INVESTIGATING THE IMPACT OF HUMAN RESOURCES MANAGEMENT METHOD ON INTELLECTUAL CAPITAL. CASE STUDY: EDUCATION OF DISTRICT 7 IN TEHRAN

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ABSTRACT
Due to the importance of human resources in knowledge management, human resources management is significant for proper use of human resources in organizations. Human Resources Management (HRM) and Knowledge Management (KM) have common goals and activities in creating business units, teams, mutual functional collaborations as well as the flow of communications and networks within the organization and all over the borders. By comparing knowledge management cycle with Human Resources Management processes, we will find the common activities between Human Resources Management and Knowledge Management. The purpose of this research is evaluation of human resources management of Intellectual capital of knowledge and performance innovative (Case Study: Education of district 7 in Tehran). The present research conducted by a descriptive-analytical method using a questionnaire. The statistical population of this study is consisted of 60 education staff in Tehran's 7th district. Data were collected through a valid and measurable questionnaire and then analyzed using SmartPls2 structural equations. The results of this analysis show that in relational capital, as a mediation between knowledge-based Human Resources Management and impact on innovative performance, and communicative capital as a mediation between human capital and innovative performance does not have an effective impact.

KEYWORDS: human resources management, human capital, structural capital, Relational capital, Intellectual Capital

1. INTRODUCTION

Today's world is a world of continuous changes and era of instability that has a profound impact on organizations. Therefore, it is necessary for the organization to be prepared directly or indirectly, to cope with changes that threaten the organization in order to survive. In today's competitive situation, organizations have become more and more complicated and unstable. This situation is changing rapidly, so for most organizations, this speed is far beyond responsiveness and ability to adapt. Continuous knowledge changes have created a new imbalance for organizations. The most important role that can be attributed to knowledge management is to consider it as a change methodology. Knowledge management, can be the most important changing factor in organization by attracting new knowledge into the system on the one hand and effective management of those knowledge on the other hand. Considering the fact that today's market is a competitive market, and because of the high variety of activities and also the importance of leadership and knowledge in this industry for the success of organizations, the essential conducting this research is obvious (Fadaei Keyvani and Alavi Salkouei, 2018; Navarro et al., 2015). The lack of a performance system in different aspects of the

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organization, including supplying the needs of employees, customers, suppliers is one of the symptoms of the disease organization, and lack of the evaluation and control in a system means not communicating with the inside and outside of the organization’s environment, that its consequences are aging and eventually the death of the organization (Rezaiean et al., 2011). Today, the flow of economy and the criteria for creating value have been changed, and intangible resources and intellectual capital are new levers to face these environmental and structural changes (Mahmoudi Meymand and Kiarazm, 2015). Intellectual capital is a key strategic asset for organizational performance, and its management is critical for creating and maintaining the company’s competitive advantage. Organizations invest enormous resources for the development of their intellectual capital (Bontis and Curado, 2007) which can be a useful knowledge package for the organization that incorporates organizational processes, technologies, exclusive privileges, employee skills and customer information and beneficiary suppliers of organization. There are organizational stakeholders (Chen et al., 2010). Intellectual capital is non-competitive assets. Unlike physical assets that can only be used for performing one particular task at a particular time. Intellectual capital can be used simultaneously for a number of specific issues (Mohammadi Zanjariani and Nematollahi, 2014). Employees create intellectual capital through their competence and thoughtfulness. In fact, these employees provide the organization with an opportunity with creativities and personal cooperation to gain business value.

