

## **Investigating the Effect of Thinking Styles Dimension from the Perspective of Sternberg and Emotional Intelligence Staff of Agricultural Jihad Organization in East Azerbaijan Province (City of Tabriz)**

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**Abstract:** The aim of this study was to evaluate the effect of thinking styles on emotional intelligence of staff of Agricultural Jihad Organization in the city of Tabriz. In order to investigating the effect of thinking styles on emotional intelligence, 250 employees, using random sampling method and with emotional intelligence questionnaire Sieber or Shearing and Sternberg-Wagner Thinking Style Questionnaire, was examined. Reliability of the questionnaire according to Cronbach's alpha 0.86 percent has been estimated. To analyze the data, descriptive and inferential statistics were used. After collecting data using the Kolmogorov-Smirnov test, Pearson correlation coefficient, and tolerance to linear regression analysis are discussed. The findings showed that there is a direct correlation between the dimensions of thinking styles and emotional intelligence, results showed that after thinking style actions significant effect on emotional intelligence employees. After thinking style, no significant effect on the emotional intelligence of employees and the level of emotional intelligence of employees a significant effect on the thinking style.

**Key words:** Thinking style, emotional intelligence, emotional intelligence Shearing or Sieber, Sternberg-Wagner thinking style, linear regression

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### **INTRODUCTION**

In today's world, thinking styles and emotional intelligence in organizations are an important debate. Organizations to survive and thrive and succeed we need to know your employees are thinking styles. Organizational behavior is creator of attitudes and beliefs. In other words, thought precedes action. So before judging the actions and behavior should be paid to the power of the thought. Davies *et al.* (1998) is the first to introduce the concept has categorized these styles of thinking styles. His style of thinking as the way a person thinks definition and has said: "thinking style, not the kind of ability; it refers to how we use abilities. They may have similar capabilities but in different thinking styles" (Saif al, 2008). What happens to us in life not only to the good of thinking, but also relates to how people think (Cillievs and Sternbrg, 2001). Cillievs and Sternbrg (2001), different ways of processing information as thinking style names. In his view, thinking style is not ability but rephrasing or use of one or more abilities. Ability to work well in the coming refers while lightweight is how that person would do. Thinking styles, cognitive-cultural preferences inter groups and organizations identified.

The results of the studies show that the most documented and scientific style approach, approach by Brody (2000) provided (Sandoqchi, 2008). Theory of mental self-reported that is one of the most important and most complete theory in the style of thinking, believes that people in different ways their daily activities on various occasions control. Sternberg's theory of mental self-reported thirteen different learning styles as functions (legislator, brick and other judgments), forms (individual monarchic, oligarchic), levels (holistic, holistic), domains (introspective, outward) and trends (liberal, conservative) is classified in the institutional debate, please can people in terms of their thinking styles in the appropriate positions. Brody (2000), based on the theory of "mental self-government" thirteen raised the mental thinking style.

The theory of mental self-government, manage or control the activities of daily life is concerned, means they need to their daily activities at home, school, work and other opportunities to control or handle. Sternberg, two people with the same ability, may have different thinking styles. Different styles are neither good nor bad, but different. Styles are very important (Brody, 2000).

People with high emotional intelligence have more satisfied with life, to enjoy the family atmosphere and sharing the feelings of people, different than the others and usually regular people, hospitable, able and motivated and optimistic. Cillieves and Sternbr (2001), different ways of processing information in a style of thinking is named in his opinion, thinking style but a method capable of speech or of one or more abilities. Ability to work well in the coming refers while the style how that person likes to do. Due to emotional intelligence is important because it deals with the individual's adaptation to the environment as well; in addition emotional intelligence affects academic performance. Goleman emotional intelligence of individual and social factors are considered and believes that individual elements of emotional intelligence includes self-awareness, self-regulation, motivation, empathy and social skills, social factors is emotional intelligence.

