

Determining the Relation between Intellectual Capital and Organisational Trust (Case Study: Islamic Azad University Employees, Khorasgan Campus, Isfahan Iran, Academic Year 2013-2014)

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ABSTRACT: The present study has been conducted to determine the relation between the intellectual capital and the organisational trust. The research method used is descriptive-survey of correlational type. The statistical population consists of 320 employees in Khorasgan Campus of Islamic Azad University in the academic year of 2013-2014 using a sample of 175 people. The data gathering tool is an intellectual capital questionnaire based on the Bontis questionnaire (2010) as well as an organisational trust questionnaire based on the Mayer and Davis questionnaire (1999). Descriptive statistics including the frequency, percentage, mean and standard deviation as well as inferential statistics using Pearson correlation coefficient, t-test and one-way regression analysis was used to analyse the data. Research findings demonstrate that there is a meaningful relationship between the human capital ($p < 0.05$, $r = 0.673$), the structural capital ($p < 0.05$, $r = 0.513$), and the customer capital ($p < 0.05$, $r = 0.568$), with the organisational trust. The results of stepwise regression show that the human capital is the first aspect and the relational capital is the second one among all the intellectual capital dimensions capable of predicting the organisational trust. This relation is not meaningful for the case of structural capital variable. The results also indicate that there is no meaningful difference in the respondents' opinions about the intellectual capital and the organisational trust based on their demographic factors (age, sex, educations and work experience). As the intellectual capital is influencing with a high proportion the establishment of organisational trust, it is recommended that the university provides enough background to enhance the intellectual capital and therefore the organisational trust.

Keywords: Organisational trust, intellectual capital, human capital, structural capital, costumer capital, university employees.

INTRODUCTION

Nowadays, the human resource is considered as one of influencing elements for the economic development of the countries and the competent workforce leads to the society progress and movement. One of the factors that affects the growth of a competent human resource and the organisational progress, is addressing the intellectual capitals. In a knowledge-based economy atmosphere, the intellectual capitals have priorities over the physical capitals and therefore they are considered necessary for the scientific, technologic, and economic development of any country. The intellectual capital refers to the knowledge, intellectual property and information, and the experience existing in the organisations that can be used to create value (Stewart, 1997). Within the universities this becomes important as the universities are the society knowledge producers and their feedback is observed in the social, economic, and cultural progress of a society.

On the other hand, the element of trusting the organisation is important in the human resource performance and reaching its objectives. Trust is defined as having confidence in intentions and actions of others and it is a key element in modern mutual relationships (Khanifar, 2007:13). For an optimum

management, it is essential to create trust within the organisation as one of the most important social capitals, and this in turn creates empathy between the employees and the managers of different operational sections, and encourages the relevant and proper information exchange among employees and organisations.

The current world's organisational science has confirmed the necessity of the intellectual capital and organisational trust variables. Creating an environment full of organisational trust among the university employees and faculty members is an inevitable necessity. On the other hand, there has been not enough focus on the intellectual capital components such as human capital (knowledge, skills, experience and expertise of university employees and faculty members), costumer capital (students, parents, society, external organisations and the industry, etc.), and structural capital (hardware and software knowledge existing within the university structure) in Iranian academic system, and therefore it seems essential to study this aspect in details.

Problem Statement

The intellectual capital has three main dimensions

Human Capital

The human capital is a critical part of the intellectual capital. This capital is the main source of innovation and improvement, and at the same time the most difficult component to measure. In addition, the human capital ownership is not in the scope of the organisation and the organisation can just rent this capital (such as employees). The human capital consists of the following elements: skills and competencies of the workforce, their knowledge in the fields essential and important for the organisation success, as well as their talents, behaviour and conduct (Ghalichlee and Moshabbeki, 2006).

Structural Capital

The structural capital includes the databases, the organisational charts, the operational procedures for processes, the strategies, the operational plans, and in general everything that has a higher value than its material value (Roos and Roos, 1997).

