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EXAMINING THE RELATIONSHIP BETWEEN SELF-AWARENESS OF THE MANAGERS AND JOB SATISFACTION AMONG SCHOOL EMPLOYEES IN THE CITY OF BEHBAHAN

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ABSTRACT

The purpose of this study is to investigate the relationship between self-awareness of the managers and job satisfaction among employees in schools of Behbahan between 2013 and 2014. In so doing, managers' self-awareness is considered as a predictor variable and job satisfaction of employees as the criterion variable. The statistical population includes all the school managers and teachers of the city of Behbahan. Multilevel cluster sampling method was used to sample the teachers and 400 teachers were selected as the samples. The total population of 100 managers was considered as the sample. In order to carry out the study, survey research method was used; self-awareness questionnaire (Whetten and Cameron, 2005) and job satisfaction questionnaire (Wysocki and Kromm, 1991) were employed to gather the data. In order to analyze the data, classifications, summaries, descriptions and interpretations and their relationships with the variables were used, as well as descriptive statistics (charts, frequency tables, central indices and dispersion indices), and in order to test the hypotheses, statistical models of Pearson and Spearman's correlation coefficients were employed. According to the results, there is a significant relationship between self-awareness and its components (personal values, cognitive styles, orientation toward change, and managers' interpersonal orientation) with job satisfaction.

Keywords: Self-awareness, personal values, cognitive styles, orientation toward change, interpersonal orientation, job satisfaction

1. INTRODUCTION

The internal environment of an organization and the interactions within are in a way which gradually make managers feel arrogant and egotist, therefore they will be stripped off their abilities to be aware of the organizational behaviors and characteristics; The managers will be confined in a palace where they see nobody except for some of their peers and assistants, and apart from some formal or cliché greetings, they will be deprived of interactions with other members of their organizations. This isolation does not allow administrators to have a proper evaluation of their own capacities and abilities, thus their strengths and weaknesses will be hidden to them. On the other hand, based on the particular organizational environment in Iran, criticism from the management is considered to be disapproving, which in turn may make managers more arrogant and less aware of themselves.

Organizations constitute the major foundations of a society and management is what makes a company flourish or fail; managers are responsible to move an organization from their status quo to an ideal situation. In this regard, labor force, as a valuable resource, can assist managers in achieving the desired goals. Therefore, in addition to being aware of their own personal characteristics, managers should be able to have a proper understanding of their staff and should be able to communicate effectively with them; the first step in forming an effective relationship with others is self-awareness and knowing about one's abilities, which can be considered as a prerequisite to effective social and individual relationships, and has a great role in empathy and sympathy with others.

One management skill, which is increasingly important, is leadership skills that enable managers to make the best use of their staff's hidden capabilities and this would not be possible without understanding the complexities of human behaviors and reactions, especially considering the fact that self-awareness is an invaluable intellectual capital for managers to know others and enhance their leadership skills.

Holland defines self-awareness as the ability to identify potential skills in the social environment, in other words, it is one's information and knowledge of oneself. [1]

Self-awareness is a collection of thoughts and emotions which make an individual aware of its own existence [2]. Traditional theories define self-awareness as a concept that is composed of two parts: internal and external, and they consider it as a basis for to self-knowledge and a prerequisite for being law-abiding [14].

In the literature of management, self-awareness refers to knowing oneself, understanding one's character, controlling one's behavior; and learning self-awareness has been emphasized as an effective factor in the implementation of human behavior in an organization. Moreover, self-awareness is regarded as a precondition for mental health and ability to learn from others' perceptions; Managers' better understanding, deeper insight and greater awareness of themselves increase their self-efficacy and improve interpersonal orientations.

Previous studies suggest that managers' self-awareness makes them aware of their own potential abilities, better understand others and reduce the existing tensions I interpersonal relations and improve their relation with others.

Personal values, cognitive styles, orientation toward change, and interpersonal orientation are key aspects of self-awareness. Values over shadow other behavioral aspects and have an important role in forming one's characteristics. Cognitive style refers to collecting and processing information. Orientation toward change includes methods that people use to deal with environmental changes and adapt to them. Interpersonal relations concern interaction with others.

Our knowledge of our inner self is important in improving and strengthening management skills; if we are not aware of the details of our own abilities, we cannot develop new abilities.

