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Farm management

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MORE ABOUT FARM MANAGERS

A. K. Giles

F. D. Mills

Part 2 *An enquiry into the profession
commissioned by
The Farm Management Association.*

February 1971

Miscellaneous Study No. 49

Price 50p.

With the Compliments of
Professor R. H. Tuck

UNIVERSITY OF READING

The Department of Agricultural Economics & Management
University of Reading

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by

A.K. Giles

and

F.D. Mills

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commissioned by the Farm Management Association.

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Introduction

During the summer of 1969 the authors were responsible for conducting a national survey amongst salaried farm managers. The survey was commissioned by the Farm Management Association and was designed to throw light on an increasingly important sector of agricultural manpower and on the job that that sector does.

In 1970, a report on this survey was published entitled 'Farm Managers: Part I'. In the interests of speed it presented a simple analysis of the replies received, treating all 276 respondents as a single group. The report deliberately contained a minimum of text and interpretation but did offer an 'identikit' of the typical farm manager in this country based on some of the more preponderant characteristics and attitudes to emerge from managers' replies. At the same time it was suggested by the authors that 'differences as well as similarities need to be taken into account' and that it is sometimes 'the differences that provoke the greater interest'. It is mainly, with these differences that this second report is concerned.

From the large number of questions contained in the original questionnaire the authors have, of necessity, been selective and concentrated on some of those which they felt would repay closer examination. For ease of treatment, the selected questions have then been grouped into four broad and loosely categorised aspects of the farm manager's job as follows:-

- (i) Training
- (ii) Job Description
- (iii) Terms of Employment
- (iv) Job Satisfaction

Within these groupings the replies to each question have been examined according to the age of the respondent, and also according to several different ways in which the magnitude of the management task might be measured i.e. number of acres, number of employees, extent of tenant-type capital controlled, and the degree of responsibility held. The particular sense in which 'degree of responsibility' is meant here, is explained in Appendix I.

In an attempt to present a large number of figures in what it is hoped is a reasonably digestible way a commentary is offered relating to a particular grouping of questions (e.g. in respect to Training) followed immediately by the relevant tables. This pattern is then repeated for each of the other main groupings. Also, in the endeavour to aid clarity, a percentage distribution of replies only is shown, rounded to the nearest whole number, (and, therefore, not always adding up to 100) but in each case the size of the sample to which these percentages relate is shown on the left hand side of the page in brackets. Throughout, the distribution of replies for the whole sample is shown first so that by inspection, vertically, variations in this distribution associated with differences in age, acres, etc., etc. can be easily identified.

In the commentaries, attention has been drawn only to the more salient features of the data, often in the context of some more general comment on the theme in question. To some extent, therefore, (as in Part I) the tables are again presented to speak for themselves to the interested reader.

COMMENTARY AND TABLES RELATING TO QUESTIONS CONCERNING TRAINING.

TRAINING

Few of the questions contained in this survey produced such an evenly divided set of replies as that which invited farm managers to express their views on how the opportunities for employment as a farm manager might alter during the next decade (Q. 27 (a)). Approximately a third felt that these opportunities might increase; a third that they might diminish and another third that they would 'remain roughly unaltered'.

Whether or not this spread of replies reflects something of different peoples' natural optimism, or lack of it, or simply that there is no known trend here which is obviously discernible, it seems unlikely, at least, that competition for whatever number of jobs is available is likely to lessen. It is not difficult, however, to envisage structural changes within agriculture, associated either with increases in the scale of enterprises or with methods of financing them that sooner or later will have some influence on the demand for managers. Such changes are, admittedly, slow to occur - and the supply of one of the basic raw materials of farming - land - tends to diminish rather than to increase. Also, farming happens to be one of those activities that usually requires one person to quit for another to begin. It is hard, therefore, to see any dramatic immediate increase in the demand for farm managers; on the other hand there is a continual supply of those who by inclination and training would like to farm on their own account but who, mainly because of lack of capital, seek salaried farm management as the second best. Competition, therefore, for the available job seems bound in the future to continue to be keen, as, indeed, it is for the better jobs already. In these circumstances a move towards an increasingly professional style of manager is not difficult to envisage. There is more likely, therefore, to be a qualitative rather than a quantitative change - and it was hardly surprising that 83% of the surveyed managers concurred with this view (Q. 27 (b)). Pressed to say precisely what form this change might take (Q. 27 (c)) 42% suggested 'more management training' and a further 21% 'more formal qualifications' (which, these days, could hardly exclude the managerial element). More unit managers and more technical expertise received lesser but significant mention.

It is against this general and fairly predictable view of the future that the replies to certain specific questions in the survey are of particular interest. The 'identikit', of Part I, established the manager as a man usually coming to his first managerial job before the age of 30, having moved around several times before that and after attending either a public or a grammar school. Question (9) confirmed that 88% of the sample surveyed (and the F.M.A. membership may or may not, be biased on this and on other issues) have either an agricultural degree (22%) or a diploma (66%). The first Table in this report shows that the proportion of qualified managers is slightly higher still in the two youngest age groups (under 40) and slightly lower in the older groups (over 40). If, as managers themselves suggest, even more qualifications are required in the future, then this presumably must mean more specialised qualifications (e.g. management training) rather than more full time degrees or diploma type qualifications which nearly all of the younger managers possess these days anyhow.

The managerial content of college and university courses has, of course, increased considerably in recent years but the personal deficiencies that managers have freely admitted

to must raise the question as to whether the balance of some of these courses - especially those designed specifically for the would-be manager - is yet right, or perhaps more important, whether the appropriate type of in-service training is available. In management, in particular, this may be an especially important point for no matter how appropriate initial training may be, few would deny the value of post-experience training. Ultimately, it is unlikely that the total task of the manager is capable of ever being taught completely. Techniques can be studied and awareness created but eventual overall competence which entails a large element of judgement of various kinds will usually be acquired only as experience supplements early training and retraining supplements experience. Experience will indicate to the sensitive manager where he is least well equipped: where he must rely on others or where additional training for himself, in the context of his particular business and set of problems, is most likely to be rewarding. The replies to Question 9 (e), therefore, are of particular interest. Over the whole sample, managers admitted to feeling least well equipped in matters of business and finance (30%), followed (interestingly) by technical matters (15%) and by 'dealing with human problems' (12%). Table 2 in this report, suggests that difficulties in dealing with business and financial problems tend to loom larger in the bigger (and, therefore, usually more complicated) businesses than in the smaller ones - where the technical difficulties appear more inclined to assert themselves. Not surprisingly experience, in terms of years, appears to contribute to an ability to deal with human problems.

It would be surprising, in the general circumstances described here, if a large proportion of managers were not anxious to 'make serious efforts to extend or up-date their training' and 73% of respondents stated that they endeavour to do so. Table 3 shows remarkably little variation from this overall figure whichever way the managers are classified. Just how serious these efforts really are, however, might be judged from replies to Question 9 (e) which asked how this up-dating is being accomplished. The wide range of replies were classified into two broad groups depending upon whether formal courses were involved or only the more informal type of activities such as evening talks, farm walks and private reading. Just over a third of those making some effort in this direction (and therefore somewhat less than a third of the total sample of 276 managers) involve themselves in formal courses of training. For the rest, the more informal (and possibly casual?) approach suffices. The proportion of managers attending formal courses declines directly as age increases, ranging from 47% amongst the under '30's to 15% with the over 50's. The well-known reluctance of both farmers and farm managers to absent themselves from their businesses is no doubt a factor in this but the reservoir of potential candidates for appropriately conceived courses - appropriate, that is, in terms of subject matter and in terms of convenience of attendance - is probably still a large one. And as Table 5 shows, there is also a large reserve of managers - in all kinds of farming situations - not yet involved in any way in the training of others.

It is important to recognise in this whole context that despite the wide framework of institutions and courses that exist for agricultural education, many educationalists who are involved in this field are inclined to think that a genuinely relevant policy for management training in the industry has yet to emerge. If and when it does, then to be successful, such a policy must obviously be relevant to the needs of individual managers in the industry.

Earlier findings from this survey have already suggested that this means catering for a wide range of farming circumstances, personal aptitudes and weaknesses. What may so far have bedevilled this subject is a sometimes too dogmatic view, by those who are not in fact managing about what constitutes the manager's task, and, therefore, what training he requires. Too often, possibly, a preoccupation with the teaching or appreciation of individual management techniques can lead to a neglect of such fundamental elements of management as the adoption of essential attitudes of mind, of correct long term strategies, of sheer technical competence, and of the day to day control over events. There may also be the added danger in all this that too much emphasis is placed on 'farm management' as opposed, simply to 'management' as applied to farms.

At the present time the Agricultural Training Board is seriously involving itself in the management field whilst the Farm Management Association itself continues to act as a catalyst for its members amongst educationalists and advisers. The current study by the Agricultural Economic Development Committee into 'the factors affecting agricultural productivity at the farm level' - based on a large number of individual farms - may also make an important contribution in helping to determine where managerial priorities really lie. At all events, a considerable amount of thought still needs to be given to the real needs of the 'customer' (i.e. existing and trainee managers) if the resources that are potentially available in the field of management training are to meet the apparent demand for their services in a genuinely effective way.

TABLE 1

PLEASE PROVIDE DETAILS OF ANY FURTHER EDUCATION OR FORMAL TRAINING YOU HAVE HAD (INCLUDING APPRENTICESHIP) EITHER IN AGRICULTURE OR IN ANY OTHER SPHERE. (Question 3)

Distribution of replies by:		AGRICULTURAL	OTHER	NON-	NO FORMAL	
		DEGREES	AGRICULTURAL	AGRICULTURAL	QUALIFICA-	
		%	QUALIFICA-	QUALIFICA-	TIONS	%
			TIONS	TIONS		%
<u>AGE</u>	No.					
Total sample	(276)	22	66	1	11	100
Under 30 Years	(52)	19	75	-	6	
30 - 39 "	(122)	24	69	-	7	
40 - 49 "	(84)	24	54	4	17	
50 - 59 "	(18)	11	72	6	11	
<u>SIZE OF FARM (acres)</u>						
Total sample	(273)	22	66	2	10	100
Under 300	(19)	11	79	-	11	
300 - 499	(34)	15	77	-	9	
500 - 999	(87)	28	62	1	9	
1000 - 1999	(87)	22	64	2	12	
2000 and above	(46)	22	66	2	10	
<u>NUMBER OF EMPLOYEES</u>						
Total sample	(273)	22	66	2	10	100
Under 3	(17)	6	89	-	5	
3 - 6	(85)	19	69	1	11	
7 - 9	(41)	24	61	-	15	
10 - 14	(51)	23	61	2	14	
15 - 29	(58)	23	62	3	7	
30 - 39	(10)	40	50	-	10	
40 and above	(11)	18	73	-	9	
<u>TENANT CAPITAL (£)</u>						
Total sample	(252)	22	66	1	11	100
Under £20,000	(19)	16	68	-	16	
£20,000 - 39,999	(65)	19	74	2	6	
£40,000 - 59,999	(47)	26	66	-	9	
£60,000 - 79,999	(40)	23	62	-	15	
£80,000 - 99,999	(28)	25	57	4	14	
£100,000 - 199,999	(43)	23	68	2	7	
£200,000 and above	(10)	30	40	-	30	
<u>DEGREE OF RESPONSIBILITY*</u>						
Total sample	(192)	22	64	2	12	100
A	(19)	16	74	-	11	
B	(26)	23	58	-	19	
C	(27)	22	63	-	15	
D	(31)	32	58	-	10	
E	(68)	22	63	3	12	
F	(21)	14	76	5	5	

* For an explanation of these categories see Appendix I.

TABLE 2

FOR WHAT ASPECTS OF YOUR JOB, IF ANY, DO YOU FEEL LEAST WELL EQUIPPED? (Question 9c)

Distribution of replies by:										
	No.	Business Finance etc.	Technical matters	Human problems	No particular aspect	Future Planning	Marketing	Other Types of Reply	No Reply	%
AGE		%	%	%	%	%	%	%	%	%
Total sample	(276)	30	15	12	9	5	4	18	7	100
Under 30 Years	(52)	23	17	14	4	6	10	15	12	
30 - 39 "	(122)	32	16	14	8	4	3	18	5	
40 - 49 "	(84)	30	12	8	14	6	2	20	7	
50 - 59 "	(18)	33	22	6	-	-	-	28	11	
SIZE OF FARM (acres)										
Total sample	(273)	30	15	12	9	5	4	18	7	100
Under 300	(19)	21	26	16	11	11	-	16	-	
300 - 499	(34)	9	27	12	12	3	6	27	6	
500 - 999	(87)	29	13	15	6	6	7	18	7	
1000 - 1999	(87)	35	12	12	12	2	3	20	6	
2000 and above	(46)	44	13	4	7	7	-	11	15	
NUMBER OF EMPLOYEES										
Total sample	(273)	30	15	12	9	5	4	19	7	100
Under 3	(17)	12	24	6	12	-	-	41	6	
3 - 6	(85)	20	21	12	9	6	7	19	6	
7 - 9	(41)	29	15	20	12	2	2	12	7	
10 - 14	(51)	41	8	10	6	6	2	20	8	
15 - 29	(58)	38	12	10	9	5	3	16	7	
30 - 39	(10)	20	20	20	-	-	10	10	20	
40 and above	(11)	27	9	-	9	9	-	36	9	
TENANT CAPITAL (£)										
Total sample	(252)	29	16	12	9	5	4	18	7	100
Under £20,000	(19)	26	26	5	5	5	-	26	5	
£20,000 - 39,999	(65)	14	22	19	9	5	6	19	8	
£40,000 - 59,999	(47)	38	15	13	4	2	6	19	2	
£60,000 - 79,999	(40)	33	10	8	13	13	3	13	10	
£80,000 - 99,999	(28)	32	14	14	11	-	4	14	11	
£100,000 - 199,999	(43)	34	9	12	9	5	2	19	9	
£200,000 and above	(10)	20	20	-	20	10	-	30	-	
DEGREE OF RESPONSIBILITY*										
Total sample	(192)	31	13	13	6	6	4	19	8	100
A	(19)	42	16	5	11	5	-	5	16	
B	(26)	31	4	19	-	4	4	31	8	
C	(27)	37	11	7	4	7	7	22	4	
D	(31)	23	16	13	10	7	10	19	3	
E	(68)	29	12	15	6	4	2	22	10	
F	(21)	33	24	14	5	10	-	5	10	

* For an explanation of these categories see Appendix I.

TABLE 3

ARE YOU MAKING SERIOUS EFFORTS TO EXTEND OR UP-DATE YOUR TRAINING? (Question 9(d)).

