The Impact of knowledge Capital on Proactive Behavior

Analytical study of the opinions of faculty members at Islamic University in Najaf

Assist. Prof. Jinan Shehab Ahmed **The researcher. Sabriya Jabr Nema**

The University of Al-Qadisiyah, College of Administration and Economics, Department of business administration

Abstract

The objective of the contemporary studies is to discover the position of the connection between knowledge capital represented via (human capital, relationships capital, and structural capital) and the proactive conduct represented through (proactive organizational behavior, proactive conduct directed to colleagues, and individual proactive behavior) with the aid of the use of the questionnaire device that measures the level of availability of research variables in college participants at the Islamic university thru the usage of a hard and fast of statistical gear represented through (regular distribution, structural modeling equation, Alpha-Cronbach coefficient, suggest, standard deviation, Pearson correlation coefficient, and regression coefficients that had been extracted by this system " AMOS.V.24), and the research reached a fixed of consequences, the most critical of that's that there is a correlation and ethical impact between knowledge capital and proactive behavior, which brought about a fixed of suggestions, the maximum important of which is urging the university to enhance the morale of employees to be able to ensure task pleasure towards the organization, which contributes In improving the human capital of employees.

Keywords: knowledge capital, and proactive behaviour.

Introduction

Iraqi higher education institutions are afflicted by a lag inside the infrastructure, represented within the basic pillars in building an advanced information capital able to enhancing the extent of educational establishments in developing the proactive behaviour of the human useful resource in universities as it represents the maximum essential asset being the premise on which excellence may be executed as compared to the relaxation establishments. therefore the idea of the current examination to shed mild on the position of understanding capital in promoting proactive conduct, which contributes to enhancing the connection, cooperation and interaction with people with the aid of growing trust and credibility among personnel and educational institutions.

Study problem

The essence of the study problem is reflected in an important question that is (What are the behaviours that can be invested to improve the relationship between knowledge capital and proactive action?

Objectives of the study

1. Identify the university's level of ownership of knowledge capital in its field (human capital, relational capital, and structural capital).
2. Exposing the university's level of ownership of proactive behaviour in its field (proactive organizational behaviour, proactive behaviour directed at colleagues, and individual proactive behaviour).
3. How does the field of knowledge capital represented by (human capital, relational capital, and structural capital) affect proactive behaviour?

The importance of studying

1. Introducing the studied university to the importance of defined capital and the proactive behaviour of its affiliates.
2. To impart a new intellectual character to studies by measuring the nature and type of relationship between important topics in modern management thought.

Hypotheses of the study

1. The correlation hypothesis, The first main hypothesis: There is a statistically significant correlation between cognitive capital and proactive behaviour.
2. Impact hypothesis, The second main hypothesis: the existence of a direct impact of knowledge capital in its field on proactive behaviour.

Methods of collecting data and information

The field methods represented mainly in the questionnaire tool, as the questionnaire tool consisted of two axes, and each axis had three fields with (49) paragraphs, and Table (1) shows the axes of the questionnaire tool.

Table1. Shows the axes of the measuring tool

variable	Field	Number of paragraphs	Symbol	Source
Knowledge capital (KNCA)	Human capital	12	KCHU	Chahal& Bakshi, 2016
	Relational capital	6	KCRE	
	Structural capital	15	KCST	
Proactive behaviour (PEBH)	Proactive organizational behavior	5	PEPO	Alparslan& Kanten,2019
	Peer-directed, proactive behavior	5	PEDI	
	Individual proactive behaviour	6	PEIN	

The concept of knowledge capital

Opinions varied and differed regarding the concept of knowledge capital, as Table (2) shows a group of concepts related to knowledge capital for a group of researchers and academic writers.

