



Differentiation of Leadership Manager Behavior Between Industries in terms of Intellectual Capital (Tourism and Automotive Sector Example)¹

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Abstract

Recently, Companies need not only the financial capital but also need intellectual capital to reach to their goals. In other side, they must keep up with technological developments and changes to be powerful and to compete in local and international markets. Therefore the concept of intellectual capital becomes vital for those companies. In this study, it is aimed to show the level of the industrial differentiations of the leader manager behavior in term of intellectual capital. In this scope, two different industries were selected as study field. They are tourism and automobile industry. The questionnaires were applied to the managers in the companies in those industries. The gathered data were analyzed by using “t” test. According to the results of analyzing, the leader manager behaviors differentiate between tourism and automobile industries. Also, it was seen that these differentiations result from different competence factors. The five competence factors were found highest in automobile industry manager and other seven competence factors in tourism industry managers. Also not found a differentiation in three competence factors between industries.

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Introduction

Organizations are constantly in the process of change and innovation in order to be able to sustain their presence in the increasingly competitive conditions of developing technology and to enhance their activities in their field of activity. This innovation process can be realized by following information and information technologies in addition to being included in the organization.

Organizations of twentieth-century that quickly witnessed "change" and "development" have inevitably brought these two concepts together. This change and development have gone parallel with both the social structure and the economic structure. The importance given to tangible assets, which is the general characteristic of the industrial society and the economy, has left its place mainly to the intangible assets such as knowledge, skill and communication with the transition to the information society and, in this context, the information economy (Çıkrıkçı and Daştan, 2002).

Organizations that can use information in every field and transform this information into a value for the organization have met with the concept of intellectual capital. With intellectual capital, organizations have come to realize an important source beyond their financial and financial capital. This resource presents itself as an important weapon for the organization to both grow and renew, and to provide competitive advantage.

Intellectual capital must be sought in an organization's human resources, customer relationships, processes, and information pools. In order to catch up to the competition, it is necessary to identify new routes that will provide added value to the organization by taking out the information from the human brain and sharing, processing and creating synergy (İşevi and Çelme, 2005). The human capital, which is maybe the most important element forming intellectual capital, is a key factor in the formation of this activity.

Human capital, as a factor in developing and innovating, increases the value of the organization by creating added value with its knowledge, skills, talents and new ideas. This increase in value is directly related to the level of competence that constitutes human capital in the individuals within the organization. From this point of view, "the behavior of leader management is differentiated in various sectors in terms of human capital" constitutes the problem of research.

The differentiation of leadership management behavior is provided by the 15 competence criteria (know-how, education, work oriented characteristics, job evaluation, entrepreneurship, competition and conflict, comprehension, interchangeability, analytical thinking, conceptual thinking, team work, problem solving, initiative, self-confidence) that compose the human dimension of intellectual capital. This differentiation is examined in the service (tourism) sector and the industry (automotive) sector, which are the subject of research. In other words, it has been tried to be revealed that workers in the managerial positions in tourism and automotive sectors have which competence criteria determined within the scope of human capital which is a subcomponent of the intellectual capital. Therefore, the purpose of the research is to reveal that leader management behavior differentiates in various sectors.

In other words;

Research Problem (H1): Seeking an answer to the question Is leader management behavior differ in various sectors within the scope of intellectual capital?

THEORETICAL FRAMEWORK

Intellectual Capital

There is no universally accepted definition of intellectual capital in the literature. According to Edvinson and Malone (1997), intellectual capital is possessing knowledge, practical experience, use of organizational technology, customer relations and professional skills, and on this account enterprises gain a competitive edge in the market. Büyükozan (2002) refers to intellectual capital as the information value of an organization or registered information possessed by an enterprise as unfelt and unseen assets, and knowledge, skills and experience of workers in the enterprise.

Stewart (1997) defines intellectual capital as intellectual material, new knowledge, information, intellectual property and experience that can be used to create wealth. On the other hand, intellectual capital is also defined as information that businesses have and want to possess, in short, that can be transformed into profit and value (Roos and Ross, 1997; Edvinson, 1997, Şafaklı, 2006).

Many writers use a striking example when trying to describe intellectual capital. On the securities exchange, the prices of the stocks are determined according to the values of the companies. However, nowadays, especially when the companies in service sector are looked at, there is a significant difference between their assets in balance and their values in the market. From this, it is possible to define as **'intellectual capital are intangible assets' and 'intellectual capital is the difference between the book value and the market value of the business'** (Arıkboğa, 2003).

