

The relationship between intellectual capital and organizational trust and its impact on achieving the requirements of entrepreneurship strategy (The case of Korek Telecom Company, Iraq)

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Abstract:

This study aims to analyze the relationship between intellectual capital and organizational trust and its impact on achieving the requirements of entrepreneurship strategy at the level of the study sample based on the study framework model. The nature of this study takes into account the relationship between the variables of this study and their dimensions of intellectual capital (structural capital, human capital, and customer capital) and organizational trust (integrity, benevolence, and ability) in achieving the requirements of entrepreneurship strategy (creative capabilities, risk taking, and entrepreneurial culture). In conducting this study, data was collected through primary sources using a survey questionnaire from a random sample of 64 managers at Korek telecom Company. The data obtained was analyzed quantitatively using a SPSS program. The result of this study reveals that the company has human resources with diverse skills, expertise and knowledge and employees at Korek telecom Company and they use different methods to develop and improve their creative abilities in order to achieve the requirements of entrepreneurship strategy.

Keywords: *intellectual capital, organizational trust, entrepreneurship strategy.*

1. Introduction:

Effective management of intellectual capital may be the ultimate determinant of organizational performance. Organizations that wish to succeed in today's business environment should make appropriate investments in intellectual assets in order to have individuals with skills that are superior to their competitors (Sadq, 2019). Therefore, individuals working in today's organizations must move from traditional work to knowledge work, in which their responsibilities are broader and deeper (Ali et al, 2018). Intellectual capital is one of the most important sources of competitive advantage of contemporary organizations. The strategy of excellence can only be achieved through intellectual products represented by creativity, new products, research and development (Sadq et al, 2019).

The organizations' continued determination of their policies and the achievement of their strategic objectives are dependent on the presence of working individuals who have a range of characteristics such as skills in performance, high confidence, continuous fulfillment, and commitment to work in the organization (Mohammed et al, 2018). Organizational trust is a key factor in ensuring the relevance of human resources in the organization by coordinating the efforts of individual and group managers in achieving organizational strategic objectives (Karim et al, 2016). The presence of intellectual capital and organizational trust in the organization can be considered as having a high degree of stability and relative stability, which has a significant role in the behavior and actions of employees and thus achieve their strategic objectives. Competent managers are those who set the strategic objectives of the organization using different methods and sources of trust along with reliance on intellectual capital, which enables them to set strategic objectives. Based on the above, the purpose of this study is attempts to analyze the relationship between intellectual capital and organizational trust

and its impact on achieving the requirements of entrepreneurship strategy at Korek telecom Company from perspectives of a sample of its managers, supervisors, and head of departments.

Business organizations face many challenges related to the development and optimization of their performance in order to achieve efficiency and effectiveness in an environment characterized by competition, technological acceleration and the requirements of entrepreneurship strategy. These challenges are due to the weakness of the relationship between investment in intellectual capital and organizational trust. This constitutes as an obstacle to the strategic role played by these policies in the employees' involvement and their participation in achieving the requirements of entrepreneurship strategy. Achieving the above requires adopting sophisticated policies. Through this, organizations can obtain an efficient human element because of the nature of the role of service and development in providing service to citizens in accordance with the mission and objectives of these organizations. These require focusing on investment in intellectual capital to increase organizations ability to achieve its objectives through the required standards and work to acquire them. Especially due to the fact that telecommunication companies strive to achieve excellence in performance and maintain their continuity in a competitive environment.

The importance of the study variables examined is part of critical management phenomena. This study focuses on three important variables that have a significant impact on the performance of business organizations which examines the relationship between intellectual capital and organizational trust in order to achieve the requirements of entrepreneurship strategy.

The current study presents an intellectual and conceptual discussion on topics of administrative thought to contribute to the enhancement of the local library with a mechanisms contribution of organizational trust, intellectual capital and theoretical supervision to support organizations and researchers in order to benefit from them.

To provide a scientific contribution to the public organizations in Korek Telecom and in general, especially in how to build trust amongst its employees. In addition, the structure of intellectual capital and it benefits by developing the skills of individuals to elevate it to a high level which can lead to achieving requirements of entrepreneurship strategy.

