

A STUDY OF THE IMPACT OF INTELLECTUAL CAPITAL
ON ORGANIZATIONAL COMMITMENT: THE MEDIATING
ROLE OF ENTREPRENEURIAL ORIENTATION (CASE
STUDY: HIGH SCHOOL TEACHERS IN SAVEH)

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Abstract

Schools and educational institutions have been faced with variety of changes in today's knowledge-based era. These changes are obvious in their educational methods, teaching methods, etc. hence; Teachers have to enhance their knowledge, skills and competencies for higher and more innovative performances. Moreover, they need to be more motivated and more committed and look for more innovative and creative solutions which increase the overall effectiveness of the school and lead to individual success. Therefore, the purpose of present research was aimed to study the impact of intellectual capital on organizational commitment with the mediating role of entrepreneurial orientation. The present research was practical in terms of objectives, correlational-descriptive in terms of method of data collection and quantitative in terms of type of collected data. The population consisted of 400 of the high school teachers in Saveh among whom 196 individuals were chosen as the sample size using stratified random sampling method. The results demonstrated the positive impact of intellectual capital on organizational commitment, intellectual capital on entrepreneurial orientation and entrepreneurial orientation on organizational commitment. Moreover, the mediating role of entrepreneurial orientation on intellectual capital and organizational commitment was approved.

Keywords: intellectual capital, entrepreneurial orientation, organizational commitment.

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Introduction

Although organizations accepted the importance of entrepreneurship for today's world of competition and higher performance, they did not achieve considerable success due to lack of appropriate infrastructure for entrepreneurship (Zheng et al., 2010). Organizations nowadays are placed in situations in which tendency toward entrepreneurial activities is vital to them. Therefore, they should provide conditions which rule entrepreneurship atmosphere all over the organization and individuals are able to tend to entrepreneurial activities in the organization individually and in a group (Dehghan NajmAbadi et al., 2013). On the other hand, schools and educational institutions have been faced with variety of changes in today's knowledge-based era. These changes are obvious in their educational methods, teaching methods, etc. In the meantime, teachers are the most important factors in schools and they are responsible for creative and innovative methods of teaching and academic achievement of students (Baulladauf & Cravens, 2002). Therefore teachers have to enhance their knowledge, skills and competencies for higher and more innovative performances. Moreover, they need to be more motivated and more committed and look for more innovative and creative solutions which increase the overall effectiveness of the school and lead to individual success.

Hence the organization's employees, who are the schools' teachers, are the most valuable assets and capital of the organization. The higher the quality of the capital, there are stronger probability of survival, success and promotion within the organization. Organizational commitment is of the interested subjects in relation to organizational capital. Organizational commitment is an attitude towards employees' loyalty to the organization and its success and welfare (Robbins, 2005). In the meantime, there are several factors which have impact on organizational commitment and entrepreneurial orientation. Intellectual capital is one of the factors (Mohammad et al., 2013; Chen & Wang, 2009).

According to the fact that employees play an important role in the process, special attention should be paid to their skills, knowledge, information and experiences in the form of organization's intellectual capital. Intellectual capital is known as a knowledge-based asset which is the key driver for sustainable competitive advantage (Sydler et al., 2014). High performance and commitment is known as a key index for entrepreneurship which should be known, protected and developed by the employees in order to maintain and improve the organization's performance in today's market changes (Phusavat et al., 2011). Therefore,

according to the subject and its importance, the present research was aimed to study the impact of intellectual capital on organizational commitment of high school teachers in Saveh with the mediating role of entrepreneurial orientation.

Theoretical basis of research and hypotheses development

Intellectual Capital

Intellectual capital nowadays is one of the intellectual components of organizations in the twenty first century. This type of capital is known as a resource-based theory and it is named as "strategic resource" (Zeghal & Maaloul, 2010). Marr (2004) defined intellectual capital as a set of knowledge-based assets which are allocated to an organization. Moreover, it helps to the improvement of the organization's competitive situation considerably through adding value to the organization's key stockholders. According to Su & Carney (2013), intellectual capital is defined as organizational knowledge and intelligent capabilities which promote the organizations' human capital. In addition, according to Sydler et al. (2014) quoted from Curado et al. (2011), assets which are associated with knowledge and are considered as key drivers for sustainable competitive advantage are often considered as intellectual capital in the view of theory based on enterprise resources.

