

Research Article

**THE RELATIONSHIP BETWEEN SOCIAL CAPITAL AND
EFFECTIVENESS OF MANAGERS IN SOCIAL SECURITY
DEPARTMENTS OF KERMAN PROVINCE**

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ABSTRACT

The aim of this study was to determine the relationship between social capital and effectiveness of managers in Social Security departments of Kerman province, Kerman province (in years 2012-2013). The statistical population consisted of 1209 employees of Social Security departments of Kerman province and the sample was 291 based on Krejcie and Morgan tables. The data collection tools were social capital researcher made and the effectiveness of manager questionnaires, which in turn had a reliability coefficient of 0.89 and 0.87. Spss 16 software, Pearson correlation coefficient test and multivariate regression analysis with stepwise method was used for data analysis. Results of hypotheses showed that there is direct and significant relationship between all dimensions of social capital variable (cohesion of managers in doing tasks, the participation of colleagues in tasks, mutual trust of colleagues and feeling a common image of the future) and effectiveness of managers. Regression analysis results show that four dimensions of social capital explain 0.238% of manager's effectiveness variance in equation and colleagues' participation variable in governance is the most decisive factor that effects on effectiveness of managers, this factor explains 0.46 percentage of depended variable variability.

Keywords: *Management Effectiveness, Participation, Solidarity, Mutual Trust, Feeling a Common Image of Future*

INTRODUCTION

Organizational effectiveness is one of the concepts that has been considered particularly in modern management and given the fundamental importance of this topic in organizational development; several definitions have been presented in terms of effectiveness. "Richard L. Daft," defines organizational effectiveness as "organizational effectiveness is the degree or extent to which the organization achieves its desired goal" (Daft, 2010).

Behavioral scientists believe that in order to achieve effectiveness of managers we need to find an adequate understanding of attitudes and behaviors of people in enterprise environment. For this reason, information must be collected on staffing within the organization. Such as their reactions as individuals (eg, perceptions, and motivations) groups to which they belong (eg, communication between them, both formal and informal norms) and the organization in which they work (eg, organizational culture and structure) (Rezayian, 2007).

On the other hand, every organization has a range of human, physical and economic, natural, cultural and social capital that social capital is considered in this paper. Social capital is a set of norms in social systems that will promote the cooperation of its members and will decrease the cost of exchanges and communications. In other words, it is the ability of individuals to work together toward common, group, and organization goals. (Fukuyama, 2000)

Indicators such as trust, cohesion and participation will be considered to measure social capital. On the other hand, the effectiveness is to study efficiency of organization member in mutual cycle of information and energy within a system (Alagheband, 1999). It is checked with parameters such as authority of Director, Creativity and Innovation and, peaceful relations.

On the basis of this research, we are searching for the issue of whether there is a relationship between social capital and the effectiveness of managers or not?

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Literature

Social Capital

Social capital is generally defined as a set of rules, norms, obligations, mutual communications and embedded trust in social relations, social structures and community institutional hierarchies that enables its members to achieve their individual and collective goals (Oleman, 1999).

According to Coleman, social capital is a combination of social structures that facilitates certain actions of actors within these structures. Social capital like other forms of productive capital that achieving some goals without it is not possible, he considers social capital as resource for the action of individuals. For example, a group of people who really trust one another compared to those who lack such confidence have great forces of cooperation with each other.

The social capital is social- structural resource according to James Coleman that is considered as people capital and assets. This property is not a unit object, it has characteristics that exist in the social structure and this type of investment provides the possibility of achieving a certain goal that is unattainable. Social capital implicate forms of social organization such as trust, norms and networks that can efficiently facilitate community function through appropriate actions (Azkia and Ghaffari, 2004).

Social capital is a good component to do intergroup cooperation and the higher the level, group achievement to its objectives will be happen at lower cost. If in a group due to lack of characteristics such as trust, participation incentives norms and social capital are not enough provided, cooperation costs will be increased and achieving performance will depend on costly establishment of monitoring and control system. In contrast, the presence of adequate levels of social capital will result in the establishment of social cohesion and mutual trust and interaction and group cooperation costs will be reduced and as a result team performance will be improved (Shah-Hosseini, 2002).

