

The Relationship between Managers' Cognitive Style and Change Acceptance in the Organization

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Abstract- The overall purpose of this article is to find out the relationship between managers' cognitive style and change acceptance in the organization in the aim of presenting strategies to improve the cognitive styles the staff, specialists, and organization managers and thus, improve the whole organization. The organization's human resources should come to the understanding, at any level they may be, that the very existence of their organization in today's highly competitive world and complex national and international market depends on universal cognition and style and every asset in the organization should contribute to the development of such cognition and style. To create and maintain the cognition and development in an organization, the habit of thinking should become part of the staff, specialists and managers. It is because of the fact that style comes with cognition and to think is so important that in Islamic teachings, hour spent thinking is worth more than 70 years of physical worship. Once cognition and thinking in line with the purposes of the organization becomes part of the daily activities of staff, all of the organization's staff would follow and play their role in development of the organization. Then, this would affect, as the organization's culture, every level that exists in the organization and also lasts and affects the overall strategies of the organization. Successful organizations are those which their managers, specialists, and staff are always involved in a dynamic competition seeking style and cognition based on the purposes of their organization and cognition and thinking have become their daily habit or even duty. Therefore, by institutionalization of style and cognition, the organization would become an intuitive and prosperous place which results in synergies in organizational thinking. Collective thinking would result in organization synergy which has an ultimate result of harmony and makes the organization stride towards development and flourish in line with its objectives.

Keywords- *Cognition, Change acceptance, Solving organizational issues, Style, Organizational development, Organizational management*

I. INTRODUCTION

Having a different look at the problem and finding a new solution for it is commonly known as style. Yet style is not a

concept which could be explained in an article or even a detailed book. Style, in fact, is a process which takes place in the mind of an intuitive person and results in formulation of a new or intuitive solution. [2]

Nowadays, as the science and technology strives forward and produces a vast amount of information, our societies are in need of intuitive minds who could face the problems and come up with appropriate solutions and this approach demands education and style improvement and creation of new thoughts in order to create a prosperous society. [11] Style increase in organizations can help improve both the quantity and quality of services, reduce costs, prevent loss of resources, decrease bureaucracy, and thus improve the staff efficiency and performance and also, it would motivate them and brings them job satisfaction. Using the findings of studies in research organizations on style and cognition, we could achieve our aims in an effective and efficient way and also have a developed and pioneer organization and society. [5]

II. THE DIFFERENCE BETWEEN STYLE, COGNITION, AND CHANGE

Although at times the words style and cognition are used interchangeably, the researchers believe that these words are two different concepts and should not be used so, especially in organizational contexts because they refer to different things and have different definitions (MOHR, L.B, 1969, pp-111-126). Style is defined as bringing something new into existence while cognition means putting something new to practice (ROSENFELD, R. & SERVO, J.C, 1990, PP, 251-264). The nature of style or invention is separated from cognition based on the following formula.

Cognition = Concept + Invention + Profit

In this formula, "Concept" indicates the idea that is based on the referential framework of that person, department or group, organization, or the new accumulated knowledge. "Invention" regards any new idea which has been realized. And "Profit" means making the highest possible amount of profit from an invention. Also, considering the fact that intuitive efforts should result in intuitive solutions, thus, cognition would be the realized style. [10]

III. FACTORS THAT AFFECT FORMATION OF ORGANIZATIONAL COGNITION PROCESS

This Strategic Organizational Relationship Includes The Following Items:

A. *Stable Style for Solving Organizational Issues:*

Solving organizational issues not only requires a systematic method for solving the issue at its different stages, but relies on the staff's style and ability to cooperate. The staff, in order to apply their styles for solving the issue, is in need of motivation and support. In order to have stability of style, the following items should be noted by managers, specialists, and staff.

