



**THE RELATIONSHIPS BETWEEN MANAGEMENT STYLES OF MANAGERS IN
DEPARTMENTS OF EDUCATION TEHRAN**

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ABSTRACT

The aim of this study was to examine the relationship Between management styles and knowledge management in education administration in Tehran. Sample of managers and employees in education administrations in Tehran, using Cochran formula, 125 sample selection manager Has three employees per manager randomly selected a total of 475 staff and 390 general Questionnaire Filled out. Research Tools Two Questionnaire, 56-item and 42-item Sternberg standard for measuring thinking styles (Salys and Jones) is a measure of knowledge management. Direction Data describing IQ Pearson Linear regression and statistical models Is used. In general, the results showed a significant positive relationship between knowledge management styles managers is significant and positive relationship Between the legislative and executive thinking styles is by knowledge management.

Keywords: Management styles, knowledge management.

INTRODUCTION

In the not too distant past and sort of competitive power for an organization or a society was influenced by the ease of access to material resources. The pioneering organization that raw underground reserves, raw materials, cheap labor, land and other factors of production in classical economics more accessible, but

the current supply situation has completely changed. Style is a preferred way of thinking, is not synonymous with ability, but how is the potential. If people choose jobs that fit with the style of thinking is above successful attempts to cultivate their intellectual abilities are [55]. In this study, Styles from the 56-item questionnaire measuring thinking styles are.

In light legislator, legislators are thinking people who want to do things the way they prefer and decide what to do and how to fulfill it. Legislature to enact laws and the people who love to do things that are not already planned and organized. Types of jobs that people prefer to give up Legislator of opportunities to showcase your best work, including creative writing, scientist, acting, sculpture invention, stakeholders, policy and architecture A. Legislative style actually leads to creativity because creative people are not only innovative ideas but are more interested in the topic [55], Executive style; those with executive styles tend to follow the rules and to take on tasks that are pre-planned and organized. They want to contribute to the creation of a new structure within the existing structures to play. Among their favorite activities can be used to solve mathematical problems, speech problems and teach to the standards of others, according to the rules and insist on. Some good jobs for enforcement include: law, police, pre-determined projects, different designs and compliance management consulting. Thinking in education and many other characters will be welcomed by people because of what the presenter is said to do the work often Khvshrvyy is associated with a. Those commands pursue And the way that your organization

considers to be assessed (Trust Ahari and Khosravi, 1381, p 36). There are also people who think like Qzavtgr Qzavtgr style rules and to evaluate its programs prefer something that will analyze and evaluate ideas and current affairs. Qzavtgr style is someone who has achieved critical activities such as writing papers, presenting opinions and judgments on people's assessment of their work and prefer to judge, criticize, program evaluation, consulting Ombudsmand responsible Anaytics the contract and the system out of These are. In the style of holistic thinking, holistic people prefer things to consider in a very broad and abstract. They do not pay attention to details like the trees to the forest context. They make up most of the forest trees are considered. The result should be Mvazb least not in the dense forest. At the intellectual level, component-oriented, component-oriented people are focusing on the details of the issues that tend to lead to practical success. They are practical. Dangers that threaten these people is that the trees are till they forests . Inward-looking mentality, people within the prospective deal with internal affairs, it can be said that the people are paying attention. They introspection, task-oriented, socially conscious tend to withdraw from others and sometimes not. They tend to work alone and not necessarily those of

superior intelligence and ideas of objects, separation from others. Outward-oriented thinking, outward-oriented people tend more to the outside environment and the people are having. Social sensitivity and are often what Anyone happen to know. They often work where others may love the show and looking less like a group of prospective overseas are less likely to work in individual. What is certain is that people should learn to learn in different positions, have more flexibility.

The only competitive advantage, knowledge and leadership organizations to accelerate and facilitate the deployment of new technology not only works great but also promote the management of the meanings and the Foundations of been training systems in Training transformation traditional The result is great. According to the management and development of these technologies and the increasing volume and velocity of intelligence in organizations, with an emphasis on value creation and management, increasing the ability to create new knowledge and innovation pays. Knowledge management is a process that helps organizations to find important information and then select, organize and published. Knowledge management for activities such as problem solving, dynamic learning, strategic planning and decision making is essential. [50], Knowledge

management as a key tool for the management of the new century, in organizations, in particular education and training institutions to provide background reading, creating, nurturing, sharing and exchange, enhance, organize, preserve and disseminate knowledge could lead to the formation of an new ways of teaching, effective use of existing knowledge, readiness to receive and use information and knowledge in order to develop new knowledge and technology to cope with the rapidly changing world of the third millennium will be[30],Managing Knowledge and Concepts Rahbrvy associated with the components critical to maintaining competitive advantage organizations have developed as a necessity for efficiency and greater flexibility in the public sector and privatization of has advanced societies that are considered capable of enjoying the right of access within the communities they are in a good position to recognize when human capital Ansanp knowledge, combined with the information in the ability to give organizational competencies that will allow Zhvrd. According to Brooks, the management of the Center for Quality and Productivity America has accepted that the knowledge management 'strategies and processes to create, identify, capture, organize, and manage critical skills,

