

THE RELATIONSHIP BETWEEN THE THINKING STYLE OF MANAGERS AND THE QUALITY OF TEAMWORK AT KHORASAN EXHAUST COMPANY, PART OF THE IRAN KHODRO INDUSTRIAL GROUP

ALIREZA SARGOLZAEI ¹, SEYED MAHDI RAZAVI ² and
FATEMEH SHAHRAKEE ³

¹ Assistant Professor, Department of Public Administration, Zahedan Branch, Islamic Azad University, Zahedan, Iran. Email: sargolzaei191@yahoo.com

² PhD Student in Public Administration, Islamic Azad University, Zahedan, Iran. Email: Mehdi.razavi90@gmail.com

³ PhD Student in Public Administration, Islamic Azad University, Zahedan, Iran. Email: fatemeh.shahrakee@gmail.com

Abstract

Human beings are always faced with various challenges, situations and conditions that require timely and careful decision making at every moment. It is necessary to think creatively and dynamically to deal with these problems properly. The general objective of this study is to investigate the relationship between the thinking style of managers and the quality of teamwork in Khorasan Exhaust Company, which belongs to Iran Khodro Industrial Group. For this purpose, managers' thinking style was examined based on Sternberg's theory in three dimensions and teamwork was examined based on Lencioni's theory in five dimensions. The statistical population of this research is the deputies, managers and employees of Khorasan Exhaust Company, which belongs to Iran Khodro Industrial Group, whose number is 617 people. The statistical sample size was estimated using Cochran's formula to be 236 people selected by simple random sampling. The results show that there is a significant relationship between the thinking style of managers and the quality of their teamwork in Khorasan Exhaust Company, which belongs to Iran Khodro Industrial Group.

Keywords: Thinking Style Of Managers, Quality Of Teamwork, Vice President And Managers And Employees of Khorasan Exhaust Company, Which Belongs To Iran Khodro Industrial Group.

1. INTRODUCTION

If change is to be realized, people's mindsets must be changed. Failure to do so is a major reason for leadership failure. Mindset is one of the most important issues that has always attracted a lot of attention. The historical consideration of this topic also shows that the ideas proposed in this area have a very long life. However, in the new perspectives of education and training, special attention has been paid to special attention so that today the growth, development and evaluation of thinking is one of the basic functions of education and training. In management studies, the discussion of managers' thinking and methods of perception occupies a special place because the manager's thinking has a direct impact on decisions, plans, behaviors and dealing with various problems and conditions at the organizational level. Based on these results, the way in which managers' thinking is formulated and adapted can be understood. An organization that is able to present new ideas and apply them appropriately has

by no means turned its back on change, but can even act as a factor for change in its environment. (Zarei, 2006)

Robert Sternberg called the different ways in which people process information "thinking styles". In his opinion, the thinking style is the preferred way of thinking. Thinking style is not an ability, but the way in which a person uses their abilities. Ability means "being good at something", while style refers to how one "likes to do something" Two people with the same abilities can have different styles. Different styles are neither good nor bad, but they are different. Thinking styles have attracted the attention of many researchers in various fields such as psychology, sociology and epistemology. In psychology, this structure has been extended to various areas of personality, cognition, communication, motivation, perception and learning.

Many theories and models have been developed and presented to describe styles. All of these theories and models agree that there are significant differences in the way people learn and process information. This shows that people do not view the world in the same way and each person may have different interests and inclinations towards others and interaction with the outside world. In many educational and professional environments and situations, individual abilities are emphasized. And certainly skills are important and necessary for success in school, career and later life, but it should be noted that skills alone cannot be the factor of success, but thinking and learning styles should be considered as one of the important factors. And considered effective for people's career and academic success. (Aghaei, 2000: p. 18)

2. EXPLANATION OF THE PROBLEM

When we examine the factors that influence the decisions that lead to the creation of organizations, we come across three categories of factors: the factors related to the environment, the factors related to the organizational context, and the factors related to the characteristics of the decision makers. Researchers who have studied the decisions that lead to the formation of organizations have focused their research on examining all variables related to the organizational and environmental domains. In particular, this research is often concerned with examining the factors that promote change and the factors that inhibit the implementation of change in the organization. The external variables that have received much attention include the need for organizational adaptability and the extent to which these external factors lead to the stimulation of the organizational change process. (Anderson and Birch, 2013: 66)

