

The study of relationship between Pigmaliyon factors and personnel's performance of the administration of health insurance in Isfahan and Chaharmahale Bakhtiari provinces according to Rozental four factor theory

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Abstract: The present research is aimed to analyze the relationship between Pigmaliyon factors and personnel's performance of the administration of health insurance in Isfahan and Chaharmahale Bakhtiari provinces according to Rozental four factor theories. The research method is a descriptive- analytic method and the data have been assembled by a field method. This research is applied one in nature and sectional in terms of time. Population of this research has been composed of all personnel of health insurance offices in Isfahan and Chaharmahale Bakhtiari provinces. Data collection has been done through questionnaire which has been confirmed its validity by experts. Its reliability had been determined 90%. The analysis method has been accomplished by descriptive and illative levels. The results show that there is a meaningful correlation between pigmalion factors and personnel's performance. Also there is a meaningful correlation between religious environment factors, feedback and performance in the organization. There is a meaningful correlation between information technology and performance in the organization. At last, there is a meaningful correlation between social environment factors and performance in the organization.

Key words: *Pigmaliyon; Rozental four factor theory; personnel performance; health insurance; administration of Isfahan and Shahrekord*

1. Introduction

Pigmaliyon is the main instrument in personnel's success that it doesn't only depends on conditions, person's qualification or the workplace. Managers should always believe their employers and expected them to be successful (Abili and Movafaghi, 2003). Pigmalion is a natural phenomenon which is detected by two scientists called Robert Rozental and Lenor Jackabson. After many studies and researches, these two experts could yield the new theory about the effects of other people expectations on personal performance (Aksoy et. Al., 2009).

If an employer imagines he can be successful, really will be successful. Therefore all taskmaster activities which lead to create the useful and valuable feelings in an employer mind can improve his/ her performance. This idea should not be considered invaluable, because there are some factors which can improve the performance of an employer such as; performance place space, employer life experience, educations, family supports and his/ her relationship with his/her colleagues. A person who has a high need for power or attention of others in the presence of others increases the likelihood performance even if the performance is viewed negatively by others. A person who have the suppressed anger and

somewhat anti-social and dramatic features are also more likely to increase his/ her performance in the presence of others, even if the performance is insulting and beating and killing others. Such people are persons who increased their violent performance in front of thousands person sights. In short, it can be said that people according to their personality and their basic requirements can increase or decrease their performance in the presence of others (Andreassen Lindestad, 1998).

2. Rozental's four factor theories

Rozental states his four factor theory here. These factors involve both verbal and nonverbal communications; persons who have good and positive expect from their employers, customers, students, children and other, can prepare these factors for them.

Environment: persons who have good and positive expects from other people, they create an emotional- social, acceptable, emotional environment for others. This atmosphere conclude attention, smile, warmness and sincerity, head shaking that is the sign of confirmation, having good eye- contact, emotional supports and rewards for their good performance. Persons who are expected to do better and reach to performance goals can receive rewards with a high frequency (Bazaz Jazayeri, 1999).

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Data: they learn to persons who have a high potentials to performance and progress, all important and hardship stages of performance word by word. These persons give good ideas and thoughts and good suggestions to their subordinates and colleagues. Hence this increasing in data quality and quantity give the sense of performance importance to person and help him/ her to have a better performance (Bloomer et al, 2005: 37-40).

Praise: they praise persons who impressed them under pressure to give more answers and gave these persons more time to do right. The special opinions about the successful level that expect the person can help them to have higher goals and determine a realistic level of their wills (Cherrington, 1989).

Feedback: they present more verbal feedbacks to others about the performance. More answers and reactions, more encouragement and even some times more critics learn them what do they do for being successful. These feedbacks companionship with high frequency and gave the determined suggestions to improvement. When the employers answered to their manager expectations with superior performance, they create an effective cycle that lead to increase the manager's expectations and in the next stage, the performance of employers will be better than past. Vice versa, reduction in manager's expectations leads to decrease performance of employer and cause to create the falling cycle.

