

**The Mediator Roll of Thinking Style in the Relationship  
between Intellectual Capital and Job Behavior between  
Employees of Roads and Urban Development  
Organization of Ardabil province**

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**ABSTRACT** — This paper deals with the mediator role of thinking style in the relationship among staffs of Roads and urban development organization in Ardebil province. This article fulfilled to determine the mediator role of thinking style in relationship between intellectual capital and job behavior of staffs. So the relationship between thinking style and intellectual capital of staffs, relationship between thinking style and job behavior of staffs, and the relationship between intellectual capital and staff's job behavior have been reviewed in this paper. Information on the theoretical part of this study prepared by using library and documentary studies. Scientific information collected from questionnaires of statistical samples through field method. (234 staffs of Roads and urban Development organization in Ardebil Province). Standard questionnaires were such as Bontis Inventory (2014) for intellectual capital variable and Sternberg Inventory (2005) for thinking style variable, and slots Inventory (7389) for job behavior variable. Reliability of the questionnaires in this study were 0,936, 0,783, and 0.833. Data analysis had been done using structural equation modeling such as Pearson correlation coefficients and regression. Results showed that thinking style has the mediating role in relationship between intellectual capital and job behavior of staffs in Roads and Urban development organization in Ardebil province Also there is a significant relationship between thinking style and intellectual capital as well as staffs' thinking style and job behavior.

**KEY WORDS:** *Thinking Style; Intellectual Capital; Job Behavior; Staff*

**Introduction**

The review of human life, the footprint of thinking, knowledge and information is identifiable. Over time by development of communications and trade relations among nations, for the first, thinking and knowledge have been considered as resource to create new opportunities to improve life and business in the environment. In addition to agriculture, business environment experienced industrial atmosphere. After this, new needs appeared on the markets as services. Services bring one more added value for organization. In fact, economic experienced the third part in addition to industrial and agriculture. New forms of services were combined with information, so organizations have been divided into two parts, physical and virtual. Source of wealth for communities and organization changed. This fundamental change leads to changes in economic and business fundamentals in communities. This issue resulted in an increase in the difference between the book value and resource. So it made difference between the value of market and intangible resource of companies and organizations. (Ghaderpour, 2009,41) In the last decades of the twentieth century, we face with the emergence of knowledge-based organizations. In the first decade of the third millennium, we saw the development of knowledge-based societies. Coordination of these communities is undeniable, and irrevocable. Perhaps predict of management scientist, Drucker, is closer to reality. Drucker in this studies concluded that knowledge will be replacement of tools, capital, raw materials and physical labour in business activities. In other words, the relative advantages of firms will not be dependent on physical capital stock such as land, equipment or means of production. But business value creation in firms will be obtained from tangible assets known as intellectual capital (Barazjani: 2011, 67). Hence, it is essential to do research that its aims are to creat intellectual capital and researchers must investigate its effects on organization and study its relationship with other positive variable such as job behavior.