Although presented definitions for intellectual capital are not acceptable to everyone, most of the related researchers and scholar have consensus on the definition of intellectual capital in terms of its components. According to most of the studies, components of intellectual capital consisted of human capital, structural capital and correlational capital (Moon & Kym, 2006). Human capital refers to knowledge, experience, skill, competencies, attitude, commitment and wisdom of managers and employees (Hsu & Fang, 2009). Moon and Kym (2006) defined human capital using indices such as employees' capabilities, employees' satisfaction and employees' constancy. Structural capital refers to all non-human assets of organizational capabilities which have been used to meet the market needs (Bontis, 1998). Moon and Kym (2006) defined structural capitals according to indices such as organizational culture, organizational processes, information systems and intellectual ownership. Eventually, correlational capital refers to all acquired knowledge in an organization's relationship with its environment including customers and stockholders (Moon & Kym, 2006). According to Bontis (1998), customer's capital is the

most important part of a correlational capital because an organization's success depends on customer's capital.

Entrepreneurial Orientation

Miller (1983) believed that a company could have entrepreneurial orientation if it provides constant innovations in products, it is risk-taker, and it has active behaviors (Davis et al., 2010). Entrepreneurial orientation is a strategic advantage which has been realized in the study of opportunities and these affairs are organized in order to use such opportunities (Huang & Wang, 2013). Entrepreneurial orientation is defined as strategic approaches and methods adopted by companies in business activities (Pearce et al., 2010). Wiklund & Shepherd (2005) indicated that entrepreneurial orientation is strategic orientation of the company in the connection between the specific components of entrepreneurship and decision-making procedures and organizational performance. Entrepreneurial orientation increases the ability of companies to identify pure and innovative opportunities which lead to profit (Lumpkin & Dess, 1996).

Rauch et al. (2009) expressed that despite extensive attention has been paid to the entrepreneurial orientation, there are a few studies on the five dimension of entrepreneurial orientation of Lumpkin and Dess (innovativeness, risk-taking, proactiveness, autonomy and competitive aggressiveness) and most of the studies were conducted on the three dimensions (innovativeness, risk-taking, proactiveness) identified by Miller (1983). These three dimensions also employed in the present investigation in order to study entrepreneurial orientation.

Innovativeness refers to the maximum amount of ingenuity in products, services and technology. Risk-taking refers to organizational orientation in order to achieve new innovations to gain more profit with less probable losses (Aktan & Bulut, 2008). Proactiveness refers to a company's attempts to outdo the rivals using new technologies and sell new products and services in markets (Awang et al., 2010).

Organizational commitment

Organizational commitment is an important concept in the literature of organizational behavior and human resource management since 1980s. In this regard, it can be expressed that companies should use methods to manage their human resources which lead to the employees' tendency to stay in the company in order to achieve a sustainable competitive advantage (Dhar, 2015). These methods helps the employees to perform their job functions with high efficiency

and this leads to more commitment to the job and organization they are working in it (Imran et al., 2014). Organizational commitment leads to the person's general feeling about the organization. On other words, the psychological connection which an employee needs to establish with his organization is in association with behavioral investments which are conducted in order to keep the employees and proportion their values and objectives to the organization (Joo, 2010). Luthans (2006) expressed that orientation encompasses a set of definitions including "strong desire to join and stay in a particular company", "desire to work towards what is the objective and aim of the organization" and "specific beliefs and acceptance of the values and goals of the organization by the members". In fact, organizational commitment expresses the extra effort of the employees for the benefit the organization and strong desire to maintain membership in the organization (Supriyanto, 2013).

