

A Survey on the Relationship of Social Capital and Organizational Entrepreneurship

(Case Study: Industrial Estate of Orumiyeh, West Azerbaijan Province, I.R. of Iran)

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Abstract – Today, in the age of knowledge, social capital is the core element in the process of creating and sharing knowledge in the organizations. On the other hand, institutional entrepreneurship, as the engine of the organization and development of the country, is considered as the core of entrepreneurship in the organizations.

The objective of this study is; a) Literature review according to the studied done in Iran and abroad. b) Evaluate the relationship between social capital and organizational entrepreneurship in the Industrial Estate of Orumiyeh.

The research method is descriptive and correlational analysis conducted as a field research.

Data was collected by questionnaires, the reliability through Cronbach's alpha coefficient ($= 0.79$) was approved. Size of population (staff of Industrial estate of Orumiyeh) was 153 people. The sample size was considered equal to population. ($N=n=153$).

Data analysis was performed using the SPSS21 and have been taking advantage of analytical statistics (such as mean, standard deviation, Kolmogorov-Smirnov, correlation and stepwise regression).

Keywords – Organizational Entrepreneurship, Social Capital, Structural Dimension, Relational Dimension, Cognitive Dimension, Industrial Estate, Orumiyeh.

I. INTRODUCTION

The revolution in information technology and networked information society and the rapid development of high technology, has changed the global economic growth pattern from 1990s. Knowledge thereupon has taken the place of monetary capital, land, and material capital, especially in the competitive high-tech realm [1].

On the other hand, one of the critical organizational capabilities that can help organizations to create and share knowledge and sustainable organizational advantage for them in comparison with other organizations is social capital [2].

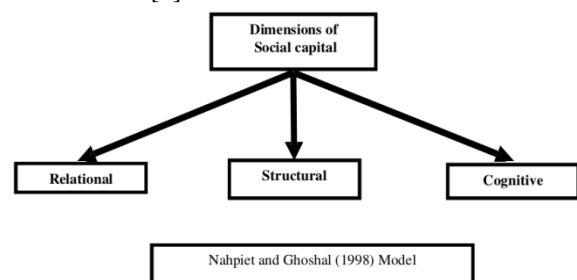
Social capital as a social phenomenon causes creativity, ideas, facilitating innovative practices and risk taking [3], and entrepreneurial activity has an important role, a process of socio - economic conditions that relies on the social fabric in two way: First, entrepreneurs are the people who are the product of their social environment and Second entrepreneurship is a social interaction, so, the presence or absence of social communication will affect the nature of the business [4].

Many researchers believe that in addition to economic factors such as market advantage and capital that have the entrepreneurial influences, non-economic factors such as the network of social relations, can be affect entrepreneurship [5].

Recent studies have concluded that social capital plays an important role in successful entrepreneurship that they should have a certain pattern of social capital according to its dimensions.

II. SOCIAL CAPITAL

“Social capital” is the ability for possession of scarce resources through membership in networks or broader social structures. Although social capital is the central concept in sociology lexicon, undoubtedly has a referral source of economics, as well Dadgar, et al.(1385) and as the third ring of evolutionary capital (after physical capital and human capital); many now regard it as a key in the economic development process [6](Fukuyama,2002). Social capital is the sum of actual and potential resources that shapes by membership of actors and organizations in social networks [7].



According to Nahapiet and Ghoshal (1998), social capital has the three dimensions:

- a. Structural
- b. Cognitive
- c. Relational

They state that an organization can provide the institutional environment that is productive for the development of social capital. Where it states that the combination and exchange of knowledge is, facilitate when people communicate with each other (structural capital), have a strong and positive relationships with each other (relational capital) and have the ability to understand and apply knowledge (knowledge capital).

Generally speaking, existence of social groups based on mutual trust and shared norms, leads to the creation of

social networks. With the formation of social networks, collaboration and mutual support among members of the network are formed, in other words, social exchanges are done. The cross support that any member provide for each other that confidentially they receive appropriate reciprocal response and support by them will shape social capacity for each member, its accumulation in any individual member, in the networks (among the people) and society (among the networks), will shape social capital[8]. In an organization, social capital is defined as a network structure based on unofficial relationships between members of the organization with respect to the trust between them.

III. DIMENSIONS OF SOCIAL CAPITAL

As mentioned above, social capital has three dimensions. Although these three dimensions is, theoretically are separated, but there are many aspects between them that are highly interrelated. We will review them briefly, as below.