Intellectual capital has become an important force for industries since the early 1990s. There are two important reasons for this. The first is the intensification of competition for enterprises, and the other is the development of information technology becoming indispensable in business activities (Lev, 2001). On the other hand, while intellectual capital is often a concept emphasized in technology industries, all industries are influenced by this concept (Rudez and Mihalic, 2007).

Elements of Intellectual Capital (Sub Components)

The elements forming the intellectual capital in the enterprises are basically processed by the same theme but used in different names and these elements are expressed as intellectual capital models or subcomponents by those interested in the subject (Çıkrıkçı and Daştan, 2002).

Intellectual capital was first found to be composed of two subcomponents as "human" and "structural" (Edvinsson, 1997). In later research, intellectual capital has been divided into three groups as "human capital", "structural capital" and "relational capital" (Roos and Ross, 1997; Stewart, 1997; Sveiby, 1997; Bontis, 1998; Rudez and Mihalic, 2007), and this distinction has been decisive for researchers working on the subject.

Structural Capital

Structural capital refers to a blend of all elements, from institutionalized information technologies in the form of methods and policies owned by an organization to databases, records and documentation in various forms, philosophy of management, organizational culture, financial relations, patents, etc. (Çıkrıkçı and Daştan,2002; Şafaklı, 2006).

One of the duties of the managers is to take the information into the business and ensure it becomes the property of the company. Only in this way can the information be maintained and continuously improved. Structural capital can also be established if it can be ensured that information belongs to the business in the enterprises (Arıkboğa, 2003).

Steward (2003) describes "structural capital as information that does not go home at night." Structural capital includes the philosophy and system that will enhance the business skill of the organization. On the other hand, structural capital is in organizational quality that encourage the application of information to business operations on a continuum basis. It also expresses cultural structure that encourages learning and sharing of what is learned (Ertuğrul, 2000).

Organizations cannot produce information themselves, tacit knowledge of individuals are the basis for producing information at an organizational level, and at the core of this are always people who generate added value. The business, although packed with information to the brim, this information is often scattered. With knowledge management, this information is "packed" and kept in the enterprise and thus becomes part of the enterprise's structural capital. The main objective is to ensure continuous reprocessing, effective use of shared information and experience, and development of collective information. (İşevi and Çelme, 2005).

In an enterprise where the structural capital cannot be created, intellectual capital becomes only human capital. Structural capital includes elements of efficiency, work process, innovation as a process and coding of information. At the same time, this structure reduces the cost per employee to minimum and raises profits to maximum (Arıkboğa, 2003).

While it differs from business to business, it is possible to list the elements that constitute the structural capital within the organization (Önce, 1999; Çıkrıkçı and Daştan, 2002):

1. Management philosophy
2. Organizational culture
3. Management processes
4. Information systems
5. Network systems
6. Financial relations
7. Patents

8. Copyrights
9. Design rights
10. Trade secrets
11. Trade emblems
12. Service related emblems

Relational Capital

One of the most important functions of businesses is marketing. Sometimes manufacturing in certain periods and economies is the most important problem encountered. However, from the middle of the 1950s, it was seen that in some enterprises the marketing understanding started to gain effectiveness. This understanding, which is also expressed as 'profiting by satisfying the consumer', has spread with increasing momentum. Whatever the reason, it is clear that one of the key factors driving businesses today is the customer. Naturally, it has been helpful to incorporate this factor into the core value of the business that drives the activities of the enterprises (Arikboğa, 2003).

Relational capital includes connections of the business, such as customer loyalty, company reputation, relationship with distributors and wholesalers, and is related to all non-business parties that may create added value for the business. This dimension of the intellectual capital consists of information that the business possesses about distribution channels, customer characteristics, trends and competitive structure. Customer satisfaction, sustainability, financial strength and price sensitivity are indicative of relational capital (Ertuğrul, 2000).

With the shift of information and economic power it carries towards the flow of goods and services, it has become vital for businesses to manage customer relationships with a new understanding. Businesses have to invest in customers just like they do in human resources and structures. Relational capital is similar to human capital in many respects, and clients have an important role in the development of the intellectual capital of the business, as well as investing not only in increasing the value of the business as an individual, but also in generating information on behalf of the business (Steward, 1997).