Distribution of replies by:		YES	NO	NO REPLY	
		%	%	%	%
<u>AGE</u>					
	No.				
Total sample	(276)	79	20	1	100
Under 30 Years	(52)	73	27	-	
30 - 39 "	(122)	82	17	1	
40 - 49 "	(84)	80	18	2	
50 - 59 "	(18)	72	28	-	
<u>SIZE OF FARM (acres)</u>					
Total sample	(273)	79	20	1	100
Under 300	(19)	84	16	-	
300 - 499	(34)	77	24	-	
500 - 999	(87)	79	20	1	
1000 - 1999	(87)	77	22	1	
2000 and above	(46)	83	15	2	
<u>NUMBER OF EMPLOYEES</u>					
Total sample	(273)	79	20	1	100
Under 3	(17)	82	18	-	
3 - 6	(85)	77	22	1	
7 - 9	(41)	81	20	-	
10 - 14	(51)	82	16	2	
15 - 29	(53)	79	21	-	
30 - 39	(10)	70	30	-	
40 and above	(11)	82	9	9	
<u>TENANT CAPITAL (£)</u>					
Total sample	(252)	78	21	1	100
Under £20,000	(19)	74	21	5	
£20,000 - 39,999	(65)	75	25	-	
£40,000 - 59,999	(47)	79	21	-	
£60,000 - 79,999	(40)	73	25	3	
£80,000 - 99,999	(20)	89	11	-	
£100,000 - 199,999	(43)	77	23	-	
£200,000 and above	(10)	90	-	10	
<u>DEGREE OF RESPONSIBILITY*</u>					
Total sample	(192)	80	19	1	100
A	(19)	90	11	-	
B	(26)	81	15	4	
C	(27)	67	33	-	
D	(31)	84	16	-	
E	(68)	78	21	2	
F	(21)	91	10	-	

*For an explanation of these categories see Appendix I.

TABLE 4

IF YOU ARE MAKING EFFORTS TO UPDATE YOUR TRAINING, HOW ARE YOU DOING IT? (Question 9(e))

Distribution of replies by:		FORMALLY	INFORMALLY	NO REPLY	
		%	%	%	%
<u>AGE</u>					
	No.				
Total sample	(218)	36	60	4	100
Under 30 Years	(38)	47	50	3	
30 - 39 "	(100)	44	52	4	
40 - 49 "	(67)	22	73	5	
50 - 59 "	(13)	15	85	-	
<u>SIZE OF FARM (acres)</u>					
Total sample	(216)	36	60	4	100
Under 300	(16)	44	50	6	
300 - 499	(26)	35	65	-	
500 - 999	(69)	36	60	4	
1000 - 1999	(67)	34	61	5	
2000 and above	(38)	37	61	3	
<u>NUMBER OF EMPLOYEES</u>					
Total sample	(216)	36	60	4	100
Under 3	(14)	57	43	-	
3 - 6	(65)	37	62	2	
7 - 9	(33)	39	58	3	
10 - 14	(42)	33	64	2	
15 - 29	(46)	30	63	7	
30 - 39	(7)	29	57	14	
40 and above	(9)	33	56	11	
<u>TENANT CAPITAL (£)</u>					
Total sample	(196)	34	62	4	100
Under £20,000	(14)	43	50	7	
£20,000 - 39,999	(49)	33	67	-	
£40,000 - 59,999	(37)	38	60	3	
£60,000 - 79,999	(29)	31	69	-	
£80,000 - 99,999	(25)	20	68	12	
£100,000 - 199,999	(33)	42	52	6	
£200,000 and above	(9)	22	78	-	
<u>DEGREE OF RESPONSIBILITY*</u>					
Total sample	(154)	35	61	4	100
A	(17)	29	71	-	
B	(21)	29	62	10	
C	(18)	39	61	-	
D	(26)	42	58	-	
E	(53)	34	60	6	
F	(19)	37	58	5	

*For an explanation of these categories see Appendix I.

TABLE 5

DO YOU PERFORM ANY FORMAL TRAINING ACTIVITY FOR OTHERS, WHETHER IN YOUR EMPLOYMENT OR NOT? (Question 9(g)).

Distribution of replies by:		YES	NO	
		%	%	%
<u>AGE</u>				
	No.			
Total sample	(276)	41	59	100
Under 30 Years	(52)	40	60	
30 - 39 "	(122)	36	64	
40 - 49 "	(84)	48	52	
50 - 59 "	(18)	50	50	
<u>SIZE OF FARM (acres)</u>				
Total sample	(273)	41	59	100
Under 300	(19)	26	74	
300 - 499	(34)	47	53	
500 - 999	(87)	47	53	
1000 - 1999	(87)	36	64	
200 and above	(46)	44	57	
<u>NUMBER OF EMPLOYEES</u>				
Total sample	(273)	41	59	100
Under 3	(17)	41	59	
3 - 6	(85)	33	67	
7 - 9	(41)	51	49	
10 - 14	(51)	39	61	
15 - 29	(53)	52	48	
30 - 39	(10)	40	60	
40 and above	(11)	27	73	
<u>TENANT CAPITAL (£)</u>				
Total sample	(252)	41	59	100
Under £20,000	(19)	32	68	
£20,000 - 39,999	(65)	37	63	
£40,000 - 59,999	(47)	45	55	
£60,000 - 79,999	(40)	45	55	
£80,000 - 99,999	(28)	50	50	
£100,000 - 199,999	(43)	40	61	
£200,000 and above	(10)	40	60	
<u>DEGREE OF RESPONSIBILITY*</u>				
Total sample	(192)	44	56	100
A	(19)	42	58	
B	(26)	50	50	
C	(27)	33	67	
D	(31)	42	58	
E	(68)	46	54	
F	(21)	52	48	

*For an explanation of these categories see Appendix I.

II

COMMENTARY AND TABLES RELATING TO QUESTIONS CONCERNING JOB DESCRIPTION

II

JOB DESCRIPTION

In view of the considerable literature that has grown up around the managerial aspects of farming in this country in recent years, it may come as a surprise to some to learn that so little seems to be known about what farm managers actually do.¹ The nature of a manager's job is of course likely to vary very much with the particular characteristics of each farm business, so much that some might say that helpful generalisations are not possible. Others might go further and say that in the past "management theorists had over-emphasised the similarities of the manager's job at the expense of the differences which are many and important".

One approach to the problem of analysing the various parts of a farm manager's job is to record systematically how such people divide their time between the different elements of their job. This has been done, for example, by Ansell and Giles in the 1969 study of the farmer and his time in which farmers were asked to keep a diary of their activities which were subsequently analysed by the authors into eight main categories viz:-

- Manual work
- Trading
- Issuing instructions
- Clerical
- Inspection
- Supervision
- Gathering information
- Planning

The data collected by Ansell and Giles broadly support the pronouncements of management theorists over the last six decades or so. From Henry Fayol onwards, (allowing for semantic differences) there seems to have been a considerable measure of agreement that all the multifarious activities of management can be sensibly categorised into four main functions - those of planning, organising, motivating and controlling. Peter Drucker would add a fifth function - that of the development of people. Thus "..... the function which distinguishes the manager above all is his educational one. The one contribution he is uniquely expected to make is to give others vision and ability to perform he makes it easy or difficult for them to develop themselves. He directs people or misdirects them. He brings out what is within them or he stifles them. He strengthens their integrity or he corrupts them. He trains them to stand upright and strong or he deforms them".²

There is, of course, no single correct way of finding out what farm managers do - only a number of alternative ways whose balance of advantage and disadvantage is likely to vary according to differing objectives and points of view. The particular approach adopted in this survey was to try to restrict the questions on the whole to the purely practical and objective aspects of the farm manager's job. As Part I of the study has indicated, enquiries were made into such fundamentals as the kind and extent of capital (both fixed and working), under the manager's control, area of land and size of labour force.

1. But see ANSELL, D.J. and GILES, A.K. "The Farmer and his Time". Miscellaneous Study No. 46. Department of Agricultural Economics, University of Reading. July 1969.
2. DRUCKER, P. The Practice of Management, Heinemann, 1955.

Table 6 suggests that nearly two thirds of farm managers in this country work on farms in the 500 - 2,000 acre size group - although fully 50% of the sample were on farms less than 1,000 acres in size. This pattern seems true of all age groups moreover. As one would expect, managers of the larger farms usually had a larger labour force under their command than their colleagues working on smaller acreages. Thus over half (55%) of the managers of farms of 2,000 acres and above had employees numbering 40 or more - in sharp contrast to managers on farms of less than 300 acres over half (53%) of whom worked with three or fewer employees.

Average figures however can give only a very limited indication of the farm manager's job. An additional and highly significant factor is the extent of the tenant-type capital under his control. Table 7 contains an analysis of this aspect of the task and shows, amongst other things, the wide range of responsibility in this particular respect that is carried by different managers. Thus whilst at one end of the spectrum nearly a quarter of the sample reported that they controlled between £20,000 and £40,000 worth of tenant-type capital, at the other end 26% commanded between £80,000 and £100,000 worth of such assets. Responsibility for this capital varied somewhat with age - the older managers on the whole having access to greater amounts than their younger colleagues. This is perhaps to be expected as also is the relationship suggested by the figures in Table 7 between, on the one hand such matters as acreage and size of labour force with, on the other, the amount of tenant-type capital under the manager's command.

Data on acreage and capital, though clearly important, are nevertheless still likely to be misleading without other information about the nature of farm managers' jobs. Clearly, two managers working with approximately similar acreages and tenant-type capital may nevertheless have widely differing responsibilities. As already stated, this aspect of a man's work does not lend itself easily to precise measurement and easy analysis. Degree of responsibility is of such importance and interest however that, fraught with hazards though they are, questions designed to throw more light on this obviously intractable material, were in fact asked. In Question 13, for example, managers were asked to state the extent of their responsibility for six main areas of management. As part of an attempt to present a reasonably clear picture of the wide range of responsibilities carried by the managers, the data have been assembled only in terms of "entire" responsibility for certain items or growing combinations of items of the managers' job. The inclusion of data concerning the 'part' or type of responsibilities complicates and obscures the main outline; they have therefore been excluded.

For the purposes of the survey, responsibility was related to six main areas of the farm business, viz.

- (1) Day to day organisation
- (2) Recruiting and dismissal of staff
- (3) Buying and selling of commodities and stock
- (4) Machinery purchases
- (5) Decisions relating to farm systems
- (6) Long-term fixed investment decisions

The farm managers participating in the sample were categorised according to how far they were 'entirely' responsible for one or more of the above elements. Category A for example refers to those managers responsible only for element number 1. Category F, on the other hand, refers

to those entirely responsible for all six of the elements outlined above. Categories B to E refer to managers with a growing number of areas for which they have 'entire' responsibility within the extremes of situations A and F.¹

As might be expected nearly all farm managers reported that they were entirely responsible for the day to day organisation of the farm. Only for relatively few managers (10%), however, did this represent the sum total of their 'entire' responsibilities. Well over a third (36%), for example, reported being entirely responsible for as many as five of the six elements outlined above. Not surprisingly however, only 14% reported that they were totally responsible for all six elements including that of long term fixed investment decisions. Table 8 contains the figures on which these and further comments are based. The figures confirm what common sense would suggest about the likely relationships between age of manager and the degree of responsibility carried by him. On the whole, it is the older men who bear the heaviest responsibilities. The relationship is not clear-cut but is best evidenced perhaps by the 60% of managers in the 50-59 years group who bear responsibility for as many as five out of the total six elements of managerial functions as defined earlier. This proportion is in sharp contrast to the mere 10% of the younger managers (i.e. those under 30 years) who reported a similar degree of responsibility.

There appears to be little or no discernible relationship between degree of responsibility and size of farm in terms of acreage. In the smallest acreage group (under 300 acres) an approximately similar proportion of managers claimed responsibility for elements 1 to 5 as did the managers in the largest groups (2,000 acres and above). Table 8 would suggest however that a relationship between degree of responsibility and size of business does exist when size is measured in terms of numbers of employees or value of tenant capital. Thus whereas only about a third (35%) of managers working with a labour force of three or less reported being responsible for as many as five of the defined elements of the managerial job. Over twice as many (80%) working with labour forces of 40 or more workers reported a similar degree of responsibility. Likewise the figures in Table 8 which refer to tenant capital suggest a similar type of relationship. Thus whereas the sample as a whole had 38% of managers reporting entire responsibility for the first five elements, as many as three quarters (79%) of the group operating with the largest amount of tenant's capital (i.e. £200,000 and above) claimed this degree of entire responsibility.

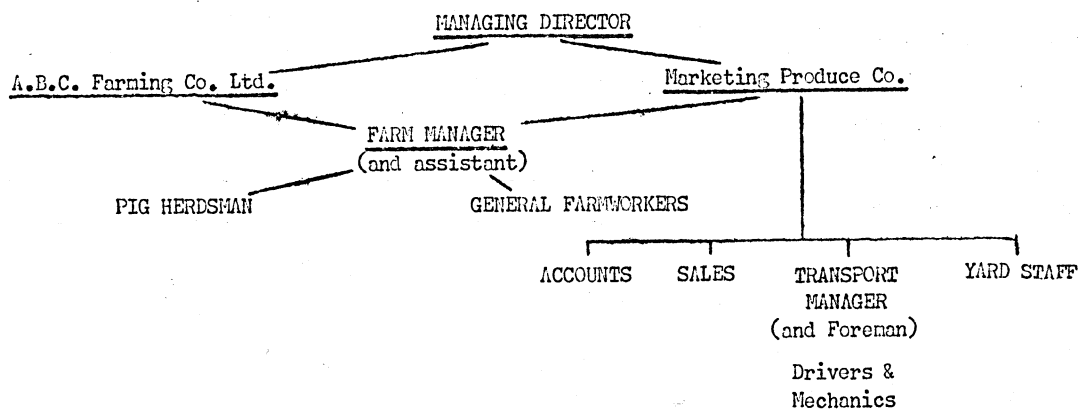
No analysis of a farm manager's activities would be complete without reference at some stage to the kind and extent of clerical or secretarial help which is available to them. As many people will know, managers' comments about the increasing amount of paper (and office work generally) is really a cry from the heart. Table 9 contains an analysis of the replies to Question 14(a) which was concerned with finding out about this aspect of farm managers' activities. As was stated in Part I of the study, relatively few managers reported that they had no secretarial or clerical help whatsoever. Naturally enough the proportion of managers reporting either no help or 'wife only' was heavier among the smaller businesses - 90% of the larger businesses had full time secretarial help as opposed to only 14% of the smaller (measured in terms of tenant capital). A similar picture emerges with reference to acreage and

1. See Appendix I for further details of the analysis of replies to this question.

number of employees. Again this is what one would expect. Curiously though, there appears to be no such relationship even barely suggested by the analysis of available secretarial help according to the varying degrees of responsibility carried by different managers. Thus, as Table 9 shows, the pattern of secretarial help available to category A managers (those entirely responsible for only one of the six defined managerial functions) is not very different from that of the group of managers with responsibility for all six of the managerial elements. One would have thought, other things being equal, that a heavier degree of responsibility (as defined above) would warrant more full or part-time secretarial or clerical help. Clearly, however, the analysis of Table 9 does not bear this out.

For some managers, the cry from the heart concerns not so much the amount of paper work as the stultifying effects and general inroads into their time made by work of a manual kind. Question 15, was concerned with this aspect and an analysis of it is presented in Table 10. The figures suggest that the extent of manual work is partly a function of age. Thus a much higher proportion (28%) of the older managers (50-59 years) reported no manual work, than did the younger managers (in the under 30 years group). But the relationship is clearly partly dependent on size also - in whatever terms this is measured. Not a single manager from those who worked with a labour force of 30 and above, for example, reported that more than 10% of his time was spent on manual work. This is in clear contrast to the 41% of the managers working with three or less employees who stated that over 75% of their time was spent on strictly manual work.

