

Research Article

STUDYING RELATIONSHIP BETWEEN THINKING STYLE OF PRINCIPALS AND ORGANIZATIONAL HEALTH OF THE HIGH SCHOOLS IN EAST OF TEHRAN

Khalil Ahangaran and *Fatemeh Zahra Amirhoseini

Department of Philosophy and Training History

**Author for Correspondence*

ABSTRACT

The purpose of this study is to investigate the relationship between the amount of managers' thinking styles and organizational health of each of the components of secondary schools in East of Tehran. This study of 140 school administrators that use multi-stage cluster sampling selection was performed. Used in this study expressed interest in the organizational health questionnaire and a questionnaire for styles of thinking Astranbrg. For data analysis method used is descriptive and inferential statistics. The tables of descriptive statistics, frequency, bar graph, the average standard deviation was used to describe subjects. The statistical evaluation of data and assumptions of proportionality correlation test was used. Results from this study showed that the thinking style of casting judgment and organizational components of health, there is a relation, Legislative thinking style and elements of organizational health, there is a relation. Between thinking style brick and there is a relation between components of organizational health.

Keywords: *Styles of Thinking, Judging, Legislative, Administrative, Organizational Health*

INTRODUCTION

Education is regarded as basis of cultural, social, economic and political development of each society and is regarded as growth industry in most countries and the highest governmental budget is allocated to education after defensive affairs. Since major part of education is performed in schools, schools have special place as a sensitive and important social system. Schools will be able to perform the important duty which they should assume in the best manner when they are healthy and dynamic organizations. Organizational health is one of the structures which is affected by many factors and is one of the effective factors which can be effective in achieving goals of organization leading to effectiveness of organization. Peters and Waterman (1998) mention that the effective organizations and the organizations which have desirable performance have organizational health of which principle is proportion of educational content with environmental conditions of organization. They believe that in case organizational health prevails, it can increase quality of organization and shows desirable performance (Alvani and Danaee, 2002). The research which Rastkhisz (2006) as thinking style and entrepreneurship of principals with organizational health of Tehran high schools concluded that there was relationship between these two variables. In findings by Shuffle (2004) in a research entitled relationship between organizational health and success of the primary schools students (Indiana) indicates that there is relationship between English language and mathematics and organizational health and success of the students. The research by Anglvad and Hovi (1996) entitled dimensions of organizational health and feature of the effective schools concluded that there was positive correlation between organizational climate and organizational health and educational progress. Thinking style is one of the important subjects which have been considered in the field of humanities epistemology and behaviors and attitude of people such as principals can be discussed in different fields. Studies by Mehrjoyee (2008), Meshkat (2008) and Emami (2002) have paid attention to relationship between these styles and other dimensions such as change and innovation in employees and students. Anyway, authorities should be aware of necessity of the necessary supporting actions in this field by recognizing thinking styles and its effect on educational activities and provide the opportunity for progress of people by creating suitable equipment based on thinking style of each person (Tavangar, 2005). If we look at a healthy organization as system, we search the organizational health not in physical

Research Article

and mental health of employees individually and collectively but in entity and survival of the organization.

According to the provided facts in this paper and the results obtained from the related researches, principals (particularly educational principals) should consider the following cases: specialty and efficiency of forces in technical and administrative levels are very important factor in growth and continual improvement of organization and its survival.

When these forces such as teachers and employees have desirable performance, it will contribute to effusiveness of the school system and they have played their role as Microsystems of society and administrative level can be successful in absorption of resources and facilities for continuation of activity of the system.

Effectiveness of school will cause an institution to engage members of the school in determination of goals, philosophy, values, laws, criteria and control of educational processes.

This engagement will bring many advantages such as continual improvement of individual and organizational efficiency, job and mental security, satisfaction of employees and clients, increase of motivation, recognition of tastes and provision of opportunity for their prosperity, promotion of scientific thought and innovation, promotion of cooperation and synergy spirit, provision of ground for constructive criticisms and suggestions , acceleration and expression of decision-making process in organization leading to increase of effectiveness and organizational health of school.

In schools with healthy, open and dynamic climate, spirit of teachers and employees and their degree of trust in manager and colleagues and organizational commitments are high.

Therefore, it should be noted that creation of an open and constructive climate is one of the main duties of manager because such climate has significant relationship with criteria of organization's effectiveness.