information and knowledge "to enable the best people in the mission[30], Thus, it is with extensive research and utilization of research knowledge in their country and other countries in applying the principles of Knowledge Management tried to delete the knowledge gap (the difference DANESH needed in their knowledge) we have to increase the quality and knowledge creation in educational institutions can adopt knowledge management in the business world and to the national and international knowledge and abilities in the era of information and communication to their skills and their encouraged improving . Given that many researchers believe that many factors have contributed to the success and effectiveness. The implementation of such research in addition to increasing the knowledge of managers and stakeholders, reviewed the issue, can help people to continue research in this direction in other areas [29], Continuity and survival of any society requires that a set of beliefs, values, technologies, attitudes, knowledge and skills that can be passed on to new generations through the transfer of education. (Interests Section, 1388, p 4). Great mission of education requires effective management and successful organization is more sensible. Thus, managers are required to have appropriate management styles. Undoubtedly, the

future of any society depends on the quality and efficiency of education in the country. Thus the size of the efficiency and effectiveness of education, the higher the health and welfare of the community of tomorrow will be better. The types of management, knowledge management is of particular importance. Managers must also be committed to improving educational facilities are equipped with information and knowledge resources. Managers should be leading the development arena. So far there has been little attention to research administrators. Must be updated and motivated workforce [32], The rapidly changing world of today, people have the ability to be updated along with the changes. They should be able to information, knowledge and skills needed to succeed in life through the use of diverse information resources and provide communication and commitment as members of their family and community life in all aspects of positive have the active participation solve problems using the easiest means of communication with the local community, national, international, collaborative work. The mission of education is to develop and nurture human values and building managers in order to create knowledge, insight and understanding of how science works, to apply knowledge and use of technology,

with a mixture of their knowledge and help to civic time challenges of the new era of information and communication in an unknown world to a successful act (Safaei, 1385, p 14). Syed Farid Al Jacob (1376), the research entitled "relationship between management style and employee Efficiency of secondary education Khoy city ", has achieved the following results: management style, does not affect the efficiency of schools, school type of school is on productivity, and management styles between the two types of schools, there is interaction between the size of and the effect of management style for groups working in different schools, different. J. Lo single (1372) for a thesis entitled 'attitudes towards management styles motivation factors and their impact on labor productivity "has presented the results of the research findings suggest that the managers of the motivational factors productivity of the labor force and the motivating factors in the management and organization of labor productivity, there is a direct correlation. Immaculate Hashem Zadeh [24], for a thesis entitled "A Comparative Study of Attitudes of school administrators and teachers in Qom city boys on factors affecting labor productivity" Has to offer. The results of this study are: the attitudes of administrators and teachers in the effective

utilization of human resources (role management, training, motivation, participation, and quality of working life) is not a significant difference in the prioritization factors in improving productivity, significant motivating factor is the attitude of school administrators about the current situation and the rights and benefits of participation, there is a material difference. Venus server (1381) research on "The relationship between social class and thinking styles of secondary school students in District 10 of Tehran "has done. The findings of this research are: There is no relationship between social class and thinking styles, thinking styles impact on Jnsbt is no significant interaction between gender and social category with styles. Amir Khani, J. (1381) The research entitled "relationship between teachers and students thinking styles and their impact on student learning and achievement" has achieved the following results: teacher styles and student academic achievement no impact on students, teachers, and students to engage in thinking styles and their impact on academic achievement, significant differences can be seen that Sternberg's theory is consistent with the style of thinking where students have the same teacher styles of high academic achievement also seen. Intellectual F.

[28], research on "The relationship between thinking styles to critical thinking and education offices in Tehran, Iran experts "have done. The findings are to be The style of thinking critically, there is no relationship expert education agencies, education, gender and educational level did not influence experts on critical thinking, a significant relationship was observed between sex and thinking styles. Kiani P. [35], research on "The relationship between thinking style and performance of teachers in middle schools in Jerusalem "has done. The findings of this research are: There is a relationship between thinking styles of teachers and their performance. Secretaries of legislative thinking style is more effective than other styles, There is no difference between the performance of male and female teachers, there is a relationship between thinking style and gender. Female teachers and male teachers tend to executive thinking style tend legislative thinking style. Arabic E[6], in a research entitled "relationship styles Islamic Azad University faculty level and scope of their thinking," This result is achieved between thinking styles legislative, executive and judicial, with an overall view of male and female teachers There is a relationship between thinking styles, but their legislative, executive, and judge if there is no male and female

teachers, There is no difference between male and female faculty of thinking. Field F. (1379) in a research entitled "relationship manager performance styles in Karaj city schools" that There is a relationship between thinking styles of their managers' performance, there is no difference between the performance of men and women together. In other words, performance is the same for both men and women and there is no relationship between gender and management styles.

