

An Investigation into the Relationship between the Leadership Style and Intellectual Capital in the Governmental Organizations in the City of Kerman

Eghbal Paktinat, Reza Saeidian, Nayere Poursargol, Mohammad Hossein Pouraskari*

Islamic Azad University, Sirjan Branch, Iran

ABSTRACT

The present study is carried out with the purpose of pursuing an investigation into the relationship between leadership style and the elements of intellectual capital in the governmental organizations in the city of Kerman. The study population includes the staff of five organizations selected from the governmental organizations of Kerman city (715 employees). The obtained sample for this study consists of 250 people selected through stratified random sampling. Then, they were analyzed using leadership style and intellectual capital questionnaires. The results show that there is no significant correlation between task-oriented leadership style and intellectual capital in governmental organizations in the city of Kerman. In case of correlation between task-oriented leadership style and the elements of intellectual capital, it was found that there is significant inverse correlation between task-oriented leadership style and human resource in the governmental organizations of the city of Kerman; while, no correlation was found between task-oriented leadership style and structural capital and relational capital. On the other hand, the results indicate that there is a direct and significant correlation between relational leadership style and intellectual capital in the governmental organizations of the city of Kerman. Moreover, direct correlation between relational leadership style and the three components of intellectual capital (namely, human resource, structural capital, and relational capital) was also supported. At the end, based on the results some suggestions are provided for managers and other researchers.

KEYWORDS: leadership style, intellectual capital, governmental organizations

INTRODUCTION

The past decade was the beginning of intangible strategic resources growth in the organizations. Globalization of markets has made the organizations to enhance their competitive advantage by paying more attention than ever to their intangible assets, which cannot be imitated or gained by the competitors. In that regard, knowledge and intellectual capital are key drivers of the organization's performance survivor [1]. In order to be aggressive and maintain the competitive position, the organizations should be able to sustain, develop, organize, and employ their intellectual capital. They also have to stabilize their intellectual capital prior to their competitors'. The existing literature shows that the value of an organization largely depends on management and efficiency of intellectual capital [2].

Intellectual capital can be taken as a new tool for gaining organizational intangible values [3]. Sveiby [4] and Dierks [5] stated that the managers can achieve their strategic goals and thereby more rapid development of the organization would be gained through effective management of intangible assets [3]. One of the effective approaches for turning the intellectual capital of an organization into value-adding intellectual capitals is by paying attention to the leadership style. Mindful leadership has fundamental importance in the development of intellectual capital of an organization [6]. The significance of the matter is particularly vital in case of the governmental organizations where there are plenty of financial and nonfinancial resources and that they play a crucial and sensitive role in the social and economic system and are extremely influential in setting the social and economic relations. Therefore, for the purpose of enriching the existing theoretical bases, this article along with introducing leadership style and intellectual capital attempts to answer whether there is a correlation between the leadership style from the Fiddler's point of view and the elements of intellectual capital in the governmental organizations in the city of Kerman.

Leadership and Leadership Style

Investigating leadership dates back to thousands of years. It has been proven that victory or defeat in wars, business, sports, and so forth is largely related to their leadership, and that the phenomenon of leadership has amazing impact on human performance and behavior [7]. Among the variety of definitions for leadership, a commonality can be seen: social influence [8] is defined as the result of coaching the influence on subordinates through establishing connection with them in reaching the organization's objectives [9]. In other words, leadership means the capability in exerting influence on the group and guiding them towards desired goals [10].

The way a leader uses his or her influence to reach the objective is called leadership style. The two leadership roles or tasks should be demonstrated in two different ways. The managers who pay more attention

*Corresponding Author: Mohammad Hossein Pouraskari, Islamic Azad University, Sirjan Branch, Iran,
Email: Mohammad.63313@gmail.com

to solve the problems by supervising the staff to ensure that the affairs are conducted satisfactorily are those who adopt task-oriented leadership strategy. For them, doing the task is more important than members' growth or meeting individuals' satisfaction. On the other hand, relational-oriented managers attempt to motivate individuals instead of controlling them. They try to exhibit friendly behavior and establish a relationship based on mutual respect and trust with the members and employees. They allow involvement of employees in making decisions that affect their job and destiny [11].