Healthy schools require the influential principals and principals of these schools should be fully aware of specifications of healthy organization and be specialized people and leaders in their working fields.

Leadership of manager creates scientific spirit, dutifulness and increases mental health of the school's members and increases individual and collective efficiency of teachers.

This research seeks to answer this question: what is the relationship between judicial thinking style of principals and legislative thought and judgment thinking style and each of the components of organizational health of high schools in east of Tehran ?

MATERIALS AND METHODS

Method

The research method is of correlative type. Statistical population of this research includes principals of high schools in east of Tehran whose number has been reported to be 220 governmental and nonprofit high schools by Ministry of Education.

ased on cluster random sampling methods and determination of the sample size, 140 high schools including governmental and nonprofit high schools were selected from districts 4 and 8 of Department of Education in east of Tehran.

Data collection instruments were two questionnaires: Sternberg's thinking styles 24-question questionnaire and organizational health 43-question questionnaire. To analyze data, descriptive statistics, measures of variability and diagram and inferential statistics, Pearson correlation test and t-test methods have been used.

RESULTS AND DISCUSSION

1) there is significant relationship between judgment thinking style of principals and each of components of organizational health of high schools in east of Tehran.

Research Article

Table 1: Correlation coefficient between judgment thinking style and components of organizational health

Variables	Judgment	Structuring dimension	Consideration	Support of resources	Influence of manager	Spirit dimension	Scientific emphasis	Institutional unity
Judgment	1							
Structuring dimension	.006	1						
Consideration	.049	.244**	1					
Support of resources	.157	.476**	.446**	1				
Influence of manager	.088	.454**	.446**	.728**	1			
Spirit dimension	.066	.375**	.536**	.657**	.582**	1		
Scientific emphasis	.024	.340**	.409**	.642**	.696**	.659**	1	
Institutional unity	.028	.368**	.372**	.560**	.439**	.439**	.410**	1

As the above Table shows, correlation coefficient between judgment and structuring dimension , consideration , support of resources , influence of manager , spirit dimension , scientific emphasis and institutional unity are .006 , .049 , .157 , .088 , .066 , .024 , .028 , respectively and this value is not significant in level of 0.05%. In other words, there is significant relationship between judgment and components of organizational health.

2) There is significant relationship between legislative thinking style of principals and each of components of organizational health of high schools in east of Tehran.

Table 2: Correlation coefficient between legislative thinking style and components of organizational health

Variables	Judgment	Structuring dimension	Consideration	Support of resources	Influence of manager	Spirit dimension	Scientific emphasis	Institutional unity
Judgment	1							
Structuring dimension		1						
consideration	.244**		1					
Support of resources	.476**	.446**		1				
Influence of manager	.454**	.446**	.728**		1			
Spirit dimension	.375**	.536**	.657**	.582**		1		
Scientific emphasis	.340**	.409**	.642**	.696**	.659**		1	
Institutional unity	.410**	.439**	.439**	.560**	.372**	.368**		1

Research Article

As the above Table shows, correlation coefficient between legislative and structuring dimension , consideration , support of resources , influence of manager , spirit dimension , scientific emphasis and institutional unity are .056 , .053 , .125 , .020 , .061 , .047 , .095 respectively and this value is not significant in level of 0.05%. In other words, there is significant relationship between legislative and components of organizational health.

3) There is significant relationship between judicial thinking style of principals and each of components of organizational health of high schools in east of Tehran.

Table 3: Correlation coefficient between judicial thinking style and components of organizational health

Variables	Judgment	Structuring dimension	Consideration	Support of resources	Influence of manager	Spirit dimension	Scientific emphasis	Institutional unity
Judgment	1							
Structuring dimension	0.187*	1						
Consideration	0.209**	.244**	1					
Support of resources	0.141*	.476**	.446**	1				
Influence of manager	0.321**	.454**	.446**	.728**	1			
Spirit dimension	0.215**	.375**	.536**	.657**	.582**	1		
Scientific emphasis	0.191*	.340**	.409**	.642**	.696**	.659**	1	
Institutional unity								

As the above Table shows, correlation coefficient between judicial thinking style and structuring dimension, consideration, support of resources, influence if manager, spirit dimension, scientific emphasis and institutional unity are 0.187, 0.209, 0.141, 0.321, 0.215, 0.191, 0.339, respectively and this value is significant in level of 0.05%. In other words, there is significant relationship between judicial thinking style and components of organizational health.