Customer or Relational Capital

The relational capital refers to the learned knowledge from the relations of any organisation with its environment including customers, suppliers, scientific communities, etc. that has an impact on its success. The customer capital is the key determining element in converting the intellectual capital into a market value and therefore the business performance of every organisation (Rastogi, 2002).

It is clear that changing the movement direction from traditional capitals into the modern capitals including intellectual capital needs organisational trust. The trust concept and its related issues became increasingly a key research axis by several organisations and the importance of trust became clear to many institutions since establishing communications and cooperation among employees relies on the existence of trust. On the other hand, the top-level management considers trust as the main factor in sharing the knowledge and the investment for creating this trust as of its key priorities. At the time when the relationship among people and groups became weak and are changing rapidly, trusting each other based on the intuition and interpretations of motivations, personality and conscience, is the key issue of the organisations and guarantees their growth and life (Zarei-Matin et al., 2009; and Danaiefard et al., 2009).

One of the main and influential organisations in the current world is the university which tries to generate knowledge capitals and knowledgeable human resources. Therefore, the organisational and management behaviour discussions such as intellectual capitals and trust have an immense importance within the universities. In the light of this importance, the current study aims to evaluate the relation between the intellectual capital and the trust among the Islamic Azad University employees in Khorasgan Campus (Isfahan) and while determining the magnitude of each of these two variables, it tries to identify their relation in order to recommend solutions which can enhance both the intellectual capital and organisational trust among the employees. Figure 1 demonstrates the conceptual pattern used in the current study.

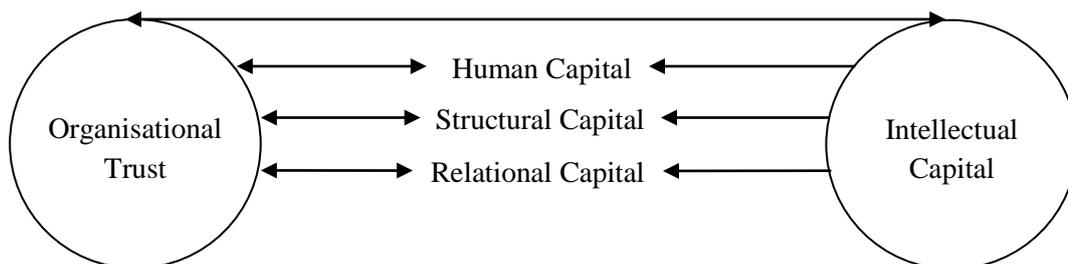


Figure 1. Research conceptual pattern

Research History

Having studied the texts and the theoretical bases related to the current study, no Iranian work that studies the relation between the two abovementioned parameters was found, although some researchers have individually focused on either of the current study parameters. Among the non-Iranian researches, a study focused on the intellectual capital-trust relation was conducted by Suciú & et al. (2012) in the Bucharest Academy of Economic Studies in Romania entitled "the relation between trust, identity, and cultural features on one side, and the intellectual capital on the other side". They concluded that there is a relation among all these variables and that the trust, identity, and cultural features are not less important than intellectual capitals and therefore need to be considered equally important in the knowledge management since these concepts are related to the people who are the main knowledge and information providers.

Research Questions

Main Question

Is there a relation between the intellectual capital and the organisational trust in the Islamic Azad University employees of Khorasgan campus?

Further Questions

Is there a relation between the human capital and the organisational trust in the Islamic Azad University employees of Khorasgan campus?

Is there a relation between the structural capital and the organisational trust in the Islamic Azad University employees of Khorasgan campus?

Is there a relation between the relational capital and the organisational trust in the Islamic Azad University employees of Khorasgan campus?

Is the organisational trust capable of predicting the intellectual capital dimensions in the Islamic Azad University employees of Khorasgan campus?

Is there any difference in the university employee opinions about the intellectual capital and organisational trust based on their demographic factors (*years of service, sex, education, and age*)?

