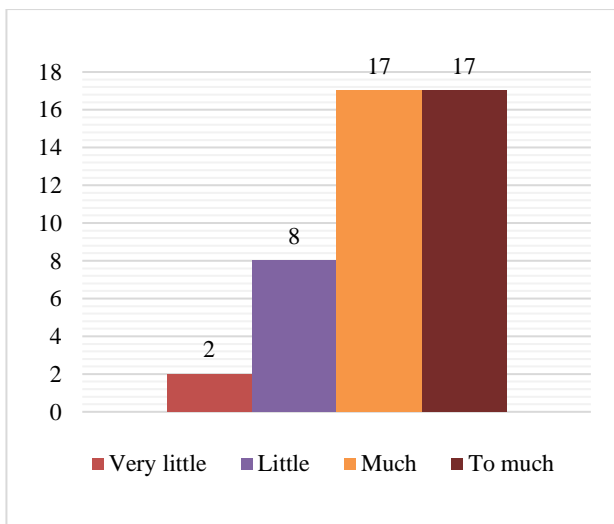
Among the 44 respondents, 14 of them, which constitute 32 percent, gave importance and respect to the relations with the employees instead of expecting hard work from them in doing the work by the manager, 13 too much, 11 too little and 6 Ton has said very little.



**Figure (12) Giving importance to employee relations by the manager**

**13- The degree of acceptance and warm and sincere communication of the manager with the employees in the work environment and outside that environment.**

Among the 44 respondents, 17 of them, which is 39 percent, said the level of acceptance and warm and sincere communication of the manager with the employees in the work environment and outside that environment is high, 17 are very high, 8 are low and 2 are very low.



**Shape (13) The degree of warm acceptance of the manager with the employees**

From the research, it was concluded that Managers High levels in Faryab University They face those who have complex tasks. Fashion high that in the role of leadership university They perform their duties Canned different ways managerial choose in human resource management. On the other hand other Attitudes

of people for management different levels in Faryab University It is very important because it is the attitudes that the behavior and employee productivity affect, Especially attitudes related to performance and professional commitment. In this regard, one of the important duties of managers in Faryab University, Identifying the potential talents of employees and providing them with opportunities for growth and prosperity is the basis for improving the productivity of employees Official provides Building Considering the importance and necessity of this research, which is one of the effective factors in increasing the productivity of employees Official Management practices in Faryab University. According to the findings of the research, the participatory management method has been used at the managerial levels in Faryab University, which has been a favorable result for raising the level of work quality and also Determining the method Management Participation at university levels To improve the performance of employees with a focus Satis faction, Cooperation\_ and employee motivation is the main goal to achieve the mission and vision of Faryab University.

**V. CONCLUSION**

Organizations are one of the main foundations of today's society and management is the most important factor in the life, growth and development or destruction of organizations. The manager directs the process of moving from the "current situation" to the "optimal situation" and at every moment. Managers in organizations play different roles that vary according to the time, place and type of work, and identifying these roles and missions in the entire organization includes the general determination of the type of operation that the organization is responsible for implementing. It is. This operation is implemented in the fields of organization services, clients, organizational methods and philosophy and operations. The argument that every manager should be able to fulfill all roles does not seem correct.

From the research conducted on the effect of management practices on the work productivity of Faryab University employees, the following conclusions and arguments are made .At the managerial levels in Faryab University, the collaborative management method has been used, which has been a favorable result for raising the level of work quality, and still Determining the method Management Participation in the levels of Faryab University To improve the performance of employees with a focus Satisfaction, Cooperation\_ and employee motivation Official The main objective To achieve the mission and vision of Faryab University. Building In order to achieve the goals of Faryab University, high-level managers should use material resources and human resources effectively by using management methods so that they can use one of the management methods to improve the quality of employees' work, the management of employees' knowledge, and the management of

employees' technological knowledge. and motivational management for administrative staff to achieve the main goals of Faryab University in order to raise the level of work productivity.

### **OFFERS**

- 1) In most levels of management, managers in Faryab University use the collaborative management method, but it is not generally applied at the university level, the collaborative management method should be used in all management levels in Faryab University. Because collaborative management is a method of team management in which team members are asked to be actively present in decision-making processes.
- 2) Managers at the leadership level and at all management levels in Faryab University should use network management, which emphasizes on building relationships between different teams and trusting these established relationships, so that they can have a better impact on the productivity of employees.

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