Table 2. Shows the concept of knowledge capital according to the opinions of some researchers and writers

S	Researcher	Concept
1	Kijek et al.,2016:171	All activities related to research and development that contribute to enhancing competitiveness and accelerating the economic growth of the organization
2	Lim& Jung, 2017:94	One of the social infrastructure that contributes to influencing economic growth.
3	Laperche,2017:1	A central concept in improving management's ability to develop its economic growth.
4	Johri& Karimzada,2018:2	A work culture that urges extra effort and motivation of workers to identify mistakes and address them as quickly as possible.
5	Ayeni,2018:53	An important way to enhance the organization's ability to increase returns and growth rates in a better way than competing organizations
6	Mulla and Abbas, 2019: 60	Total knowledge that the organization can benefit from us in the process of running a business to obtain a competitive advantage
7	Al-Zubaidi and Abbas, 2019: 31	It is the group of workers who possess mental capabilities and skills so that they can innovate and generate new ideas capable of enabling them to maintain the competitive position of the organization, maximize its strengths and dominate the external environment.
8	Sun,2019:546	It is one of the basic pillars that plays an important role in the relationship between the investment of intellectual capital and the performance of the organization
9	Hegde & Mishra,2019:24	One of the ways that contribute to improving the organization's capabilities is to obtain patents that help it grow
10	Mazhar 2020: 26	The intangible assets in the organization can be used to create value by converting them into new processes, goods and services that can be used as a competitive weapon by the organization in the process of creative and strategic development and the preservation of survival and continuity.

From the foregoing, it can be said that the knowledge capital is a basic knowledge base present in the organization represented by a distinguished elite of workers and the infrastructure that helps the elite to perform and convert knowledge into value for the organization as well as the knowledge of the customers.

Dimensions of knowledge capital

Most studies related to cognitive capital (Al-Mulla and Abbas, 2019; Al-Zubaidi and Abbas, 2019; Yao & Zhang, 2009; Hafiza, 2016; Lehtimaki & Lehtimaki, 2016) indicate that it is a structure consisting of three main field:

1. Human capital: Human capital is an integral part of work (Abdurakhmanova et al., 2020: 1), and (Akhmetshin et al., 2018: 2) indicated that human capital is a diverse and highly complex productive factor that affects The development of the economy and society, including the workforce, the creativity system, the accumulated high-performance knowledge, and the professional and intellectual information systems.
2. Structural capital: Structural capital is shaped by systems, tools and operating philosophy that improve the flow of knowledge inside and outside the organization (Dal Mas, 2019: 12), as structural capital works to support and facilitate the performance of human capital (Abd-Elrahman et al., 2020: 1), and thus it represents an infrastructure supporting human resources and knowledge (Bontis et al., 2018: 2).
3. Relational capital: Client capital depends mainly on the relationship between the organization and the customer (Muchtar & Qamariah, 2018: 1), as well as it contributes to encouraging creativity in the organization (Sulistyo, 2016: 196).

The concept of Proactive behavior

The term (Proactive), or what some researchers call a proactive spirit, refers to the behaviour of employees being one of the important aspects that have gained a large Annaba because of its strong influence on the performance and success of organizations, so researchers, writers and academics have taken care to study the behaviour of individuals within the organization,[11] and among those behaviours is the so-called With anticipatory behaviour, researchers' opinions about the concept of anticipatory behaviour can be summarized in Table (3).

Table 3. Shows the concept of Proactive behavior

S	Researcher	Concept
1	Chen,2013:3	A proactive action by employees to influence themselves and/or their environments
2	Mangan,2014:6	Willingness to define problem-solving and recognition of employees' distinguished initiatives and give them freedom and independence in making corrective decisions
3	Syed& Mueller,2015:156	Relatively stable tendency to cause environmental change
4	Cerita,2017:1789	Independent and future-oriented actions of the workers of the organization aim to change attitudes and change themselves.
5	Alves& da Silva,2017:146	The ability of the organization to create demands, drive the market, and differentiate its leadership

		position in the company compared to competitors
6	Vough et al.,2017:2	A process by which individuals identify potential problems or opportunities in their work environment and bring about self-change to achieve a better work position in the future.
7	Wu et al.,2018:2-3	Developing appropriate solutions to environmental problems and concerns related to work
8	Guan& Huan,2019:2	Automatic and predictable behaviour to change or improve the environment and the individual
9	Jaffery& Abid,2020:413	The total efforts made by the organization and its workers to bring about change in the work environment and ensure the growth of the organization and create a prosperous future for it.