Intellectual Capital

The subject of intellectual capital has been considered since 1990s. It even can be said that its outset dates back to 1980 when some of those involved in the service industry in Sweden proposed a topic for intellectual capital in financial reports [3]. Different authors have interpreted intellectual capital in various forms [12] and the concept of intellectual capital has most often been a basis for discussion. However, it is not always defined well and different words are used to interpret this concept [13]. Bontis believes that the intellectual capital is the attempt to use knowledge effectively (final product) versus data (raw material) [cited from 14]. Edvinson and Malon [15] say that intellectual capital which is the information and knowledge used for performing the job is for making value [16]. Intellectual capital is a knowledge that the organizations employ to attain competitive advantage and includes: human capital (individuals' knowledge, skills, and capabilities), structural capital (procedures, processes, and data bases), and relational capital (the interaction between individuals and their communication networks) [17]. Human capital is employees' skill or creativity which can be improved through promoting investment in training programs for them. The human capital is employees' experience and specialty which increase the organization's effectiveness [18]. It is a capacity for accomplishing affairs in different situations to create tangible and intangible assets [16].

Organizational dimension of intellectual capital is defined as structural capital [19]. Edvinson and Malon [15] state that structural capital is intangible assets that employees cannot move as they leave the organization [20]. Structural capital is defined as the whole assets that allow organization's creativity. The mission, perspective, fundamental values, operational strategies and systems, and internal processes of a company can be considered as these types of assets [19].

Relational capital includes all relations that exist between an organization and every other people or organizations. These people and organizations can include customers, dealers, employees, suppliers, officials, communities, creditors, investors, etc. customer capital is taken as a bridge and organizer of intellectual capital mission. It is a determining factor in turning intellectual capital into market value. This capital includes the strength and royalty exist in relationship with customer [21].

Study Background

The research in the field of leadership and leadership style appreciates the importance of employing various leadership styles. In an investigation, Ahmadvand *et al.* [22] found a positive and direct correlation between relational leadership style and job satisfaction. Gholami *et al.* [23] in a leadership style-related study noticed a significant correlation between learning organization and transformational, transactional, and laissez faire leadership styles. In their paper, Moradi *et al.* [24] determined that transactional-transformational leadership style has significant correlation with organizational justice. Seyyedi *et al.* [25] in their study reported a poor correlation between benevolent authoritative management style deployed by staff managers and consultative-collaborative management style employed by staff managers with organizational commitment of staff employees. Jafari *et al.* [26] in their paper showed that relational leadership style has significant correlation with decision-making and learning quality indicators. In addition, the relational leadership style is significantly correlated with four out of eight performance indicators, namely supervision, decision-making, learning quality, and planning. Evkallet *et al.* [27] demonstrated in their paper that leadership style affects teamwork and organizational environment, and the organizational environment impacts creativity and efficiency of the organization, although the leadership can also directly affect efficiency of the organization.

In addition to novelty of intellectual capital subject, several studies have been conducted inside and outside of the country indicating the significance of intellectual capital. Aligholi *et al.* [28] showed in their study that knowledge management, intellectual capital, and their dimensions have positive effect on competitive advantage. Abbasi *et al.* [29] explained in their research that coefficient of performance of every elements of intellectual capital has positive and significant influence on rate of return of equity. Moreover, the companies with higher intellectual capital have better financial performance. Mojtahedzadeh *et al.* [30] illustrated in their study that intellectual, human, customer (relational), and structural capital, in separate and independent study, have significant correlation with performance, while in a concurrent review, only the correlation of structural and human capitals with performance is significant. Ghorbani *et al.* [31] in their study found out that effective and optimal use of financial and intellectual resources by the companies affect profitability indicator. Moreover, the performance of human capital affects performance negatively. The findings of Shojae *et al.* [32] imply positive influence of each component of intellectual capital on organizational performance of banking industry where human, structural, and customer capitals have the highest rate of impact, respectively. Huanget *al.* [33] in their article learned that all of the intellectual capital elements (human, structural, and relational) have positive and significant role in producing knowledge. Negahet *al.* [34] in their study found out that the elements of intellectual capital affect knowledge-sharing in a way that relational capital positively impact knowledge-sharing, in contrast, human and structural capitals affect it negatively. Young *et al.* [20] in their paper demonstrated a positive

