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INVESTIGATING THE RELATIONSHIP BETWEEN SOCIAL CAPITAL AND CORPORATE ENTREPRENEURSHIP IN THE MINISTRY OF YOUTH AFFAIRS AND SPORTS PROVIDING A MODEL

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ABSTRACT

The purpose of this study is to examine the relationship between social capital and corporate entrepreneurship (Entrepreneurship) in the Ministry of Youth Affairs and Sports. The study is a descriptive correlation type, and has been conducted as a field research. The statistical population of the research includes 406 official and contract personnel of the Ministry of Youth Affairs and Sports. 161 subjects are selected as the Cochran formula. Our tool to collect data is “Ashena” questionnaire that includes 20 questions to check the social capital variables and 20 questions to measure the corporate entrepreneurship. The validity of the questionnaire was approved by university professors, and its reliability coefficient for social capital questionnaire was 0.90 and for entrepreneurship questionnaire was 0.84. Pierson Correlation Test and Friedman Test and the confirmatory factor analysis were used to analyze data. To examine the conceptual model and causal relationships between variables the structural equation model and the Lisrel software were applied. The results showed a direct and significant relationship with 0/99 level of validity between Quality and Structural Dimensions of social capital and corporate entrepreneurship and accordingly between social capital and corporate entrepreneurship. The variables of social capital were ranked as Diversity, Interrelationships, Trust, Structural, Communicational, and Size while the variables of corporate entrepreneurship were ranked as Product Innovation, New Business, Process Innovation, Revival, Invasive Competition, Being a Trailblazer, and Risk-Taking. At last the accuracy of the proposed model was confirmed by Lisrel software.

Keywords: Social Capital, Corporate Entrepreneurship (CE), Ministry of Youth Affairs & Sports

INTRODUCTION

In the present era, of which the competition and innovation are the characteristics and by entering to the knowledge-based economy, knowledge has a higher priority among the factors of production in comparison to other factors such as land, capital, machinery, and etc. So that in such an economy, knowledge is considered to be the most important factor of production and is mentioned as the most important competitive advantage of the organizations (Seetharaman *et al.*, 2002). One of the characteristics of this mentioned knowledge is that it is not vivid in the sense that it is not tangible and noticeable, and therefore the evaluation and measuring is very hard and difficult. While in the past, using the accounting methods, the organizations were able to fully calculate the measure and value of their factors of production.

Today, these methods of accounting are no longer applicable. On the other hand, having up-to-date and useful information is considered as another competitive advantage of the organizations, which can be achieved and increased by providing ongoing relationships. Knowledge and information are considered to be the most important part of the intangible assets. While the most part of the assets of an organization were tangible in the past, they are intangible today (Sullivan, 2002). In the knowledge-based economy, the success of the organizations is related to the ability in managing these intangible assets, and in order to manage these assets, we must identify and measure them first, so that finally we can manage those (Sanchez *et al.*, 2000). The effect of social asset in developing organizational knowledge and

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organizational education makes the organizations knowledge-based and directs them to becoming educational and learning organizations (Bidokhti *et al.*, 2009).

Numerous and varied definitions of social capital have been conducted to this time. According to Pierre Bourdieu, social capital consists of the aggregate of actual or potential resources, physical or non-physical resources, which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition. On the other hand Robert Putnam argues social capital in his comments being a set of concepts consisting of features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit (Binmore, 1992). Due to Coleman, social capital consists of “the aspects of social structure the actors use them as a potential resource for the benefit of themselves and others in order to facilitate certain actions” (Coleman, 1994). On one hand, the social capital can be seen as a managerial phenomenon for which various features have been defined such as trust (norms), shared values and behaviors, communications, cooperation, mutual commitment, mutual understanding, and networks (Vilanava, 2003). Organizations that possess higher levels of social capital are likely to be more successful than their competitors who have less social capital (Nahapiet *et al.*, 1998). While on the other hand, there is a significant and positive relationship between social capital and employee commitment, organizational flexibility, appropriate management of collective action, and establishment of high levels of conceptual capitals. Thus, social capital can enhance organizational performance (Bolino *et al.*, 2002). Organizational social capital is an asset that is both beneficial for the organization (through creating value for stakeholders) and to the members of the organization (through enhancing the skills of employees) (Leana *et al.*, 1999). This type of capital plays an important role in entrepreneurial activities, since entrepreneurship is a socio-economic process which depends on the social circumstances and contexts in two ways, firstly because the entrepreneurs are people who are in charge of their social environment and secondly because entrepreneurship is a social activity which can affect the nature of business due to the presence or absence of social bonds and communications (Alistair *et al.*, 2002).