Finally, although clearly there can be no pretence that this survey is a comprehensive and exhaustive account of all aspects of the farm manager's job, mention might perhaps be made of the answers to Question 12 which was concerned with the farm's 'chain of command'. As with so many elements of this particular job, quite a variety of conditions with respect to this matter were found. Commonly, the manager was responsible to an 'owner' but the owner might have been an Earl of the Realm, a company director, a land agent, a managing partner or a trustee, even occasionally an 'experimental scientist' using a farm for research purposes. Variety was to be found also in the terminology used to describe the subordinates of a farm manager - a terminology in part dependent on the region concerned. Thus the immediate colleagues reporting to a farm manager were variously described as - farm foremen, unit managers, specialist managers, arable crop managers, grieves, charge hands and even in one instance as 'stewards'. The structure of the farm's chain of command varied also - from the simple "Me → everyone else" to some relatively attenuated arrangements exemplified by the following:-



However simple or however complicated the chain of command is, it is necessary that it satisfies certain vital requirements. Giles and Cowie have suggested that these are:-

1. Each worker understands from the outset, exactly how the chain of command operates.
2. Care is taken to avoid 'overlapping' and contradiction of control.
3. Each worker has ready access to his ultimate boss whenever the need arises.¹

Very few managers however commented critically on the chain of command on their farms. One of the strongest comments for example stated merely that "The relationship between the Agent and myself has not been defined satisfactorily". Other responses to this question varied from a straightforward denial that any form of chain existed at all on their farms, through descriptions of military-type arrangements - 'staff detailed for duties each morning' - to more bland accounts - 'seems to work, very little interference from the owner'. Very very occasionally the manager's relationship with the owner (or immediate superior) seemed to be partly conditioned by the employment of a 'consultant'.

It is interesting to ponder over the relative absence of critical comment on these matters. Does it reflect adequate managerial arrangements and a good 'esprit de corps' on Britain's farms? - implied for example by the manager who wrote in response to Question 12 - "'Command' is theoretical and debatable - 'co-operation' is more accurate". Or alternatively - does the lack of adverse comment indicate that little thought has been given so far to this aspect of farm business organisation? Clearly this survey cannot give satisfactory answers to these questions but can only point the way, as it were, for more study to be made of these issues.

1. GILES, A.K. and COWIE, W.J.G. The Farm Worker, His Training, Pay and Status. February 1964. p. 40.

TABLE 6

TOTAL ACREAGE OF FARMS BEING MANAGED (Question 12(a)(i)).

Distribution of Replies by:	ACRES							%
	Under 299 %	300-499 %	500-999 %	1000-1999 %	2000 & over %	No Reply %		
<u>AGE</u>								
	No.							
Total sample	(276)	7	12	31	32	17	1	100
Under 30 Years	(52)	6	17	40	27	10	-	
30 - 39 "	(122)	9	10	30	29	21	2	
40 - 49 "	(84)	5	13	29	40	11	1	
50 - 59 "	(18)	6	11	33	22	28	-	
<u>NUMBER OF EMPLOYEES</u>								
Total sample	(273)	7	12	32	31	17	1	100
Under 3	(17)	53	29	18	-	-	-	
3 - 6	(85)	8	29	49	11	2	-	
7 - 9	(41)	-	7	54	39	-	-	
10 - 14	(51)	2	2	20	49	27	-	
15 - 29	(58)	3	-	16	50	31	-	
30 - 39	(10)	-	-	10	30	50	10	
40 and above	(11)	-	-	-	27	55	18	
<u>TENANT CAPITAL (£)</u>								
Total sample	(252)	7	14	32	31	15	1	100
Under £20,000	(19)	63	16	21	-	-	-	
£20,000 - 39,999	(65)	3	37	48	9	3	-	
£40,000 - 59,999	(47)	4	11	60	26	-	-	
£60,000 - 79,999	(40)	3	3	23	65	8	-	
£80,000 - 99,999	(28)	4	-	18	50	25	4	
£100,000 - 199,999	(43)	2	2	5	42	49	2	
£200,000 and above	(10)	10	-	10	10	60	10	
<u>DEGREE OF RESPONSIBILITY*</u>								
Total sample	(192)	7	14	32	33	14	-	100
A	(19)	11	16	26	32	16	-	
B	(26)	8	8	42	31	12	-	
C	(27)	-	7	41	45	7	-	
D	(31)	7	16	32	36	10	-	
E	(68)	9	13	27	32	19	-	
F	(21)	10	24	29	24	14	-	

* For an explanation of these categories see Appendix I.

TABLE 7

TENANT CAPITAL UNDER MANAGER'S COMMAND (Question 12(g)).

Distribution of replies by:	No.	£								
		Under 20,000	20,000 to 39,999	40,000 to 59,999	60,000 to 79,999	80,000 to 99,999	100,000 to 199,999	200,000 and over	No reply	
<u>AGE</u>		%	%	%	%	%	%	%	%	%
Total sample	(276)	7	24	17	15	10	16	3	8	100
Under 30 years	(52)	6	33	14	10	8	6	-	19	
30 - 39 "	(122)	10	15	17	17	7	21	5	8	
40 - 49 "	(84)	4	29	18	14	17	12	2	5	
50 - 59 "	(18)	6	17	22	11	6	28	11	-	
<u>SIZE OF FARM (acres)</u>										
Total sample	(273)	7	24	17	15	10	15	3	9	100
Under 300	(19)	63	11	11	5	5	-	5	-	
300 - 499	(34)	9	71	15	3	-	3	-	-	
500 - 999	(87)	5	36	32	10	6	2	1	8	
1000 - 1999	(87)	-	7	14	30	16	21	1	12	
2000 and above	(46)	-	4	-	7	15	46	13	15	
<u>NUMBER OF EMPLOYEES</u>										
Total sample	(273)	7	24	17	14	10	15	4	9	100
Under 3	(17)	41	47	12	-	-	-	-	-	
3 - 6	(85)	12	55	22	5	-	1	-	5	
7 - 9	(41)	2	7	37	29	12	-	-	12	
10 - 14	(51)	-	14	10	20	18	25	2	12	
15 - 29	(58)	2	-	10	21	19	31	3	14	
30 - 39	(10)	-	-	-	-	30	60	10	-	
40 and above	(11)	-	-	-	-	-	36	55	9	
<u>DEGREE OF RESPONSIBILITY*</u>										
Total sample	(192)	8	22	19	18	10	15	2	6	100
A	(19)	5	21	21	5	16	5	-	26	
B	(26)	8	15	19	12	8	19	4	15	
C	(27)	-	19	26	26	7	19	-	4	
D	(31)	7	26	16	19	13	16	-	3	
E	(68)	13	27	9	22	9	16	4	-	
F	(21)	5	19	43	14	5	10	-	5	

* For an explanation of these categories see Appendix I.

TABLE 8

IN RESPECT TO MATTERS OF FARM POLICY, PLEASE INDICATE HOW FAR YOU ARE RESPONSIBLE FOR:-
(Question 13)

Distribution of replies by:		DEGREE OF RESPONSIBILITY						
		A	B	C	D	E	F	
<u>AGE</u>	No.	%	%	%	%	%	%	%
Total sample	(192)	10	13	14	16	36	11	100
Under 30 Years	(28)	25	21	14	14	18	7	
30 - 39 "	(92)	8	15	13	15	38	11	
40 - 49 "	(62)	7	10	16	19	36	13	
50 - 59 "	(10)	10	-	10	10	60	10	
<u>SIZE OF FARM (acres)</u>								
Total sample	(192)	10	14	14	16	35	11	100
Under 300	(14)	14	14	-	14	43	14	
300 - 499	(26)	12	8	8	19	35	19	
500 - 999	(61)	8	18	18	16	30	10	
1000 - 1999	(64)	9	13	19	17	34	8	
2000 and above	(27)	11	11	7	11	48	11	
<u>NUMBER OF EMPLOYEES</u>								
Total sample	(190)	10	14	14	16	35	11	100
Under 3	(16)	6	13	-	13	56	13	
3 - 6	(56)	5	16	14	18	32	14	
7 - 9	(28)	4	14	21	14	36	11	
10 - 14	(39)	23	13	10	15	28	10	
15 - 29	(44)	11	14	18	16	32	9	
30 - 39	(2)	-	-	-	100	-	-	
40 and above	(5)	-	-	20	-	80	-	
<u>TENANT CAPITAL (£)</u>								
Total sample	(179)	8	12	14	17	38	11	100
Under £20,000	(15)	7	13	-	13	60	7	
£20,000 - 39,999	(43)	9	9	12	19	42	9	
£40,000 - 59,999	(36)	11	14	19	14	17	25	
£60,000 - 79,999	(35)	3	9	20	17	43	9	
£80,000 - 99,999	(18)	17	11	11	22	33	6	
£100,000 - 199,999	(28)	4	18	14	18	39	7	
£200,000 and above	(4)	-	25	-	-	75	-	

TABLE 9

WHAT TYPE AND EXTENT OF CLERICAL/SECRETARIAL HELP DO YOU RECEIVE (e.g. FULL TIME SECRETARY, VISITING SECRETARY OR ASSISTANCE FROM WIFE) Question 14(a)

Distribution of replies by:		TYPE OF HELP				%
		Full-Time	Part-Time	Wife Only	None	
		%	%	%	%	
<u>AGE</u>		No.				
Total sample	(276)	32	44	9	15	100
Under 30 Years	(52)	35	39	8	19	
30 - 39 "	(122)	25	49	12	13	
40 - 49 "	(84)	38	43	7	12	
50 - 59 "	(18)	39	28	-	33	
<u>SIZE OF FARM (acres)</u>						
Total sample	(273)	32	44	9	15	100
Under 300	(19)	26	21	16	37	
300 - 499	(34)	15	44	15	27	
500 - 999	(87)	16	54	14	16	
1000 - 1999	(87)	40	44	5	12	
2000 and above	(46)	59	35	2	4	
<u>NUMBER OF EMPLOYEES</u>						
Total sample	(273)	32	44	9	15	100
Under 3	(17)	-	47	12	41	
3 - 6	(85)	9	48	20	22	
7 - 9	(41)	24	46	5	24	
10 - 14	(51)	33	57	2	8	
15 - 29	(58)	59	35	5	2	
30 - 39	(10)	80	20	-	-	
40 and above	(11)	91	9	-	-	
<u>TENANT CAPITAL (£)</u>						
Total sample	(252)	31	45	9	15	100
Under £20,000	(19)	11	42	16	32	
£20,000 - 39,999	(65)	8	52	12	28	
£40,000 - 59,999	(47)	17	60	15	9	
£60,000 - 79,999	(40)	33	50	5	13	
£80,000 - 99,999	(28)	46	36	4	14	
£100,000 - 199,999	(43)	65	30	5	-	
£200,000 and above	(10)	90	10	-	-	
<u>DEGREE OF RESPONSIBILITY*</u>						
Total sample	(192)	25	45	15	15	100
A	(19)	21	47	5	26	
B	(26)	27	46	15	12	
C	(27)	30	48	7	15	
D	(31)	13	36	45	6	
E	(68)	28	47	9	16	
F	(21)	29	48	5	19	

* For an explanation of these categories see Appendix I.

TABLE 10

ROUGHLY WHAT % OF YOUR TIME IS SPENT ON STRICTLY MANUAL LABOUR AS OPPOSED TO ALL TYPES OF NON-MANUAL WORK? (Question 15)

		PERCENTAGE OF TIME SPENT ON MANUAL LABOUR							
Distribution of replies by:		NIL	1% 10%	11% 25%	26% 50%	51% 75%	Over 75%	No Reply	
		%	%	%	%	%	%	%	%
AGE									
	No.								
Total sample	(276)	17	36	17	17	6	7	-	100
Under 30 Years	(52)	4	25	19	27	10	15	-	
30 - 39 "	(122)	16	30	16	16	7	6	1	
40 - 49 "	(84)	25	36	17	16	4	4	-	
50 - 59 "	(18)	23	50	17	6	-	-	-	
SIZE OF FARM (acres)									
Total sample	(273)	17	36	17	18	6	7	-	100
Under 300	(19)	16	11	-	26	21	26	-	
300 - 499	(34)	3	21	21	27	12	18	-	
500 - 999	(87)	2	36	23	25	7	6	1	
1000 - 1999	(87)	21	46	16	13	2	2	-	
2000 and above	(46)	46	39	11	2	2	-	-	
NUMBER OF EMPLOYEES									
Total sample	(273)	17	35	17	18	6	7	-	100
Under 3	(17)	-	6	6	24	24	41	-	
3 - 6	(85)	5	20	21	32	11	12	-	
7 - 9	(41)	2	56	17	17	5	-	2	
10 - 14	(51)	20	33	24	18	4	2	-	
15 - 29	(58)	31	55	12	2	-	-	-	
30 - 39	(10)	30	20	-	-	-	-	-	
40 and above	(11)	64	36	-	-	-	-	-	
TENANT CAPITAL (£)									
Total sample	(252)	17	36	16	18	6	7	-	100
Under £20,000	(19)	5	16	11	21	16	26	5	
£20,000 - 39,999	(65)	3	20	20	31	11	15	-	
£40,000 - 59,999	(47)	9	33	19	28	4	2	-	
£60,000 - 79,999	(40)	8	55	23	15	-	-	-	
£80,000 - 99,999	(28)	29	43	14	7	4	4	-	
£100,000 - 199,999	(43)	42	44	9	2	2	-	-	
£200,000 and above	(10)	70	30	-	-	-	-	-	
DEGREE OF RESPONSIBILITY*									
Total sample	(192)	15	40	15	18	7	5	1	100
A	(19)	11	26	16	26	16	5	-	
B	(26)	12	27	35	19	4	4	-	
C	(27)	11	52	11	26	-	-	-	
D	(31)	26	36	6	19	-	13	-	
E	(68)	16	40	12	15	10	6	1	
F	(21)	5	57	19	10	10	-	-	

* For an explanation of these categories see Appendix I.

III

COMMENTARY AND TABLES RELATING TO QUESTIONS CONCERNING TERMS OF EMPLOYMENT

III

TERMS OF EMPLOYMENT

The attractiveness or otherwise of a job lies not only in the matter of monetary reward: non-financial considerations also play their part. The total array of pecuniary and non-pecuniary considerations of given occupations is frequently referred to as their "net advantages" and workers are of course assumed to choose those jobs which give them the greatest net advantage. Any investigation into the total rewards of farm managership is likely to be complicated. It may be helpful to outline a few guiding principles. The economists' theory of competitive markets supplies us with just such a guide. There is obviously a market of a kind for farm managers in this country. It may be defective in some aspects but clearly there is a demand for farm managers and there is also a supply of such people. Somehow or other buyers and sellers in this particular market become aware of each other's existence and from time to time agreements are made between the two parties as to 'price' (i.e. the total terms of employment). Briefly, the theory argues that market forces, by operating on the price, will automatically bring about necessary adjustments in both the demand for and supply of farm managers. It allows for differences in reward for different types and amount of managerial work, but asserts that in regulating these total rewards to different kinds of manager, the market for each kind will tend to be cleared and no surplus or excess will remain. Should either the demand or supply change, however, the total reward is likely to change and farm managers and other employers will respond to these changes in such a manner that demand and supply will tend once again to be equalised throughout the system. The mechanism by which the adjustment occurs is that of a freely competitive market i.e. a system whereby both employers and potential farm managers each compete with their fellows for the terms most advantageous to their individual circumstances, bearing in mind the various alternatives available to them.