- Maintaining flexibility and revision of the performance evaluation system: traditional and strict rules and regulations prevent the occurrence of styles in the organization. Also, it is necessary that the performance evaluation system change from its traditional state and stop being something that would prevent cognition and styles of the staff and specialists. The managers should try and lessen the amount of enforced restrictions on the staff and specialists and provide the grounds for style improvement.
- Authority submission: authority submission and granting the staff appropriate responsibilities gives them the chance to learn from their experiences, helps them create new ideas and strategies, and makes them feel more responsible for achieving organizational goals. The managers, thus, should assign the staff and specialists appropriate authority and make them responsible for doing the job in its proper way and also lessen the physical surveillance to the least possible levels so that the staff and specialists may observe the results of their actions.
- Information: using necessary and relevant information for decision making is the fundamental requirement of making justified decisions. Therefore, we should make sure that the staff and specialists have access to the information they need to do their job.
- Determination of objectives and expectations: having low-level objectives and expectations would not provide the staff and specialists with the motivation they need. Also, the vice versa would only leave them feeling frustrated and hopeless. Thus, it is necessary that organizational objectives and expectations be determined adequately.
- Risk-taking persuasion: the managers should encourage risk-taking when the results of a failure are tolerable. This helps the decision making and actions to become more comprehensive over time.
- Preparation of an appropriate atmosphere: the managers should provide the staff and specialists with opportunities to state all of their ideas. They should avoid stringent criticism and respect and reward good ideas and actions.
- Stability and policy in style..... [1]

B. *The Role of Management in Development of Style and Cognition in the Organization:*

The management plays a very important role in places where style and cognition are essential. It is because that management may prevent this vital necessity from happening. The intuitive manager's craft is to use others' styles and find the intuitive minds. The managers can affect intuitive cognitive skills and motivation which are key factors of the style. [9]

C. *Improvement Techniques for Style and Cognition in the Organization:*

Style and cognition are a necessity in organizations. Therefore, they should be institutionalized and become part of the organization's culture. If the high-level managers and policy-makers themselves do not believe in style and cognition as necessary and vital activities, then no activity done in this context would last. The managers should be aware that one of the most important goals of teaching about today's ever changing and turbulent environment is to learn methods of style and cognition. To this aim, by teaching, the staff could be taught the habit of thinking and as a result, this idea would become part of the organization's culture at every level and have a lasting and overall effect on administration of the organization's strategies.

D. *Different Researchers Have Provided Techniques for This Purpose Including:*

- Brainstorming: developed by Dr. Alex S. Osborn, this method was used by the people in the west to such extent that it became part of their lives. Webster International Dictionary defines brainstorming as: a group problem-solving technique that involves the spontaneous contribution of ideas from all members of the group. [3]
- Modeling from the nature: computer programming and artificial intelligence are all modeled based on the human mind and the process is in a way that new and intuitive tools would be made out of this in the future. [3]
- Nominal group technique: nominal group is the name for a technique which is somewhat common in industry.

This Technique Includes Five Stages:

- Group members sit around a table and a printed form containing the topic would be handed to them and they write a solution for it.
- Every member, alternatively, present their idea to the group.
- The recorded ideas, then, would be discussed to make them clear for evaluation.
- Each member separately and secretly rates the ideas.
- The final decision would be the one with higher overall rate.

Imaginative trip: members of a style creation group would be persuaded to go to an imaginative trip using an allegorical or metaphorical event. The minds go to an imaginative trip and, using metaphors, members find new relationships between the

events which was the overall objective of the session. They would combine and compile some congruence events and find new ideas.

Parallel cognition: it focuses one's perspective on new points; new information and experiences are not only added to the existing information, but manipulate them and make new patterns and structures.

Mandatory relationship: in this method, a mandatory relationship should be made between two series of events and thus improve both style and cognition. [6]

E. Importance of Acceptance and Change in the Organization:

The organizations are in constant interaction with both their internal and external environment and they are affected and can affect these environments. There are complicated changes in the external environment that organizations cannot ignore them because if done so with repetitive reactions in closed environments, these organizations will not be able to maintain the existing situation and are doomed to fail. For the sake of survival and continuity, therefore, the organizations must predict the change movement at every level for all the staff, managers, and organizational chart and draw its organizational process and discuss it often so it would not be forgotten. [4]

