

A Survey on Relationship between Thinking Styles and Job Satisfaction on Managers' Job Performance

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ABSTRACT

The main objective of the present study was to investigate the relationship between thinking styles and job satisfaction on job performance of managers in Social Security Organization in Tehran. The present study is a descriptive one, which was conducted in correlational method. The statistical population of this study consisted of 120 managers of Social Security Organization, and according to Krejcie & Morgan table and using random sampling, 90 subjects were selected. Data were collected by Using standard questionnaires of thinking styles (Sternberg), job satisfaction Minnesota MSQ Weiss et al. and job performance questionnaire of Patterson were collected. The validity of measurement tools has been approved by using content method and Cronbach's alpha value of the questionnaires were reported 88%, 90% and 93% respectively. To analyze the data, Pearson correlation, T-test, regression test, Kolmogorov-Smirnov test were used for normality of distributed variables. The results indicated that between the SSO Administrators thinking styles and their performance, there was a significant positive correlation. However, this relationship with job satisfaction was reported negative and insignificant. Also, between thinking styles (lawmaker- executive- conservative) there is a significant difference between male and female managers and female managers had better job satisfaction and job performance.

KEYWORDS: Thinking Styles, Job Satisfaction, Job Performance, Social Security Organization

1. INTRODUCTION

Today, organizations are increasingly confronting dynamic and changing environments hence, for their own survival and dynamism (mobility), they have to become consistent and compatible with environment changes. In other words, regarding to accelerating speed of scientific, technological, social, and cultural changes of the present era, those organizations will be successful and efficient that in addition to coordinating with today social changes and developments, they can also foresee the direction of changes and transformations in future and are able to direct these changes for making favorable developments to construct a better future [1]. Therefore, managers performance, results from personal characteristics and benefiting from five specialized management skills including: Planning, organizing, directing (leadership), monitoring and evaluation, as well as skills in the efficient allocation of capital, physical, human, and time, information resources [2].

Studies have indicated that, in addition to individual factors (Ability, learning, character, perception, motivation), organizational factors (organizational structure, organizational environment, policies, organizational procedures and organizational culture) and group factors (relationships, leadership, power, policy, group behavior and conflict behavior [3], job satisfaction and job performance [4] are effective on managers performance. Job performance refers to the degree of performing duties which complete the employee's work [5], and indicates that how an employee performs obligations of a job. Performance often treats by (effort) which refers to spending energy, but it is measured on the basis of functions (activities) results. According to Byars and Rue [5] individuals performance in a situation can be treated as a result of a mutual relationship between: A) Effort; B) Abilities and c) Perceptions. "Effort" which originates from excitation, refers to the energy amount (physically or mentally) that a person uses in performing tasks (activities).

"Abilities" are personal characteristics being used in a job and "Role perceptions" refers to the paths on which people believe they should lead (direct) their efforts. Noe et al. [6] ascribe performance as a result of personal characteristics, skills and etc.

In a partly comprehensive description, performance is efficiency and effectiveness in assigned duties and some personal data such as creating an event (accident), delay in coming at work, absenteeism and working slowly. In this description, efficiency means the proportion of yield (output) to resources and effectiveness is the level of achieving predetermined goals, on the other hand, some factors such as absenteeism, working slowly, delay and creating an accident, can be good measures for evaluating performance [3]. Based on above definitions, it is clear that different definitions have been provided for performance but which is common in all these

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definitions, is how to perform activities and assigned responsibilities. Some people have predicated manpower performance as labor productivity, but it should be noted that performance have a sense beyond data and outputs. Performance is total behaviors that individuals show in relation to their job [7].

Hersey and Blanchard [8], have had the most complete studies in staff performance domain and have summarized the effective components on manpower performance in "Achieve" word, which is obtained from acronyms of these words: Ability, Clarity, Help, Incentive, Evaluate, Validity and Environment. Researches indicate that different thinking styles of managers and individuals in different organizations, can lead to different performances, because personal thinking style, strongly affects the analysis method, relationship with others, approaches, situations, organizing, solving problems, leadership and management [9]. According to Sternberg [10], thinking style is one of the three effective factors (2 other factors are intelligence and personality) on creativity and innovation, Ford [11] believes that several factors such as abilities and motivations are required for making innovation in every organization, but thinking style have prominent role in this field.