A. Structural dimension:

Structural dimension of social capital refers to the overall pattern of contacts between people, it means what do you access and how[9]. Coleman's definition of social capital focuses on the structural aspect. He argues that social capital consists of some aspect of social structure that facilitates the interaction of individuals who are within the structure [10]. Schoonhoven (1996) noted that individuals who intend to take bold risks or the entrepreneurial hand, they simply fall into the trap.

Risk taking individuals, to increase the chances of success should have access to resources and information, but due to the scarcity of resources, the access is not possible. A key strategy to get rid of these traps is making benefit of social interaction and personal ties of entrepreneurs. Structure capital; include infrastructure assets, such as technology, business processes and procedures, and intellectual property, such as technical know-how, trademarks and patents and exploitation rights [11]. Thus, Structural capital and human capital interact with one another to help organizations that coordinate, develop and operate the customer's investment.

B. Cognitive dimension:

The cognitive dimension of social capital refers specifically to symbols, comments, interpretations and values those are common among groups. Nahapiet and Ghoshal(1998) identified this dimension of social capital separately, as they believe that the cognitive dimension shows not only an important set of assets that still aren't located in the mainstream literature of social capital .Because of its importance, there is due attention in the realm of strategy. According to Coleman (1990), when you say; there are "norms" it means it is defines for all people and behavior of all members of the community could be controlled, not just one specific person. Behavior of emerging employees forms by Normative and mimetic forces that exist in the network environment.

The following are the most important aspects of this dimension:

1. Language and common codes:

There are several reasons that a common language affects the combination and exchange of knowledge. First, language has a direct and important function in social relationship because by means of it they can exchange information, ask questions and do business in the society, the magnitude of common language among people defines the ability to accessibility of them to information and other individuals. Secondly, language affects our perceptions.

Codes, organizes sensory data into conceptual categories and provide a frame of reference for the interpretation of our environment. Thus, a common language can provide a common sense tool for evaluating the potential benefits of sharing and combining the information. Thirdly, common language increases the ability to synthesize information.

Knowledge improves through the development of new concepts and designs. In order to develop such concepts and combine information, different individuals or groups should obtain somehow common features.

2. Shared anecdotes:

In addition to the language and common codes, researchers believe that, the myths, stories and metaphors are powerful tools in the community to create, exchange and storage of rich semantics.

C. Cognitive dimension:

The relational aspect of social capital refers to a variety of personal relationships, which people make during their interactions. The most important aspects of this dimension of social capital are trust, norms, requirements, expectations and identity that people exhibit in dealing with others [2].

1. Trust:

Mysztal (1996) defines trust as a belief that "the results of the operation will be good from our point of view", and with a breadth of all the evidences, provides communications and dialogues. Boisot (2001) suggests that trust can facilitate the creation of intellectual capital, andhe emphasizes the importance of trust between people to create knowledge in ambiguity and uncertainty [12].

2. Norms:

According to Coleman (1990), when a norm engenders that the right to control the actions of certain person, not only by individuals but also by other individuals preserved. Therefore, it reflects the consensus of the social system. Honesty and team working are key features of companies according to social norms.

3. Requirements and expectations:

Requirements represent an obligation or duty to perform in the future. Requirements of general norms are distinct. Nahapiet and Ghoshal (1998) suggest that in the process of creation of social capital, requirements and expectations may affect individuals and groups accessibility to knowledge and motivation to exchange and combine it.

4. Identity:

Identity is a process in which people feel that they or another person or group of persons, are members of a single group. This process may result in their membership in the group or through the group activity as reference group, that they accept the values and standards of other individuals or groups as a frame of reference [13].

They have found that a sense of identity in the group or collectivity, increases concerns about the process and outcomes of them. Identity thus likely to be identified as an opportunity to exchange information and as an effective source of forecasting expected value must be received by combining and exchanging knowledge and motivation to combine and exchange it [14]. In their study, they show that a significant group identity, not only may increase opportunities for exchange of information, but also may increase the frequency of actual cooperation between members. In contrast, where the group has a distinct identity and antithetical, may be a major impediment to share information, learn and knowledge creation.

IV. CHARACTERISTICS OF SOCIAL CAPITAL

According to the recent surveys, social capital has some characteristics that are going to explain as below.

A. Being Social:

Sociological aspect of “social capital” is derived from the word, itself. That, it belongs to the whole community and is not exclusive. Being social, implying three meanings:

Non-personality: Individuals don’t possess it. These resources are at the heart of the network. Generality: No one can limit the results of social capital to itself.