RESEARCH METHOD, STATISTICAL POPULATION, SAMPLES, AND SAMPLING METHOD

The research method used in the current study is descriptive-survey of correlational type. The statistical population considered for the research consists of 320 Islamic Azad University employees of Khorasgan campus (Isfahan) in the academic year of 2013-2014.

The sample volume was estimated to be 175 considering the magnitude of the statistical population using random sampling based on the Morgan's table. 180 copies of questionnaire were distributed from which 140 filled copies were received and collected.

Research Tools and their Reliability and Validity

The research tools used in the current work include two questionnaires of intellectual capital and organisational trust as follows:

An intellectual capital questionnaire that is designed using the Bontis questionnaire (2010) as a benchmark. This questionnaire contains 30 closed-ended questions based on the five-degree scale of Likert, designed using the following components: (a) the human capital; (b) the structural capital; (c) the customer capital.

A standard organisational trust questionnaire that is based on the interpersonal and institutional trust dimensions considered by Mayer and Davis (1999) as well as Macnight et al. (2002) which is confirmed by Ellonen and co-workers (2008). This questionnaire analyses the organisational trust using the three main trust types i.e. the horizontal trust (among the employees), the vertical trust (among subordinates), and the institutional trust.

In the current study, the formal validity of the intellectual capital and the organisational trust questionnaires were evaluated using the feedback from five professors and subject experts in Isfahan University and Khorasgan Campus of Islamic Azad University. As both questionnaires used were identified standard, their content validity did not seem necessary.

The reliability coefficient of both questionnaires was calculated using SPSS software according to Cronbach's alpha which shows a high degree of accuracy for the measurement tool in the current study. The reliability coefficient was estimated as 0.80 for the human capital, 0.77 for the structural capital, 0.65 for the relational capital, and 0.89 in overall for the intellectual capital questionnaire. The overall reliability coefficient for the organisational trust questionnaire was also estimated as 0.83.

STATISTICAL ANALYSIS METHODS

The results were analysed using IBM SPSS (Statistical Package for the Social Sciences) software version 15 at two levels of descriptive and inferential statistics. For the descriptive statistical analysis, statistical characteristics were used such as frequency, percentage, mean, and standard deviation. For the inferential statistical analysis, Pearson correlation coefficient, regression analysis, independent t-test, and variance analysis test were used:

Pearson Correlation Coefficient: This coefficient was used to determine the correlation value between the intellectual capital aspects and the organisational trust.

Regression Analysis: This method is used once a researcher would like to predict a dependent variable from one or more independent variables. Therefore this method was used to predict the organisational trust from intellectual capital variables.

Independent T-Test: To test a meaningful difference in two mean values; i.e. when the independent variable is not larger than two group mean values, an independent t-test is typically used.

One-way Variance Analysis: To examine a meaningful difference in several mean values, i.e. when the independent variable is larger than two group mean values, a one-way variance analysis test is used.

RESULTS

Statistical Description of Data

The results of demographical statistics from respondents about their sex indicate that 96 people (68.6 %) were male whereas 44 of them (31.4 %) are female.

The research findings on the distribution frequency of the respondents based on the education level show that 19.3 per cent have a high-school diploma, 18.6 per cent have a foundation degree, 45 per cent have bachelor degrees, and 17.1 per cent have master degrees and higher.

The distribution frequency of respondents based on the variable of number of years of service indicates that employees having 1 year to 5 years, 6 to 10 years, 11 to 15 years, 16 to 20 years, and 21+ years of service each devote 18.6, 25.0, 31.4, 20.7, and 4.3 per cent of the statistical sample volume respectively. Therefore, employees with 11 to 15 years of service have the highest and those of 21+ years of service have the lowest proportion in the statistical sample.

The distribution frequency of respondents based on the age variable shows that employees of 20 to 30 years old, 31 to 41 years old, 41 to 50 years old, and 51+ years old each possess 25.7, 52.9, 17.9, and 3.6 per cent of the statistical sample volume respectively. Consequently, 31 to 40 years old employees have the highest and those of 51+ years old have the lowest proportion in the statistical sample.