Self-awareness not only helps managers strengthen their understanding and better manage themselves, but it also enables them to understand individual differences. Many managers are communicating with employees with different cognitive styles, different values and different perspectives and the effective forces at workplace are increasing in number, diversity and complexity .Self-awareness is a valuable technique for helping managers to develop the power of communicating their understanding to deal with a wide variety of work and education issues.

Job satisfaction concerns the extent of a person's feelings and positive attitudes toward his job. When a person says that he has high job satisfaction, it means that he

really loves his job, has good feelings about his work and his job is of great value. [3]

Job satisfaction is a collection of compatible and incompatible feelings with which employees consider their own jobs.

There is no doubt about the importance of job satisfaction. There are at least three reasons why managers consider job satisfaction an important issue among employees and other members of an organization:

Dissatisfied members will mostly resign and leave an organization.

Satisfied employees have better health and function better.

Job satisfaction is a phenomenon that goes beyond the boundaries of the organization and its effects can be seen in the private lives of individuals and outside organizations.

Other reasons for the importance of job satisfaction concerns the effects of this phenomenon on the whole society. When employees and other members of an organization enjoy their work, their private life (outside the organization) will improve. The job satisfaction of these people also benefits the public and all members of a society.

Employees who are content with their jobs try to make other citizens satisfied. These people will have more positive attitudes to life and make a psychologically healthier society [4].

It is clear that managers are effective at motivating and supporting teachers' job satisfaction, and they can create a healthy, favorable and appropriate learning environment to have better cooperation; this can be possible with increasing managers' self-awareness and having better emotional self-knowledge and scientific capabilities.

The study examined the relationship between managers' self-awareness and job satisfaction of teachers in schools in the city of Behbahan and the results provided us with a deeper insight: to be able to manage ourselves and to increase job satisfaction among our staff, we needs to know ourselves; to know our strengths and weaknesses. We should realize how we affect others, and the best way to do so is to listen to what others say about us, even if what is being told about us differs from our beliefs and ideas about us.

Based on the above introduction, the following research questions were investigated:

The main research question:

Is there any relationship between managers' self-awareness and the employees' job satisfaction?

Sub research questions:

1- Is there any relationship between managers' personal values and the employees' job satisfaction?

2- Is there any relationship between managers' cognitive styles and the employees' job satisfaction?

3- Is there any relationship between managers' orientation toward change and the employees' job satisfaction?

4- Is there any relationship between managers' interpersonal orientations and the employees' job satisfaction?

To the best of the researchers' knowledge, there has been no specific studies to find out the relationship between the managers' self-awareness and the employees' job satisfaction, so the present study seeks to answer the question of whether or not a relationship exists between self-awareness and job satisfaction?

The purpose of this study is to show that managers' self-awareness is one of the factors that can affect job satisfaction among employees and efficient, self-aware managers can be a valuable asset for an organization; they increase job satisfaction and organizational commitment, reduce resignations among employees, improve the productivity of individual employees and the whole organization.

The research hypotheses of this study are as follows:

Main research hypotheses:

There is a significant relationship between managers' self-awareness and the employees' job satisfaction.

Sub-hypotheses:

1- There is a significant relationship between managers' personal values and the employees' job satisfaction.

2- There is a significant relationship between managers' cognitive styles and the employees' job satisfaction.

3- There is a significant relationship between managers' orientation toward change and the employees' job satisfaction.

4- There is a significant relationship between managers' interpersonal orientations and the employees' job satisfaction.

This study can lighten the prospective effects of managers' self-awareness on the job satisfaction of the employees. Undoubtedly, an increase in the job satisfaction of employees in a learning environment can be a key factor in facilitating and accelerating the achievement of higher goals of the education system.

Therefore, extensive research in this area is one of the important steps that should be taken precisely to improve the quantity and

quality of scientific and other academic activities in schools.

There have been a few studies in this field which are briefly mentioned below.

Farzami Khah (2007) examined the relationship between the managers' self-awareness and organizational health of schools in Bojnoord, Iran. Results of the study indicated that there was a significant relationship between managers' self-awareness and organizational health; managers who had higher self-awareness also had healthier organizations. [5]

Haji Kermani (2006) conducted a study to investigate the relationship between self-awareness of managers and time management skills. The findings showed that the managers with a better self-awareness were more effective and successful in goal setting skills, operational planning, delegation and communication.