From the above, it can be said that proactive behavior refers to an outcome of behaviors that improve the organization's ability to effect change in its internal environment, address problems and address threats that hinder the organization's work by empowering workers and actors and giving them the freedom and independence to take the necessary measures to improve the reality. The organization and its place in the market.

Dimensions proactive behavior

Proactive behavior can be measured through a set of field, namely:

1. Proactive organizational behaviors: Proactive organizational behaviors aim to effectively deal with internal organizational environmental changes and contribute to organizational roles and thus improve the overall efficiency of work (Kanten & Alparslan, 2013: 27) through the individual's pursuit of a change in the status quo or the current situation such as introducing new working methods or influencing the organization's strategy. (Bindl & Parker, 2010: 4)
2. Proactive behavior directed at coworkers: They are the behaviors that the working individual performs towards other working individuals who work in the same work unit or other work units in the organization, and these behaviors are not added to the job description, so they are considered additional role behaviors aimed at assisting (Kanten & alparslan, 2013: 37).
3. Individual Proactive behaviors: Working individuals perform these behaviours to achieve individual goals and organizational success through their contribution to achieving the personal development of the working individual directly by adapting to new conditions and equipment, learning new ideas and knowledge and thus performing tasks appropriately and better (Kanten & Alparslan, 2013: 27).

The practical side of the research

First, The normal distribution of research variables

The normal distribution represents one of the common tests that are used in measuring the nature and type of distribution that the data are drawn from the community follow, and

therefore the normal distribution test is one of the important axioms that give freedom and independence to analyze the results by parametric methods, and therefore, to do this analysis, two types of tests must be used. These tests are commonly used, and these tests are represented by the tests Kolmogorov - Smirnov and Shapiro - Wilk which depends on the value of (P-value) which is acceptable when it is greater than (0.05) if the significant value is higher than (0.05), the data are subject to the normal distribution, while if the significant value is less than (0.05), then these data are not subject to the normal distribution, as in Table (4).

Table 4. Shows the results of the analysis of the normal distribution of the research variables

Variables	Kolmogorov-Smirnova	Shapiro-Wilk	df	Sig.
Human capital	0.127	0.921	338	P > 0.05
Relational capital	0.199	0.888	338	P > 0.05
Structural capital	0.122	0.920	338	P > 0.05
Knowledge capital	0.133	0.898	338	P > 0.05
Proactive organizational behavior	0.161	0.918	338	P > 0.05
Peer-directed, proactive behavior	0.151	0.899	338	P > 0.05
Individual proactive behavior	0.171	0.898	338	P > 0.05
Proactive behavior	0.130	0.904	338	P > 0.05

The results of Table (4) revealed that the withdrawn data are subject to the normal distribution test, since the significant value of the Kolmogorov - Smirnov and Shapiro - Wilk tests is higher than (0.05), and this indicates that it is possible to continue analyzing data and extract the results that the study aspires to reach.[15]

Second, The stability of the measuring instrument

The structural validity of the questionnaire tool refers to measuring the stability of the study field and variables through the use of the famous measure of stability Cronbach Alpha coefficient, which aims to measure the consistency and consistency of the measurement tool by measuring the significant value of the study field and their variables, as the significant value must be higher than (75%) to It is characterized by the quality of acceptance,[16] and Table (5) shows the Cronbach's Alpha coefficient for the variables included in the analysis.

