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INVESTIGATING THE EFFECTS OF DEMOGRAPHIC VARIABLES ON STRATEGIC THINKING OF COMPANY DIRECTORS OF SARCHESHME COPPER INDUSTRIES

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ABSTRACT

Nowadays, strategic thinking is a critical approach in creating competitive advantage, and determines an appropriate orientation for the organization. Strategic thinking is a mental process that through creativity and intuition, create integrated view of business in the mind. Due to the important thing objective of the study was to evaluate the impact of demographic variables (Age, sex, marital status, education, and work experience) on strategic thinking of company managers of SARCHESHME Copper Industries. For this purpose, 115 persons of the company's managers were studied as examples. The data gathering tool was a questionnaire. That questionnaire was included questionnaire of demographic question, the researcher made questionnaire for the strategic thinking. By using this content validity and its reliability and CRONBACH's alpha coefficient, its validity and reliability was confirmed. In order to analyze the data, Chi-square test (independence) was used. For this purpose the SPSS software version 20 was used. The results of this research showed that the gender variability and education level was significantly associated with strategic thinking.

Keywords: Management, the Strategic Thinking, Demographic Variables, SARCHESHME Copper Industries Company

INTRODUCTION

Introduction and Problem Statement

The majority of management thinkers such as Herbert Simon had considered decisions synonymous with management. And usually it is said decisions are taken by the highest authority companies (Seyyed, 2006).

So it seems that the most overlooking persons to conditions in time and space can make the most appropriate decisions. And these are people who had taken places at the highest organizational levels.

But nowadays with the increasing complexity and increasing changes in the business environment what manner of decision making and attitude can help leaders in the success?

Achieving the target must be in a dynamic and changing environment. Managers who are working in dynamic environments should can also In addition to play their executive produced roles, by using the diagnostic power and innovation, take action to correct or change the objectives and features of the operating system (Reza, 2009).

Nowadays, strategic thinking is a critical approach in creating competitive advantage and determines an appropriate orientation for organization (Gaffar and Dust, 138 from the vision of MITENZ BERG (1994) Strategic thinking is a mental process through which creativity and intuition has create integrated view of business in the mind. And ABRAHIM knows it as identification reliable strategies or business models that cause to create value for the customer (Abraham, 2005).

Notel and Alen said about, what is the strategic thinking? Senior managers, with the advantage of strategic thinking:

1 - They portray the status of the organization as it is and as it should be, then in order to gain a competitive advantage in the marketplace of the future had revised the methods of using the resources.

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2 - Strategic thinking enables administrators to assess the risks, benefits and costs resulting from decisions.

3 - Strategic Thinking responds to questions when it comes to strategic planning.

4 - With strategic thinking logically and systematically with strategic planning can achieve a desired model. The models can sometimes lead to dramatic improvements (Zabe and Hoel, 1991).

Now Kan believes that the big companies which often do not use of the teams in strategic planning, are successful. The secret of their success is that they had the strategists of the innate talent. They were company founders or chief executive officers (ICI IMI, 1992).

2- MITENZBERG

5- Noel ZUBERESKY

6- Allen Hoe mantel

A strategic thinker at the time facing with the problems, events or situations that apparently constitutes a harmonious as a whole subject, then he will be divided them into its component parts. After identifying the components and their significance, using the power of thought, then combine them way that he can have the greatest advantage, after identifying the components and their significance, with using the power of thought, then combine them in the way that it can have the greatest advantage for him (ICHI IMI, Persian Translation, 1992).

From the perspective of Stump, strategic thinkers are sophisticated in the interpretation, analysis, interpretation and utilization of information. As a result make more options for action in the process of achieving the designed objectives. Table 1 compares the cases of executives with strategic thinking and management with non-strategic thinking.