Keramati and Roshanbin (1993) investigated the relationship between managers' self-awareness and the strategies managers use to deal with conflicts. They concluded that self-awareness of the managers had a significant relationship with strategic solutions, while it had no significant relationships with avoidance and control strategies. Therefore, the more self- awareness the managers have, the more strategic solutions they will have to deal with conflicts and can change risks to opportunities for improvement and success [6].

Torraco (2005) investigated self-awareness among managers and how it affected the performance of teamwork and concluded that there was a positive, significant relationship between the managers' self-awareness and the performance of teamwork; an increase in the managers' self-awareness would increase the performance of teamwork. [7]

Brown and Dodd (2006) analyzed self-awareness of the managers and its effects on the performance and behavior of the employees. They found that there was a direct, significant relationship between the managers' self-awareness and the performance and behavior of their staff. Higher self-awareness among managers resulted in better performance and behavior among their staff. [8]

The present study is an applied research, it is a descriptive and deductive study based on correlations. The population consisted of all the managers and teachers in Behbahan (including private, state and charity) schools with formal management in 2013-2014 school year. In order to select the teachers, multilevel cluster sampling method was employed and 400 teachers were selected as the sample. The total population of 100

managers was considered as the sample size for managers. In order to collect the data, survey research method was used; self-awareness questionnaire (Whetten and Cameron, 2005) and Job Descriptive Index (JDI) were used.

To assess the reliability of the questionnaire, factor analysis has been used; in the self-awareness questionnaire, four independent variables were identified in the four sub-hypotheses and then a simple average of these four variables was used as the independent variable of the main hypotheses. For the Job Descriptive Index questionnaire the same method was used to identify the factors; to calculate the dependent variable of job satisfaction, the average of theses factors were calculated and the variable of job satisfaction was used as the dependent variable in the model.

To evaluate the validity and reliability of the questionnaire, Cronbach's alpha coefficient and factor analysis were used respectively; the main variables were identified from the questionnaire by using factor analysis. In factor analysis, we must ensure whether it can be used to analyze data. In other words, whether or not the amount of the data is suitable for factor analysis., therefore KMO and Bartlett tests used.

The values in the following table show the reliability of the questionnaires:

Table 1: reliability of self-awareness and job satisfaction questionnaires

Column	Questionnaire	Reliability (Cronbach's alpha)
1	self-awareness	/739
2	job satisfaction	/912

Also, the self-awareness questionnaire had six scales (strongly disagree, disagree, slightly agree, agree and strongly agree) with a KMO index of 0.755 that indicates the number of samples is sufficient for factor analysis. The significant level of the Bartlett test was also less than 0.05, indicating that the factor analysis to identify the structure is appropriate for this model. Four factors (jobs, supervisors, colleagues, promotion and pay) were considered in for job satisfaction questionnaire with a KMO index of 0.898 which is close to 1 and indicates that the sample size is adequate for factor analysis. In the job satisfaction questionnaire, the significant level of the Bartlett test was also less than 0.05, indicating that the factor analysis to identify the structure is appropriate for this model.

For the purpose of analyzing the data of the questionnaires, classifications, summaries, descriptions and interpretations and their

relationships with the variables were used in addition to descriptive statistics (charts, frequency tables, central indices and dispersion indices), and in order to test the hypotheses, statistical models of Pearson and Spearman correlation coefficients were employed.

2. Descriptive Statistics of the Data

This section consists of two parts:

2.1. Descriptive statistics of the known factors in managers' self-awareness questionnaire which are respectively used as independent variables in the four sub-hypotheses and the main hypothesis constitute the descriptive statistics variables: managers' personal values, managers' cognitive styles, managers' orientations toward change, managers' interpersonal relations and the managers' self-awareness; the variable of employees' job satisfaction is taken from the job satisfaction questionnaire and was used as the dependent variable of the study.

2.2 Using Kolmogorov - Smirnov (KS) test, Normality of all the known factors of 2 questionnaires as dependent and independent variables of the study were confirmed.