### **A review on the theoretical framework**

In management of modern organizations, it is believed that each of staffs have appropriate job behavior, such a way that they are considered as ethical management model and be as an example inside and outside of the organization. (Ghanbari-e-mazidi, 2014, 78) The study of job behavior in modern organizations is known as part of industrial/organizational psychology that is knowledge with the aim of understanding the behavior of staff in an organization. This field tries to gain cognition about job performance, job satisfaction, and other factors affecting job behaviors, technological features and personal characteristics. (Chamorro, Premuzic and Furnham, 2006: 260). Therefore in order to study and cognition of the factors in flouncing staff behavior in organizations, scientist increasingly focused on positive organizational variables. Among variables, the most significant that attract more attention is intellectual capital. Intellectual capital has close relationship with job behavior. Intellectual capital is new theme that in recent years theoretically has been raised in global level. Since it may be considered as valuable resource for organization, the development of it rapidly converts to an early indicator of development in communities. On the other hand, this intangible resource known as one of the most increasing value of firms. Therefore now emergence of development and management of intellectual capital has been a serious implication on national macro level and in the field of business. With the more towards the knowledge-based economy leads to the dominant paradigm change to an industrial economy, as a way that may be witnessed the emergence of a knowledge-based economy which its basis is intellectual capital. (Anvari-e-rostami, 1999: 57). In a sense, intellectual capital considered as knowledge package that consisted of a set of intangible and hidden resource, fundamentals, culture, behavioral patterns, abilities, merits structures, communications, processes that leant to/result from knowledge. Knowledge foundation based on subjective impressions. In fact intellectual capital is a set of knowledgeable information, intellectual property, experience, competition and organizational learning that can be used to create wealth. Intellectual capital of all staffs include their organizational knowledge and abilities to create more added value, it leads to continues competition (Wen Min Lu, 2015: 71). Intellectual capital has three dimensions; human capital, structural capital, communicative capital. The latter decades of the twentieth century can be accounted wider attention to the concept of intellectual capital. In this decade, the theoretical development in the field of intellectual Capital drew attention of organization to this issues, the definition of new components such as capital fist, introducing measurement models and growing attention to issues such as intellectual property, copyright spiritual, intellectual property rates, brand, and trademarks are features of this decades. (Brazjani, 2013: 81). Now days, concepts of intellectual capital finished its first steps of laboratory and study. It has become an imperative concept in organizational management and at a broader level; it converted to a leadership development of the country. On the other hand, financial markets and investments are heavily focused on intellectual capital. Many regulators of these markets insist on the need for creating frameworks for intellectual capital reporting in companies in addition to financial reports. In fact, in previous years, if intellectual capital and its measurement were the only research topic, and if it is limited to developed nations, today, it is in field of global competition which has made intellectual capital for universe element to competition: As international organization while trying to plan global frame works for countries to manage intellectual capital, considered the growth and development of the capital as an indicator of the development of countries. Therefore, monitoring, managing, and measuring intellectual capital is undeniable necessity whether in national and macro level or in organizational level, (Setayesh & Kazemnejhad, 2009: 76). On the other hand, management and measurement of intellectual capital within the organization as the necessity is very important. Once, just having the physical property was considered a criterion for value. Letter on, professional staff and benefit from new and updated technology were considered. But todays, we can say confidently and clearly that physical assets become amortized, and professional staff leave organizations. Technologies may be inefficient and backward with respect to future technologies. Therefore the art of management and measurement of intellectual. Capital, art of development of intangible, intellectual and non-depreciable assets and more valuable, expand the value-adding capacity of physical financial assets, transfer capabilities and knowledge of professional staff and transforming it to organizational knowledge or into assets under intellectual property in organization, creating endogenous technology or the development of capabilities used in purchased technologies and internal updating of it. (Abbasi, Sedghi, 2010. 63)

### **The Purposes of this study**

Purpose of this study was to investigate the relationship between intellectual capital and job behavior by considering the mediating role of thinking style variable among staff of Roads and Urban Development Organization in Ardabil Province. The goals that will be discussed in details in this paper are:

1. Study of relationship between thinking style and intellectual capital among Roads and Urban Development Organizations' staffs in Ardabil Province.
  2. Study of relationship between thinking style and job behavior among Roads and Urban Development organizations' staffs in Ardabil Province.
  3. Study of relationship between intellectual capital and job behavior among Roads and Urban Development Organizations' staff.
- According to objectives of the study mentioned above, primary and secondary research hypothesis raised t are as follow:

*The main hypothesis*

Thinking style has a mediator role in relationship between intellectual capital and job behavior among the staffs of Roads and Urban Development organization in Ardabil Province.

*The secondary hypothesis:*

1. There is a significant correlation between intellectual capital and thinking style among staff of the organization.
2. There is a significant correlation between thinking style and job behavior among staff of the organization.
3. There is a significant correlation between intellectual capital and job behavior among staff of the organization.

### **Research Methodology**

This study is descriptive and applied research. Its aim is to examine the role of mediator in relationship between intellectual capital and job behavior among staffs of Roads and Urban Development organization in Ardabil province. The population of study are 604 staffs of the Roads and Urban Development organization in Ardabil Province. The statistical sample are 234 people using Morgan table. The subjects are selected accidentally. In this study, due to research objectives and information required to test hypothesis, in addition to questions that raised about demographic characteristics of employees; three questionnaires were used as follow, In order to measure intellectual capital a standard questionnaire (Bontis, 1998, quoted from wan Min Lou, et al 2015) was used. To measure job behavior of staffs, a standard questionnaire (Paterson, quoted from Manavipour, Pir khafi, 1389) was used. To measure thinking style a standard questionnaire (Sternberg, 2005, quoted from Emami pour, Shame-sfand Abad, 7386) was used. Reliability of questionnaire was determined using Cron Bach's Alpha Test that included intellectual capital 0.936, Job behavior, 0.783, and thinking style 0.833.