F. Acceptance and Management:

The manager can encourage, promote, and create changes in the organization or prevent this vital activity. As an innovative person, we expect the manager to ease the adaptation and change process. The innovative manager notes that environment change and determination of its processes, tolerance for uncertainty, and risk taking are involved. Certain requirements of this regarding the activities and expectations of this role include adaptability to change, innovative thinking, and change management ability. [7]

G. The Main Obstacles Blocking Acceptance And Change In An Organization Which A Person Faces:

- Lack of self-confidence
- Fear of criticism and failure
- Tendency for blending in and complying
- Lack of mental focus
- Obstacles of Acceptance and Change in an Organization:
- Seclusion of high-level management
- Lack of tolerance for differences
- Personal interests
- Limited perspective
- Indulgence in logical thinking
- Inappropriate counsel
- Excessive bureaucracy

H. Challenges Facing the Organization And Change-Management:

Folmer, Gibens, and Goldsmith all point it out that globalization, deregulation, E-commerce, and quick technological changes make the organizations to reevaluate their methods. Instability and complexity makes it hard to be able to predict the environment and affects the present management of the organization. In an unstable environment, a new management style that can make the intangible assets develop and activate dynamic capabilities seems necessary. The organizations cannot recreate such strategic union without having a change-management manager. Gibens noted the complexity and rarity of an environment as factors that affect the required change management in an organization. Some of the commercial writers believe that challenges that the third millennia organizations face is that how should the organizations be managed to produce knowledge, how do they can rely on judgment and instinct, and how do they can live in a world with an increasing number of companies. A very serious challenge that change-oriented managers of the third millennia face is that in what ways they can get their staff to actualize their potentials. Another challenge is the diversity of work force. The organization society will include people from different countries and cultures who may have different values. Therefore, the change-oriented managers should know the beliefs, values, behaviors, and competitive commercial activities of the companies in different places and cultures and they should evaluate them and try to develop them. [4]

I. Results of Acceptance and Change in the Organization:

- Brings about diversity of jobs
- Increases the activity and job efficiency
- Makes people more dynamic and effortful towards jobs and vocations
- Reduces the job vulnerability coefficient
- Saving money and capital
- Decreasing the dependency on government employment by developing job aptitude
- Development and extension of jobs and vocations in the future
- Diverse job opportunities for others [7]

J. How to Ease the Acceptance and Change in an Organization:

- Organization Body and Structure: in organic structures, by keeping away from bureaucratic organization characteristics like strict rules and regulations, an appropriate environment will be made that could accept the staff and is counted as a factor that would ease the change process.
- Support and encouragement: in the organization, having a supportive strategy for new ideas will make the organization changeable and thus adaptable to the changing external environment. Determination and clarification of objectives about having intuitive activities

and also provision of a system for rewarding intuitive people are very effective here. One of the management scholars names four groups of factors that affect the acceptance and change in an organization:

- Employment of intuitive people
- Sufficient research and financial facilities for intuitive efforts
- Freedom in administering intuitive efforts
- Application and making use of the results of intuitive efforts and rewarding them appropriately [7]

IV. CONCLUSION

The topic just discussed known as style and cognition is a vital activity for organizations if they are to last in the highly complex and competitive national and international markets (8). In such conditions, if an organization doesn't take serious steps towards style and cognition, it is sure to fail because the technological development, product importation, and new productions happen just so fast that static organizations which have no style and cognition would be quickly thrown out of the competition and may never have the chance to compete and soon become isolated organizations. This makes the organization isolated, lag behind, and remain out of the competition. In order to prevent this, the organizations should have thorough plan about style and cognition and regarding this, the staff and specialists are to always consider both style and cognition until it becomes part of their organizational culture. Also, promotion of the culture that managers with no cognition have no place in the organization is an inevitable necessity in our society. The managers should also note that by reviewing organizational processes and creating an appropriate performance evaluation system, they can promote style and

cognition among all of their staff at any level they may be which ultimately results in having an intuitive organization. This important necessity can be realized by changing our view of the staff and specialists as "human resources" to "valuable assets" for the organization who can develop and upgrade the organization by improving their style and cognition.

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