**Emotional intelligence:** Emotional intelligence is a unique ability to allow changes in the environment in which he works to show and to answer it. Theory of emotional intelligence tells people that their knowledge about their emotional situation and the reasons for their emotional reactions to situations can increase the efficient use this information to solve their problems, as a result, people with complex social situations and interpersonal emotional intelligence are more accommodating. So, it can be overwhelming optimal work environments (Austin and Saklofsk and Aegon, 2005). The ability to adapt in response to the changing environment has been theorized as a core element of intelligence (Brody, 2000). The possible relationship between emotional adjustment to changing circumstances and at the same time there is an adaptation of the prospects of solving problems. Emotional intelligence and flexibility in thinking styles, features that are associated with a degree of flexibility and as features reviews have been trained (Cillieves and Sternbrg, 2001). Intelligence is defined in different ways; however, as an agent in accordance with the environment, has been accepted (Brody, 2000).

**Sternberg's theory of successful intelligence:** Brody (2000) theory of successful intelligence in an effort to explain why students are capable of high intelligence and knowledge, in scientific terms is often successful performance. This theory says that the definition of success depends largely on the community, the following groups and even individuals and also says that in order to intelligent person should be able who managed to adapt to the environment and the environment in accordance with their capabilities and environments to

choose the appropriate form. Brody (2004) to successful intelligence as the basis not only for academic success, but also look for success in life so that the person's ability to succeed in their goals in life and look at the field of the environment. In this theory, intelligence as the ability to succeed in life according to one's personal standards and in the social and cultural context is self-defined (Brody, 2000). Sternberg suggests that business success depends on the ability to convert capital, modify individual abilities and compensate for his weaknesses through the balance of analytical capabilities, creative and practical to adapt to the environment and shaping and selecting (Brody, 2000).

**The relationship between emotional intelligence with state management and human resources:** Today, to improve the performance of organizations can benefit from the knowledge related to emotions, emotions help us to issues such as staff selection process in the organization, decision-making, motivation, leadership, interpersonal conflicts at work to better understand abnormal behavior (Bernard *et al.*, 2002).

The organization needs based on emotional intelligence, emotional understanding and development of human resource management. Three major human resource organizations include recruitment, retention and motivation of staff. Scientists believe this area is that the applicants for positions nations high emotional intelligence and decision-making positions, huge impact on the position or failure in the future. Having emotional intelligence for human resource managers and those who work in the field of recruitment is essential. The role of human resources management system to create, maintain and improve emotional intelligence in organizations is manifested in two basic ways.

**Thinking styles:** A large part of research to develop theories about cognition and ways of thinking and learning guide is aimed at providing some of the arguments and reasons for the difference between intelligence and success by coupling a specific way of thinking with certain methods of communication information (Brody, 2000). A number of various theories on learning styles and thinking that all they are trying to express their personal differences in performance that cannot be explained by ability. This practice has been criticized because they are closely related to the character; however, it can be argued that awareness about the ways of thinking is helpful in explaining the interaction between cognition and personality (Brody, 2000). Potential relationships between personality and cognitive style and the results are measured and there is no significant

relationship between structures but by character styles influence behavior puts moderate. The researchers also concluded that the styles as high-level look at the personality traits and interest expressed by people when dealing with cognitive problems and solve them, provided they are helpful. Differences in personality traits and thinking styles have been attributed to a range of styles knowing the personality traits and practices affect the daily operations which affects the manner in which people can scientifically cognitive issues and solve other daily practices.

Brody (2000) thinking styles considered as characteristic of character which defines the ability to lead. This way of thinking as a preference for a specific method of cognitive processing or a process for problem solving is defined and used. Different ways people prefer to use their abilities and using a particular method or strategy when conditions change they feel more comfortable (Brody, 2004).

**Theory of mental self-expression:** Brody (2000) and Bernard *et al.* (2002) in his theory of mental self-reported has tried to integrate the different approaches and styles. The basic premise of this theory is that people as well as their communities, they managed their own mental processes and to run and to create systems and organizations. Sternberg for how to organize, conduct and manage the intellectual activities of the people, floors and features 13 different learning styles in 5 states and mental self-reported type. Brody (2000) in self-reported subjective theory suggests that cognitive styles are intermediate between intelligence and personality. The theory states that people such communities need to organize themselves or handle (Cilliers, 2001). It includes 13 styles of thinking that are located in five dimensions. The dimensions as functional) thinking styles including legislative, executive, judicial) and shapes (including Monarch styles or autocracies, hierarchical or oligarchy or oligarchs and anarchist) and levels (including holistic and holistic style) and areas including (styles introspective and outward) and trends (including liberal and conservative styles) is classified.