Parsley 11[1] (1382) in a study of red tape and increasing the interaction between the processes of knowledge production and trade processing: study in higher education pays big leadership and knowledge processing. Leadership role in this emerging and complex training was evaluated to determine how the environment can lead to the demands of a knowledge-based the minister continued. Through interviews with executive leaders in several institutions of higher education, knowledge management, evaluation of the nature and the methods by which the knowledge gaps and the re-dissolved identified was question how behaviors leadership of the policies and programs capable or prevent data processing are analyzed. International Consortium context of knowledge management, knowledge of

1[1]. Jeffery

the life cycle theory marks Arlvy and was used as a theoretical model for this discussion. The four cases were validated: the interactive effect between business processes and the production of knowledge, without hindrance, to be continuous; processing of social knowledge in a bottom up process that is enhanced by the dynamics of the complex network, control knowledge processing, dynamic network of leaders is registered; organizational perspective is that knowledge claims must collectively create, test and is validated. The results showed that the life cycle of knowledge in the broad context of the learning Organization. Parsley will lead the process of knowledge, identifying knowledge gaps and suggests the importance of knowledge management. Leader has significant control over their computing environment enabling and annoying behavior that affect the environment are identified, enabling management practices to open, setting aside barriers of their own networks, and the selection and the replacement of The key is the knowledge processing environment protection. Disturbing factors including employee resistance, fear of loss of institutional control, the lack of clear policies and lack of success is satisfaction. The results obtained in this study, the relationship between leadership and

knowledge Shkah was solved. In a survey by Gholizadeh, Shabani framework and Mortazavi (1384) took their place at the University of Mashhad knowledge management and organizational culture and its relationship with the assumptions underlying the analysis. To answer the research question in this study, the method was used as the reference method. All senior managers, middle and executive Ferdowsi University of Mashhad in the 83-82 year group of the study are discussed. Population size of 75 individuals who were leaders among the 53 cases, the managers responded to the questionnaire in this study. To gather data from the two questionnaires were used knowledge management and organizational culture. Data analysis has shown that within the realm of knowledge management at the University of Mashhad is the highest position. So then, socialization, exterior and are incorporated in the later stages. Also, according to our results, the organizational culture and internalization, externalization and combination had a significant relationship, while the relationship with the community has been significant. The findings of this study show that managers are generally more than willing to share and exchange knowledge and experiences with each other, have a tendency to compete with the other knowledge and self-

. Akram al-Muluk Lahyjanyan (1384) in his doctoral thesis entitled "Study of Knowledge Management in Higher Education and providing a model for the" formation of the elements of knowledge management in the higher education system in the country paying. The study population included a number of university and college presidents, vice presidents, managers and faculty members of Tehran University and institutions of higher education and the results achieved creating a culture of knowledge management in the Schools of bed is inevitable and needs to be approved by the competent authorities; creating and editing programs and courses to improve knowledge management knowledge, insight and skills of managers, staff and students in higher education; Nhaynh the knowledge management system In addition to the implicit and explicit knowledge, research opportunities for faculty and students to obtain the education and knowledge of other countries. Saeed Jafari Moghadam [31], in an article of "knowledge management system, school-based management" is discussed. In this paper, we emphasize the importance of knowledge management in the move towards a central school (most independent schools), talented and ready, nature-based school management system for a wide variety of models focus on knowledge management

and the interdependence reviewed and analyzed the data. Key factors in the success of school-based management system - including lack of focus, participatory decision making, enabling knowledge and skills, research-oriented, open communication, information, and rewards based on performance evaluation and comparison with the basic principles of effective management knowledge transfer in organizations tend to suggest that the school requires the application of techniques and methods of knowledge management core and implement effective knowledge management. Abbasi [1], in a study of "critical success factors of knowledge management in the business a competitive advantage" has been one of the success factors of knowledge management in the use of ICT for competitive advantage 2 [2] that considers the effectiveness of training and self-reliant labor is being employed (ICT means Information Technology Management).

Research in 1995, by Sharon Rodin Yarbrvq 1 [3] , entitled "Knowledge and understanding of the environment, ~~teamwork thinking styles among adults~~" were seeking to have the following

2_[2] . Information communication technology

7 . Sharon Roden, Yarbrough

findings: people strongly prefer current environment to work in any other workplace. Differences between actual organizational climate and environment clearly reflects Kararmany morale problems and grievances of the environment in particular has been the notion of real and ideal work environment considerably not related; No relationship between utopian thinking, pragmatism (pragmatic) Or theoretical analysis on the scale of the work there. Research in 1995, by Susan McBride Great macro 3 [4] entitled "The effect of organizational culture and styles of educational technology in business and industry was created, the following results were obtained: organizational culture significantly influence the use of technology There is a method, age and experience have little effect on technology adoption. Research in the year 1996, by Pryst Inc., Cynthia Ann Fstad 4[5] entitled "Effects of expertise and excellence in nursing professional learning style on critical thinking skills" were the following results were obtained: the general ability of critical thinking Nurses Rookie (California Critical Thinking Skills Test of Cognitive Skills jobs) and the mean total score for the