2. LITERATURE REVIEW

Salehi et al. (2018) conducted a research entitled "The Impact of Emotional Intelligence on Auditor's Performance with the Interface of Intellectual Capital". The purpose of this study was to investigate the effect of emotional intelligence on auditor performance with the mediating role of intellectual capital. Statistical population of the research is 123 auditors working at the audit institutions and Ahvaz Audit Organization in 2018. The sample size was 92 according to Morgan table. Results showed that there was a significant relationship between emotional intelligence and auditor's performance. Also, the role of mediating variable of intellectual capital between emotional intelligence and auditor's performance was confirmed. Mohammad Abadi et al. (2018) conducted a research entitled "The Role of Intellectual Capital in Promoting the Performance of Knowledge Based Companies with Futurology Research Approach: A Qualitative Study". The purpose of this study was to investigate the effect of intellectual capital on improving the performance of knowledge-based companies with a futuristic approach. Mashayekh et al. (2018) conducted a research entitled "Identifying and categorizing the Determinant Factors of Innovation Performance of Advanced Materials Firms in Iran ". In this study, based on the open system approach to innovation in industries, the determinants of innovation performance were identified and categorized by considering the two main dimensions of inside and outside the company factors. The statistical population of the study was consisted of 370 knowledge-based companies in the advanced materials sector, which was selected through Purposive sampling. Five companies were selected for this study, and a Semi-structured interviews were conducted with nine key informants. The results of the research show that 64 determining factors of innovation performance can be categorized in the form of six components of demographic characteristics, strategic characteristics, organizational competencies, sector characteristics, characteristics of the science and technology environment, and the characteristics of the business environment. Dutta and Sobel (2018) conducted a research entitled "Entrepreneurship and human capital: The role of financial development". The purpose of this study was to investigate the relationship between human capital and entrepreneurship using the data of Global Entrepreneurship Monitor (GEM). The results showed that entrepreneurship is higher when financial development is at a lower level. Although in countries with more financial development, the level of entrepreneurship is positive, but the growth level of entrepreneurship in countries with a lower financial development is higher. There was also a positive relationship between human capital
and entrepreneurship. Minh et al. (2017) conducted a research entitled "The impact of leaders' technical competence on employees' innovation and learning". Data from 52 leaders and 127 subordinates were collected in 68 telecommunications companies in Vietnam. The results show that the technical competence of the leaders has a positive relationship with the innovative work behavior and learning of the subordinates. Additionally, learning work behavior has a modest effect on the relationship between the technical competence of leaders and the innovative work behavior of subordinates. Puhakka (2017) conducted a study entitled" Versatile and flexible use of intellectual capital in entrepreneurial opportunity discovery". The research argues that the relationship between intellectual capital and the promotion of the performance of knowledge-based companies is much more complicated than previously thought. The results of this study showed that these companies have the following characteristics: formal knowledge for competitive dynamics; managerial experience to observe pioneering trends; not relying on managerial experience in relation to new ideas; creativity in observing the gap in a competitive arena with other organizations; notice the knowledge sharing as a key factor in gaining competitive advantage; attention and trust in the human dimension of intellectual capital.

Ozkan et al. (2017) conducted a study entitled" Intellectual capital and financial performance of banks. "This research argues that the performance of intellectual capital is measured through intellectual value added. The results of this study showed that performance is influenced by human capital. So that human capital productivity and efficiency positively affects financial performance. Therefore, banks need to invest in human capital of the organization in order to achieve higher profits.

3. RESEARCH PURPOSES

The research has 3 objectives:

3.1 Identification the impact of knowledge-based human resources management on human capital of education in the 7th district of Tehran city.

3.2 Identification the impact of knowledge-based human resources management on relational capital of education in Tehran's 7th district.

3.3 Identification the impact of knowledge-based human resources management on structural capital of education in Tehran's 7th district.

4. ANALYTICAL MODEL OF RESEARCH

The analytical model of research is presented in figure 1.

![Figure 1. Model of research](Source: Kianto et al., 2017)
5. RESEARCH HYPOTHESES

5.1 Main Hypotheses
5.1.1 Knowledge-based human resources management has an impact on the intellectual capital of education in Tehran's 7th district.

5.2 Sub Hypotheses
5.2.1 Knowledge-based human resources management has an impact on the human capital of education in Tehran's 7th district.
5.2.2 Knowledge-based human resources management has an impact on the structural capital of education in Tehran's 7th district.
5.2.3 Knowledge-based human resources management has an impact on the Relational capital of education in Tehran's 7th district.