### **Data analysis**

Due to results of study on gender, it was observed that samples of staffs were 192 male (82%) and 42 female (17.9%). So it seems, findings would be valid among the male than female. In relation to age of samples it was observed that 43 staffs were about 20-30 years old (18.4%), 122 staffs were about 37-40 years old. (52.1) 67 staffs were about 41-50 years old (28.6%) and two staffs more than 51 years old. So it seems that the majority of samples were middle-aged people. In relation to education of staff, it was observed that 38 people were under graduate, 127 staffs were BA, 69 students were MA and there wasn't PHD degree. It seems majority of samples in terms of education were in BA degree that responded to questionnaire. In terms of work experience, 51 people have 5-10 years' experience, 84 people having 10 to 75 years, 99 people having more than 15 year experience. No one had less than 5 year-work experience. It can be concluded that the organization has attracted a small work force in recent years. In addition to main hypotheses, the researcher is going to discuss secondary hypothesis. The first hypotheses of secondary hypothesis claims that here is a significant relationship between thinking style and intellectual capital of staffs in Roads and Urban Development organization in Ardabil Province. According to the table 1, due to the fact that significant level of error test is less than 0.01 for confidence level of 0.99, SO it can be said that the first hypothesis is confirmed. There is a positive significant relationship between thinking style and intellectual capital among staff of Roads and Urban Development organization in Ardabil province. The correlation coefficient between two variable is 0.937. The following Table (2) indicates multivariate regression test for the relationship between thinking style and intellectual capital of staffs. Results of table showed that correlation coefficient between different dimensions of thinking style and dependent variable (intellectual capital) is 0.937, the determined coefficient is 0.879. If statistics of Watson camera would be unacceptable range of 1.5 to 2.5, the lack of correlation between errors test will be accepted. Given that statistics of Watson camera is 1.979, so it can be said that lack pf correlation between errors test. Will be accepted. Due to Table 4, since the significance level test error is less than 0.07 to the confidence level of 0.99 for f, so it can be said that using regression models to examine the impact of variable dimensions of thinking style on intellectual capital is permitted. In other word the independent variables can predict dependent variable. Due to table's results, and given B coefficient, it can be said that predicted B coefficient is 0.383, that is most amount of B, it related to executive dimension, then judicial dimension is 0.383., and at the end B coefficient for legislative dimension is 0.329, which can predict dependent variable (intellectual capital of staff) The secondary hypothesis 2 states that there is a significant relationship between thinking style and job behavior among

staff of the organization. As a result of the Table 5, the test significance error level for a confidence level of 0.99 is less than 0.07. So it can be said that hypothesis of secondary 2 is confirmed. There is positive significance relationship between thinking style and job behavior among staff of the organization. The correlation coefficient between the two variables is 0.573. Multivariate Regression Test for the Relationship between Thinking Style and Job Behavior of staff. The results of Table 6 showed that correlation coefficient between variable dimension of thinking style and dependent variable (job behavior) is 0.627. Determination coefficient is 0.386. If statistics of watson camera would be in acceptable range of 1.5 to 2.5, no correlation between errors test will be accepted. Given that watson camera statistic is 1.836, so it can be said lack of correlation between errors will be accepted. (Table 7) Due to tables Results and with regard to significance level of error test off for confidence level of 0.99 is less than 0.07, so it can be said that use of regression models to examine the impact of variable dimension of thinking style on staff's behavior of the organization is allowed. In the other words independent variable can predict the dependent variable. As a result of Table 8 due to B coefficients , we can say the most predicted amount of coefficient is 0.488 that related to executive dimension , next to .judicial dimension has B coefficient equal to 0.199 which it can predict dependent variable job behavior of staffs. The multivariate regression test, legislator dimension cannot predict the dependent variable.