Table 2: Descriptive statistics used in the research

Descriptive statistics		Employees' job satisfaction	Managers' personal values	Managers' cognitive styles	Managers' orientation toward change	Managers' interpersonal relations	Managers' self-awareness
Mean		3.73725	5.0533	4.72	4.5833	4.92	4.7691
Deviation		0.03908	0.0687	0.0987	0.0911	0.0737	0.0618
Median		3.69687	5	4.95	4.6666	4.65	4.8125
Mode		3.63333	5	5	4.32	4.87	4.25
Standard deviation		0.39087	0.6877	0.9870	0.9117	0.7375	0.6182
Variance		0.15278	0.4729	0.9743	0.8313	0.5440	0.3822
Skewness		0.51511	0.495	0.744	0.653	0.45	0.478
Standard error of skewness coefficient		0.24138	0.2413	0.2413	0.2413	0.2413	0.2413
Elongation		0.71384	1.6155	0.7075	0.666	0.153	0.001
Standard error of elongation coefficient		0.47833	0.4783	0.4783	0.4783	0.4783	0.4783
Domain		1.895833	3.6666	5	4	3	3.0416
Min.		3	2.3333	1	2	3	2.9583
Max.		4.89583	6	6	6	6	6
Total		373.725	505.33	452	458.33	492	476.91
Percentile	Twenty-fifth percentile (First quarter)	3.47213	4.6666	4	4	4.5	4.375
	fiftieth percentile (second quarter)	3.69687	5	4.5	4.6666	5	4.8125
	seventy-fifth percentile (third quarter)	3.98776	5.6666	5.375	5.3333	5.5	5.25

Central indices of mean, median and mode were used for the descriptive statistics and for the dispersion indices, mean deviation, standard deviation, variance, skewness, elongation, etc. were used to account for the variables of employees' job satisfaction, managers' personal values, managers' cognitive styles, orientation toward change, interpersonal relations and managers' self-awareness. According to the three main indicators of mean, median and mode, they have similar values for all variables, indicating that the variables are almost close to normal distribution; also the indices of skewness, mean deviation and standard deviation show that there is little dispersion around the mean. Elongation and skewness coefficients of the variables also indicate that the elongation of the variables is similar to their normal distribution and skewness is also similar to normal distribution; there is no skewness to the left or right, and they are almost normal.

2-3. Normality of the variables, Kolmogorov-Smirnov (KS) Test

Table 3: Kolmogorov-Smirnov (KS) Test- Normality of the known variables of the study

(KS) Statistics	Employees' job satisfaction	Managers' personal values	Managers' cognitive styles	Managers' orientation toward change	Managers' interpersonal relations	Managers' self-awareness
statisticsZ	0/563	0/789	0/758	0/555	0/602	0/**846**
p-value	0/888	0/420	0/449	0/799	0/500	0/541

The test evaluates the distribution of quantitative variables and the following assumptions are made:

$\mathbf{H_0}$: Distribution of the variables is normal.

$\mathbf{H_1}$: Distribution of the variables is not normal.

If the Z statistics and the significant level of the p-value for each of the identified variables is more than 0.05, then there is no reason to reject H_0 and thus, the distribution of the variables is normal. Based on the table above, p-value of all the known variables is greater than 5% error level, so with 95 percent confidence level, we can state that all the variables are normal.

3. The Statistical Methods and Testing the Hypotheses

3.1. Pearson and Spearman correlation coefficient

To test the hypotheses, Pearson's and Spearman's rho correlation coefficient was used to describe the relationship between variables of the study:

H_0: p=0 There is no significant relationship between the dependent and independent variables.

H_1: P≠0 There is a significant relationship between the dependent and independent variables.

T-tests were employed for this purpose. To test the significance level of the correlational coefficient of p-value, SPSS software was used. If the p-value is greater than the mentioned error level, the coefficient is not significant and H_0 cannot be rejected. Similarly, if the p-value is smaller than the error level, the coefficient is significant and H_0will be rejected.

Table 4: Spearman and Pearson linear correlation coefficient between the variables of the study

Spearman and Pearson linear correlation coefficient				
The relationship between the variables	**Number**	**Spearman linear correlation coefficient**	**Pearson linear correlation coefficient**	**Sig.**
Job satisfaction and managers' personal values	**100**	**0.756**	**0.729**	**0.000**
Job satisfaction and managers' cognitive styles	**100**	**0.766**	**0.750**	**0.000**
Job satisfaction and managers' orientation toward change	**100**	**0.688**	**0.750**	**0.000**
Job satisfaction and managers' interpersonal relations	**100**	**0.738**	**0.710**	**0.000**
Job satisfaction and managers' self-awareness	**100**	**0.688**	**0.626**	**0.000**
The rejected hypothesis	**H_0**	**H_0**	**H_0**	**H_0**

Spearman and Pearson's linear correlation coefficient in the first hypothesis demonstrate the linear correlation between job satisfaction of employees and managers' personal values are respectively 0.756 and 0.729, showing a direct positive linear correlation between these two variables and based on the correlation hypothesis with an error level of 5% , the calculated p-value shows that the correlation is significant; so, we reject the H0 hypothesis and accept the other theory.