Table 5. Shows the Alpha Cronbach coefficients for the search variables and field

Variable	Field	Number of paragraphs	Cronbach Alpha for each field	Cronbach Alpha for the variable as a whole
Knowledge capital	Human capital	12	0.934	0.965
	Relational capital	6	0.877	
	Structural capital	15	0.958	
Proactive	Proactive organizational behaviour	5	0.909	0.960

behaviour	Peer-directed, proactive behaviour	5	0.913	
	Individual proactive behaviour	6	0.926	

The results of Table (5) resulted in the measurement tool being characterized by high relative stability, and this is indicated by the independent variable (knowledge capital) with a consistency of (0.965), and the dependent variable (anticipatory behaviour) with a consistency equal to (0.960).

Third, Descriptive statistics of research variables

1. Descriptive statistics of the knowledge capital variable: It is noted from the results of Table (6) that the level of general agreement for the knowledge capital variable reached (80%) with an average of (3.99) which is higher than the hypothetical mean of Likert's gradient of (3), and this is due to the amount of the KCRE's contribution Because it came in first place with a mean of (4.01), a standard deviation of (0.596), and relative importance equal to (80%), and the last rank was represented by the dimension of human capital (KCHU) as it got the lowest mean of (3.97) and a standard deviation It reached (0.591) and relative importance (79%). This indicates the need for the university to include information within its internal structures in a manner that serves the university's interest and develops its provided educational services.[17]

Table 6. Show mean, standard deviation, and the relative importance of the cognitive capital variable

Paragraph	Mean	SD	Relative importance	Order of importance	Paragraph	Mean	SD	Relative importance	Order of importance
Kchu1	4.01	0.753	80%	4	Kcst1	4.03	0.828	81%	5
Kchu2	3.93	0.742	79%	9	Kcst2	4.00	0.817	80%	9
Kchu3	4.14	0.840	83%	1	Kcst3	4.12	0.883	82%	1
Kchu4	3.93	0.737	79%	8	Kcst4	3.91	0.812	78%	13
Kchu5	3.99	0.757	80%	7	Kcst5	4.04	0.834	81%	3
Kchu6	4.06	0.800	81%	2	Kcst6	3.79	0.653	76%	15
Kchu7	3.75	0.800	75%	12	Kcst7	3.88	0.720	78%	14
Kchu8	3.87	0.730	77%	11	Kcst8	3.93	0.787	79%	11
Kchu9	4.06	0.828	81%	3	Kcst9	4.04	0.855	81%	4
Kchu10	4.01	0.787	80%	5	Kcst10	4.08	0.820	82%	2
Kchu11	3.90	0.769	78%	10	Kcst11	4.01	0.797	80%	8
Kchu12	4.00	0.757	80%	6	Kcst12	4.01	0.786	80%	7
KCHU	3.97	0.591	79%	Third	Kcst13	4.02	0.800	80%	6
Kcre1	4.01	0.700	80%	4	Kcst14	3.91	0.679	78%	12
Kcre2	4.07	0.805	81%	2	Kcst15	4.00	0.745	80%	10
Kcre3	3.95	0.769	79%	5	KCST	3.99	0.626	80%	Second
Kcre4	4.03	0.770	81%	3	KNCA	3.99	---	80%	***
Kcre5	4.11	0.812	82%	1					
Kcre6	3.87	0.679	77%	6					
KCRE	4.01	0.596	80%	First					

2. Descriptive statistics of the variable of anticipatory behaviour: The results of Table (7) resulted in the level of general agreement for the variable of anticipatory behavior of (81%) with an average of (4.05), which is higher than the hypothetical mean of Likert's gradient of adult (3), and this is due to the amount of the contribution of the individual proactive behavior dimension (PEIN) being It came in first place with a mean of (4.07), a standard deviation of (0.693) and relative importance equal to (81%), and the last place was represented in the dimension of proactive organizational behavior (PEPO) as it got the lowest mean of (4.00) and a standard deviation of (0.673) and relative importance (80%). This indicates the university's interest in motivating workers to make more efforts to meet the necessary work requirements.