Life stresses alone cannot explain people's mental health status, and it is necessary to consider variables such as coping skills, social support networks and cognitive aspects (such as thinking styles). Thinking styles are just as important and effective as skills, and perhaps for some reason even more important than their thinking. This is because skills expand our perception of what people are capable of doing, but the constructs of thinking styles expand our perception of what they can do. People prefer to follow approaches. People can have a stronger or weaker presence in their school and work environments depending on how closely their school and work environments match or do not match their thinking styles. In his theory of thinking styles entitled ((Mental Self-Management)), Robert J. Sternberg (1997) presents thinking styles in 13 styles, which are divided into 5 dimensions: Functions (Legislative, Judicial and Executive),

Occupation (Monarchy, oligarchy, anarchy and hierarchy), levels (general and partial), domains (internal and external) and tendencies (liberal and conservative). Thinking is divided into three categories in terms of performance:

Legislator thinking style: Legislators like to make the rules themselves. and deal with issues that have not been planned and organized before. (Seif, 2008, p. 275)

Executive thinking style: People with an executive thinking style like to follow rules and undertake tasks that are planned and organized in advance. (Seif, 2008, p. 276)

Judgmental thinking style: Judgmental people want to evaluate the rules and procedures of doing work and have a judgment about anything. (Seif, 2008, p. 276)

The basis for defining the structure of the quality of teamwork is the differentiation of humanity from the types of group behavior. Man claims that human behavior in a group can be conceptualized with three concepts: "activities", "interactions" and "tendencies". Activities are the observable actions that can be measured in terms of quantity (e.g. production output) and correctness (e.g. effectiveness of the action). Interaction means being or being in contact with two or more people in order to carry out an activity. Interactions can be measured in terms of repetition and intensity. The third part of social behavior is tendencies, which include feelings, motivations and individual attitudes. These things are not directly visible and are influenced by activities and interactions, but have no influence on either.

By accepting this humanistic division of human social behavior, Hugel and Gomoenden claimed to have conceptualized team interactions by defining the structure of team work quality. The concept of teamwork quality only measures the quality of interactions within a team and does not comment on the activities within a team and the tendencies of individuals. In addition to the quality of activities, leadership processes do not include goal-setting activities, planning activities, attracting resources, controlling activities, and providing feedback. A similar concept for "team activities" has also been proposed by Heckman, but a similar structure has not yet been defined in relation to communication and interactions within the team. The quality components of teamwork based on Hugel and Gomwenden's theory are: Communication, coordination, mutual support, solidarity, competent leadership, decision making, specific goals.

Communication: Communication means the exchange of information between team members.

Coordination: The extent to which there is a common understanding of the intertwining and participation status of each person in the activities is called coordination.

Mutual support: the maximum participation of people in team activities occurs when the atmosphere of cooperation prevails on the team, not competition.

Cohesion: The meaning of team cohesion is the willingness of team members to stay in the team.

Leadership: the ability to direct and coordinate the activities of members, evaluate team

performance, delegate tasks, plan and organize, and create a suitable working environment.

Decision-making: Decision-making is defined as the use of available information in order to make a decision.

Specific goals: Team members are committed to common goals. They know what teamwork is and why it is important. (Kazemi, 2011: 63)

In general, the current research seeks to answer the following question: What is the relationship between the thinking style of managers and the quality of teamwork among the employees of Khorasan Exhaust Company affiliated to Iran Khodro Industrial Group?

3. SIGNIFICANCE OF THE STUDY

The logic of this study is to explain why the thinking styles of the employees of Khorasan Exhaust Company, which belongs to Iran Khodro Industrial Group, should be investigated. Moreover, this study shows why organizations need to improve the understanding and knowledge of the role of thinking style in team interactions. At the individual level, thinking style can affect career issues such as job performance and performance. People in a work organization and in a work team need similar thinking styles to improve teamwork and team performance.