2. Literature Review

2.1 Intellectual capital:

The subject of intellectual capital is one of the administrative issues presented by modern administrative literature that was highlighted by researchers at the beginning of the nineties in the last century. The literature has shown many topics that have changed the traditional view of the concept of capital and profitability. Capital is no longer the traditional concept as it was once known to be. Nowadays human resources are the real capital of organizations as it results in the success or failure of the organization to achieve its objectives. The subject of intellectual capital has grown beyond the limits of intellectual capacity possessed by a segment of individuals that is still incomplete. It is therefore difficult to identify an integrated concept on it. However, a review of the literature on this subject indicates that there has been many contributions made by researchers. Intellectual capital is defined as a specific term for the collection of intangible assets that enable the organization to carry out its activities (Brooking, 1996). It is the knowledge value of the organization that consists of human capital, structural capital and customer capital (Bassi, 1997). It is an intellectual material composed of knowledge, information, skills and experiences of economic value which can be put into practice with the aim of creating profit. According to this concept, knowledge, information, skills and experience are the intellectual capital. Awad & Ghaziri (2004) emphasized that intellectual capital is a group of individuals who use their minds more than the use of their hands because they have experience, values, culture, creativity and creativity to find a specialized solution or create value

Intellectual capital is the result of interactions between the experiences and knowledge of all human resources in business organizations, which helps to improve the efficiency of these organizations. Intellectual capital is one of the key indicators and standards widely adopted for the measurement of intangible assets (Hellstrom and Husted, 2004). Based on the above the researchers

define the intellectual capital as a mental ability capable of generating new, appropriate and achievable ideas that has the ability to integrate and harmonize different components to reach the desired objectives. Most researchers agree that intellectual capital consists of human capital, structural capital, and customer capital (Bontis, 2002), (Edvinsson & Malone, 1997), and (Stewart, 1997).

2.1.1 Human capital (Employee Capital)

Human capital is one of the most important components of intellectual capital and is the workforce that retains the ability to think and innovate as well as the ability of the employees to undertake the organization's tasks, values, culture and philosophy of the organization (Edvinsson & Malone, 1997). Human capital consists of the knowledge, skills, and practical experience of the staff of the organization. It is an implicit accumulation of knowledge in the minds of the organizations' employees (Nowak & Grantham, 2000). The essence of human capital is ideas that work for the success and prosperity of the organization (Bontis, 2002). It is the economic value of the knowledge, experience, skills and capabilities possessed by the workforce (Daft, 2008). Stewart (1997, 75) and (Phatak, 2003) argue that intellectual capital consists of knowledge, experience, skills, creativity, innovation, and human relations. It is a combination of employees' competence, attitude and creativity (Sadq et al, 2018).

2.1.2 Structural capital (Organizational Capital)

Structural capital is the second component of intellectual capital. Structural capital includes traditional objects such as buildings, physical parts of computers, software, processes, patents and trademarks of the organization, as well as the organization's information system (Luthy, 1998). The value of the organization depends on its capacity, its security to collect, transfer and use its structural capital to achieve its overall objectives, which is the organization's ability to use equipment and physical parts to increase profitability (Brinker,2000). Structural capital consists of a wide range of patents, concepts and models, as well as computers and management systems (Sveiby, 1998,). The organization's structural capital is related to the organization's remaining, organizational means and tools after the departure of the employees working for the organization at the end of their daily work (Saeed et al, 2018).

Structural capital is a set of strategies, structures, systems and procedures that collectively enable the organization to produce and deliver products to customers as well as the capacity of the organization to respond to changes in the environment (Grantham, 2002). Khatab et al. (2019) believes that structural capital consists of the philosophy of management, the total culture of the organization, management processes, IT systems, network systems, financial relationships. Luthy (1998) classified structural capital into organizational capital, operational capital, and creative capital. Stewart (1997) argues that structural capital consists of patents, copyright, trademark, quality control standards, information rules and regulations. (Saint-Onge, Hubert, 1996) states that structural capital in any organization which consists of the following four elements: systems, structure, strategy, and culture.