Collectivity: It is produced and used collectively [15].

B. Economy:

First principle; productivity: It has a productive nature.

The second principle; profitability: social capital according to its social and economic characteristics that lead to profitability.

The third principle; depreciation: social capital, which is one form of capital depreciate over time and if not maintained gradually disappears [16].

The fourth principle; gradual accumulation: social capital gradually accumulates. Human being began to trust each other gradually and learn to cooperate with together [17].

V. SOCIAL CAPITAL IN ORGANIZATIONS

Social capital has certain features that make it distinct from private, divisible and transferable interests that are discussed in neoclassical economic theories. Social capital leads to the strength of organizational activities. People who create social capital and use it, get more better jobs, receive higher salaries, being promoted faster compared with their counterparts who are reluctant to use the power of social capital those people can have greater influence than the latter. Because many relations between individuals and groups are created and developed for mutual interests, social networks in organizations will fall into place, or it will cause social capital. From an organizational perspective, social capital is "a collection of resources, whether actual or potential, which is to provide an organization through which social relationships, and facilitate achievement of the objectives [2].

Organizations that will benefit from a strong social capital, can find appropriate capital for entrepreneurial

activity and daring, to improve organizational learning, verbal use of leverage marketing, finding strategic as well as defend themselves against unfriendly proposals properly. Social capital is a wall of defense for democracy. However, given that social capital in organizations is relatively new. This may be due to the dominance of mechanical perceptions and organizational systems "with their social nature that are deeply hidden".

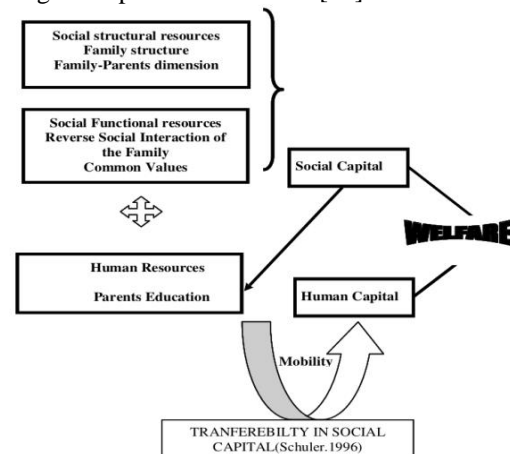
VI. CAN SOCIAL CAPITAL REALLY MENTION AS CAPITAL?

Investigations conducted on social capital has shown that the so - called capital, in the words of social capital , represents a metaphorical sense and cannot have all the specifications of economic capital. This definition of social capital cannot be considered in accounting system. In the construction of social capital theory, basic premise is based on investment in social relations, that it increases social commitment and responsibility of the people. The benefit from this investment facilitates social interactions [18]. However, economically, the concept of social capital is very close to the capital and even many of the characteristics of the capital - from the perspective of the economy[19] - [20].

Here are the differences and similarities with other social capitals.

Social capital, like all other forms of capital, is a stable property, which can be invested for future benefits. Any individual and group can upgrade their social capital through investment in the establishment of external relations. In this way, they take advantage of the benefits of proper access to information, power, and solidarity.

Social capital like other forms of social capital is allocable and transferable [3]. Social capital as physical capital, which can be used for different purposes, is allocable. Schuler (2007) also mentions transferability as one of the key features of social capital. He explains the below figure to prove his assertion[21].



It shows how the social and human resources (available in the family) can become a social capital and increase family’s welfare. It also shows mobility of vital resources to create social capital and mobility in social capital when the social structural and functional resources are within

reach of any group. For example, in a family, level of education of parents can be a positive source for young people to develop their relationship (social capital) with other people in the society. In some cases, such as with a lack of arbitrary social resources in the family, young people will not be able to develop a full mobility in resources, because they could not have enough ability to establish positive relations with other peoples. In this situation, there is a possibility of restriction of social capital, and through this cause, a negative impact on the welfare of the family. Limited social capital will also lead to a decrease in human capital. Therefore, mobility in social capital affects both directly and indirectly on the welfare. This represents a nature of mobility in social capital to become other types of capital and create a positive economic function, which is one of the most important characteristics of capital, from the perspective of the economics.

Like other forms of capital, social capital can be an alternative or complement to other sources. As an alternative, individuals can sometimes compensate lack of the financial capital or human capital through better relationships. However, social capital often supplements most other forms of capital. For example, Social capital can improve efficiency of economic capital by reducing the operating expenses.