6. THEORETICAL FOUNDATIONS OF RESEARCH

6.1 Human resources management
Different definitions of human resources management have been presented until now. Some definitions of human resources management include programs that is particularly related to people in the organization and company, and provide facilities for the effective deployment of them to achieve individual and organizational goals (Wong et al., 2013). Human resources management generally means managing a strategic resources called organizational people, through the proper management of this strategic resources, the organization can gain competitive advantage and create more added value than other organizations (Ahmadpour Dariani, 2017). Human resources management means a planned human resources pattern and human resources management activities to achieve the organization's goals. In other words, Human resources management means that organizations must manage their human resources with the long-term management functions to achieve effectiveness, so that these resources, behaviors and competencies are needed to perform in accordance with the internal and external environment (Chen and Huang, 2009). Human resources management means the planned human resources model and human resources management activities to achieve the goals of the organization. In other words, human resources management means that organizations must manage their human resources with the long-term management functions in order to achieve effectiveness, to perform these resources, behaviors and competencies in accordance with the internal and external environment of the organization. Human resources management is a special expertise that plans and tries to satisfy employee satisfaction and organizational goals (Mahmoudi and Abdollah Zadeh, 2014).

6.2 Definitions of intellectual, human, relational and structural capital
Capital is known as a key strategic asset for organizational performance, and its innovative solutions and management are critical to maintaining the company's competitive advantage (Mahmoudi Meymand and Kiarazm, 2015). Intellectual capital is a set of knowledge-based assets that is dedicated to an organization and is considered among the characteristics of that organization and leads to improved significant competition in the organization by adding value to the main stakeholders of the organization (Hwang et al., 2018). The intellectual capital of the company is a collection of knowledge, experience, invention, innovation, market share and communities that may affect the company (Nuryaman, 2015). Intellectual capital does not include ownership of intellectual property, even if (for example: patent) they can be considered as output, they are unique information (Salehi et al., 2018). Intellectual capital is defined as a source for value creation in companies based on
employee knowledge and skills, organizational resources, business processes, and shareholder relationships (Berezinets et al., 2016). Intellectual capital consists of employees, managers, leaders, supervisors, executive staff and generally company's human resources (Mohammadabadi et al., 2018). Human capital is the investment on human resources to increase their productivity, which will be done with the goal of exploitation in the future (Abbasi et al., 2018). Human capital is defined as the potential for value creation through the knowledge, skills and capabilities of the organization's employees (Borton-Jones and Spender, 2011). Human capital includes technical knowledge, skills, leadership qualities of senior managers, innovations, motivation (financial and non-financial aspects), and adaptability (Vashiri and Farhadi, 2018). Human capital refers to the main characteristics of individuals such as cognitive complexity and learning capacity, tacit and explicit knowledge, skills and expertise acquired over time (Rastegar et al., 2018). The meaning of relational capital (customer) is the use of market information to attract and maintain customers (Jafarpour, 2014). Relative capital involves relationships with stakeholders inside and outside the organization (Salehi et al., 2013).

7. METHODOLOGY

This research is considered as an applied research in terms of purpose. The statistical population consists of 60 employees of administrative education staff of district 7 in Tehran, which is distributed using the census method among all administrative education staff. The information gathering method was field survey and a questionnaire tool was used. In this research, content validity method has been used. By emphasis on the standardization of questionnaire, the questions have been defined in accordance with theoretical foundations and with regard to the details of each variables and have been discussed with the experts of the affairs and management professors in relation to the questions, and the finally main questionnaire is distributed after the editing stage. Therefore, the validity of the questions has been confirmed in terms of their content. In this research, Cronbach's alpha method was used to determine the reliability of the questionnaire with an emphasis on the internal consistency of the questions, which was calculated by the SPSS software for the set of questions related to each variable. During calculating the reliability coefficient using Cronbach's alpha method, a preliminary sample consisting of 30 questionnaires was pre-tested and then Cronbach's alpha coefficient was calculated using the obtained data. To calculate the Cronbach's alpha coefficient, first, the variance of the scores for each subset of the questionnaire question and the total variance should be calculated, and then the alpha coefficient is calculated using the following formula.

Equational 1:

\[ r_\alpha = \frac{n}{(n-1)} \left( 1 - \frac{\sum s_i^2}{s_t^2} \right) \]  

\( n \) = number of test questions  
\( s_i^2 \) = variance of i question  
\( s_t^2 \) = total test variance

The reliability of the questions raised to measure each variable, using the Cronbach's alpha coefficient, is given in Table (1).