correlation between human capital and knowledge production. Tan et al.[35] discovered that, first, there is a positive and significant correlation between intellectual capital, and current and future financial returns of the company, and second, the impact of intellectual capital on financial return of the companies differs in different industries. Helena et al. [36] in their study investigated the impact of intellectual capital components on financial performance in hotel industries in Slovenia. The outputs showed that, first, there is a significant positive correlation between the components of intellectual capital and financial performance in this industry, and second, the high impact factors of relational capital in comparison with other components of intellectual capital affects financial performance of companies. Yang Choi et al. [3] in a study noticed that, first, there is a positive significant correlation between the components of intellectual capital and the performance of companies, and second, the increase in intellectual capital depends on value-creation and strategic-reserve of them in an organization [37].

The Conceptual Model of the Study

To understand the correlation between leadership style and intellectual capital, Fig. 1 is taken as the conceptual model of the research based on which the relations between different elements are analyzed.

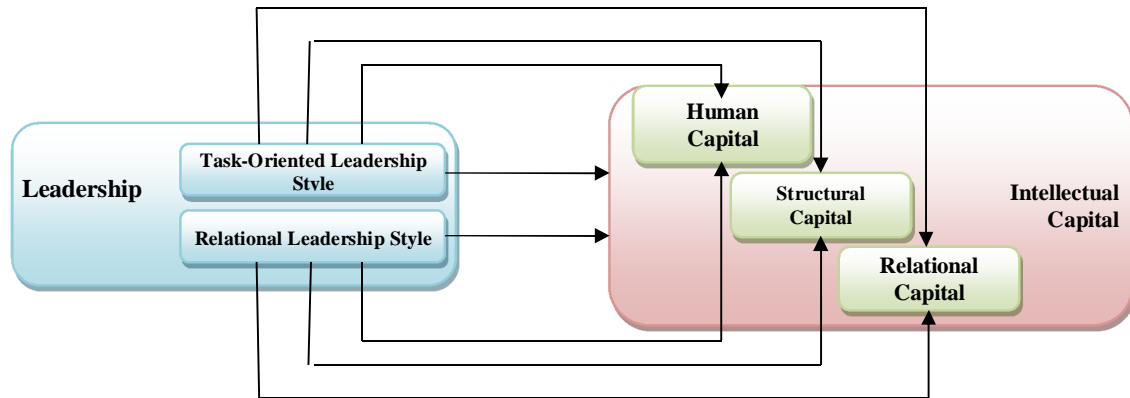


Fig 1.Conceptual Model of the Research

Hypothesis 1: there is a correlation between the task-oriented leadership style and intellectual capital in the governmental organizations in the city of Kerman.

Hypothesis 1-1 there is a correlation between task-oriented leadership style and human capital in the governmental organizations of the city of Kerman.

Hypothesis 1-2 there is a correlation between task-oriented leadership style and structural capital in the governmental organizations of the city of Kerman.

Hypothesis 1-3 there is a correlation between task-oriented leadership style and relational capital in the governmental organizations of the city of Kerman.

Hypothesis 2: there is a correlation between the relational leadership style and intellectual capital in the governmental organizations in the city of Kerman.

Hypothesis 2-1 there is a correlation between relational leadership style and human capital in the governmental organizations of the city of Kerman.

Hypothesis 2-2 there is a correlation between relational leadership style and structural capital in the governmental organizations of the city of Kerman.

Hypothesis 2-3 there is a correlation between relational leadership style and relational capital in the governmental organizations of the city of Kerman.

MATERIALS AND METHODS

The present study is an action research in terms of purpose and is correlational in terms of essence and descriptively in which the field data collection method is used employing a standard questionnaire.

The research population includes staff employees of five organizations selected from the governmental organizations of the city of Kerman (715 employees), which on the basis of Cochran formula 250 samples were determined using stratified sampling. With respect to each organization, the statistical population and samples are presented in Table 1.