Entrepreneurship is the process of gaining interest through the new, unique, and valuable combination of the resources in an environment of vagueness and uncertainty. It is to start or grow a young company with innovative and risk taking management (Ahmadpour, 2002). Under the entrepreneurial process, the entrepreneur as an individual begins a small and new business with his own capital (Dracker, 1998) and regardless of the resources available to the individuals, opportunities are pursued by them. Entrepreneurship is a process of creative deconstruction (new products and services, deconstruct the current market and create a new one). Entrepreneurship is the engine of economic development (8). In order to pursue new businesses, individual resources are limited. Therefore, it is essential to strengthen the individual and personal interaction with the external environment. Social capital can be viewed as a network that everyone develop with the other members of external community in order to gain sufficient resources to achieve their own goals (Cohen *et al.*, 1990). There are companies and enterprises with entrepreneurial approaches that tend to achieve organizational goals, but strategic plans are all doomed to fail in the absence of adequate resources. Thus, social capital can have a positive impact on entrepreneurial orientation and approach as well (Leana *et al.*, 1999). While the definition of social capital is in a sense limited to insufficient interactions with foreign companies which has negative effect on the entrepreneurial approaches of the companies, on the other hand entrepreneurial approaches can be also considered as the means of improving social capital. Companies with high entrepreneurial approaches has a greater ability to access valuable economic resources and opportunities through their own social networks, while the companies with no entrepreneurial approaches will hardly ever be able to gain valuable resources of social capital (Rao, 2012). The intense competition between companies and organizations, reduction of effectiveness of traditional management in this field, and the rapid growth of small enterprises has led the organizations to value innovation in a distinguished manner, since they consider innovation as the only guarantee for survival in the competitive arena of today. Therefore they have been trying to encourage creative entrepreneurs who have been the main creators of new products and services to remain in the organization and spread their thoughts and make their ideas happen. Pinchot

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called these people organizational entrepreneurs. He described an organizational entrepreneur as an independent entrepreneur who works in large organizations and his activities creates new units in the organization, as well as new products, services, and processes that will lead the organization towards growth and profitability (Gholipour *et al.*, 2008).

Miller (1987) in a study entitled “strategy making, organizational structure, and corporate entrepreneurship” concluded that the type of strategy and organizational structure are of an importance in entrepreneurial activities of the organization (Miller, 1987). In a study titled “Impacts of social and intellectual capital on the entrepreneurial activities”, it is found that communicational skills or social capitals of individuals is positively correlated with the probability of starting a new business (Nahapiet *et al.*, 1998). The results of another study titled “the relationship between social capital, entrepreneurial orientation, organizational resources, and entrepreneurial performance” show that there is a significant relationship between social capital, entrepreneurial orientation, and organizational resources. Besides, social capital refers to the links and communications between members of a network as a valuable resource that lead members to achieve their goals through creating norms and mutual trust (28). Ashena (2005) in his research indicates that the corporate entrepreneurship will reduce or increase while the social capital reduces or increases (Ashena, 2008).

