Abstract. *The intellectual capital has promoted a new perspective of creating value by increasing the awareness of the intangible resources' importance. Different types of companies, depending on their industry and business models use different approaches to obtain value from their intellectual capital. The current paper seeks to find out if the Romanian companies are aware of the new perspective of looking at the IC, so that its generation and development to be analyzed and improved. Based on an empirical analysis of the Romanian companies' characteristics and taking into account the specificities of the Romanian business environment, the integrators with high potential of influencing the organizational intellectual capital generation and development are represented by the Mission and Vision of the company and the Management and Leadership style used within the analyzed companies. In order to test the hypotheses, the current paper is based on a quantitative research. The quantitative data collection used was part of a larger survey on the role and impact of integrators on the organizational Intellectual Capital.*

Keywords: integrators, intellectual capital, mission, vision, leadership, management.

THE IMPACT OF INTEGRATORS ON THE ORGANIZATIONAL INTELLECTUAL CAPITAL

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1. Introduction

At the end of the 20th century, a new perspective on the value creation appeared: the intellectual capital (IC). This new perspective has been associated with the development determined by the transition from the classic economy to knowledge-based economy (Brătianu and Orzea, 2010; Davenport and Prusak, 2000; Nonaka and Takeuchi, 1995). The intellectual capital has promoted this new perspective of creating value by increasing the awareness of the intangible's importance. Hudson (Hudson, 1993) states that the economist Gallbraith used the term "intellectual capital" for the first time in 1969. Stewart (Stewart, 1999) considers the term's existence back to 1958. Sullivan (Sullivan, 2000) begins his research on intellectual capital with Itami's paper, who in 1980, published a book called "Mobilising invisible assets", in Japanese. In the 80s, the issue of measuring the knowledge was raised by a group of Swedish companies, that Sveiby (Sveiby, 2001) calls Konrad group. This group was formed by managers who used for the first time nonfinancial indicators to monitor a company's intangibles.

An article of Stewart, published in 1991, called "Brain power", represents the first press appearance of the term "intellectual capital". In the same year, Skandia AFS, a Swedish insurance company empowered Leif Edvinsson as the first intellectual capital director in the world and, in 1995; the company presented publicly the first report on intellectual capital. In 1997, three different books on this topic were published (Edvinsson and Malone, 1997; Roos et al., 1997; Stewart, 1997). These publications lead to the creation of an important community interested in this topic, both of the academics and practitioners.

Different types of companies, depending on their industry and business models use different approaches to obtain value from their intellectual capital. The companies who sell services, such as accounting companies, consulting or law firms, obtain value from their intellectual capital through the fees received for services provided. The companies who sell tangible products are likely to obtain value from their IC in the form of income from products sale (Sullivan, 2000). Nowadays, it seems to be extremely important for the companies to identify and analyze the value creation possibilities from their IC, as it is one of the most important ways of obtaining competitive advantage.

IC resources contribute to a company's possibility to begin or continue to create value. Although there are more options of subdividing IC, the most used way is to divide IC into three categories based on their economic behavior (Roos et al., 2005). These are:

1. Relational, which includes all the relations the company has with its stakeholders: clients, suppliers, shareholders, creditors and the like.

2. Organizational, representing "*all those things that remain in the organization when the employees have left the building, but you cannot find it in the balance sheet.*" (Edvinsson, Skandia).

3. Human, refers to all the attributes that make individuals become resources for the company and cannot be replaced by machines or equipment.

2. Organisational integrators

The current paper seeks to find out if the Romanian companies are aware of the new perspective of looking at the IC, so that its generation and development to be analyzed and improved. If we put the IC in the middle of the big picture and we look at its roots instead of branches, we can argument that the value of the IC depends on certain mechanisms, called *integrators* (Brătianu, 2007; Brătianu, 2011). They have the power to bring together the primary elements and to integrate them in the company's IC, using synergy. By introducing the concept of integrator, new research horizons of the organizations IC's dynamics were open. *The integrator represents a powerful field of forces, capable of combining two or more elements into a new entity, based on interdependence and synergy* (Brătianu, 2011, p. 8).

Based on an empirical analysis of the Romanian companies' characteristics and taking into account the specificities of the Romanian business environment, two integrators were selected as base for testing the hypothesis of the conducted research.

The integrators with high potential of influencing the organizational intellectual capital generation and development are represented by the *Mission and Vision* of the company and the *Management and Leadership* style used within the companies.

A vision correctly identified describes the company as it wants to become in the future and presents the steps it has to take for a progress toward the vision (Sullivan, 2000). The vision represents a projection of the company into the future, a projection capable of motivating and inspiring all the employees. An explicit presentation of the vision regarding the products or services it offers on the market represents the company's mission. Therefore, the mission is the one externally oriented. An effective mission establishes the identity of the company and it should be a relevant, interesting and motivating factor for all the stakeholders (Dess et al., 2006; Thompson and Strickland, 2001).