It is possible to list the elements of relational capital within the enterprise as follows (Ertuğrul, 2000; Guthrie, 2001; Çıkrıkçı and Daştan, 2002):

1. Brands
2. Customers
3. Customer loyalty
4. Business name
5. Distribution channels
6. Business cooperation

7. License agreements
8. Agreements in required qualities
9. Franchising agreements

Human Capital

For businesses; Human capital represented by employees is an important resource when it is considered as talents, competencies, experience, special skill areas, individual or group specialization. Achieving continuity in success depends on increasing the knowledge, experience and skills of the organization, in other words, keeping the investment that will be made to employees' personal development in the forefront. Fortune Magazine author Thomas Stewart emphasizes the importance of human capital as such: "Money talks, but it cannot think; Machines often do things better than human beings do, but they can invent" (İşevi and Çelme, 2005). This statement is an expression of how important and indispensable human resource is.

Mankind is in constant change and development. This continuous development provides for the change and development of the organization that it is in. For this reason, human resources are seen as the most important source and capital of modern enterprises.

No matter how fast the progress of technology and how much the need for muscle power diminishes, there is a growing need for human power that is educated, can be identified and learned with the business, systematically sharing what is learned. Especially in the studies on business management after the 1980s; Human resources and the related new approaches have begun to become more prevalent. (Arikboğa, 2003).

Employees who have a high level of knowledge and skills, are constantly learning and improving, and who use and share the competencies they have for the benefit of the employer are the ones enterprises want to have (Coleman, 1990). These employees constitute the "human capital", which is the subcomponent of the intellectual capital.

Human capital; It can be expressed as the collective ability that arises from the use of knowledge, skills, education, experience, competence, intuition and attitudes that an individual possesses for the interests of the employer (Johannessen, Olsen and Olaisen, 2005) . It seems that the human capital owned by the businesses has emerged as an important enterprise power. Because human capital is thought to positively affect the results that the businesses produce (Baum and Silverman, 2004; Chang and Birkett, 2004).

It is possible to list the competencies that make up the human capital in the enterprises as follows (Steward, 1997; Guthrie, 2001):

1. Know-How (Technical Knowledge)
2. Education
3. Job Oriented Features
4. Job Evaluation
5. Entrepreneurship

6. Competition and Conflict
7. Creativity
8. Comprehension
9. Changeability
10. Analytical Thinking
11. Conceptual Thinking
12. Team Work
13. Problem Solving
14. Taking Initiative
15. Self-Confidence

METHOD

In the research, the analysis of the data in the light of the theoretical information obtained from the literature has been carried out. Within the scope of the research, survey technique was preferred and attitude scale consisting of 75 questions was used to determine the human capital level. Fifteen competence dimensions that make up human capital have been used to form the questionnaire. As a result of the reliability analysis of the human capital scale used in the study, the overall reliability level was determined as Cronbach Alpha 0,89. This value can be regarded as sufficient reliability for social sciences.

This research was carried out on the lower, middle and upper level managers in the service and industry sectors. The tourism operators for the service sector and the automotive enterprises for the industrial sector were selected as sampling sites from the businesses for the managers that will be determined for the population of the study.

The tourism enterprises selected for the research are determined according to the areas they are active in. Within this scope, the first application area of the research "İstanbul, Antalya, Muğla, Aydın and Ankara" constitutes the "area where the distribution of the number of tourism enterprises in Turkey is high" (www.turizm.gov.tr).

On the other hand, automotive enterprises, which are the other sector subject to research, are also determined according to the areas they are active in. In this context (OSD, 2007): İstanbul, Ankara, Kocaeli, Sakarya, and Aksaray constitute another application area of research.

The scope of the research is so wide that it poses a number of challenges in reaching the whole of the area and businesses in question. For this reason, sampling has been made on the universe determined in the research.

While various formulas are used to calculate the sample size, a simple random sampling formula has been used in determining the number of samples in this research (Yamane, 2001):

For the tourism enterprises, which is the first application area in the study, the application of the five most popular tourist destinations has been implemented. The number of employees in the 4 and 5 star tourism enterprises on these five provinces is approximately 260.000 people (tourism.gov.tr) and 26.000 of these create the population, assuming that 10% is in managerial positions. With the simple random sample formulation applied, the sample size

was determined as 378 persons.

On the other hand, for the automotive sector, which is the second application area, constitutes the population of the employees working as managers in the automotive companies in Turkey. According to this, approximately 8636 people are in managerial position in the automotive enterprises where 42.797 people work in total (OSD, 2007). This number constitutes our population. When a simple random sampling formula is applied, the sample size for automotive enterprises is 367 people.

In the first part of the questionnaire used in the research, socio-demographic questions were given, and in the second part, questions about the factors that make up the human capital were mentioned. A five-point scale was used in the question form. The obtained data were analyzed with the SPSS program developed for social sciences.