Rozental believes that these factors act bilaterally; it means that employers can have these effects on managers, children on parents, students on teachers and customers on organization by the use of verbal or nonverbal communications. This impact has been known as pigmalion or gality (Farziyanpoor, 2000).

Some studies have shown that the primary expectations of a company from its personnel performance will shape their expectations and behaviors in the future (Hafeznia, 2010).

Due to the time, labor and cost required beyond, organizations are not able to achieve planned goals and desires and always define some problems along their pass and represent statistics and digits to show their performance favorable (Hersey et al, 1989).

We believe that performance with a high level of professionalism, dedication and efforts of the organization is important and we want to do better. The management of unalloyed performance is the combination of performance management and unalloyed thought that lead to improve and increase the effectiveness of organization's parameters. Appearance of social organizations and increasing development of them is one of the clear human civilization features. Due to local, time various factors and the specific requires of each community, each day added to the evolution and development of these organizations (Hersi, 1992).

Regarding the importance of management role in all organizations, by use of their innovative strength, managers should establish organizations in which the best conditions and better performance be

prepared for employers and even for organization. Organizations that management today's science calls them learner organizations, their efficiencies require creativity and effectiveness of their methods and management systems (Hossenzade, 2011).

Basically the creative talents flourish in a favorable environment. Therefore one of the important requirement and procedures of flourishing the creativity is establishment of dynamic, talented, creative and learner organization (Irannazhad parizi, 1994).

On one hand the present world is moving toward it wants organizations not only should be learner but also they should be instructor in order to have the competitive advantage. Hence, creation and application of learner and innovative organization are one of the most important duties of managers and responsible of a country. In our country, the creation of these organizations faces to many obstacles. These obstacles should be recognized and removed by practical strategies. On the other hand, managers and leaders of organization should localize this organizational culture to have the positive outcomes. Regard to the significant role of these organizations in the current world, it is necessary to be recognized the positive effects of institutionalizing organization and available barriers. Also some strategies should be suggested to eliminate these barriers and enhance the evolution of organizations (Livin gston, 1969)

3. Pigmalion

Pigmalion is an interesting phenomenon in psychology. It means that persons want to bring the expectations that others have toward them. If a teacher believes that a child is dimwit, the child believes it too and really learns late. Also a lucky child who seems to be clever in teacher's opinion, he/ she will be successful in access to expectations (Loftus, 1995). This mater has been confirmed frequently and known as an obvious process. This matter is fulfilled in the organization too. If the manager accepts that his group composed of first class persons, it is certainly better than a group that their manager has another idea. Even if both groups have the same innate talent, it's still happening. Always some managers behave to subordinates in a way that they move toward superior performance (Murphy et al, 1999).

But most managers treat with their subordinate unconsciously as if they act weak against their abilities. How to deal with the managers with their subordinates is originated from manager's expectations of them and these expectations are so mysterious influence on manager's behaviors (Rosenthal, 1999).

If the manager raise his/her predicated surface to a higher level, efficiency is likely to reach to the highest level, if the manager be less expected, efficiency is likely to reach to the lowest level. It is clear that, there is a rule at the heart of this story which forced subordinates perform strong or weak

according to the manager's expectations. This phenomenon is known as Pygmalion effect (Saadat, 1996).

4. Background

Golparvar and Pasash with the aim of the study of the relationship between supervisor support of innovation, according to the mediating role of sense of energy and intrinsic motivation has accomplished research entitled "the study of The relationship between supervisor support of innovation, according to the mediating role of sense of energy and intrinsic motivation". The obtained results show that some evidences of pigmalion occurrences in the workplace.

Ghafouri and Arshadi studied the relationship between psychological atmospheres with empowerment of psychosocial research. The title of their research was "the relationship between psychological atmosphere and empowerment of psychosocial research in the personnel of industrial factories. Evidence suggests that there is a significant relationship between the psychological atmosphere components (independence, integrity, trust, pressure, support, recognition, fairness, and innovation) and dimensions of psychological empowerment.