Together, the company's mission and vision constitute a powerful integrator that impacts the emotional intelligence and the fundamental values of the stakeholders. Great leaders have known how to use this integrator for generating the organizational intelligence that leads to generating and implementing successful strategies (Montgomery, 2008).

By its own nature, leadership represents an integrator, much stronger than technology and associated processes. Still, unlike technology that is very specific and quite rigid, management is a flexible and generic integrator, as it actions on individual knowledge transforming it into organizational knowledge, and on the individual intelligence transforming it into organizational intelligence. Also, the integrator *leadership and management* is strongly impacting explicit and tacit knowledge, generating organizational explicit knowledge and organizational tacit knowledge (Andriessen, 2004; Baumart, 2001; Davenport and Prusak, 2000; Debowski, 2006; Nonaka and Takeuchi, 1995).

3. Research methods

The research conducted has two hypotheses, and in both cases, null and alternative hypothesis were considered:

H0: In the companies analyzed, the integrators' impact in generating and developing organizational intellectual capital is significant.

The alternative hypothesis, valid in case of null hypothesis' rejection is:

H1: In the companies analyzed, the integrators' impact in generating and developing organizational intellectual capital is not significant.

The second hypothesis refers to managers and employees' perception:

H0(i): Managers' perception on the role of integrators that generate and develop intellectual capital is similar to the employees' perception.

H1(i): Managers' perception on the role of integrators that generate and develop intellectual capital differs from the employees' perception.

In the last years, the small and medium enterprises (SME) have been the core of the economies of the most important European Union's member states. According to the European Commission analysis, 85% of net new jobs in the EU between 2002 and 2010 were created by SMEs. During this period, net employment in the EU's business economy increased significantly by an average of 1.1 million new jobs each year (Study on the SMEs' impact on the EU labor market, 2012).

As they possess important amounts of information about human resources, the total number of Romanian SMEs represents the target population of the current research. After executing the sampling plan, using a probability, stratified sampling, 120 Romanian companies, with a number of managers ranging from 1 and 7 and a number of employees ranging from 10 to 250, were selected. The main indicators taken into account when identifying the population were: the nationality of the shareholder (the company should have at least one Romanian shareholder), the size of the company (it should be a small or medium firm with the number of employees ranging between 10 and 250), the geographical settlement of the company and the industry in which the companies activate. The predetermined criteria for stratifying the sample of managers were: age, the time worked within the company, the seniority in the industry, the last graduated studies. The completion ratio was 4:1 and the total number of valid answers received from managers was 152 and 700 from employees.

The average age of the respondents was 38.5 and most of them (74.5%) own a bachelor degree. The respondents were predominately seniors in the field of work, most of them having worked more than 10 years and they have been with their current company on an average of 7.85 years.

The quantitative data collection used was part of a larger survey on the role and impact of integrators on the organizational Intellectual Capital. Participants were asked to participate in a 20 minutes, online (web-based) survey, containing a predetermined set of questions designed to capture date from the respondents.

When measuring the concept, numbers were assigned to variables according to a metric Likert scale. This scale from 1 to 5 measured to what extent the respondents agree or disagree each statement included in the questionnaire.

4. Results

For an accurate check up of the assumptions raised, the data obtained from self-completion questionnaires, was introduced in two separate databases: one for employees and one for managers. The total number of valid questionnaires from the employees was of 700, and from the managers was of 152.

4.1. Descriptive statistics

4.1.1. Mission and vision

Employees

Table 1

Descriptive statistics for the mission and vision macro-variable

	N	Min	Max	Mean	Standard deviation
The strategic objectives of the organization are sustained by policies, plans and allocation of resources.	700	1	5	3.99	.920
The employees know the objectives of the organization and of their own departments.	699	1	5	4.20	.886
The employees prove a lot of energy and enthusiasm in performing their activities.	698	1	5	3.97	.930
The organization has the ability of acknowledging when it is necessary to change its strategy and its policies.	699	1	5	4.01	.942
Staffing plans (employment, training, professional development) are established in accordance with the need of reaching the strategic objectives.	698	1	5	4.07	.976
The allocation and utilization of the financial resources of the company sustain its strategic objectives.	698	1	5	4.16	.838
Valid	693				

The fourth column (Mean) represents the mean of the answers and varies between 3.97 and 4.20. Most of the answers' means approach the maximum value (5), except for two variables with values below 4. The standard deviation (column 5) has values below 1, which means that the employees have similar opinions regarding the mission and vision of the organization.