According to Pakston (1999), social capital includes two components of visual cohesion between people as objective network that connects people each other in social space and a type of mental bond that leads to the formation of relationships based on mutual trust and positive emotional relationships of community members relative to one another. Social capital is a form of potential energy that can act as facilitator of action at different levels of social structure in micro-, intermediate, and macro-level. In Putnam and Fukuyama's notion, social capital is considered as a macro-sociological phenomenon. According to them, it seems that people can have different levels of social capital that provides the opportunity for democracy or industrialization. Finally, in the case of social capital existence we will be witness for the process of expanding cooperation in various economic, social, political, cultural areas and extending voluntary associations (Azkia and Ghaffari, 2004).

Types of Social Capital

Reviewing the literature on social capital it is known that the capital has two main types:

Cognitive Social Capital (Relational)

This type of capital refers to more abstract manifestations of social capital such as trust, norms and values that effect on interactions between people. These values include trust, solidarity, cooperation, forgiveness and civic culture (Bordu, 2005).

Table 1: Different modes of assets combination

		Relational Capital	
		Strong	Weak
Institutional Capital	Strong	High social capital Task: Expanded scope of activities Traditional Society	The strong organizations Task: To legitimize, exacerbate Anomie, unethical tiny sighted
	Weak	Task: Introducing rules, procedures, and skills	Task: Help to develop structures and norms

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Structural Social Capital (Institutional)

Structural manifestation refers to visible aspects and more objective witness (more tangible) of social capital concept such as local institutions, organizations and networks that enable people to follow cultural, social, economic and political goals. Structural aspects create horizontal and vertical relations in society (Bordu, 2005) and thereby strengthen the social capital of community. Different types of capital combination with appropriate adjustment methods have been shown in the following figure.

However, we consider the components of social trust, social cohesion and social participation as main factors of social capital that are in this interactive relationship and each strengthen another and these three components are key concepts of sociology.

Social Cohesion

Emile Durkheim is one of the first sociologists who have studied the concept of social solidarity and cohesion and suggests its presence as necessary for any society. Jonathan Turner quoted Durkheim says that cohesion happens when the affections are set by cultural symbols, where the people connected to the community have become community, where the actions are regulated and coordinated by the norms and where inequalities are supposed to be the law (Akbari, 2004).

So long as the communities had less population and were simple societies with simple and limited beliefs and values, the cohesion was mechanical, but Durkheim argues that traditional communities in their developmental process that were influenced by factors, accepted changes that according to Durkheim the most important factor was development of Labor Division and that in turn caused a great development in the communities. In fact because of Labor Division, the mechanical cohesion based traditional society is converted to organic cohesion based industrial society (Akbari, 2004).

Participation

Participation definition suggests that "public participation means a collective attempt at an organizational framework that members seek to achieve their objectives by resource coalition, therefore, participation is an active process that each of the participants are encouraged to cooperative action through thought, reflection and active surveillance" (Azkia and Ghaffari, 2004).

UNESCO's suggests participation as process for civil and society self- training, human rights and development preconditions and believes that development must begin from people, what they want and what they think and believe (Akbari, 2004).

Participation in the first sense suggests belonging to a particular group and having a share in its existence and second in the second sense suggests being active participants in the group and points to conducted social activity (Biro, 1997). Participation concept includes mental and emotional involvement in group successes that raise them to help each other to achieve group goals and to participate in responsibilities. Participation involves three components of to be involved, help and responsibility (Alavi Tabar, 2000).

Social Trust

Giddens believes that trust can be defined as confidence to person or system capability, taking into account the type of results and events and confidence expresses believe to others virgin or love them or believe to the correctness of abstract principles (eg technical knowledge) (Amir and Chalabi, 2004). In fact, trust means a firm belief or confidence in honesty, integrity, trustworthiness and fairness of a person, group or community (Safdari, 1995).

Are firstly separated based on two types of trust in order to measure the level of social trust and then social trust variables were examined using them. These two types are:

A) Personal Trust: This index measures the tendency to trust in interpersonal relations

B) Non-personal Trust (Subjective): This index measures the tendency to trust in terms of good sense and performance (performance) of society different subsystems (Chalabi, 2002).

Higher radius of trust for social group, that society will have more social capital. If a social group has positive extraversion towards other group members, group trust radius will exceed its interior limit.

Feeling a Common Image of the Future

A set of shared assumptions that is formed between at least two people on a subject in order to achieve the objectives and to achieve future steps in organization around a distinctive structure is called common

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image. This makes their unconscious to be set in a certain axial and all the planning, efforts, mid- and long-term goals and labor strategies might be agreed to be allied and increase nonviolent cooperation and coordination of work between colleagues and managers and improve the quality of response to the client.