A survey on findings and results of researches indicates that investigating about thinking style, would enhance understanding and awareness among colleagues and helps to improve organizational relationships, as a result, it provides certain opportunities for organizational development [9]. Thinking is one of the most important topics which attracted special attention in education and training. Today, growth, training and evaluation of thinking, is one of the major functions in management studies also has a special position in discussions about managers thinking and cognitive styles. Different thinking styles of managers and individuals in different organizations, can lead to different performances, because personal thinking style, strongly affects the analysis method, relationship with others, approaches, situations, organizing, solving problems, leadership and management [9]. Accordance of individuals thinking styles with jobs, leads to their success in their job. Therefore, it is better that, the assigned tasks and duties to people being offered in such a way that they being in comply with their thinking styles. Familiarity with thinking styles can help people to expand their weak and strong points in decision making and solving problems. This can reduce making wrong decisions [12]. According to Strenberg [10], thinking style is one of the 3 effective factors (other 2 factors are intelligence and personality) on creativity and innovation. Ford [11] believes that several factors such as abilities and motivations are required for every organization for making innovation, but thinking style has a prominent role in this field.

A survey on findings and results of researches indicates that investigating about thinking style, would enhance understanding and awareness among colleagues and helps to improve organizational relationships as a result it provides certain opportunities for organizational development [9]. Thinking style means technique, method, form and mode also as a distinct and prominent behavior with practice and implementation style. In each person, creativity belongs to him and is proportional to his/her personality, therefore, style issues, is personality issues.

In fact, everyone personality is his/her style [13]. In a study, Sternberg [10], defined style as preferred method of person ability on how communicating with people, solving problems and relating to each other and for determining each person thinking style, he mentioned three specific ways: observing behavior, asking other people, and how to respond to psychological questioners. Although from terminology, there is difference between theorists but all of them emphasis on this point that there is a fixed and distinct method for switching, storage and running that basically is independent from intelligence [14]. Thinking style according to Sternberg [10], is defined as our priorities on how to use our intelligence and talents, in other words, he defines it as preferred method of person ability for communicating, solving problems, relating to each other and for determining each person's thinking style. He mentions three ways of observing behavior, asking others and responding to psychological questioners and in total, he divides them to law makers thinking style, executive thinking style, conservative thinking style [15].

One another variables of study in this research is job satisfaction. Job satisfaction is most important and most common research subject on organizational behavior studies [16]. Up to now, more than 5000 papers and theses have been provided on job satisfaction and more than 12400 studies are available regarding job satisfaction until 1991 [17], more than 6300 PHD thesis are available at International Review of doctoral dissertation regarding job satisfaction and more than 3350 research have been published in this field [18]. Job satisfaction, is a kind of satisfaction sense and consent of a person for his job within the organization which is related to a job suitable and matched with talents, success in job, providing logical requirements, flourishing talents, job promotion, successful experiences and organization atmosphere. Job satisfaction refers to a person's general attitude about the job. A person whose job satisfaction is in high level, has a positive attitude toward his job, but the person who is not satisfied, his attitude is negative toward his job [3].

Job satisfaction is the margin of positive senses and attitudes that people have toward their job. When a person says he has a high level of job satisfaction, it means that he really loves his job, has good feelings about his job and respects his job a lot. Research results indicate that employees with higher job satisfaction are in good situation physically and mentally. Locke [19] believes that, job satisfaction can be defined as (Pleasant or emotional and positive state as a result of job assessment or job experiences).

This state is because of this attitude that, job, in fact, provides something that the organization member respects it in job position. In general, it can be said that job satisfaction is the general attitude of employees toward the job. Powerful management in organization should be able to make a difference between the general attitudes and members perceptions and to predict the people reaction toward their jobs and understand it in order to provide

more professional satisfaction for members. Several theories have been proposed in this context, among them, Brophy theory, Korman theory, theories of Parsons, health –motivational theory of - Herzberg's, the theory of Porter and Lawler are the most important theories.