Allen & Meyer (1990) identified three types of commitment which leads to general organizational commitment and forms the tripartite model of organizational commitment: affective commitment, normative commitment and continuance commitment (Raub & Robert, 2013). Affective commitment is the most important part of organizational commitment which is defined as one's dependency or attachment to the organization. Normative commitment is defined as a kind of commitment and necessity which leads the employees to stay with the organization. Continuance commitment refers to "need to stay with an organization due to the high cost of leaving" (Morrow, 2011).

Finally, it can be said that there are several researchers about the relationship between the variables. Some of the researches are mentioned in the following. According to Chahal & Bakshi (2014), intellectual capital leads to competitive advantage and performance improvement. Mohammad et al. (2014) studied the impact of intellectual capital on organizational performance with the mediating role of entrepreneurial orientation and concluded that all the dimensions of intellectual capital had positive impacts on entrepreneurial orientation. In another investigation, Branswijck & Everaert (2012) demonstrated that existence of intellectual capital leads to the emergence of organizational commitment. Moreover, the results indicated that companies emphasized the importance of intellectual capital in all their annual reports. Zehir et al. (2012) conducted an investigation entitled "the impact of organizational entrepreneurship on organizational citizenship behavior and organizational commitment" and concluded that there is a positive relationship between organizational entrepreneurship and organizational citizenship

behavior and this relationship could last through the mediating role of organizational commitment. Simon et al. (2011) conducted another research entitled "effects of entrepreneurial orientation and committing to the objectives on performance" and indicated that commitment to the objectives in companies with entrepreneurial orientation leads to a considerable increase in sales growth. Eventually, Chen & Wang (2009) studied intellectual capital and organizational commitment and demonstrated that intellectual capital has a positive impact on organizational commitment and the employees' commitment should be enhanced by investment on intellectual capital in innovative and creative industries.

According to the objectives of the research, hypotheses of the research derived from literature review, and the theoretical framework (Figure 1) is designed.

H₁: There is a positive impact of intellectual capital on organizational commitment.

H₂: There is a positive impact of intellectual capital on entrepreneurial orientation.

H₃: There is a positive impact of entrepreneurial orientation on organizational commitment.

H₄: There is a positive impact of Intellectual Capital on organizational commitment with the mediating role of entrepreneurial orientation.

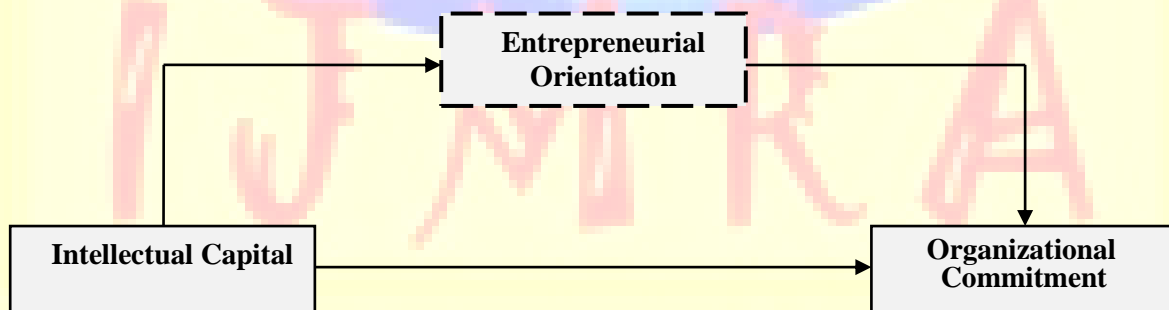


Figure 1: Theoretical Framework

Research Methodology

Since the present research was aimed to determine the causal relationship between intellectual capital, entrepreneurial orientation and organizational commitment, it was practical in terms of objectives, correlational-descriptive in terms of method of data collection and quantitative in

terms of type of collected data. The population consisted of 400 of the high school teachers in Saveh among whom 196 individuals were chosen as the sample size using stratified random sampling method. Data collection tools were standard questionnaires. The standard questionnaire of Moon and Kym (2006) with 41 questions was used for the evaluation of intellectual capital, standard questionnaire of Allen and Meyer (1990) with 9 questions was utilized to evaluate organizational commitment and standard questionnaire of Lumpkin and Dess (1996) with 11 questions was used to evaluate entrepreneurial orientation. Moreover, Structural Equation Modelling (SEM) together with Smart PLS software were used to check the research hypotheses.