Following the values from table 1, we can conclude that the employees of the analyzed companies know the fundamental objectives of the organization, consider them feasible and think that the mission of the company is realistic. The table also shows that the employees are familiar with the objectives that have to be accomplished by their departments and show a lot of energy and enthusiasm in performing their activities.

Table 2

Case processing summary

		N	%
Cases	Valid	695	99.3
	Excluded	5	.7
	Total	700	100.0

Table 3

Cronbach Alpha Analysis

Validity of statistics	
Cronbach's Alpha	No of items
.795	6

The value of the index Cronbach Alpha is 0.795, a value above 0.7, therefore we can conclude that the chosen set of variables is linearly correlated and measures a latent unidimensional construction. The high value of this test shows that the selected variables are consistent both with each other, and also in relation with the macro-variable *Mission and vision*, built on them.

Table 4

Statistics of the items for the macro-variable Mission and vision

	SMOW	SVOW	ITC	CAIW
The allocation and utilization of the financial resources of the organization sustain its strategic objectives.	20.26	10.963	.578	.758
Staffing plans (employment, training, professional development) are established in accordance with the need of reaching the strategic objectives.	20.34	10.746	.500	.776
The employees show a lot of energy and enthusiasm in performing their activities.	20.44	10.576	.571	.759
The organization has the ability of acknowledging when it is necessary to change its strategy and its politics.	20.40	10.637	.550	.764
The strategic objectives of the organization are sustained by policies, plans, and allocation of resources.	20.43	10.692	.553	.763
The employees know the objectives of the organization and of their own departments.	20.22	10.887	.546	.765

SMOW – Scale mean if one item is waived; SVOW - Scale variance if one item is waived.
ITC – Correlation of items; CAIW - Cronbach Alpha if one item is waived.

Following the values obtained in the first column of table 4, we observe that the strongest correlation with the scale belongs to item „*The employees show a lot of energy and enthusiasm in performing their activities*" this item being the one that sets the tone of the analysis. The weakest correlation is achieved by the item "*The employees know the objectives of the organization and of their own department*". Therefore, we can conclude that the macro-variable *Mission and vision* largely depends on the degree until which the employees know the objectives of the organization and on their degree of feasibility and realism. From the employees' perspective, the extent to which they know the mission and objectives of the organization helps and motivates them in attaining these objectives.

Table 4 also shows the values of the last column, Cronbach Alpha analysis if one item is waived. The values are lower than 0.865 obtained previously, so we can conclude that the initially chosen items ("*The allocation and utilization of the financial resources of the organization sustain its strategic objectives*", "*Staffing plans* (employment, training, professional development) *are established in accordance with the need of reaching the strategic objectives*", "*The employees show a lot of energy and enthusiasm in performing their activities*") are relevant for the approached analysis. This value indicates that the elimination of any of the selected items attracts a loss of information in analyzing the results.

Table 5

ANOVA analysis

		Sum of the squares	df	Mean square	F	Significance
Between groups		1720.165	694	2.479		
In groups	Between items	30.034	5	6.007	11.845	.000
	Residual	1759.633	3470	.507		
	Total	1789.667	3475	.515		
Total		3509.832	4169	.842		
Mean = 4.07						

We can observe that the value of the significance test is 0 that indicates that there is no significant variance between groups, meaning between the employees' and the managers' opinions.

Managers

The fourth column (Mean) represents the mean of the answers and varies between 3.97 and 4.27. The majority of the answers means approach the maximum value (5), excepting one variable with a value lower than 4.

The standard deviation (column 5) has values lower than 1, which means that the managers have similar opinions regarding the mission and vision of the organization. Following the table values, we can conclude that the managers of the analyzed companies consider that the allocation and utilization of the financial resources of the organization sustain its strategic objectives and the staffing plans (employment, training, professional development) are established in accordance with the need of reaching the strategic objectives.

Table 6

Descriptive statistics for the macro-variable mission and vision

	N	Min	Max	Mean	Standard deviation
Staffing plans (employment, training, professional development) are established in accordance with the need of reaching the strategic objectives.	152	1	5	4.27	.838
The organization has the ability of acknowledging when it is necessary to change its strategy and its policies.	152	1	5	4.18	.887
The employees know the objectives of the organization and of their own department.	152	2	5	4.24	.859
The allocation and utilization of the organization's financial resources to sustain its strategic objectives.	152	1	5	4.40	.703
The employees show a lot of energy and enthusiasm in performing their activities.	152	1	5	3.97	.898
Valid	152				

The 3.97 value (row 5) states however, that the managers are not convinced the employees show sufficient energy and enthusiasm in performing their activities and there is room for improvement.

