The Effect of the Managers’ Good Manners on Enhancing the Social Responsibility of the Staff from Agriculture Banks in Sistan and Baluchistan

Zahra Vazifeh¹, Hamidreza Barzegar Moghadam², Masoud Davari³, Mohammad Mostafa Dahmardeh³*

¹Assistant Professor, Department of Management, University of Sistan and Baluchestan, Zahedan, Iran.
²Master of Management, Zabol University of Medical Sciences, Zabol, Iran.
³MA Student, Department of Management, Islamic Azad University, Zabol Branch, Zabol, Iran.

*Corresponding Author: Mohammad Mostafa Dahmardeh

Abstract

Efforts to improve human resource Responsibility and efficient use of human resources infinite, timeless way. In this way, ups and downs, one of the goals of efficiency, increase the desirability of life with all its dimensions. In this study, researchers are sought to The Effect of the Managers’ Good Manners on Enhancing the Social Responsibility of the Staff from Agriculture Banks in Sistan and Baluchistan. The research is descriptive and correlational. The target population included 419 Staff from Agriculture Banks in Sistan and Baluchistan. That uses Morgan table, 201 individuals were selected as sample. Library and field data collection for studies of Managers’ Good Manners questionnaire that standard questionnaire [1] and Social Responsibility questionnaire is self-made. Its validity and reliability have been approved. For data analysis using SPSS software, descriptive and inferential analysis (linear regression) is used. The results show that the Managers’ Good Manners and its components have an impact on Social Responsibility.

Keywords: Well manners, Social responsibility, Agriculture Bank.

Introduction

Leadership incorporates an ability to mobilize individuals to actualize a common objective and being gifted with the privileges of a type of personality which instigates trust.

The leaders are continuously recommended to become individuals whom the others wish to follow. To do so, the leader should invest on fostering and rearing himself internally. The individuals who reach to the apices of accomplishment and victory but lack the required qualifications to maintain it will be directed towards catastrophe. These individuals fall into the abyss of haughtiness and selfishness, the painful abyss of solitariness, the abyss of adventurousness or the abyss of sensual debauchery.

The followers who observe weaknesses in their leaders’ manners and way of conduct will lose their trust and turn away from them.

The way the leaders and the managers face the events and incidents is a distinct sign of their personality. The problems and the crises do not necessarily construct the human personality but there is no doubt the human real personality reveals itself under harsh circumstances [2].

The human beings’ way of conduct and manners development is the pivot about which the human growth revolves, whether the individual be a leader or not. Every individual can boast about his or her own personality’s perfection and prestige, but the manners and the conducts depend on how the individual performs in real situations.

The leaders’ way of conduct cannot be segregated from their actions and deeds. If a leader’s promise and action are not aligned in a single direction its reason should be sought in his way of conduct [2].
Good manners are an extent or a gage that indicates the individual is living based on high-level values. The individual who lacks good manners compromises over high-level values. The individual's adherence to the values is the real criterion for assessing their way of conduct and manners. Although good manners are important but the individuals scarcely come to an agreement regarding its quality. The individuals with good manners have accepted a vast spectrum of the virtues and act according to them. They have long-term interests in themselves and the others.

Corporate social responsibilities (CSR) activities (Depends on the staff) such as investment and involvement in HRM functions related to CSR has created organizational policies and practices in today’s dynamic work environment where large enterprises are particularly faced with low responsibility of staff and absence of them.

Researches about the HRM function show that organizational responsibility and investment can appear as HRM functions that lead to less rotation of employees working and higher organizational responsibility and less absenteeism in organizations.

Also interfering in CRS, specially interfering in HRM that is somehow related to CRS has a positive impact on employee responsibility, this issue is correlated with reducing the rotation of work and reducing absence from work and employees respond positively to organizational responsibility’s.

According to current trends in the labour market and changing in work approaches and working places, interfering in HRM functions that are related to CSR has provided the background for the development of organizational functions. Leadership means mutual trust based on common values and views.

The way the leaders and the managers confront with the incidents and events is a distinct sign of their personality.

The problems and crises do not necessarily construct the human personality, but they can reveal it. Flourishing of the way of the conduct is at the center of development and growth in every individual, whether a leader or not. Every individual can speak about his or her sophistication and distinctive features but his or her way of conduct rely heavily on the way s/he actually performs.