Rapid scientific and technological developments add to the uncertainty of the changing world every day. In fact, the explosion of information technology and the emergence of the knowledge-based economy have led to a change in the focus of the organization towards individuals, as the most key asset of the organization and the guarantor of competitive advantage in the market. Organizations in the knowledge-based global economy can use expert human capital as a free flow anywhere in the world. But the fact that the complex and specialized activities of organizations are beyond the capacity and routine of individual work and the need to implement complex activities of the organization in the form of multi-person teams with complementary specialties in order to advance the goals of the organization has caused organizations to turn to a relatively new concept called teamwork. (Mohan Thite, 2011)

So far, only a few studies on thinking styles have been conducted in Iran. This research can contribute to expanding knowledge about organizations, especially thinking styles. It will make an important contribution to the enrichment of knowledge, especially regarding the thinking styles of employees of social security organizations. Did this knowledge gives us a correct understanding of the increasing role of thinking styles in the workplace and organizations in the development and improvement of employee performance.

This study examines the relationship between thinking styles and teamwork and analyzes performance in individual and group settings. Considering the fact that the study of thinking styles has not yet been conducted in Iran, with few exceptions, it is useful to collect information about the thinking styles of employees. This is useful not only for this organization but also for entrepreneurs and especially for international companies.

Understanding thinking styles and their relationship to teamwork and team performance helps managers to be more flexible and adaptable so that they can nurture growing employees and develop their skills. Nevertheless, knowledge of thinking styles is necessary to facilitate communication between employees in the workplace and especially in work environments with different cultural backgrounds in order to avoid conflict and strengthen cohesion and collaboration and ultimately achieve effectiveness. This knowledge can increase the effectiveness of the organization and even help to resolve conflicts and strengthen group cohesion.

4. RESEARCH OBJECTIVES

- The main objective

Investigating the relationship between the thinking style of managers and the quality of teamwork in Khorasan Exhaust Company affiliated to the industrial group.

- Secondary objectives

- 1) Investigating the relationship between the legislative thinking style of managers and the quality of teamwork in the Khorasan Exhaust Company affiliated to the industrial group.
- 2) Examining the relationship between executive thinking style of managers and the quality of teamwork in the Khorasan Exhaust Company affiliated to the industrial group.
- 3) Investigating the relationship between the judgmental thinking style of managers and the quality of teamwork in Khorasan Exhaust Company affiliated to the industrial group.

5. RESEARCH HYPOTHESES

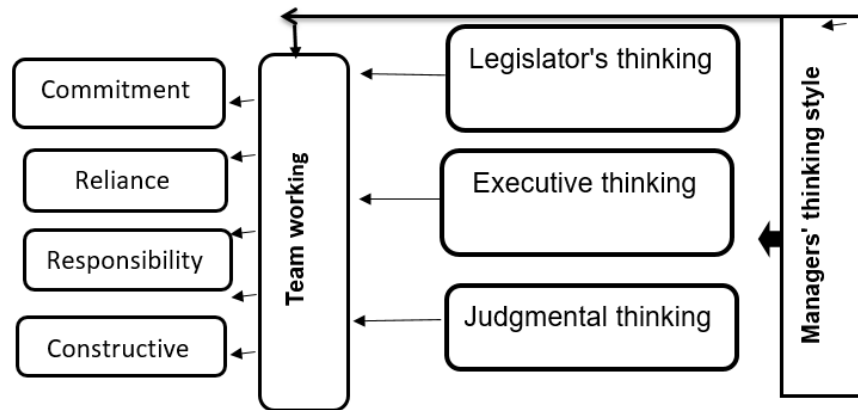
- The main hypothesis

There is a significant relationship between managers' thinking style and quality of teamwork in Khorasan Exhaust Company which belongs to Iran Khodro Industrial Group.