Cronbach's alpha method was used to check the questionnaire's reliability. In addition, divergent and convergent validity were employed in order to determine the questionnaire's validity which the obtained coefficients are listed in table 1.

Table (1): AVE and Reliability Assessment

OC			EO			IC			Variables
Normative	Continuance	Affective	Proactiveness	Risk-Taking	Innovativeness	Relational Capital	Structural Capital	Human Capital	Dimensions
0.42	0.53	0.53	0.56	0.47	0.62	0.60	0.64	0.42	AVE
0.89	0.74	0.86	0.86	0.84	0.90	0.83	0.77	0.88	Cronbach's alpha

As it is demonstrated in table 1, it is obvious that all the variables in the model had high reliability. Since all the Cronbach's alpha coefficients related to the research variables are more than 0.7, proper fitting of the model is approved. Moreover, the criterion value for the acceptance level of AVE is 0.4 (Magner et al., 1996). As it is obvious in the above table, all the AVE values are more than 0.4 and this indicates acceptable convergent validity of the questionnaire.

The differences between a construct's indices and other constructs' indices in the model lead to divergent validity. This is done through comparison of square root of AVE for each construct with correlation coefficients between the constructs. This matrix is shown in table 2.

Table (2): Discriminant Validity

Dimension of Variables	Human Capital	Structural Capital	Relational Capital	Innovativeness	Risk-Taking	Proactiveness	Affective	Continuance	Normative
Human Capital	0.782								
Structural Capital	0.342	0.795							
Relational Capital	0.392	0.111	0.780						
Innovativeness	0.393	0.115	0.308	0.847					
Risk-Taking	0.259	0.178	0.290	0.333	0.856				
Proactiveness	0.503	0.107	0.133	0.289	0.413	0.766			
Affective	0.493	0.265	0.293	0.135	0.113	0.291	0.838		
Continuance	0.206	0.336	0.237	0.334	0.233	0.289	0.245	0.797	
Normative	0.264	0.295	0.183	0.333	0.116	0.094	0.228	0.220	0.780

As it is clear from the above matrix, the square root of the AVE of each variable was greater than the correlation coefficient of that variable with other variables (the values in the same column and the same line); this implies the acceptability of the divergence validity of the variables.

At the next stage, relations between were investigated using structural model in the PLS method which in both states the T-value and Standardized Estimation of the results were recorded. First, in order to confirm the hypotheses of the research the Bootstrapping command of Smart PLS software was used that the output shown in Figure 2 shows the t coefficients. When t values in a range is more than +1.96 and less than - 1.96, it indicates the significance of the relevant parameters and subsequently confirming the research hypotheses. As indicated in Figure 2, the coefficients of t among the three main structures of research are all above 1.96 which indicates the acceptance of the research hypotheses.