*Test secondary hypothesis 3:*

There is a significant relationship between capital intellectual and job behavior among staff of roads and urban development in Ardabil province. As a results of Table 9, since significance level of test error for the confidence level of 0.99 is less than 0.01 it can be said that hypothesis 3 is approved. There is a significant relationship between the intellectual capital and behavior among staff of roads and urban development organization in Ardabil province. The correlation coefficient between the two variable is 0.629. Multivariate Regression test for the relationship between intellectual capital and job behavior among staff. As a result of table 10, correlation coefficient between dimensions of intellectual capital variable and the dependent variable is equal to 0.055 and determination coefficient is 0.429. If Watson camera statistics would be in acceptable range of 1.5 to 2.5, no correlation between errors will be accepted due to Watson camera statistic is 1.93. So it can be said that lack of correlation between errors will be accepted .As a result of Table 11 due to significant level off error test for a confidence level of 0.99 is less than 0.01, so it can be said that the use of regression models to examine the impact of variable dimension of intellectual capital on job behavior of staff in roads and urban development organization in Ardabil province is allowed or in the other words, the independent variable can predict the dependent variable. According to the Table 12, due to B coefficient, it can be said that the, most amount of predicted B coefficient is 0.589 that it related to communication capital, then structural capital dimension with B coefficient of 0.092 is next in order to predict the dependent variable job behavior province .so the multivariate regression of human capital cannot predict the dependent variable.

*Main hypothesis test.*

Thinking style has the mediator role in the relationship between intellectual and job behavior among staff of roads and urban development organization in Ardabil province. The main hypothesis of this study that based on thinking style has a mediator role in relationship between intellectual and job behavior among staff were analyzed by confirmatory factor. Moderating the effect of light reflecting on the behavior of staff is calculated as 79% also for this parameter t value is estimated 5.86 so the path coefficient effect of intellectual capital on behavior equivalent are calculated to 88% of employees .also for this parameter t value is estimated 6.75. Therefore it can be concluded that the null hypothesis is rejected with 99% According to the significant and positive coefficients, it can be concluded that thinking style variable has mediating role in relationship between intellectual capital and job behavior of staff. Therefore the mail research hypothesis is confirmed. As shown in figure 1, the results of the study showed that all relation established the research structures also fitting indicators in Table 13 reflects the goodness of fit model. Indicators model according to figure 1 show the appropriateness often measures of the study variables. As well as the degree of freedom of  $k^2$  value is less than 3.with regard to above results we can concluded that overall in fact the collected data are well supported model.

Table 1.Data analysis to determine the Pearson correlation

	statistics	Intellectual capital
Thinking style	Pearson correlation	0.937
	Significance level	0.000
	Number of Samples	234

Table 2 .Summary of multivariate regression model

Correlation coefficient	Determined coefficient	Determination of adjusted coefficient	Watson camera
0.937	0.879	0.877	1.979

Table 3. One-way analysis of variance

	Sum of squares	Degree of freedom	Mean of squares	F	Significance level
Regression	66.65	3	22.27	555.06	0.000
Difference	9.2	230	0.04		
Total	75.86	233			

Table 4. Results of multivariate regression coefficient

P	T	Standard coefficient	Non-standardized coefficient		Predictor variable
			Se	B	
0.000	4.22		0.072	0.305	constant
0.000	11.49	0.329	0.025	0.282	Legislative dimension
0.000	12.18	0.388	0.025	0.309	Executive dimension
0.000	11.78	0.383	0.027	0.314	Judicial dimension

Table 5.Data analysis to determine Pearson correlation

Job behavior	statistics	Thinking style
0.573	The Pearson correlation	
0.000	Significance level	
234	The number of samples	

Table 6.Summary of multivariate regression model

Watson	Adjusted Determination coefficient	Determination coefficient	The correlation coefficient
1.836	0.378	0.386	0.627

Table 7.One-way analysis of variance.

Significance level	F	Means of squares	The freedom degree	Sum of squares	
0.000	48.19	10.6	3	31.82	Regression
		0.22	230	50.62	Difference
			233	82.44	Total

Table 8. Results of multivariate regression coefficient

P	T	Standard coefficient	Non-standardized coefficient		Predictor variable
			SF	B	
0.000	9.47		0.169	1.6	Constant
0.66	0.44	0.028	0.058	0.25	Legislative dimension
0.000	6.8	0.488	0.059	0.404	Executive dimension
0.007	2.71	0.199	0.063	0.17	Judicial dimension

Table 9. Results of relationship between the intellectual capital and behavior

Job behavior	Statistics	Thinking style
0.629	The Pearson correlation coefficient	
0.000	The significance level	
234	The number of sample	

Table 10. Summary of multivariate regression model.