Table 7

Case processing summary

		N	%
Cases	Valid	152	100.0
	Excluded	0	.0
	Total	152	100.0

Table 8

Cronbach Alpha Analysis

Validity of the statistics	
Cronbach's Alpha	No of items
.774	5

The value of the index Cronbach Alpha is 0.774, a value above 0.7, so we can conclude that the chosen set of variables is linearly correlated and measures a latent unidimensional construction. The high value of this test shows that the selected variables are consistent both with each other, and also in relation with the macro-variable *Mission and vision*, built on them.

Table 9

Statistics of the items for the macro-variable Mission and vision

	SMOW	SVOW	ITC	CAIW
	16.66	6.569	.612	.717
The employees show a lot of energy and enthusiasm in performing their activities.	17.09	5.886	.591	.717
The employees know the objectives of the organization and of their own department.	16.83	6.077	.579	.721
The organization has the ability of acknowledging when it is necessary to change its strategy and its policies.	16.88	6.251	.503	.749
Staffing plans (employment, training, professional development) are established in accordance with the need of reaching the strategic objectives.	16.80	6.548	.471	.758

Following the values obtained in the first column of table 9, we observe that the strongest correlation with the scale it is achieved by the item „*The employees show a lot of energy and enthusiasm in performing their activities*" this item being the one that sets the tone of the analysis. Taking into account the value of CAIW, we can conclude that the macro-variable *Mission and vision* largely depends on the measure to which the managers how to motivate their employees in performing their activities.

From the managers' perspective, the strategic objectives of the organization must be sustained by policies, plans and allocation of resources.

In the above table we can follow the values of the last column, Cronbach Alpha analysis if one item is waived. The values are lower than 0.774 obtained previously, so we can conclude that the initially chosen items ("*The allocation and utilization of the financial resources of the organization sustain the strategic objectives*", "*Staffing plans (employment, training, professional development) are established in accordance with the need of reaching the strategic objectives*", "*The employees show a lot of energy and enthusiasm in performing their activities*") are relevant for the analysis. This value indicates that the elimination of any of the selected items attracts a loss of information in analyzing the results.

4.1.2. Management and leadership

Employees

The descriptive statistics for the variable which describes the *Management and Leadership* macro-variable is presented in Table 10.

In this table, No represents the total numbers of respondents (700), Min equal with 1 and Max equal with 5 represent the minimum and maximum values in which the employees' answers vary (1 – total disagreement, 5 – total agreement).

The fourth column (Mean) represents the mean of the answers and it varies between 3.67 and 4.48. The majority of the answers means are close to maximum (5),

with the exception of two variables, that have values below 4. The standard deviation (the 5th column) has values below 1, which means that the employees have similar opinions regarding the leadership of the company.

Table 10

The descriptive statistics for the Leadership macro-variable

	No	Min	Max	Mean	Standard Deviation
The managers of the organization are directly involved in reaching the objectives of the company.	700	1	5	4.48	.765
The managers of the company create and communicate to the employees the strategy of the company.	700	1	5	3.96	.981
The managers of the company, through their own example, support and promote certain values and principles within the organization.	700	1	5	4.07	.993
The managers recognize, appreciate and reward the employees' efforts to improve the results of the company.	700	1	5	4.01	.985
The managers of the company allocate time for discussions and meetings with the employees, when they want to communicate something.	700	1	5	4.22	.911
The managers ensure the implementation of an efficient management system.	700	1	5	4.03	.875
The managers follow that the employee's professional development is consistent with the needs and objectives of the organizational strategy.	700	1	5	4.06	.948
The managers are interested in the professional development of the employees and encourage their participation in trainings.	700	1	5	3.67	.816
The manager of the company is a model for his employees.	700	1	5	4.34	.852
The managers know and interact with the suppliers, customers and other persons interested in the way in which the activity of the company is run.	700	1	5	4.29	.818
The management system of the organization leads to the improvement of the results of the company.	700	1	5	4.20	.870
The employees of the company are rewarded for their results by other means than material as well.	700	1	5	4.03	.881
Valid	700				

Following the table values, we can conclude that the employees of the analyzed companies consider that their managers create and communicate the strategy of the company, ensure the implementation of an efficient management system that leads to the improvement of the results obtained by the company, sustain and promote certain values and principles in the organization, recognize, appreciate and reward the

efforts and accomplishments of the employees in order to improve the results of the company, know and interact with the suppliers, customers and other persons interested in the way in which the activity of the company is run.

The value of 3.67 (row eight), even if it is higher than the neutral value 3, it tells us that, however, some of the employees chose values below 3, meaning that they don't consider the managers are interested in the professional development of the employees which are not encouraged enough to participate at trainings.

Cronbach Alpha value was analyzed to see if the answers obtained were relevant.

