

THE EFFECT OF INTELLECTUAL CAPITAL ON COMPETITIVE INTELLIGENCE THROUGH THE SHARING AND TRANSFER OF KNOWLEDGE (Case Study Lorestan University)

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Abstract: *The aim of this article is to study the effect of intellectual capital on competitive intelligence through the sharing and transfer of knowledge. It is a descriptive research of survey type. It is an applied research and the nature of data is quantitative. The data were collected using questionnaire. The research population consists of all Faculty members of Lorestan University (totally 257 members). The sample size was determined 154 on the basis of Cochran formula and the sampling method was stratified sampling. Cranach's alpha coefficient was used to determine the reliability of questionnaires and smart-pls software was used for data analysis. The results show that the Intellectual capital through the sharing and transfer of knowledge affects on competitive intelligence*

Keywords: *Intellectual capital, competitive intelligence, sharing and transfer of knowledge*

INTRODUCTION

Including competitive intelligence tools in the world and has been expanding in fast-growing companies and is becoming a standard corporate executives and organizations that can help in making intelligent decisions. Competitive intelligence is a process that product information is evaluated. The most important task is to support decision-making processes is usually done by the executive. The need to reduce uncertainty and risk intelligence in decision-making is obvious purpose of competitive intelligence analysis, a better understanding of the industry and its competitors and thus achieves better results in the business (pirayesh & alipour, 2012). In recent years, competitive intelligence management has become one of the important concepts and big companies incorporated (Goshal, 1991). The main feature of the current situation can be for any organization, especially

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the institutions of “knowledge-based” because of the expected changes very fast, wide, deep and complex environment is dominant in its space. Universities for survival should be able to catch up with scientific and environmental conditions are variable. Universities and institutions of higher education as the most important source of the information and involves the knowledge needed to improve and develop a community center activities associated with the creation and production, distribution, transmission and dissemination of knowledge and the If you do not have enough power to stop such activities is vital in this way a major role in the development of society will be imminent and certain. Therefore, universities need to consciously and systematically identify and manage their intellectual capital. University presidents and managers focus on the elements that can manage the intellectual capital, strengthen and support for the success of this very essential in determining the (Mehralizadeh, 2008). The main question in this research is whether the intellectual capital through the sharing and transfer of knowledge on competitive intelligence, Lorestan University of influence?

THEORETICAL PRINCIPLES

Competitive Intelligence

Competitive intelligence is a rich sense of history that can trace the history of five thousand years it was China. Many texts and articles to its competitive intelligence, research suggests that the Sun Joe, about 2500 years ago a book titled “The Art of War” to be written. This book is a detailed description of how to develop competitive intelligence provided for military applications (Calof and Wright, 2008). Professional association of competitive intelligence, competitive intelligence official definition states: a moral and a systematic competitive intelligence are due to collect, analyze, analyze and manage information outside the organization, can be found on the decisions and programs the company influence (Gatsoris, 2012). Franco, Marino and Silva (2011) definition of competitive intelligence expressed fairly complete, competitive intelligence as a strategic management information activities aimed at allowing decision-makers to move ahead of market trends and competitors, identifying and assessing threats opportunities in the business environment, determine the action for attack or defense, which is more suitable for the development strategy of the organization, will be considered. Kahner believes that competitive intelligence, integrated process consists of four stages: planning, data collection, analysis and dissemination (Kahner, 1996). Different models have been proposed for competitive intelligence, including competitive intelligence cycle models and models to define different aspects of competitive intelligence cited. Ashton and Stacy business intelligence model, the 4 C, CIPP model and

the School of Management France are among the most important model (Weiss, 2002). "Deschamps and Nyack" competitive intelligence identifies three types of limitations, including:

- **Market intelligence:** With this intelligence can be a guide and map for the current situation and future needs and preferences of customers, new markets and create innovative opportunities (Kalantarian, Baratimarnani and Salvati, 2012, Rouach and Santi, 2001), divisions market and changes made for marketing processes (Kalantarian, Baratimarnani and Salvati, 2012 Rezaeian and lashgar bloke, 2010).
- **Competitor intelligence:** competitive strategy evolution during the time by observing changes in the structure of competition, new products and new entrants to the industry substitution, representation and focused on issues, such as pricing policies, substitute products and competitor's development policies.
- **Technological intelligence:** new and existing technologies to assess and predict future technological leaps and the basic and applied research, patent rights and other deals (Deschamps and Nyack, 1995). Intelligence technology enables us to use the technologies and technologies that can be used in the future, distinguish (Castellanos and Torres, 2010).
- According to another view, **strategic Intelligence and competitive Intelligence** will be added to a variety of community. Strategic and social Intelligence, including legislation, taxation and finance, economic and political dimensions and human resources issues.