2.1.3 Customer Capital (Relational Capital):

Customer capital is the third component of intellectual capital. It is defined as the organization's relations with the relevant external parties which include customers, processors, competitors, stock markets and the government. These parties cannot be controlled or affected by cooperative agreements. Customer capital is the value of relationships among stakeholders outside the organization such as customers, processors and government agencies (Marr, et al, 2003). Othman (2019) argues that customer capital consists of customer satisfaction, customer loyalty, customer retention, customer empowerment, customer involvement and collaboration. Othman (2019) emphasizes that customer capital is the strength and loyalty of customer relations and satisfaction, the frequent handling of the organization and financial well-being, and customer price sensitivity as all these factors can be used as indicators of customer capital. Customer capital according to (Ferreira and Martinez, 2011) deals with the external environment, and consists of knowledge about marketing, customer appeal and distribution

channels. The value of these assets is determined by the organization's image or reputation (Muslim et al., 2020).

2.2 Organizational trust:

The subject of organizational trust becomes the focus of researchers of management studies, particularly organizational behavior studies. This is due to the importance of this subject and its direct relationship with a wide range of organizational variables that affect the success and development of organizations and their ability to achieve their objectives efficiently and effectively. The nature of trust is a phenomenon at the individual level. There is no clarity and specificity in how trust moves from individual level to organizational level. They often refer to individuals rather than organizations (Nielsen, 2004). Trust has been defined as positive and satisfied expectations about the behavior of others. While distrust is the negative expectation of conviction about the behavior of others (Lewicki, et al., 2006). Organizational trust is assumed to be the assumption that others will not be opportunistic that is why they will not do anything harmful to others (Othman, 2013). It is the degree of delegation of some responsibilities and tasks to subordinates who represent positive and confident expectations for their achievement of those tasks and responsibilities (Straiter, 2005). It is a strategic issue that may achieve the competitive advantage of a sustainable organization. It is a critical condition for the formation and strength of human relations (Bagraim & Hime, 2007). It is the individual's faith in the objectives of the decisions and policies of the organization reflecting the individual's satisfaction and commitment to the organization (Muhammad et al., 2019).

2.3 The importance of organizational trust:

Organizational trust constitutes as the key element of organizational effectiveness. There is no organization that can work without trust amongst its workers and managers cannot ignore the strong element of trust in doing business (Khatab et al., 2019). The degree of organizational trust determines the organizations nature of the factors influencing it such as organizational structure, job design, communication, job satisfaction, commitment and organizational citizenship behavior (Zeffane & Connell, 2003). A lot of work has been done in independent teams as the management cannot control everything. Organizations become more dependent on the readiness of employees to participate in doing the work well. Cooperation and trust are therefore important factors in such environments (Amran et al., 2019). Organizational trust helps to reduce negative conflicts and promote effective responses to problem solving (Rousseau, et al., 1998).

2.3.1 Organizational trust dimensions:

Gabarro (1978) is one of the first researchers who studied the dimensions of organizational trust. Gabarro identified the dimensions of organizational trust as merit, good faith, integrity, predictability, openness, and precision care. Heimovics (1984) examined the following dimensions (experience, dynamism, benevolence, and reliability). Blakeney (1986) adopted the following dimensions as a dimension of organizational trust experience, dynamism, integrity, honesty, and precision care. Kasperson et al. (1992) examined the following dimensions: merit, good faith, and predictability. Sullivan, et al (2017) identified the following dimensions: honesty and sincerity, low level of caution, low level of doubt, desire for intimacy, faith in the justice of power, expectation of good relations, and harmony with others. (Dirks & Ferrin, 2002), and (Laka-Mathebula, 2004) adopted three dimensions of organizational trust, trust in supervisors, trust in coworkers, and trust in the management of the organization. (McAllister, 1995) (Robinson, 1996) (Mayer et al., 1995), Shockley-Zalabak et al., 2000) examined the following: integrity, benevolence, and merit. In this study, the researchers will examine the following dimensions as it fits with the purpose of the current study objectives.