Results from the study conducted by Kim and Aldrich (2005) entitled “social capitals and entrepreneurship” shows that the principles of a social network are to be measured by the following three factors; A. Social networks tend to have similarities. B. Relationships, in terms of intensity and distance are different. C. There are individuals who people are more interested in having relationship with them. Moreover, the resources of social networks are mainly available for those entrepreneurs who are able to develop a more diverse and wider network. Decarolis and Sparito (2006) in their study of “social capital, knowledge, and entrepreneurial opportunities: a theoretical framework” discussed who to interact and influence in order to take advantage from opportunities through social capital and knowledge. Parsamehr and Torkan (2002) in the study of “investigating the relationship between social capital and involvement in sports activities” (Case Study: Nurses of Government Hospitals of Yazd City) concluded that there is a significant relationship between social capital and the nurses level of involvement in sports activities. Daleer and Abbaszadeh (2001) investigated “the relationship between socio-cultural capital and athletes’ life quality” and discussed that there is a significant relationship between socio-cultural capital, athletes’ life quality, and economical capital. Moharramzadeh *et al.*, (2009) studied “the relationship between social capital and corporate entrepreneurship in the Physical Education Organization of West Azerbaijan province” and reported that there exists a significant relationship between social capital and corporate entrepreneurship. Khodadad *et al.*, (2012) studied the “design, validity, and trustability of social capital questionnaires in the Physical Education Organization” and reported that social capital consists of trust to the organization, benevolence, reciprocity, and cooperation which the validity and reliability of all these factors as well as the total validity is higher than 0.7. Firouzjaah *et al.*, (2011) have worked on “measuring the difference of youth social capital and focusing on sports activity participation” (Case Study: Athlete and Non-Athlete University Students of Mazandaran University) and reported that there is a significant relationship between social capital of athlete and non-athlete university students and comparisons on the averages showed that these differences are in favor of athletes. Honari (2011) worked on “designing the model of social capital’s structural equation and science management in sports organizations”. Ahmadi *et al.*, (2012) investigated “the role of social capital on improving talent management in the Physical Education Organization” and reported that there is a significant relationship between social capital and talent management in the Physical Education Organization, and the improvement of social capital level leads to the promotion of talent management level.

In general, the relationship between social capital and corporate entrepreneurship is an evolving area of research in which scientists have different opinions while most of them agree that the social capital provides a suitable ground for the development of entrepreneurial potentials. In other words, most of the researchers emphasize in strengthening the social capitals in order to enhance entrepreneurship, and believe that social capital plays an important role in entrepreneurial activities and processes since the

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positive influence of social communications on entrepreneurial factors is not doubtable. The purpose of the current paper is to investigate the relationship between social capital and corporate entrepreneurship in the Ministry of Youth Affairs and Sports. In order to achieve this purpose, the theoretical framework of the study is presented by designing variables and indicators of social capital and corporate entrepreneurship. The social capital model of Stone (2001) has been used. The social capital in this model consists of two dimensions being quality and the structure of social relationships, and each of these dimensions include some other aspects as well.

The Stone Model is as follows:

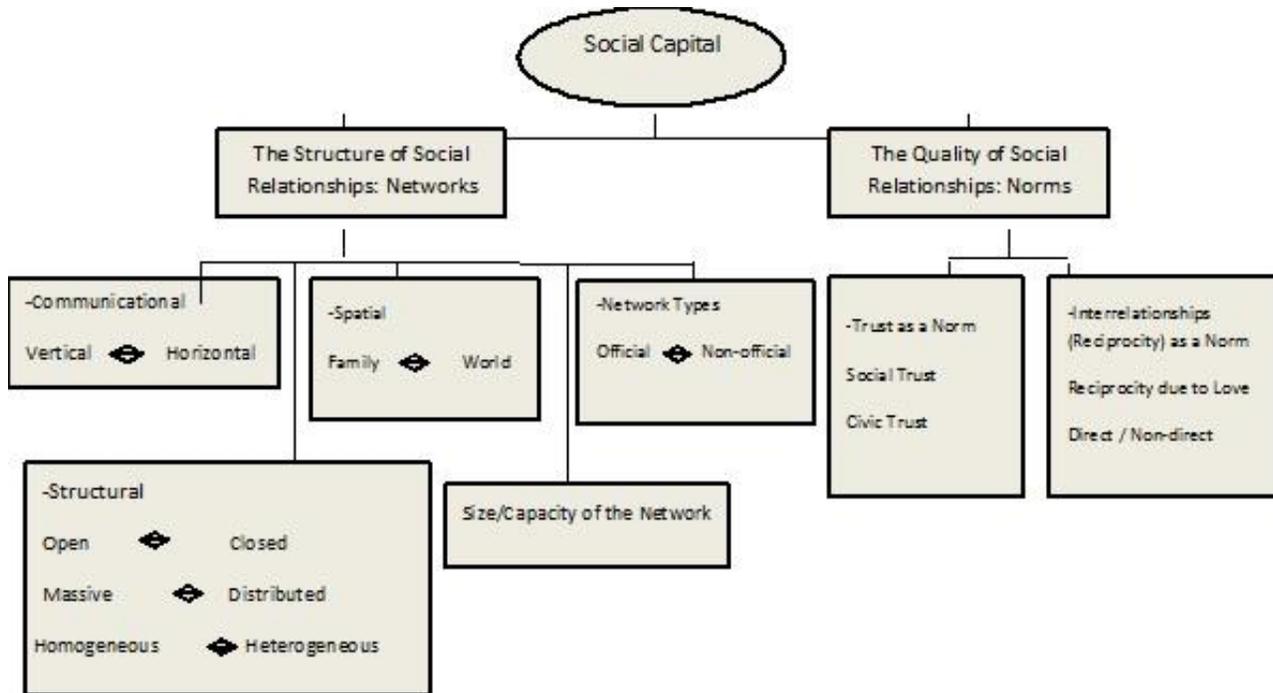


Diagram 1: Aspects of Social Capital according to Stone (2000)

The structural aspect focuses on the issue that either the employees of an organization are connected or not, and the quality aspect focuses on the nature and quality of such connections or relationships. In other words, the structural aspect is about managerial structures and processes such as accountability of the leaders and managers based on their performance, being clear in decision-making, the amount of decision-making and actions based on teamwork, and the quality aspect is about phenomena such as values, attitudes, commitments, involvement, and the trust which exists in the system. As it can be seen in the model, quality aspect emphasizes on relationship between the norms of interrelations and reciprocity, while making and maintaining trust. The extended norms of reciprocity and trust encourage the social cooperation and provide further relationships. The norms governing social relations are hardly measurable. However, mostly the behavioral results of such norms are being measured rather than the norms themselves (Stone, 2001).

The Antonic & Hisrich Model (2003) of corporate entrepreneurship has also been used in the current study. These two researchers have been identified seven aspects for the corporate entrepreneurship according to their studies. They believe that the corporate entrepreneurship must be seen as a distinct multidimensional concept yet interrelated. These dimensions or factors are: 1. new business and creating independent units. 2. Innovation in products and services. 3. Innovation in process. 4. Self-revival. 5. Risk-taking. 6. Being a Pioneer or trailblazer. 7. Invasive competitiveness.

According to the mentioned issues in the current study, the Stone model as well as the Antonic & Hisrich model has been applied in order to provide a theoretical model. The theoretical framework of this study is as follows:

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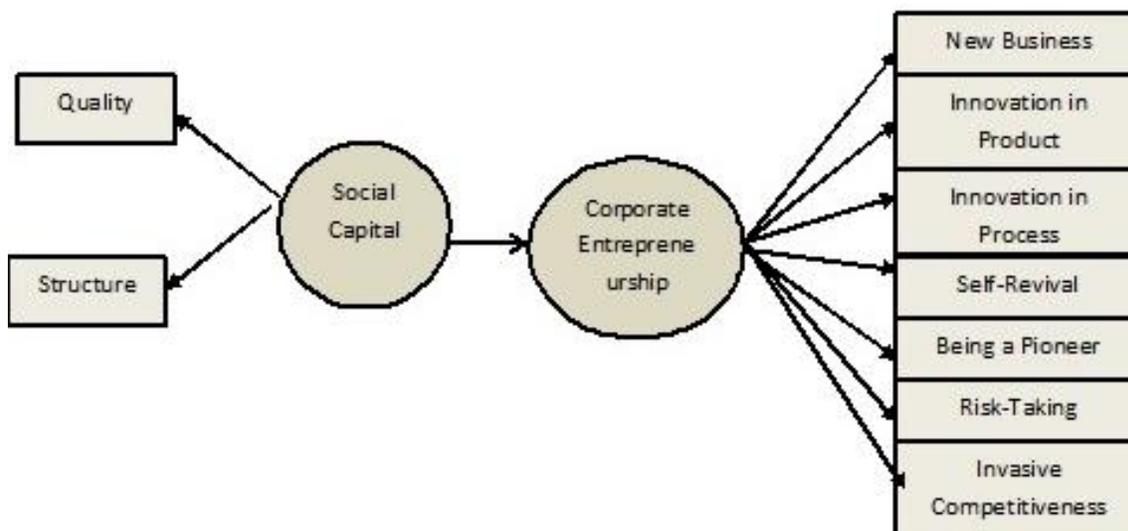


