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COMPARING INTELLECTUAL CAPITAL & ORGANIZATIONAL TRUST IN UNIVERSITY

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ABSTRACT

In today economics-oriented competitive environment which is based on knowledge, the organization's knowledge & intellectual capital(IC) is recognized as a competitive advantage for organizations. The intellectual capital is the key driver for academic competition & performance betterment. The organization not able to develop its IC won't have the capability to survive & organizational trust (OT) plays a fundamental role in the development of organization's IC. The present study pursues the goal to compare the intellectual capital & organizational trust in Mazandran Medical Sciences University. The research is descriptive-correlative where the statistical community includes all faculty members of Mazandran Medical Sciences University. The sampling method is categorized random based on which 264 subjects have participated in the study. Two researcher-made questionnaires have been used as the measurement tool. Face validity & content validity have been used to establish the questionnaires' validity. To determine reliability, α -Cronbach has been used. The α -Cronbach has been obtained 0.87 for intellectual capital and 0.81 for organizational trust. In order to analyze the data, inferential statistics (correlation coefficient & t-test) tested by SPSS software have been applied. The study derived findings suggest that there is no meaningful difference between organizational trust and intellectual capital among female & male faculty staff. There is no significant difference between organizational trust and intellectual capital among the clinical training groups & basic sciences. The correlation coefficient results imply that a meaningful relationship exists between organizational trust and intellectual capital & its dimensions (human capital, structural capital, relational capital & innovation capital). Mazandran Medical Sciences University directors and officials are recommended to pay attention to all dimensions & components of IC in the organizational promotion plans & also to increase the organizational trust in order to develop intellectual capitals among the university staff.

Keywords: *Intellectual Capital, Organizational Trust, Human Capital, Structural Capital, Relational Capital*

INTRODUCTION

At the present time competitive environment which is economics-oriented knowledge based, the organization's IC & knowledge is recognized as the competitive advantage for the organizations. The intellectual capitals, organizations & institutions will achieve more successes in the competitive markets future horizons. At the moment, IC has turned as the very vital driving force for sustainable credibility of a system in today competitive environment (Zeghal and Maalou, 2010). IC sometimes recognized as intangible knowledge capitals & assets includes intellectual material, knowledge & information & also as the intellectual ownership the organizations can use to create knowledge (Kong, 2008). In another definition, IC is known as a set of knowledge-oriented assets allocated to an organization and considered as its characteristics and through increasing value for the organizations key shareholders, it remarkably results in the organization's competitive status (Marr, 2004). The analysis of the intellectual classifications indicates that totally there are 4 main classes of IC as human capital, structural capital, relational capital & innovation capital accepted as the constituents of IC (Mehrabizade *et al.*, 2011).

Human capital is a collection of implicit & explicit skills, competencies & knowledge of human forces ((Ramirez *et al.*, 2007). Wang & Chang (2005) asserted that the structural capital points to the existing intraorganizational structures and processes employed by the employees and through this way, they utilize their knowledge and skills. Moon & Kym (2006) offered a definition of the structural capital with respect

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to some indices as learning culture, organizational processes, informational systems, intellectual ownership & organizational structure. The relational capital refers to all knowledge learned from the relations that an organization maintains with its environment including customers, suppliers, the scientific circles and also the commitments and capabilities of the organization's employees to communicate with the scientific circles & the other research institutes (Rashidi *et al.*, 2010) and the innovation capital is the ability to organize & execute research & development and constantly generate more advanced products & technologies in order to respond to the customers & lift their satisfaction through this way. As the importance of knowledge increased, the innovation capital has turned as the core of the intellectual capital to lead the company towards sustainable development pathway (AlemTabriz *et al.*, 2009).