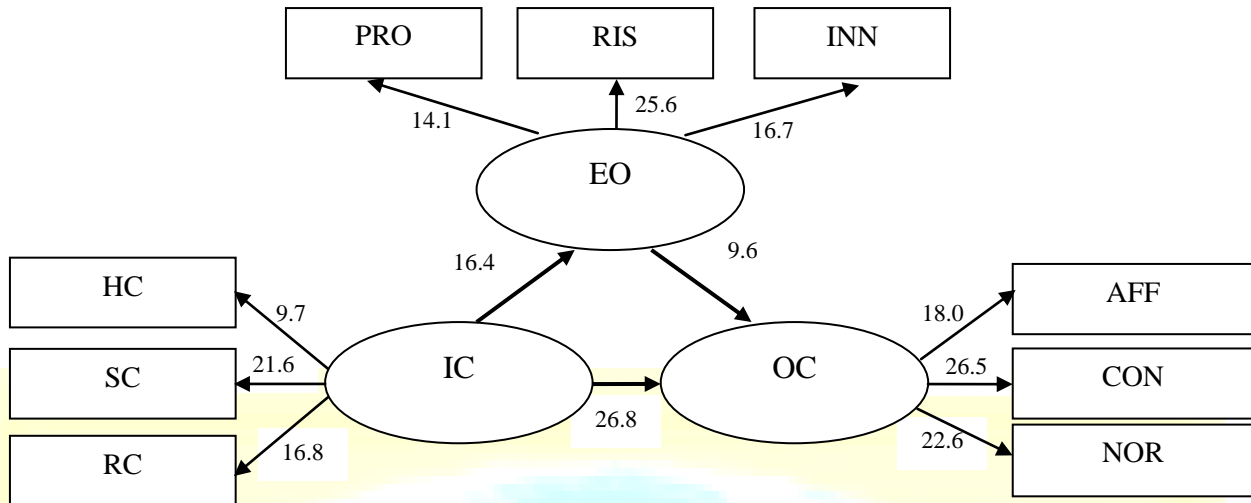


Figure (2): Research model with significant level

After checking the acceptance of hypotheses, the intensity of causal relationship between the components was also assessed using Smart PLS software. As shown in Figure 3 (performing the model in the standard estimation), the relationships between the three main components of the research are significant and positive; therefore, intellectual capital has a significant and positive effect on organizational commitment that according to the standard output coefficients of Smart PLS Software, 57% of the organizational commitment's changes are predicted by intellectual capital. The impact of intellectual capital on entrepreneurial orientation (39%) and entrepreneurial orientation on organizational commitment (33%) are positive and significant. Coefficients of the causal paths among the three main components of the study show the direct effects of intellectual capital on organizational commitment and indirect effects of intellectual capital on organizational commitment through the mediating role of entrepreneurial orientation so that a direct impact on the amount of 57%, indirect impact on the amount of 12% ($39\% \times 33\%$) and the total impact on the amount of 69% ($57\% + 12\%$) have been explained.

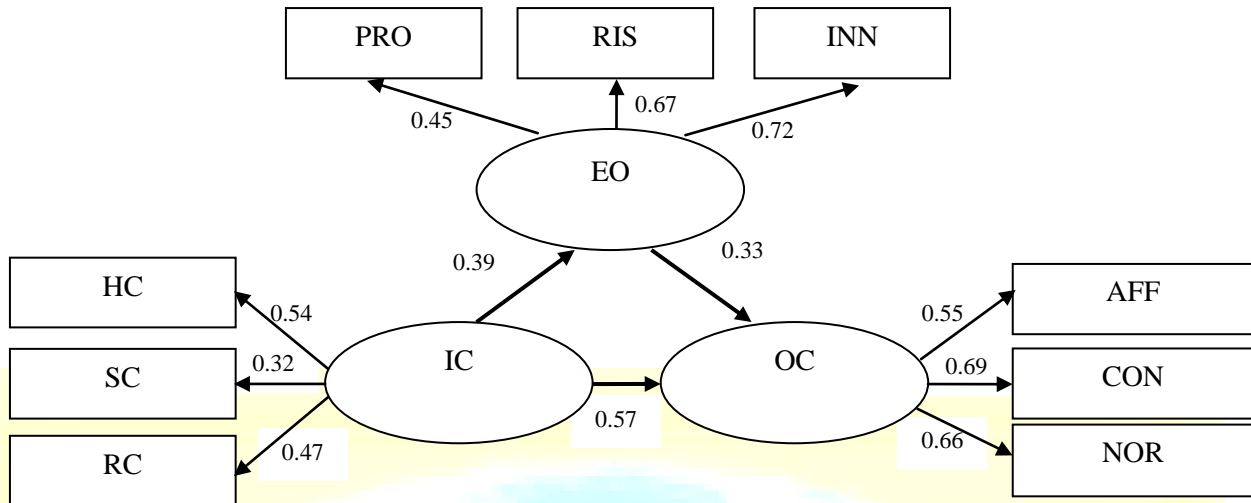


Figure (3): Research model with path coefficients

As it was mentioned, the output of the Smart PLS software approved the research hypotheses. Eventually, the indirect impact of intellectual capital on organizational commitment was studied through the mediating role of entrepreneurial orientation and it was demonstrated that entrepreneurial orientation plays a significant role between the two intellectual capital and organizational commitment variables.