Diagram 2: The Conceptual Model of the Study

In this study, the researcher sought to examine the relationship between social capital and corporate entrepreneurship in the Ministry of Youth Affairs and Sports, and the sub-hypotheses based on the theoretical framework are:

There is a significant relationship between the structural aspect of social capital and corporate entrepreneurship.

There is a significant relationship between the quality aspect of social capital and corporate entrepreneurship.

MATERIALS AND METHODS

Methodology

The study is a descriptive correlation type, and has been conducted as a field research. The statistical population of the research includes 406 official and contract personnel of the Ministry of Youth Affairs and Sports. 161 subjects are selected by the Cochran formula using random sampling method. Our tool to collect data is “Ashena” questionnaire that includes 20 questions to check the social capital variables and 20 questions to measure the corporate entrepreneurship. The variables of social capital were ranked as Structural and quality aspects while the variables of corporate entrepreneurship were ranked as Product Innovation, New Business, Process Innovation, Revival, Invasive Competition, Being a Trailblazer, and Risk-Taking. The validity of the questionnaire was approved by eight university professors who have been studied organizational behavior or have been lectured the subject and related subjects, and its reliability coefficient for social capital questionnaire was 0.90 and for entrepreneurship questionnaire was 0.84. From the total of 161 questionnaires distributed among sample group, 142 questionnaires were collected correctly. In order to examine and analyze the study hypotheses in the achieved statistics, since the data distribution has been normal due to Kolmogorov-Smirnov Test results, the Pierson Correlation Test and Friedman Test and the confirmatory factor analysis have been applied. To analyze the information of study, SPSS-14 and Excel software and to examine the conceptual model and causal relationships between variables the structural equation model and the Lisrel software were applied. At last the accuracy of the proposed model was confirmed by Lisrel software.

RESULTS AND DISCUSSION

Results

Kolmogorov-Smirnov Test results for each of the components of the variables showed a normal distribution of data and the sig amount for each component is as follows: diversity (0.120), interrelations

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(0.071), trust (0.131), structural (0.113), communicational (0.259), size (0.803), innovation in product (0.082), new business (0.124), innovation in process (0.174), self-revival (0.098), invasive competitiveness (0.154), being a pioneer (0.084), and risk-taking (0.102).

To examine main hypothesis of the study, which is “there is a significant relationship between social capital and corporate entrepreneurship”, the Pearson correlation test has been applied, and the results are presented in Table 1.

Table 1: The results of Pearson correlation test between social capital and corporate entrepreneurship

Social Capital	Variables	
0.735	Correlation Coefficient	Corporate Entrepreneurship
0.001	P-value	
0.01	Error Rate	

According to Table 1, it can be claimed with 0.99 of confidence that there is a significant relationship between social capital and corporate entrepreneurship in the Ministry of Youth Affairs and Sports, and the correlation coefficient between these two variables is 0.735. This means that the corporate entrepreneurship rate increases due to the increase in social capital.

In order to examine second and third sub-hypotheses, the Pearson correlation test is applied and the results are presented in Tables 2 and 3.

Table 2: The results of Pearson correlation test between the quality dimension of social capital and corporate entrepreneurship

Quality Dimension of Social Capital	Variables	
0.715	Correlation Coefficient	Corporate Entrepreneurship
0.001	P-value	
0.01	Error Rate	

According to Table 2, it can be claimed with 0.99 of confidence that there is a significant relationship between the quality dimension of social capital and corporate entrepreneurship with the correlation coefficient of 0.715. This means that the corporate entrepreneurship rate increases due to the increase in quality dimension of social capital.

