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The Effect of Strategic Executive Thinking (Based On Lidka Jin Model) On the Performance of Service-Based Systems in International Roads (The Case of West Azerbaijan Terminals and Transportation Office)

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Abstract: The aim of the present study was to determine the effect of strategic executive thinking (based on Lidka Jin model) on the performance on service-based systems in international roads (the case of West Azerbaijan Terminals and Transportation Office). The study comprised of 120 employers working at West Azerbaijan Terminals and Transportation Office. The census method was used to determine the sample size. Two questionnaire were used to collect the data, namely, improving the performance of service-based systems and Jin Lidka strategic thinking. The reliability was obtained as 0.925. Descriptive and inferential statistics were employed to make analysis. The results of regression test showed that components of strategic executive thinking (systematic approach, strategic determination, advancement based on scientific approach, intelligent opportunity seeking and thinking in time) had an effect on improvement of performance having to do with service-based systems in international roads (the case of West Azerbaijan Terminals and Transportation Office).

Keywords: Systematic Approach, Strategic Determination, Advancement Based On Scientific Approach. Intelligent Opportunity Seeking, Thinking in Time, Strategic Executive Thinking, Performance of Service-Based Systems

Introduction

Managers have always experienced the terms ambiguity and polysemy. The determination of these terms can be beneficial in better understanding of theoretical discussions. Strategy is among these terms and is equivalent to words such as strategic planning, strategic management, strategic thinking, and etc. each of these terms involve some different aspects. In their opening chapters, Kazmano and Markids explained that lack of a comprehensive definition has expanded the attractive interpretations and it leads to much more ambiguity of what strategy is. It is not surprising that the economist journal states that nobody knows what strategy is.

One of the complicated tasks of manager is to determine the ways of performance problem. In the decision made depend on the identification of cause, correct evaluation will be of great importance, what influences the job performance is derived from a numb of factors. When the performance is complete, a number of conditions come together to enable the better performance. Hence, eminent performance necessitates that all factors having to do with behavior are addressed in an optimum way. Unfortunately, poor performance can be the result of a factor which reduces the efficiency. It is frequently seen that the performance problem is not examined and is expanded till it change all other factors from positive to negative

state. The aim of the present study was to examine the effect of strategic thinking effect in improvement of service-based systems performance.

Review of literature

Jin Lidka theory development

Strategic planning is used as an instrument for implementing the paradigm change in managing the companies. It is clear that the paradigm change do not occur and the instrument does not involve required effectiveness. In other words, the strategic view should be considered in total attitude and all components should be examined using this perspective. Jin Lidka is the prominent figure in Darden University in the field of strategy. He proposed a paradigm dealing with strategic thinking in 1999 which was adopted. Five main factor were proposed in this type of strategic thinking paradigm shown as below:

System-based attitude
Goals concentration
Intelligent opportunity seeking
Time thinking
Proceeding with hypotheses

Almost all components of strategic view are dependent on awareness of the environment. The environment in which organization develop and make growing is an open system in which temporary changes do not occur; rather, such changes are permanent and occur in an active fashion. The context can involve different economic, political, social, cultural, legal and etc. subgroups, all of which are dependent and do not affect the organizations differently. It is evident that the main purpose of economic consultation is the examination of business context for manager and economists (Moamai et al., 2013). Moe precisely, establishing opportunities for identifying the threats derived from the interaction with environment is the main target triggered by these consultations. The overall purpose of information distribution is to lead to this point. The consultant clients are those people who try to identify the problem or opportunities prior to the inclusion of any serious event (Nazemi et al., 2010).

When referring to the view of strategic management, one can identify the opportunities and threats of the main components and subsystems in determining strategic plan which is the product of interaction with systems that change the structure of opportunities and threats. One way to perceive the structure-based changes is the anticipation of their appearance. The second way is providing active response as well prediction of these changes. It is evident that the first way is of less error and is time-consuming while the second way is more expensive and rapid.

Choosing between the two ways depends on time and expense for identifying the opportunities and threats. As indicated previously, change in the field of managers requires analysis and conclusion of data and information. Efficient analysis process and concision are derived from the implementation of two successful procedures, namely collecting and analysis the data. The development of these strategies necessitates the purposeful examination and analysis.

Perceiving the concept of strategic thinking requires b0ifold approach which examines the characteristics of an individual who possesses strategic thinking capability and the organizational dimensions which rule the organization. Being the university professor, Lida believes that although the strategic thinking is initiated by people, they need more support of organization in terms of strategic discussion in the context of organization. This is a foundation of creating new strategies (Agajanian & Rostami, 2013; Jin Lidka, 1999).

Design of the study

The study was survey applied and descriptive in terms of design, goal, and quality of data collection. The statistical population comprised of all 120 employers working at West Azerbaijan Terminals and Transportation Office. Total numbering method was used to constitute the sample size. To make the data use was made by Strategic Executive Thinking questionnaire developed by Jin Lidka (2005) and Peter Miller (2003). Cronbach alpha coefficient was used to measure the reliability of questionnaires which yielded 0.25 value.