Analysis of Research Questions

Main Question

Is there a relation between the intellectual capital and the organisational trust in the Islamic Azad University employees of Khorasgan campus?

Table 1. Correlation coefficient between the intellectual capital and the organisational trust

Variables	Correlation Type	Correlation Value (R)	R-Squared (R ²)	Correlation Coefficient	Meaningfulness Level
Intellectual Capital and Organisational Trust	Pearson	0.684	0.467	Positive	0.000

There is direct and positive relation ($r = 0.684$) between the intellectual capital and the organisational trust which is meaningful at an alpha level of 0.01. Moreover the calculated correlation value shows that the intellectual capital variable explains 0.46 per cent of the variance of the organisational trust variable.

Further Questions

Is there a relation between the intellectual capital components (human capital, structural capital, relational capital) and the organisational trust?

Table 2. Correlation coefficient between the intellectual capital components and the organisational trust

Variables	Correlation Type	Correlation Value (R)	R-Squared (R ²)	Correlation Coefficient	Meaningfulness Level
Human Capital and Organisational Trust	Pearson	0.67	0.45	Positive	0.000
Structural Capital and Organisational Trust	Pearson	0.51	0.26	Positive	0.000
Relational Capital and Organisational Trust	Pearson	0.56	0.32	Positive	0.000

Table 2 demonstrates that there is a direct and positive relation ($r = 0.673$) between the human capital and the organisational trust which is meaningful at an alpha level of 0.01. In addition the human capital component is responsible for 0.45 per cent of the variance of the organisational trust variable. The structural capital is also directly and in a positive way related ($r = 0.513$) to the organisational trust where the relation is meaningful using an alpha value of 0.01. The structural capital explains 0.26 per cent of the variance involved in the organisational trust variable.

The relation between the relational capital and the organisational trust is also direct, positive ($r = 0.568$), and meaningful using an alpha level of 0.01. The relational capital is also capable of explaining 0.32 per cent of the total variance of the organisational trust variable.

Which of the intellectual capital components is capable of predicting the organisational trust in the Islamic Azad University employees of Khorasgan Campus?

Table 3. Results obtained from stepwise regression method to study the relation between the intellectual capital components and the organisational trust

Step	Prediction Variable	R	R ²	B	Beta	T	P
First Step	Human Capital	0.65	0.43	1.21	0.65	9.27	0.000
Second Step	Human Capital	0.49	0.70	0.93	0.50	6.57	0.000
	Relational Capital			0.48	0.29	3.79	0.000

Based on the regression analysis results in the above table, it can be concluded that among different dimensions of the intellectual capital, two dimensions of the human capital and the relational capital have the eligibility criteria to enter into the final regression equation to explain the organisational trust (criterion variable) variations. In the first step that the human capital dimension is entered into the equation, the correlation coefficient is equal to 0.65; meaning that the human capital dimension was able to explain 0.43 per cent of the organisational trust variance. In the second step, with the addition of the second component i.e. the relational capital to the equation correlation coefficient is increased to 0.70. This means that the two abovementioned dimensions explain 0.49 per cent of the organisational trust variable together. The structural capital dimension was not added to the final equation as it did not lead to an increased correlation. In addition to this, in order to specify the proportion of each individual dimension of the intellectual capital (human capital, structural capital, and relational capital) in predicting the organisational trust based on the regression coefficients (Beta) in the second step, one can say that the proportion of human capital and relational capital is 0.59 and 0.29 respectively. The structural capital was not again considered in the equation due to its lack of meaningful proportion in the organisational trust.

What is the difference in the responses of the Islamic Azad University employees of Khorasgan campus about the intellectual capital and the organisational trust based on their demographic variables (sex, years of service, education, and age)?

Sex

In response to the question “what is the difference in intellectual capital and the organisational trust according to the sex”, the t-test was used due to the homogeneity of variances and having a normal data distribution.