One of the classical predictions of this economic theory when it is applied to labour markets is that the net advantages (as defined above) would tend towards equality. But as already observed, wages are only one aspect of employment conditions - the factors leading the individual to choose one job from the full range available to him will ideally include an evaluation of the whole array of salary and non-salary considerations. Clearly, however, if the net advantages are to be equalised and if the non-monetary and other satisfactions vary, as they tend to from job to job, then the salary differentials themselves will differ. The sources of these differentials - both monetary and non-monetary is complex and as a consequence need to be examined step by step in greater detail. In what follows, therefore, the total reward to farm managers in this country is analysed into a number of component parts. The degree of detail is not exhaustive and no claims are made to a definitive or a comprehensive investigation. The analysis should suffice however to demonstrate that the mechanism whereby farm managers are employed and rewarded in the ways they are, is by no means a simple one and certainly not one to be explained merely in terms of one or two major variables such as salary and pension rights. Thus the survey has attempted to provide information, inter alia, on such non-pecuniary aspects as opportunities for supplementary income from off the farm activities, hours of work (including seasonal perks), pensions, free or cheap accommodation, provision of car and expenses; farm produce, holiday entitlements, period of notice and numerous other matters likely to be related to the total reward of farm managers.

most important. Employers offer this type of benefit in order to recruit and keep good managers in their employment. To individual managers, pensions are in effect an increase in income in the sense that employers offering them, have, as it were, taken over an expenditure which would otherwise have (or ideally should have) been incurred by the manager himself. It used to be argued that pension schemes, especially those of the 'non vested' variety, (i.e. those in which there was no entitlement to employer's contribution by employers leaving the farm) inhibit the mobility of managers between jobs. Recent evidence provided by an official enquiry into pension rights does not support this assertion.¹ One of their findings was that pension arrangements were not an inhibiting factor and moreover some people simply do not want preservation of their pension rights. Presumably however age must be a factor here. One would imagine that for older managers, pension arrangements are likely to be of increasing importance. In such circumstances mobility between jobs may indeed be affected but it is difficult to disentangle this influence from the effects of age and seniority - themselves also likely to make for immobility.

As one might expect, pension and superannuation schemes are provided more often in the larger farm businesses than in the smaller (Table 12). The most striking instance of this is to be found in the figures relating pension arrangements to numbers of employees per farm. Thus, whereas on those farms employing less than three workers, only 18% of managers enjoyed an associated pension arrangement, all those managers on farms employing 70 workers or more did so. The same is true when tenant capital is used as the criterion of business size. Thus less than half the managers having up to £40,000 worth of such resources under their control enjoyed an associated pension scheme, whereas all with £200,000 worth and above did so. There seems therefore to be a close connection between farm-business size and pension provision. The figures (in Table 12 however suggest that pension arrangements are probably relatively recent. Whereas for the sample as a whole, nearly 60% had associated pension arrangements for those managers in the 50 - 59 years age group only about one-tenth had this particular form of 'fringe benefit'.

Hours worked

The length of the 'normal' working week is clearly an important element of the net advantages of particular jobs. On the whole, farm managers, like other salaried workers, do not have regular hours although their employers are nevertheless likely to expect some "norm of attendance". The managers in this survey were all asked to estimate as closely as they could, the average number of hours worked in a 'normal week'. Table 13 shows that nearly three quarters of the sample have a normal working week extending between 50 - 70 hours. (Much higher than the corresponding figures for the labour force as a whole which in 1969, for example, was in the region of 40 hours). However, hours worked are by no means the same for all farm managers. In particular 60% of those responsible for managing tenant capital in excess of £200,000 reported a working week of 60 - 70 hours and a further 10% claimed that their average working hours were over 70 per week. This is in sharp contrast to those managing smaller amounts of tenant capital - where, for example, the under £20,000 group had only 16%

1. "Preservation of Pension Rights", Report of the National Joint Advisory Council. Ministry of Labour. H.M.S.O. 1966.

reporting an average working week in excess of 60 hours. A similar picture emerges when comparisons are made on the basis of number of employees - those managers with the largest labour force under their command having a significantly longer working week than those working with a smaller force.

'Hours worked' figured fairly prominently among the answers to Question 20 in which respondents were invited to state what they liked least about being a farm manager. Complaints about lack of free time and inability to pursue leisure interests, are clearly one of the dis-amenities associated with some farm managers' jobs. For others however, it is likely that their demand for more leisure time is closely bound up with improvements in real income, and even some few perhaps who would not welcome a reduction in working hours because it leaves them with leisure time which they find difficulty in using. The long term trend however, is one of improvement in the ability to adapt to new leisure opportunities. "Leisure", it has been well said, "is a consumption good for which there is likely to be a growing demand in the years to come".¹

Holidays

Holidays with pay are nowadays a well-established type of fringe-benefit and are obviously closely associated with the pattern and character of working hours. Although in the past, increases in leisure have mainly taken the form of reductions in the standard working week, there are grounds for believing that in the future, increased leisure will be provided in the form of holidays with pay. Britain as a nation, lags behind the Continent in this matter and claims are already being made and indeed negotiations entered into to improve matters in this respect. Progress of this kind in agriculture, however, may well be slow. The analysis in Part I of the study (page 13, Questions 11b and 11c) seems consistent with this notion. Thus, whereas most (80%) farm managers reported a holiday entitlement of two to five weeks, only one third of them actually took their full entitlement. No systematic enquiry was made into the reasons for this but it can be presumably attributed in part to the exigencies of the job.

It has almost invariably been found easier to administer regular holiday entitlements amongst large farm staffs than amongst small. The figures in Table 14 substantiate this. Thus, whereas most of those farm managers having less than three employees, enjoyed a holiday entitlement of less than two weeks, (and none of them having an entitlement of four weeks) over a quarter (27%) of managers with a work force exceeding 40 employees did enjoy a four-week holiday entitlement.

Non-farm sources of supplementary income

The opportunity to supplement the main source of income is clearly a relevant consideration for a number of people and farm managers were therefore questioned on this point (Question 11 (h)). Just over one fifth (22%) reported that they were able to supplement their managerial salaries with income from "off the farm" activities. As Table 15 shows on the whole this was less true of the younger manager - (e.g. those under 30 years of age) than it was of the older. Not surprisingly perhaps, none of the managers in charge of a farm staff

1. HUNTER, L.C. and ROBERTSON, D.J. Economics of Wages and Labour, 1969.

of 40 and over employees reported that they supplemented their income in this way.

Method of salary computation.

It scarcely needs stating that no one method of salary payment is likely to be universally suitable for all farm managers in this country. The particular requirements of each job are too various for that to be true. In each case it is wise to think of a method of payment both in relation to the particular job that has to be done as well as to the needs and wishes of the particular manager that has to do it. Over the last few years there has been a growing interest in devising ways to improve methods of wage and salary payment. In part this interest has been stimulated as a reaction against over-complicated and some-what inaccurate payment schemes; in part it has been caused by a desire to stimulate the broader aspects of productivity and to bring about improved occupational structures. Thus, in recent years there has been a certain amount of experimentation with a variety of bonus and profit-sharing schemes. These schemes, when applied to agriculture, however, have not been an unqualified success.¹ It may come as something of a surprise therefore to learn from Table 16 that very nearly half the managers in the survey reported that they were paid on the basis of a salary plus bonus or share of the profits. Such arrangements may however be on the way out. As Table 16 shows they appear to be much more prevalent among the older farm managers than among the younger. Of those managers under 30 years of age for example, nearly half (40%) were paid on a fixed salary only basis. This is in contrast to managers in the 50 - 59 years age group, less than one fifth (17%) of whom were paid on this basis.

The possible permutation of manager-payment systems are legion and it would be inappropriate perhaps to explore the subject in any more detail in an investigation of this kind. Further statistical information about other schemes of the net advantages attached to particular farm management posts may be found in Part I of this study. The data include, for example, statistics relating to the provision of a free or cheap house; free car and contributions to its running costs, and the availability of free farm produce. No further comments are offered on these fringe benefits. Suffice to say they all serve to illustrate that the problem of what and how to pay farm managers in this country is clearly a far from simple one. On the contrary it is demonstrably a subject which continues to perplex the minds of employers, management consultants, academic investigators and indeed all who have to grapple with it.²

1. See e.g. "How much is a farm manager worth?", NIX, J. *Farm and Country*, August 1968.

2. See BRITTON, D.K., "The Analysis of Net Farm Income". *Journal of Agricultural Economics* 1970 for a helpful summary of numerous aspects of this problem.

TABLE 11

WHAT WERE YOUR GROSS "CASH" EARNINGS (i.e. BEFORE TAX AND OTHER DEDUCTIONS) IN THE LAST FINANCIAL YEAR. (Question 11 (e)).

Distribution of replies by:		£												
		Under £1000	1000 - 1249	1250 - 1449	1450 - 1749	1750 - 1999	2000 - 2249	2250 - 2499	2500 - 2999	3000 - 3499	3500 - 3999	4000 and over	No reply	
AGE	No.	%	%	%	%	%	%	%	%	%	%	%	%	%
Total sample	(276)	2	12	13	22	14	15	5	10	3	2	1	1	100
Under 30 Years	(52)	4	31	27	25	4	6	-	2	-	-	-	2	
30 - 39 "	(122)	2	7	11	22	16	17	4	14	4	2	-	-	
40 - 49 "	(84)	-	8	10	20	19	19	10	7	5	1	-	1	
50 - 59 "	(18)	6	-	11	17	17	6	-	17	6	11	11	-	
SIZE OF FARM (acres)														
Total sample	(273)	2	12	13	22	14	15	5	9	3	2	1	2	100
Under 300	(19)	11	26	5	11	16	11	5	5	-	-	-	11	
300 - 499	(34)	6	29	18	15	15	12	-	6	-	-	-	-	
500 - 999	(87)	10	21	31	16	13	2	4	-	1	1	1	-	
1000 - 1999	(87)	1	6	13	21	15	18	4	14	8	-	1	-	
2000 and above	(46)	-	7	2	17	11	17	15	15	4	9	-	2	
NUMBER OF EMPLOYEES														
Total sample	(273)	2	12	13	22	14	15	5	9	3	2	1	2	100
Under 3	(17)	12	29	24	6	12	12	-	-	-	-	-	6	
3 - 6	(85)	2	22	19	23	13	8	1	2	1	1	-	1	
7 - 9	(41)	2	-	15	20	31	20	2	5	2	-	-	2	
10 - 14	(51)	-	12	16	20	16	12	6	12	4	2	2	-	
15 - 29	(58)	-	2	5	24	9	21	12	19	5	2	-	2	
30 - 39	(10)	-	10	-	20	-	20	-	30	-	10	10	-	
40 and above	(11)	-	-	-	-	-	36	9	18	29	9	-	-	
TENANT CAPITAL (£)														
Total sample	(252)	2	12	13	20	15	16	5	10	4	2	1	1	100
Under £20,000	(19)	16	26	11	16	11	11	-	5	-	-	-	5	
£20,000 - 39,999	(65)	-	29	23	22	8	9	2	-	-	2	-	2	
£40,000 - 59,999	(47)	2	2	15	28	28	11	2	6	4	-	-	2	
£60,000 - 79,999	(40)	-	3	13	20	23	23	-	15	3	-	3	-	
£80,000 - 99,999	(28)	-	7	4	14	18	25	21	4	7	-	-	-	
£100,000 - 199,999	(43)	-	2	-	21	7	19	9	26	7	7	2	-	
£200,000 and above	(10)	-	-	-	-	-	30	10	30	20	10	-	-	
DEGREE OF RESPONSIBILITY*														
Total sample	(192)	1	11	12	24	15	16	4	9	-	5	1	2	100
A	(19)	-	32	16	32	10	-	-	5	-	5	-	-	
B	(26)	-	7	15	35	23	15	-	-	-	4	-	-	
C	(27)	-	4	15	45	15	11	4	7	-	-	-	-	
D	(31)	-	16	16	10	13	23	-	13	-	7	-	3	
E	(68)	4	10	10	18	13	16	6	12	-	4	2	4	
F	(21)	-	-	-	-	-	-	-	-	-	-	-	-	

* For an explanation of these categories see Appendix I.

TABLE 12

IS THERE A PENSION OR SUPERANNUATION SCHEME ASSOCIATED WITH YOUR JOB? (Question 11(g))

Distribution of replies by:		YES	NO	
		%	%	%
<u>AGE</u>				
	No.			
Total sample	(276)	57	43	100
Under 30 Years	(52)	35	65	
30 - 39 "	(122)	57	43	
40 - 49 "	(84)	63	37	
50 - 59 "	(18)	11	89	
<u>SIZE OF FARM (acres)</u>				
Total sample	(273)	56	44	100
Under 300	(19)	47	53	
300 - 499	(34)	38	62	
500 - 999	(87)	51	49	
1000 - 1999	(87)	64	36	
2000 and above	(46)	70	30	
<u>NUMBER OF EMPLOYEES</u>				
Total sample	(273)	57	43	100
Under 3	(17)	18	82	
3 - 6	(85)	35	65	
7 - 9	(41)	71	29	
10 - 14	(51)	57	43	
15 - 29	(58)	74	26	
30 - 39	(10)	100	-	
40 and above	(11)	100	-	
<u>TENANT CAPITAL (£)</u>				
Total sample	(252)	57	43	100
Under £20,000	(19)	42	58	
£20,000 - 39,999	(65)	32	68	
£40,000 - 59,999	(47)	57	43	
£60,000 - 79,999	(40)	73	28	
£80,000 - 99,999	(28)	64	36	
£100,000 - 199,999	(43)	72	28	
£200,000 and above	(10)	100	-	
<u>DEGREE OF RESPONSIBILITY*</u>				
Total sample	(192)	56	44	100
A	(19)	47	53	
B	(26)	50	50	
C	(27)	48	52	
D	(31)	68	32	
E	(68)	60	40	
F	(21)	48	52	

* For an explanation of these categories see Appendix I.

TABLE 13

AS CLOSE AS YOU CAN ESTIMATE, WHAT IS THE AVERAGE NUMBER OF HOURS THAT YOU WORK IN A 'NORMAL' WEEK? (Question 11(g)(i)).

Distribution of replies by:		AVERAGE HOURS WORKED PER WEEK				NO	
		UNDER 50	50-59	60-69	70 and OVER	REPLY	
		%	%	%	%	%	%
<u>AGE</u>	No.						
Total sample	(276)	15	43	30	10	2	100
Under 30 Years	(52)	8	50	35	8	-	
30 - 39 "	(122)	14	42	32	10	3	
40 - 49 "	(84)	19	44	25	8	4	
50 - 59 "	(18)	28	28	28	17	-	
<u>SIZE OF FARM (acres)</u>							
Total sample	(273)	15	44	29	10	2	100
Under 300	(19)	16	63	16	5	-	
300 - 499	(34)	12	53	21	12	3	
500 - 999	(87)	21	43	26	10	-	
1000 - 1999	(87)	15	45	31	8	1	
2000 and above	(46)	9	28	44	11	9	
<u>NUMBER OF EMPLOYEES</u>							
Total sample	(273)	15	43	30	10	2	100
Under 3	(17)	12	59	24	6	-	
3 - 6	(85)	19	48	22	9	1	
7 - 9	(41)	15	46	29	10	-	
10 - 14	(51)	24	29	33	10	4	
15 - 29	(58)	9	45	33	9	5	
30 - 39	(10)	-	30	60	10	-	
40 and above	(11)	9	18	55	18	-	
<u>TENANT CAPITAL (£)</u>							
Total sample	(252)	15	44	29	10	2	100
Under £20,000	(19)	21	63	11	5	-	
£20,000 - 39,999	(65)	14	54	25	6	2	
£40,000 - 59,999	(47)	19	33	28	15	-	
£60,000 - 79,999	(40)	18	55	23	5	-	
£80,000 - 99,999	(28)	14	25	47	7	7	
£100,000 - 199,999	(43)	12	33	35	16	5	
£200,000 and above	(10)	-	30	60	10	-	
<u>DEGREE OF RESPONSIBILITY*</u>							
Total sample	(192)	17	47	28	6	2	100
A	(19)	21	42	21	16	-	
B	(26)	15	65	15	4	-	
C	(27)	19	41	41	-	-	
D	(31)	10	39	42	10	-	
E	(68)	21	47	21	7	4	
F	(21)	14	48	33	-	5	

* For an explanation of these categories see Appendix I.