Watson camera	The adjusted determination coefficient	The determination coefficient	The correlation coefficient
1.93	0.427	0.429	0.655

Table 11 .One –way analysis of variance

Significance level	F	mean	freedom degree	the sum of squares	
0.000	57.55	11.78	3	35.35	Regression
		0.205	230	47.09	Difference
			233	82.447	total

Table 12. Results of multivariate regression coefficient.

P	T	The standard coefficient	NO standardized coefficient		The Predictor Variable
		BETA	B	SE	
0.000	-----	-----	1.21	0.167	Constant
0.21	0.007	0.007	0.007	0.111	The human capital dimension
0.042	0.092	0.092	0.12	0/081	The structural capital dimension

Table 13 .The fit results model.

Results	The maximum amount	Obtained data	Indicator	the fit criterion
Goodness fitting	Less than 3	2.9	K <sup>2</sup> /df	K <sup>2</sup> relative to the degree of freedom
	Less than 10	0.01	RMSEA	Mean square root
	Close to 0	0.005	RMR	Residues square root
	More than 0.9	0.97	NFI	Normalized fit index
	More than 0.9	0.98	NNFI	Best fit index
	More than 0.9	0.93	GFI	Comparative fit index
	More than 0.9	0.93	RFI	Relative fit index
	More than 0.9	0.95	GFI	Fitness index
	More than 0.9	0.95	IFI	Additive fit index
	More than 0.9	0.96	A.GFI	Modified fitness index

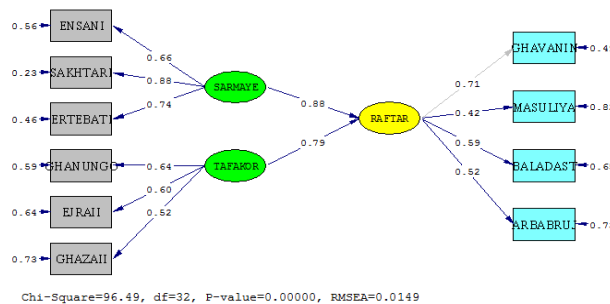


Figure 1. Confirmatory factor analysis of mail hypothesis.

**Results**

The mail hypothesis of this study were analyzed by confirmatory factor analysis. It states that thinking style has the role of mediating in relationship between intellectual capital and job behavior of roads and urban development staff in Ardabil province. In this study the coefficient of the moderating effect of thinking style on job behavior are calculated 79% Also it is estimated 5.86 for t parameters. The path coefficient effect of intellectual capital on the job behaviors of employees is calculated as 88%. It is estimated that the null hypothesis is rejected with 99% confidence due to the significant and positive coefficient. It can be concluded that variable of thinking style in the relationship between intellectual capital and job behavior have a mediating role among staff of the organization,