Integrity: it includes the trustor's perception on the holder of trust and that they will adhere to the set of principles that the grantor finds acceptable, including adherence to principle, integrity and justice (Mayer et al., 1995).

Benevolence: It refers to the extent to which the holder of trust believes or wishes to do good to the trust grantor away from personal motives (Mayer et al., 1995).

Ability: is a set of skills, capabilities and qualities that allow someone to have some influence and in some fields and it is a reference to belief in trust (Mayer, & Allen, 2004).

2.4 Entrepreneurship strategy:

The entrepreneurship strategy is to undertake entrepreneurial work from a strategic perspective. The organization focuses simultaneously on creating opportunities in the external environment through creativity as the identification of opportunities is part of the leadership strategy (Sadq, 2019). Therefore, the leadership strategy unifies the organizations' efforts to create opportunities and success of innovation in order to reach their objectives (Ferreira, 2002). It is the process that organization distinguishes through development (Philippi, 2003). It is the integration of leadership and knowledge of strategic management through which businessmen can distinguish disparities in the capabilities and potential of individuals. They are able to find the means to turn these possibilities into action to generate something innovative and useful to the market (Zhengwei et al., 2019). It is the creation of new businesses within the existing work of the organization (Rensburg, 2013). Lassen (2007) defined entrepreneurship strategy as the potential and ability to act and exploit the available potential. The researchers define entrepreneurship strategy as the extent to which the organization is able to take risks in its work to achieve its objectives through the exploitation of organized resources. Entrepreneurship strategy is the way organizations can make a difference by exploiting the opportunities discovered in the troubled environments in which the organization operates (Tantau, 2008). Tantau further states the importance of strategically managing resources in order to gain competitive advantage. Entrepreneurship strategy is the process that leads to decision-making and management efforts to determine the potential which aims to match existing resources with the highest possible rate of return and benefits and then employ them through strategic tasks (Kyrgidou, & Hughes, 2010). It is a process that includes study behavior for both immediate and beneficial opportunities and the organization's leading results (Sirmon et al, 2003)

2.4.1 The Dimensions of Entrepreneurship Strategy

1. **Creative capabilities:** refers to the efforts of organizations staff to create new opportunities or exceptional solutions. Creativity refers to any product or idea that is understood by a person as new (Kotler, 2009). Creativity is the adoption of a new idea or behavior for the organization's industry, market or public environment and that the first organization who introduces a new product is innovative (Daft, 2001). Therefore, creativity is an important source for organizations because it contributes to building the core competitive advantage of business organizations.

2. **Risk taking:** business organizations are highly focused on identifying opportunities and risk-taking activities and a lack of strategic focus balancing can undermine the benefits and value of the entrepreneurial initiative that can be formed (Kyrgidou & Hughes, 2010). Dess, et al, (2007) classifies the risk faced by organizations into three types: work risks, financial risks, and personal risk. Risk taking is that which managers want to commit to allocating a large proportion of the organization's resources to new projects. In addition to carrying large debts in order to exploit opportunities, these unconventional behaviors result in exceptional results (Pearce et al, 2010).

3. **Entrepreneurial Culture:** the anticipation of new and innovative ideas, encouragement of risk and tolerance of failure, it is to promote learning and priority for products, processes, manage creativity and believe that constant changes are the carrier of opportunity (Chang, et .al., 2013). It is one of the tasks that help change and regenerate (Dess, et al, 2007). Hitt et al. (2001) suggests that the existence of a pioneering culture in an educated organization which is essential within the framework of competition. It helps in innovation and rapid response to technological developments and environmental changes to achieve competitive dynamic merit, leading organizations use organizational learning to find limited skills and resources.

2.5 Study framework:

The researchers developed the study framework scheme on the theoretical basis of the literature on the main dimensions of the study which is intellectual capital, organizational trust, and entrepreneurship strategy. Figure (1) shows the study framework scheme for these relationships.