3_[4] . Susan Garrity, Mcclellan

4_[5] . Cynthia ann Ofatad, Prestholdt

academic year, there is a significant positive relationship for deductive and inductive argument between two groups of novice and expert nurses in critical thinking, there is a significant relationship in any measurements of critical thinking, that there is a difference between nurse specialist and experienced, not seen, during the variables the level of experience / expertise, learning style and choice of statistics as independent variables in the regression analysis, no specific model an A significant portion of the variance in critical thinking, observation, analysis, chi no significant correlation between variables of learning style and level of experience / expertise of the nurses showed. Research in the year 1994, by Rvbrtamysl Jackson 5[6] , entitled "A comparative analysis of two approaches in teaching civics books, thinking and decision-making, the relationship between self-assessment (self-assessment) skills, decision making style , verbal ability and maturity, decision was made, the following results were obtained: no statistically significant differences between groups of experimental and control based on measurable performance gains in civics, thinking and decision-making skills in did not measure the performance comparison of the growth and

5_[6] . Roberta Michele, Jackson

maturation of the decision, no statistically significant difference between the levels of cognitive ability, self-assessment of skills and techniques to make better decisions and not decisions, the quality of the decisions made by the students and their performance evaluated on style of decision-making skills, self-assessment, decision making and cognitive abilities do not exist. Research in the year 1994, by Nytajyn Saint Klayr 6[7] , entitled "Effect of a training program on baccalaureate nursing students gain critical thinking, independent thinking in the field - dependent on the flexibility and self-consistent procedure" was done in the following is to be followed: no difference between the types of programs in terms of critical thinking, flexibility, compatibility, and environmental methods in academic, career preparation, personal development and social skills, intellectual skills, and skills in science and technology could not be found. Differences between the various programs at the undergraduate level, with independent intellectual context - independent and academic environment in the development of personal skills and experience in public education. Research in the year 1994, by Elaine Paterson 7[8] , entitled "Methods of establishing a

6[7] . Anita Jeanne, Saint Clair

7[8] . Gwyneth Elaine Patterson

correlation between learning and critical thinking skills in nursing students graduate" who were found worthy of mention that no correlation between critical thinking skills No method of learning. Research in the year 1993, by Jyanay Huang 8 [9] as "cognitive styles associated forms of cognitive thinking styles among adults in China and North America in the area of higher education" is done, the following results were obtained:

Cognitive approach, this study is the relationship between the state and the complex cognitive / bound, sudden gender and cognitive / shallow and wide / narrow, old and methodologically reflective / impulsive, broad cognitive approach, the cognitive complexity and tolerance of ambiguity Thus, the relationships between various cognitive methods were found. Interaction between country and gender differences based on cognitive complexity / simplicity and focus / lack of concentration and interactions between countries and different fields of cognitive style complex / simple were found. Styles Thinking: The difference between a country and pragmatist thinking style (pragmatic) and interdisciplinary thinking styles idealistic, realistic analysis and were found. Negative relationships were detected between several

8[9] . Jiana, Huang

styles. An interaction between country and gender differences have been found on an idealist thinking style. Research in the year 1992, by Diana M. Arml 19[10] , as "the scales choice between thinking styles in Sternberg and independent" research, the following results were obtained: Style theories of legislative, executive style than field independent individuals and extroverted style that was more independent style of Dvrngra using two-tailed t-test, were used to separate the concepts. Although a number of trends were noted in any of the 5% statistical level, were not significant. Significant negative correlation between grades and test scores judgment applied to the problem of group (GEFT) Zmvshy persons for the program were made evident. Another significant finding was not statistically significant. Research in 1997, by Barbara Zimmerman 10 [11] , entitled "The relationship between critical thinking and meaningful learning in a group of teachers, school health education" and has the following results: between learning style and meaningful education, age and useful experience, there is no significant relationship. Between critical thinking, learning methods and semantic

understanding, age and experience of teachers in good health, there is no significant relationship. Research in 1995, by Gloria Jean Klaklyn 11 [12] , entitled "explore the relationship between critical thinking skills and learning style preferences of first year nursing students' was determined that an important relationship between Skills Critical thinking and learning styles are preferred. Students learn methods Brasa **colb** Were classified as divergent composite average score lower on Watson Critical Thinking Assessment System - Glasr (**wgcte**) than those who were classified as convergent. Divergent highest score and mean age 40 years was associated with a score of critical thinking. The students score higher on average than students **wgcge** under 40 years. Stratton, Thomas Vpltn 12 [13] (1993) showed that a favorable institutional environment for individuals and groups of children loyalty, satisfaction and good customer service, and on the other hand, the space is desirable, adverse consequences As time something controversial, high stress, and is looking for another job.