Effectiveness

In definition of effectiveness by Karker Grayan, studying the efficiency and performance of components in an organization in reciprocal cycles of information and energy in a coherent system is called effectiveness or efficiency or positive function (Alagheband, 1999).

In the field of Education and management, the payoff, influence and effects of responsible person in six domains have been considered including teaching programs and training, student affairs, staff affairs, school- community relations, facilities and equipment, the administrative and financial issues as function criteria. Barnard (1938) defines effectiveness as achieving organizational goals. He considers "goals" and "organization survival" and treats organization as "cooperative systems", he suggests internal balance and adjust external conditions, skillful action and leadership as effectiveness criteria. Etzioni (1964) argues that: "The real effectiveness of a certain organization is determined by degree with which the organization achieves its goals". Aouchman and Shore (1967) define organizational effectiveness as "the ability to exploit the environment for earning rare and valuable resources to continue operation". Lawrence and Loresh (1967) suggest contingency theory of organizational structure and believe that in effective organization, organization features are balanced with various sectors of the environment. Price (1968) defines effectiveness as the degree of access to objectives. Robbins (1990) defines effectiveness as obtaining short- and long-term goals with regard to the expectations of stakeholders, evaluators and organizational life stage. Discussion on effectiveness, productivity, performance, culture and organizational excellence is what has attracted organizational theorists, management philosophers, financial analysts and executives in particular.

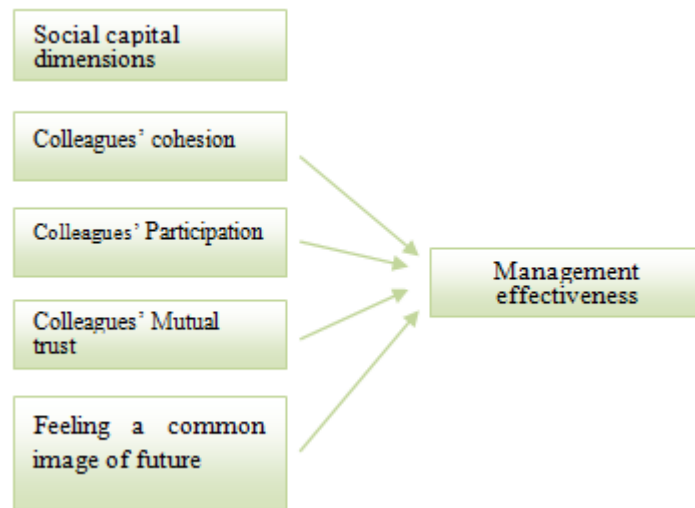


Figure 1: Research conceptual model

The Research Hypotheses

The main hypothesis

There is a significant relationship between social capital and the effectiveness of managers.

Sub- hypotheses

1. There is a significant relationship between the cohesion of colleagues in affairs and effectiveness of managers.
2. There is a significant relationship between the participation of colleagues in affairs and effectiveness of managers.
3. There is a significant relationship between mutual trust of colleagues and effectiveness of managers.

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4. There is a significant relationship between feeling a common image of future and effectiveness of managers.

MATERIALS AND METHODS

Methods

The current study is applied research in terms of aim. Survey research method is used in order to understand and infer the social capital that is a branch of descriptive research and the current study is correlation in terms of the relationship between study variables. The statistical population consisted of 1209 employees of Social Security departments of Kerman province and the sample was 291 based on Krejcie and Morgan tables. Multivariate regression and Pearson correlation tests were used to test hypotheses. Data and information collecting tools are two social capital and effectiveness questionnaires that validity of managers’ effectiveness is 0.87 and social capital is 0.89.

Data Analysis

First Hypothesis: There is a significant relationship between the cohesion of colleagues in affairs and effectiveness of managers.

The results of Table 2 indicate that the relationship between the cohesion of colleagues in affairs and effectiveness of managers is 0.357 in significance level of (Sig = 0.022), and we can analyze that the intensity of correlation between two variables is 0.33, that is middle, and the calculated significance level is (0.022) that is less than research alpha ($\alpha = 0.05$), and indicates the significance of relationship between two variables, so the hypothesis is confirmed.

Table 2: Correlation coefficient between colleagues’ cohesion in affairs and effectiveness

Independent variable Depended variable	Effectiveness	
Colleagues’ cohesion in affairs	Intensity	0.357
	Significance	0.022
	Number	291

Second Hypothesis: There is a significant relationship between the participation of colleagues in affairs and effectiveness of managers.