Table 11

Case processing summary

		No	%
Cases	Valid	684	97.7
	Excluded	16	2.3
	Total	700	100.0

Table 12

Cronbach Alpha Analysis

Cronbach's Alpha	No. of items
.865	12

Analyzing the table above, we can see that Cronbach Alpha's value is .865, above the value of 0.7, the minimum value that shows that the obtained responses are relevant. In this case, we can conclude that the employees' and the managers' answers are relevant and they are strongly intercorrelated.

Table 13

The statistics of the items for the Management and Leadership macro-variable

	SMOW	SVOW	ITC	CAIW
The managers of the organisation are directly involved in reaching the objectives of the company.	44.31	48,402	.447	.861
The employees of the company are rewarded for their results by other means than the material ones as well.	45.32	44,123	.511	.859
The management system of the organisation leads to the improvement of the results of the company.	44.58	46,372	.560	.854
The managers recognize, appreciate and reward the employees' efforts to improve the results of the company.	44.78	44.309	.643	.848
The managers of the company, through their own example, support and promote certain values and principles within the organization.	44.72	45.378	.550	.854
The managers of the company allocate time for discussions and meetings with the employees, when they want to communicate something.	44.57	45.736	.586	.852

	SMOW	SVOW	ITC	CAIW
The managers ensure the implementation of an efficient management system.	44.76	45.349	.645	.849
The managers follow that the employee's professional development is consistent with the needs and objectives of the organizational strategy.	44.73	45.075	.607	.851
The managers of the organization create and communicate to the employees the strategy of the company.	44.81	45.060	.556	.854
The managers are interested in the professional development of the employees and encourage their participation in trainings.	45.12	44.396	.496	.860
The manager of the company is a model for his employees.	44.49	46.731	.536	.856
The managers know and interact with the suppliers, customers and other persons interested in the way in which the activity of the company is run.	44.45	47.533	.490	.858

In the table above, there are two important aspects for our analysis: the values of the first column (Mean scale if an item is waived) and the values of the last column (Cronbach Alpha analysis if an item is waived).

Following the values obtained in the first column, we find that the item having the strongest correlation with the scale is "*The employees of the company are rewarded for their results by other means than material as well"* and it sets the tone of the analysis. The item having the weakest correlation with the scale is "*The managers know and interact with the suppliers, customers and other persons interested in the way in which the activity of the company is run*." Therefore, we can conclude that the *Management and Leadership* macro-variable depends mostly on the way in which the employees of the organization are rewarded through other means than material as well, and it depends very little on the way in which the managers know and interact with the stakeholders of the company. From the employees' perspective, the way in which their efforts are recognized and appreciated by the managers is very important, as well as the extent to which the managers are interested in their activity and in their professional development.

Also in this table, we follow the values of the last column, the Cronbach Alpha Analysis if an item is waived. The values are smaller than the value obtained previously of 0.865, so we can conclude that all the items which were initially chosen ("*The managers of the organization are directly involved in reaching the objectives of the company*", "*The employees of the company are rewarded for their results through other means than those materials*", "*The management system of the organization leads to the improvement of the results of the company*" and so on) are relevant for the approached analysis. This value also indicates that the elimination of any of the selected items, determines a loss of information in the analysis of the results.

Table 14

ANOVA analysis

		Sum of squares	Df	Mean square	F	Significance
Between groups		3058.403	683	4.478		
In groups	Between items	594.850	11	54.077	89.618	.000
	Residual	4533.483	7513	.603		
	Total	5128.333	7524	.682		
Total		8186.736	8207	.998		
Mean = 4.07						

We can see that the value of the significance test is 0, which states there is no significant variation between the two groups analyzed, meaning between the employees' and managers' opinions.

Managers

Table 15 presents the opinion of the respondent managers to the same questions addressed to the employees.

Table 15

Descriptive statistics for the Management and Leadership macro-variable

	No	Min	Max	Mean	Standard Deviation
The managers of the organization are directly involved in reaching the objectives of the company.	152	2	5	4.69	.612
The managers of the organization create and communicate to the employees the strategy of the company.	152	1	5	4.22	.927
The managers of the company, through their own example, support and promote certain values and principles within the organization.	152	1	5	4.14	.734
The managers recognize, appreciate and reward the employees' efforts to improve the results of the company.	152	1	5	4.28	.885
The managers of the company allocate time for discussions and meetings with the employees, when they want to communicate something.	152	2	5	4.44	.735
The managers ensure the implementation of an efficient management system.	152	1	5	4.18	.817
The managers follow that the employee's professional development is consistent with the needs and objectives of the organizational strategy.	152	2	5	4.28	.776

	No	Min	Max	Mean	Standard Deviation
The managers are interested in the professional development of the employees and encourage their participation in trainings.	152	1	5	4.12	.198
The manager of the company is a model for his employees.	152	2	5	4.49	.709
The managers know and interact with the suppliers, customers and other persons interested in the way in which the activity of the company is run.	152	1	5	4.53	.754
The management system of the organization leads to the improvement of the results of the company.	152	2	5	4.41	.732
The employees of the company are rewarded for their results by other means than material as well.	152	1	5	4.30	.869
Valid	152				

The first column (No) from this table represents the number of the managers which responded to the questions of the questionnaire. Following the obtained values (Mean), we can see that in unanimity, the managers were in total agreement with all the variables that were mentioned.