Therefore, since social security organization is a sacred and ideal institution, mission of which is strengthening vulnerable group in society, in Various aspects of insurance, healthcare, finance and services, therefore, undoubtedly this mission will be achieved only when, firstly the managers of this strategic institution have a suitable thinking style and secondly they have a positive feeling toward their job and profession. In this research, the relation between thinking styles and job satisfaction on job performance of the managers of TEHRAN Social Security organization has been studied and the structures of thinking style, job satisfaction and performance have been explained, the important issue that is fruitful theoretically and practically.

2. MATERIALS AND METHODS

Research method

Society, sample and sampling method: Regarding to the fact that, the target of this research, was studying the relation of thinking styles and job satisfaction on job performance of the managers of Social Security Organization, this research method is descriptive which is done by correlation method. The statistical society of this research included all managers in different levels of social security organization (120 people), that based on the sample volume determination table of Morgan (2004) and a random sampling, 90 subjects were selected.

Research instruments and data collecting method

In this research, three questioners have been used, including:

(A) Thinking styles questioners: this questioner has been developed by Sternberg [15] which has 24 questions and has three components of law makers thinking style, executive thinking style and conservative thinking style, so that its Cronbach test amount after pilot implementation on 30 managers has been reported 88%.

(B): Job satisfaction questioner: this questioner has been arranged by Minnesota MSQ, Weis, Dawis, England and Lofquist (1967) based on likert 7 degree range, which includes 21 questions and 4 components of job security (job nature factors), using skills (individual factors), salary and benefits (organizational factors) and relationships in work environment (environmental factors). Stability of this questioner has been reported (90%) based on Cronbach Alpha.

(C) Job performance questioner: this test has been arranged by Peterson in 1992 in the format of 12 components (Work discipline, sense of responsibility, quality of work, seriousness and follow-up, respecting clients, sacrifice at work, promote job training, self-evaluation, Professional confidentiality, rights of partners and partnerships, training and job experience transfer to partners, efficiency in time and space) and 15 questions based on likert 7 degree range. Stability of this questioner has been reported (93%) based on Cronbach Alpha.

3. RESULTS

A) Descriptive findings

Regarding to Table 1, distribution of scores in all research variables has positive curvature. In other words, its cube overall scores from average, is a positive figure and the scores of most people in this scale are more than average. Scores distribution of conservative thinking style has the most curvature and scores distribution of law maker thinking style has the least curvature. Scores distribution for all research variables except executive thinking style, have negative Kurtosis. It means that the score of most people in these scales are far from average. Scores distribution of job performance has the most Kurtosis and distribution of executive thinking style have the least Kurtosis.

Table 1. Descriptive characteristics of research variables

Variables	Kurtosis	Curvature	Standard deviation	Average	Maximum	Minimum
Law maker thinking style	-.996	.52347	6.1060	7.00	5.50	92
Executive thinking style	.197	.64013	6.3505	7.00	5.00	92
Conservative thinking style	-.566	.85650	5.4905	6.88	4.00	92
Job satisfaction	-1.280	.55199	5.7527	6.60	5.15	92
Job performance	-1.397	.67392	5.7533	6.70	4.80	92

B) Illative findings

First research hypothesis: There is a relation between managers thinking styles and job performance and job satisfaction.

As it can be observed from table 2, relation between thinking style and job performance on 0.001 was positive and meaningful, it was reverse and meaningful between law maker thinking style and job satisfaction ($r=-0.66$), between conservative thinking style and job satisfaction it was direct and meaningful ($r=0.52$), between conservative thinking style and job performance it was meaningless ($r=0.074$).

Second research hypothesis: trial thinking styles are different on the basis of gender.

Table 2. The results of Pierson correlation coefficient for study of the relation between managers thinking styles with job performance and job satisfaction

Dependent variable	Interpretation	Sig.	R	Independent variable
Job performance	There is a direct and meaningful relationship	0.001	0.127**	Thinking style
Job performance	There is a direct and meaningful relationship	0.001	0.234**	Job satisfaction
Job satisfaction	Relationship is meaningless	0.001	0.043	Managers Thinking style
Job performance	There is a direct and meaningful relationship	0.001	0.120*	Law maker Thinking style
Job satisfaction	Relationship is meaningful and reverse	0.001	-0.668**	Law maker Thinking style
Job performance	There is a direct and meaningful relationship	0.001	0.240**	Executive thinking style
Job satisfaction	Relationship is meaningless	0.594	-0.056	Executive thinking style
Job performance	Relationship is meaningless	0.431	0.074**	Conservative thinking style
Job satisfaction	There is a direct and meaningful relationship	0.001	0.529**	Conservative thinking style