Since universities are rich in intellectual capital & are viewed as the most critical source of creating, distributing, transferring & spreading knowledge, undoubtedly the correct management of IC constituting elements & subcomponents will have the basic role in IC development. Among this, the authorities assume the organizational trust as the management strategy, the organization's capital & basis serves a fundamental role in every organization's IC development (Khavandkar *et al.*, 2013). Organizational trust encompasses the individuals' positive expectations & the expectations the organization's staff have from the directors' & the other members' competency, reliability & benevolence (Shavaran *et al.*, 2012). And it covers both types of interpersonal trust & institutional trust. The interpersonal trust can be divided into two categories as the horizontal trust, that is, the trust among the staff in each other & the vertical one among the staff & the director (Mohammadzade *et al.*, 2013). These trusts are based on competency, benevolence & or credibility & the institutional trust is the very trust of the organization's staff in the strategy & perspective of the organization, its technological competency, fair structures & processes & human resources policies. The authorities believe that the organizational trust results in sharing knowledge in the organization & all individuals sharing the corporate information & knowledge and paves the ground for accessing the individuals to exchange intellectual capital (Farhang *et al.*, 2010). The organizational trust plays a noticeable role in increasing participation & collaboration in the organizations and creates an opportunity for the individuals in the organization to cooperate and has a great effect on the group cohesion & synergy (Shirazi *et al.*, 2012).

The study results by Sankowska (2013) demonstrate that the organizational trust has a significant relationship with knowledge creation & knowledge transfer and also a positive relationship with the organizational innovativeness. Knowledge creation is made due to trust-innovativeness association and knowledge transfer as a result of trust- knowledge creation relationship.

The research derived results by Huan-Yansu (2012) show that enhancing the organizational trust & moral values leads to knowledge sharing, cooperation, creativity & better problem solving & organizational learning that in the long run brings about increased structural capital and through directing the staff ethics & trust, there will be better interactions & communications between the staff & the shareholders leading to raised relational capital.

The study results by Isaac, Herremans and Kline (2010) display a positive & meaningful relationship between interactive behavior & mutual trust between the staff and the IC components.

The results from Sharafi & Abbaspour research (2013) indicate that the mean academic system performance has been average in the faculty members' mind and has a significant relationship with human, relational & structural capitals.

Besides the study findings have suggested that a meaningful relationship exists between academic system performance & the subcomponents as the faculty members, students, employees, corporate culture, communications, industry & scientific interactions.

The research results by Nasiripour *et al.*, (2013) imply that indices such as culture promotion results in intellectual capital development and there is a significant association between organizational culture and intellectual capitals. Ebrahimi *et al.*, (2012) in their research found out that the organizational trust has a positive impact on the staff's tendency to share professional knowledge & experiences. Trusting organizational capabilities, trusting the organization integrity and trusting benevolence have positive effect on the staff's tendency to share professional knowledge & experiences.

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Bahrami *et al.*, (2011) in their research discovered that IC and its components have been lower than average in the province based state universities and the relationship between human capital, structural capital & relational capital has been positive & significant. On the one hand, a meaningful difference has been observed between the mean IC components in the universities in terms of location & working record but in terms of the other demographic features, the difference hasn't been meaningful.

The study results gained by Huang & Hsueh display that the structural capital & relational capital in this organization have been average; while human capital has been lower than average and out of the three intellectual capital dimensions, human capital has had more influence on the other dimensions and the organizational performance.

Smith & Shoho (2007) discovered that no meaningful difference has been observed between the teachers' trust levels based on their gender but there is a significant difference between their trusts based on their scientific rank and the more we move from assistant professor to mastership, the credibility drops.

Ribiere (2005) in a research concluded that in today economics, the organizations trying to survive in the competitive situation have to be both the creators of intellectual capitals and facilitator of the trust process. He has mentioned trust as a basic facilitator for knowledge creation.