In the case of managers, the Cronbach Alpha analysis is represented below:

Table 16

Summary of processing cases

		N	%
Cases	Valid	152	100.0
	Excluded	0	.0
	Total	152	100.0

Table 17

Cronbach Alpha Analysis

Cronbach's Alpha	No. of items
.855	12

The values of the Cronbach Alpha index is 0.855, a values larger than 0.7, so we can conclude that the chosen set of variables is correlated linearly and measures a latent unidimensional construction. The high value of this test shows that the selected variables are consistent both between each other, as well as, in relation with the *Management and Leadership* macro-variable, built on them.

Following the values obtained in the first column, we find that the strongest correlation with the scale is achieved by the item "*The employees of the organization are rewarded for their results through other ways than the material ones*", this item being the one that sets the tone for the analysis. The weakest correlation with the scale is owned by the item "*The managers know and interact with the suppliers, customers*

and other persons interested in the way in which the activity of the organization is run". Therefore, we can conclude that the *Management and leadership* macro-variable depends mostly on how the employees of the organization are rewarded in other ways than material and depends the least on how the managers know and interact with the stakeholders of the company. The managers' perception converges with that, therefore the acknowledgement and appreciation of the employees' efforts is very important, the employees being interested in their work and their professional development.

Table 18

Statistics of items for the Management and leadership macro-variable

	SMOW	SVOW	ITC	CAIW
The managers of the organisation are directly involved in reaching the objectives of the company.	46.58	39.530	.335	.855
The management system of the organisation leads to the improvement of the results of the company.	46.86	35.913	.687	.836
The managers of the company, through their own example, support and promote certain values and principles within the organization.	46.97	35.661	.584	.841
The managers acknowledge, appreciate and reward the employees' efforts and achievements in improving the results of the organization.	46.99	35.424	.595	.840
The managers, by their own example, support and promote certain values and principles within the organization.	46.83	37.096	.541	.844
The managers ensure the implementation of an efficient management system.	47.09	35.907	.603	.840
The managers ensure that the employees' professional development is in accordance with the needs and objectives of the organizational strategy.	46.99	35.907	.642	.838
The managers create and communicate to the employees the strategy of the company.	47.13	35.254	.488	.849
The managers are interested in the employees' professional development and encourage them to participate at trainings.	47.43	33.757	.523	.848
The manager is a model for the employees.	46.78	37.694	.491	.847
The managers know and interact with the suppliers, customers and other persons interested in the way in which the activity of the organization is run.	46.74	36.709	.569	.842
The employees of the organization are rewarded for their results by other means than material as well.	47.58	35.080	.454	.853

In the managers' case we follow the values of the last column, Cronbach Alpha analysis if one item is waived. The values are lower than 0.855 obtained previously, so we can conclude that all the items that were initially chosen („*The managers are directly involved in attaining the goals of the organization*", "*The employees of the organization are rewarded for their results through other ways*

than the material ones", "*The management of the organization leads to improved business results*" and so on) are relevant for the approached analysis. This value shows that the elimination of any of the selected items attracts a loss of information in analyzing the results.

Table 19

ANOVA analysis

		Sum of squares	df	Mean square	F	Significance
Between groups			151	3.540		
In groups	Between Items	135.282	11	12.298	24.038	.000
	Residual	849.801	1661	.512		
	Total	985.083	1672	.589		
Total			1823	.834		
Mean = 4.27						

We can observe that the value of the significance test is 0, therefore we can conclude there is no significant variance between groups, meaning between the opinions of the employees and of the managers.

4.2. Factorial analysis

By factorial analysis the number of the items initially proposed in the quationnaire at the variables of those components relevant for each integrator in part is reduced. The factorial analysis was tested for the two integrators analysed before: Missiona and vision and Management and leadership, concluding which are the determining factors for each of them. The factorial analysis was tested with Varimax rotation and Kaiser normalization for isolating the independent factors that compose each integrator.

For performing this analysis both databases described were used, that of the employees and that of the managers, having in this way the possibility to ascertain the perception of each sample upon the same integrators and, in the same time, to compare the way in which the employees and the managers relate to common elements from the companies.

4.2.1. Mission and vision

We comuted the factorial analysis for the integrator *Mission and vision* in order to identify the determining acting factor.