4) Judicial, legislative and judgment thinking styles of principals in high schools in east of Tehran are above medium level.

Table 4: One sample t test for judicial, legislative and judgment thinking styles of principals in high schools in east of Tehran

	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Judicial	41.210	139	.000	4.62667	3.4528	3.8006
Legislative	63.058	139	.000	4.48667	3.9586	4.2147
Judgment	40.122	139	.000	3.53333	3.3593	3.7074

Research Article

Results of analyses show that total mean of questions relating to judicial, legislative and judgment thinking styles is above 4. As the above Table shows, confidence interval is in positive upper and lower limit indicating that response of T Test is positive and test hypotheses for questions relating to judicial and legislative thinking is correct.

Fifth question: condition of each component of organizational health among the high schools in east of Tehran is above the medium level.

Table 5: Results of multiple regression analysis with stepwise method between thinking styles and organizational health

Step	Variable	R	R ²	F	P	B	Beta	t	P
1	Judicial	0.468	0.022	32.18	0.001	1.12	0.046	5.67	0.001
2	Judicial legislative	0.052	0.027	21.16	0.001	1.52	0.022	2.87	0.001
						1.28	0.047	5.88	0.003
3	Judicial	0.054	0.03	16.23	0.001	0.087	0.031	3.02	0.001
	legislative					0.054	0.023	3.02	0.003
	judgment					0.033	0.023	3.22	0.028

The above Table shows that judicial thinking has the highest effect on subscale of organizational health among other dimensions with regression coefficient of B=1.127 and R²= 0.22 which is significant in level of 0.01. In the second stage, legislative variable with regression coefficient of B=1.28 and R²=0.27 related with judicial thinking variable predicts organizational health.

Judgment thinking variable with regression coefficient of B=0.33 and R²=0.30 related with judicial thinking and legislative thinking style variable predicts organizational health and all of these predictions are significant in strong level.

The present research was conducted to study relationship between thinking styles of principals and each component of organizational health of the high schools in east of Tehran. In this regard, results showed that there was significant relationship between judgment thinking style and legislative thinking style and judicial thinking style and components of organizational health. The people with judgment thinking style produce creativity and require processing of complex information. The people who apply this thinking style tend to challenge norms and take risk. In this regard, Sternberg says: the schools and also managerial fields of organization regard analytical and judgment-based thinking which is accompanied by evaluation, criticism and analysis of programs and designs as less important like legislative thinking style. Unfortunately, legislative thinking style is neglected in educational settings and schools. For example, in a classroom, a smart student with legislative and innovative thinking style is a disobedient student.

In educational settings and schools, judicial thinking style which requires obedience of people to orders is considered important. Pressure of family, school, peers and other sociable sources encourage children to accept judicial thinking style and respect for governing traditional values and norms. In schools and also managerial fields of organizations, analytical and judgment-based thinking style which is accompanied by criticism, evaluation and analysis of programs and designs is regarded less valuable like legislative thinking style and the judicial thinking style is regarded more valuable and promoted but the people with analytical thinking style are treated unkindly , dismissed and discharged etc.

REFERENCES

Alvani A and Danaee Fard M (2002). Studying factors affecting spirit and its relationship with performance of employees of Pars Publication. *Public Management* **55** 36.
Anglvad and Hovi (1996). Dimension of organizational health and specification of effective schools. *Organizational Behavior and Human Decision Processes* **3** 18-20.

Research Article

Emami Poor S (2002). Studying thinking styles of students and their relationship with creativity and educational progress. *Educational Innovations Journal* **3** 23-24.

Mehrjoe B and Meshkat A (2008). Relationship between styles, change and innovation study in employees and students. *Principles of Mental Health Quarterly* **24**(17) 15-19.

Peters and Waterman (1998). *Organizational Health of Effective Organizations*, edited by Alvani and Danaei Fard (Cheshmeh Publication) Tehran.

Shuffle M (2004). Relationship between organizational health and success of the primary schools students (Indiana). *Journal of School Health* **74**(11) 23-30.

Tavangar Z (2005). Thinking styles, behaviors and attitude of people and principals. *Nursing and Midwifery Studies* **2**(3) 89-90.

Rastkhia Payadar R (2006). Study of relation between organizational health and style study in Tehran. Thesis of Azad University, Roodehen, Iran.