Kdlyn, Boyce [9]. in a study of the impact of leadership on the team (the dimensions

9_[10] . Diana M, Ermel

10_[11] . Barvara J, Zimmerman

11_[12] . Gloria Jean, Clockin

12_[13] . Strutton, Toma & Pelton

of knowledge management) that a sample of 32 teams consisting of 148 Army soldiers who took part Kanady and concluded that the influence of the leader the group or team is more teamwork (the dimensions of knowledge management) are more successful and have a positive impact on the leader, as the leader of the team causing unravel the causes of failure of the team . St. Martin Allen 13[15] (1996), the relationship between leadership style, teamwork (the dimensions of knowledge management), and participation in religious institutions and social integration of children and young people and families are supported in a portion of Section 75 11 studied the religious institutions: Data compilation includes services provided by community groups or programs that support children, youth and families with whom they work, and their serving prepare. Profile information about IIS. There is charity and awareness of how institutional leaders (women, men) who have a team working together. Mutual information. Although participation in a coalition with the size of the institution, geographic or group affiliation is, most religious institutions in a community coalition partner in the form of specific. Participation and geographic size, with no team leading.

13_[15] . Covey, Marti

Able to work as team leader of the coalition of religious and social institutions contribute not discriminate. Religious institutions, social partners and alliances that strengthen the community and religious leaders, religious institutions by which wealth is often a significant contribution to the work of volunteers who had arisen Community Coalition and the condition that the religious institutions are to be with the rest of and operation of the needs Social assistance can not and do not spend a fortune elsewhere. Finally, there is the relationship between leadership and teamwork. Leah - Ye, China 14 [16] , (2004) in a study of the relationship between strategic leadership, knowledge and influence of marketing in professional service organizations, sharing knowledge is expressed in four dimensions: strategic, organizational knowledge and market impact In professional service firms. External strategic knowledge into organizational strategic alliances. Completion of the internal organization of knowledge sharing methods. International organizations share knowledge and customer relationship management.

The main findings of this study: Leadership and reward leadership behaviors related to sharing information, knowledge and

14_[16] . Chen. Li-Yueh

strategic leadership were simple. Apart from foreign organizing knowledge sharing strategy is concerned. Contingent reward leadership behaviors Mtqsym imperfect knowledge sharing of information and influence in the strategic alliance relationship exists. Kruse, Seok, Jvnkl 15[17] (1986) in a study of the relationship between leadership, teamwork (the dimensions of knowledge management) states that the lead problem is directly related to the research team are two types of variable organizational and by extension also refers to members of the cooperative. This study describes and analyzes the differences between the development team members to communicate and understand each Kdan of variables, some differences teamwork that is the location. On a scale of four other employees were doing and watched the team ranked higher and lower support members and the leadership of two other scales, and teamwork are related. Vynyka, Rygys 16[18] (2008) in a study examining the effectiveness of efforts under the leadership of higher education institutions to establish integrating Christian faith (religion) and learning as a norm of corporate culture to the hypothesis of confirmed. Tvfq point has emerged that

integrates faith (religion) and learning had occurred. Results showed that higher education leaders explicitly sought to renew the Christian view of Christianity and secularization reversed through the integration of faith (religion) and training. Will provide measurable success. So between leadership and organizational culture (the dimensions of knowledge management) are related. Chen 17 [19] (2004) argues that organizational culture Impact on its employees, since the responsibilities and commitments they make. Leaders directly and through organizational culture can have a significant impact. China's development-oriented research to reach that managers have a significant impact on organizational culture and commitment to their employees. Gravfvrđ 18 [20] (2008) in a study to examine the relationship between innovation, development, trade, economy and knowledge management in dealing with 1046 cases. A remarkable combination of innovation and leadership in model development and management of the 2904/0 variance is predicted. Leadership knowledge management unconditional forecasts are negative. Generally concluded that knowledge management practices led

15_[17] . Kruse.suek.Gunkel

17_[19] . Chen.Ciyuen Yneh

16_[18] . Wenyika, Reggies

18_[20] . Grawford. CB

to no communication. Pvllyts 19[21] (2001) interpersonal skills and behaviors necessary for success in knowledge management. 227 people with the courage to learn to recognize the distinction between the leadership style of the manager volunteered. The result shows that leadership style influences intellectual capital (knowledge dimension) and the participants are located. Among the variables affecting successful implementation of knowledge management is the management of personal characteristics. The property manager is one of those styles. The styles and knowledge management researcher faces many questions, but it certainly can not be argued that the thinking style of the managers in this study there is the study question is whether the answer to this thinking style There are relationship managers with knowledge management and knowledge management styles independent variable dependent variable.

Research Question: Is the thinking styles of executives with knowledge management in education administration relationship there?

