

**INVESTIGATION ON RELATIONS OF SOCIAL CAPITAL THEORY WITH
PERSONNEL'S PERFORMANCE: CASE STUDY OF MUNICIPALITY
PERSONNEL OF TEHRAN, DISTRICT 1**

Mehdi Agha Amini Fashami¹, Khosro Azizi^{2,*}

¹ Department of management, Firozkooh Branch, Islamic Azad University, Firozkooh, Tehran, Iran

^{2,*}Corresponding Author, Department of management, Firozkooh Branch, Islamic Azad University, Firozkooh, Tehran, Iran

ABSTRACT

The aim of this study is investigate on relations among social capital theory with personnel's performance of Tehran Municipality, District 1 and this research includes a main theory and three secondary theories that its main theory is to investigate on relations among ingredients of social capital theory (personal and personality features, group characteristics and work unit social structural characteristics) and personnel performance of Tehran Municipality District 1. In this research, by considering the social capital theory and its ingredients of such personal and personality features, group characteristics and work unit social structural features, the subject of human resource's performance is evaluated by using the said theory among Municipality Personnel of Tehran District 1. Statistical society is to research on all personnel of Tehran Municipality District 1 that they were 100 persons and 80 persons are selected simply as per the Morgan Chart. On this basis, as it is the case study, the statistical sample in this research conforms to number of society, so after performance of statistical tests, Pearson is specified and there are meaningful relations among performance of personnel and personal and personality factors and social structure of work unit and by virtue of it, the proposals are submitted in parallel with more attention to subject of personnel performance especially experts of Tehran Municipality District 1.

KEYWORDS: Social capital theory, performance of personnel of Municipality of Tehran, District 1

INTRODUCTION

Undoubtedly, nowadays, empowerment of persons' capability in public sector may play the important role in improvement of services' quality presented on behalf of the organizations. Also, the advantage resulting in organizations to be gone ahead from each other is hidden in not only using the modern technology but also in improvement of self-confidence and commitment of personnel on organizational objectives. So, after passing several years and obtaining much experience, the world concludes that in case the organization intends to be pioneer in its work and economic affairs and doesn't retrogress in the field of competition, it shall enjoy the skillful and creative manpower with high motivation (Ayers Joshua , 2014).

At present, with rapid environmental evolutions in organizations such as using information technology and global networks leading in the easiness of information conductance in different organizational levels, leveling of organizations and their movement to dynamic structures such as circular and network structures, increase in competition in access to work market, services and products of other countries, the organizations go toward decrease in human resource and increase in workforce quality level. The organizations have less intension to attract the obedience of their members by force and more intention to increase in internal commitment and reliance on organization. Increase in customers' expectation, global growth and more advanced technology are the factors causing that the 21st century organizations found different form than traditional organizations. In traditional organizations, just energy of personnel is administrated, so in organizations of 21st century, they will be required to administer the thinking and creativity of personnel in addition to their energy. Under such conditions, not only the order-control hierarchy methods will not be fit, but also the personnel shall represent the action innovation and take steps to quick problem solving and play the role in team that are completely self-management. .So, necessity of breeding the personnel having management ability causes that the performance of human force as modern paradigm attracts more attention of management clear-sighted to them.

In Tehran Municipality, District 1, for sometimes that the subject of human resources' performance is considered in viewpoint of managers and authorities of Tehran Municipality, District 1 that to access to this objective, at first, we shall acquit with personality, team and structural characteristics in Tehran Municipality, District 1.

That is the subject not reviewed and researched in Tehran Municipality District 1 until now. In initial investigations, it is determined that one of the most complete theories submitted concerning performance until now is social capital theory which could review the subject of performance in most affecting and critical fields by considering different personal and personality dimensions, group feature and work unit social structure feature. The researches show that application of social capital in organizations causes competition advantage in organizations. (Jordan 2015).

Social capital is the usual sample and form of manner which causes cooperation among two or several persons. Social capital is the multilateral concept and at present, irregular concept with number of different definitions. This feature causes one of the most controversial subjects among social scientists in current decades and what is the social capital and how to evaluate it? This issue has more discussion and criticisms in universities' meetings and causes increase in ambiguities of several definitions of this concept in different areas by different persons in such a manner that in review on literature of subject, we face with mass of definitions which are submitted in different areas.

In this research, as result of being quality and based on complexity of viewpoints of elites of Municipality Affairs, we change the subject of performance precisely, quickly, accountably, riskily with working planning ability in order to measure the relation of the said theory with improvement. So, we can express the main question of this research that is there any relation among social capital theory and subject of performance of human resources in Tehran Municipality, District 1?

In this research, the researcher makes his effort to express the relation between performance and the said theory by using this theory.