TABLE 14

WHAT HOLIDAYS ARE YOU ENTITLED TO? (Question 11 b)

Distribution of replies by:		2 weeks or less	3 weeks	4 weeks	No formal agreement	
		%	%	%	%	%
<u>AGE</u>						
	No.					
Total sample	(276)	29	43	16	12	100
Under 30 Years	(52)	35	46	15	4	
30 - 39 "	(122)	25	46	16	13	
40 - 49 "	(84)	29	37	18	17	
50 - 59 "	(18)	28	44	17	11	
<u>SIZE OF FARM (acres)</u>						
Total sample	(273)	29	43	16	12	100
Under 300	(19)	32	26	37	5	
300 - 499	(34)	44	27	12	18	
500 - 999	(87)	29	46	12	4	
1000 - 1999	(87)	25	48	16	10	
2000 and above	(46)	22	46	20	13	
<u>NUMBER OF EMPLOYEES</u>						
Total sample	(273)	28	43	16	13	100
Under 3	(17)	59	41	-	-	
3 - 6	(85)	37	38	12	14	
7 - 9	(41)	24	49	15	12	
10 - 14	(51)	35	26	24	16	
15 - 29	(53)	10	57	21	12	
30 - 39	(10)	-	80	20	-	
40 and above	(11)	18	36	27	18	
<u>TENANT CAPITAL (£)</u>						
Total sample	(252)	28	42	17	13	100
Under £20,000	(19)	32	42	21	5	
£20,000 - 39,999	(65)	42	37	9	12	
£40,000 - 59,999	(47)	34	47	13	6	
£60,000 - 79,999	(40)	18	48	15	20	
£80,000 - 99,999	(28)	36	21	32	11	
£100,000 - 199,999	(43)	7	54	21	19	
£200,000 and above	(10)	20	40	30	10	
<u>DEGREE OF RESPONSIBILITY*</u>						
Total sample	(192)	29	41	15	15	100
A	(19)	42	37	16	5	
B	(26)	31	54	8	8	
C	(27)	26	48	15	11	
D	(31)	23	42	29	7	
E	(68)	29	37	9	25	
F	(24)	24	33	24	19	

*For an explanation of these categories see Appendix I.

TABLE 15

ARE YOU ABLE TO SUPPLEMENT YOUR INCOME FROM YOUR MANAGER'S JOB WITH INCOME FROM "OFF THE FARM" ACTIVITIES? (Question 11(g)(h)).

Distribution of replies by:		YES	NO	NO REPLY	
		%	%	%	%
<u>AGE</u>					
	No.				
Total sample	(276)	22	78	-	100
Under 30 Years	(52)	10	90	-	
0 - 39 "	(122)	24	75	-	
40 - 49 "	(84)	25	75	1	
50 - 59 "	(18)	28	72	-	
<u>SIZE OF FARM (acres)</u>					
Total sample	(273)	22	78	-	100
Under 300	(19)	21	79	-	
300 - 499	(34)	18	82	-	
500 - 999	(87)	30	70	-	
1000 - 1999	(87)	14	86	-	
2000 and above	(46)	24	74	2	
<u>NUMBER OF EMPLOYEES</u>					
Total sample	(273)	22	78	-	100
Under 3	(17)	18	82	-	
3 - 6	(85)	22	78	-	
7 - 9	(41)	20	81	-	
10 - 14	(51)	26	73	2	
15 - 29	(58)	26	74	-	
30 - 39	(10)	20	80	-	
40 and above	(11)	-	100	-	
<u>TENANT CAPITAL (£)</u>					
Total sample	(252)	22	78	-	100
Under £20,000	(19)	16	84	-	
£20,000 - 39,999	(65)	23	77	-	
£40,000 - 59,999	(47)	28	72	-	
£60,000 - 79,999	(40)	23	78	-	
£80,000 - 99,999	(28)	13	82	-	
£100,000 - 199,999	(43)	16	81	2	
£200,000 and above	(10)	30	70	-	
<u>DEGREE OF RESPONSIBILITY*</u>					
Total sample	(192)	21	78	1	100
A	(19)	16	84	-	
B	(26)	8	92	-	
C	(27)	19	82	-	
D	(31)	10	90	-	
E	(68)	32	68	-	
F	(21)	24	71	5	

* For an explanation of these categories see Appendix I

TABLE 16

BY WHAT METHOD ARE YOU PAID (e.g. FIXED SALARY, SHARE OF PROFIT, SALARY PLUS BONUS, etc.)?
Question 11 (d)).

Distribution of replies replies by:		Fixed Salary	Salary and Bonus	Salary & Share of Profits	Share of Profits only	Wages and Rent of Land	Salary and Commission	No Reply	
AGE	No.	%	%	%	%	%	%	%	%
Total sample	(276)	51	29	18	1	-	-	1	100
Under 30 Years	(52)	48	33	15	2	2	-	-	
30 - 39 "	(122)	57	21	18	3	-	1	1	
40 - 49 "	(84)	50	30	18	-	-	-	2	
50 - 59 "	(13)	17	67	17	-	-	-	-	
<u>SIZE OF FARM (acres)</u>									
Total sample	(273)	50	29	18	2	-	-	1	100
Under 300	(19)	26	42	32	-	-	-	-	
300 - 499	(34)	47	26	21	6	-	-	-	
500 - 999	(87)	47	28	22	1	1	-	1	
1000 - 1999	(87)	59	22	16	1	-	-	2	
2000 and above	(46)	54	39	4	-	-	-	2	
<u>NUMBER OF EMPLOYEES</u>									
Total sample	(273)	51	29	17	2	-	-	1	100
Under 3	(17)	41	41	18	-	-	-	-	
3 - 6	(85)	39	32	25	4	-	-	1	
7 - 9	(41)	59	24	15	-	-	-	2	
10 - 14	(51)	63	22	12	2	-	2	-	
15 - 29	(58)	57	26	14	-	2	-	2	
30 - 39	(10)	60	40	-	-	-	-	-	
40 and above	(11)	27	45	37	-	-	-	-	
<u>TENANT CAPITAL (£)</u>									
Total sample	(252)	50	29	18	2	-	-	1	100
Under £20,000	(19)	32	37	21	11	-	-	-	
£20,000 - 39,999	(65)	40	35	25	-	-	-	-	
£40,000 - 59,999	(47)	53	23	21	2	-	-	-	
£60,000 - 79,999	(40)	60	15	23	-	-	-	3	
£80,000 - 99,999	(28)	64	36	-	-	-	-	-	
£100,000 - 199,999	(43)	54	26	14	2	-	2	2	
£200,000 and above	(10)	50	40	10	-	-	-	-	
<u>DEGREE OF RESPONSIBILITY*</u>									
Total sample	(192)	51	28	18	2	-	-	1	100
A	(19)	63	32	5	-	-	-	-	
B	(26)	42	23	31	4	-	-	-	
C	(27)	70	19	11	-	-	-	-	
D	(31)	48	26	23	-	-	-	3	
E	(68)	50	34	13	2	-	-	2	
F	(21)	38	24	33	5	-	-	-	

* For an explanation of these categories see Appendix I.

IV

COMMENTARY AND TABLES RELATING TO QUESTIONS CONCERNING JOB SATISFACTION

IV

JOB SATISFACTION

Recent years have seen a dramatic increase in the output of management literature, amongst which the matter of motivation has figured strongly. A consideration of the basic question - why do people work? - and of the related questions about what factors permit or prevent satisfaction being obtained from work, has brought the broad fields of 'management' and 'industrial psychology' close together. The purpose of this section is to examine the replies to certain questions that were contained in the survey that, individually or collectively, have a bearing on job satisfaction - or the lack of it - in the farm manager's job.

Clearly 'job satisfaction' can be derived in a number of different ways and three of the more obvious are, firstly the characteristics of the work itself, including, for any individual, the degree of freedom and responsibility that is involved; secondly the personal relationships and the sense of 'belonging' that stem from group work; and, thirdly, the more immediate and tangible rewards, either of a financial or a non-financial nature.

Question 17 in the survey asked managers about the satisfaction they get from a variety of factors which fall into one or other of these three categories. Eighty-four per cent, for instance, claimed that they are satisfied by the 'kind of work' that they do. Of the remainder, 13% were moderately satisfied and only 1% 'not satisfied'. This high level of satisfaction presumably bears out the 'way of life' feeling that is so often expressed about farming, with its strong vocational tendencies. Even so, there is a clear indication in Table 17 of this satisfaction building up as age increases and of being strongest where the size of the job, however measured, becomes more demanding and, presumably, more managerially rather than manually orientated. Attitudes to the work itself are more lukewarm in the lower echelons of managements jobs. For any manager, one of the most vital features of his job will be the degree of freedom that he has in decision-making. Over the whole sample, satisfaction in this respect is high (80%) - again, for obvious reasons, increasing with age. Not surprisingly Table 18 illustrates just how this particular satisfaction mounts as the areas in the business for which managers have complete responsibility also mount.

At various points in the survey, managers made reference to the pleasure of seeing a job well done - or a plan take shape - as a result of successful team efforts. Owners, managers and operators are all, in their different ways, members of such teams and the question in the survey touching on these human relationships are of particular interest. It is generally believed in the industry that for various in-built reasons, agriculture is fortunate in its human relations. Without claiming that everything is perfect, probably only a few would wish to deny this belief. Moreover, despite certain cryptic references, for instance, to the difficulty of dealing with employers (what about employers difficulties in dealing with managers?!) 82% of managers found the relationship with their employers satisfactory. Only 3% claimed not to. Size and type of business, and even the responsibility entrusted to the manager appears (Table 19) to have little bearing on the issue and it is not difficult to imagine this matter as revolving around individual personalities. The same appears true in respect of manager's working relationships with their subordinates. 87% (Table 20) claim to find these satisfactory; 13% moderately so. It might be argued that few people would reply 'no'

to this question anyhow, but the authors prefer to take a less cynical reaction.

With regard to the rewards that managers earn (i.e. in the financial sense) 20% of the sample claimed to be dissatisfied. The remaining 80% were either 'satisfied' or 'moderately satisfied' in about equal numbers. There is a clear tendency (Table 21) for younger managers to feel less satisfied than their older counterparts and interestingly a very marked increase in satisfaction as responsibility increases. As another section of this report has observed, increasing responsibility is linked to 'high' earnings. Replies also suggest (Table 22) that a significant proportion of managers, again, especially in the younger ranks, do not look forward to their long term prospects with any great confidence - and as many again (about a third) are only moderately satisfied by them. This attitude is clearly more marked amongst the lower echelons of managers' jobs and may well reflect the belief that, like farm incomes, salary prospects will only improve, when in the long term, further structural improvement occurs in the industry. Regrettably, for those involved, many (30%) do not feel that a strong sense of security attaches to their jobs and it is true that dismissal for reasons unrelated to an individual's competence is a not unfamiliar occurrence. Security, or the lack of it, is another issue that seems dependent upon factors other than the character of the job itself (Table 23).

Of the various factors likely to undermine contentment in any job, lack of security is bound to come high on the list. In this survey, it came top of the list. In Question 20 managers were asked 'What do you like least about your job?' Many varied answers were received and no single type of reply dominated the pattern. Nevertheless more of them (15%) referred to 'lack of security and prospects' than to any other type of reason. 'Lack of free time' came second in order of importance (12%) followed by 'social and human problems', 'the effect of uncontrollable influences', notably the weather, and the fact of 'not actually farming for oneself' - each with 9%. The many other reasons and their analysis according to farming situations is shown in Table 24.

What people like least about their jobs is clearly not necessarily the same thing as what they find most demanding about them or, indeed, feel they are least well equipped to cope with. The one aspect of management, however, which features most strongly in the replies to questions concerned with these kinds of feelings, was the general area of personnel management: and this notwithstanding the good personal relationships that managers feel they enjoy with employers and employees alike. 31% regarded this item as the most demanding aspect of their job. The second item (making a continuous profit) received only 8% of the replies. Table 25 shows the full distribution of replies to this question and it is of particular interest to note that although 'personnel problems' easily tops the list its importance does not increase (except for the small group of managers responsible for more than 30 employees) as the number of employees involved becomes larger.

It has been suggested elsewhere¹ that many farm managers, either because of the size of their businesses or because of the multitudinous demands that are made on their time may be under-employed in the strictly managerial sense. Question 16 in this survey queried this aspect

1. ANSELL, D.J. and GILES, A.K. op cit.

of the job and 55% of all respondents confessed to feeling either 'seriously under-employed' (15%) or 'slightly under-employed' (40%), in this particular way. Only 15% felt either slightly or seriously over-extended. Table 26 shows that the overall figure of 55% feeling in any way under-employed increased to 61% in the youngest age groups (under 30 years) and decreased to 39% in the oldest group (50 - 59). It was also higher than average on the smaller farms (under 300 acres: 84%), where the farm staff is smallest (under 3 persons: 76%) where invested capital is lowest (under £20,000: 79%) and where complete responsibility is most restricted (group A: 74%). Correspondingly lower percentages occur at the other extremes of these various classifications of replies.

Where it exists, a tendency to under-employment in precisely those areas for which one is employed (in this context - management) can have an undermining effect on morale and help to generate other, apparently minor irritations. Combined with questions of insecurity and lack of clear-cut avenues of advancement, it may be a major factor in explaining the disquiet that some farm managers feel about their job. The scene, however, is not all one of despondency, and managers wrote much more in unison when invited to comment on the aspects of their work that they liked best than they did about the aspects that they liked least. Four types of answers dominated the replies. At the top of the list was the fact of 'being ones own boss' or, simply 'being able to farm without capital'. This type of answer accounted for 37% of replies and was followed by 'the ability to see plans take shape' (21%), 'the outdoor life' (12%) and 'the variation in the work itself' (11%). Together these four types of replies accounted for 81% of all replies. Table 27 shows relatively little departure from this overall pattern within the various subdivisions of the analysis. Overall, the satisfaction associated with the job is sufficient - despite the niggles - to make only 13% (Table 28) feel that they will or probably will give up the life. Forty one per cent feel that they never will (and this feeling strengthens with age) while 46% could possibly do so. Uncertainties about the future, in any circumstances, could explain why a cautious reply to this question from many people would be 'possibly', and it is of interest to speculate on how many of these 46% will or will not eventually move. Of the 13% who feel they are definitely or probably likely to give up salaried farm management, they will, as an alternative, mainly try to farm on their own account (37%) or to take up advisory work (17%). A significant proportion (23%) are undecided about what the alternative might be. The actual number of managers reflected in Table 29 is small (35) and percentages may consequently be misleading, but it is predominantly the younger men (under 40) who will look to farming on their own and the over forties who are inclined to look elsewhere. Some of them already have existing alternatives to turn to.