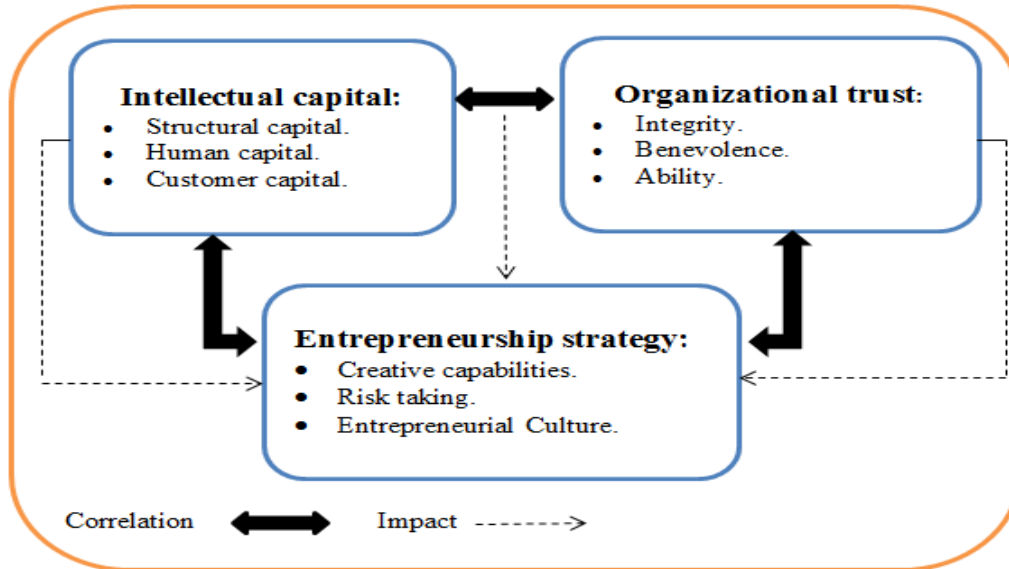


Figure 1: the study framework scheme

2.6 Study Hypotheses:

- H₁: There is a significant positive correlation between intellectual capital and organizational trust.
- H₂: There is a significant positive correlation between intellectual capital and entrepreneurship strategy.
- H₃: There is a significant positive correlation between organizational trust and entrepreneurship strategy.
- H₄: There is a significant impact of intellectual capital on entrepreneurship strategy.
- H₅: There is a significant impact of organizational trust on entrepreneurship strategy.
- H₆: There is a significant impact of the relationship between intellectual capital and organizational trust on entrepreneurship strategy.

3. Methodology:

The current study is based on an analytical descriptive approach. The descriptive approach was used to describe the information about the main and sub-variables of the study. The analytical approach was used to analyze the data obtained from the questionnaire for the purpose of determining the level of study variables according to the expectations of the study sample. In addition, correlation and impact between the study variables was examined. This study relied on two types of methods to collect data and information. Firstly, secondary data was acquired that the researchers sought to cover this aspect of the study using available sources that dealt with the subject of the study such as books, articles, studies and university thesis'. Secondly, primary data based on the survey questionnaire was collected in order to complete the practical aspect of the study. The questionnaire was designed to serve the study objectives and hypotheses, using the five value Likert scale (strongly disagree, disagree, uncertain, agree, strongly agree) with the weights (1, 2, 3, 4, 5) respectively. Table (1) shows the aspects of the questionnaire in more detail.

Table (1) questionnaire instrument

Study variables	Questions	Source
Intellectual capital		
Human capital	X1 – X5	(Bontis, 2002), (Sadq et al, 2020).
Structural capital	X6 – X10	

Customer capital	X11 – X15	
Organizational trust		
Integrity	Y1 – Y5	(Mayer, & Allen, 2004), (Mayer et al., 1995)
Benevolence	Y6 – Y10	
Ability	Y11 – Y15	
Entrepreneurship strategy		
Creative capabilities	Z1 – Z5	(Kyrgidou & Hughes, 2010),
Risk taking	Z6 – Z10	(Dess, et al, 2007), (Chang, et .al. 2013).
Entrepreneurial Culture	Z11 – Z15	

The researchers used a range of statistical methods using the SPSS program in order to analysis data such as the mean and standard deviation to identify the reactions of the study sample to the study variables included in the questionnaire. Pearson correlation coefficient was used to identify the correlation between the study variables. Finally, the stepwise coefficient regression was used to determine the effect between the study variables.