Sterling Livingston in 1969 in an article titled *Pygmalion of Management* in the journal of *Harvard Business Review*, has mentioned one interested example of banking industry. He studied the effectiveness of branches managers of a US bank in this paper. Because of losing arising from work, some managers of this bank losing their lending power by the higher authorities and their effectiveness was reduced. These managers to avoid further losses and further reduction of their lending power began to give loans secured by more collateral and assurance (make loans), respectively. Ultimately this leads to a reduction in the total number of customers and even reduction of current and saving accounts. The managers began taking steps to offset the losses with high risk such as; accepting Cheque and demand note without thought and getting expensive the possible of risks resulting from non-credit borrowers. This eventually leads to the loss of bank credit. In this example, the expectations of senior managers under his hand managers that lost their lending power causing further losses. This effect name is negative pigmalion.

The impact of teacher expectations on student behavior is a plan which called "pigmalion effect" after the accomplished researches by Rozental and Jokobson (1968). In this research a fictional test has been taken and the talented students were chosen randomly and introduced to the teachers. Although the students were not talented really, at the end of the educational year, it is determined that they have the significant progress rather than the other students. The reason is that these students earn more time to take part in the class and are more

active and teacher helps them to get answers. On the other hand, teacher's relevant and irrelevant expectation can also cause problems in students. Influence of teacher's expectations, can have several reasons, including greater attention by the teacher lead to be received further strengthening by student

5. Research method

The research here in follows a descriptive-analytic method and the data have been assembled by a field method. This research is applied one in nature and sectional in terms of time. Population of this research has been composed of all personnel of health insurance offices in Isfahan and Chaharmahale Bakhtiyari provinces. By the use of Cocran sample formula, 250 persons have been chosen randomly. Data collection has been done through questionnaire by the use of Likert scale. After preparing and setting, reliability and stability of the questionnaire has been evaluated. The analysis method has been accomplished by descriptive and illative levels. In the level of descriptive statistic, analyzing data have been done by the use of statistics indexes, frequency, percent, mean chart and so on. In the level of illative statistic according to data evaluation level and statistics assumptions, these methods have been used: correlation coefficient of Pearson in order to study the relationship between two continuous variables.

One variable T-test is used in order to comparison between continuous variables mean and standardized mean. Independent T-test is used in order to compare the mean of two continuous variables too. SPSS software has applied to analyzing data.

6. Results

Results of Fig. 1 state that in this research, the maximum frequency of age belong to 20-40 ages (61.6%) and the minimum belong to 41-60 ages (38.4%) among 250 persons of the studies personnel.

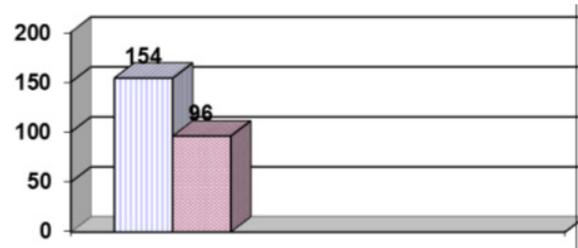


Fig. 1: frequency distribution of personnel according to age

The obtain results of Fig. 2 show that between 250 personnel who are studied in this research, the most frequency belongs to bachelor persons (64.08%) and the least belong to persons who have Master of Art degree and above (15.02%).

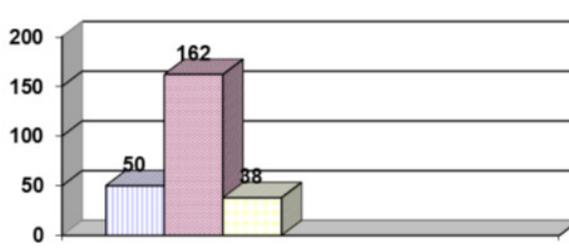


Fig. 2: frequency distribution of personnel according to education

The obtain results of Fig. 3 shows that between 250 personnel who are studied in this research, the most frequency belongs to work background persons 11-20 years (59.02%) and the least belong to persons who have work background 21-30 years (13.02%).

