



The Impact of Demographic Factors on the Relationship between Managers' Success in Job Rotation and their (Convergent and Divergent) Thinking Type in Iran Transfo Company in Zanjan

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Abstract. This study aimed to evaluate the impact of demographic factors (Age, gender, education, work experience, management level, and working in the line or headquarters) on the relationship between managers' success in job rotation and their (convergent and divergent) thinking type. This was an applied descriptive – analytical correlation survey research. Data were collected through distributing questionnaires among 112 managers of Iran Transfo Company. The data analysis was performed using SPSS software and LISREL8.5. The results showed that there was relationship only between different work experience and convergent thinking; other demographic factors did not affect this relationship.

Keywords: success of managers, divergent thinking, convergent thinking, demographic factors.

1. INTRODUCTION

In fact, the type and form of individuals' thinking determines their distinction in the today communities. The thinking of individuals is the origin of their social attitudes and behaviors. With his/her thoughts, anyone makes his/her own social and work personality and tries in the framework of his/her thought beliefs. Therefore, the major human thoughts can cause profound and positive difference in the lives of individuals. Each of the thinking methods can help the problem solving processes to be conducted successfully (Schwind, 2012: 1). In the organization, the transfer of employees from one job to another job will develop their skills. The managers who are moving on their jobs serve in different parts of the organization and experience a variety of responsibilities. Therefore, considering the relationship between their thinking type and their competencies can lead to their organizational success and help the organization achieve its goals. The important point is that employees realize their full potential in the positions that are most compatible with them. Unfortunately, this adjustment does not often take place. There are many talented people have been wasted due to incompatibility of jobs with background and education. The reform of this issue in any time and from anywhere will favor organizations. Especially in large companies, some people encounter with unfavorable conditions in their current job and constantly look for new job opportunities.

Today is the era of accelerating and unpredictable changes. In our society, the current situation of management reflects the imbalance between complexities. The organizations have to know their inner capacities and capabilities to deal with environmental threats and use

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potential opportunities. They should deal with their weaknesses and strengthen their strengths. The management issues and problems are so complex and interwoven that it is not possible to diagnose the problem alone. The human nature of organizations and the complexities of employees and managers behaviors have doubled this complexity (Brunold, Durst, 2012: 4). Therefore, the lack of considering managers thinking type and not measuring their thinking type before job rotation will cause losses in the organization. The managers with high competence and divergent thinking will be successful in divergent situations; otherwise, they will be unsuccessful. This is also true about convergent thinking type. In most of the time, their jobs and posts are opposed to their thinking method. Regarding the thinking is the basis of managers' decision and practice and in fact the managers thinking shape the structure of organization, therefore, this study is important because the assessment of managers' appointment and thinking type will promote their thinking levels and will lead to the efficiency, success, and effectiveness of the organization.

2. RESEARCH LITERATURE

Success of managers: successful management is the achievement of organizational goals or more. A successful manager uses his/ her experience, knowledge, creativity, and initiative to lead a group or organization and accordingly, the growth and development of human society (Roughani, 2012: 1). Divergent thinking: the divergent thinking includes the step of evaluating various solutions that involves remembering possible solutions or inventing new solutions. There is no definitive answer in divergent thinking and there are many answers that each of them may logically be the correct answer (Schwind, Buder, and 2012: 3). The divergent thinking starts with a particular problem and includes a variety of options (Gressgard, 2012: 154).

Convergent thinking: the convergent thinking is the ability to use the law to achieve a correct solution to a problem like the answer to the questions of intelligence tests; it is systematic and linear (Sloane, 2012: 1). It is the ability to view analogies and similarities and create relationship between various concepts (Darbor, 2010: 4). The divergent thinking emerges after convergent thinking. It minimizes the options to produce satisfactory and suitable solutions based on them (Gressgard, 2012: 154). In a study entitled "Evaluation of the variables affecting the progress and success motivation of cooperative managers", Samari and Rasoolzadeh (2008) showed that there is significant relationship between members' low age and managers' success and progress motivation. Chameqi (2008) conducted a research entitled factors affecting career success of Saipa associated companies' business executives. Therefore, this study provided a model for career success of managers and discussed some of the skills necessary for career success of managers. The individual differences were confirmed at 95% confidence level. The results showed that it has a direct and positive correlation with the dependent variable of job success.

In a study entitled "Prediction of objective and subjective career success of managers in Malaysia", Rasedi et al (2011) concluded that the objective and subjective career success of managers is predicted by various variables. The objective career success can be predicted by human capital and demographic variables; and the subjective career success can be predicted by structural variables, individual variables, and demographic variables.