- Sub-hypotheses

- 1) There is a significant relationship between the legislative thinking style of managers and the quality of teamwork in Khorasan Exhaust Company which belongs to Iran Khodro Industrial Group.
- 2) There is a significant relationship between the thinking style of managers and the quality of teamwork in Khorasan Exhaust Company, which belongs to Iran Khodro Industrial Group.
- 3) There is a significant relationship between the judgmental thinking style of managers and the quality of teamwork in Khorasan Exhaust Company, which belongs to Iran Khodro Industrial Group

6. CONCEPTUAL MODEL OF RESEARCH



7. RESEARCH LITERATURE

The definition of thinking style corresponds to the English style. This word has been translated as method, method, cream, writing style, taste, ordinary style, pen and stick. In dictionary and context, the word "style" means a distinct and distinctive behavior and manner of acting and performing. In technical language, stylistics is the way a person processes information. It seems that this term was first developed by psychologists researching in the field of sensorimotor skills. Thinking styles are one of the variables related to individual differences that can be influenced by visual abilities.

People learn through their experiences, and there are many ways in which learned facts are described, and there are many ways of understanding and thinking about what is. For example, some people learn reality better through drawing. If a way of searching, a pattern means that people can use different ways to learn, which is called a thinking style. Thinking styles are the preferred way in which people use their skills. Thinking style is therefore not a skill in itself, but refers to how one uses skills. The basic characteristic of a human being is the ability to think. With the help of their thoughts, humans have been able to master the complex and changing environment and continue their lives. (Seyf, 2008: 91)

Thinking styles is one of the other background variables of the P3 model and refers to learners in educational institutions. This variable is unrelated to ability and affects academic progress. Sternberg has defined the different ways in which people process information as thinking styles. Thinking style is not a skill, but refers to the way a person uses their skills. Various studies show that thinking styles are related to creativity, problem solving, decision making, academic progress as well as teaching methods and academic assessment and can be influenced by various factors such as context, culture, gender, age, parenting style and social status. Be economical.

Thinking styles refer to the way in which people use their individual abilities. Sternberg has classified thinking styles on the basis of the theory of "mental self-management". According to this theory, each person acts like a ruler over his mind and uses different methods to manage his mind, just as government officials use different methods for management and leadership. (Farrokh, 2005: 142).

In the context of implementing change, it is important to note the resistance of employees to change. But this resistance and reluctance is not a reason to reject and delay the issue of change and transformation. It is expected that the leader introduces the employees to the change with the right management and tact, and here it is evident that the management It is a beautiful and complex blend of science and art, and the artistic leader is someone who is able to put his employees in a new situation without disrupting the previous activities of the organization. The three fundamental principles of change management; The continuous evaluation of the situation (external and internal) of the organization, the participation of employees (in the activities and the resulting results) and persuasive communication (in all fields and subjects) are the basis of which resistance to change can be overcome. The basis for defining the structure of the quality of teamwork is the differentiation of humanity from the types of group behavior. Man claims that human behavior in a group can be conceptualized with three concepts: "activities", "interactions" and "tendencies". Activities are observable actions that can be measured in terms of quantity (e.g. production output) and correctness (e.g. the effectiveness of the action). Interaction means being or being in contact with two or more people in order to carry out an activity. Interactions can be measured in terms of repetition and intensity. The third part of social behavior is tendencies, which include feelings, motivations and individual attitudes. These things are not directly visible and are influenced by activities and interactions, but have no influence on either. (Kazemi et al., 2011: 65)

Groups come together to achieve different things. Many times, people who focus on one problem create groups and teams on their own. Sometimes, a leader and founder brings together a group of people to work on a specific problem and goal. No matter how the team comes together, it needs someone to support and someone to lead. The team supporter needs to know how to do different jobs and have the things the team needs. The team supporter and executive have to make sure that the management is good, the project goals are valuable for the organization, and the team is strong. The team's progress is planned with the whole organization and especially with the team leader. The manager also supports the team's decisions and the direction the team is moving in. Every group must have someone to lead them. Often, the team leader behaves like a regular manager. Both of them are responsible for getting work done through people and resources, and they also have to organize team activities. The team leader can't be a regular manager, or else the team won't work well together. The boss leading the team doesn't work well for teamwork. The person in charge can't be bossy and still get the benefits of working with the team. The leader is not in charge of everyone, and sometimes, some team members have higher positions in the organization than the leader. The team leader is not the boss, but still has important roles in the team. These roles are important for the team to be successful.