**The relationship between emotional intelligence and thinking style:** Thinking styles with the ability to interact. Sometimes on the part of the legislator non-creative thinking, creative people that the democratic order and so avoid thinking lawmakers, but for the most part roles, interactions between variables coping simultaneously act. According to the triad of intelligence, conceptually intelligent individuals invest on their strengths and their weaknesses or modify or compensation. An important part of this investment and redress the harmony between

individual abilities and thinking styles that preferentially selects depends on the individual. People who do not attain such coordination because of a mismatch between how we act like and how they can act, are defeated. If at least part of the thinking styles of their community property then surely it should be changed to varying degrees (Brody, 2004).

## **MATERIALS AND METHODS**

This research is an analytical survey. Given the importance of this research and investigation to determine the effect of thinking styles on emotional intelligence of staff of Agriculture Organization of East Azerbaijan province (city of Tabriz) described. The number of employees in this region and the population is composed of 716 people. The study population consists of all employees of Agriculture Organization of East Azerbaijan province (city of Tabriz). In this study, a simple random sampling method is used. The sample size of 250 using the formula was calculated.

**Sieber or shearing emotional intelligence questionnaire:** In this study, the field of emotional intelligence questionnaire used to Seber or Shearing the questions it is closed. This test consists of 70 questions Schering developed form in 1996 according to Biggs (1995) and five emotional intelligence dimensions (self-awareness, self-control, social conscience and social skills) were measured. This pilot test in February 2001 by Mansouri on standardized postgraduate students of Allameh Tabatabai University and a number of test questions for various reasons such as not having the necessary profile questions, length of the question, non-conformity with Iranian culture has been deleted. As a result, standardized test has 33 questions. Test responses on five degrees Likert scale in the spectrum. So that the subjects in question questionnaire if you choose option A score of 1 and 5 score is if you choose option 5 and vice versa. If a seller chooses the subjects in 9-10-12-14-18-20-22-28-33 questions, the score is 5 and if participants choose option B, C and D and E are less score. In recent questionnaire alpha value is equal to 0.8670 which is larger than 0.7, then is valid. In addition, we can begin operating statistics on this questionnaire.

**Questionnaire Wagner Sternberg thinking style:** The questionnaire was designed in 1991 and has 104 questions and 13 sub test. Among the questions, 39 questions selected subtests, each of which contains 3 questions and thus constitutes a study tool. For any questions or participants can acquire a maximum of seven points and at least a point.

**RESULTS AND DISCUSSION**

**Analysis of data:** To expedite the analysis of data obtained from questionnaires used Likert scale interval. The data was used to categorize and classify so that the resulting rates are calculated for each participant and show the effects of other variables involved in the research as part of descriptive statistics and how they affects has been mentioned. To test hypotheses and analyze the relationships between variables and comparing the results of Kolmogorov-Smirnov test and correlation coefficient and ANOVA and Durbin-Watson have used if you separate the two parts descriptive and inferential statistics to analyze the data we have discussed a final analysis of research data for reliability and generalizability of the results to the population done. 12. The descriptive statistics for the dependent and independent variables

The style of thinking (in the sample), forms of thinking style and the mean score of 4.9335 in the first place, after thinking style actions mean score in the second 4.9103, after thinking style trends 4.2922 mean score in the third then fourth levels of thinking style and the mean score of 4.2572 and 4.1337 the areas of thinking style and mean scores were in fifth place.

**Evaluation of linear regression:** Linear regression between the dependent variable and independent variables emotional intelligence personnel actions after thinking style, thinking style later forms, next level of thinking style, thinking style area and then after thinking style trends for this regression method we use enter. The regression coefficient is 0.692 and the coefficient of determination is the square of the correlation coefficient is equal to 0.479. Who says that the changes in the independent variables on the dependent variable are the percentage change 47.9. It is very desirable:

- $H_0$ : it is not a linear regression (regression equation is not significant)
- $H_1$ : linear regression (regression equation is significant)

If the significance level of 0.05, the error is greater than the null hypothesis we conclude and if the level is significantly smaller than 0.05 assuming an error to concluded (Table 1).