Table 7. Show mean, standard deviation, and the relative importance of the proactive behavior variable

Paragraph	Mean	SD	Relative importance	Order of importance	Paragraph	Mean	SD	Relative importance	Order of importance
Pepo1	4.11	0.846	82%	1	Pein1	4.08	0.815	82%	3
Pepo2	4.08	0.770	82%	2	Pein2	4.04	0.822	81%	5
Pepo3	4.01	0.780	80%	3	Pein3	4.12	0.812	82%	1
Pepo4	3.87	0.731	77%	5	Pein4	4.11	0.843	82%	2
Pepo5	3.93	0.798	79%	4	Pein5	4.05	0.788	81%	4
PEPO	4.00	0.673	80%	Third	Pein6	4.01	0.782	80%	6
Pedi1	4.10	0.811	82%	2	PEIN	4.07	0.693	81%	First
Pedi2	4.05	0.784	81%	4	PEBH	4.05	---	81%	***
Pedi3	4.11	0.805	82%	1					
Pedi4	4.02	0.797	80%	5					
Pedi5	4.09	0.895	82%	3					
PEDI	4.07	0.706	81%	Second					

Third, hypothesis testing

1. The correlation hypothesis: This paragraph contributes to measuring a major correlation hypothesis between the variables involved in the analysis (cognitive capital and proactive behaviour), and Table (8) shows the correlation matrix.

Table 8. Show correlation Matrix

	Human capital	Relational capital	Structural capital	Knowledge capital	Proactive organizational behavior	Peer-directed, proactive behavior	Individual proactive behavior	Proactive behavior
Human capital	1	.908**	.898**	.967**	.845**	.832**	.849**	.874**
Relational capital	.908**	1	.901**	.968**	.887**	.852**	.875**	.904**
Structural capital	.898**	.901**	1	.966**	.902**	.888**	.898**	.930**
Knowledge capital	.967**	.968**	.966**	1	.908**	.887**	.904**	.934**

Proactive organizational behavior	.845**	.887**	.902**	.908**	1	.899**	.881**	.962**
Peer-directed, proactive behavior	.832**	.852**	.888**	.887**	.899**	1	.892**	.967**
Individual proactive behavior	.849**	.875**	.898**	.904**	.881**	.892**	1	.960**
Proactive behavior	.874**	.904**	.930**	.934**	.962**	.967**	.960**	1
****. Correlation is significant at the 0.01 level (2-tailed).**					**Sig. (2-tailed) = 0.000**			**N = 338**

- The first main hypothesis: There is a statistically significant correlation between cognitive capital and proactive behaviour.

The results of Table (8) indicate the validity of the second hypothesis that there is a strong statistically significant correlation and at a significant level (0.01) between exempt capital and proactive behaviour and strongly (0.934), which indicates that the studied university is concerned with the need to build a positive relationship between knowledge capital and proactive behaviour.[18] To ensure cognitive progress and predict the requirements needed by the environment and work to meet them, the results also show the existence of an internal correlation between the field ranged from (0.887) for the dimension of proactive behaviour directed to colleagues to (0.908) for the dimension of proactive organizational behaviour, which indicated the university's interest The studied necessity to build positive behaviour among coworkers, and therefore it can be said that the studied university accepts the alternative hypothesis that states that there is a moral correlation between cognitive capital and proactive behaviour), and rejects the null hypothesis that dictates the absence of a moral correlation between cognitive capital and proactive behaviour.[19]

2. Impact hypothesis

- The second main hypothesis: the existence of a direct impact of knowledge capital in its field on proactive behaviour

The results of Table (9) and Figure (1) show that there is a direct impact of cognitive capital on proactive behaviour, as increasing the university's interest in knowledge capital requires developing its potential by (0.752) to improve its proactive behaviour, and this indicates the occurrence of an error rate. It has a value of (0.101) and a critical value of (7.446). Accordingly, it is possible to accept the alternative hypothesis which states the existence of a direct effect of cognitive capital on proactive behaviour and reject the null hypothesis that dictates that there is no effect of cognitive capital on proactive behaviour.[16]

