ABSTRACT
In this paper, researchers tend to analyze the effect of knowledge management on social capital at the directorate of ports and maritime of Guilan province. Population of the study includes 703 employees of general directorate of ports and maritime of Guilan province. Taking into consideration the entire population of the office and considering the Morgan table the sample size is 248. Based on this, 280 survey questionnaires using judgmental purposeful convenient sampling method were distributed from which 263 answered questionnaires were gathered from the employees and the information was analyzed thereafter. Results show that there is a significant relationship between knowledge management and social capital. On the other hand, the effect of each dimension and aspect of knowledge management on social capital was analyzed, each of which has different but significant results.

Keywords: Knowledge, Knowledge Management, Social Capital

INTRODUCTION
In a recent past, access to resources was considered as power and competitive advantage for an organization or a community. This situation has completely transformed over the years and today the major competitive advantage for organizations is their ability in knowledge management (Babolhavaeji and Mehdizade, 2007) as a result, the number of organizations benefiting from knowledge management strategies is increasing rapidly (Armbrecht et al., 2001). In fact, today many large organizations pay attention to knowledge as a significant capital and added value and consider it as an organized indefinite combination of experiences, values, existing information and expert views which works as framework for evaluation and utilization of new experiences and information (Downport and Prozac, 2000). In this regard and in order to take efficient advantage of knowledge to attain organizational goals, one should create a comprehensive discipline of creation, storage, process and promotion for knowledge; so access to knowledge at any required time and place would be possible.

The solution to this issue that has been used in recent years by many organizations and industries is knowledge management (Hicks et al., 2007). Knowledge management is the process of creative, effective and efficient usage of knowledge and information accessible to organization for the advantage of customers and as a result for the benefit of the organization itself (McDonald, 2002). Knowledge management takes knowledge as the most important factor of production and includes activities the objective of which is optimized usage and development of knowledge now and in the future (Brasethvik et al., 2000). On the other hand, organizational success depends on special attention to human resources and satisfying their needs.

Human resources are fundamental capitals of any organization and source of evolution and creativity. As a result, one of the factors to reach organizational success is increasing the social capital of employees. Social capital is the latent wealth and property which results from the mental and psychological preparedness of the individuals in a society to disregard personal benefits and engage in collective action. Social capital is in nature productive and generative, forces people to create value, perform their jobs properly, attain their goals and fulfill their lives' mission. In other words, without social capital no one and no organization can be successful (Nasr et al., 2013). To grow and develop, the basic pre requirement of which is improvement of organizational performance, social capital variables should be known and recognized and be utilized in best possible way (Thomas et al., 2006).
Knowledge management was first introduced in different industries and operational fields of organizations such as pharmaceutical industries and research and development departments in 1980s and 1990s, but today it is used in other industries and as a part of organizational objectives, it is introduced as the inseparable component of business activities (Grover and Daveuport, 2001). Development of knowledge management is influenced by events in 3 previous periods, namely: information management (which is a focused procedure and approach on ways of information management), quality movement (it is an approach of 80s and 90s which focuses on internal customers, improvement processes and shared objectives), and human capital period (focuses more on financial advantage and investment on human resources using training and learning) (Deilamghani and Mohtarami, 2009). It is fair to say there is no unanimity on providing a single definition of knowledge management and researchers usually define this concept based on their personal experiences, mental backgrounds and field of work (Parik, 2001).

Knowledge management refers to activities that are devoted to improve knowledge flow and to influence them. In other words, knowledge management includes a set of activities and processes which attempt to change the current pattern of knowledge flow in order to improve organization’s effectiveness and knowledge (Firestone, 2008).