Sub-question: Is the thinking styles of managers (7 styles) with regard to knowledge management there? What styles

are educated male managers? What are the styles of women managers in education?

MATERIALS AND METHODS

According to research, descriptive and correlational research, including research that they are trying to use the correlation between different variables, discovered or to be determined. Variables consisted of the study included the independent variable (thinking styles) and the dependent variable (knowledge management) is.

Population, sample and sampling

The population of the study, all 19 districts of Tehran education department managers and employees who make up the number 600. Due to the volume originally planned that the research department of Tehran was prepared by the Department of Education, City Of Tehran Geography section 5 (1 - Northeast 2 - West, 3 - East 4 - center, 5 - South) split. From any geographic area, during the draw, a randomly selected districts (3-9-8-6-15). In this study, The sample of 125 managers and 475 employees of education department of Tehran who were selected to represent a class cluster.

Research Tools

In this study to measure thinking styles, the 56-item questionnaire that is used to rank Sternberg Khbly is set high to very low. It also Yrsshnamh includes 7 styles

19_[21] . Politis.J

(legislative, executive, Qzavtgr, holistic, holistic, inter-oriented and outward-oriented) is. This 56-item questionnaire, the administrative offices of the managers, was conducted. Cronbach's alpha reliability of this test method, 0/91, respectively, indicating a high rate. The dependent variable for measuring knowledge management from a standard questionnaire containing 42 questions (Salys and Jones) in order to answer questions from the investment is 5 points. Five highest rated first lowest rating. Questions in the questionnaire (6-5-4-3-2-1) leadership and management of the organization, questions (10-9-8-7 -) teamwork, questions (13-12-11) Share Knowledge questions (16-15-14) knowledge questions (20-19-17) Digital Justice, questions (23-22-21) ideas And mission, questions 27-26-25-24) strategy questions (32-31-30-29-28) Culture questions (42-41-40-39-38-37) LO Cronbach's alpha measures the final test of the KM 96/0, respectively, indicating that this test is very high closing ratio of this

questionnaire is to formally validated by the thinking styles of validity and reliability Cronbach's Alpha of Sternberg ninety-one / 0 and has been assessed for validity and reliability of knowledge management by Salys and c. cleared by Cronbach's alpha (96%) were evaluated.

RESULTS

For data analysis, descriptive statistics were used to describe variables of knowledge management styles and the mean, median, mode and standard deviation of the center of curvature and the coefficient of strain coefficient of dispersion as indicators as distribution parameters are calculated., in order to analyze data from multiple regression (to predict the style of management Thinking) is used. Using the software SPSS. With regard to the question of the statistical methods used in linear regression is that the information and data described in this chapter in two parts Nhlyl Data and information on data description and analysis of the data tables and charts (4-1) (4 - 13th) Are presented

Table 1: Distribution distributed among varying styles

	Style Thinking	Style Thinking Law Predicate	Style Executive	Style Verdict Gr	Level Intellectual The overall Prospective	Level Intellectual Partial Prospective	Thinking Inside Prospective	Thinking Outside Prospective
Average	45/116	49/39	11/27	19/03	16/27	19/05	22/02	15.33
Middle	00/111	12/00	10/00	18/00	16/00	19/00	23/00	14/00
View	173	11th	8	16th	13th	19th	23	17th
Standard deviation	173/24	4/495	3/366	5.848	4/299	6/376	5/858	8/161
Range	98th	23	14th	25th	21st	26th	31st	31st
The minimum score	75th	8	8	8	8	8	9	8

The total score	30160	3,494	2,918	4,928	4,213	4,933	5,704	3,970
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Maximum score	173	31st	22	33	29th	34th	40th	39th
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Central index view, median, mean scores varied styles due to their proximity to each other numeric value, indicating a near normal distribution. Minimum 75 and maximum score is 173 and the total score is 30160. Required noted that seven of the styles tend to distribute A normal as can be seen, the lowest score of "thinking style" belongs to those who score 75 to have earned the highest score belongs to those who score 173 to win and score the

30160 is. Therefore, the amplitude distribution scores with 98 points or more. scores styles than those with 173 or more. scores styles half of the respondents equal to or less than 111, and the other half of the score is. middle score "styles" sample with 116 is.'s overall assessment of the changing styles in the sample should be noted that due to the lack of normal distribution of this variable indicates the condition can vary.