The leaders’ way of conduct cannot be considered separately from their behavior and deeds.

Good manners indicate that whether an individual is living according to high-level values or not. The individual who does not enjoy good manners tries to compromise over the high-level values [3].

Banks are among the institutions where the relationships between the managers and staff exerts considerable influence on the way the personnel treat the clients and, inter alia, the managers' good manners contribute to the establishment of spaces in which social responsibility is exercised and, consequently, the personnel's productivity is elevated; therefore, through undertaking a case study on Sistan and Baluchistan Province's Agriculture Banks, the present study is seeking to find an answer to the question that “whether the perceptions of managers' good manners are effective on the social responsibility in the staff from Agriculture Banks in Sistan and Baluchistan?”

Theoretical Framework

An increasing body of the evidences indicates that there is a probable relationship between welfare and good manner factors like spirituality, generosity, humbleness, appreciation, willingness, hopefulness and courtesy.

Moreover, other suggests that such relationships between welfare and the way of conduct possess an almost immaterial quality.

In a study which was conducted, it has been confirmed that the leader's humanity has a positive effect on the staff responsibility. Therefore, the study main model is proposed as below
Main Hypothesis

Managers’ good manners exert an influence on the social responsibility of the staff from Agriculture banks in Sistan and Baluchistan Province.

Sub- Hypothesis

- Bravery an influence on the social responsibility of the staff from Agriculture banks in Sistan and Baluchistan Province.
- Humbleness an influence on the social responsibility of the staff from Agriculture banks in Sistan and Baluchistan Province.
- Wisdom an influence on the social responsibility of the staff from Agriculture banks in Sistan and Baluchistan Province.
- Zealousness an influence on the social responsibility of the staff from Agriculture banks in Sistan and Baluchistan Province.
- Sympathy an influence on the social responsibility of the staff from Agriculture banks in Sistan and Baluchistan Province.

Study Methodology

According to the nature of the subject matter and the objectives intended to be achieved, we are going to deal with the survey of the managers’ good manners effect on social responsibility enhancement in the staff from Agriculture Banks in Sistan and Baluchistan Province; the current study makes use of a descriptive-correlation method.

The study population includes 419 individuals from headquarter staff and line employees from Agriculture Banks in Sistan and Baluchistan Province out of whom 201 individuals were selected as the study sample volume. Data collection method has been library research, field studies and questionnaire distribution.

The questionnaires used in the current research are standard good manners [1] and social responsibility questionnaire. Their reliability and validity have been confirmed. The following statistical methods have been utilized to analyze the data:

- Descriptive statistics methods (computation of frequencies, percent’s, means and standard deviations)
- Inferential statistics methods (linear regression test as well as Cronbach’s alpha method for the calculation of reliability coefficient) SPSS version 20 has been used to analyze the extracted data.

Research Findings

Main hypothesis: Managers’ good manners exert an influence on the social responsibility of the staff from Agriculture banks in Sistan and Baluchistan Province.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Managers’ good manners exert (Y) and Productivity (X) after investigating its adequacy indicators in below table, the model is presented.

| Table 1: Goodness of fit of regression model between Managers’ good manners exert and productivity |
|-----------------|-----------------|-----------------|-----------------|
| R               | R Square        | Adjusted R Square | Std. Error of the Estimate |
| 0.844           | 0.712           | 0.711            | 0.179            |

The relationship between independent variables and the dependent variable equals to .844. R Square is .712 which shows that 71.2 percent of variation in Managers’ good manners exerts is predicted by social responsibility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 71.1 in this study. According to the indices, the model was adequate.
Table 2: Regression equation of social responsibility

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Constant</td>
<td>1.64</td>
<td>0.088</td>
<td>0.844</td>
</tr>
<tr>
<td></td>
<td>Managers’ good manners exert</td>
<td>0.625</td>
<td>0.023</td>
<td>27.46</td>
</tr>
</tbody>
</table>

Dependent Variable: social responsibility

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 2 the regression equation is provided by unstandardized coefficients.

**Social Responsibility = 1.64 + (0.625) Managers’ Good Manners Exert**

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Managers’ good manners exert, the standard deviation 0.625 unit of social responsibility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Managers’ good manners exert has a meaningful effect on social responsibility.