Table 3: The results of Pearson correlation test between the structural dimension of social capital and corporate entrepreneurship

Structural Dimension of Social Capital	Variables	
0.685	Correlation Coefficient	Corporate Entrepreneurship
0.001	P-value	
0.01	Error Rate	

According to Table 3, it can be claimed with 0.99 of confidence that there is a significant relationship between the structural dimension of social capital and corporate entrepreneurship with the correlation coefficient of 0.685. This means that the corporate entrepreneurship rate increases due to the increase in structural dimension of social capital.

In order to examine the significance level of social capital variables’ ranking, the Friedman test has been applied and the results are presented in Tables 4 and 5.

Table 4: The significance level of Friedman test for the variables of social capital

Significance Level	Degrees of Freedom	Chi-squared	Number
0.001	5	143.88	142

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Table 5: The priority of social capital variables according to average rates

Average Rates	Variable	Priority
5.29	Diversity	1
3.98	Interrelations	2
3.89	Trust	3
3.67	Structural	4
3.23	Communicational	5
2.98	Size	6

As you can see in the above Table, the prioritization of social capital variables is as diversity, interrelations, trust, structural, communicational, and size. The highest rate is for the diversity while the lowest rate is for the size component of social capital. This means that the diversity index is of the highest importance in the organization and the size index is of the least importance.

To examine the ranking significance of corporate entrepreneurship variables, the Friedman test has been applied and the test results are presented in the Tables 6 and 7.

Table 6: The significance level of Friedman test for the variables of corporate entrepreneurship

Significance Level	Degrees of Freedom	Chi-squared	Number
0.001	6	109.20	142

Table 7: The priority of corporate entrepreneurship variables according to average rates

Average Rates	Variable	Priority
5.88	Innovation in Products	1
5.68	New Business	2
5.11	Innovation in Process	3
4.78	Self-Revival	4
3.97	Invasive Competitiveness	5
3.12	Being a Pioneer	6
2.68	Risk-Taking	7

As you can see in the above Table, the prioritization of corporate entrepreneurship variables is as innovation in products, new business, innovation in process, self-revival, invasive competitiveness, being a pioneer, and risk-taking. The highest rate is for the innovation in products while the lowest rate is for the risk-taking component of corporate entrepreneurship. This means that the innovation in products index is of the highest importance in the organization and the risk-taking index is of the least importance.

In this study, to ensure the construct validity, the confirmatory factor analysis method is applied in the Lisrel statistical software. Measurement models are valid when their GFI and AGFI value are above 0.9 and their RMSEA value is closer to zero. Besides, in the measurement models, some appropriate indicators measure their latent variable which their standard coefficient is higher than 0.3.

In the Tables 8 and 9, the results from Goodness of Validity and Construct Validity Tests are presented.

Table 8: The results from Goodness of Validity Test

Corporate Entrepreneurship	Social Capital	Index
0.045	0.033	RMSEA
0.96	0.95	GFI
0.92	0.93	AGFI

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Table 9: The results from Construct Validity Test

(Significance factor) T-value	Load Factor	Questions
2.12	0.647	Q1
2.39	0.567	Q2
2.64	0.712	Q3
-2.56	0.635	Q4
-3.13	0.435	Q5
2.52	0.656	Q6
3.83	0.487	Q7
2.93	0.856	Q8
3.65	0.679	Q9
2.73	0.547	Q10
-2.84	0.409	Q11
2.84	0.590	Q12
-2.78	0.658	Q13
2.63	0.764	Q14
2.85	0.579	Q15
-2.43	0.755	Q16
2.21	0.561	Q17
2.29	0.421	Q18
-2.14	0.522	Q19
-2.17	0.532	Q20
-2.89	0.439	Q21
2.76	0.648	Q22
2.82	0.439	Q23
3.15	0.598	Q24
-2.25	0.710	Q25
2.27	0.580	Q26
-1.99	0.697	Q27
2.73	0.713	Q28
2.89	0.420	Q29
3.02	0.529	Q30
2.92	0.726	Q31
2.23	0.409	Q32
-2.34	0.639	Q33
-2.53	0.769	Q34
1.98	0.498	Q35
-2.54	0.401	Q36
2.53	0.527	Q37
3.14	0.476	Q38
1.99	0.512	Q39
2.53	0.605	Q40

As it can be seen in Table 9, the standard value of all the indexes are higher than 0.3, therefore all these parameters are properly measuring their latent variable. On the other hand, the measuring model possesses a suitable validity since its RMSEA is less than 0.1 and GFI and AGFI values are higher than 0.9.