Table 2: Distribution distributed among variables of knowledge management

	Management Knowledge	Leadership And Management	Work Team And Communities Learning	Divided Knowledge	People Knowledge	Justice Digital	Ideas And Mission	Strategy	Culture Organizational	Capital Rational	Organization Learning
Average	109/32	13/37	11/33	7/35	8/35	10/20	8/85	11/40	12/20	11/26	15/30
Middle	107/00	13/00	11/00	7/00	9/00	10/00	9/00	12/00	12/00	11/00	14/00
View	107th	14th	11th	7	9	12th	9	13th	11th	12th	11th
Standard deviation	30/210	4/652	2/921	2/472	2/847	3/303	2/907	3/698	4/262	4/118	58/56
Range	151	22	16th	12th	12th	15th	12th	16th	20th	16th	24th
The minimum score	46th	6	4	3	3	4	3	4	5	4	6
Maximum score	197th	28th	20th	15th	15th	19th	15th	20th	25th	20th	30th
The total score	28/96	34/34	29/24	19/03	21/62	26/43	22/91	29/40	31/61	29/17	29/63

Central index view, median, mean scores for knowledge management vary due to their proximity to each other numeric value, indicating a near normal distribution. Minimum 46 and maximum score is 197 and the total score is 28096. Required noted that the tendency to distribute tens of Knowledge Management A normal as can be seen, the lowest score of "knowledge management" belongs to those who score 46 have earned the highest score belongs to those who score 197 to win and score the

28096 is. Therefore, scope distribution of scores for the 151 score is. scores KM More people equals 107 or more. scores KM half of the respondents equal to or less than 107 and the other half of the score is. median score of "knowledge management" sample equal is 109. in the overall assessment of the varied aspects of knowledge management and ten in the sample should be noted that due to the proximity of these variables to a normal distribution suggests desirable.

Is the thinking styles of executives with knowledge management in education administration relationship there?

To answer the question of whether there is a relationship between knowledge management styles? Regression is used. Regression equation in the table below.

Table 3 : Regression of KM styles

Standard error of estimate	Adjusted correlation Mjzvrzryb	Square The correlation coefficient	The correlation coefficient
15.941	./319	./330	./58

Table 3 Correlation coefficient, or the coefficient of correlation Mjzvrzryb shows the correlation between the variables so that the 58/0 and is at an average level.

Well as the coefficient of determination indicates that 33 percent of knowledge management-related variables by the independent variable styles is explained.

Table 4: Anova table

The significance level	F	Mean square	Degrees of freedom	Total square	
.000 0	28.764	293/546	1	293/546	Regression
		915.077	255th	233344.649	The remaining
			256th	233638.195	Sum

Significance level are presented in Table 4. The value of f Equal to 7.28 and a significance level of less than 01/0, which

indicates Regression model confirmed the independent variables and the dependent variables are able to predict changes.

Table 5 : The coefficients of the independent variables in terms of standard and non-standard values

The significance level	t	Standardized coefficients	Standardized coefficients are not		Independent variable
		Beta	Standard error	B	
0/000	4/551		9.035	41/119	Constant
0/006	2/758	.58th	.0/283	0/780	Styles

Between thinking style and thinking style of management that beta 58/0 Tbbyn the dependent variable is knowledge management. Is the thinking styles of managers (7 styles) with regard to knowledge management there?

To answer the research question of whether there is a relationship between the dimensions of knowledge management styles? Regression is used. Regression equation is in Table Zyramdh.

Table 6: Summary of regression models with knowledge management styles

Standard error of estimate	Mjzvrzryb adjusted multiple correlation	Square Multiple correlation coefficient	Multiple correlation coefficient

17/737	0/087	0/146	3/9
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Table 6 Multiple correlation coefficient, or the coefficient of multiple correlation Mjzvrzryb shows the multiple correlations between variables so that the 39/0 level is low. Well as the coefficient of

determination indicates that 15 percent of knowledge management-related variables Dimension styles are explained by the independent variable.

Table 7: Anova table

The significance level	F	Mean square	Degrees of freedom	Total square	
041/0	2.458	1144.604	7	8012.231	Regression
		906.128	249th	225625.963	The remaining
			256th	233638.195	Sum

Significance level are presented in Table 7 The value of f Equal to 2.4 and a significance level of less than 05/0, which

indicates Regression model confirmed the independent variables and the dependent variables are able to predict changes.

Table 8: The coefficients of the independent variables in terms of standard and non-standard values

The significance level	t	Standardized coefficients	Standardized coefficients are not		Independent variable
		Beta	Standard error	B	
0/000	4.698		18.488	86.855	Constant
0/665	0.435	0.072	1.098	0.477	Style Thinking Law Predicate
0/047	1.683	0.33	0.949	0.598	Style Executive
0/025	0.785	0.53	0.789	0.619	Style Verdict Gr
0/719	0.361	0.056	1.137	0.411	Level Intellectual The overall Prospective
0/053	1.972	0.241	1.031	2.033	Level Intellectual Partial Prospective
0/0620	0.497	0.028	0.227	0.113	Thinking Inside Prospective
0/000	12.038	0.551	0.079	0.950	Thinking Outside Prospective

Multiple correlation between the dimensions of thinking style showed that the dimensions of knowledge management styles; thinking extrovert With a beta of 0/55 style, though judging by the amount of 0/53, Executive style with a beta of 0/33 power prediction Variables are defined.