Table 3. Results of independent t for the difference between manager thinking styles on the basis of gender

Dependent variable	Sig.	Df	T	sig	F
Law maker thinking style	.000	90	5.447	.000	32.273
Executive thinking style	.002	90	3.196	.016	5.992
Conservative thinking style	.623	90	-.494	.000	16.700

With respect to Table 3, since F isn't meaningful, so the 2 groups are equal and default is respected. Since t is meaningful in law maker and executive thinking style, it can be said that women and men have meaningful difference in executive and law maker thinking style. And law maker thinking style and executive thinking style are more in men.

Third research hypothesis: there is a difference between managers job satisfaction and job performance in terms of gender.

Table 4. Results of independent t for managers' job satisfaction and job performance in terms of gender

Dependent variable	R ²	R	sig	df	t	Sig	F
Job satisfaction	.655	.809	.000	90	-5.434	.390	.747
Job performance	.448	.669	.000	90	-5.920	.012	6.580

Regarding table 4, since F is meaningless, so the 2 groups are equal and the default is respected. Since t value at 0.001 level is meaningful, it can be said that there is a meaningful difference between managers job satisfaction and performance in terms of gender and job satisfaction and performance of female managers are better than male managers. Also the value of R² is the ratio of criterion variable change that can be explained and predicted based on total coefficients of previous variables, or we can attribute it to them. Therefore regarding to R² values listed in above table, lawmaker and conservative style explains about 65% of satisfaction changes and about 45% of performance changes, which is meaningful value.

4. DISCUSSION AND CONCLUSION

In managerial studies, discussion about thinking and styles or perceptions of managers have special place. Different thinking styles of managers in different organizations, can lead to different performances, because individual thinking style, strongly affects the analysis, relation with others, approaches, situations, organizing, solving problems, leadership and management [9]. The goal of present research, is studying the relationship between thinking styles and job satisfaction on job performance of managers of social security organization in Tehran.

Research findings indicate that there is a meaningful and positive (direct) relationship between social security organization managers' thinking style and their job performance, while a negative and meaningless relationship has been reported between their thinking style and job satisfaction. There is a difference between female and male managers in their thinking styles (law makers, executive, conservative) so that in male managers this difference in thinking style (law maker –executive) is more observable comparing to female managers. Also findings indicated that job satisfaction and job performance in female managers are more and higher than male managers in social security organization. The results of this research are consistent with research findings of Zarei and Mirhashemi [12], Cherami et al. [20], Dehghan et al. [21], Nazem [22], Yasini et al. [23], Hashemi et al. [24],

Agha Yousefi and Mirhossein [25], Ahmadian [26], Byrne et al. [27], Thomas [28], Li –fang Zhang [29] confirmed them.

In General, it can be said that, knowing the effects of concepts such as managers thinking styles and their job satisfaction and their relationship with job performance, organizational performance and manager performance for efficiency in organizations, is of high importance. In addition to their inherent and main tasks, Organizations' managers as administrators, policy makers and planners in different levels of organization, should benefit from esteemed tasks such as making decisions, decision making for meeting organization targets and goals. The main concern is that to what extent, an organization could carry out its policies and plans and meet its strategic target in its mission and vision format. Today, managers and bosses of private organizations and public sector know it strongly that thinking styles and job satisfaction as variables can affect job and organizational performance, negatively or positively. Thinking styles in managers are of high importance, but unfortunately, because the concept of thinking styles remained unknown and people are unaware of it, these styles have been considered much less than what they deserved and people performance has been taken care more [15]. Hence, regarding to the fact that thinking styles or preferred methods is different among people, naturally each person's performances and abilities will be different with regard to his preferred styles. Understanding and realizing the concept of individuals thinking styles and understanding its relationship with performance will be of high importance.

In general, this research can assist the hierarchical social security managers in selecting appropriate thinking styles for managers and increasing their job satisfaction for their better job performance and finally it leads to society general satisfaction. Because, social security is an organization that connects to all society classes, and its efficiency leads to general satisfaction of national-local society.

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