Table 1: Conceptual Model and Research Theories

Concept	Dimensions	Index	Concept
Social Cognition Theory	Work Unit Social Structure	Control area	Performance
		Role ambiguity	
		Access to resources	
		Access to information	
		Position of person in organizational hierarchy	
		Social and political protection	
		Organizational structure	
		Organizational culture	
		Education	
		Reward	
	Group Characteristics	Group decision making	
		Volunteer division of responsibilities	
		Group importance	
		Confidence of intergroup	
	Personal and Personality Characteristics	Comprehension of group from effectiveness	
		Control focus	
Management style			
		Motivation	

Table 2: Theoretical Framework of Research

Main Hypothesis: There is the relation among ingredient factors of social capital theory and performance of personnel of Tehran Municipality District 1.

Secondary Hypothesis:

- 1- There is the relation among personal and personality characteristics and performance of personnel of Tehran Municipality District 1.
- 2- There is the relation among group characteristics, performance of personnel of Tehran Municipality District 1.
- 3- There is the relation among work unit social structural characteristics and performance of personnel of Tehran Municipality District 1.

Literature Review

Siegahl and Gardner (2007) in research titled “Investigation on relations among improvement and field factors” involve in review on field factors’ relation including public relations with company, team working and inclination to performances with improvement. Result of their study is as follows:

Relation with superior and public relations with company is related meaningfully with occupational meaningful aspects, effect and self-determination, but it has not relation with qualification. Team working has relation with meaningfulness and effectiveness and finally, inclination to production shows meaningful relation with meaningfulness and self-determination. "Speriters (1997) in research titled “Investigation on factors affecting improvement of experts” concludes that self-confidence, access to information concerning objective of organization, working social capital of experts and creative and innovative behaviors have positive and meaningful relation with psychic improvement" (Cheung , Phillimore , 2013). Elinger et al (2013) performs the research titled “Influences of organizational investments in social capital on service employee commitment and performance”. They in this research investigates in effectiveness of an organizational human resources development project concerning services’ personnel. Findings show that making appropriateness of organizational investments in social capital has affected the working commitment and efficiency of services. Chang (2007) involves in the research titled “Investigation on relation of social capital and organizational commitment”. Results of this research show that there is the positive relation between comprehensions of persons from social capital and their organizational commitment level.

MATERIALS AND METHODS

This research is from the type of descriptive-measurement researches and type of this research is based on data collection, descriptive, measurement and relation method and in measurement research, it will be used from sectional methods and with investigation on collected data, the method of relation and interaction of different dimensions of models is analyzed. In this research, statistical society is all personnel of Tehran Municipality District 1 which are about 100 persons and 80 persons of them are selected simply and accidentally according to Morgan Table. In order to collect the information of social capital, it is used from Shomer 2006 questionnaire and in order to evaluate the performance, it is used from evaluation grades of personnel. In this questionnaire, it is used from multiple choices and grading answers (Likert spectrum), so the answerer may select an option among very low and very high options. In order to review on questionnaires through conceptual and external, it is confirmed based on justice of elites and review on sources. Also, stabilization of questions is computed and confirmed through Cronbach’s Alpha in Table 2.

Table 2: Coefficient of Cronbach’s Alpha of Research Variables:

Dimension	Cronbach’s Alpha Coefficient
Work Unit Social Structure	0.79
Group characteristics	0.85
Personal and personality characteristics	0.77
Total Questionnaire	0.88

In order to analyze the data, it is used from SPSS software and for theories’ test, it is used from kolmogorov-smirnov and Pearson Correlation .

Table 3- Results of Kolmogorov-smirnov Test

Variable	Number of Sample	Normal Distriibution Parameters		kolmogorov-smirnov	P value
		Average	Criteria Deviation		
Work Unit Social Structure	80	3.40	0.776	0.993	0.278
Group characteristics	80	3.98	0.844	0.553	0.920
Personal and Personality characteristics	80	3.39	0.748	1.134	0.153
Occupational Performance	80	90.66	0.724	0.764	0.604

As the contents of table 3 shows that the results of Kolmogorov–Smirnov test shows that the meaningful level of all variables under test is located at higher level from the quantity of 0.05, so statistical H0 is confirmed based on data normalization of all variables and consequently, data of all variables has normal Distribution, so it is used from Pearson Correlation test for theories’ test.

Table 4: The Results of Pearson Correlation Coefficient Test, Main Theory:

Variables under review	Correlation Coefficient	P value
Ingredients of Social Capital and Personnel Performance Theory	0.899	0.000
Personal and personality and personnel performance characteristics	0.843	0.000
Safety working environment and occupational performance	0.850	0.000
Development of human capabilities and occupational performance	0.814	0.000

With regard to Table 4, as it is observed that in the field of Correlation of all research variables with performance of personnel, meaningful level of relations of all variables with performance of personnel is equal to 0.00 that less than it is 0.05, so research hypothesis are confirmed.

Correlation coefficient of ingredients of social capital theory and performance of personnel is equal to 0.899 which shows that two ingredients of social capital theory and performance of personnel have direct Correlation with each other. Main hypothesis of research with confidence of 95 % is confirmed.