Table 1. Statistical and samples of present study

Organization	Statistical Population	Statistical Sample
Organization of Labor and Social Affairs	86	30
Organization of Economic Affairs and Finance	178	62
Organization of Cultural Heritage and Tourism	205	72
Organization of Housing and Urban Development	167	58
Organization of Industries and Mines	79	28
Total	715	250

In this study, the leadership style is measured using the leadership behavior description questionnaire (LBDQ). It consists of 30 questions and measures managers' leadership style from task-oriented and relational dimensions. For measuring intellectual capital, the standard questionnaire of intellectual capital is utilized. It consists of 19 questions to measure intellectual capital from the view of human, structural, and customer capitals. The reliability of leadership style and intellectual capital questionnaires is determined, in turn, equal to 0.932 and 0.951 using content validity method (experts' opinions). Additionally, calculated reliability (Cronbach's alpha) is 0.854 and 0.875 for leadership style and intellectual capital, respectively.

RESULTS

Hypothesis 1: there is a correlation between task-oriented leadership style and intellectual capital in the governmental organizations of the city of Kerman.

H₀: there is no correlation between task-oriented leadership style and intellectual capital in the governmental organizations of the city of Kerman.

H₁: there is a correlation between task-oriented leadership style and intellectual capital in the governmental organizations of the city of Kerman.

To examine the level of correlation between task-oriented leadership style and intellectual capital in the governmental organizations of the city of Kerman, Pearson and Spearman's correlation coefficient have been used (quantitative variables). The results from this test are presented in Table 2.

Table 2. Correlation coefficients between task-oriented leadership style and intellectual capital

Variable	Intellectual capital						Correlation	Type
	Pearson's correlation coefficient			Spearman's correlation coefficient				
Task-oriented leadership style	Number	p-value	Correlation coefficient	Number	p-value	Correlation coefficient	No	---
		208	0.653	-0.031	208	0.980		

The results from Pearson and Spearman's correlation coefficient show that there is no correlation between task-oriented leadership style and intellectual capital in the governmental organizations of the city of Kerman (P>0.05).

Hypothesis 1-1 there is a correlation between task-oriented leadership style and human capital in the governmental organizations of the city of Kerman.

Human capital is one of the three components of intellectual capital. For investigating the level of correlation between task-oriented leadership style and human capital in the governmental organizations of the city of Kerman Pearson and Spearman's correlation coefficients (quantitative variables) have been utilized. The results from this test are presented in Table 2.

Table 3. Correlation coefficients between task-oriented leadership style and intellectual capital

Variable	Human capital						Correlation	Type
	Pearson's correlation coefficient			Spearman's correlation coefficient				
Task-oriented leadership style	Number	p-value	Correlation coefficient	Number	p-value	Correlation coefficient	Yes	Inverse
		208	0.006**	-0.189	208	0.005**		

*Significant at the 0.05 level, ** significant at the 0.01 level

The results from Pearson and Spearman's show that there is a significant correlation between task-oriented leadership and human capital in the governmental organizations of the city of Kerman (P<0.01, r=-0.195 and -.189)

Hypothesis 1-2 there is a correlation between task-oriented leadership style and structural capital in the governmental organizations of the city of Kerman.

Structural capital is one of the three components of intellectual capital. For investigating the level of correlation between task-oriented leadership style and structural capital in the governmental organizations of the city of Kerman Pearson and Spearman's correlation coefficients (quantitative variables) have been utilized. The results from this test are presented in Table 3.

Table 3. Correlation coefficients between task-oriented leadership style and structural capital

Variable	structural capital						Correlation	Type
	Pearson's correlation coefficient			Spearman's correlation coefficient				
Task-oriented leadership style	Number	p-value	Correlation coefficient	Number	p-value	Correlation coefficient	No	---
		208	0.318	-0.070	208	0.525		

The results from Pearson and Spearman's show that there is a no correlation between the task-oriented leadership style and structural capital in the governmental organizations of the city of Kerman.

Hypothesis 1-3 there is a correlation between task-oriented leadership style and relational capital in the governmental organizations of the city of Kerman.