Table 4. Results obtained from t-test to compare the intellectual capital and the organisational trust of men and women employees

T-test statistical method for mean comparison					
Variable	T-Value	Degrees of Freedom	Meaningfulness Level (Two Domains)	Difference in Means	Standard Deviation
Intellectual Capital	0.538	137	0.591	-0.07643	0.14206
Organisational Trust	1.985	137	0.049	0.14665	0.07389
Total	3.55486	274	0.64	0.86305	1.079

As can be seen in the above table, t-values for the intellectual capital variable in an alpha level of 0.05 (two domains) are lower than the t-value of the table (1.96). In addition, the meaningfulness level calculated for this variable is higher than the alpha level of 0.05; therefore confirming the null hypothesis. This means that one can say with 0.95 confidences that there is no meaningful difference in the men and women employees of Azad University in terms of the intellectual capital variables. However the t-values for the organisational trust variable at an alpha level of 0.05 (two domains) are higher than the t value of the table (1.96). In fact, the obtained meaningfulness level for this variable is lower than the alpha level of 0.05, meaning that the null hypothesis can be rejected. This means that with 0.95 probabilities the men employees trust each other more than the women employees.

Education

In response to the question “*what is the difference in intellectual capital variable and the organisational trust variable according to the education*”, the one-way variance analysis tool was used due to the homogeneity of variances and having a normal data distribution.

Table 5. One-way variance analysis test to specify the differences in mean values of multiple education level groups and the intellectual capital variable and the organisational trust

Variables	Education	Number	Mean	Standard Deviation	Standard Error of the Mean	
Intellectual Capital	High-School Diploma	27	3.24	0.29071	0.05595	
	Foundation Degree	26	3.20	0.57559	0.11288	
	Bachelor Degree	63	3.19	0.34607	0.04360	
	Master Degree and Higher	24	3.28	0.40565	0.09326	
Organisational Trust	High-School Diploma	27	3.27	0.71163	0.13695	
	Foundation Degree	26	3.96	0.70602	0.13846	
	Bachelor Degree	63	3.15	0.76007	0.09576	
	Master Degree and Higher	24	3.31	0.90665	0.18507	

Variables	Source of Variation	Sum of Squares	Degrees of Freedom	Mean Squares	F	Meaningfulness Level
Intellectual Capital	Between Groups	0.167	3	0.056	0.334	0.801
	Inside Groups	22.706	136	0.167		
	Total	22.873	139			
Organisational Trust	Between Groups	1.953	3	0.651	1.102	0.351
	Inside Groups	80.352	136	0.591		
	Total	82.305	139			

As can be seen in the above table, the calculated F for the intellectual capital variable is equal to 0.334 which is not meaningful at a level of 0.05. Therefore one can say that the null hypothesis is confirmed and the alternative hypothesis is rejected. This means that there is no meaningful difference between the intellectual capital and the education level. In other words, the education level cannot be considered an important factor for the intellectual capital. In addition, the calculated F for the organisational trust variable is equal to 1.102 which is not meaningful at a level of 0.05. Again this means that the null hypothesis is confirmed and the alternative hypothesis is rejected; i.e. no meaningful difference between the organisational trust and the education level exists.

Years of Service

In response to the question “*what is the difference in intellectual capital variable and the organisational trust variable according to the years of service*”, the one-way variance analysis tool was used again due to the homogeneity of variances and having a normal data distribution.

Table 6. One-way variance analysis test to specify the differences in mean values of multiple groups of years of service and the intellectual capital variable and the organisational trust

Variables	Source of Variation	Sum of Squares	Degrees of Freedom	Mean Squares	F	Meaningfulness Level
Intellectual Capital	Between Groups	0.089	3	0.022	0.132	0.971
	Inside Groups	22.784	136	0.169		
	Total	22.873	139			
Organisational Trust	Between Groups	1.674	3	0.419	0.701	0.593
	Inside Groups	80.631	136	0.597		
	Total	82.305	139			