Social capital like physical capital and human capital despite financial capital needs to be maintained. Social ties to periodically review and reaffirming their performance otherwise will reduce its efficiency.

Some researchers (e.g. Coleman, 1998) have argued that, unlike all other forms of capital, social capital is not owned by individuals, but constitutes in their relations with others. Social capital is within the exclusive realm of no one. If you or the other people in a relationship want to resign, the link will dissolve [22]. In other words, while the creation of social capital requires the commitment and cooperation of both sides, an error by any party can destroy it. Finally, social capital in contrast to other assets that economists call it "capital", cannot be measured in its development process.

VII. ORGANIZATIONAL ENTREPRENEURSHIP

Organizational entrepreneurship is a very important concept that its advantages is quite palpable to a large number of organizations, businesses in industrial and agricultural sector and service [23]. Today, organizational entrepreneurship is one of the main branches of entrepreneurship, have a significant contribution to the stressfulness and excellence of organizations [24], have brought organizational dynamism with new techniques, and create a comparative advantage [25]. In organizational entrepreneurship, a group of entrepreneurs in the form of a team within the organization, action and ground take actions to pioneering innovation [26]. In this approach, individual and group Entrepreneurship emphasized that ultimately, leads to the completion and implementation of creative thinking within the organization. Thus,

organizational entrepreneurship is fostering entrepreneurial behavior within the organization [27].

Organizational entrepreneurship is a multidimensional concept that has many aspects such as; innovation, leadership, renewal and risk assessment [28]. In this context, risk, including preparation for the deployment of resources to take advantage of the opportunities and initiate projects, even without knowledge of the results and return on investment [29]. Renewing in the organization, modifying the organization's mission, reorganization and deep changes in organizational system [30]. Pioneering, is the process foresight and behavior to meet future needs through search and recruitment opportunities which implies the development of products and markets [31] and at last is the innovation, production and creation of products, services, processes, technologies and new models of business [29]. Uncertainty, environmental turbulences and disharmony caused operational and strategic challenges for organizations, nowadays. Companies to deal with these challenges increasingly rely on organizational entrepreneurship. This requires that managers should involve at all levels in the design and implementation of a strategy for entrepreneurial actions [32].

VIII. FACTORS AFFECTING ENTREPRENEURSHIP

Factors affecting organizational entrepreneurship are grouped in three categories [33].

A. Entrepreneurial structural factors:

These are including factors such as organizational structure, strategy, organizational strategy, paying systems, financial and budgetary systems, information systems, research and development system, control and surveillance systems, human resources systems, processes and procedures.

B. Entrepreneurial behavior factors:

These are including issues such as organizational culture, human resources motivation, leadership styles, characteristics of employees and managers, human resource training and human communication system.

C. Entrepreneurial underlying factors:

These factors include items such as communication with clients, legal and political environment, socio-cultural environment and formal environment.

IX. ORGANIZATIONAL ENTREPRENEURSHIP STRATEGY

Organizational entrepreneurship strategy implies a deliberate and sustained entrepreneurial opportunities in firm's strategic goals to achieve growth and advantage [34].

Changes in demand for global environment of business means that firms, change their entrepreneurial strategy with them as a path to successful performance [35], for example, based on the Cooper's et al. (2000) findings

"Entrepreneurial strategies, offer ways to revitalize existing and innovative organizations." [36]

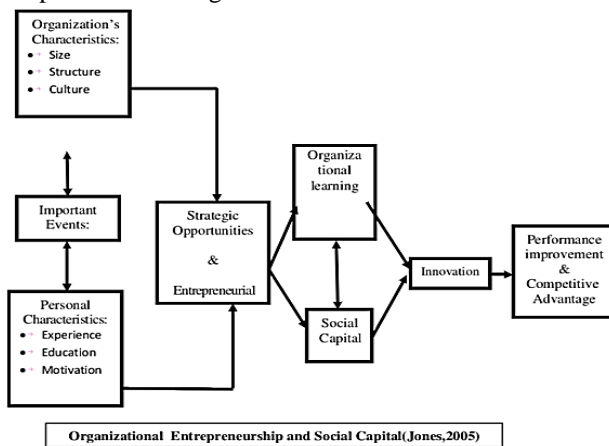
According to Amit's et al. (2000) findings, "entrepreneurial strategies are ways to enliven existing organizations and more innovative, more creative and more responsible ones"[37].