In the past decades, the organizational trust & intellectual capital analysis was more utilized in non-state organizations and this issue resulted in the state organizations, like universities & research centers, being more interested in this issue. It is vivid that the main goal of higher education system is to create and spread knowledge and also invest in research & human resources. Universities are viewed as the field for nurturing educated human beings, scholars and developing agents, the community pioneer & the source of production, science, knowledge creation & spread and rich in intellectual capitals; for this reason, its intraorganizational affairs get specifically important and to win the trust of the staff, faculty members and the students in such an organization and also promoting professional commitment among them will be directly effective in this system output. Therefore regarding that the higher education system is one of the most extensive chartered social institutions in terms of size, extension & variety of intellectual capitals, though utilizing the organizational trust framework as a heuristic tool, they have the potential to solve newborn management problems, spread intangible resources and communicate with the shareholders and society and in fact develop intellectual capital. Due to the significance of the organizational trust & intellectual capital in an organization's development and considering this point that so far no research has been conducted in the countrywide Medical Sciences universities about intellectual capital & organizational trust; thus the present research has been performed in order to answer the following questions:

- 1) *Is the IC level different among female & male faculty members?*
- 2) *Is the organizational trust level different among female & male faculty members?*
- 3) *Is the IC level different between the clinical education & basic sciences groups?*
- 4) *Is the organizational trust level different between the clinical education & basic sciences groups?*
- 5) *Is there a meaningful relationship between the intellectual capital components & the organizational trust in Mazandran Medical Science University?*

MATERIALS AND METHODS

Methodology

This is a descriptive-analytical study of correlative type; the study statistical community is made up of all Mazandran Medical Sciences University affiliated faculty members as 390 subjects. Sampling method is categorized random. In order to establish sample size, Cochran formula has been used based on which 264 subjects participated in this research. The two researcher-made inductive questionnaires have been used as the measurement tool in this study. In order to measure the variables, first a comprehensive study has been done about intellectual capital & organizational trust in the relevant literature to design the indices and the preliminary questionnaire. Then discussion & exchanging ideas with this scientific field experts have been done and via taking their comments, the required variations have been applied and finally the intellectual capital & organizational trust polling questionnaire with the relevant questions, IC

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with 4 dimensions (human capital, structural capital, relational capital & innovation capital) and 72 items & the organizational trust with 5 dimensions (capability, honesty, participation, knowledge sharing, stability) & 33 items have been prepared. These questionnaires have been built according to 5-option Likert scale from 1-5. To define the questionnaires' Validity, face validity and content validity by qualitative method have been employed.

Face validity & content validity have been done based on the experts' judgment. Considering the nature of this research being newfangled & interdisciplinary, the experts from diverse scientific fields encompassing economics, management, psychology, educational research and educational management have analyzed the questions and at last, the questionnaire derived from these experts' exchanged discussion & comments has been developed. In order to set the tool reliability in the internal consistency, α -Cronbach has been calculated. α -Cronbach has been gained 0.87 for the IC questionnaire and 0.81 for the organizational trust that imply the necessary reliability. Descriptive statistics & inferential statistics have been used to analyze the gathered data. Central indices and dispersion (mean, median, mode, and standard deviation) have been employed to describe data and to define the variables' relationship, correlation coefficient & to compare the level of IC, the organizational trust based on gender & the educational groups, independent t-test tested by SPSS 18 have been utilized.

RESULTS AND DISCUSSION

Results

Having distributed 372 questionnaires, 267 ones & finally, 264 questionnaires with analyzed data have been gathered. Out of the total study samples, 62% were men & 38 women. About the participants' frequency distribution in terms of the educational group, 162 clinical (61.6%) & 102 basic sciences (38.4%) subjects have participated in the survey.

1) Is the IC level different among female & male faculty members?

Table 1: t-test of IC mean comparison among female & male faculty members

Dimensions	Group	No.	Mean	S.D	T Statistics	Freedom Degree	P value	Test result
Intellectual capital	Men	164	3.86	0.56	-1.43	262	0.151	Not meaningful
	Women	100	3.96	0.53				

As the above table depicts, the mean intellectual capital in men group is 3.86 & the standard deviation is 0.56 and in women, it is 3.96 with the standard deviation of 0.53. That with respect to t -value as -1.43 & Sig.value more than 0.05; we conclude that no meaningful difference exists.