Conclusion

As it was stated, many of the researchers believe that high levels of commitment and performance in employees depend on interorganizational environment. Employees have more commitment and higher performance when they have positive feelings towards their work and good understanding of their organization which this comes from paying attention to acquisition of knowledge and skills within the organization and in relation with the employees' job. In fact, the organization's attention to knowledge and skills or organizational intellectual capital on other words is an important factor for more commitment. Moreover, existence of entrepreneurial atmosphere among the organizational members has impact on their commitment. Organizational members' tendency towards entrepreneurship also depends on the existence of knowledge resources in the organization. More intellectual capital and knowledge in the organization leads to the development of entrepreneurship orientation and enhancement of organizational success.

It was demonstrated by the approval of the research first hypothesis that intellectual capital has a significant and positive impact on the organizational commitment of the high school teachers in Saveh. On other words, paying attention to organizational intellectual capital such as human capital, structural capital and correlational capital leads to more commitment of the employees to their organizations. In this regard, Chen and Wang (2009) indicated in their investigation that intellectual assets have impact on the employees' commitment and they are considered as the background of organizational commitment. In fact, employees with high levels of knowledge and skills can understand the ongoing changes in the market and they have stronger commitment to the organization. In addition, employees increase their skills in order to increase long-term market value and job security. In this regard, their commitment to the organization will increase. The obtained results are also in line with the findings of Branswijck & Everaert (2012) which concluded that intellectual capital has impact on organizational commitment.

The second research hypothesis referred to the positive and significant impact of intellectual capital on entrepreneurial orientation of the high school teachers in Saveh. On other words, it can be expressed that paying attention to intellectual capital leads to enhancement of competencies and capabilities of human resources, acquisition of knowledge, learning and innovation. This factor also leads to increase of entrepreneurial activities in the organization compared to the other organizations. In this regard, the results of the present research are in line with the findings of Mohammad et al. (2013) and Chahal & Bakshi (2014) which indicated that all the dimensions of intellectual capital including human, structural and correlational capitals have positive impact on entrepreneurial orientation and intellectual capital make the way into improvement of characteristics of products and services and development of new products smooth in future.

According to the results, the third research hypothesis demonstrated a positive and significant relationship between entrepreneurial orientation and organizational commitment of the high school teachers in Saveh. In this regard, Simon et al. (2011) demonstrated that commitment in companies with entrepreneurial orientation is more than companies without entrepreneurial orientation. Therefore, existence of commitment in organizations has a direct relationship with the amount of entrepreneurial orientation. Moreover, Zehir et al. (2012) indicated that entrepreneurship, innovation and risk-taking have relationships with organizational commitment

and expressed that existence of entrepreneurial atmosphere in an organization increases the employees' commitment. All the mentioned results were in line with the findings of the present research.

Eventually, the obtained results from the fourth hypothesis indicated that entrepreneurial orientation plays a mediating role between intellectual capital and organizational commitment of teachers. In this regard, it can be expressed that paying attention to human, structural and correlational capitals of the teachers leads to the development and growth of entrepreneurial activities and make the teachers satisfied. Therefore, they will be more committed to the organization and the schools could have an increase in efficiency and productivity obviously. Hence it is proposed to increase the level of job satisfaction, organizational commitment and entrepreneurial activities of the teachers through activities such as development of knowledge abilities of the teachers, participation in teamwork, team making and development of the teachers' intellectual possession. It is also proposed to increase the knowledge and improve the skills of the teachers in line with their empowerment on one hand, and on the other hand, to increase their commitment to the organization through paying special attention to their willing and decisions in organizational decision-making.

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