Inferential statistics of data

Using descriptive statistics, the demographic characteristics of respondents were examined. The working states were contract based and employed; the level of educations were bachelor of art, master of art, diploma and associates' degree; 67.55 and 32.55 of the participants were male and female, respectively.

Strategic executive thinking has an effect on improvement of performance of service-based systems in international roads at west Azerbaijan Terminals and Transpiration Office.

To determine the comparative test, the normality of data distribution was studied using Q-Q plot and Kolmogorov-Smirnov test.

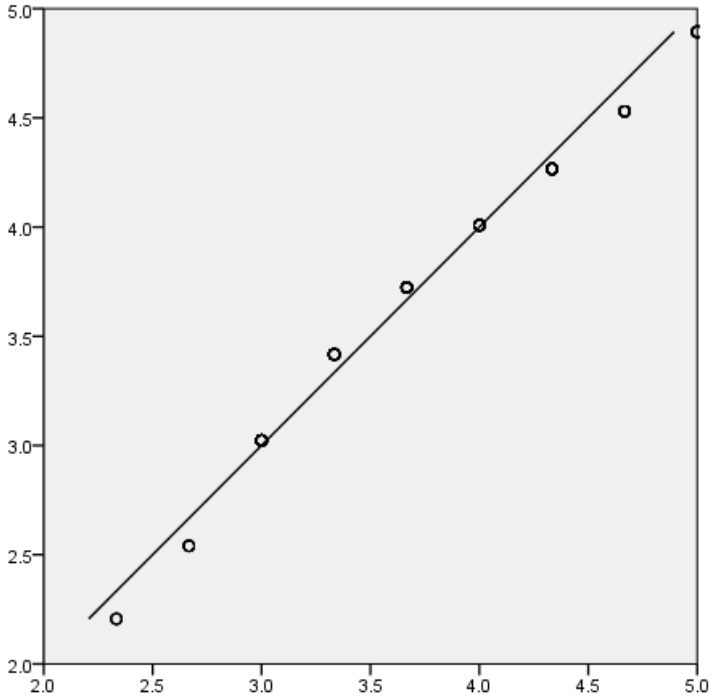

Diagram 1. Q-Q lot for strategic executive thinking variable

As seen in the above diagram, some point are distant from the normal line. The behavior of data related to strategic executive thinking variable does not follow the normal distribution. To change the informal state of report to the normal, Kolmogorov-Smirnov test was employed.

Table 1. Kolmogorov-Smirnov test for strategic executive thinking variable

Kolmogorov-Smirnov test			
Level of significance (2-tailed0	number	statistic	Strategic executive thinking
0.003	120	1.795	

Based on the above results, the level of significance for K-S test is less than 0.05. So one can conclude that the data are distributed non-normal. To examine this hypothesis, regression test is used; however, to study the correlation between the two variables, Spearman correlation coefficient is employed.

Null hypothesis: strategic executive thinking does not have any effect on the performance of service-based systems in roads at west Azerbaijan Terminals and Transportation office

Alternative hypothesis: strategic executive thinking has effect on the performance of service-based systems in roads at west Azerbaijan Terminals and Transportation office

Table 2. The relationship between strategic executive thinking and improvement of service-based systems performance

strategic executive thinking	improvement of service-based systems performance	
	Spearman correlation coefficient	0.438
	Level of significance	0.000
	frequency	

According to the above table, the level of significance was obtained less than 0.05, so null hypothesis is rejected. This means that there is a relationship between strategic executive thinking and improvement of service-based systems performance. Since Spearman correlation coefficient is 0.438, one can say that there is a positive and strong relationship between the two variables.

To examine the effect of independent variable on the dependent variable, regression test was used.

Table 3. Variance analysis of the third hypothesis dealing with regression model of strategic executive thinking and improvement of service-based systems performance

Standard error	Balanced determining factor		R_2 determining factor		R	
0.397	0.608		0.611		0.782	
Level of significance	Level of confidence	F	Mean of squares	Sum of squares	Degree of freedom	Changes resource
0.000	0.95	185.686	29.343	29.343	1	regression
Test result: rejection of null hypothesis			0.158	18.647	118	remaining
			------	47.990	119	total

As it is seen in the above table, the level of significance is 0.000, on can say that the test is significant 0.95 level of confidence. Therefore, strategic executive thinking has an effect on improvement of performance related to service-based systems. Regarding R_2 determining factor which is the ratio of demonstrated changes by x variable to the total changes is 0.611, one can say that 61.1% of the changes dealing with improvement of performance is determined by strategic executive thinking

Table 4. The coefficients of third hypothesis dealing with strategic executive thinking variable in improvement of performance related to service-based systems

Test result	Levelof significance	Calculated t	β slope	variable
Rejection of H_0	0.000	2.852	0.573	intercept
Rejection of H_0	0.000	13.627	0.864	strategic executive thinking

So, the mathematical equation pertinent on the effect of strategic executive thinking on improvement of performance related to service-based systems is as follows:

$Y= 0.573 + 0.847 X1$

Based on Beta standardized coefficient, one can say that one unit increase in strategic executive thinking leads to 0.782 increase of improvement of performance related to service-based systems. So, one can say that the regression model is significant.

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