8. PAST STUDIES INFORMATION

To make our research stronger, we looked at other studies that relate to ours. This helps us understand the theories, methods and results of past research and compare them with our own. It also helps us develop the scientific knowledge in our field. The background information is given. In 2018, Benazir did a study about things that make it hard for people to work together in the car industry. In this study, we found five things that make it hard for teams to work together. Personal obstacles, 2. Barriers within a company, number 3. Barriers that affect the whole team. Problems with people in charge, 5. Barriers outside

Mehrdad and others. In 2011, a study was done to see how the way school principals think is related to how open they are to making changes in boys' middle schools in Khorram Abad city during the school year of 2010-2011. The study found that most managers are okay with change, with 58. 1% actively making changes and 38. 7% understanding why change is needed. Only 32% of managers don't like change. The study found that managers who think in certain ways are more likely to accept change. Specifically, those who are judgmental, legislative, and executive thinkers are more open to change. Research was done to see how the way school principals think is related to the type of leadership they use in Neishabur city. The descriptive research used a survey to see how things are related. The study included all the school principals and their colleagues (teachers and assistants) in Neishabur city during the academic year 2010-2011. The research found that male and female managers think in similar ways, but there are differences in their leadership qualities. Also, we did not find any important connection between the way managers think and the type of leadership they use with their age.

In a study called "Understanding teamwork in science workplaces" by Mir Tahari (2009), it was found that structural problems are the main reason why teamwork is not used much in academic settings. Other reasons include personal backgrounds and the type of work being done. The most important things that make it hard for people to do their jobs are rules from the boss, training, rewards and performance evaluations. Things that make it hard to work together include school, culture, understanding why teamwork is good, and the difficulties of teamwork. Also, people might find it hard to be committed, responsible, trust others, be good at what they do, and stay motivated. The research showed that the professors at the university are willing to work together as a team and have a good attitude towards it.

9. RESEARCH METHOD AND THE GROUP OF PEOPLE OR THINGS BEING STUDIED

The current study is used to achieve a specific goal and it uses a method that describes and shows relationships between different things. The study is looking at how the way people think relates to how well they work together in a team. This research looks at 617 people who work for Khorasan Exhaust Company, which is part of Iran Khodro Industrial Group. These people include the vice president, manager, and employees. We used a method called stratified sampling to choose 236 people for our statistical sample, by using a formula created by Cochran to estimate the sample size.

10. WAYS TO LOOK AT AND UNDERSTAND INFORMATION, AND THE THINGS TO USE TO DO IT

The research results were analyzed using SPSS version 23 statistical software and looked at both descriptive and inferential levels. In basic statistics, we used numbers like how often something happened, the average, and how much the numbers varied. In inferential statistics, we will use regression to find out the influence.

The test to check if the group of numbers is normally distributed.

In this study, we used a test called the Kolmogorov-Smirnov (K-S) test to see if the data was normal. The results are in Table (1).

Table: The test to see if the numbers are spread out like they usually are.

The research variable	Kolmogorov-Smirnov	Significance level
Legislator's thinking style	073/1	0.340
Executive thinking style	095/1	0.420
Judgmental thinking style	0.986	0.358
Managers' thinking style	0.862	0.488
The quality of teamwork	0.850	0.802

Table (1) shows that the number Sig for five variables is more than 0.05. So, we can say that the patterns are regular for all the main parts of the study. And we can be 95% sure that all five parts have a regular pattern.

11. DRAWING CONCLUSIONS FROM STATISTICAL DATA

Testing the first part of the research hypothesis from 1 to 11.

Managers' way of thinking in the legislature affects how well their team works together at Khorasan Exhaust Company, which is part of Iran Khodro Industrial Group.