Figure 1 Relationship Model Dimension styles including x1 «Style legislator" by 8 questions, x2 «Executive Style" by 8 questions, x3 «Style judgment if" the 8 questions, x4 «the thinking holistically by 8 questions, x5« intellectual level minor Prospective "by 8 questions, x6« Thinking introverted "by 8 questions, x7« Thinking extrovert "by 8 items as independent

Figure 1: Path Analysis with management styles

variables measuring knowledge management (y) contains y1 « Leadership and Management "by 6 questions y2 «teamwork and community learning" by 4 questions, y3 «Share Knowledge" by 3 questions, y4 «Knowledge Creation" by 3 questions, y5 «Justice Digital" by 4 questions, y6 «ideas and mission" by the third question, y7 «Strategy" by 4 questions, y8 «Organizational Culture" by 5 questions, y9 «Intellectual Capital" by 4 questions, y10 «Learning Organization" by the third question, the dependent variable is measured as the The pattern is different from the actual data.

Lambda rate (rate of loading or impact) External dimensions styles of hidden variables x1 «lawmaker Style» 18/0, x2 «Executive Style» 60/0, x3 «judgmental observer Style» 67/0, x4 «the thinking holistically 37/0, x5 «holistic intellectual level» 52/0, x6 «introverted thinking» 39/0, x7 «extroverted thinking" 78/0 of aggregating these indicators Variable styles are shaped and 52/0 is the influence coefficient of variability of 52% to be more precise knowledge of these parameters is covered by a series of other cases foreseen by the other variables are expected . variables represent the highest level of thinking, outward-looking exterior

hides a variable degree of internal consistency shows. The internal dimensions of knowledge management Lambda hidden variable (y) contains y1 «Leadership and Management» 62/0, y2 «teamwork and learning communities» 81/0, y3 «Share Knowledge» 81/0, y4 «knowledge» 88 / 0, y5 «Digital Justice» 80/0, y6 «Idea and Mission» 73/0, y7 «strategy» 83/0, y8 «culture» 84/0, y9 «Intellectual Capital» 84/0, y10 "LO" 85/0, the aggregation of these indicators Variable forms of knowledge management. varying knowledge leadership variable indicates the highest and lowest internal consistency of the latent variables within the show. Since the index "goodness of fit" of the model to 93/0 could be said that this model is an acceptable fit with reality. Scale factor obtained represents the direct effect of thinking style of management knowledge. Addition, the model suggests that The most direct effect can be extroverted thinking Thtnvan direct effect The following styles of knowledge creation in knowledge management as the next.

Dimensions of thinking style (52/0) = Y (KM dimensions)

Table 8 Reference model provided by the researcher related indicators are:

Interpretation	The	Index
Excellent fit (criterion of 90/0)	92/0	Tucker - Lewis index (fitted

		Ghyrnm)
Excellent fit (criterion of 90/0)	92/0	Bounty - Bntlr (Nrmsdh fit index)
Excellent fit (criterion of more than 70/0)	79/0	Halter
Excellent fit (criterion of less than or equal to 05/0)	041/0	Root mean square error of approximation RMSE
Excellent fit (criterion of 90/0)	93/0	GFI

With emphasis

s on the five indicators of

goodness of fit can be designed to fit the models and experimental data on the other hand, was emphasized. Therefore desirable to adapt the model to the image accordingly and structural models with experimental data are provided and represents a good fit structural equation Algyvaby with emphasis on knowledge management styles.'s final conclusion, this study suggests that the proposed research model, has the perfect fit, because fit indexes Ghyrnm Tucker - Lewis (92/0) and soft fit index Bntlr Bounty (92 / 0), greater than 90/0. addition, Halter Index (79/0) above 70/0 and show a good fit. Moreover, the root mean square error of approximation (041/0), smaller than 0/05 and Mohagheh model is introduced.

CONCLUSION

The first finding of this study is that the thinking styles of managers (7 styles) there is a significant relationship with knowledge management. Based on the results of the regression analysis was performed, it was found that knowledge management is significantly correlated with extrovert styles have. In the analysis, the relationship between thinking styles of managers (7

styles) and employee productivity, was measured. Resulting data analysis shows that the thinking styles of managers with knowledge management was a significant relationship exists. Way that, judgment and an extroverted thinking styles associated with the management and direction of the correlation is also negative. these findings align with research findings Arml is my Diana. In another analysis, the relationship between thinking styles of managers (7 styles) Bamdyryt knowledge was measured. And found that the style of thinking, there is a significant relationship managers with knowledge management. Results of regression analysis showed that the extrovert styles There is a significant correlation with knowledge management. Beyond the employment offer in order to increase its post Sazmanykh knowledge management is to provide a rich posts to people with higher education degree that will lead to increased knowledge of staff, the Although the present study was to determine the relationship between knowledge management styles managers is recommended that similar studies done with other organizational behavior with

regard to the study conducted in Tehran, Iran is recommended for the rest of Similar studies should be conducted to investigate the relationship between thinking styles credibility with management to review the different cities.

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