In the meantime those (between 80% and 90%) who hope to remain in managers' jobs will continue to enjoy their obvious attractions despite contractual conditions of employment which for many clearly leave something to be desired. The vast majority of them feel satisfied by the actual nature of the work that they do - with the personal relationships that surround the work and - surprisingly perhaps - with the status that they feel they enjoy as farm managers in the community generally (Table 30). In a society in which managers may be emerging as some new kind of aristocracy, this last fact may be more important than is at present appreciated.

TABLE 17

ARE YOU SATISFIED BY THE KIND OF WORK YOU DO? (Question 17(i)).

Distribution of replies by:		YES	MODERATELY	NO	NO REPLY	
		%	%	%	%	%
<u>AGE</u>						
	No.					
Total sample	(276)	84	13	1	2	100
Under 30 Years	(52)	67	29	4	-	
30 - 39 "	(122)	84	12	1	4	
40 - 49 "	(84)	92	8	-	-	
50 - 59 "	(18)	95	6	-	-	
<u>SIZE OF FARM (acres)</u>						
Total sample	(273)	83	13	2	2	100
Under 300	(19)	63	32	5	-	
300 - 499	(34)	74	27	-	-	
500 - 999	(87)	81	13	1	6	
1000 - 1999	(87)	92	7	1	-	
2000 and above	(46)	89	9	2	-	
<u>NUMBER OF EMPLOYEES</u>						
Total sample	(273)	83	13	2	2	100
Under 3	(17)	59	41	-	-	
3 - 6	(85)	77	19	2	2	
7 - 9	(41)	93	7	-	-	
10 - 14	(51)	88	8	2	2	
15 - 29	(58)	88	7	2	3	
30 - 39	(10)	90	10	-	-	
40 and above	(11)	100	-	-	-	
<u>TENANT CAPITAL (£)</u>						
Total sample	(252)	85	14	1	-	100
Under £20,000	(19)	58	42	-	-	
£20,000 - 39,999	(65)	77	22	2	-	
£40,000 - 59,999	(47)	85	13	2	-	
£60,000 - 79,999	(40)	98	3	-	-	
£80,000 - 99,999	(28)	89	7	4	-	
£100,000 - 199,999	(43)	93	7	-	-	
£200,000 and above	(10)	100	-	-	-	
<u>DEGREE OF RESPONSIBILITY*</u>						
Total sample	(192)	85	14	1	-	100
A	(19)	68	32	-	-	
B	(26)	85	15	-	-	
C	(27)	89	11	-	-	
D	(31)	90	10	-	-	
E	(68)	85	13	2	-	
F	(21)	90	5	5	-	

* For an explanation of these categories see Appendix I.

TABLE 13

ARE YOU SATISFIED BY THE FREEDOM YOU HAVE IN MAKING DECISIONS? (Question 17 (v))

Distribution of replies by:		YES	MODERATELY	NO	NO REPLY	
		%	%	%	%	%
<u>AGE</u>						
	No.					
Total sample	(276)	80	14	6	-	100
Under 30 Years	(52)	62	27	12	-	
30 - 39 "	(122)	83	12	5	1	
40 - 49 "	(84)	87	11	2	-	
50 - 59 "	(18)	78	11	11	-	
<u>SIZE OF FARM (acres)</u>						
Total sample	(273)	80	14	6	-	100
Under 300	(19)	84	11	5	-	
300 - 499	(34)	79	15	6	-	
500 - 999	(87)	75	13	7	-	
1000 - 1999	(87)	81	13	7	-	
2000 and above	(46)	85	11	2	2	
<u>NUMBER OF EMPLOYEES</u>						
Total sample	(273)	80	14	6	-	100
Under 3	(17)	94	6	-	-	
3 - 6	(85)	73	21	6	-	
7 - 9	(41)	76	12	12	-	
10 - 14	(51)	78	14	6	2	
15 - 29	(58)	81	14	5	-	
30 - 39	(10)	100	-	-	-	
40 and above	(11)	100	-	-	-	
<u>TENANT CAPITAL (£)</u>						
Total sample	(252)	83	12	5	-	100
Under £20,000	(19)	79	11	11	-	
£20,000 - 39,999	(65)	78	19	3	-	
£40,000 - 59,999	(47)	75	15	11	-	
£60,000 - 79,999	(40)	90	5	3	3	
£80,000 - 99,999	(28)	71	18	11	-	
£100,000 - 199,999	(43)	95	5	-	-	
£200,000 and above	(10)	100	-	-	-	
<u>DEGREE OF RESPONSIBILITY*</u>						
Total sample	(192)	83	11	5	1	100
A	(19)	42	37	21	-	
B	(26)	69	23	8	-	
C	(27)	70	19	11	-	
D	(31)	90	10	-	-	
E	(68)	97	2	-	2	
F	(21)	100	-	-	-	

* For an explanation of these categories see Appendix I.

TABLE 19

ARE YOU SATISFIED BY THE WORKING RELATIONSHIP YOU HAVE WITH YOUR EMPLOYER (Question 17(vi)).

Distribution of replies by:		YES	MODERATELY	NO	NO REPLY	
		%	%	%	%	%
<u>AGE</u>						
	No.					
Total sample	(276)	82	14	3	1	100
Under 30 Years	(52)	75	19	6	-	
30 - 39 "	(122)	84	10	3	3	
40 - 49 "	(84)	86	13	1	-	
50 - 59 "	(18)	72	22	6	-	
<u>SIZE OF FARM (acres)</u>						
Total sample	(273)	82	14	3	1	100
Under 300	(19)	84	16	-	-	
300 - 499	(34)	88	9	-	3	
500 - 999	(87)	79	14	7	-	
1000 - 1999	(87)	79	16	4	1	
2000 and above	(46)	87	11	-	2	
<u>NUMBER OF EMPLOYEES</u>						
Total sample	(273)	82	14	3	1	100
Under 3	(17)	88	12	-	-	
3 - 6	(85)	77	18	5	1	
7 - 9	(41)	90	7	2	-	
10 - 14	(51)	80	14	2	4	
15 - 29	(50)	83	12	5	-	
30 - 39	(10)	90	10	-	-	
40 and above	(11)	82	18	-	-	
<u>TENANT CAPITAL (£)</u>						
Total sample	(252)	83	12	5	-	100
Under £20,000	(19)	79	11	5	5	
£20,000 - 39,999	(65)	80	15	5	-	
£40,000 - 59,999	(47)	79	15	4	2	
£60,000 - 79,999	(40)	83	13	3	3	
£80,000 - 99,999	(28)	79	18	3	-	
£100,000 - 199,999	(43)	93	7	-	-	
£200,000 and above	(10)	90	10	-	-	
<u>DEGREE OF RESPONSIBILITY*</u>						
Total sample	(192)	84	10	4	2	100
A	(19)	74	21	-	5	
B	(26)	92	4	4	-	
C	(27)	70	19	11	-	
D	(31)	84	13	3	-	
E	(68)	90	7	2	2	
F	(21)	85	5	5	5	

* For an explanation of these categories see Appendix I.

TABLE 20

ARE YOU SATISFIED BY THE WORKING RELATIONSHIP YOU HAVE WITH YOUR SUBORDINATES?
(Question 17 (vii)).

Distribution of replies by:		YES	MODERATELY	NO	NO REPLY	
		%	%	%	%	%
<u>AGE</u>						
	No.					
Total sample	(276)	87	13	-	-	100
Under 30 Years	(52)	77	23	-	-	
30 - 39 "	(122)	93	7	-	1	
40 - 49 "	(84)	86	14	-	-	
50 - 59 "	(18)	73	22	-	-	
<u>SIZE OF FARM (acres)</u>						
Total sample	(273)	87	13	-	-	100
Under 300	(19)	90	11	-	-	
300 - 499	(34)	71	29	-	-	
500 - 999	(87)	90	10	-	-	
1000 - 1999	(87)	86	14	-	-	
2000 and above	(46)	91	7	-	2	
<u>NUMBER OF EMPLOYEES</u>						
Total sample	(273)	87	13	-	-	100
Under 3	(17)	83	12	-	-	
3 - 6	(85)	81	19	-	-	
7 - 9	(41)	93	7	-	-	
10 - 14	(51)	84	14	-	2	
15 - 29	(58)	88	12	-	-	
30 - 39	(10)	100	-	-	-	
40 and above	(11)	91	9	-	-	
<u>TENANT CAPITAL (£)</u>						
Total sample	(252)	89	11	-	-	100
Under £20,000	(19)	100	-	-	-	
£20,000 - 39,999	(65)	80	20	-	-	
£40,000 - 59,999	(47)	92	9	-	-	
£60,000 - 79,999	(40)	90	8	-	3	
£80,000 - 99,999	(28)	89	11	-	-	
£100,000 - 199,999	(43)	91	9	-	-	
£200,000 and above	(10)	90	10	-	-	
<u>DEGREE OF RESPONSIBILITY*</u>						
Total sample	(192)	85	14	1	-	100
A	(19)	74	26	-	-	
B	(26)	73	27	-	-	
C	(27)	89	11	-	-	
D	(31)	84	13	3	-	
E	(68)	88	10	-	2	
F	(21)	95	5	-	-	

* For an explanation of these categories see Appendix I.

TABLE 21

ARE YOU SATISFIED BY THE REWARDS THAT YOU EARN? (Question 17 (ii))

Distribution of replies by:		YES	MODERATELY	NO	
		%	%	%	
<u>AGE</u>					
	No.				
Total sample	(276)	41	39	20	100
Under 30 Years	(52)	27	50	23	
30 - 39 "	(122)	43	36	21	
40 - 49 "	(84)	44	37	19	
50 - 59 "	(18)	50	33	17	
<u>SIZE OF FARM (acres)</u>					
Total sample	(273)	40	39	21	100
Under 300	(19)	42	37	21	
300 - 499	(34)	35	44	21	
500 - 999	(87)	37	45	18	
1000 - 1999	(87)	40	35	25	
2000 and above	(46)	50	35	15	
<u>NUMBER OF EMPLOYEES</u>					
Total sample	(273)	41	39	20	100
Under 3	(17)	29	41	29	
3 - 6	(85)	33	46	17	
7 - 9	(41)	39	37	24	
10 - 14	(51)	39	37	24	
15 - 29	(53)	43	33	19	
30 - 39	(10)	30	50	20	
40 and above	(11)	32	13	-	
<u>TENANT CAPITAL (£)</u>					
Total sample	(252)	42	33	20	100
Under £20,000	(19)	53	37	11	
£20,000 - 39,999	(65)	23	51	22	
£40,000 - 59,999	(47)	45	40	15	
£60,000 - 79,999	(40)	45	25	30	
£80,000 - 99,999	(28)	25	50	25	
£100,000 - 199,999	(43)	60	26	14	
£200,000 and above	(10)	60	20	20	
<u>DEGREE OF RESPONSIBILITY*</u>					
Total sample	(192)	42	36	22	100
A	(19)	21	53	26	
B	(26)	35	42	23	
C	(27)	26	26	48	
D	(31)	43	36	16	
E	(63)	46	37	13	
F	(21)	71	24	5	

* For an explanation of these categories see Appendix I.

TABLE 22

ARE YOU SATISFIED BY THE LONG TERM PROSPECTS THAT YOUR JOB OFFERS? (Question 17 (iv))

Distribution of replies by:		YES	MODERATELY	NO	%
		%	%	%	
<u>AGE</u>					
	No.				
Total sample	(276)	32	35	33	100
Under 30 Years	(52)	19	35	46	
30 - 39 "	(122)	34	36	30	
40 - 49 "	(84)	36	37	27	
50 - 59 "	(18)	39	28	33	
<u>SIZE OF FARM (acres)</u>					
Total sample	(273)	32	35	33	100
Under 300	(19)	21	37	42	
300 - 499	(34)	24	24	53	
500 - 999	(87)	29	37	35	
1000 - 1999	(87)	33	39	28	
2000 and above	(46)	46	33	22	
<u>NUMBER OF EMPLOYEES</u>					
Total sample	(273)	32	35	33	100
Under 3	(17)	18	12	71	
3 - 6	(85)	26	31	44	
7 - 9	(41)	29	37	34	
10 - 14	(51)	35	37	28	
15 - 29	(58)	40	47	14	
30 - 39	(10)	50	30	20	
40 and above	(11)	36	45	18	
<u>TENANT CAPITAL (£)</u>					
Total sample	(252)	32	35	33	100
Under £20,000	(19)	16	47	37	
£20,000 - 39,999	(65)	20	25	55	
£40,000 - 59,999	(47)	32	38	30	
£60,000 - 79,999	(40)	45	38	18	
£80,000 - 99,999	(28)	25	39	36	
£100,000 - 199,999	(43)	47	37	16	
£200,000 and above	(10)	40	50	10	
<u>DEGREE OF RESPONSIBILITY*</u>					
Total sample	(192)	32	37	31	100
A	(19)	42	21	37	
B	(26)	27	35	39	
C	(27)	15	52	33	
D	(31)	39	36	26	
E	(68)	29	38	32	
F	(21)	48	38	14	

* For an explanation of these categories see Appendix I.

TABLE 23

ARE YOU SATISFIED BY THE SECURITY THAT YOUR JOB OFFERS? (Question 17 (iii))

Distribution of replies by:		YES	MODERATELY	NO	%
		%	%	%	
<u>AGE</u>					
	No.				
Total sample	(276)	40	30	30	100
Under 30 Years	(52)	35	35	31	
30 - 39 "	(122)	37	31	32	
40 - 49 "	(64)	45	27	27	
50 - 59 "	(18)	50	17	33	
<u>SIZE OF FARM (acres)</u>					
Total sample	(273)	40	29	31	100
Under 300	(19)	53	32	11	
300 - 499	(34)	44	15	41	
500 - 999	(87)	35	32	33	
1000 - 1999	(87)	36	35	30	
200 and above	(46)	43	24	28	
<u>NUMBER OF EMPLOYEES</u>					
Total sample	(273)	40	30	30	100
Under 3	(17)	29	24	47	
3 - 6	(85)	34	26	40	
7 - 9	(41)	34	37	29	
10 - 14	(51)	45	31	24	
15 - 29	(53)	47	31	22	
30 - 39	(10)	50	20	30	
40 and above	(11)	55	36	9	
<u>TENANT CAPITAL (£)</u>					
Total sample	(252)	41	29	30	100
Under £20,000	(19)	53	37	5	
£20,000 - 39,999	(65)	32	14	54	
£40,000 - 59,999	(47)	36	40	23	
£60,000 - 79,999	(40)	40	33	23	
£80,000 - 99,999	(28)	43	29	29	
£100,000 - 199,999	(43)	47	33	21	
£200,000 and above	(10)	60	20	20	
<u>DEGREE OF RESPONSIBILITY*</u>					
Total sample	(192)	39	32	29	100
A	(19)	32	42	26	
B	(26)	39	35	27	
C	(27)	30	33	37	
D	(34)	42	26	32	
E	(68)	33	31	31	
F	(21)	52	29	19	

* For an explanation of these categories see Appendix I.