Intellectual Capital

Intellectual capital of the 1990s was widely studied (Cheng et al., 2010). Intellectual capital is a multidisciplinary concept and understanding in a variety of fields related to business and commerce (Huang et al., 2007: 386). Intellectual capital refers to the sum of knowledge and abilities that lead to the creation of wealth for the organization (Chen et al., 2004). In this research, intellectual capital as a category which has three main components is shown together: human capital, structural capital, customer capital / relational (Ramirez and others, 2007).

- **Human capital:** human capital, the sum of professional knowledge workers, leadership skills, risk-taking and problem solving abilities (Bozbura, 2004). The most important indicators of human capital are: knowledge, professional skills, expertise, education and creativity of employees (Abdullah & Sofian, 2012, Bransing and Leenders and Wijnberg, 2012).

- **Structural capital:** capital structure of knowledge is at the end of each working day to remain in the organization, belongs to the entire organization, produced again and sharing with others (Mouritsen et al., 2001). The most important structural capital indicators include innovation capital, databases, software systems, distribution networks, organizational charts, organizational culture, strategy and policy is (Abdullah & Sofian, 2012, Bransing and Leenders and Wijnberg, 2012).
- **Capital relationship or customer:** customer capital as a bridge and organizations deemed of operations intellectual capital and intellectual capital becomes a determining factor in market value (Chen et al., 2004). Major Indicators of relational capital are: marketing channels, organization relations with government customers and industrial networks, intermediaries and partners (Abdullah and Sufis, 2012, Bransing and Leenders and Wijnberg, 2012).

Sharing and Transfer of Knowledge

Knowledge sharing is the sharing of information useful ideas, suggestions and expertise with others in the organization (Manian, Mira and Karimi, 2011). Knowledge sharing for the action to be considered: the transfer of knowledge to a potential client and absorption of knowledge by the person or group (Nonka and Takeuchi, 1995). The transfer of knowledge through the changes to the existing knowledge or organizational performance can be measured. Knowledge-based assets, have a direct impact on how the transfer of knowledge in the organization (Syed-Ikhsan and Rowland, 2004). Factors affecting knowledge sharing behavior data that include:

1. Factors / environmental factors such as organizational structure (structure, management support, rewards and incentives, culture and organizational climate, leadership qualities and the relationship face-online), and interpersonal / team (social networks, diversity / difference) and cultural characteristics (collectivism).
2. Factors cognitive / motivational such beliefs concerning ownership of knowledge, perceived benefits and costs, and justice, as well as trust, social costs, the level of trust and integrity, team leadership styles.
3. Personal characteristics such as gender, personality, self-efficacy, perceptions of apprehension assessment and management.
4. Perceptions of knowledge such as attitudes, subjective norms, and intend to share knowledge.

Potential barriers to knowledge sharing in organizations into three groups: organizational barriers, personal barriers and technological barriers sorted. For these obstacles, regardless of the characteristics of different organizations such as the size and type of ownership, there is general agreement (keshavarzi, 2005).

RESEARCH METHODOLOGY

The research objective is applied and the type of data is Quantitative and it is considered among descriptive-survey studies. The research population consists of all Faculty members of Lorestan University and 154 members were selected. The data were collected using questionnaire and smart-pls software was used for data analysis.

Research Hypotheses

The Main Hypothesis

1. Intellectual Capital affects Competitive Intelligence.
2. Intellectual Capital affects Sharing and transfer of knowledge.
3. Sharing and transfer of knowledge affects competitive intelligence.
4. Intellectual capital through the sharing and transfer of knowledge affects on competitive intelligence.

Secondary Hypothesis

1. Intellectual capital through the sharing and transfer of knowledge affects on the business intelligence market.
2. Intellectual capital through the sharing and transferring knowledge affects on Competitor intelligence.
3. Intellectual capital through the sharing and transferring knowledge affects **Technical intelligence.**
4. **Intellectual capital** through the sharing and transferring knowledge affects **intelligent social strategy.**

RESULTS

Data Analysis

In order to test hypotheses and determine relationships between variables of the conceptual model, structural equation modeling (SME) have been used, and statistical smart-pls software is used for this purpose.