Table 2: examining the relationship between the legislative thinking style of managers and the quality of teamwork

The quality of teamwork		
0.421	Pearson	Legislator's thinking style
0.000	Significance level	
400	Abundance	

Based on the table and analysis, we found that the managers' way of thinking and the teamwork quality at Khorosan Exhaust Company are related. The significance level was less than 0.05, so we reject the idea that there is no relationship. The Pearson correlation coefficient was 0.421, showing a positive connection between the two things.

Regression test was used to see how the thing we changed affected the thing we measured in this idea.

Table 3: Variance analysis of the first sub-hypothesis related to the regression model

R		(R2)	Adjusted coefficient of determination		Standard error	
0/421		0/168	0/166		0/407	
Source of changes	Freedom degree	Sum of squares	Average of squares	F	Confidence level	Significant level
regression	regression	12/04	12/04	72/43	0/95	0/000
left over	232	63/52	0/166		Test result: presence of influence	
Total	235	75/56	-----			

If the table shows that the significance level of the test is 0.000, then we can say that the test is important with a small chance of error (0.05) or with a high level of confidence (0.95). So, we found that hypothesis H1 is true and hypothesis H0 is not true. This means that there is a strong connection between how managers think about laws and the quality of teamwork at Khorasan Exhaust Company, which is part of Iran Khodro Industrial Group. We know this because the determination coefficient R2 is 0.168. Managers' way of thinking explains 16.8% of changes in team work.

Table 4: shows the coefficients of the first sub-hypothesis parameters.

variable title	line slope β	Calculated t	Significant level	Test result
width from origin	1/426	17/00	0/000	Reject the assumption H0
Legislator's thinking	0/349	8/51	0/000	Reject the assumption H0

The Beta coefficient shows that the regression model of this test is important.

The second smaller idea within the main idea of the research is called sub-hypothesis 2-11.

The way managers think affects how well their team works together at Khorasan Exhaust Company in Iran.

Table 4: Examining the relationship between managers' executive thinking style and the quality of teamwork

The quality of teamwork		Legislator's thinking style
0.138	Pearson	
0.007	Significance level	
400	Abundance	

According to the above table (4) and in the obtained analysis, a significance level of less than 0.05 was obtained ($\text{sig} < 0.05$), as a result, the null hypothesis is rejected, that is, between the executive thinking style of managers and the quality of teamwork in the company. There is a significant relationship between the Khorasan Khodro exhaust belonging to the Iran Khodro Industrial Group, and on the other hand, according to the Pearson correlation coefficient (0.138) for the hypothesis, there is a positive correlation between the two variables.

Regression test has been used to test the effect of independent variable on dependent variable of this hypothesis.

Table 5: Variance analysis of the second hypothesis related to the regression model

R		(R2)	Adjusted coefficient of determination		Standard error	
0/138		0/019	0/016		0/440	
Source of changes	Freedom degree	Sum of squares	Average of squares	F	Confidence level	Significant level
regression	3	1/43	1/43	7/40	0/95	0/007
left over	232	74/13	0/194		Test result: presence of influence	
Total	235	75/56	-----			

If the number in the table is 0.007, it means the test is important and there is a 0.05 chance of error or a 0.95 chance of being confident. So, hypothesis H1 is proven true and hypothesis H0 is not true. This means there is a strong connection between how managers think and the quality of teamwork at Khorasan Exhaust Company, which is part of Iran Khodro Industrial Group. This is based on the R2 determination coefficient, which measures how well changes are explained. The total changes by variable x is 0.019 Managers' way of thinking explains about 1.9 percent of changes in teamwork.

Table 6: Parameter coefficients of the second hypothesis

variable title	line slope β	Calculated t	Significant level	Test result
width from origin	1/92	26/30	0/000	Reject the assumption H0
Legislator's thinking	0/107	2/72	0/000	Reject the assumption H0

3-11. The test of the third sub-hypothesis of the research

There is a significant relationship between the judgmental thinking style of managers and the quality of teamwork in Khorasan Exhaust Company affiliated to Iran Khodro Industrial Group.