The results of Table 3 indicate that the relationship between the participation of colleagues in affairs and effectiveness of managers is 0.461 in significance level of (Sig = 0.000), and we can analyze that the intensity of correlation between two variables is 0.461, that is strong, and the calculated significance level is (0.000) that is less than research alpha ($\alpha = 0.05$), and indicates the significance of relationship between two variables, so the hypothesis is confirmed.

Table 3: Correlation coefficient between colleagues’ Participation in affairs and effectiveness

Independent variable Depended variable	Effectiveness	
Colleagues’ Participation in affairs	Intensity	0.461
	Significance	.000
	Number	291

Third Hypothesis: There is a significant relationship between mutual trust of colleagues and effectiveness of managers.

The results of Table 4 indicate that the relationship between the mutual trust of colleagues in affairs and effectiveness of managers is 0.365 in significance level of (Sig = 0.000), and we can analyze that the intensity of correlation between two variables is 0.36, that is strong, and the calculated significance level is (0.000) that is less than research alpha ($\alpha = 0.05$), and indicates the significance of relationship between two variables, so the hypothesis is confirmed.

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Table 4: Correlation coefficient between colleagues' Participation in affairs and effectiveness

Independent variable	Effectiveness	
Depended variable		
Colleagues ' Mutual trust	Intensity	.365
	Significance	.000
	Number	291

Forth Hypothesis: There is a significant relationship between feeling a common image of future and effectiveness of managers.

The results of Table 5 indicate that the relationship between feeling a common image of future and effectiveness of managers is 0.452 in significance level of (Sig = 0.000), and we can analyze that the intensity of correlation between two variables is 0.452, that is strong, and the calculated significance level is (0.000) that is less than research alpha ($\alpha = 0.05$), and indicates the significance of relationship between two variables, so the hypothesis is confirmed.

Table 5: Correlation coefficient between colleagues' Participation in affairs and effectiveness

Independent variable	Effectiveness	
Depended variable		
Feeling a common image of the future	Intensity	0.452
	Significance	.000
	Number	291

Main Hypothesis: There is a significant relationship between social capital and the effectiveness of managers.

The results of Table 6 indicate that the relationship between social capital and effectiveness of managers is 0.499 in significance level of (Sig = 0.000), and we can analyze that the intensity of correlation between two variables is 0.49, that is strong, and the calculated significance level is (0.000) that is less than research alpha ($\alpha = 0.05$), and indicates the significance of relationship between two variables, so the main hypothesis is confirmed.

Table 6: Correlation coefficient between colleagues' Participation in affairs and effectiveness

Independent variable	Effectiveness	
Depended variable		
Social Capital of employees	Intensity	0.499
	Significance	.000
	Number	291

Multivariate Regression Analysis of Social Capital Effect on the Effectiveness of Managers

Table 7: Multivariate Regression analysis due to effectiveness of managers

Multiple R	0.483
R Square	0.243
Adjusted R Square	0.218
Standard Error	7.7
Durbin-Watson	1.6

As shown in Table (7) multiple correlation coefficient is equal to 0.483 and its square is equal to 0.243 that is, the determination coefficient. Then, common feeling of future and participation of colleagues' variables explain 0.218% of managers' effectiveness variance in the equation.

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Table 8: Multivariate Regression variance analysis due to effectiveness of managers

Source of changes	Mean squares	Sum squares	of Freedom degrees	F-statistic	Significance level
Regression effects	3179.572	6359.572	2	52.395	0.000
Remaining	60.684	19843.801	107		
Total	-	26202.944	109		

According to the above table, explanatory variables are able to predict and explain the changes in effectiveness of managers' variable.

Table 9: Variables remained in regression model

The variable name	Sig T	T	Beta	Std. B	B
Interception	0.000	15.265	-	3.91	59.68
Colleagues' participation in the affairs	0.000	9.625	0.432	0.074	0.717
Feeling a common image of the future	0.01	2.59	0.123	0.115	0.298

According to Table (9), the colleagues' contribution has the greatest effect on effectiveness of managers.