The telecommunications sector was chosen to apply the practical section of this study. The study population represents all managers of Korek Telecom Company that are currently operating in Iraq. The study sample composed of 64 managers and supervisors who filled out the questionnaire and the returned questionnaires were used for the statistical analysis.

4. Results and Outcomes

4.1 Reliability of the questionnaire:

Cronbach Alpha analysis was used for the purpose of verifying the reliability coefficient of the questionnaire. The value of the Cronbach Alpha is acceptable when these values are greater than 0.60 (Sekaran, 2005). The total value of the questionnaire' questions is (.895), intellectual capital (.832), organizational trust (.849), entrepreneurship strategy (.827). These results show that the reliability of the questionnaire has a high degree of reliability.

Table (2) results of Cronbach Alpha value

Variables	No. of questions	Cronbach Alpha value
Whole questionnaire	45	.895
Organizational trust	15	.832
Intellectual capital	15	.849
Entrepreneurship strategy	15	.827

4.2 Descriptive analysis of the variables

A descriptive analysis was then conducted to describe the general customer perception of the Intellectual capital, Organizational trust, and Entrepreneurship Strategy in Korek Telecom Company in Iraq context. As can be seen in Table3,4,5, the mean and standard deviation of the constructs were reported. For ease of interpretation of the five point Likert scale anchored by 1 (strongly disagree) to 5 (strongly agree).

4.2.1 Intellectual capital:

Table (3) shows the general average means of intellectual capital that reached (4.12). As shown, there is a high level in the general averages of all intellectual capital dimensions. Its each five questions of human capital, structural capital, and customer capital questions reflect a high general mean of (4.29), (3.98), and (4.11) respectively. These results indicate that the intellectual capital dimensions receive a high level of attention at the Korek telecom Company.

Table (3) means and standard deviations of intellectual capital questions

Intellectual capital questions		Mean	St. Deviation
X1	The company has human resources with diverse skills, expertise and knowledge.	4.54	.502
X2	The company's management develops its human capital through various methods such as training and development.	4.22	.670
X3	The company pays attention to human resources who have the ability to innovate.	4.28	.545
X4	The company has human resources with intellectual and mental abilities that make them distinguished in their performance.	4.10	.781
X5	The company's management is working hard to retain human resources with diverse skills and knowledge.	4.33	.660
General average of Human capital		4.29	.631
X6	The company is keen to have a good reputation through its outstanding scientific product by distinguished human resources.	3.91	.996
X7	The company has the latest information technologies such as computers, accessories and communication technologies.	3.78	1.027
X8	The company has a scientific staff specialized in the field of information systems and technologies.	4.30	.759
X9	The company adopts an organizational structure in line with modern scientific and administrative developments.	4.04	.976
X10	The management of the company provides a guide to describe the functions of administrative staff in order to achieve the best achievement and performance for them.	3.91	.830
General average of Structural capital		3.98	.917
X11	The company seeks to achieve a good level for the satisfaction of its employees through their interest in their skills, experience and use of information and communication technology.	4.25	.766
X12	The company tries to keep the parties involved with it by providing the best scientific product.	4.19	.723
X13	The company's mission is to provide the best service achievements through its interaction with the community.	4.30	.675
X14	The company offers the best possible cooperation with other parties to achieve outstanding service performance.	4.06	.903
X15	The company seeks to achieve the loyalty of its employees by paying attention to them as intellectual capital.	3.79	1.108
General average of Customer capital		4.11	.835
General average of Intellectual capital		4.12	.794

4.2.2 Organizational trust:

Table (4) shows the general average means of organizational trust that reach a value of (4.11). As shown, there is a high level in the general averages of organizational trust dimensions. It is each five questions of integrity, benevolence, and ability questions from respondent's view which reflect a general high mean of (4.16), (4.14), and (4.03) respectively. These results indicate that the organizational trust dimensions receive a high level of attention at the Korek telecom Company.