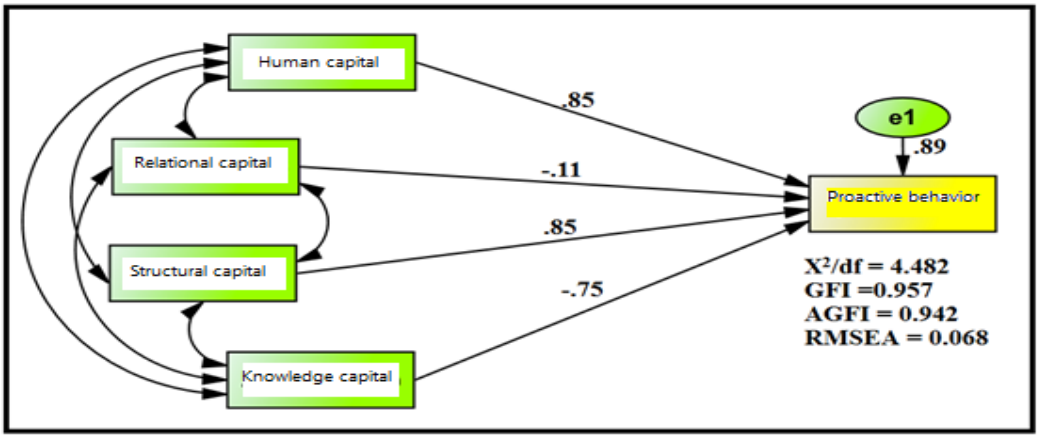

Figure 1. Show the standard model for the impact of knowledge capital in its field on the proactive behaviour of its field

The results of Table (9) show that the knowledge capital contributed to explaining (0.888) of the issues that prevent the development of the university's proactive behaviour, which requires the university to develop its knowledge capital by (0.112) to ensure the application of the requirements of proactive behaviour.[17]

Table 10. Show the results of the analysis of the impact of knowledge capital in its field on the proactive behaviour of its field

Track			Standard weights	SD	Critical value	Values R2	**Probability (P)**	Type of effect
Human capital	<---	Proactive behaviour	0.848	0.095	8.926	0.888	***	Sig.
Relational capital	<---	Proactive behaviour	-0.106	0.065	1.631		n. s	No sig.
Structural capital	<---	Proactive behaviour	0.853	0.094	9.071		***	Sig.
Knowledge capital	<---	Proactive behaviour	-0.752	0.101	7.446		***	Sig.

Conclusions

1. The existence of a statistically significant correlation between knowledge capital and proactive behaviour, which indicates that the studied university is interested in developing the skills of its associates to build their abilities to generate new ideas that contribute to the improvement and development of the university.
2. The university is concerned with the continuous improvement of its educational services by making two-round developments on its structural capital, which contributes to improving the level of quality of educational services provided.
3. The studied university is interested in allocating sufficient time to communicate with the beneficiaries, which indicates the university's keenness to address the problems through cooperation between affiliates
4. The university is keen to build a safe and sound educational environment to ensure the achievement of a supportive and comfortable environment for its members.

5. The university is interested in using high-quality information technology, which contributes to improving the university's ability to use advanced systems and procedures that enhance and improve its creativity.

Recommendations

1. The need to encourage the university for its affiliates to develop their scientific potential by defining a set of material and moral rewards that will serve the interest of the university and its affiliate.
2. The need for the university to be keen on restructuring its organizational policies to reduce the gaps that directly affect its performance.
3. The university must build a knowledge base that motivates its affiliates to put forward innovative ideas for the development and continuous improvement of the university.
4. The university must strive to achieve the loyalty of its affiliates by motivating them to make additional efforts when the university needs it.
5. It the necessary for the university to develop its educational services by developing its internal and external structures and systems in line with its capabilities.