Figure 1: Standard Solution

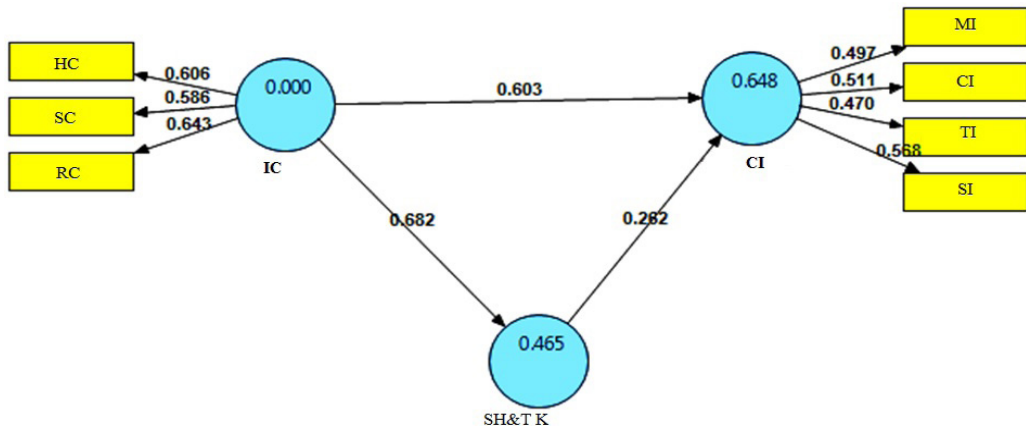


Figure 2: T values

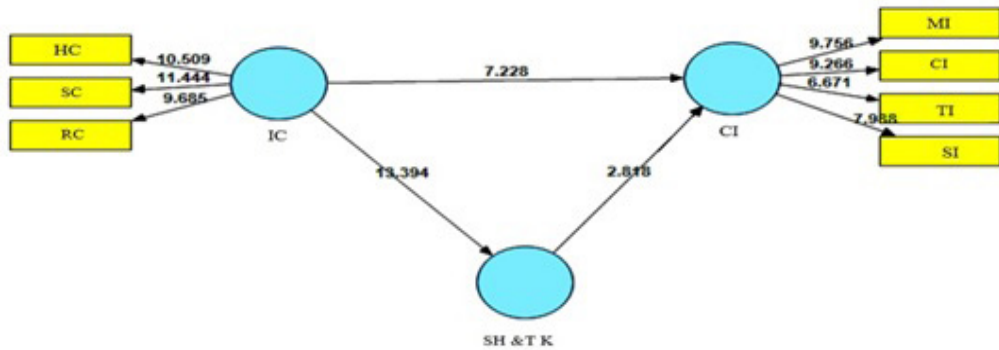


Table 1
the result Main Hypothesis

Main Hypothesis	T-Value		Result
1	7.22	Intellectual Capital affects Competitive Intelligence.	Confirm
2	13.39	Intellectual Capital affects Sharing and transfer of knowledge.	Confirm
3	2.81	Sharing and transfer of knowledge affects competitive intelligence.	Confirm

Table 2
Examines the role of mediator sharing and transfer of knowledge

Main Hypothesis				β2		β3		Result
	direct effect	Indirect effect	Total effect	Sharing and transfer of knowledge affects competitive intelligence.	Intellectual Capital affects Sharing and transfer of knowledge.			
Intellectual capital through the sharing and transfer of knowledge affects on competitive intelligence.	.57	.53*(0.60)	.88	.60	.53			Confirm

Table 3
The result of Secondary Hypothesis

Secondary Hypothesis				β2		β3		Result
	direct effect	Indirect effect	Total effect	Sharing and transfer of knowledge affects on the business intelligence market.	Intellectual Capital affects Sharing and transfer of knowledge.			
1. Intellectual capital through the sharing and transfer of knowledge affects on the business intelligence market.	.47	.53*(.48)	.72	.48	.53			Confirm
2. Intellectual capital through the sharing and transferring knowledge affects on Competitor intelligence.	.50	.53*(.53)	.78	.53	.53			Confirm
3. Intellectual capital through the sharing and transferring knowledge affects Technical intelligence.	.33	.53*(.54)	.61	.54	.53			Confirm
4. Intellectual capital through the sharing and transferring knowledge affects Intelligent social strategy.	.52	.53*(.70)	.89	.70	.53			Confirm

Suggestions

According to the results of the study, it is suggested that:

1. Continuous analysis of customer marketing trade intelligence, market, financial partners.

2. Enhancing the intelligence to competitors through benchmarking of competitors with ongoing strategic analysis, information on the current direct and indirect competitors, potential and hidden rivals.
3. **Strategic Intelligence and competitive Intelligence** by creating a cohesive culture management and employees pay more attention to knowledge sharing and continuous assessment of the macro-environment elements include political factors-economic.
4. Joined the faculty of other universities and institutes within the country and abroad communicate.
5. Increasing meetings and seminars and conferences to share knowledge and new achievements.
6. The population of this study is faculty members of Lorestan. So, more generally the results to other knowledge-based industries should be used with caution.
7. Faculty of talking with each other and with easy and unrestricted communication, transfer of knowledge and experiences together.
8. This study was conducted at the University of Lorestan. Such studies in other public and private universities can also bring beneficial results.
9. Since population of Lorestan University faculty research, so to generalize the results to other universities in the country acted more carefully.
10. The provision of knowledge in educational organizations
11. Encourage faculty members to enhance the knowledge sharing and teamwork

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