Also in the second, third and fourth hypotheses, the linear correlation between dependent variable of job satisfaction of employees and independent variables of managers cognitive styles, orientation toward change and interpersonal relations were analyzed , Spearman and Pearson correlation coefficient for each pair of variables were (0.75, 0.766), (0.65, 0.688), (0.710, 0.738) with a 95% certainty level, therefore the H0 will be nullified and it implies a linear and positive relationship between these variables.

Ultimately the main hypothesis of the research which concerns the relationship between dependent variable of employees' job satisfaction and managers' self-awareness has been investigated. The results indicated a Spearman and Pearson's linear correlation coefficient of 0.656 and 0.688 with 5% of error level, which rejects the H0 hypothesis and the other hypothesis, the

existence of a significant, linear relationship is accepted.

4 The Approval of the Model and Testing the Hypotheses

As mentioned earlier, this study confirms the relationship between independent variables and the dependent variable of job satisfaction in each of the hypotheses. Based on correlation and regression model and the analysis of variance table, the relationship has been investigated in terms of statistical significance and then the findings can be generalized to the whole society. Therefore, the four sub-hypotheses will be discussed followed by a discussion of the main hypothesis of this study.

For each of the four sub-hypotheses and the main hypothesis, the following regression model is used; In the five mentioned regressions, the dependent variable is the employees' job satisfaction, and the independent variables are respectively managers' personal values, cognitive styles, orientation toward change and self-awareness which are presented as:

job satisfaction= β_0 + β_1 independent variable+ ε_0

In the regression above two parameters of $\beta_0$and β_1 , respectively represent the constant value of the model and coefficient of the independent variable of the study. In this section, it is tested whether each of these coefficients are equal to zero; if the t-statistics rejects that the coefficients are zero, then it can be concluded that the independent variables have a significant effect on the dependent variable. Table 5 presents the coefficients of the regression model and the required information to test the five hypotheses.

Table 5. The regression model of the five hypotheses of the study

The linear correlation is significant at 5% sig. level with a regression model of: **Job satisfaction =3.90+0.01 cognitive styles** **(t:21.20) (t:3.98)** **sig:0.000 sig:0.010** **Second hypothesis of the study**	**The linear correlation is significant at 5% sig. level with a regression model of:** **job satisfaction=1.576+0.22 personal values** **(t:5.389) (t:2.360)** **sig:0.000 sig:0.019** **first hypothesis of the study**
The linear correlation is significant at 5% sig. level with a regression model of: **job satisfaction=3.55+0.071 interpersonal relations** **(t:13.30) (t:3.58)** **sig:0.000 sig:0.00 0** **Fourth hypothesis of the study**	**The linear correlation is significant at 5% sig. level with a regression model of:** **job satisfaction=3.83+0.025 orientation toward change** **(t:18.79) (t:2.45)** **sig:0.000 sig:0.009** **Third hypothesis of the study**
The linear correlation is significant at 5% sig. level with a regression model of: **job satisfaction=3.87+0.047 self-awareness** **(t:12.61) (t:2.89) sig:0.000** **sig:0.000** **main hypothesis of the study**	

In the above table, the hypotheses were tested and the results are:

$$\begin{cases} H_0: B_0 = 0 \\ H_1: B_0 \neq 0 \end{cases}$$

$$\begin{cases} H_0: B_1 = 0 \\ H_1: B_1 \neq 0 \end{cases}$$

In testing the mentioned hypotheses, the average effect of the independent variables on the dependent variable are shown as hypothesis A and the effects of the independent variables and their significance are shown in hypothesis B as follows.

If the t-statistics and the p-value are smaller than the 5% error level, the finding is significant and H0 will be rejected, therefore in hypothesis A, the parameter of B0 is statistically significant. Also, in testing hypothesis B, if the t-statistics and the p-value are smaller than the 5% error level, parameter B1 will be significant and the independent variables will have a significant effect on the dependent variable. As shown in table 5, the t-statistics and the p-value for all five hypotheses are smaller than the 5% error level, and they are close to zero, therefore, all the independent variables have a significant effect on the variable of job satisfaction.

5. Testing the Assumptions of the Model

At this stage, to ensure the correctness of the results, the assumptions of the model- independence (not autocorrelation) of errors, and normality test of errors- will be examined and if they are correct, the results will be accepted.