SAMPLING STATISTICS

The distribution of demographics (age, gender, vocational experience, education) of leader managers participating in the study and the distribution according to sectors are given in Table 1.

Table-1: Numerical and Percentage Distribution of Sample Profiles

Age	Automotive		Tourism		Total	
	n	%	n	%	n	%
20-29 age	250	27,98	272	30,45	522	58,43
30-39 age	139	15,66	148	16,68	287	32,34
40-49 age	1	,0011	82	9,22	83	9,22
50 age and +	1	,0011	1	,0011	2	,002
Total	391	43,65	503	56,35	894	100,0
Gender	Automotive		Tourism		Total	
	n	%	n	%	n	%
Female	117	13,09	129	14,43	246	27,52
Male	274	30,65	374	41,83	648	72,48
Total	391	43,74	503	56,26	894	100,0
Occupational Experience	Automotive		Tourism		Total	
	n	%	n	%	n	%
0-2 years	111	12,44	106	11,87	217	24,31
3-10 years	244	27,29	258	28,87	502	56,16
11-20 years	35	3,94	120	13,44	155	17,38
21 and above years	1	,0011	19	2,13	20	2,13
Total	391	43,69	503	56,31	894	100,0
Education	Automotive		Tourism		Total	
	n	%	n	%	n	%
Engineering Education	366	40,99	3	,003	369	40,99
Tourism Management Education	0	0,00	365	40,89	365	40,89
Economics and Adiministrative Sciences Education	25	2,89	102	11,43	127	14,32
Freign Language Education	0	0,00	33	3,79	33	3,79
Total	391	43,88	503	56,11	894	100,0

When we look at the distribution of the ages of the managers who participated in the survey, it is seen that the managers participated with at most between ages 20-29 with 58.43% and at least ages 50 and above with 0.02%. When we look at the distribution according to the genders of the managers, it consists of 246 females with 27,52%

and 648 males with 72.48%.

When the distribution according to the occupational experience of the participants in the survey is examined, it is seen that, of the 217 people participated with 24.31% at 0-2 years, 502 people participated with 56.16% at 3-10 years, 155 people participated with 17.38% at 11-20 years and 20 people participated with 2.13% at 21 and above years of occupational experience.

In the distribution of the participants according to educational status variables, 369 people who received education related to engineering (Industrial Engineer, Mechanical Engineer, etc.) at 40.99%, 365 people who are trained in tourism management at 40.89%, 127 people who are trained in economics and administrative sciences (Business, Economics, Public Administration, etc.) at 14.32% and 33 people who are trained in foreign language education (English, German, Russian etc.) at 3.79% were seen to participated in the research.

FINDINGS

The t-test for sectoral differentiation within the scope of the competencies that make up the human capital, which is a subcomponent of the intellectual capital of the leading managers participating in the research, is given in Table-2.

Table-2: Sectoral Differentiation of Executive Leadership Behavior in the Context of Intellectual Capital Competencies

		n	mean	s.d.	t	p																																																																																												
Know-How	Automotive	391	4,0317	,46101	3,961	,000																																																																																												
	Tourism	503	3,8895	,58237			Education	Automotive	391	4,0491	,50783	2,916	,004	Tourism	503	3,9511	,49111	Job-oriented characteristics	Automotive	391	3,7381	,57393	-3,801	,000	Tourism	503	3,8771	,51675	Job evaluation	Automotive	391	3,8895	,53346	2,577	,010	Tourism	503	3,7964	,53758	Entrepreneurship	Automotive	391	3,0619	,56492	-1,080	,280	Tourism	503	3,1109	,74685	Competition and conflict	Automotive	391	2,9386	,59753	-5,673	,000	Tourism	503	3,1924	,71066	Creativity	Automotive	391	3,3110	,57276	-5,789	,000	Tourism	503	3,5658	,70892	Understanding	Automotive	391	3,6251	,52378	-4,983	,000	Tourism	503	3,8374	,70470	Changeability	Automotive	391	3,6609	,54770	2,265	,024	Tourism	503	3,5742	,58307	Analytical thinking	Automotive	391	3,7494
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	Tourism	503	3,6545	,66295		
		n	mean	s.d.	t	p
Conceptual thinking	Automotive	391	3,6363	,54764	-3,376	,001
	Tourism	503	3,7757	,65872		
Team work	Automotive	391	3,1023	,41407	-2,419	,016
	Tourism	503	3,1857	,57570		
Problem solving	Automotive	391	3,4680	,34160	-,483	,629
	Tourism	503	3,4827	,51927		
Initiative	Automotive	391	3,6046	,48239	-,76	,444
	Tourism	503	3,6390	,77		
Self-confidence	Automotive	391	3,4875	,53014	-2,649	,008
	Tourism	503	3,5809	,51784		