TABLE 24

BRIEFLY, WHAT DO YOU LIKE LEAST ABOUT BEING A FARM MANAGER? (Question 20)

		Replies mainly to do with questions of:-										
Distribution of replies by:		Insecurity/lack of promotion prospects	Lack of free time	P.R., human/social problems	Weather/seasonal factors	Not farming for self	Limitation of income	Relationship with owner	Restrictions on use of capital	Others	No reply	
AGE	No.	%	%	%	%	%	%	%	%	%	%	%
Total sample	(276)	15	12	9	9	9	8	4	2	25	7	100
Under 30 Years	(52)	6	10	10	10	6	12	12	2	25	10	
30 - 39 "	(122)	18	13	7	6	10	7	2	2	26	9	
40 - 49 "	(84)	14	13	13	13	7	7	4	1	27	5	
50 - 59 "	(18)	17	6	-	11	17	11	-	6	33	-	
SIZE OF FARM (acres)												
Total sample	(273)	15	12	9	9	9	8	4	2	25	7	100
Under 300	(19)	-	16	11	5	5	11	-	5	42	5	
300 - 499	(34)	21	15	6	6	6	9	-	-	32	6	
500 - 999	(87)	15	9	12	7	6	13	8	4	21	7	
1000 - 1999	(87)	18	14	6	9	14	7	5	-	20	8	
2000 and above	(46)	9	11	11	15	9	-	2	2	33	9	
NUMBER OF EMPLOYEES												
Total sample	(273)	15	12	9	9	9	8	4	2	25	7	100
Under 3	(17)	12	18	12	6	6	6	-	-	29	12	
3 - 6	(85)	17	11	12	6	6	11	6	1	28	4	
7 - 9	(41)	15	17	7	5	17	7	5	-	22	5	
10 - 14	(51)	10	14	8	10	12	6	6	4	20	12	
15 - 29	(58)	16	9	5	16	9	7	3	2	26	9	
30 - 39	(10)	30	-	10	10	-	10	-	10	30	-	
40 and above	(11)	9	18	18	18	-	-	-	-	27	9	
TENANT CAPITAL (£)												
Total sample	(252)	15	12	9	9	9	8	4	2	26	6	100
Under £20,000	(19)	-	16	26	5	-	5	5	5	37	-	
£20,000 - 39,999	(65)	22	12	11	5	2	8	5	2	31	5	
£40,000 - 59,999	(47)	15	6	4	9	15	15	4	2	19	11	
£60,000 - 79,999	(40)	13	15	10	10	20	10	-	3	18	3	
£80,000 - 99,999	(28)	14	14	-	14	11	11	7	-	22	7	
£100,000 - 199,999	(43)	14	9	9	14	7	2	5	2	28	9	
£200,000 and above	(10)	20	10	10	10	-	10	-	-	30	10	
DEGREE OF RESPONSIBILITY*												
Total sample	(192)	14	12	11	8	11	8	1	1	26	8	100
A	(19)	-	16	11	5	5	11	5	-	26	21	
B	(26)	8	4	12	8	12	4	4	-	42	8	
C	(27)	4	11	15	7	15	7	4	4	26	7	
D	(31)	26	16	7	16	10	-	-	7	16	3	
E	(68)	18	16	13	7	7	12	-	-	21	6	
F	(21)	19	-	5	5	19	14	-	-	24	14	

* For an explanation of these categories see Appendix I.

TABLE 25

WHAT DO YOU REGARD AS THE MOST DEMANDING ASPECT OF YOUR JOB? (Question 18)

		Replies mainly to do with questions of:-											
Distribution of replies by:		Personnel problems	Making and/or maintaining a profit	Tireliness in getting work done	Making decisions (esp. involving investment)	Supervision/co-ordination of many activities	Relations with owner	Lack of free time	Controlling costs	Being 'back stop' for everybody else	Others	No reply	
AGE	No.	%	%	%	%	%	%	%	%	%	%	%	%
Total sample	(276)	31	8	7	7	7	5	6	3	1	22	3	100
Under 30	(52)	35	6	2	9	12	8	8	-	4	14	4	
30 - 39	(122)	27	7	8	3	7	5	8	4	2	25	3	
40 - 49	(84)	31	11	10	11	4	6	1	4	-	20	4	
50 - 59	(18)	50	6	-	6	-	-	-	6	-	33	-	
<u>SIZE OF FARM (acres)</u>													
Total sample	(273)	30	8	7	7	7	6	6	3	1	22	3	100
Under 300	(19)	21	16	-	5	5	-	5	-	11	37	-	
300 - 499	(34)	35	9	-	6	6	3	6	6	-	29	-	
500 - 999	(87)	37	6	9	5	3	5	3	3	2	23	3	
1000 - 1999	(87)	21	10	5	10	9	9	8	5	-	18	5	
2000 and above	(46)	37	4	15	7	9	4	4	-	-	15	4	
<u>NUMBER OF EMPLOYEES</u>													
Total sample	(273)	31	8	7	7	7	5	6	3	1	22	3	100
Under 3	(17)	24	6	-	12	-	-	12	-	6	41	-	
3 - 6	(85)	31	7	7	6	7	6	5	4	1	25	2	
7 - 9	(41)	37	15	2	2	2	-	10	5	5	22	-	
10 - 14	(51)	24	2	16	12	10	4	4	-	-	26	4	
15 - 29	(58)	31	10	3	5	9	10	3	5	-	16	7	
30 - 39	(10)	50	10	10	10	-	-	10	-	-	10	-	
40 and above	(11)	-	-	9	9	45	-	9	9	9	9	-	
<u>TENANT CAPITAL (£)</u>													
Total sample	(252)	32	8	7	8	6	5	4	4	1	23	2	100
Under £20,000	(19)	21	5	-	5	5	5	11	-	11	32	5	
£20,000 - 39,999	(65)	34	6	11	9	3	3	3	3	2	26	-	
£40,000 - 59,999	(47)	34	11	4	2	9	4	-	9	-	26	2	
£60,000 - 79,999	(40)	23	18	3	10	10	8	3	8	-	18	3	
£80,000 - 99,999	(28)	43	-	14	7	4	7	-	-	4	21	-	
£100,000 - 199,999	(43)	30	5	7	12	5	5	7	-	-	25	5	
£200,000 and above	(10)	50	10	10	-	20	-	10	-	-	-	-	
<u>DEGREE OF RESPONSIBILITY*</u>													
Total sample	(192)	28	8	6	8	7	6	4	4	1	23	5	100
A	(19)	21	5	-	11	11	11	5	-	5	21	11	
B	(26)	42	4	4	8	4	12	4	-	-	15	8	
C	(27)	37	15	-	4	11	4	4	7	-	15	4	
D	(31)	29	-	10	10	10	7	3	10	-	19	3	
E	(68)	28	12	9	7	3	3	4	3	2	27	3	
F	(21)	5	10	10	10	14	5	5	-	-	38	5	

* For an explanation of these categories see Appendix I.

TABLE 26

DO YOU THINK THAT GENERALLY SPEAKING YOUR TALENTS AND CAPACITY AS A MANAGER ARE.....?
(Question 16)

Distribution of replies by:		Seriously Under- Employed	Slightly Under- Employed	About fully utilised	Slightly over- Extended	Seriously over- extended	No reply	
AGE	No.	%	%	%	%	%	%	%
Total sample	(276)	15	40	30	12	3	-	100
Under 30 Years	(52)	17	44	23	12	4	-	
30 - 39 "	(122)	12	44	31	12	-	1	
40 - 49 "	(84)	16	35	31	14	5	-	
50 - 59 "	(18)	17	22	45	11	6	-	
<u>SIZE OF FARM (acres)</u>								
Total sample	(273)	15	40	30	12	3	-	100
Under 300	(19)	42	42	11	5	-	-	
300 - 499	(34)	9	56	21	6	9	-	
500 - 999	(87)	17	45	32	6	-	-	
1000 - 1999	(87)	15	39	29	16	1	-	
2000 and above	(46)	12	20	43	26	7	2	
<u>NUMBER OF EMPLOYEES</u>								
Total sample	(273)	15	40	30	12	3	-	100
Under 3	(17)	29	47	18	-	6	-	
3 - 6	(85)	24	45	21	8	2	-	
7 - 9	(41)	7	44	37	12	-	-	
10 - 14	(51)	10	45	26	16	4	-	
15 - 29	(58)	10	33	43	10	2	2	
30 - 39	(10)	10	10	30	40	10	-	
40 and above	(11)	-	9	55	36	-	-	
<u>TENANT CAPITAL (£)</u>								
Total sample	(252)	15	41	27	14	3	-	100
Under £20,000	(19)	37	42	16	5	-	-	
£20,000 - 39,999	(65)	25	43	25	5	3	-	
£40,000 - 59,999	(47)	9	60	19	11	2	-	
£60,000 - 79,999	(40)	10	40	38	13	-	-	
£80,000 - 99,999	(28)	11	36	25	21	7	-	
£100,000 - 199,999	(43)	7	26	30	30	5	2	
£200,000 and above	(10)	-	20	60	20	-	-	
<u>DEGREE OF RESPONSIBILITY*</u>								
Total sample	(192)	15	42	29	11	3	-	100
A	(19)	11	63	21	-	5	-	
B	(26)	15	42	27	12	4	-	
C	(27)	19	33	41	7	-	-	
D	(31)	16	32	23	19	10	-	
E	(68)	15	44	28	12	2	-	
F	(21)	10	43	38	10	-	-	

* For an explanation of these categories see Appendix I.

TABLE 27

BRIEFLY, WHAT DO YOU LIKE BEST ABOUT BEING A FARM MANAGER? (Question 19)

Distribution of replies by:		Replies mainly to do with questions of:-							
		Being one's own boss/only way to farm without capital	Satisfaction of making/seeing plans take shape	Outdoor/country life	Variation in the work	Leading a team (to effective results)	Others	No reply	
AGE	No.	%	%	%	%	%	%	%	%
Total sample	(276)	37	21	12	11	6	10	3	100
Under 30 Years	(52)	31	25	15	12	8	4	6	
30 - 39 "	(122)	41	22	10	10	4	9	4	
40 - 49 "	(84)	30	21	12	13	10	13	1	
50 - 59 "	(18)	56	6	17	11	-	11	-	
<u>SIZE OF FARM (acres)</u>									
Total sample	(273)	37	21	12	11	6	10	3	100
Under 300	(19)	37	26	5	21	5	-	5	
300 - 499	(34)	47	27	9	3	6	9	-	
500 - 999	(87)	33	23	10	13	6	7	4	
1000 - 1999	(87)	36	13	17	13	7	12	4	
2000 and above	(46)	28	28	11	9	4	15	4	
<u>NUMBER OF EMPLOYEES</u>									
Total sample	(273)	36	22	12	11	6	10	3	100
Under 3	(17)	53	35	6	-	6	-	-	
3 - 6	(85)	42	24	9	9	6	8	1	
7 - 9	(41)	29	27	20	15	2	5	2	
10 - 14	(51)	39	16	8	12	6	12	8	
15 - 29	(53)	29	17	16	12	7	14	5	
30 - 39	(10)	20	30	10	10	10	20	-	
40 and above	(11)	27	9	18	18	18	9	-	
<u>TENANT CAPITAL (£)</u>									
Total sample	(252)	33	22	11	11	6	10	2	100
Under £20,000	(19)	42	26	5	11	5	11	-	
£20,000 - 39,999	(65)	43	25	9	8	9	5	2	
£40,000 - 59,999	(47)	45	28	4	9	2	11	2	
£60,000 - 79,999	(40)	35	20	23	13	5	5	-	
£80,000 - 99,999	(28)	21	18	11	21	11	14	4	
£100,000 - 199,999	(43)	37	14	16	7	7	16	2	
£200,000 and above	(10)	40	20	-	20	-	10	10	
<u>DEGREE OF RESPONSIBILITY*</u>									
Total sample	(192)	39	20	12	10	5	10	4	100
A	(19)	16	26	11	16	11	16	5	
B	(26)	35	16	23	8	4	4	12	
C	(27)	37	15	4	22	7	15	-	
D	(31)	42	32	7	3	3	7	7	
E	(68)	44	15	15	9	4	12	2	
F	(21)	43	27	10	10	-	10	-	

* For an explanation of these categories see Appendix I.

TABLE 23

AS FAR AS YOU CAN SEE ARE YOU LIKELY TO GIVE UP FARM MANAGERS WORK?(Question 21 a)

Distribution of replies by:		NEVER	POSSIBLY	PROBABLY	YES	
		%	%	%	%	
<u>AGE</u>						
	No.					
Total sample	(276)	41	46	5	8	100
Under 30 Years	(52)	29	56	4	12	
30 - 39 "	(122)	33	53	5	5	
40 - 49 "	(34)	55	32	5	8	
50 - 59 "	(18)	39	39	6	17	
<u>SIZE OF FARM (acres)</u>						
Total sample	(273)	42	45	5	8	100
Under 300	(19)	37	53	-	5	
300 - 499	(34)	32	41	9	13	
500 - 999	(87)	46	40	4	10	
1000 - 1999	(87)	41	49	5	5	
2000 and above	(46)	44	46	7	4	
<u>NUMBER OF EMPLOYEES</u>						
Total sample	(273)	41	46	5	8	100
Under 3	(17)	35	41	6	13	
3 - 6	(65)	37	49	5	9	
7 - 9	(41)	42	42	2	15	
10 - 14	(51)	51	41	6	2	
15 - 29	(53)	45	47	3	5	
30 - 39	(10)	30	60	10	-	
40 and above	(11)	27	64	9	-	
<u>TENANT CAPITAL (£)</u>						
Total sample	(252)	43	45	4	8	100
Under £20,000	(19)	37	53	-	5	
£20,000 - 39,999	(65)	37	42	9	12	
£40,000 - 59,999	(47)	55	40	-	4	
£60,000 - 79,999	(40)	43	43	3	3	
£80,000 - 99,999	(23)	39	46	-	14	
£100,000 - 199,999	(43)	42	51	5	2	
£200,000 and above	(10)	30	50	20	-	
<u>DEGREE OF RESPONSIBILITY*</u>						
Total sample	(192)	45	42	4	8	100
A	(19)	53	37	-	5	
B	(26)	54	35	-	12	
C	(27)	30	52	7	11	
D	(31)	39	43	3	10	
E	(63)	47	37	7	9	
F	(21)	43	52	-	-	

* For an explanation of these categories see Appendix I.

TABLE 29

IF YOU ARE LIKELY TO OR WILL PROBABLY GIVE UP FARM WORK, WHAT OTHER TYPE OF WORK ARE YOU MOST LIKELY TO SEEK? (Question 21(c)).