Table (4) means and standard deviations of Organizational trust questions

Organizational trust Questions		Mean	St. Deviation
Y1	My colleagues at work are frank and advise me.	4.09	.793

Y2	My colleagues at work achieve success without harming others.	4.07	.745
Y3	I believe that the integrity of my colleagues at work is high.	4.18	.695
Y4	My colleagues at work say the truth even if it is undesirable.	4.31	.722
Y5	My colleagues are committed to their obligations to others	4.15	.892
General average of integrity		4.16	.769
Y6	The needs and desires of others are very important to my colleagues at work.	4.25	.725
Y7	My colleagues do not do anything that hurts the company.	4.16	.771
Y8	My work colleagues make personal sacrifices for everyone.	4.03	.870
Y9	My colleagues are interested in always being the best.	4.07	.937
Y10	I am free to disagree with my colleagues at work.	4.21	.769
General average of benevolence		4.14	.814
Y11	My colleagues have a lot of knowledge about what work is needed.	4.15	.957
Y12	I can depend on my colleagues if I have a hard time working.	4.33	.805
Y13	I am convinced that my colleagues can contribute to the success of the company.	3.67	1.093
Y14	My colleagues have the ability to solve important problems in the company.	3.94	.998
Y15	My colleagues have the knowledge to be successful in the work that they are trying to accomplish.	4.07	.765
General average of ability		4.03	.923
General average of Organizational trust		4.11	.835

4.2.3 Entrepreneurship Strategy

Table (5) shows the general average means of entrepreneurship strategy that reached (3.98). As shown, there is a high level in the general averages of entrepreneurship strategy creative capabilities, risk taking, and entrepreneurial culture questions from respondents' view. Each of the five questions reflect a general high mean of (4.04), (3.96), and (3.95) respectively. These results indicate that the entrepreneurship strategy dimensions receive a high level of attention at the Korek telecom Company.

Table (5) means and standard deviations of entrepreneurship strategy questions

	Entrepreneurship strategy questions	Mean	St. Deviation
Z1	The company provides the organizational and appropriate environment to support the creative work.	3.61	1.255
Z2	Employees use different methods to develop and improve their creative abilities.	4.36	.773
Z3	The company provides material resources to allow creative activities.	4.34	.565
Z4	The company provides significant allocations to support the development of creative skills.	4.03	.870
Z5	The company rewards creative behavior and motivates it materially and morally.	3.90	.890
General average of creative capabilities		4.04	.870
Z6	The company follows an aggressive policy to achieve excellence in competitive companies.	4.33	.660

Z7	The company prefers to take advantage of the new opportunities even if there is no certainty of success or failure.	3.94	.903
Z8	The company is taking the risk to increase its market share.	3.66	.993
Z9	The company adopts the risk element in order to obtain competitive advantage to achieve leadership.	3.85	.925
Z10	The company is always looking for high profitability business despite its high risk.	4.03	.816
General average of risk taking		3.96	.859
Z11	The company deals with environmental changes and accepts the ideas that serve to deal with them seriously.	3.46	1.271
Z12	The culture of continuous learning and intensive training has a priority in the idea of running a company as a performance enhancer and maximizes it.	4.21	.769
Z13	The company focuses on improving its services.	4.04	.806
Z14	The management of the company encourages its employees to work continuously to accomplish the work efficiently and effectively.	4.13	.968
Z15	The company is working to adopt the principle of working teams in the achievement of basic and strategic work to achieve sustainable competitive advantage.	3.93	.858
General average of entrepreneurial culture		3.95	.934
General average of entrepreneurship strategy		3.98	.887

4.3 Testing Study Hypotheses

Pearson correlation analysis has been used in order to examine the first, second, and third hypothesis at the (0.01) level of significant. The value of Pearson correlation between intellectual capital and organizational trust is (.745**). The value of correlation between intellectual capital and entrepreneurship strategy is (.732**). The value of correlation between organizational trust and entrepreneurship strategy is (.811**). Consequently, accepting the first, second, and third hypotheses.