**Sub-Hypothesis 1**: Bravery an influence on the social responsibility of the staff from Agriculture banks in Sistan and Baluchistan Province.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Bravery (Y) and Social responsibility (X) after investigating its adequacy indicators in below table, the model is presented.

Table 3: Goodness of fit of regression model between Bravery and social responsibility

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.787</td>
<td>0.619</td>
<td>0.618</td>
<td>0.206</td>
</tr>
</tbody>
</table>

The relationship between independent variables and the dependent variable equals to .787. R Square is .619 which shows that 61.9 percent of variation in Bravery is predicted by social responsibility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 61.8 in this study. According to the indices, the model was adequate.

Table 4: Regression equation of social responsibility

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Constant</td>
<td>2.317</td>
<td>0.078</td>
<td>0.787</td>
</tr>
<tr>
<td></td>
<td>Bravery</td>
<td>0.455</td>
<td>0.020</td>
<td>22.278</td>
</tr>
</tbody>
</table>

Dependent Variable: social responsibility

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 4 the regression equation is provided by unstandardized coefficients.

**Social Responsibility = 2.31 + (0.455) Bravery**

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Bravery, the standard deviation 0.455 unit of social responsibility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Bravery has a meaningful effect on social responsibility.

**Sub-Hypothesis 2**: Humbleness an influence on the social responsibility of the staff from Agriculture banks in Sistan and Baluchistan Province.
To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Humbleness (Y) and Social responsibility (X) after investigating its adequacy indicators in below table, the model is presented.

**Table 5: Goodness of fit of regression model between Humbleness and social responsibility**

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.670</td>
<td>0.450</td>
<td>0.448</td>
<td>0.24839</td>
</tr>
</tbody>
</table>

The relationship between independent variables and the dependent variable equals to .670. R Square is .450 which shows that 45 percent of variation in Humbleness is predicted by social responsibility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 44.8 in this study. According to the indices, the model was adequate.

**Table 6: Regression equation of social responsibility**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2.273</td>
<td>0.113</td>
<td>0.670</td>
<td>20.141</td>
</tr>
<tr>
<td></td>
<td>Humbleness</td>
<td>0.465</td>
<td>0.029</td>
<td>15.782</td>
</tr>
</tbody>
</table>

Dependent Variable: social responsibility

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 6 the regression equation is provided by unstandardized coefficients.

**Social Responsibility** = 2.27 + (0.465) Humbleness

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Humbleness, the standard deviation 0.465 unit of social responsibility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well.

**Table 7: Goodness of fit of regression model between Wisdom and social responsibility**

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.756</td>
<td>0.571</td>
<td>0.570</td>
<td>0.21930</td>
</tr>
</tbody>
</table>

The relationship between independent variables and the dependent variable equals to .756 R Square is .571 which shows that 57.1 percent of variation in Wisdom is predicted by social responsibility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 57 in this study. According to the indices, the model was adequate.

**Table 8: Regression equation of social responsibility**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2.004</td>
<td>0.102</td>
<td>0.756</td>
<td>19.672</td>
</tr>
<tr>
<td></td>
<td>Wisdom</td>
<td>0.524</td>
<td>0.026</td>
<td>20.146</td>
</tr>
</tbody>
</table>

Dependent Variable: social responsibility
The inserted variable in regression equation is the core of regression analysis which can be seen in Table 8 the regression equation is provided by unstandardized coefficients.

Social Responsibility = 2.00 + (0.524) Wisdom

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Wisdom , the standard deviation 0.524 unit of social responsibility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well.

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 8 the regression equation is provided by unstandardized coefficients.

Social Responsibility = 2.00 + (0.524) Wisdom

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Wisdom , the standard deviation 0.524 unit of social responsibility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well.

The sig. value equals to .000, so Wisdom has a meaningful effect on social responsibility.

Sub- Hypothesis 4: Zealousness an influence on the social responsibility of the staff from Agriculture banks in Sistan and Baluchistan Province.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Zealousness (Y) and Social responsibility (X) after investigating its adequacy indicators in below table, the model is presented.