Relational capital is one of the three components of intellectual capital. For investigating the level of correlation between task-oriented leadership style and relational capital in the governmental organizations of the city of Kerman Pearson and Spearman's correlation coefficients (quantitative variables) have been utilized. The results from this test are presented in Table 4.

Table 4. Correlation coefficients between task-oriented leadership style and relational capital

Variable	Relational capital						Correlation	Type
	Pearson's correlation coefficient			Spearman's correlation coefficient				
	Number	p-value	Correlation coefficient	Number	p-value	Correlation coefficient		
Task-oriented leadership style	208	0.258	-0.079	208	0.342	-0.066	No	---

The results from Pearson and Spearman's show that there is a no correlation between the task-oriented leadership style and relational capital in the governmental organizations of the city of Kerman.

Hypothesis 2: there is a correlation between the relational leadership style and intellectual capital in the governmental organizations in the city of Kerman.

H₀: there is no correlation between relational leadership style and intellectual capital in the governmental organizations of the city of Kerman.

H₁: there is a correlation between relational leadership style and intellectual capital in the governmental organizations of the city of Kerman.

To examine the level of correlation between relational leadership style and intellectual capital in the governmental organizations of the city of Kerman, Pearson and Spearman's correlation coefficient have been used (quantitative variables). The results from this test are presented in Table 5.

Table 5. Correlation coefficients between relational leadership style and intellectual capital

Variable	Intellectual capital						Correlation	Type
	Pearson's correlation coefficient			Spearman's correlation coefficient				
	Number	p-value	Correlation coefficient	Number	p-value	Correlation coefficient		
Relational leadership style	208	0.000**	0.474	208	0.000**	0.454	Yes	positive

*Significant at the 0.05 level, ** significant at the 0.01 level

The results from Pearson and Spearman's show that there is a significant correlation between relational leadership and intellectual capital in the governmental organizations of the city of Kerman ($P < 0.01$, $r = 0.474$ and 0.454)

Hypothesis 2-1 there is a correlation between relational leadership style and human capital in the governmental organizations of the city of Kerman.

To examine the level of correlation between relational leadership style and human capital in the governmental organizations of the city of Kerman, Pearson and Spearman's correlation coefficient have been used (quantitative variables). The results from this test are presented in Table6.

Table 6. Correlation coefficients between relational leadership style and human capital

Variable	Human capital						Correlation	Type
	Pearson's correlation coefficient			Spearman's correlation coefficient				
	Number	p-value	Correlation coefficient	Number	p-value	Correlation coefficient		
Relational leadership style	208	0.000**	0.855	208	0.000**	0.851	Yes	positive

*Significant at the 0.05 level, ** significant at the 0.01 level

The results from Pearson and Spearman's show that there is a significant correlation between relational leadership and human capital in the governmental organizations of the city of Kerman ($P < 0.01$, $r = 0.855$ and 0.851).

Hypothesis 2-2 there is a correlation between relational leadership style and structural capital in the governmental organizations of the city of Kerman.

To examine the level of correlation between relational leadership style and structural capital in the governmental organizations of the city of Kerman, Pearson and Spearman's correlation coefficient have been used (quantitative variables). The results from this test are presented in Table7.

Table 7. Correlation coefficients between relational leadership style and structural capital

Variable	Structural capital						Correlation	Type
	Pearson's correlation coefficient			Spearman's correlation coefficient				
	Number	p-value	Correlation coefficient	Number	p-value	Correlation coefficient		
Relational leadership style	208	0.000**	0.845	208	0.000**	0.838	Yes	positive

*Significant at the 0.05 level, ** significant at the 0.01 level

The results from Pearson and Spearman's show that there is a significant correlation between relational leadership and structural capital in the governmental organizations of the city of Kerman ($P < 0.01$, $r = 0.845$ and 0.838).

Hypothesis 2-3 there is a correlation between relational leadership style and relational capital in the governmental organizations of the city of Kerman.

To examine the level of correlation between relational leadership style and relational capital in the governmental organizations of the city of Kerman, Pearson and Spearman's correlation coefficient have been used (quantitative variables). The results from this test are presented in Table 8.