Because of the significant level of 0.000 and is smaller than the error 0.05 after which assumes a linear regression concluded.

Table 1: Statistic F

Error value	Degrees of freedom	Statistic F	Significant level
0.05	5	44.842	0.000

Table 2: Rate of statistic t for the first hypothesis

Non-standard coefficient	Standard coefficient	Statistic t	Significant level
0.104	0.214	3.220	0.001

Table 3: Rate of statistic t for the second hypothesis

Non-standard coefficient	Standard coefficient	Statistic t	Significant level
0.054	0.113	1.621	0.106

**Hypotheses:**

**Hypothesis 1:** Effect of the action on the emotional intelligence of employees thinking style:

- $H_0: \beta_1 = 0$
- $H_1: \beta_1 \neq 0$
- $H_0$ : dimension of actions of thinking style has not significant influence (direct) on emotional intelligence of employee in Agricultural Jihad Organization
- $H_1$ : dimension thinking style has (direct) significant influence on emotional intelligence of employee in Agricultural Jihad Organization (Table 2)

Because of the significant level of 0.001 and 0.05 is smaller than the error (absolute value  $>1.96 t$ ) with 95% confidence to conclude an assumption and dimension of thinking style variable in the model remains actions and its coefficient is 0.104. The actions we conclude after thinking style had significant effect on the emotional intelligence of employees of Agricultural Jihad Organization. And the amount of influence is equal to 21.4%. Its amount is positive (direct). The hypothesis 1 is confirmed.

**Hypothesis 2:** Investigating effect of the forms of thinking styles on the emotional intelligence of employees:

- $H_0: \beta_1 = 0$
- $H_1: \beta_1 \neq 0$
- $H_0$ : dimension of thinking style has not significant (direct) impact on emotional intelligence staff of Agricultural Jihad Organization
- $H_1$ : dimension of thinking style has significant (direct) impact on emotional intelligence staff of Agricultural Jihad Organization (Table 3)

Because of the significant level of 0.106 and error is  $>0.05$  (absolute value less than the 1.96 t static) with 95% the null hypothesis we concluded dimension of thinking

Table 4: Statistic t for the third hypothesis

Non-standard coefficient	Standard coefficient	Statistic t	Significant level
0.104	0.239	4.142	0.000

style variable will be excluded from the model. Furthermore, we conclude dimension of thinking style has no significant effect on the emotional intelligence of employees of Agricultural Jihad Organization. The hypothesis 2 cannot be verified.

**Hypothesis 3:** Investigating effect of levels of thinking styles on the emotional intelligence of employees:

- $H_0: \beta_1 = 0$
- $H_1: \beta_1 \neq 0$
- $H_0$ : dimension of levels of thinking style has not significant (direct) impact on emotional intelligence of employees of Agricultural Jihad Organization
- $H_1$ : dimension of thinking style has significant (direct) impact on emotional intelligence of employee in Agricultural Jihad Organization (Table 4)

Because of the significant level of 0.000 and is smaller than the error value 0.05 (absolute value t-static is >1.96) with 95% confidence to concluded an assumption and the model remains variable levels of thinking styles and its coefficient is 0.104. Furthermore, we conclude dimension of thinking style has significant effect on levels of emotional intelligence of employees of Agricultural Jihad Organization and the amount of influence is equal to 23.9%. The amount is positive (direct). The hypothesis 3 is confirmed.

**Hypothesis 4:** Investigating effect of the fields of thinking style on the emotional intelligence of employees:

- $H_0: \beta_1 = 0$
- $H_1: \beta_1 \neq 0$
- $H_0$ : dimension of areas of thinking style has not significant (direct) impact on emotional intelligence of employees in Agricultural Jihad Organization
- $H_1$ : dimension of areas of thinking style has significant (direct) impact on emotional intelligence of employees in Agricultural Jihad Organization (Table 5)

Because of the significant level of 0.000 and error value is <0.05 (absolute value is > 1.96 t-static) with 95% confidence to conclude an assumption dimension of thinking style variable domains remain in the model and its coefficient is 0.126. Furthermore, we conclude after thinking style fields of agriculture a significant effect

Table 5: Number of t statistics for the fourth hypothesis

Non-standard coefficient	Standard coefficient	Statistic t	Significant level
0.126	0.265	4.583	0.000

Table 3: Rate of statistic t for the second hypothesis

Non-standard coefficient	Standard coefficient	Statistic t	Significant level
0.054	0.113	1.621	0.106

on the emotional intelligence of employees and the amount of influence equal to 26.5%. The amount is positive (direct). The hypothesis 4 is confirmed.