In order to analyze the theoretical model of the study mentioned in the introduction and causal relationship between variables, the structural equation model and Lisrel software have been applied. To analyze the proposed model by Lisrel software, factors such as GFI (Goodness of Fit Index), RMSEA

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(Root Mean Square Error of Approximation), and AGFI (Adjusted Goodness of Fit Index) have been examined. The results from these examinations are presented in Table 10.

Table 10: The Fitting Indexes of the theoretical framework model of the study

Calculated Value	Index
0.94	GFI
0.92	AGFI
0.039	RMSEA

GFI and AGFI factors examine the amount of improvement through comparing a so-called independent model in which there is no relationship between variables, with the proposed model of study. These factors represent a measure of the dependent value of variances and covariance which have been explained by the model. This measure varies between 0 and 1, and the closer it is to 1 the more the data fit. Therefore it shows that the model presented in this study has a suitable fitting index (Kalantari, 2009).

RMSEA factor is defined as the root mean square error of approximation by the model and the sum of squares of the estimated matrix for each degree of freedom. RMSEA value is less than 0.05 for the models that have good fitting index. If this value is between 0.05 and 0.08 the fitting is average, and when it is higher than 0.1 the fitting is weak. AS it can be seen in Table 4, this value is suitable for this model (Kalantari, 2009).

To measure that the independent variable of the study affects the dependent variable, the structural equation model has been applied in the form of significance, in which the social capital variable is considered as the independent variable while the corporate entrepreneurship is defined as dependent variable. The results can be viewed in the Diagram 3.