<table>
<thead>
<tr>
<th>The Alpha</th>
<th>questions</th>
<th>Variable</th>
<th>Row</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.886</td>
<td>1-13</td>
<td>Human Resources Management</td>
<td>1</td>
</tr>
<tr>
<td>0.869</td>
<td>14-16</td>
<td>Human Capital</td>
<td>2</td>
</tr>
<tr>
<td>0.8570</td>
<td>21-23</td>
<td>Relational Capital</td>
<td>3</td>
</tr>
<tr>
<td>0.827</td>
<td>17-20</td>
<td>Structural Capital</td>
<td>4</td>
</tr>
</tbody>
</table>

*Source: the authors*
8. RESEARCH FINDINGS

Investigating the Normality of the Research Variables
In this research, Kolmogorov-Smirnov test was used to check the Normality of the variables of the research.

<table>
<thead>
<tr>
<th>status</th>
<th>Sig</th>
<th>number</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not-normal</td>
<td>0.003</td>
<td>60</td>
<td>Human resources management</td>
</tr>
<tr>
<td>Not-normal</td>
<td>0.001</td>
<td>60</td>
<td>Human Capital</td>
</tr>
<tr>
<td>Not-normal</td>
<td>0.000</td>
<td>60</td>
<td>Relational Capital</td>
</tr>
<tr>
<td>Not-normal</td>
<td>0.002</td>
<td>60</td>
<td>Structural Capital</td>
</tr>
</tbody>
</table>

Source: the authors

H0: The distribution of data for each of the normal variables.
H1: The distribution of data for each of the variables that is not normal.
As it has been shown, in all the variables which are under study, the level of significance is less than the first type error at level of 0.05. Therefore, the being not-normal assumption of the variables which are under consideration is accepted.

8.1 Inferential statistics
To test the hypotheses, structural equation modeling with partial least squares (PLS) and Smart PLS2 software are used. Analysis of data is also based on data analysis algorithm with partial least squares method, which consists of two sections of “Model fit testing” and “Test of research hypotheses”. Index reliability is measured by three factors: coefficients of factor load, Cronbach's alpha and combined reliability.

8.2 Index reliability
Index reliability is measured by three Cronbach's alpha and combined reliability and shared reliability.

8.3 Cronbach's Alpha and Combined Reliability and Shared Reliability
According to the data analysis algorithm in partial least squares method (PLS), it is now the time to study the Cronbach's alpha coefficients and the combined reliability. Cronbach's alpha coefficients and the combined reliability of the structures represent the ratio of variance between each structure and its indexes to the total variance of the structure. The reliability coefficient above 0.7 is acceptable. The results of reliability coefficients are as below. According to the results shown in the table below, all factors have acceptable combinational reliability coefficients. Also, the Cronbach's reliability coefficient is also acceptable. The shared viability, which means the generalization of a question, is a real meaning of reliability, with an acceptable value of more than 0.5. Therefore, it can be concluded that the research questionnaire has a good reliability. As a result, the suitability of the measurement model is also confirmed.
Table 3. Reliability of the questionnaire

<table>
<thead>
<tr>
<th>Share reliability</th>
<th>Combined reliability</th>
<th>Cronbach’s alpha</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMUNALITY &gt; 0.5</td>
<td>CR &gt; 0.7</td>
<td>α &gt; 0.7</td>
<td>Human resources management</td>
</tr>
<tr>
<td>0.560170</td>
<td>0.916959</td>
<td>0.903719</td>
<td></td>
</tr>
<tr>
<td>0.680690</td>
<td>0.864172</td>
<td>0.765054</td>
<td>Human Capital</td>
</tr>
<tr>
<td>0.652988</td>
<td>0.849204</td>
<td>0.734115</td>
<td>Relational Capital</td>
</tr>
<tr>
<td>0.606858</td>
<td>0.860373</td>
<td>0.783827</td>
<td>Structural Capital</td>
</tr>
</tbody>
</table>