**Hypothesis 5:** Effect on emotional intelligence personnel after thinking style trends:

- $H_0: \beta_1 = 0$
- $H_1: \beta_1 \neq 0$
- $H_0$ : dimension of thinking style has not (direct) significant impact on the emotional intelligence of employees in Agricultural Jihad Organization
- $H_1$ : dimension of thinking style has (direct) significant impact on the emotional intelligence of employees in Agricultural Jihad Organization (Table 6)

Because of the significant level of 0.003 and error is smaller than 0.05 (absolute value >96.1 t-value) with 95% assuming a tendency to conclude dimension of thinking style variable in logistic regression analysis remains and its coefficient is 0.085. Furthermore, we conclude after thinking style trends has significant effect on the emotional intelligence of employees of Agricultural Jihad Organization aand the amount of influence equal to 1.15%. The amount is positive (direct). The hypothesis 5 is confirmed. The equation is based on non-standard coefficient will be as follows.

Emotional intelligence of employees = 0.512 + (0.104 \* Dimension of Actions) + (0.104 \* Dimension of levels) + (0.126\*Dimension of areas) + (0.085 \* Dimension of tendencies)

$$\hat{Y} = 0.512 + 0.104X_1 + 0.104X_3 + 0.126X_4 + 0.085X_5$$

## CONCLUSION

This study investigated the effects of the thinking style on emotional intelligence of employees of Agricultural Jihad Organization in East Azerbaijan province (city of Tabriz). In order to investigate this relationship before performing the steps of the literature was conducted to study the structure of the questionnaire. The main discussion is about thinking

styles and emotional intelligence. Collect information from a sample of 250 people was to be put to the test research hypotheses. Information obtained from the analytical sample was analyzed and the following results were obtained. The style of thinking (in the sample), the light forms of thinking in terms of average score in first place after the second act of thinking style, thinking style trends after the third, dimension of thinking level in the fourth and fifth fields have been thinking style. Using Kolmogorov-Smirnov concluded that the variables of emotional intelligence of employees, the act of thinking style, the style of thinking, dimension of level of thinking style, thinking style and trends following areas are normal thinking style. Investigating the relationship between independent variables and functions after thinking style, the style of thinking, dimension of level thinking style, dimension of areas thinking style and dimension of thinking style trends and the dependent variable EQ parametric test normality of variables staff because we use the correlation coefficient. Using the Pearson correlation coefficient for the relationship between thinking styles and emotional intelligence of employees in Agricultural Jihad Organization (city of Tabriz) concluded there was no correlation between these two variables and positive correlation (positive) dimensions of thinking styles and emotional intelligence employee. This means there is significant relationship between the dimensions of thinking styles and emotional intelligence of employee of Agricultural Jihad Organization. In the first hypothesis the effect of actions after thinking style, emotional intelligence officials on Agricultural Jihad Organization of the city of Tabriz discussed, findings show dimension of thinking style that actions on employees' emotional intelligence significant effect and the amount of influence equal to 21.4%. The amount is positive (direct). The hypothesis 1 is confirmed. The second hypothesis showed that dimension of thinking style has no significant effect on the emotional intelligence of employees of Agricultural Jihad Organization. The hypothesis 2 is not confirmed. The third hypothesis proved that the level of emotional intelligence has significant effect on thinking style of employees in

Agricultural Jihad Organization and the effect is equal to 23.9%. The amount is positive (direct). The hypothesis 3 is confirmed. The fourth hypothesis was concluded, dimension of thinking style fields of agriculture has a significant effect on the emotional intelligence of employees and the amount of influence equal to 26.5 percent. The amount is positive (direct). The hypothesis 4 is confirmed. The last hypothesis showed that dimension of thinking style trends has significant effect on the emotional intelligence of employees of Agricultural Jihad Organization. And the effect is equal to 1.15%. The amount is positive (direct). The hypothesis 5 is confirmed.

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