In order to review on type of relation of personal and personality characteristics and performance of personnel, it is referred to available Correlation coefficient between two variables. Correlation coefficient between two variables is equal to 0.843 which shows that two variables have direct Correlation with each other, so first secondary theory is confirmed with confidence of 95 %.

Correlation coefficient between group and personnel performance characteristics is equal to 0.850 which shows two direct correlations with each other, so second secondary theory is confirmed with confidence of 95 %.

Correlation coefficient among work unit social structure characteristics is equal to 0.814 which shows two direct Correlation variables with each other, so third secondary theory is confirmed with confidence of 95 %.

CONCLUSION

The results of this research show that by increasing in ingredients of social capital theory, performance of personnel of Tehran Municipality District 1 is increased. Also, personal and personality features, group characteristics and work unit social structural characteristics have direct effect on performance of personnel of Tehran Municipality District 1. One reliable social environment is the environment that the persons takes responsibility of the obligations with respect to others and also, expects the others to apply their commitments. Under such conditions, the people are encouraged to cooperate with each other in order access to common objectives (Ayers 2014). Any organization may cause

improvement in performance and productivity by amending its structure and increasing in human resource and organizational creativity and take steps to gain the predetermined objectives. The structure of organization is the tools that the management may gain its objectives by using it (Bakhmesin 2015).

As the findings show positive and meaningful relations between personal and personality characteristics with performance of personnel, so empowerment of partnership management style and intervention of personnel in decision makings and empowerment of works on team and group form may result in improvement of personnel performance. As the findings have positive and meaningful relations among personal and personality characteristics with performance of personnel, so empowerment of partnership management style and intervention of personnel in decision making and empowerment of works on team and group form may help the improvement of performance of personnel. As the findings show positive and meaningful relations among personal and personality features with performance of personnel, so in order to increase in result and problem solving and enhance the self-confidence of intergroup among municipality experts who have worked in working group volunteer, division of responsibilities among personnel and experts of Tehran Municipality District 1 is suggested. Also, empowerment of comprehension sense of experts of one group with respect to quantity of making effectiveness on managers of municipality and other groups may affect on improvement of persons that this subject shall be considered. Also, this research shows that there is the positive and meaningful relation among work unit social structural features with performance of personnel, so it is proposed that the framework of organizational duties and responsibilities more than before shall be considered by the managers and more supervision is performed on assigned duties and managers have special attention to independency sense of personnel, because this subject increases the self-reliance in them and may result in improvement of their performance. Also, increase in level of access of experts to information causes increase in the sense of self-reliance. Access to information concerning viewpoint of organization will result in creation of meaningful sense and ability of person for decision making and impression on decisions in parallel with objectives and assignment of organization. Also, it is proposed that the position of experts is determined in organizational hierarchy, because such affairs causes the persons who have high level of organization will improve more and have more sense of capability and also, persons who have relation with superior ranks of organization have more sense of power. Also, flexibility of organizational structure in order to coordinate with modern and great organizations and omission of options hierarchy in perpendicular level and forming of vertical organizations having organic and dynamic state and giving freedom to personnel for performing the work is the strategies that we can propose it.

REFERENCES

- Ayers Joshua C. (2014).** Social Capital, Resilience, And the Local Church Aye yar wady Delta, Myanmar. Dissertation of the MA degree In Development and Emergency Practice . Oxford Brookes University.
- Bukhamsin M. (2015).** Investigating the Relationship between Organizational Innovation Capability and Firm Performance with Irish SMEs. Dissertation of the degree of MSc in Computing (Information and knowledge Management. Dublin Institute of Technology .
- Butz Amanda R. (2015).** Connecting The Dots: Social Capital And The College –going Beliefs Of Rural Application Students .(2015). Dissertations of the Educational, School, and Counseling Psychology. P 31.
- Chang S.T. (2007).** Valuing intellectual capital and firm's performance modifying value added intellectual coefficient (VAIC) in Taiwan IT industry, Doctoral dissertation of the Degree of Doctor of management, Golden Gate University .
- Cheung S.Y. Phillimore J. (2013).** Social networks, social capital and refugee integration Research Report for Nuffield Foundation. University of Birmingham.
- Ellinger A. E., Findley Musgrove C, Ellinger A. D. Bachrach D. G., Elmadağ Baş, A. B.4 ,Wang Y.L.(2013).** Influences of organizational investments in social capital on service employee commitment and performance. *J. Bus. Res.* 66: 1124–1133
- Jordan Julie Burrell.(2015).** A Study in How Linking Social Capital Functions in Community Development". Dissertations of the Degree of Doctor of Philosophy. The University of Southern Mississippi The Aquila Digital Community. P44
- Siegal M. Garder S. (2000).** Contextual Factor of Psychological Empowerment. *Pers. Rev.*, 29(6): 703-722.
- Spreitzer Gretchen M.(1996).** Social Structural Characteristics of Psychological Empowerment, *Acad Manage Rev.* 39(2): 483-507.