5.1. Non-autocorrelation of Errors

In order to ensure the non-autocorrelation of errors, the LM[1] autocorrelation test will be used.

5.1.1. LM Autocorrelation Test

The f-statistics and p-value are used for the following test:

H0: cov $(u_i, u_j) = 0$ There is autocorrelation among the errors

H1: cov $(u_i, u_j) \neq 0$ there is no autocorrelation among the errors

Based on the results of LM test, f-statistics and the significance of the p-value, we will decide whether to accept or reject the H0; if the p-value is less than 0.05, H0 will be rejected and the other hypothesis will be accepted, meaning that there is autocorrelation among errors; otherwise, there will be no reasons for the rejection of H0, meaning that there is no autocorrelation among the errors.

5.2. Normality Test Using Histogram

Histograms and Jarque-Bera test are used to check the normality of the residuals. The Jarque-Bera test is used for the normality of the autocorrelations as follows:

1 Serial correlation LM Test

H0: $u_i \simeq (0, \sigma_x)$ Errors are distributed normally

H1: $u_i \nsim (0, \sigma_x)$ Errors are not distributed normally

If the p-value is greater than the error level (5%), the H0 cannot be rejected and the residual sentences have a normal distribution.

6. Testing the Assumptions of the Five Hypotheses of the Model

The results of Table 6 examine the five hypotheses of the study.

Table 6: A review of examining the assumptions of the model for normality and non-autocorrelation for the four sub-hypotheses and the main hypothesis

Hypotheses of the study	Normality test (Jarque-Bera)	Non-autocorrelation of errors (Serial correlation LM Test)
H1	**(Jarque-Bera)**5.48 **p-value**(0.16)	**F)**1.30 **p-value**(0.25)
H2	**(Jarque-Bera)**5.99 **p-value**(0.24)	**F)**1.57 **p-value**(0.21)
H3	**(Jarque-Bera)**4.95 **p-value**(0.28)	**F)**0.76 **p-value**(0.46)
H4	**(Jarque-Bera)**5/08 **p-value**(0.17)	**F)**1.23 **p-value**(0.35)
Main hypothesis of the study	**(Jarque-Bera)**5.61 **p-value**(0.33)	**F)**0.49 **p-value**(0.73)
Rejected hypothesis	H_1	H_1

Based on the above table, the f-statistics and p-value for all the hypotheses of the study indicate the correctness of the models and show that the residuals of all the hypotheses of the study have been distributed normally and they do not have any non-autocorrelation.

CONCLUSION

The results of the main hypothesis of this research show that managers' self-awareness significantly affects job satisfaction of employees, which means that the more self-awareness the managers have, the higher job satisfactions the employees have. This result is in line with that of Whetten and Cameron (2002), who believe those managers' self-awareness results in the improvement among human resources and their efficiency. This finding also conforms to those of Shirzadi (2004) that proved a meaningful relationship between managers' self-awareness and their performance. The findings of this research are also similar to the findings of Farzamikhah (2008) that proved a direct relationship between managers' self-awareness and organizational health. Nezad and ET. Al, found a meaningful relationship between self-awareness and job satisfaction.[13]

The findings of the first sub-hypothesis show that there is a significant relationship between managers' personal values and job satisfaction among their employees; the more managers know about their own personal values, the more satisfied are the employees. This finding is in line with that of Whetten and Cameron (2001). They believed that managers' knowledge of their personal values was directly correlated with efficient management performance.

The result of the second sub-hypothesis indicated a significant relationship between managers' cognitive styles and their employees' job satisfaction. In other words, managers who are aware of their own cognitive styles are able to know about their positive and negative points. This results in a reduction of tensions with human resources, and a decrease in misunderstandings and an increase in mutual trust between managers and the staff. Whetten and Cameron (2001) also found that being aware of one's cognitive styles resulted in more efficient management.

The results of the third sub-hypothesis reveals a significant relationship between managers' orientation toward change and job satisfaction among employees, that is, managers' positive attitude toward change make employees more satisfied with their jobs, the more managers know about their orientations, the more satisfied the employees will be. This finding is in agreement with that of Whetten and Cameron (2001) that managers' awareness of their own orientations toward change is an important prerequisite for successful handling of the situations. The finding also corresponds to that of Organ & Green (1974) who found a significant relationship between managers' awareness of their own orientations toward change and job satisfaction.

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