Employees

After applying the statistical formulas we can remark that there is a single determining factor. Analysig the values obtained in the table 20, we find that these are high, similar and without major differences, the items afferent to them having at their core the same concept. This is the reason why we named this factor *Strategic objectives.*

In the case of the integrator *Mission and vision* the items with the highest values are the following: „*Allocation and use of the financial resources of the company support its strategic objectives*" (0.730), „*The strategic objectives of the company are sustained by means of policies, plans and allocation of resources*" (0.706), „*The employees know the objectives of their company and of their departments*" (0.705), „*The organization has the ability of prevising when is necessary the change of its strategy and policy*" (0.705).

Table 20

Determining factors for the integrator Mission and Vision

Factors	Items	Share
Strategic objectives	The allocation and use of the financial resources of the company support its strategic objectives.	.730
	The strategic objectives of the company are sustained by means of policies, plans and allocation of resources.	.706
	The employees know the objectives of their company and of their own departments.	.705
	The organisation has the ability of prevising when it is necessary a change of its strategy and policy.	.705

The employees know very well the mision and vision of the organisation, the fundamental objectives and strategies and the modalities by means of which these would be reached. Moreover, the employees show responsibility and professionalism, they know and distinguish between the objectives of their company and of their own work department. The employees trust the management team and the way their companies run its activity, considering that the organisation would be aware of the moment when change of strategy would be required. The trust of the employees in management and in the ability of their company to be performant has at its basis the existence of a powerful organisational leadership and of a strong organizational culture.

Looking at this analysis from the perspective of the *Intellectual Capital*, it contains several elements of the *Operational Capital* such as: processes, knowledges, policies, know-how, strategies etc.

Managers

Table 21

Determining factors for the integrator Mission and Vision integrator

Factors	Items	Share
Strategy	The allocation and use of the financial resources of the company support its strategic objectives.	.792
	The employees know the objectives of their company and of their own departments.	.734
	The organisation has the ability of prevising when is necessary the change of its strategy and policy.	.722

In the case of the managers the values are higher but the associated items are not different from those related to the employees. The items with the highest values are the following: „*The allocation and use of the financial resources of the company support its strategic objectives*" (0.792), „*The employees know the objectives of their company and of their departments*" (0.734) and „*The organisation has the ability of prevising when is necessary the change of its strategy and policy*" (0.722).

The managers consider an important element in pursuing and reaching the strategic goals of the company is the efficient allocation and use of the resources. They are aware of the value of their employees and informed them very openly about the objectives of the company, being convinced that now they already know these objectives and they focus on reaching them. The perception of the managers converges with that of the employees in what regards the trust they have in their company and its ability to change its strategy if the situation and conditions require it.

4.2.2. Management and leadership

Employees

Table 22

Determining factors for the integrator Management and leadership

Factors	Items	Share
Involvement	The managers of the organisation involve directly in the accomplishment of the objectives pursued by the company.	.705
	The managers know and interact with the suppliers clients and other parties interested in the way in which it is run the activity of the organisation.	.688
	The managers of the company by their own example support and promote certain values and principles within the organisation.	.616
Motivation	The employees of the organisation are rewarded for their results by other means than material as well.	.695
	The managers acknowledge, appreciate and reward the employees endeavours and accomplishments for improving the results of the company.	.618
	The managers are interested in the accordance of the professional development of the employees with the needs and objectives of the organizational strategy.	.608

Analysing the values of the first column (Component) of table 22, afferent to the integrator *Management and leadership* for the case of the employees, we distinguish two determining factors which are to be subsequently identified and analysed.

In the third column, the highest values obtained are: 0.705 (first line), 0.688 (second line) and 0.616 (third line), the items from the questionnaire afferent to these values being the following: „*The managers of the organisation directly involve in the accomplishment of the objectives of the company*", „*The managers know and interact*

with the suppliers clients and other parties interested in the way in which it is run the activity of the organisation", „*The managers of the company by their own example support and promote certain values and principles within the organisation*".

We can conclude that in the opinion of the employees, the managers of the organisations are very interested in the company's performances, in the interaction with the employees and in promoting certain values and principles within their companies. The managers are perceived by the employees as being involved along with them in the development of the operational activities of the company, not representing abstract elements, but being integrated in the collective of the organisation. Taking into account the statement of the three items with high values we named the first factor *Involvement.*

The employees perception may be also interpreted from the perspective of the *Intellectual Capital* defined by its three components: Human Capital, Operational Capital, Relational Capital. Within the factor *Involvement*, the elements of the *Relational Capital* are dominating: the managers are interested in the relationships with the stakeholders of the company, they interact and directly involve in the relations with the clients, suppliers and so on. In the same time, within the companies the managers promote certain values and principles, creating by means of these, the organisational culture of the company, meant for making the employees be friends with each other and get a feeling of belonging to a set of common values.