References

1. Hafiza, Tawil, 2016 "Investing in knowledge capital and its role in achieving the competitiveness of public institutions: a case study of the Algerian telecommunications institution in M'sila", published master's thesis, Jumaa Mohamed Boudiaf - Messila, College of Economic, Business and Management Sciences, Department of Management Sciences.
2. Al-Zubaidi, Ghani Daham, and Abbas, Muhammad Hussein, 2019 "The Role of Electronic Human Resource Management Practices in Sustaining Knowledge Capital: Field Research at the University of Babylon" Journal of Economic and Management Sciences, Volume 25, Issue 113.
3. Mazhar, Ramzi Attia, 2020 "The Role of Knowledge Capital in Achieving Strategic Success: Al-Azhar University in Gaza as a Model" Journal of the Islamic University for Economic and Management Studies, Volume 28, Issue 1.
4. Al-Mulla, Abd al-Rahman Mustafa, and Abbas, Qasim Haboub, 2019 "The Impact of Organizational Learning Capabilities on Enhancing Knowledge Capital: An Applied Research at Wasit University" Journal of Economic and Administrative Sciences, Volume 25, Issue 110.
5. Abd-Elrahman, A. E. H., El-Borsaly, A. A. E., Hafez, E. A. E., & Hassan, S. A. (2020). Intellectual capital and service quality within the mobile telecommunications sector of Egypt. Journal of Intellectual Capital.
6. Abdurakhmanova, G., Shayusupova, N., Irmatova, A., & Rustamov, D. (2020). The role of the digital economy in the development of the human capital market. Scientific Research Archive, (25).
7. Akhmetshin, E. M., Sharafutdinov, R. I., Gerasimov, V. O., Dmitrieva, I. S., Puryaev, A. S., Ivanov, E. A., & Miheeva, N. M. (2018). Research of human capital and its

potential management on the example of regions of the Russian Federation. Journal of Entrepreneurship Education, 21(2), 1-14.
8. Alves, A. P. F., & da Silva, M. E. (2017). Reposicionando os holofotes do comportamento proativo: de um foco ambiental para as práticas sustentáveis. Sistemas & Gestão, 12(2), 146-57.
9. Ayeni, R. K. (2018). Knowledge Capital, Human Capital Stocks and the Growth of Africa Economies: A Panel Data Analysis. IOSR Journal of Economics and Finance (IOSR-JEF) 2321-5925. 9 (3)(May-June 2018), 53-63.
10. Bal, P. M., Chiaburu, D. S., & Diaz, I. (2011). Does psychological contract breach decrease proactive behaviours? The moderating effect of emotion regulation. Group & Organization Management, 36(6), 722-758.
11. Belschak , F. D. & Hartog , D. N. & Fay , D. (2010) . Exploring Positive, Negative and Context-Dependent Aspects of Proactive Behaviors at Work, Journal of Occupational and Organizational Psychology, 83, 267 – 273.
12. Bindl, U. K., & Parker, S. K. (2011). Proactive work behaviour: Forward-thinking and change-oriented action in organizations. In APA handbook of industrial and organizational psychology, Vol 2: Selecting and developing members for the organization. (pp. 567-598). American Psychological Association.
13. Bontis, N., Ciambotti, M., Palazzi, F., & Sgro, F. (2018). Intellectual capital and financial performance in social cooperative enterprises. Journal of Intellectual Capital.
14. Cerit, Y. (2017). The mediating effect of LMX in the relationship between school bureaucratic structure and teachers' proactive behaviour. Leadership & Organization Development Journal.
15. Chen, H. (2013). The relationship between psychological capital and proactive career behaviour of Chinese white-collar workers in their early career.
16. Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behaviour. International journal of hospitality management, 31(1), 180-190.
17. Dal Mas, F. (2019). The relationship between intellectual capital and sustainability: An analysis of practitioner's thought. In Intellectual Capital Management as a Driver of Sustainability (pp. 11-24). Springer, Cham.
18. Guan, X. H., & Huan, T. C. (2019). Talent management for the proactive behaviour of tour guides. International Journal of Contemporary Hospitality Management.
19. Hegde, S. P., & Mishra, D. R. (2019). Patented Knowledge Capital and Implied Equity Risk Premium. Available at SSRN 2385062.
20. Jaffery, H., & Abid, G. (2020). Occupational Calling: Antecedents, Consequences and Mechanism. Iranian Journal of Management Studies, 13(3), 413-439.
21. Johri, A., & Karimzada, M. (2018). Learning Efficiency Shocks, Knowledge Capital and the Business Cycle: A Bayesian Evaluation. Knowledge Capital and the Business Cycle: A Bayesian Evaluation (December 14, 2018).
22. Kijek, T., Nowak, A., & Domańska, K. (2016). The role of knowledge capital in Total Factor Productivity changes The case of agriculture in EU countries. German Journal of Agricultural Economics, 65(670-2019-669), 171-181.