A statistical difference between the human capital competence criteria and the sector type distributions of the participating workers was examined and no difference in the average competence to use entrepreneurship, problem solving, initiative at the 0,05 significance level was found. On the other hand, it was determined that there was a difference in the level of importance of 0,05 in the average of know-how (technical knowledge), education, job-oriented characteristics, job evaluation, competition and conflict, creativity, understanding, changeability, analytical thinking, conceptual thinking, team work and self-confidence competence averages.

In other words, it has been examined whether there is any difference in the automotive and tourism sector in terms of the 15 competency criteria that make up the human capital, and it is seen that there are differences in the criteria of 12 competence although there is no difference in 3 competence criteria.

CONCLUSION and SUGGESTIONS

Along with the process of transition from the industrial society to the information society in the twenty-first century, the new age is called the age of information, and the importance of information and intellectual capital, which is the state of information converted to value have increased in the field of business. Undoubtedly, along with these developments, sharing, development and access of information has become easier.

On the other hand, non-registered assets such as brand value, organizational structure, customer relations and customer network, various agreements and human resources, as well as financial and financial assets, which are registered only for the enterprises, have increased their importance and value day by day.

With the "intellectual capital", which is the value that new organizations place emphasis on, the businesses gain competitive advantage as well as the development and progress power.

For the businesses, human resources are the most dynamic and active of the "structural", "relational" and "human capital" that form intellectual capital. With the competence possessed by human capital, businesses can increase the value of their assets a few times. On the other hand, human capital constitutes an important force in the realization of the aims and objectives of the organization.

The topic of research, human capital, emerges as perhaps the most valuable treasures of new organizations. In

the research, sectoral differentiation of the 15 competencies which constitute the human capital has been tried to be revealed.

Conclusion

At the end of the research, results supporting the research problem were obtained. However, the results obtained within scope of analyzes and tests performed in the research are as follows:

1. It has been determined whether the leader management behavior in the research has differentiated in tourism and automotive sectors within the scope of intellectual capital and it has been determined that such a differentiation is realized. H1 hypothesis is therefore supported.

2. In the survey, it was examined what level of sectoral differentiation is in the scope of the 15 competence criteria that make up the human capital, which is a subcomponent of the intellectual capital, and in which sector these competences are more concentrated. As it can be understood from Table 2, it is seen that 7 competence criteria (work oriented features, competition and conflict, creative thinking, conceptual thinking, team work, self-confidence) are higher in the tourism sector and 5 competence criteria (know-how, Job evaluation, changeability, analytical thinking) are at a higher level in the automotive sector and there is no differentiation in the 3 competence criteria (entrepreneurship, problem solving, use of initiative).

Suggestions

1. With the new century, businesses are progressing within the process of growth and development, especially with regard to competition and technological progress. Hence, in this process, the characteristics and competencies that leaders possess or ought to possess have great importance. For this reason, enterprises in the tourism and automotive sectors should take into consideration the competence criteria for identification and selection of the leaders they have.

2. Leader management behavior, which is the desired leadership style for modern businesses, is determined according to certain competency criteria, using these competency criteria will benefit the human resources of the business in choosing and developing leaders.

3. Executive leaders working in the automotive sector, while their competencies such as "know-how, education, job evaluation, changeability and analytical thinking" are at sufficient level, training and consulting activities should be carried out by the enterprises in the sector for competencies such as "business-oriented features, competition and conflict, creative thinking, self-confidence". Because although the leadership behavior is an innate trait, it can also be improved later on.

4. As for the executive leaders who work in the tourism sector, while their competencies such as "work oriented features, competition and conflict, creative thinking, comprehension, conceptual thinking, team work and self-confidence" are sufficient, training and consulting activities should be carried out by the enterprises for competences such as "know-how, education, job evaluation, changeability and analytical thinking".

Suggestions for Researchers:

In this study, the differentiation of leadership management behavior within the competencies of human capital, which is a subcomponent of intellectual capital, has been analyzed. Therefore, other factors in leadership management behavior were not looked at. In this respect, leadership management behavior can be viewed from different angles.

The research has focused on the human dimension of the intellectual capital. New research and competence criteria can be developed on the competence criteria that constitute the scope and limit of the research.

Human capital competence criteria used in the research can be proposed as a scale that can be used for new researches.

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