Distribution of replies by:		Farming	Advisory Work	Teaching	Other Industries	Anything or Don't know	Already in Job	
AGE	No.	%	%	%	%	%	%	%
Total sample	(35)	37	17	17	8	23	8	100
Under 30 Years	(8)	75	13	-	-	13	-	
30 - 39 "	(12)	50	8	8	8	25	-	
40 - 49 "	(11)	9	27	9	18	18	18	
50 - 59 "	(4)	-	25	-	-	50	25	
<u>SIZE OF FARM (acres)</u>								
Total sample	(35)	37	17	6	9	23	8	100
Under 300	(1)	-	100	-	-	-	-	
300 - 499	(9)	44	22	11	-	11	11	
500 - 999	(12)	33	8	8	8	25	17	
1000 - 1999	(8)	50	-	-	13	38	-	
2000 and above	(5)	20	40	-	20	20	-	
<u>NUMBER OF EMPLOYEES</u>								
Total sample	(34)	35	18	6	9	23	9	100
Under 3	(4)	25	25	-	-	25	25	
3 - 6	(12)	33	17	17	-	33	-	
7 - 9	(7)	57	14	-	14	-	14	
10 - 14	(4)	25	-	-	-	75	-	
15 - 29	(5)	20	20	-	40	-	20	
30 - 39	(1)	100	-	-	-	-	-	
40 and above	(1)	-	100	-	-	-	-	
<u>TENANT CAPITAL (£)</u>								
Total sample	(30)	33	20	7	7	26	7	100
Under £20,000	(1)	100	-	-	-	-	-	
£20,000 - 39,999	(14)	36	14	14	-	29	7	
£40,000 - 59,999	(2)	-	100	-	-	-	-	
£60,000 - 79,999	(4)	25	-	-	-	50	25	
£80,000 - 99,999	(4)	50	-	-	25	25	-	
£100,000 - 199,999	(3)	-	33	-	33	33	-	
£200,000 and above	(2)	50	50	-	-	-	-	
<u>DEGREE OF RESPONSIBILITY*</u>								
Total sample	(24)	29	21	4	13	25	8	100
A	(1)	100	-	-	-	-	-	
B	(3)	33	33	-	33	-	-	
C	(5)	60	-	-	-	20	20	
D	(4)	25	75	-	-	-	-	
E	(11)	18	9	9	18	36	9	
F	(-)	-	-	-	-	-	-	

* For an explanation of these categories see Appendix I.

TABLE 30

ARE YOU SATISFIED BY THE STATUS THAT YOU HAVE IN THE COMMUNITY GENERALLY, AS A FARM MANAGER? (Question 17 (viii)).

Distribution of replies by:		YES	MODERATELY	NO	NO REPLY	%
		%	%	%	%	
<u>AGE</u>						
	No.					
Total sample	(276)	77	17	5	1	100
Under 30 Years	(52)	71	23	6	-	
30 - 39 "	(122)	72	17	7	3	
40 - 49 "	(84)	87	12	-	-	
50 - 59 "	(18)	78	22	-	-	
<u>SIZE OF FARM (acres)</u>						
Total sample	(273)	77	17	4	2	100
Under 300	(19)	84	16	-	-	
300 - 499	(34)	59	29	9	3	
500 - 999	(87)	84	13	3	-	
1000 - 1999	(87)	79	16	3	1	
2000 and above	(46)	72	17	7	4	
<u>NUMBER OF EMPLOYEES</u>						
Total sample	(273)	77	17	4	2	100
Under 3	(17)	65	24	12	-	
3 - 6	(85)	78	17	5	1	
7 - 9	(41)	78	15	7	-	
10 - 14	(51)	61	29	6	4	
15 - 29	(58)	88	9	2	2	
30 - 39	(10)	70	30	-	-	
40 and above	(11)	100	-	-	-	
<u>TENANT CAPITAL (£)</u>						
Total sample	(252)	77	17	5	1	100
Under £20,000	(19)	84	11	-	5	
£20,000 - 39,999	(65)	71	23	6	-	
£40,000 - 59,999	(47)	79	19	2	-	
£60,000 - 79,999	(40)	78	10	8	5	
£80,000 - 99,999	(28)	75	21	4	-	
£100,000 - 199,999	(43)	74	16	7	2	
£200,000 and above	(10)	100	-	-	-	
<u>DEGREE OF RESPONSIBILITY*</u>						
Total sample	(192)	77	17	5	1	100
A	(19)	74	21	5	-	
B	(26)	89	11	-	-	
C	(27)	74	22	4	-	
D	(31)	81	13	7	-	
E	(68)	79	12	6	3	
F	(21)	71	14	10	5	

* For an explanation of these categories see Appendix I.

APPENDIX I

In Question 13 of the survey, managers were asked to state the extent of their responsibility (i.e. 'entirely', 'partly', or 'not at all') for the following areas of management:-

(1) Day to day organisation	(89.9%)
(2) Recruiting and dismissal of staff	(76.1%)
(3) Buying and selling of stock and commodities	(73.7%)
(4) Machinery purchase	(58.4%)
(5) Decision relating to farm system	(52.2%)
(6) Long term fixed investment decisions	(10.9%)

The percentage of managers who were 'entirely' responsible for each of the above items diminished in the order in which the items are listed, and is shown in brackets to the right of each item.

In an attempt to describe the magnitude of a manager's job in terms of the degree of responsibility it carries, the authors have selected groups of managers who are 'entirely' responsible for a growing combination of these different areas of management and therefore have an increasing degree of responsibility. Thus:-

Category	A	are <u>entirely</u>	responsible	only for	1 above
"	B	" "	" "	" "	1 and 2 above
"	C	" "	" "	" "	1, 2 and 3 above
"	D	" "	" "	" "	1, 2, 3 and 4 above
"	E	" "	" "	" "	1, 2, 3, 4 and 5 above
"	F	" "	" "	" "	1, 2, 3, 4, 5 and 6 above

Each of these categories is mutually exclusive of the others and because of various unique combinations of responsibility the total number falling into one or other of these categories excludes certain managers and is therefore less than the total sample of 276. The precise number of managers falling into each category was as follows:-

Category	A:	19
"	B:	26
"	C:	27
"	D:	31
"	E:	60
"	F:	21
Total		192

THE QUESTIONNAIRE

CONFIDENTIAL

CODE NO.

COUNTY

READING UNIVERSITY

Department of Agricultural Economics

Survey of Farm Managers

SECTION A. Personal Details

- 1. Age
- 2. Male/Female (delete as appropriate)
- 3. Married/Single/Widow(er) (" " ")
- 4. Father's occupation

SECTION B. Training and Job History

- 5. Type of school last attended (e.g. elementary, secondary modern, grammar, public, etc.)
- 6. Please provide brief details of your job history, including H.M. Forces and your present job:-

<u>Job</u>	<u>Location</u>	<u>Approx. Duration</u>
.....
.....

- 7. How old were you when you first took a farm manager's job?
- 8. Please provide details of any further education or formal training you have had (including apprenticeship) either in agriculture or in any other sphere:-

<u>Type of course/training</u>	<u>Where received</u>	<u>Duration</u>
.....
.....

- 9. (a) Do you consider that for a farm manager some kind of formal training is normally:

Please tick

- (i) Essential,
- (ii) Desirable, but not essential
- (iii) Unnecessary.

- (b) What, briefly, is your reason for answering question 9 (a) as you have?
- (c) For what aspects of your job, if any, do you feel least well equipped?
- (d) Are you making serious efforts to extend or up-date your training?

YES NO

- (e) If 'yes', to the above question, in what aspects of your work, and how are you doing it?
- (f) If you wish to comment on your reply to question 9(d) please do so here:
- (g) Do you perform any formal training activity for others, whether in your employment or not?

YES NO

- (h) If 'yes', please give brief details

SECTION C. Present Terms of Employment

- 10. (a) What is your title (e.g. Manager, bailiff, assistant manager, etc.)?
- (b) How did you hear about your present job when it was vacant?

11. Could you please give details of your conditions of employment, stating so if they are not known:-

- (a) What period of notice is required?
- (b) What number of days annual holiday and bank holiday are you entitled to?
- (c) Do you normally take your entitlement?
- (d) By what method are you paid (e.g. fixed salary, share of profit, salary plus bonus etc.)
- (e) What were your gross 'cash' earnings (i.e. before tax and other deductions) in the last complete financial year?
£.....

(f) If you receive any non-cash benefits, please specify

	<u>YES</u>	<u>NO</u>
(i) Provision of free house	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Provision of free car	<input type="checkbox"/>	<input type="checkbox"/>
(iii) Provision of car running costs	<input type="checkbox"/>	<input type="checkbox"/>
(iv) Provision of farm produce to value of £.....		
(v) Others (please specify)		

(g) Is there a pension or superannuation scheme associated with your job?

<u>YES</u>	<u>NO</u>
<input type="checkbox"/>	<input type="checkbox"/>

(i) As close as you can estimate, what is the average number of hours that you work in a 'normal' working week (see also the next question down)?

(ii) How often and to what extent might peak seasonal work substantially alter this average?
.....
.....

(iii) Apart from the seasonal peaks, are you normally free from routine work on:-

	<u>YES</u>	<u>NO</u>
(a) Saturday afternoons	<input type="checkbox"/>	<input type="checkbox"/>
(b) Sundays	<input type="checkbox"/>	<input type="checkbox"/>

(h) Are you able to supplement your income from your farm manager's job with earned income from 'off-the-farm' activities?

<u>YES</u>	<u>NO</u>
<input type="checkbox"/>	<input type="checkbox"/>

SECTION D. Job Evaluation

12. In order that we may know what type and size of business you manage, could you please provide some information about the farm itself? We do not require a lot of detail, just sufficient for us to classify the farm.

(a) Cropping (as at June 4th 1969)

	<u>Acres</u>
Cereals
Cash Roots
.....
.....
All pasture
Rough grazing
Buildings, roads etc.
TOTAL FARM ACREAGE	<u> </u>

(b) Livestock (latest 12 months)

(Our headings and suggested 'average numbers' and 'annual throughput' are intended to guide you; please alter them if they are inappropriate in your case.)

Dairy:

Cows	Average number
All young stock	Annual throughput

Beef:

Cows	Average number
All others	Annual throughput

Sheep:

Ewes	Average number
All others (excluding lambs under 6 months)	Annual throughput

Pigs:

Sows	Average number
All store & fat pigs over 2 months	Annual throughput

Poultry:

Hens	Average number
.....

Others (specify)

.....
.....

(c) Labour

How many workers are under your direct or indirect control?

- (i) Whole time
- (ii) Part time (regular).....
- (iii) Casual

(d) Does a clear-cut chain of command exist on your farm?

<u>Yes</u>	<u>No</u>
<input type="checkbox"/>	<input type="checkbox"/>

(e) If 'yes' can you indicate here with a diagram, roughly how it works?

(f) If no chain of command exists, and you wish to comment of the fact, please do so here:-

.....
.....
.....

(g) Could you please give details of the value of tenants' capital on your farm at the latest valuation date? (Our main aim here is to get a reasonably accurate assessment of the quantity of tenants' capital you are responsible for. It is the total we are really interested in and for the purposes of this survey we will be content with fairly round figures.)

Livestock
Growing crops & tillages
Crops on hand
Stores
Machinery
Tenants' fixtures (i.e. pig & poultry
equipt. etc.)
Others

Total £

13. In respect to matters of farm policy, please indicate by a 'tick' in the appropriate boxes how far you are responsible for:-

	<u>Entirely</u>	<u>Partly</u>	<u>Not at all</u>
(i) Day to day organisation of the farm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(ii) Recruiting and dismissal of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iii) Trading policy (i.e. buying and selling of stock & commodities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(iv) Machinery purchase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(v) Decisions relating to the farm system (e.g. cropping & stocking policy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(vi) Long term investment decisions (e.g. buildings)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. (a) What type and extent of clerical/secretarial help do you receive (e.g. full-time secretary, visiting secretary or assistance from wife for 'x' hours per week?

.....

(b) In what other ways, if any, does your wife formally assist in the running of the business?

.....

(c) Does your wife receive a wage for any contribution that she makes in the business?

YES

NO

15. Roughly what % of your own annual time is spent on strictly manual work as opposed to all types of non-manual work?

SECTION E. Job Satisfaction

16. Please tick the most appropriate line below so as to indicate whether you think that generally speaking your talents and capacity as manager are:-

- | | <u>Please tick</u> |
|------------------------------|--------------------------|
| (i) Seriously under-employed | <input type="checkbox"/> |
| (ii) Slightly under-employed | <input type="checkbox"/> |
| (iii) About fully utilised | <input type="checkbox"/> |
| (iv) Slightly over-extended | <input type="checkbox"/> |
| (v) Seriously over-extended | <input type="checkbox"/> |

If you wish to comment on your reply to this question, please do so here

.....
.....

17. Are you satisfied by:

- | | <u>Yes</u> | <u>Moderately</u> | <u>No</u> |
|---|--------------------------|--------------------------|--------------------------|
| (i) The kind of work that you do? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (ii) The rewards that you earn? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (iii) The security that your job offers? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (iv) The long-term prospects that your job offers? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (v) The freedom that you have in making decisions? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (vi) The working relationship you have with your employer? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (vii) The working relationship you have with your subordinates? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (viii) The status that you have in the community, generally, as a farm manager? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

18. What do you regard as the most demanding aspect of your job?

.....

19. Briefly, what do you like most about being a farm manager?

.....
.....

20. Similarly, what do you like least about being a farm manager?

.....
.....

21. (a) As far as you can see, are you likely to give up farm managers work:-

Please tick

Never

Possibly

Probably

Yes

(b) Briefly, why have you answered the above question, as you have?

.....
.....

(c) If, in answer to question 21 (a), you have ticked 'probably' or 'yes', what other type of work are you most likely to seek?

.....

(d) At what age do you hope to retire?

SECTION F. Professional Contacts, Sources of Information, etc.

22. The Farm Management Association

(a) Why did you join?

.....

(b) Have your expectations of its value to you personally been:-

Please tick

Exceeded

About satisfied

Disappointed

23. In what single way, if any, could F.M.A. activities become of more value to you personally?

.....

24. Please specify any other organisations with which you have regular contact or membership

(a) Unions (e.g. N.F.U., C.L.A., N.U.A.A.W.)

.....

(b) Farmers' Discussion Groups, Societies, Y.F.C., etc.

.....

(c) Commercial, organised farmers' groups, syndicates, co-operatives, etc.

.....

(d) Advisory agencies (e.g. N.A.A.S., universities, commercial firms, producer organisations, private consultants, 'The Training Board', etc.)

.....

25. What business management techniques (e.g. account analysis, gross margin analysis, simple budgeting, L.F., control checks, etc.) do you use, with or without help, fairly regularly?

.....
.....

26. What agricultural journals or magazines do you:-

(a) regularly buy for yourself? (c) have sent to you free of charge?

.....

(b) have regularly handed on by your employer? (d) see occasionally?

.....

SECTION G. The Future

27. Little or no information exists about the supply and demand for farm managers in this country. Despite the obvious difficulties we would like to throw some light on this question and would be grateful if you could answer the following questions as best you can:-

(a) From your experience do you think the opportunities for employment as a farm manager in this country during the next decade are likely to:-

Please tick

(i) Increase

(ii) Remain roughly unaltered

(iii) Diminish

(b) Do you think there will be a change in the type of person wanted for managers' jobs (e.g. in terms of training, capabilities, etc.?)

YES NO

(c) If 'yes', what form do you see this change taking?

.....
.....;

(d) Can you express a view, based on recent experience, of the competition for farm managers' posts?

.....
.....

28. If there is any aspect of your employment as a farm manager, which has not been covered, or which you would like to further emphasise, please comment here:

.....
.....
.....