Table 7. Analysis of variance based on the years of experience

Variables	Number of Years of Service	Number	Mean	Standard Deviation	Standard Error of the Mean	
Intellectual Capital	1 Year to 5 Years	26	3.17	0.3953	0.0771	
	6 to 10 Years	35	3.23	0.30238	0.0511	
	11 to 15 Years	44	3.24	0.39356	0.0593	
	16 to 20 Years	29	3.22	0.55555	0.1031	
	21+ Years	6	3.22	0.31679	0.1293	
Organisational Trust	1 Year to 5 Years	26	2.98	0.72775	0.1427	
	6 to 10 Years	35	3.28	0.62174	0.1050	
	11 to 15 Years	44	3.12	0.96524	0.1455	
	16 to 20 Years	29	3.24	0.68947	0.1280	
	21+ Years	6	3.25	0.41833	0.1707	

As can be seen in the above table, the calculated F for the intellectual capital variable is equal to 0.132 which is not meaningful at a level of 0.05. Therefore one can say that the null hypothesis is confirmed and the alternative hypothesis is rejected. This means that there is no meaningful difference between intellectual capital and the number of years of service. In other words, the number of years of service cannot be considered an important factor for the intellectual capital. In addition, the calculated F for the organisational trust variable is equal to 0.701 which is not meaningful at a level of 0.05. Again the conclusion is that the null hypothesis is confirmed and the alternative hypothesis is rejected; i.e. no meaningful difference between the organisational trust and the number of years of service exists.

Age

In response to the question “what is the difference in intellectual capital variable and the organisational trust variable according to the age factor”, the one-way variance analysis tool was used again due to the homogeneity of variances and having a normal data distribution.

Table 8. One-way variance analysis test to specify the differences between mean values of multiple age groups and the intellectual capital variable and the organisational trust

Variables	Source of Variation	Sum of Squares	Degrees of Freedom	Mean Squares	F	Meaningfulness Level
Intellectual Capital	Between Groups	0.599	3	0.200	1.219	0.305
	Inside Groups	22.274	136	0.164		
	Total	22.873	139			
Organisational Trust	Between Groups	0.619	3	0.206	0.344	0.794
	Inside Groups	81.686	136	0.601		
	Total	82.305	139			

Table 9. Analysis of variance based on correspondents' age

Variables	Number of Years of Service	Number	Mean	Standard Deviation	Standard Error of the Mean
Intellectual Capital	20 to 30 Years Old	36	3.22	0.3681	0.0613
	31 to 40 Years Old	74	3.26	0.4486	0.0521
	41 to 50 Years Old	24	3.08	0.3143	0.0628
	51+ Years Old	5	3.30	0.3416	0.1527
Organisational Trust	20 to 30 Years Old	36	3.12	0.7500	0.1250
	31 to 40 Years Old	74	3.16	0.8410	0.0977
	41 to 50 Years Old	24	3.16	0.6245	0.1249
	51+ Years Old	5	3.50	0.5000	0.2236

As can be seen in the above table, the calculated F for the intellectual capital variable is equal to 1.219 which is not meaningful at a level of 0.05. Therefore one can say that the null hypothesis is confirmed and the alternative hypothesis is rejected. This means that there is no meaningful difference between intellectual capital and the correspondent age. In other words, the age cannot be considered an important factor for the intellectual capital. In addition, the calculated F for the organisational trust variable is equal to 0.344 which is not meaningful at a level of 0.05. Again the conclusion is that the null hypothesis is confirmed and the alternative hypothesis is rejected; i.e. no meaningful difference between the organisational trust and the age exists.

DISCUSSION

The data analysis shows that there is a meaningful relation between different aspects of the intellectual capital (human capital, structural capital, and relational capital) and the organisational trust. Consequently it can be concluded that the organisational trust is also increased once the level of intellectual capital is increased. This means that the higher the level of the human capital, the structural capital, and the relational capital in the Islamic Azad employees, the higher will be the organisational trust level.

Among different aspects of the intellectual capitals, the human capital is the first and the relational capital is the second aspect having the capability of predicting the organisational trust. The relation was not meaningful for the case of structural capital.