Table 10: Independent variables out of the regression model

Variable name	Partial Correlation	Sig T	T	Beta in
Colleagues' Mutual trust	0.068	0.221	1.23	0.072
Colleagues' Solidarity	0.28	0.611	0.51	0.026

RESULTS AND DISCUSSION

Results

1. According to Table (2) the relationship between the cohesion of colleagues in affairs and effectiveness of managers is ($r=0.357$) in significance level of ($Sig = 0.022$). In conclusion we can say that the colleagues' cohesion in affairs influences on the effectiveness of managers, so the first sub-hypothesis is confirmed. So the higher the colleagues' cohesion in doing tasks, the effectiveness will direct to the positive side. This means that the colleagues' cohesion in affairs has decisive effect on the effectiveness of managers.
2. According to Table (3) the relationship between the participation of colleagues in affairs and effectiveness of managers is ($r=0.461$) in significance level of ($Sig=0.000$). In conclusion we can say that the colleagues' participation in affairs influences on the effectiveness of managers, so the second sub-hypothesis is confirmed. So the higher the colleagues' participation in doing tasks, the effectiveness will direct to the positive side. This means that the colleagues' participation in affairs has decisive effect on the effectiveness of managers.
3. According to Table (4) the relationship between mutual trust of colleagues in affairs and effectiveness of managers is ($r=0.365$) in significance level of ($Sig=0.000$). In conclusion we can say that the colleagues' mutual trust in affairs influences on the effectiveness of managers, so the third sub-hypothesis is confirmed. So the higher the colleagues' mutual trust in doing tasks, the effectiveness will direct to the positive side. This means that the colleagues' mutual trust in affairs has decisive effect on the effectiveness of managers.
4. According to Table (5) the relationship between feeling a common image of future and effectiveness of managers is ($r=0.452$) in significance level of ($Sig=0.000$). In conclusion we can say that the feeling a common image of future influences on the effectiveness of managers, so the forth sub-hypothesis is confirmed. This means that feeling a common image of future has decisive effect on the effectiveness of managers.

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5. According to Table (6) the results of significance test related to Pearson correlation coefficient for the relationship between social capital of colleagues and the effectiveness of managers indicates that relationship intensity between two variables is 0.499 with full significance level. Then we can conclude that the higher staff social capital, the effectiveness of managers will be positive and vice versa. Then, main hypothesis is confirmed.

6. The severity of each independent variable on the dependent variable is middle. This means that the correlation severity of cohesion is ($r = 0.357$), of participation is ($r = 0.461$), of mutual trust between colleagues is ($r = 0.365$) and feeling a common image of future is ($r = 0.452$).

7. Results of Table (9) show that two dimensions of social capital in the regression model, including feeling a common image of future and staff participation in affairs remained in the model and colleagues' cohesion in affairs and mutual trust of colleagues were excluded from the model, in other words, the regression final model with the facilitated explanation coefficient of 0.243 suggests that variables remained in the model explain 0.243 percent of dependent variables. 43 percent of variation in the effectiveness of managers is directly influenced by the participation of colleagues in affairs and 0.123 percent of variation in the effectiveness of managers is directly and positively influenced by the feeling a common image of the future.

Suggestions

1. Social Security departments system is so that in one hand, hierarchy leads to the order, on the other hand reduces accountability and projecting problems to higher authorities, this means that employees do not have a sense of accountability for this job and its business office. If efforts done to increase employee commitment and devotion to their manager and office, it can also lead to further improvement of social capital, in this regard, it is recommended that manager to enhance friendly interaction with other colleagues and ignore their mistakes, and forgive them instead of retaliate.

2. The role and function of management in the office is not only sign up and monitor the employee's commutation. In some offices, management position and effective activities and higher directing have been reduced to the simple role. This leads to a decrease in the effectiveness of manager and the absence of appropriate climate formation for social capital growth and development.

3. One of the most important forms of management that is more effective than other management practices is collaborative management. This management includes committed involvement of all members of Department in optimal conduction of affairs. Research and process observations proved that this method has not fitted enough in offices' management. We require that this method to be implemented and trained practically and functionally, so that social capital of employees, effectiveness of managers and customer satisfaction to be added.

4. Managers must present behaviors in communicating with employees that employees insight into their behavior admirably as well as this behavior bring such a respect for managers that employee use these behaviors as behavior patterns in communication processes and finally, managers strengthening self-assurance morale among employees will inspire confidence in them towards their goals.

5. Finally, it is suggested that managers create an open and constructive atmosphere by organization employees participation in decision-making and resolving conflicts, making recommendation system, helping to meet the physical and psychological needs and holding required training courses, meritocracy, creating a spirit of creativity and innovation, updating and use of consultants and experts so that they can promote and guarantee the effectiveness of managers and employees.

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