Table 1: the comparison of executives with non-strategic thinking and managers with strategic thinking (Krinter, 1989)

Row	Items to Compare	non-strategic thinking managers	Managers with strategic thinking
1	Organization strategy	No formal strategy is formulated.	Purposes and mission Organization is officially compiled.
2	Competition	Following the emphasis on common and not due to competition in the long run.	Advance and cutting edge, and an emphasis on intense competition is desired.
3	Organizational structure	Vertical communication describes a hierarchy of superior and subordinate positions and inflexible structure is being emphasized.	Immersive and adapting to meet the changing communications environment, flexible structure.
4	Research and Development	Emphasis on applying ideas from competitors and new projects will be funded.	Development of new products and services as well as innovation and management innovation in the manufacturing and marketing personnel.
5	Profitability	Due to the short-term profitability.	Increase market share in the future growth and profit potential is desired.
6	Human Resource Management	Hiring and training staff for short-term target is to be regarded as a work tool.	Improvement of human resources for the long term is considered. Man is emphasized as a valuable resource.
7	Management style	Management is planned and boredom reigns.	Strategic thinking is encouraged and considered the long-term effects of decisions.
8	Problem Solving	The removal of signs and symptoms of attention problems.	The solution is considered essential to achieving the fundamental issues are resolved.

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¹- Stump

Strategic thinking alone does not form in one head, but also is influenced by social context, in which a person acts. As CHETMAN and the others stated: When we look at organizational members, we can see two things: individuals as themselves, and as a representative of collection.

Creating a strategic management framework requires the integration of micro level including individuals and groups and macro level including organizations. Totality of Strategic thinking of the comprehensive enterprise system is caused by the characteristics and behavior of a complex interaction of individual, social and organizational (Khastar, 2008).

Considering the above, the present study sought to examine the relationship between demographic variables (age, sex, education, and work experience) is the strategic thinking of Company managers OF SARCHESHME Copper Industries.

MATERIALS AND METHOD

Methodology of Study

This research method is descriptive correlation, because the researchers by using a questionnaire are intended to investigate the relationship between strategic thinking and demographic variables. The statistical population of the study, all the managers of copper complexes including senior executives, managers, midrange staffs and supervisors, which were estimated nearly 150 people. That in this respect, some people due to lack of sufficient opportunities, lack of coordination shifts, not wanting to answer the research methods and other problems, did not cooperate. And finally, about 115 questionnaires were returned. The main instrument for data collection was questionnaire that two kinds of questionnaires were used which included general questions and the demographic, and the other questionnaire included to strategic thinking.

The researcher made questionnaire was used to assess the strategic thinking, which consists of 22 questions had been in three dimensions, systems thinking, creativity and vision. Validity of content and formalistic of the questionnaire was confirmed by experts and professors. And it was used in order to assess reliability CRONBACH's alpha coefficient. The results are given in Table 2.

Table 2: CRONBACH's alpha coefficients were calculated for strategic thinking questionnaire

Questionnaire	CRONBACH's alpha	Number of questions	Number of samples
Systematic thinking	0/799	10	115
Creativity	0/705	6	115
Landscape	0/709	6	115
Strategic Thinking	0/738	22	115

Table 2 shows the alpha coefficients calculated over 7/0, which indicates the reliability of questionnaire. To investigate research hypotheses due to the nature the study variables, the Chi-square test (independence) was used. For this purpose the SPSS software version 20 was used.

RESULTS AND DISCUSSION

A Description of the Dependent Variable (Strategic Thinking)

Indices values of descriptive of the variable component of strategic thinking are presented in Table 3. In addition to graphical texture scores of these variables are given in table 1.

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Table 3: The values of the explanatory variables on the dependent variable (n = 115)

Variable	Component	Fashi on	Medi an	Averag e	Standar d deviatio n	SKEWEW NESS	Elongation	Minimu m	Maximu m
Strategic Thinking	Systematic thinking	4/0	3/9	3/9	0/5	-0/169	-0/450	2/3	4/9
	Creativity	3/8	3/8	3/9	0/6	-0/181	-0/658	2/7	4/8
	Landscape	3/8	3/8	3/9	0/6	-0/790	0/758	1/7	4/8
	Total	3/9	3/9	3/9	0/5	-0/171	-0/135	2/2	4/8