There is also no meaningful relation between men and women employees of the Islamic Azad University based on the intellectual capital variables. However it is 0.95 probable that the male employees trust each other more than the female ones trust one another. The education level, the number of years of service, and the age cannot be also considered as important factors in the intellectual capital and therefore a key factor for the organisational trust.

Recommendations

As there is a meaningful relation between the intellectual capital and the organisational trust, the intellectual capital components (human capital, customer capital, and relational capital) need a flexible and

responsive structure in order to be fulfilled. Such a structure is provided by strengthening the organisational trust. The universities need to identify and manage their own intellectual capitals in an informed and systematic way and to do so they need to pay attention to improving the trust element, as the trust is an important factor in sharing knowledge and achieving individual and organisational success. To use the intellectual capital of each organisation, it is essential to use the experience, information, and the trust of all the organisational resources.

It is also necessary that the organisation supports the improvement of skills and education level of its employees using development training courses as well as employees' teamwork using a bonus system. In addition, the confidence-building measures need to be considered. For example institutionalising the mutual respect can help as the human beings have natural dependence on self-esteem and respect and they do not accept any defamation. Each organisation which does not respect its employees can never strengthen a sustainable respect among them and the employees in turn do not have motivation to improve the intangible assets of the organisation.

As there is a relation between the human capital as an element of intellectual capital and the organisational trust, it is recommended that:

The university creates a rewarding system with clear criteria. In order that the employees become encouraged to apply their knowledge and share it with the others as much as possible, the managers must appreciate their employees' knowledge, care the ideas they use to do their duties, and do not resist them.

The university arranges a series of meetings to introduce top-level managers and the employees to the advantages of intellectual capitals and the organisational trust.

The top-level managers use an intimate atmosphere and fair feedbacks to create situations that it becomes possible to have the organisational trust and that the employees can share their knowledge and express their opinions in a honest way. The existence of a fair atmosphere in the organisation and a high sense of employees about the level of justice is one of the important motivational forces in the organisation that helps to improve the honest relationships and ultimately the organisational trust.

The teamwork becomes popular in order to create organisational trust through formal and informal social interactions among the employees.

The managers become a proper model for their employees by enhancing their competencies and leadership skills, and they try to create a trustful atmosphere. The lack of a proper management leads to a reduced organisational trust.

As there is a meaningful relation between the structural capital and the organisational trust, "use of advanced and modern structures such as team and project structures in different parts of the university, use of information systems that simplify the access to the information, attention to the teamwork training and its techniques in all faculties, appreciation and rewarding the team-based activities, creation of work groups of high performance standards, focus on cooperation-based management, participation of university employees in making group decisions, and identification of those processes that have the highest value for the customers seems critical. In addition, a context should be provided that the employees understand the importance of their own work and duty in the whole organisation and put their individual and organisational objectives and values in one direction. Moreover, emphasising on the creation of an organisation responsive to the competitive atmosphere evolutions and stakeholders' needs and allocating more budget and time to the applied research and development, close cooperation and interaction with the scientific communities and use of premier experiences of both internal and external competitors, are of the practical suggestions in this field" (Tahooneh, 2012).

As there is a meaningful relation between the relational capital as an intellectual capital component and the organisational trust, it is recommended that:

The university establishes proper and constructive internal and external relations. Correct understanding of the way and the time to establish relations with the media that reflect the viewpoints and opinions of the university managers is necessary for an effective management of today's organisation. The lack of these communications reduces the trust and increases the rumours within the organisation.

The organisation managers get enough power to establish network relations with the other organisations. The lack of such a capability causes a reduced level of communications and knowledge in different fields of the organisation and creates mistrusts among the organisation employees.

Importance is given to the customer feedback in all aspects in order to enhance the satisfaction levels of different university customers (students, parents, external organisations, industry, society, etc.). This can be achieved by creating a media or a website that receives and treats the customer opinions and complaints in order to resolve their eventual problems.

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