23. Laperche, B. (2017). Enterprise Knowledge Capital. John Wiley & Sons.
24. LEHTIMAKI, J., & LEHTIMAKI, J. (2016). Impact of knowledge capital on the performance of firms: A case of firms in Finland. Eurasian Journal of Business and Economics, 9(18), 41-59.
25. Lim, D. G., & Jung, J. H. (2017). Knowledge Capital in Economic Growth: A Panel Analysis of 120 Countries. Asian Journal of Innovation & Policy, 6(1), 94-110.
26. Mangan, M. (2014). FOLLOWER EFFECTIVENESS: THE LINK BETWEEN WORK VALUES AND BEHAVIOR (Bachelor's thesis, University of Twente.
27. Muchtar, Y. C., & Qamariah, I. (2018, January). Entrepreneurial Intellectual Capital [Human Capital, Social Capital, Customer Capital, Technology Capital] on SME's performance in Medan, Indonesia. In 1st Economics and Business International Conference 2017 (EBIC 2017). Atlantis Press.
28. Parker, S. K., & Wang, Y. (2015). Helping people to 'make things happen': A framework for proactivity at work. International Coaching Psychology Review, 10(1), 62-75.
29. Peeters, M. C., Arts, R., & Demerouti, E. (2016). The crossover of job crafting between coworkers and its relationship with adaptivity. European Journal of Work and Organizational Psychology, 25(6), 819-832.
30. Sardo, F., Serrasqueiro, Z., & Alves, H. (2018). On the relationship between intellectual capital and financial performance: A panel data analysis on SME hotels. International Journal of Hospitality Management, 75, 67-74.
31. Sun, J. (2019). An Empirical Study on the Impact of Enterprise Knowledge Capital Investment and Intellectual Capital on Firm Performance.
32. Syed, I., & Mueller, B. (2015). From passion to alertness: an investigation of the mechanisms through which passion drives alertness. In Academy of Management Proceedings (Vol. 2015, No. 1, p. 15608). Briarcliff Manor, NY 10510: Academy of Management.
33. Van der Rijt, J., Van den Bossche, P., van de Wiel, M. W., Segers, M. S., & Gijselaers, W. H. (2012). The role of individual and organizational characteristics in feedback-seeking behaviour in the initial career stage. Human Resource Development International, 15(3), 283-301.
34. Vough, H. C., Bindl, U. K., & Parker, S. K. (2017). Proactivity routines: The role of social processes in how employees self-initiated change. Human Relations, 70(10), 1191-1216.
35. Wu, W., Wang, H. J., & Lu, L. (2018). Will my perception be enough?. Chinese Management Studies.
36. Yao, L. G., & Zhang, Y. (2009, April). Research on the core competence evaluation model of construction enterprise based on knowledge capital theory. In the 2009 International Joint Conference on Artificial Intelligence (pp. 163-166). IEEE.