Source: the authors

8.4 Convergent Validity
In the present study, in order to examine the convergent validity, the three conditions should be used; if these conditions do not exist, there is no convergent validity, the factor load factor index t-coefficients which should be outside the range (96/1 and 96/1), if it is limited to these numbers, the question is deleted and the next index is a standardized load factor that should be above 0.4, if it is below 0.4, it will be unacceptable and the question will be deleted and the next index, Average Variance Extracted (AVE) is used. AVE shows the correlation of a structure with its indexes. Fornell and Larker (1981) introduced this criterion for measuring convergent validity, and stated that the critical value of that is 0.5. This means that a value greater than 0.5 is an indicative of acceptable convergent validity. The results of the convergent validity study of the model structures are presented in Table (4):

Table 4. Convergent validity of model structures based on AVE

<table>
<thead>
<tr>
<th>AVE</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.560170</td>
<td>Human resources management</td>
</tr>
<tr>
<td>0.652988</td>
<td>Human Capital</td>
</tr>
<tr>
<td>0.652988</td>
<td>Relational Capital</td>
</tr>
<tr>
<td>0.606858</td>
<td>Structural Capital</td>
</tr>
</tbody>
</table>

Source: the authors

As can be seen in the table, the value of AVE for all model structures has a minimum value of 0.5, thus convergent validity of the model and the fitting of the measurement models are confirmed.

8.5 Divergent validity
To demonstrate the independence of the used concepts in the research, divergent validity was used by Fornell & Larker method, the results of which are presented in the following table. As can be seen in the table, the value of the AVE root (numbers on the main diagonal), all hidden variables of the research is greater than the correlation between them and other variables, which shows the divergent validity of the measurement models.
Table 5. The results of the divergent validity of the model based on the Fornell and Larker matrix

<table>
<thead>
<tr>
<th>Main Variables</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources Management</td>
<td>0.748445</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Capital</td>
<td>0.643057</td>
<td>0.825039</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Structural Capital</td>
<td>0.574717</td>
<td>0.589615</td>
<td>0.775010</td>
<td></td>
</tr>
<tr>
<td>Relational Capital</td>
<td>0.528341</td>
<td>0.611030</td>
<td>0.724866</td>
<td>0.808076</td>
</tr>
</tbody>
</table>

*Source: the authors*

8.6 Structural model tests

After examining the fitting of measurement models, structural model and general model, in accordance with the data analysis algorithm in the PLS method, and the Sobel test to examine the Mediation relationship in the research variables, the researcher is allowed to examine and test the research hypotheses.

Table 6. Mediation assumptions

<table>
<thead>
<tr>
<th>Results</th>
<th>p-value</th>
<th>Std. Error</th>
<th>Test statistic</th>
<th>Assumptions</th>
<th>Row</th>
</tr>
</thead>
<tbody>
<tr>
<td>hypothesis confirmed</td>
<td>0.000</td>
<td>0.029605</td>
<td>5.851807</td>
<td>Human resources management is effective on human capital of education in district 7th of Tehran.</td>
<td>1</td>
</tr>
<tr>
<td>hypothesis rejected</td>
<td>0.60271</td>
<td>0.005023</td>
<td>-0.52050</td>
<td>Human resources management is effective on the relational capital of the education in district 7th of Tehran.</td>
<td>2</td>
</tr>
<tr>
<td>hypothesis confirmed</td>
<td>0.002</td>
<td>0.09719</td>
<td>2.971714</td>
<td>Human Resources Management on Structural Capital</td>
<td>3</td>
</tr>
</tbody>
</table>

*Source: the authors*

First Hypothesis: The impact of human resources management on human capital of education in 7th district of Tehran, due to the fact that P-value is 0.000 and this value is less than 0.05, the H0 statistical assumption is confirmed and H1 is rejected, which indicates that the impact of human capital variable on human resources management is confirmed.

Second Hypothesis: The impact of human resources management on relational capital of education in 7th district of Tehran, because P-value is equal to 0.60271 and this value is above 0.05, the H0 is rejected assumption and H1 is confirmed, which indicates that the impact of the relational capital variable on human resources management is not confirmed.

Third Hypothesis: Impact of human capital management on structural capital of education in the 7th district of Tehran, due to the fact that the value of P-value is equal to 0.002 and this value is less than 0.05, the H0 statistical hypothesis is confirmed and H1 is rejected which indicates that 8-

8.7 $R^2$ test

$R^2$ is a criterion for linking the measurement section to the structural part of the model and indicates the effect that an exogenous variable has on an endogenous variable. The values of 0.19, 0.33 and
0.67 were reported as weak, moderate and strong $R^2$ values respectively. The results of this criterion are presented in Table (7). (It should be noted that this value is not provided for exogenous variables).