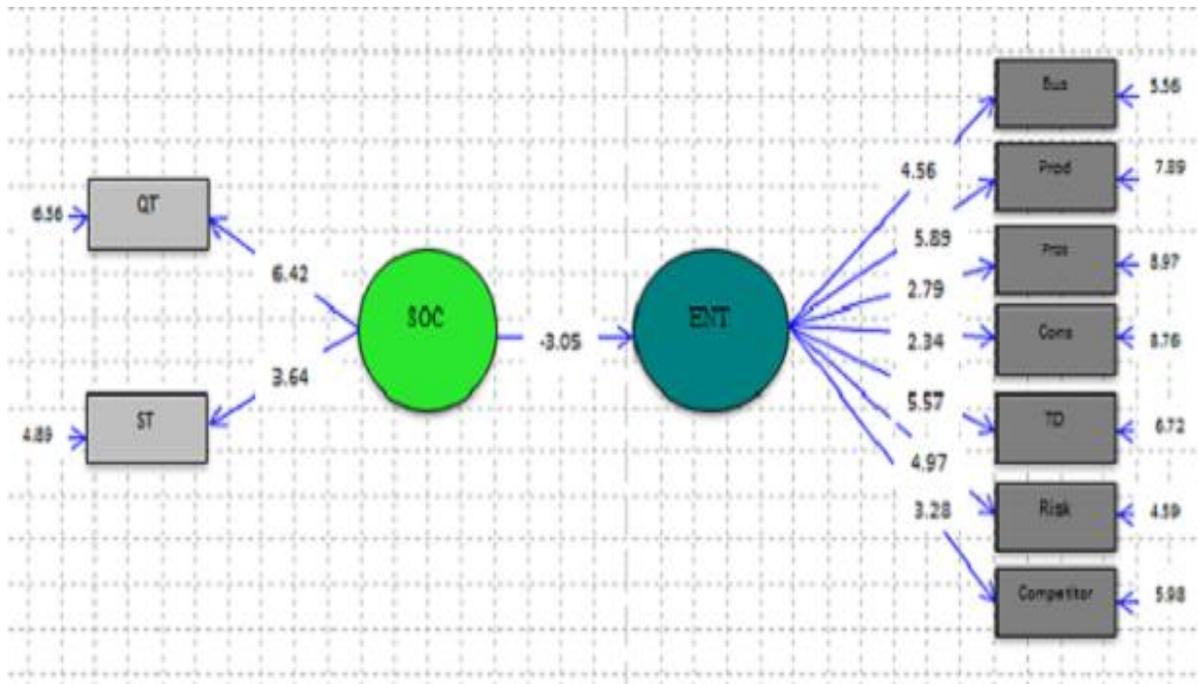


Diagram 3: The Structural Equation Model in the significance mode

Given that there are no significant values between independent and dependent variables in the range between 1.96 and -1.96 (the value is -3.05), therefore it is concluded that the independent variable affects the dependent variable and finally the proposed model of the researcher has been approved.

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Conclusion

Based on the results of testing hypotheses, there is a positive and significant relationship between social capital and corporate entrepreneurship in the Ministry of Youth Affairs and Sports. In other words, corporate entrepreneurship level decreases or increases due to any decrease or increase in the value of social capital. The organization possessing high social capital can lead to flourishing new ideas in individuals in the organization by affecting exchange of information process and transfer of tacit and explicit knowledge. These new ideas make creativity in individuals and accordingly the resulted creativity leads to innovation and entrepreneurship in the organizations. Thus, an organization having an appropriate level of social capital can be considered a potential entrepreneurial organization. While conversely in an organization having no or low appropriate level of social capital, the learning and trust would be in low levels (trust being one of the main factors of social capital), and this low level of trust leads to the punishment of the entrepreneur in case he fails in performing any of his ideas. The chosen strategy for the failed individual would be not to accept the error and try to cover and hide it which leads to decrease in the level of corporate entrepreneurship by the individual. Moreover, there is a significant relationship between the structural dimension of social capital and corporate entrepreneurship. The structural dimension of social capital is about managerial structures and processes such as accountability of the leaders and managers based on their performance, being clear in decision-making, the amount of decision-making and actions based on teamwork. It is assumed that the vertical and horizontal structures and relationships where the decision-making and teamwork happens, is correlated with the corporate entrepreneurship, since having an appropriate organizational structure for decision-making and conducting proper teamwork in the organization leads to flourishing new ideas and innovations and accordingly corporate entrepreneurship. In the structural dimension, it is possible to increase innovation, creativity, and corporate entrepreneurship by building an appropriate organizational structure, and horizontal and vertical relationships in which decision-making and teamwork are possible. On the other hand, the results showed that there is a significant relationship between quality dimensions of social capital with the corporate entrepreneurship. The quality dimension is about phenomena such as values, attitudes, commitments, involvement, and the trust which exists in the system. In the organizations with higher levels of involvement, commitment, conformity, and trust, individuals spend considerably less time in order to get secured against exploitation in their economic interactions, and to monitor misbehaviors of their partners and colleagues. Furthermore, information exchange takes place more in a higher trusted environment. All these factors make up a lot of time for the individuals to show thinking, creativity, innovation, in finally entrepreneurship. The achieved results of this study are in a good accordance with the ones obtained from the studies of Miller (1987), Nahapiet & Ghoshal (1998), Stone (2001), Ashena (2005), Gholipour *et al.*, (2008), and Moharramzadeh *et al.*, (2010). In order to investigate the strengths and weaknesses of the organization about factors related to social capital and corporate entrepreneurship, Friedman ANOVA Test is applied. According to this test, the following ranking from the factors related to the social capital has been conducted. Social capital variables in order of priority include diversity, interrelations, trust, structural, communicational, and size. This ranking of priorities indicates that among the variables related to the social capital within an organization, the communicational and size related factors are weaker than the other factors and must be enhanced. The prioritizing of corporate entrepreneurial variables are as innovation in products, new business, innovation in process, self-renewal, invasive or aggressive competitiveness, being a pioneer, and risk-taking. This ranking and prioritizing indicates that among the variables related to corporate entrepreneurship, the variables of being a pioneer and risk-taking are weaker than other variables and must be enhanced. And finally, using the Lisrel software the proposed model of the study has been analyzed and its validity has been verified in the considered research population.

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