2) Is the organizational trust level different among female & male faculty members?

Table 2: t-test of OT mean comparison among female & male faculty members

Dimensions	Group	No.	Mean	S.D	T Statistics	Freedom degree	P value	Test result
Organizational trust	Men	164	3.93	0.51	-1.49	262	0.137	Not meaningful
	Women	100	4.03	0.56				

As seen in the above table, the mean organizational trust in men group is 3.93 & the standard deviation is 0.51 and in women, it is 4.03 with the standard deviation of 0.56. That given the t-value as -1.49 & Sig. value more than 0.05, we conclude that there is no meaningful difference.

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3) Is the IC level different between the clinical education & basic sciences?

Table 3: t-test of IC mean comparison among the clinical & basic sciences groups members

Dimensions	Group	No.	Mean	S.D	T Statistics	Freedom degree	P value	Test result
Intellectual capital	Clinical	162	3.89	0.56	-0.329	262	0.742	Not meaningful
	Basic sciences	102	3.92	0.53				

As observed in the above table, the mean intellectual capital in the clinical group is 3.89& the standard deviation is 0.56 and in the basic sciences, it is 3.92 with the standard deviation of 0.53. That given the t-value as -1.320 & Sig. value more than 0.05, we draw the conclusion that no significant difference has been seen.

4) Is the organizational trust level different between the clinical education & basic sciences groups?

Table 4: t-test of OT mean comparison among the clinical & basic sciences groups members

Dimensions	Group	No.	Mean	S.D	T Statistics	Freedom degree	P value	Test result
Organizational trust	Clinical	162	3.98	0.55	0.421	262	0.674	Not meaningful
	Basic sciences	102	3.95	0.51				

As depicted in the above table, the mean organizational trust in the clinical group is 3.98& the standard deviation is 0.55 and in the basic sciences, it is 3.98 with the standard deviation of 0.51. That given the t-value as 0.421 & Sig. value more than 0.05, we conclude that there is no meaningful difference.

5) Is there a meaningful relationship between intellectual capital components & the organizational trust in Mazandran Medical Science University?

Table 5: Pearson correlative correlation between IC dimensions and OT

Variables	Organizational trust	Sig.level	Confidence level	No.
Intellectual capital	0.811	0.000	95%	264
Human capital	0.697	0.000	95%	264
Relational capital	0.782	0.000	95%	264
Structural capital	0.741	0.000	95%	264
Innovation capital	0.774	/0.000	95%	264

The statistical computations revealed that, there is a relationship between the intellectual capital & organizational trust ($r=+0.81$), between the human capital & organizational trust variables ($r=+0.697$), between the structural capital & organizational trust variables ($r=+0.741$), between the relational capital & organizational trust variables ($r=+0.782$) & between the innovation capital & organizational trust variables ($r=+0.774$).

Regarding the fact that in all of these dimensions, the significance level 0.000 has been estimated and is smaller than 0.05, thus the estimated relationship is meaningful in all of the dimensions. Therefore with confidence level 95%, we can state that there is a meaningful relationship between the organizational trust & intellectual capital, the organizational trust & human capital, the organizational trust & structural capital, the organizational trust & relational capital and the organizational trust & innovation capital.

Discussion and Conclusion

The major goal the current study pursues is to compare the intellectual capital & organizational trust in Mazandran Medical Sciences University. The study researchers assume that one of the critical issues worth focusing on Mazandran Medical Sciences University is to identify & enhance the internal

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environment dimensions in group synergy. Without a set of values & norms, it is impossible to realize & maintain the intellectual & IQ capitals. Of such values, we can mention the organizational trust. This research based statistical calculations indicate that no significant difference exists between the mean male & female experts' comments in terms of the intellectual capital. These study results are consistent with the findings obtained by Ebrahimi *et al.*, (2012), proposing that no meaningful difference is seen in terms of gender in the IC. The current research results denote that there has been no meaningful difference between the mean female & male experts' comments regarding the organizational trust. This research results are compatible with those gained by Smith & Shoho (2007) suggesting that no significant difference has been observed between the teachers' trust in terms of gender. The study results show that the intellectual capital & organizational trust level differs between the clinical educational groups & the basic sciences, among the studies conducted; there has been no documentation for verifying or rejecting the study question.