The regression analysis as it shown in table (6) illustrates that intellectual capital and organizational trust separately have a significant impact on entrepreneurship strategy. The constant value reveals that if intellectual capital and organizational trust is at zero level, the entrepreneurship strategy has to be in 38.2% and 31.1%. These predictions were significant at *p*-value of (0.05). Furthermore, 78.7% and 68.9% of entrepreneurship strategy can be explained by intellectual capital and organizational trust as represented by R square value. In addition, F calculated is equal to (145.199) and (138.748) respectively which are statistically significant. These results confirm the fourth and fifth hypothesis which state that intellectual capital has a significant impact on entrepreneurship strategy and that organizational trust has a significant impact on entrepreneurship strategy. Table (6) shows that the calculated R square is .804, meaning that 80.4% of the variance in entrepreneurship strategy can be predicted by the relationship between intellectual capital and organizational trust. Moreover, table (6) illustrates that F calculated is 186.743 with the significant value of .000 and is statistically significant. These results confirm the six hypothesis that state that there is a significant impact of the relationship between intellectual capital and organizational trust on entrepreneurship strategy

Table (6) Regression Analysis between study variables

	Entrepreneurship strategy		
	F value	R ²	Sig. F value
Intellectual capital	145.199	.787	.000
Organizational trust	138.748	.689	.000
The relationship between intellectual capital and organizational trust	186.743	.804	.000

5. Discussion and Conclusion:

The results show that there is a strong and significant correlation and impact between intellectual capital and organizational trust in achieving the requirements of entrepreneurship strategy at Korek Telecom Company. This refers to the availability of skills, experience, knowledge, creativity and the availability of human relations. As well as this, the use of information technologies to serve customers, available only in intellectual capital help to achieve entrepreneurship strategy. The rapid progress in the field of telecommunications has helped to transcend the boundaries of spatial and temporal considerations. It has had a fundamental impact on the mechanism of action of organizations through changes in organizational structures and strategies. The intensification of competition in domestic and global markets has called on organizations to think about the ways in which competitive performance can be improved which has since required organizations to seriously consider intellectual capital. Organizations that aim to embrace their intellectual resources should seek to provide an appropriate working environment and adopt a contemporary management philosophy that believes in dialogue and uses its mechanisms as empowerment, as well as providing a set of characteristics to generate creative ideas. Entrepreneurship strategy is one of the most recent topics that have been given a considerable amount of attention as a result of increasing competitiveness in the local and global environment. Entrepreneurship strategy is characterized by a range of important dimensions that enable the competitive capabilities and excellence of business organizations such as creative capabilities, risk taking, and entrepreneurial culture with clear common values and a pioneering mindset possessing knowledge capabilities as well as strategic resources.

6. Recommendations:

The need to maintain the high levels of intellectual capital and its components, as it exceeds the physical capital in the modern era has the potential to attract human resources with competence, skill and talent to work within the company. By employing them, there is potential for this to result in an increase in investment in the construction of entrepreneurship strategy. Organizations need to create an appropriate database for their creative staff, find appropriate measurement methods and evaluate their intellectual capital. As well as this, it is crucial to take care of the intellectual capital industry and develop the available resources. This can be achieved by sending employees who have the ability and efficiency to scientific courses and to participate in scientific conferences in the field of communications. Organizations need to maintain the high level of entrepreneurship and use it as a competitive advantage. Additionally, it is recommended to activate the role of efficient recruitment in the promotion of creative capabilities, risk taking, and entrepreneurial culture, as well as taking advantage of the high level of importance that emerged in the responses of the managers' perspective. Organizations should recognize the importance of developing, encouraging and strengthening the organizational trust of their employees, especially since the results of the study indicate the significance of a high level of organizational trust amongst its workers. Therefore, if organizations want to see the benefits, it should develop policies and programs to ensure they are investing correctly and benefit from the support of entrepreneurship strategy. It is necessary to increase the level of awareness on the importance of achieving the strategic and future goals of the organizations. Not only does this have positive results for the organization in general but also for managers. Organizations should work to maximize and develop the values of organizational commitment to its employees as it is one of the most important topics related to human resources.

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