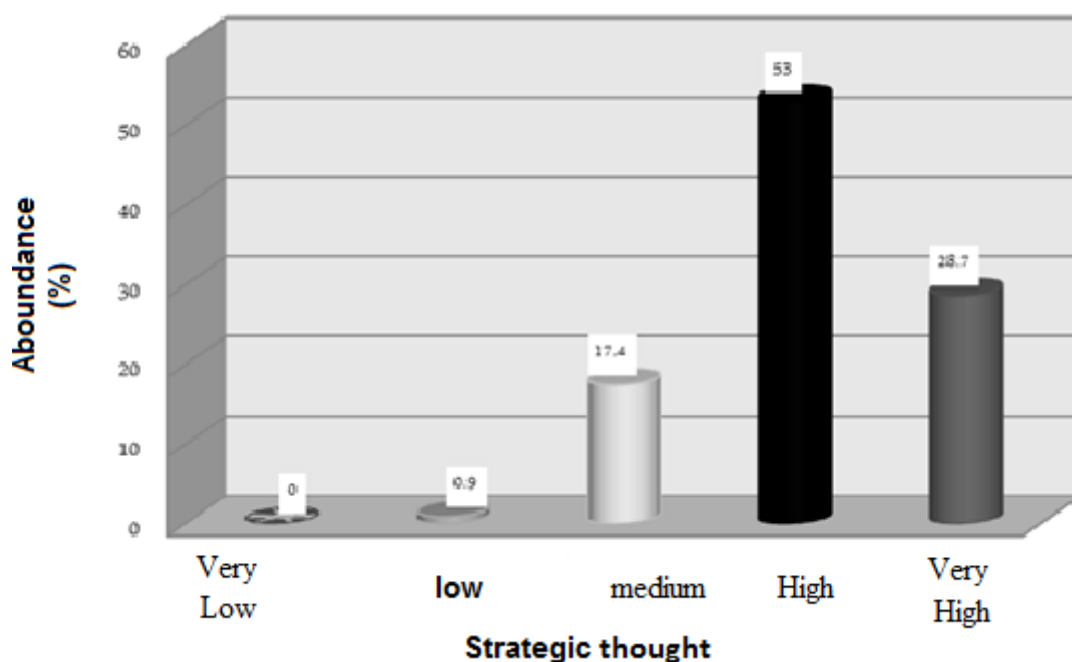


Figure 1: histogram of strategic thinking

Describe the Qualitative Dependent Variable (Strategic Thinking)

From 115 persons for the investigation were assessed one people (0/9 %) Strategic thinking less, 20 people and (17 / 4 %) On average, 61 people (53 / 0 %) more and 33 people (28 / 7 %) very much.

Table 4: The Frequency distribution range strategic thinking

Variable	Item	Abundance	Percent
Strategic Thinking	Very little	0	0/0
	Little	1	0/9
	Average	20	17/4
	High	61	53/0
	Very much	33	28/7
	Total	115	100

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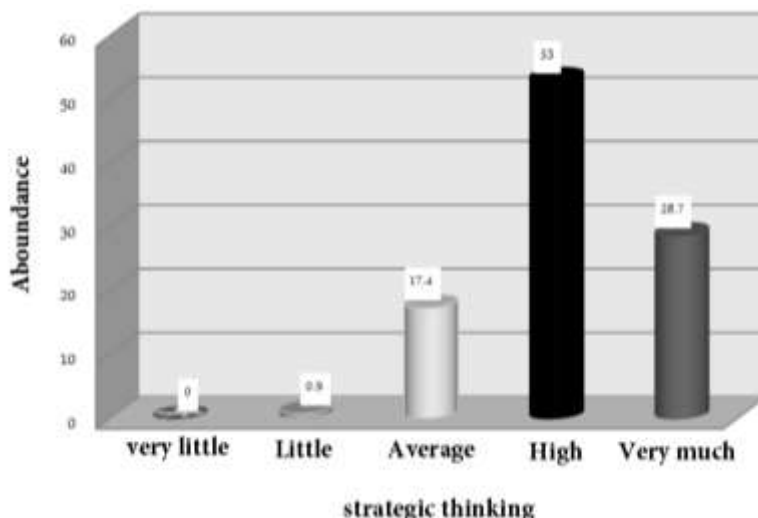


Figure 2: Figure Frequency distribution range strategic thinking

The Research Hypothesis

The research hypothesis: Between strategic thinking with demographic variables (gender, marital status, age, work experience, and education) are related originated SARCHESHME Ind. Company.