Knowledge management is consisted of systematic and explicit management of vital knowledge and its related processes such as creating, gathering, organizing, promoting, utilizing and exploiting. Knowledge management requires the transformation of personal knowledge into organizational knowledge which is shared widely all over the organization and is used appropriately (Ralph, 2008). Successful utilization of knowledge management in organizations requires careful understanding of theoretical foundations, practical aspects of their implementation and existing obstacles and solutions to them. Obstacles and solutions might exist in human, organizational, cultural, political and technical areas. Its major aspect is human resources; if neglected by organizations it can cause difficulties in goal achievement; so, attention...
to human resources is the essential part of knowledge management programs (Kase et al., 2009). Social capital is one of the essential organizational capabilities and properties that can be highly useful in creation and allotment of knowledge in organizations and can result in sustainable organizational advantage compared to other organizations and can support subjective knowledge of individuals. Concept of social capital was first introduced by Hanifan in 1920 and was used again after half a century in 1960 by Jane Jacobs (Bordbar and Zareyi, 2013). Putnam—who is being considered the father of social capital specifies social capital by 4 characteristics: 1. Existence of social networks, 2. Civil partnership, 3. Local identity, participation and fairness with other members of the community, 4. Trust, support and mutual assistance (Rezvani et al., 2012). Social capital is a service to engage people on how to interact with one another and how this social interaction in itself provides social and individual benefits (Brunei, 2009). Putnam defines social capital as a set of concepts such as: trust, norms and networks which causes communication and optimized participation of members of a community and eventually will provide mutual interests (Putnam, 2001). Putnam's researches showed that in creating stability, and effectiveness of governments as well as economical development, social capital is more important than physical and economical capitals (Hauberer, 2011). In this research, it has been tended to analyze the relationship between knowledge management and social capital as two influential factors on competitive advantage and development of organizations. Based on provided matters the conceptual model of the research is shown in the figure (1):

Hypotheses of this research based on the determined variables and taken into consideration the conceptual model; are as follows:

**Major Hypothesis of the Research**
There is a significant relationship between knowledge management and social capital among employees of directorate of ports and maritime in Guilan province.

**Minor Hypotheses**
1. There is a significant relationship between knowledge creation and social capital among employees of directorate of ports and maritime in Guilan province.
2. There is a significant relationship between knowledge storage and social capital among employees of directorate of ports and maritime in Guilan province.
3. There is a significant relationship between knowledge retrieval and social capital among employees of directorate of ports and maritime in Guilan province.
4. There is a significant relationship between knowledge promotion and social capital among employees of directorate of ports and maritime in Guilan province.
5. There is a significant relationship between knowledge application and social capital among employees of directorate of ports and maritime in Guilan province.

**MATERIALS AND METHODS**

**Methodology**
This research, based on the explained objectives, is an applied research and based on the research design falls under the category of descriptive research specifically correlative and comparative research. In this research, in order to implement the desired analysis, knowledge management was chosen as independent variable while social capital was set to be the dependent variable. In order to gather the necessary data and information, the survey questionnaire was distributed to and gathered from the population and statistical sample. At this stage data and information were gathered and the SPSS software was used to analyze them.

In order to analyze the research data based on pre-defined goals first, numerical levels and amounts of each variable according to the resulted scores of samples' answers to designed questionnaires is determined. Then, resulted information is explained in the form of statistical numerical characteristics. In accordance to the main hypothesis of the research which is to examine the relationship between knowledge management and social capital in directorate of ports and maritime in Guilan province, correlation test as is shown in table below shows the correlation coefficient between two variables of
knowledge management and social capital is +68% that explains a direct relationship between these two variables. Also, the coefficient of determination between the two variables is 0.469 or in simpler terms the variable knowledge management can predict social capital by 46.9%.

Table 1: Correlation Coefficient between Knowledge Management and Social Capital

<table>
<thead>
<tr>
<th>Result</th>
<th>Significance Level</th>
<th>Coefficient of Determination</th>
<th>Correlation Coefficient</th>
<th>Number</th>
<th>Knowledge Management and Social Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of Hypothesis</td>
<td>0.000</td>
<td>0.469</td>
<td>0.685</td>
<td>263</td>
<td></td>
</tr>
</tbody>
</table>

Based on the first minor hypothesis that tends to examine the relationship between knowledge creation and social capital among employees of directorate of ports and maritime in Guilan province, correlation coefficient between knowledge application and social capital is +62.3 % which shows a direct relationship between two variables. At the same time, coefficient of determination between these two variables is 0.388 which indicates knowledge application can predict social capital by 38.8%.

Table 2: Correlation Coefficient between Knowledge Creation and Social Capital

<table>
<thead>
<tr>
<th>Result</th>
<th>Significance Level</th>
<th>Coefficient of Determination</th>
<th>Correlation Coefficient</th>
<th>Number</th>
<th>Knowledge Creation and Social Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of Hypothesis</td>
<td>0.000</td>
<td>0.318</td>
<td>0.564</td>
<td>263</td>
<td></td>
</tr>
</tbody>
</table>

In consideration of the second minor hypothesis on examining the relationship between knowledge storage and social capital among employees of directorate of ports and maritime in Guilan province, the correlation coefficient between knowledge storage and social capital is +54.7% which implies a direct relationship between two variables. On the other hand, coefficient of determination between these two variables is 0.299 which shows knowledge storage can predict social capital by 29.9%.