Table 9: Goodness of fit of regression model between Zealousness and social responsibility

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.467</td>
<td>0.218</td>
<td>0.215</td>
<td>0.29609</td>
</tr>
</tbody>
</table>

The relationship between independent variables and the dependent variable equals to .467 R Square is .218 which shows that 21.8 percent of variation in Zealousness is predicted by social responsibility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 21.5 in this study. According to the indices, the model was adequate.

Table 10: Regression equation of social responsibility

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Constant</td>
<td>2.717</td>
<td>0.467</td>
<td>18.789</td>
</tr>
<tr>
<td></td>
<td>Zealousness</td>
<td>0.369</td>
<td>0.040</td>
<td>9.217</td>
</tr>
</tbody>
</table>

Dependent Variable: social responsibility

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 10 the regression equation is provided by unstandardized coefficients.

Social Responsibility = 2.71+ (0.369) Zealousness

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Zealousness , the standard deviation 0.369 unit of social responsibility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Zealousness has a meaningful effect on social responsibility.

Sub- Hypothesis 5: Sympathy an influence on the social responsibility of the staff from Agriculture banks in Sistan and Baluchistan Province.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Sympathy (Y) and Social responsibility (X) after investigating its adequacy indicators in below table, the model is presented.

Table 11: Goodness of fit of regression model between Sympathy and social responsibility

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.294</td>
<td>0.086</td>
<td>0.083</td>
<td>0.32001</td>
</tr>
</tbody>
</table>
The relationship between independent variables and the dependent variable equals to .294. R Square is .086 which shows that 8.6 percent of variation in Sympathy is predicted by social responsibility. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 8.3 in this study. According to the indices, the model was adequate.

Table 12: Regression equation of social responsibility

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Constant</td>
<td>3.421</td>
<td>0.117</td>
<td>0.294</td>
</tr>
<tr>
<td></td>
<td>Sympathy</td>
<td>0.183</td>
<td>0.034</td>
<td>5.369</td>
</tr>
</tbody>
</table>

Dependent Variable: social responsibility

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 12 the regression equation is provided by unstandardized coefficients.

**Social Responsibility = 3.42 + (0.183) Sympathy**

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Sympathy, the standard deviation 0.183 unit of social responsibility is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Sympathy has a meaningful effect on social responsibility.

**Conclusion**

The results of the study indicated that the managers’ good manners and its aspects are effective on responsibility. Good manners in management are very complicated and they cannot be easily understood and evaluated. Correct Bravery and management should be accompanied with attraction and endearment. Dealing with practical ethics in a general public level and within an infinite time and space extent can be shouldered and accomplished by an individual who has personal knowledge thereof and has successfully passed it. In other words, the individual should have optimally satisfied his own needs and reached to a state of self-actualization [4-10].

Knowledge, justice, generosity, bravery, kindness and endearment, truthfulness and righteousness, self-esteem and magnanimity are each a manifestation of such a stable beauty. It is also stated in Kashf Al-Haghayegh that “Go and be a well-tempered person because a person of good-manners will not be affected by misfortune in this and the other world and the well-tempered individual will never be found regretful.

Do not treat anyone with mischief and do well to everyone and never wish a bad omen for another person rather wish for goodness for everyone because it is the feature of benevolence and wishing for goodness and well-temperedness that first of all the mood and the status of the well-tempered and benevolent person will be turned into a good mood and status and also it is the feature of bad-temperedness and maliciousness that first of all the mood and the status of the bad-tempered and malevolent person turns into a bad mood and status. So, he who does badness and wishes for the bad omen of the other people is, in fact, mistreating himself or herself, about which s/he is not aware”.

Personality traits as stimulants of the manners are important in achieving the goals. The individuals’ characteristics lead to different behaviors in certain situations and the individuals’ manners and way of conduct play a considerable role in this regard. John Maxwell asserts that “I was mistaken to have thought that the most important aspect of Bravery is his charisma; because, charisma makes the leader attractive and likeable and the leader can take advantage of it to impress the others. But I have recently found out that manners and conducts not charisma are the most important aspects of Bravery”.

Sankar, as well, knows half of the crisis in the today’s organizations as being stemmed from the lack of good manners in the managers in various organizations and
expresses that a leader’s good conduct lies in factors such as honesty, reliability and human veneration and these are all under the influence of a leader’s morality and behaviors.

References