To investigate the relationship between strategic thinking with demographic variables (gender, marital status, age, work experience, and education) in Company Ind. originates from tables Chi-square (test of independence) was used.

The results of these tests are presented in Table 5.

Mediator variables		Strategic Thinking								The correlation coefficient	P
		Little (n=1)		Average (n=20)		Much (n=61)		Very much (n=33)			
		Ab.	PE.	Ab.	PE.	Ab.	PE.	Ab.	PE.		
Sex	male	0	0	13	65	46	75/5	33	1000	0/349	0/001
	Female	1	100	7	35	15	24/6	0	0		
Marriage	Married	0	0	1	5	9	14/8	2	6/1	0/006	0/949
	Single	1	100	19	95	52	85/2	31	93/9		
Age	20 to 30	0	0	1	5	9	15	4	12/1	0/125	0/190
	31 to 40	0	0	8	40	16	26/7	18	54/5		
	41 to 50	1	100	9	45	21	35	7	21/2		
	More then 51	0	0	2	10	14	23/3	4	12/1		
Service	1 to 5	0	0	4	20	9	15	9	27/3	0/121	0/237
	6 to 10	0	0	6	30	11	18/3	6	18/2		
	11 to 15	0	0	3	15	13	21/7	10	30/3		
	20 to 16	1	100	2	10	7	11/7	3	9/1		
	21 to 25	0	0	1	5	11	18/3	4	12/1		
	26 to 30	0	0	4	20	9	15	1	3		
Education	Diploma	0	0	1	5	4	6/6	11	33/3	0/315	0/005
	Associate Degree	0	0	12	60	37	60/7	19	57/6		
	Bachelor	1	100	6	30	13	21/3	3	9/1		
	MA	0	0	1	5	7	11/4	0	0		

At level of 0/05 is meaningful.

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The results indicate that there is a significant relationship between gender and education with strategic thinking ($p < 0/05$). Strategic thinking among men is more than women. Also with rising the the level of education, strategic thinking rises. In addition to the other variables studied (marital status, age and years of service) has not been observed significant relationship with strategic thinking ($p > 0/05$).

RESULTS AND DISCUSSION

Results

In the new century, dank change affects all aspects of people's lives, and they have to survive and live in such conditions and to adapt themselves. The business world is not exception to this principle. With features such as changes in the business environment is complex and nonlinear, discontinuous change and mutation, the correct prediction of the future is somewhat impossible. Globalization, information technology, nanotechnology, and developments are changing the business world, cause the need for strategic thinking in management (Iran, 1998).

Scholars of scene of strategy such as Mintzberg *et al.*, argue that strategic thinking is only certain way to think and certain characteristics and differentiation. These scholars argue that the difference between planning and strategic thinking, that strategic planning, in fact has been predetermined an action plan developed based on pre-defined strategies. While strategic thinking is 'architectural skills strategy ", and using a mixture of insight and innovation processes. In this traditional approach to communication planning and strategic thinking are willing to disregard, and this can lead to failure (Kapani, 2010).

Considering the importance strategic thinking in management discussion, this study examines the impact of demographic variables such as age, sex, marital status, education, and work experience focused on strategic thinking SARCHESHME Copper Industries Company managers.

Results from the study showed that gender and education level had a significant effect on the strategic thinking of managers and male managers, and executives with higher education had a high level of strategic thinking.

According to the results of research and the importance of strategic thinking, is recommended following items:

- 1) Training Courses designed to acquaint the people with the strategic thinking, the thinking style of the managers are consistent with the pattern of their abilities and strive for self-actualization and promote better organization.
- 2) Seminars, conferences and workshops in management and managers familiar with contingency management and time management. According to the locations, so the best approach is to adopt.
- 3) Recommending people to engage in management, scientific management principles are adhered to, and commensurate with the level of education, knowledge management to meet their respective posts.
- 4) Also recommended various organizations to conduct research and scientific studies related to strategic management, factors affecting it, and the results and consequences of its act, and notified the directors and other members of the organization, the results from this research and other studies in this field.

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