The present research results revealed a meaningful relationship between the intellectual capital & organizational trust, the findings are in line with the studies performed by Ebrahimi *et al.*, (2012), Nasiripour *et al.*, (2013), Kazemi & Ramezani (2012), Isaac *et al.*, (2010) & Ribiere (2005). In fact, when the organization's members find out that their colleagues & the other ones have goodwill in their relationships and are not merely looking for their own benefits, they will strive to be honest, stable & conscientious & deal with sharing their professional information & experiences and participate in the organizational affairs.

The present study findings demonstrated that there's a meaningful relationship between the human capital & organizational trust. The obtained results in this research are consistent with those achieved by Pinjani & Palvia (2013), Sankowska (2013), and Swift & Huang (2013), Huan –Yansu (2012), Asgharizade (2009), Nazem & Motalebi (2011), suggesting that trust is the fundamental facilitating factor in human capital development. No doubt, when the relations among university members, i.e., directors, staff, faculty members & the students are based on trust & these people are honest & open-minded, the organization's members also take steps in sharing their professional ideas & experiences & support each other by integrating their capacities & capabilities.

This research derived findings as the existence of a meaningful relationship between the organizational trust & structural capital, the universities can pave the ground for professional cooperation among the university members, design educational courses based on learning the up-to-date subjects, optimal cooperation between the university & the other universities and organizations, new facilities, change the corporate structure, reform the educational processes, accept the comments and criticisms in the university so that they play a more effective role in the emergence & occurrence of structural capital.

The result obtained in the study match with those by Nasiripour (2013), Farhang *et al.*, (2010) & Swift & Huang (2013), Huan –Yansu (2012), Farsani (2012), Nazem & Motalebi (2011), Nazem & Pourshafiee (2011), Yildiz (2014). When the university directors take measures for the universities formal & informal relations with the external stakeholders & exchanging information between the university & the stakeholders through holding question-answer sessions & acquiring the university internal & external clients' views including teachers, students, patients and the staff to enhance communications & cooperative collaborations between the organization members, the ground is prepared for building trust in the university.

This research based findings suggest that a significant relationship exists between the organizational trust & innovation capital. These findings are consistent with those gained by Chen *et al.*, (2008), Leana & Pil (2006), Zheng (2008), Kohtamaki *et al.*, (2004), Kaasa (2008) Sankowska (2013), the organizational trust facilitates innovation through uplifting & motivating interpersonal & various organizational units' cooperation & coordination. Verily, of the direct organizational trust advantages is accessing the information & innovation. The research based results have demonstrated that the intellectual capital level is different between female & male faculty members; the organizational trust level differs between female & male faculty staff, the intellectual capital level among the clinical education & basic sciences groups is different, the organizational trust level differs among the clinical education & basic sciences groups.

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There is a meaningful association between the intellectual capital & the organizational trust in Mazandran Medical Sciences University.

Also a significant relationship has been spotted between human capital, structural capital, relational capital, innovation capital and the organizational trust. In doing this study, there have been some limitations including regarding the novelty of the research subject & lack of background that could exclusively explain the association between the intellectual capital & the organizational trust in terms of gender & the clinical education & basic sciences groups, the researcher ran into limitations to compare & point out the previous research cases' results. On the other hand, the study statistical community being related to the faculty members of Mazandran Medical Sciences University & lacking the generalization potential for other countrywide Medical Sciences Universities, thus the would-be researchers are recommended to obtain the identified dimensions & components and also to analyze each of the intellectual capital components separately & through identifying the broader dimensions in Medical Sciences Universities.

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