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3. RESEARCH HYPOTHESES

1. There is significant relationship between the attitudes of different age groups in terms of managers' success in job rotation and their thinking tendency (convergent, divergent).
2. There is significant relationship between the attitudes of men and women in terms of managers' success in job rotation and their thinking tendency (convergent, divergent).
3. There is significant relationship between the attitudes of different educational groups working in Iran Transfo Company in terms of managers' success in job rotation and their thinking tendency (convergent, divergent).
4. There is significant relationship between the attitudes of groups with different work experiences in terms of managers' success in job rotation and their thinking tendency (convergent, divergent).
5. There is no significant relationship between the attitudes of groups with different management levels working in Iran Transfo Company in terms of managers' success in job rotation and their thinking tendency (convergent, divergent).
6. There is significant relationship between the attitudes of line and staff managers in terms of managers' success in job rotation and their thinking tendency (convergent, divergent).

4. RESEARCH METHODOLOGY

This was an applied descriptive - analytical correlation survey research. The population consisted of Iran Transfo's senior managers, middle managers, and operation managers (N=157). Using Cochran relation and simple random sampling method, 112 managers were selected as sample. The library method was used to obtain theoretical and research literature. The data were collected using a questionnaire included 35 items for measuring success dimensions, 11 items to assess the type of thinking, and 6 items for evaluating demographic factors. Based on Likert scoring scale (five options), the score of each item was determined.

Validity of the questionnaire: the opinions and ideas of some top managers in the Iran Transfo Company, supervisor professor, and statistical analyzer were used to determine the validity.

Reliability of the questionnaire: 30 questionnaires were distributed to determine the Cronbach's alpha coefficient (0.770). The obtained data from the questionnaires were analyzed using spss software and software lisrel 8.5 in two parts: Descriptive part included the central tendency measures (such as mean, median, and mode) and dispersion trend indicators (such as standard error, standard deviation, and range of change); and the inferential part included regression method (to test the main hypothesis) and structural equations (to test the sub-hypotheses).

5. FINDINGS

In this section, the properties and characteristics of the respondents are provided and the answers to questionnaire questions are listed in table 1.

Table 1. Demographic characteristics of the sample.

Variable	Category	Number	Percentage
Age	years 20 30	2	1.8
	years 31 40	77	68.8
	years 41 50	30	26.8
	51 years and more	3	2.7
Gender	Male	97	86.6
	Female	15	13.4
Education level	Diploma	10	8.9
	Associate Degree	5	4.5
	Graduate	74	66.1
	Master of Science	23	20.5
Service history	Below 5 years	3	2.7
	5 to 10 years	18	16.1
	11 to 20 years	88	74.1
	21 years and more	8	7.1
Management level	Top manager	5	4.5
	Middle manager	43	38.4
	Operation manager	64	57.1
Working in	Line	48	42.9
	Staff	64	57.1

5.1. Age - divergent and convergent thinking

Table 2. Analysis of variance.

		Mean of square	Degree of freedom	Mean of square	F	Significance
Divergent thinking	Intergroup	.693	3	.231	.808	.492
	Intragroup	30.883	108	.286		
	Total	31.577	111			
Convergent thinking	Intergroup	2.748	3	.916	2.202	.092
	Intragroup	44.922	108	.416		
	Total	47.670	111			

According to Table 2, the divergent thinking variable is sig= 0.429 and convergent thinking variable is sig= 0.092. Since this value is greater than 0.05, the F ratio can be regarded as insignificant. Therefore, there is no significant relationship between the attitudes of different age groups working in Iran Transfo Company in terms of managers' success in job rotation and their thinking tendency (convergent, divergent).

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5.2. Gender - divergent and convergent thinking

Table 3. t-test for two independent groups.

		Levene test for equality of variances		T-test for equality of means	
		F	Significance	t	Degree of freedom
Divergent thinking	The assumption of equal variances	.443	.507	-.284	110
	The assumption of unequal variances			-.237	16.767
Convergent thinking	The assumption of equal variances	.733	.394	1.424	110
	The assumption of unequal variances			1.309	17.618

Table 4. t-test for two independent groups.

		T-test for means		
		Significance (2 ranges)	Mean difference	Difference in standard deviation
Divergent thinking	The assumption of equal variances	.777	-.04214	.14860
	The assumption of unequal variances	.815	-.04214	.17761
Convergent thinking	The assumption of equal variances	.157	.25773	.18098
	The assumption of unequal variances	.207	.25773	.19691

According to Table 4, it can be seen that this value is greater than 0.05. Therefore, the F ratio is insignificant and there is no significant relationship between the attitudes of men and women groups working in Iran Transfo Company in terms of managers' success in job rotation and their thinking tendency (convergent, divergent).

4.3. Education - divergent thinking and convergent

Table 5. Analysis of variance.

		Mean of square	Degree of freedom	Mean of square	F	Significance
Divergent thinking	Intergroup	.165	3	.055	.189	.903
	Intragroup	31.411	108	.291		
	Total	31.577	111			
Convergent thinking	Intergroup	1.066	3	.355	.823	.484
	Intragroup	46.604	108	.432		
	Total	47.670	111			

According to Table 4, the divergent thinking variable is sig= 0.903 and convergent thinking variable is sig= 0.484. Since this value is greater than 0.05, the F ratio can be regarded as insignificant. Therefore, there is no significant relationship between the attitudes of (managers) groups with various education levels working in Iran Transfo Company in terms of managers' success in job rotation and their thinking tendency (convergent, divergent).