Analysing the values of the second column we notice that the highest values relate to the following items: „*The employees of the organization are rewarded for their results by other means than material as well*" (0.695), „*The managers acknowledge, appreciate and reward the employees endeavors and accomplishments for improving the results of the company*" (0.618), „*The managers are interested in the accordance of the professional development of the employees with the needs and objectives of the organizational strategy*" (0.608). All of these three items have in common statements about the managers' concern for their employees, reason for which the second factor was named *Motivation*.

From the way in which the employees answered at the questions of the self-completion questionnaire, it appears that they consider their managers encourage and motivate them in their activity. The employees feel appreciated and motivated to involve in the activity of the organisation, all the more if they are to be rewarded by other means beside the material ones. The perception of the employees is that the managers know how important it is to motivate them and to create some organisational structures in which appreciation, encouragement, content and professional fulfilment exist.

From the *Intellectual Capital's* perspective, the factor *Motivation* comprises elements of the *Human Capital*. If in the focus of the managers were in the first case (The Involvement Factor) the relationships with the stakeholders, in this situation employees, their needs and expectancies are important. The managers know the value and role of the companies' human resources and are concerned about their professional welfare, which is the key element of leadership.

The two determining factors identified by means of the factorial analysis applied at the level of the employees are involvement and motivation, two essential, requisite elements for the existence of the organizational leadership.

Managers

Table 23

Determining factors for the Management and leadership integrator

Factors	Items	Share
Involvement in the sense of perfection	The managers of the organisation involve directly in the accomplishment of the objectives pursued by the company.	.798
	The general manager of the organization is a model for his employees.	.728
	The managers know and interact with the suppliers clients and other parties interested in the way in which it is run the activity of the organisation.	.656
Motivation	The employees of the organization are rewarded for their results by other means than material as well.	.782
	The managers are interested in the accordance of the professional development of the employees with the needs and objectives of the organisational strategy.	.742

Just as in the case of the employees, after applying the statistical formulas, we analyse the table 23 and analyse the values of the first column afferent to the integrator *Management and leadership* for the managers of the organisations. The analysis shows that, in this situation, there are two determining factors which are to be identified and analysed below.

Analysing the first column, the highest values obtained are: 0.798 (first line), 0.728 (second line) and 0.656 (third line), the items from the questionnaire afferent to these values being the following: „*The managers of the organisation involve directly in the accomplishment of the objectives pursued by the company*", „*The general manager of the organisation is a model for his employees"*, „*The managers know and interact with the suppliers clients and other parties interested in the way in which it is run the activity of the organisation.*"

In this way, we may notice that the managers consider they actively involve in the efficient development of the company's activity, they represent a real example for their employees by developing a good relationship with them and with the stakeholders of the company. In the case of the integrator *Leadership*, the managers' perception is similar with that of the employees, as they are all involved in reaching the aimed goals.

Having a managerial position and a greater access than the employees to the organisational information, managers have a holistic vision upon the company being focused on the improvement of the performances and the increase of the organisational efficiency. Taking into account the three items with the highest values, the first factor *Involvement in the sense of perfection* was named.

Analysing the second column of table 23, we notice the following two values: 0.782 (first line) and 0.742 (second line), which correspond to the items: „*The employees of the organisation are rewarded for their results by other means than material as well*" and „*The managers are interested in the accordance of the professional development of the employees with the needs and objectives of the organisational strategy*".

Managers' perception converges with that of the employees, being interested in their professional development and their motivation. A friendly work environment and the professional content of their employees lead to an increased efficiency of the company. The respondent managers know that rewards should not be exclusively material. From their managerial positions, managers own the necessary means for motivating the employees and for stimulating the performance of the organization.

If in the case of the employees, the perception regarding motivation refers to organisational environment, personal relationships, professional satisfaction and fulfilment and integration within a collective, managers' goal regarding motivation is a superior one, which requires the development of certain strategies, the establishment of the mission of the organization and the assignment of achievable objectives.

Conclusions

The results of the quantitative research and the analysis obtained based on the respondents data confirm the null hypothesis formulated:

H0: In the companies analyzed, the integrators' impact in generating and developing organizational intellectual capital is significant.

After analysing the data obtained, we can conclude the two integrators are considered to be strong „engines" in generating and developing IC. This also confirms the second null hypothesis:

H0(i): Managers' perception on the role of integrators that generate and develop intellectual capital is similar to the employees' perception.

The research conducted shows both employees and managers consider the integrators' role to be very relevant in generating and developing IC and both categories have similar perceptions over the integrators' impact on the company's growth.

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