Table 7: Examining the relationship between the judgmental thinking style of managers and the quality of teamwork

The quality of teamwork		
0.351	Pearson	Legislator's thinking style
0.000	Significance level	
220	Abundance	

Based on the table and analysis, we found that the way managers think affects the quality of teamwork at Khorasan Automobile Exhaust Company. The correlation coefficient shows a positive relationship between these two variables. This means that the way managers think has an impact on teamwork quality at the company.

The regression test was used to see how the independent variable affects the dependent variable in this hypothesis.

Table 8: shows the comparison of the third hypothesis related to the regression model.

R		(R2)	Adjusted coefficient of determination		Standard error	
0/351		0/123	0/121		0/416	
Source of changes	Freedom degree	Sum of squares	Average of squares	F	Confidence level	Significant level
regression	3	9/32	9/32	53/76	0/95	0/000
left over	232	66/24	0/173		Test result: presence of influence	
Total	235	75/56	-----			

If the number in the table is 0.000, then we can say that the test is important with a 0.05 error or a 0.95. So, we found that hypothesis H1 is true and hypothesis H0 is not true. This means that there is a strong connection between how managers think and the quality of teamwork at Khorasan Exhaust Company, which is part of Iran Khodro Industrial Group. This is based on the determination coefficient R2, which is 0.123. Managers' way of thinking explains 12.3% of changes in team work.

Table 9: Parameter coefficients of the third hypothesis

Variable title	line slope β	Calculated t	Significant level	Test result
width from origin	1/65	24/72	0/000	Reject the assumption H0
Judgmental thinking	0/275	7/33	0/000	Reject the assumption H0

11-4. The test of the first main hypothesis

The way managers think affects how well the team works together at Khorasan Exhaust Company in Iran.

Hypothesis: The way managers think does not have a big impact on how well teams work together at Khorasan Exhaust Company, which is part of Iran Khodro Industrial Group.

One idea is that the way managers think is connected to how well teams work together at Khorasan Exhaust Company, which is part of Iran Khodro Industrial Group.

To study how two things that affect how managers think also affect how well teams work together, we use a multiple regression test.

Table 10: shows the differences between the actual and predicted values in the regression model.

R		(R2)	Adjusted coefficient of determination		Watson camera	Standard error
0/887		0/786	0/782		0/327	2/151
Source of changes	Freedom degree	Sum of squares	Average of squares	F	Significant level	
regression	3	117/23	19/53	182/35	0/000	
left over	232	31/93	0/107		Test result: presence of influence: reject the assumption H0	
Total	235	149/16	-----			

The table shows that the Durbin Watson statistic is 2.15, which is between 1.5 and 2.5 this means that the errors are independent, and we can use regression and the regression test at the given significance level. If the number is 0.000, then the test is important with a mistake of 0.05. So, it has been proven that hypothesis H1 is true and hypothesis H0 is not true. The determination coefficient R² is 0.786, which means that 78.6% of the changes in the dependent variable are explained by the independent variables. 78.6 percent of the changes in how managers think can be explained by changes in their commitment, trust, and sense of responsibility, constructive approach, and purpose.

Table 11: Parameter coefficients

Variable title	line slope β	Beta standardized coefficient	Calculated t	Significant level	Test result
Width from the origin	0.460	-----	4/31	0.000	reject the assumption H0
Legislator's thinking style	0.054	0.050	1/23	0.218	reject the assumption H1
Executive thinking style	0.254	0.248	5/25	0.000	reject the assumption H0
Judgmental thinking style	0.182	0.201	4/66	0.000	reject the assumption H0
purposefulness	0.116	0.137	3/62	0.000	reject the assumption H0
Confidence	0.245	0.243	4/009	0.000	reject the assumption H0
responsibility	0.577	0.627	9/66	0.000	reject the assumption H0
Constructive encounter	0.145	0.340	4/66	0.000	reject the assumption H0
commitment	0.201	0.408	4/16	0.000	reject the assumption H0

The table above shows how much each thing affects the overall thing. How managers think and make decisions. According to this, a variable with a higher standardized Beta coefficient is more effective. In this study, we found that being responsible had the biggest impact on how managers think, while having a purpose had the smallest impact.