Table 3: Correlation Coefficient between Knowledge Storage and Social Capital

<table>
<thead>
<tr>
<th>Result</th>
<th>Significance Level</th>
<th>Coefficient of Determination</th>
<th>Correlation Coefficient</th>
<th>Number</th>
<th>Knowledge Storage and Social Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of Hypothesis</td>
<td>0.001</td>
<td>0.299</td>
<td>0.547</td>
<td>263</td>
<td></td>
</tr>
</tbody>
</table>

Based on the third minor hypothesis which considers the relationship between knowledge retrieval and social capital among employees of directorate of ports and maritime in Guilan Province, the correlation coefficient between knowledge retrieval and social capital is +66.1% which indicates a direct relation between the two variables. At the same time, the coefficient of determination between these two variables is 0.436; meaning to say that knowledge retrieval can predict social capital by 43.6%.

Table 4: Correlation Coefficient between Knowledge Retrieval and Social Capital

<table>
<thead>
<tr>
<th>Result</th>
<th>Significance Level</th>
<th>Coefficient of Determination</th>
<th>Correlation Coefficient</th>
<th>Number</th>
<th>Knowledge Retrieval and Social Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of Hypothesis</td>
<td>0.003</td>
<td>0.436</td>
<td>0.661</td>
<td>263</td>
<td></td>
</tr>
</tbody>
</table>

Taking into consideration the fourth minor hypothesis, examining knowledge promotion and social capital among employees of directorate of ports and maritime in Guilan province, the correlation coefficient between knowledge promotion and social capital is +54.5% which means a direct relation
between these two variables. Also, the coefficient of determination between these variables is 0.297 which shows knowledge promotion can predict social capital by 29.7%.

Table 5: Correlation Coefficient between Knowledge Promotion and Social Capital

<table>
<thead>
<tr>
<th>Result</th>
<th>Significance Level</th>
<th>Coefficient of Determination</th>
<th>Correlation Coefficient</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of Hypothesis</td>
<td>0.000</td>
<td>0.297</td>
<td>0.545</td>
<td>263</td>
</tr>
<tr>
<td>Knowledge Promotion and Social Capital</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on the fifth minor hypothesis that analyzes knowledge application and social capital among employees of the directorate of ports and maritime in Guilan province, correlation coefficient between variables of knowledge application and social capital is +62.3% which indicates a direct relation between the two. At the same time, coefficient of determination between these two variables is 0.388; this means knowledge application can predict social capital by 38.8%.

Table 6: Correlation Coefficient between Knowledge Application and Social Capital

<table>
<thead>
<tr>
<th>Result</th>
<th>Significance Level</th>
<th>Coefficient of Determination</th>
<th>Correlation Coefficient</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of Hypothesis</td>
<td>0.001</td>
<td>0.388</td>
<td>0.623</td>
<td>263</td>
</tr>
<tr>
<td>Knowledge Application and Social Capital</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Conclusion

Results of this research showed that components of knowledge management have a direct relation to and on social capital. Although these effects in different researches might appear differently, this can be due to different reasons including various populations and statistical samples, different time scopes of research implementation, different methods and approaches of operationalization of concepts. However, results of this research indicate that improving knowledge management and each of its aspects is a reason to promote social capital.

On the other hand, existence of social capital and effective interactions among personnel in an organization facilitates creation, storage, retrieval, promotion and application of knowledge. Organizations should increase their efforts to effectively and efficiently manage their social capital in order to promote their level of knowledge management; managers should also provide the essential mechanisms in this regard. On the other hand, strategic focus on methods of human resource management which are positively related to social capital of the organization, can improve and promote social relations among employees, it is due to the fact that methods of human resource management can have a significant effect on organizational social capital in the information processing environment and sharing knowledge among employees.

REFERENCES


© Copyright 2014 | Centre for Info Bio Technology (CIBTech,)
Research Article


McDonald John (2002). *Knowledge Management in One Week*, translated by Badri Nik Fetrat (Management Quality Publication).