Table 8. Correlation coefficients between relational leadership style and relational capital

Variable	Relational capital						Correlation	Type
	Pearson's correlation coefficient			Spearman's correlation coefficient				
	Number	p-value	Correlation coefficient	Number	p-value	Correlation coefficient		
Relational leadership style	208	0.000**	0.433	208	0.000**	0.465	Yes	positive

*Significant at the 0.05 level, ** significant at the 0.01 level

The results from Pearson and Spearman's show that there is a significant correlation between relational leadership and relational capital in the governmental organizations of the city of Kerman ($P < 0.01$, $r = 0.433$ and 0.465).

DISCUSSION

The findings of this study further affirm the importance of paying more attention to leadership styles and intellectual capital in the organization. The findings show that there is no significant correlation between task-oriented leadership style and intellectual capital in the governmental organizations of the city of Kerman. Since in task-oriented leadership style the manager and leader have no trust in their subordinates and the relation between them is based on fear and intimidation, so the least amount of attention is paid to the organization's intellectual capital, and the leader and managers do not take an effective step towards crediting intellectual capital. In addition, it was found that there is an inverse, significant correlation between task-oriented leadership style and human capital as a component of intellectual capital in the governmental organizations of the city of Kerman. In other words, using task-oriented leadership style in an organization paves the way for ignoring human capital. A manager, who adopts task-oriented leadership style, by isolated individual establishment of the objectives and guidelines, never allows his/her employees or subordinates to have voice or get involved in decision making. Moreover, the results imply no correlation between the task-oriented leadership style and structural and customer capitals in the governmental organizations of the city of Kerman. Leader's behavior in determining the correlation between him/her and group's members, his/her efforts for creating an accurate time pattern, communication channels, procedures, and methods lays the way for the analysis of structural capital including all non-human resources in the organization which encompasses data bases, organizational curves, operational instructions of processes, strategies, operational programs, and in general whatever more valuable than financial value for the respective organization. In case of correlation between relational leadership style, and intellectual capital and its elements (human, structural, and customer capitals) in the governmental organizations of the city of Kerman, the research results indicate positive and strong correlation. The behavior and leadership style which brings friendship, mutual trust, respect, and gentleness to the relationship between the leader and group's members is a kind of driving force, and progress and development engine of intellectual capital and its elements (human, structural, and customer) in the organization.

Suggestions and solutions based on the results

1. With respect to the negative correlation between task-oriented leadership style and human capital in the governmental organizations in the city of Kerman, it was determined that employing task-oriented leadership style in the organizational lays the ground for ignoring human capital. The senior managers of the governmental organization in the city of Kerman are suggested lesser use of task-oriented leadership style's elements: determination of his/her relation with group's members, creation of strict time pattern, communication channels, procedures, and methods to pave the way for developing and supporting human capital.

2. With respect to the positive correlation between relational leadership style and intellectual capital in the governmental organizations of the city of Kerman, the respective managers are recommended to adopt relational leadership style. In other words, it would be proper that managers behave in friendly, and mutually

trusting, respectful, gentle manners towards the organization's employees with the purpose of intellectual capital development.

3. With respect to the direct correlation between relational leadership style and the elements of intellectual capital (human, structural, and customer capital), the managers are recommended not only to employ the elements of task-oriented leadership style instead of controlling people to produce further motivation in them, but also to have friendly behavior and to establish a relationship based on mutual respect and trust for the members and employees, and allow them to involve in the decision with direct impact on their job and future. In this way, the ground for growth of the knowledge of the organization's employees (human capital) and non-human resources is laid. The latter includes data bases, organizational curves, operational instructions of processes, strategies, operational plans (structural capital), and existing knowledge in marketing channels and relationships with customers (customer capital).

Suggestions for further research

At the end, the researchers who intend to study in the field of leadership and intellectual capital are suggested:

1. Regarding that this study has only investigated the correlation between leadership style and intellectual capital; other researchers are recommended to measure the "effect" of leadership styles on the elements of intellectual capital so as to make the interpretation of existing relationships more applicable.

2. In addition to the leadership styles (task-oriented and relational) studied here, it would be proper to measure the relationship and effect of other existing categories of leadership styles including Likert's leadership style on the elements of intellectual capital so as to make the interpretation of the existing relationships more applicable.

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