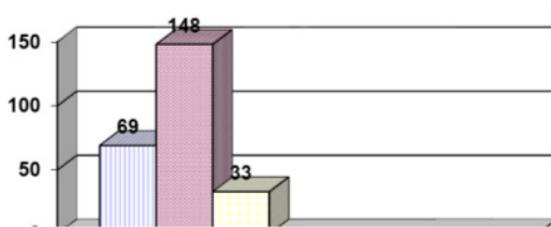


Fig. 3: frequency distribution of personnel according to work background

Testing the research hypothesis
Testing the main hypothesis of research

H0: There is no meaningful correlation between pigmalion factors and personnel's performance.

H1: There is a meaningful correlation between pigmalion factors and personnel's performance.

Table (1) explains that $r=0.45$ and Significance level ($p=0.000$). it means that there is meaningful correlation between pigmalion factors and personnel's performance. Therefore the main hypothesis of this research is confirmed.

Table 1: correlation coefficient test of Pearson

Personnel performance		Variable
Significance level	correlation coefficient	
0.000	0.45	Pigmalion factors

Secondary hypothesis N1

H0: There is no meaningful correlation between religious environment factors and organization's performance.

H1: There is no meaningful correlation between pigmalion factors and organization's performance.

Table 2 shows that $r=0.21$ and Significance level ($p=0.000$). It means that there is a meaningful correlation between Religious environment factors and performance in organization. Therefore the secondary hypothesis n1 of this research is confirmed. ($p < 0.05$).

Table 2: correlation coefficient test of Pearson

Performance in organization		Variable
Significance level	correlation coefficient	
0.000	0.21	Religious environment factors

Secondary hypothesis N2

H0: There is a meaningful correlation between information technology factors and performance in organization.

H1: There is no meaningful correlation between information technology factors and performance in organization.

Table 3 shows that $r=0.48$ and Significance level ($p=0.000$). It means that there is a meaningful correlation between Religious environment factors and performance in organization. Therefore the secondary hypothesis N2 of this research is confirmed. ($P < 0.05$).

Table 3: correlation coefficient test of Pearson

Performance in organization		Variable
Significance level	correlation coefficient	
0.000	0.48	information technology factors

Secondary hypothesis N3

H0: There is a meaningful correlation between feedback and performance in the organization.

H1: There is no meaningful correlation between feedback and performance in the organization.

Table 4 shows that $r=0.06$ and Significance level ($p=0.28$). It means that there is no meaningful correlation between feedback and performance in organization. Therefore the secondary hypothesis N3 of this research is not confirmed. ($p > 0.05$).

Table 4: correlation coefficient test of Pearson

Performance in organization		Variable
Significance level	correlation coefficient	
0.000	0.48	feedback

Secondary hypothesis N4

H0: There is no meaningful correlation between social environment factors and performance in the organization.

H1: There is a meaningful correlation between social environment factors and performance in the organization.

Table 5 shows that $r=0.32$ and Significance level ($p=0.000$). It means that there is a meaningful correlation between social environment factors and performance in organization. Therefore the secondary hypothesis N4 of this research is confirmed. ($p < 0.05$).

Table 5: correlation coefficient test of Pearson

Significance level	correlation coefficient	Variable
0.000	0.32	social environment factors

7. Discussion

According to the present research results, these conclusions are obtained:

- √ There is a meaningful correlation between pigmalion factors and personnel's performance.
- √ There is a meaningful correlation between religious environment factors and personnel's performance.
- √ There is a meaningful correlation between information technology factors and personnel's performance.
- √ There is a meaningful correlation between feedback and personnel's performance.
- √ There is a meaningful correlation between factors of social environment and personnel's performance.

8. Conclusion

Results of this investigation clearly showed significant variation in thermal conductivity of sunflower seeds with changing moisture content and bulk density. The thermal conductivity and thermal diffusivity increased from 0.365 to 0.791 W/m K and 2.71×10^{-7} to 4.81×10^{-7} m²/s, respectively within the range of input variables studied. The effect of the bulk density on increasing the thermal properties of clay-loam soil was more than that of moisture content.

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