<table>
<thead>
<tr>
<th>Variable</th>
<th>$R^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resources management</td>
<td>0.413522</td>
</tr>
<tr>
<td>Human Capital</td>
<td>0.404624</td>
</tr>
<tr>
<td>Relational Capital</td>
<td>0.411532</td>
</tr>
<tr>
<td>Structural Capital</td>
<td></td>
</tr>
</tbody>
</table>

*Source: the authors*

The independent variable has been able to predict the behavior of dependent variables in the medium and medium to high level.

### 8.8 $Q^2$ Structural Model Quality Test

In order to evaluate the quality of the appropriate structural model, only the endogenous variables should be selected. Structural quality suggests that the structure was able to have a proper prediction of the endogenous variables in the form of a model or not?

<table>
<thead>
<tr>
<th>Variable</th>
<th>$Q^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>0.394915</td>
</tr>
<tr>
<td>Management</td>
<td></td>
</tr>
<tr>
<td>Human Capital</td>
<td>0.364487</td>
</tr>
<tr>
<td>Relational Capital</td>
<td></td>
</tr>
<tr>
<td>Structural Capital</td>
<td>0.348489</td>
</tr>
</tbody>
</table>

*Source: the authors*

The present structural model shows that the endogenous variables are moderate.

### 8.9 Fitting of the general model

In this section, the fitting of a general model is examined based on the GOF criterion. Regarding to the average of the total common values of the structures (the total common values of the first order structures) and the mean of $R^2$ for all the endogenous structures of the model, the GOF value for the general fitting of the research model is equal to:

**Equational 2:**

$$GOF = \sqrt{\text{Communalities}} \times R^2 = \sqrt{0.6121266 \times 0.55423} = 0.582459$$

(2)

Regarding the three values of 0.01, 0.25, and 0.36 as the weak, moderate and strong values, the result of the value of 0.5824579 for GOF indicates a strong general fitting of the research model.

### 9. CONCLUSION

According to the first hypothesis of the research, “Human resources management is effective on human capital of education in district 7th of Tehran”. The structural model and the impact of human capital, between human resources management based on knowledge and innovative performance of education for the reason that P-value is 0.000 and this value is less than 0.05, the statistical assumption H0 is confirmed and H1 is rejected. In this research human resources management based on
knowledge impacts human capital, due to the effectiveness of assumptions, it can be concluded that the impact of the human resources factor on human resources management is acceptable, the obtained results have consistent with the research findings of Kaino and et al.in 2017. According to the second hypothesis of the research, “Knowledge based Human resources management is not effective on communicative capital of education in 7th district of Tehran”. The structural model and the impact of communicative capital on human resources management of education, since the P-value is equal to 0.60271 and this value is more than 0.05, the statistical hypothesis H0 is rejected and H1 is confirmed. In this research, due to the fact that there is no effective relationship between Human resources management based on knowledge and relational capital, due to the ineffectiveness of all assumptions, it can be concluded that the effect of relational capital factor on human resources management is unacceptable. The research results are not consistent with the research findings of Kaino et al.in 2017. According to the third hypothesis of the research “Human research management is effective on structural capital of education in district 7th of Tehran”, the structural model and the effect of structural capital, with human capital management of education, because the P-value is equal to 0.002 and this value is less than 0.05, the statistical hypothesis H0 is confirmed and H1 is rejected. In this research due to the fact that there is an effective relationship between structural capital and human resources management, in general structural capital has impact on human resources management. Given the effectiveness of the assumptions, it can be concluded that the effect of structural capital factor on human resources management is not acceptable. The research results are consistent with the results of Kaino et al.in 2017.

10. SUGGESTIONS BASED ON RESEARCH RESULTS

- It is suggested to identify organization specific needs depending on the relational characteristics of individuals in order to improve human resources management and relational capital.
- It is suggested that, depending on the specific knowledge of individuals, the amount of communication functions between individuals be examined.
- It is suggested that the new knowledge used in the organizational system be investigated.
- It is suggested that the new business model be investigated according to the structural capital.

REFERENCES