5-4. Years of service - convergent thinking

Table 6. Variances equality test of convergent thinking.

Leven's test statistic	Degrees of freedom 1	Degrees of freedom 2	Significance
1.241	3	108	.029

Table 6 includes the information on the variance of groups. Considering the value sig = 0.297 (which is higher than 0.05), it can be concluded that the variance for different experience groups of managers is equal. Therefore, the ANOVA should be refereed for concluding.

Table 7. Analysis of variance of convergent thinking.

	Mean of square	Degree of freedom	Mean of square	F	Significance
Intergroup	1.051	3	0/350	0/812	0/049
Intra-group	46.619	108	0/432		
Total	47.670	111			

According to Table 7, the value is sig= 0.029. Since this value is smaller than 0.05, the F ratio can be regarded as significant. Therefore, there is significant relationship between the (managers) groups with different work history working in Iran Transfo Company in terms of managers' success in job rotation and their convergent thinking tendency. As it can be seen, there is significant difference between the means of groups. According to Figure 1, with

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increasing service history of managers, the tendency to convergent thinking will increase among managers of Iran Transfo Company.

5-5. Service history - divergent thinking

Table 8. Analysis of variance.

	Mean of square	Degree of freedom	Mean of square	F	Significance
Intergroup	2.006	3	.669	2.443	.068
Intra-group	29.570	108	.274		
Total	31.577	111			

According to Table 8, the value in divergent thinking is sig= 0.903. Since this value is greater than 0.05, the F ratio can be regarded as insignificant. Therefore, there is no significant relationship between the (managers) groups with different work history working in Iran Transfo Company in terms of managers' success in job rotation and their divergent thinking tendency.

5-6. Management levels - divergent and convergent thinking

Table 9. Analysis of variance

		Mean of square	Degree of freedom	Mean of square	F	Significance
Divergent thinking	Intergroup	.172	2	.086	.299	.742
	Intra-group	31.404	109	.288		
	Total	31.577	111			
Convergent thinking	Intergroup	.004	2	.002	.004	.996
	Intra-group	47.666	109	.437		
	Total	47.670	111			

According to Table 9, the divergent thinking variable is sig= 0.742 and convergent thinking variable is sig= 0.996. Since this value is greater than 0.05, the F ratio can be regarded as insignificant. Therefore, there is no significant relationship between the (managers) groups with different management levels working in Iran Transfo Company in terms of managers' success in job rotation and their thinking tendency (convergent, divergent).

5-7. Employed in the line and staff sector - divergent and convergent thinking**Table 10.** t-test for two independent groups.

		Levene's test for equality of variances		T-test for equality of means	
		F	Significance	t	Degree of freedom
Divergent thinking	Assumption of equal variances	.326	.569	1.961	110
	Assumption of unequal variances			1.989	106.016
Convergent thinking	Assumption of equal variances	.696	.406	1.776	110
	Assumption of unequal variances			1.808	107.149

Continued table 10. t test for two independent groups

		T-test for means		
		Significance (2 ranges)	Mean difference	Difference in standard deviation
Divergent thinking	Assumption of equal variances	.052	.19719	.10056
	Assumption of unequal variances	.049	.19719	.09916
Convergent thinking	Assumption of equal variances	.079	.22005	.12393

According to Table 10, the sig value is greater than 0.05. Therefore, the F ratio can be regarded as insignificant. Therefore, there is no significant relationship between line and staff (manager) groups working in Iran Transfo Company in terms of managers' success in job rotation and their thinking tendency (convergent, divergent).

5. CONCLUSION

This study aimed to investigate the impact of demographic factors on relationship between managers' success in job rotation and their (convergence, divergence) thinking tendency. With regard to the fact that people have differences in different dimensions that emerges in their abilities, talents, interests, and finally thinking style, considering these differences makes people to be guided in suitable career path. Perhaps the most important issue that should be considered is the existence of different thinking styles in individuals. Also, although people may actually have the same abilities, their thinking styles are different. People with different thinking styles want to use their abilities differently and react accordingly (Javadi et al., 1: 2010). Based on the findings of this research, the findings should be used to increase the strengths and reduce the weaknesses. Therefore, the situation will be suitable for success of managers according to their

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thinking method in new organizational posts. In other words, the identification of managers' thinking tendency may provide the ground for correct appointments in the process of job rotation. Also considering the results, there is significant relationship between the service history and tendency to convergent thinking. It shows that with increasing service history of managers, they tend to convergent thinking. So, they do not tend to have job rotation. This may be due to lack of motivation, pessimistic to organization, preferred movements, frequent and short-term relocations, and etc.

Given the significant relationship between service history and convergent thinking, it is suggested that:

- Training and job rotation of managers with little experience to drive their trend toward divergent thinking by gaining more experience (educating managers with divergent thinking)
- The use of reward systems to enhance the motivation and movement desire of managers
- Holding divergent thinking training courses for managers with high service history
- Lack of managers' assessment immediately after their displacing and taking enough time to fit new job to adapt effectively them with new conditions

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