12. CONCLUSION

Summary of the Main Points

The data was checked to see if it was normal using a test called the Kolmogorov-Smirnov test. It was found that the data is normal for all seven main variables with 95% confidence. Based on the results of Pearson's correlation coefficient, the way the legislator thinks is strongly connected to how well the team works together in Khorasan Exhaust Company, which is part of Iran Khodro Industrial Group. The multiple regression test found that responsibility had the biggest impact on managers' thinking style, with a value of 0.627, while purposefulness had the smallest impact, with a value of 0.137.

In the past 20 years, companies have changed a lot and are now competing to stay alive in worldwide markets. Companies that are spread out in different locations and work together on a global scale use technology and teamwork to make their work easier. One big change is shifting from working alone to working in a team. These groups always have to change to keep up with business changes, so working in teams can help them do that. So, selecting team members is important to think about. When teams do well, they can become more flexible and creative, but when they don't do well, they end up wasting a lot of resources. So, companies should try to make sure their teams are as successful as possible. One of the simplest ways to do this is to pay attention to the people on your team. Actually, a team's success relies on having the best mix of people who can work well together. This issue is important, and researchers and human resource specialists need to do more research on how to choose people for these teams. Work teams are like a better way for people to work together in organizations. They help make things better and get more work done.

Finally, it is recommended that Khorasan Exhaust Company, which is part of Iran Khodro Industrial Group, sees the diversity of its workers as a strength and uses good management to make both the employees and the company perform better. The research showed that having a diverse mix of team members with different educational backgrounds led to better quality work and teamwork. So, companies should see having different ethnicities, genders, and skills as a good thing, not a bad thing. They should use these differences to make the company better. When working on big problems, it's better to have teams with different skills and knowledge. They work better than teams with people who are all similar.

References

- 1) Aghaei Fishani, T. 2000, creativity and innovation in people and organizations, first edition, Tehran, Terme publishing house.
- 2) Benazir, Ali. 2018, Identifying obstacles to teamwork in the automotive industry, the fifth national conference on applied research in management and accounting.
- 3) Zarei, A.A. 2006, investigating the relationship between types of thinking styles and organizational innovation of middle school principals in Shiraz, Shiraz University Master's Thesis.
- 4) Haghghi, Mohammad Ali. Jazni, Nasreen. Ghasemi, Mohammad. 2010, design and explanation of diversity management effect model on organizational commitment, Public Management Perspective, No. 55, 2-41.
- 5) Khorasani, Abaslat; Ebrahimi, Zeinab and Al Murad, Asia. 2012, a new approach in teamwork. Industrial Research Training Center of Iran.
- 6) Saif, Ali. 2008, Modern Educational Psychology (Learning and Education Psychology), Tehran, Doran Publishing House.
- 7) Farrokh, Saif; Ali. 2005, Investigating the joint effect of learning strategies and thinking styles on the understanding of second grade middle school students in Tehran, Psychology and Educational Sciences Quarterly.
- 8) Kazemi, Mehdi; Kermanshah, Ali; Karbasferoshan, Elias. 2011. Investigating the structure of team work quality and modifying the tool for measuring team interactions: conceptual and experimental analysis. Iranian Management Sciences Quarterly. sixth year No. 21. pp. 19-46.

- 9) Mirtahari, Maryam. 2009. Analysis of the willingness to work in a team in science production environments. Master's thesis of Tehran University of Management.
- 10) Mehrdad, Hossein. Biranvand, Perry Investigating the relationship between thinking style and acceptance of change in principals of boys' middle schools in Khorramabad city in the academic year 2010-2011, *Development and Transformation Management Quarterly* 8 (2012), 23-33.
- 11) Anderson, N., Burch, G. J., (2013). "Measuring person-team fit: development and validation of the team selection inventory" *Journal of managerial psychology*, vol 19, no 4, pp 406-426
- 12) Briggs Myers, I. (2013). *Introduction To Type* (5th Ed.). Palo Alto, CA: Consulting Psychologists Press.
- 13) Mohan, T. (2011): Smart cities: implications of urban planning for human resource development, *Human Resource Development International*, 14:5, 623-631