therefore the main hypothesis of research was confirmed. In explaining this hypothesis can be said that more indicators of thinking style among staff increased the relationship between intellectual capital and job behavior would be increased. Research results of Hafezi, et al (1387), pasha (1388) Manavi pour, khaefi (1389) are. Consist with the results of the study to job behavior role and its relationship with other positive variable of organization. First hypothesis was that there is a significant relationship between thinking style and intellectual capital among staffs was. It was analyzed using Pearson correlation and linear regression due to a significant level of test error was less than 0.01 for the data analysis to determine the Pearson correlation. Confidence level of 0.99. So it was said that first hypothesis is confirmed. There is a significant positive relationship between thinking style and intellectual capital among staffs of roads and urban development organization in Ardabil province: the correlation coefficient between the two variable was equal to 0.937. In explaining the hypothesis, it can be said that indicators of thinking style among staff will increase and improve: the development of intellectual capital will increase so. The second hypothesis was that there is a significant relationship between thinking style and job behavior of staff. It was analyzed using Pearson correlation and linear regression due to the significant level of test error for confidence level of 0.99 which is less than 0.01, the second hypothesis is confirmed. So there is a significant positive relationship between thinking style and job behavior among staff of the organization in Ardabil province. The correlation coefficient between the two variable was 0.573. In explaining the hypothesis, it can be said that more amount of indicator thinking style among staff will increase and improve behavior of them. The third hypothesis was that there is a significant relationship between intellectual capital and job behavior of staffs in the organization. It was analyzed by using Pearson correlation and linear regression due to the significance level of error test for 0.99 confidence level is less there 0.07 therefore hypothesis 3 was confirmed .there is a significant positive relationship between thinking style and intellectual capital among staff .the correlation coefficient between the two variable is equal to 0.629.In explaining this hypothesis can be .said that if intellectual capital indicators increased the job behavior of staff will be increased and improved so. The research results of mazidi (1393) Ahmadian ghorbani (1392) setayesh , kazem nejhah (1388) ghader pour (1388) abbasi , sedghi (1389)barazjani (1392) tan .etal (2007) king ting .and line (2009) chu , etal (2011) carman , etal (2015)wan .min Lou , etal (2015) Rae also con sistment .on the results of current stud on the role of intellectual capital .it had sensed appositve relationship with other variables of staff in the organization conclusion. Due to the results, managers and planners of roads and urban development organization in Ardabil province von improve theirs staff intellectual .capital with planning. Management and staff training, they can improved the characteristics of legislative thinking tile and its dimension which involves , I doing thing theist own way rather than pre-determined problems feel free to legislative and policy the administrative thinking style involves the use of methods and other laws , lack of interest in new structures and desire to do thing with the guidelines set . the judicial thinking style involves judgment about people and thing expressing critical views and assessment programs tend to compare different perspectives to gather .managers planned to improve their employees intellectual capital and its dimensions such as human capital involves (increasing the level of competence between employees , succession training program for replacement staff , schedules and timing of the development organization its support for the teamwork of staff , develop and main taint internal relations among different grows within the organization , new ideas in the organization , support training and up grading , creating and intelligence of employees satisfaction of organization employees working at its best having regular employment to program to recruit the best applicants , pondering and thinking about work staff , staff training and other work by his organization , encourage employees to express their ideas in griup dies sessions , staff working in the organization believed that it can achieved maximum productivity from employees. The structural capital involves the lowest cost of per transaction , improving the ratio of cost to gained income improving income per employee in the organization compared to similar organization the best least time complete a transaction in the organization , support and implementation of large percentage of their ideas their organization , bragging rights for being efficient organizing knowledge sharing within the organization and divided as it should the organization s information system simplitres the access to relevant information if the organizations readiness to continue the good performance large by some employees the organization lack of bureaucracy in the organization family intimacy between the staff the organization family intimacy between the staff the organization culture supportive and comforting no people who reduce their organization s performance. The communicative capital involves customer sates faction of organization reduce time to solve customer problem, increase the level of market share, continuing relationship our long term stable with customer trying to maintain value added services, customer loyalty, having more customer in relation to new business, good relationship with the customer to understand their needs, capabilities to understand target markets and clients lack of concern for. The desires and thoughts of customer's investor's satisfaction and employee satisfaction in doing things and new services, ensure the continuation of feedback. According to the results of the study .it can be said that managers and planners of

organizations can improve the behavior of employees and dimensions related to them. These dimensions involve compliance with labor laws including efforts to protect the privacy of their career administrative regulations and agree not to observe discipline and processing of business rules. Sense of responsibility for work having responsibility for work task honest work without the Supervision of a superior and pitying work. Communicate with superiors and colleagues uphold and respect to the trouble communicate with clients and applicants having respectful behavior with clients and customers, solving their problems lack of frequently asked questions and irreverent not too angry to customers. Even outside the scope of the task referred to them.

### Practical suggestions

Due to the hypothesis of the study, thinking style relationship between intellectual capital and job behavior has a mediating role, as well as between employees thinking style and intellectual capital and so between thinking style and behavior of employees. There is a significant positive relationship between intellectual capital and job behavior. It is suggested that managers and planners of the organization with purpose of improving their employees thinking style can improve the situations eventually and improves their intellectual capital dimensions and their job behavior.

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