From the perspective of organizational strategies, the results may be highly desirable. The reason is that the release of the firm's strategic capabilities and empowers people with the aim of making it more powerful are critical for the development and implementation of successful strategies [38].

With the pursuit of entrepreneurial strategies, businesses make themselves in situations that recognize systematic entrepreneurial opportunities and exploit them. Entrepreneurial strategy is a clear notion of firm-level entrepreneurship[36]. He has emphasized that "entrepreneurial strategies outlook are becoming a key source of competitive advantage. There can be a powerful way of strategic enterprises that are crucial to success frequent development.

X. ORGANIZATIONAL ENTREPRENEURSHIP - SOCIAL CAPITAL MODEL

According to Jones(2005), the combination of features and characteristics of the individuals as well as institutional and organizational characteristics of major events, make grounds for applying entrepreneurial opportunities and provides strategic and organizational learning and social capital, that should lead to innovation and innovation leads to improve the performance and competitive advantage.



XI. RELATIONSHIP BETWEEN ORGANIZATIONAL ENTREPRENEURSHIP AND SOCIAL CAPITAL

Social capital is a social characteristic that would create creativity, facilitate innovation and risk-taking behaviors that is one of the main features of entrepreneurship[3]. Social capital through improving interorganizational trust, leads to strengthen ties between units within an organization or connection to the external organizations. From an entrepreneurial perspective, social capital

constitutes networks that practice discovery of entrepreneurial opportunities, identification and allocation of rare resources[39].

This type of entrepreneurial activity has an important role, a process of social – economic that in two ways to rely on the conditions and the social fabric; First entrepreneurs are products of their social environment Second, entrepreneurial is a social activity and, consequently, the presence or absence of social links and the nature of social interactions affect business[4].

A very important issue that entrepreneurs are facing is lack of access to information to decide whether to address the new businesses or not. In this field with regard to the lack of power of the people to gather information, membership in networks and the strengthening of social capital, could be achieved through facilitating information circuits and communication flows and providing more information resources, has led to the development of entrepreneurial activity[5].

In general, orientation toward innovation among entrepreneurs is a function of social relations in which entrepreneurs are located.

Generally, there are different views among scholars about the relationship between social capital and entrepreneurship, but most of them have stressed the point that social capital provides a good platform for the development of entrepreneurial capabilities, they emphasize social capital vital role in constituting and strengthening interpersonal activities.

XII. CASE STUDY: THE RELATIONSHIP OF SOCIAL CAPITAL AND CORPORATE ENTREPRENEURSHIP IN THE INDUSTRIAL ESTATE OF ORUMIYEH

Sofar, an overview of the literature on social capital and organizational entrepreneurship has been discussed.

Given the presented models, a compilation of Nahapiett and Ghoshal's model of organizational entrepreneurship (1998) and Jones's social capital [40]was chosen.

Data was collected by questionnaires, the reliability through Cronbach's alpha coefficient (= 0.79) was approved. Size of population (staff of Industrial estate of Orumiyeh) was 153 people. The sample size was considered equal to population. (N=n=153).

Data analysis was performed using the software SPSS21 and have been taking advantage of analytical statistics (such as mean, standard deviation, Kolmogorov-Smirnov, correlation and stepwise regression). Kolmogorov-Smirnov test results show that; data are normal.

In short, the results are:

A. Descriptive statistics of variables:

Based on the results presented in the table below, the amount of social capital in the industrial estate of Orumiyeh is close to high (3.94 out of 5). Also, the results illustrates that the constituent components of the social capital are close to its modest value in the industrial estate of Orumiyeh.

Table 1: Descriptive statistics of variables (social capital and entrepreneurship)

Variables	Minimum	Maximum	Mean	Standard Deviation
Structural dimension	2.52	4.96	3.97	0.505
Cognitive dimension	2.50	5.00	4.60	0.634
Relationship dimension	2.78	4.88	3.79	0.442
Social capital	3.09	4.85	3.94	0.472
Innovation	2.50	4.83	3.68	0.456
Pioneering	1.83	5.00	3.41	0.737
Risk	2.00	5.00	3.39	0.612
Renovation	2.00	5.00	3.60	0.640
Organizational Entrepreneurship	2.17	4.67	3.52	0.472

The highest level of social capital is the cognitive dimension with an average of 4.60 and the next lowest level is the relational dimension with an average of 3.79. Based on the results presented in the table 1, it becomes clear that the organizational entrepreneurship in the industrial estate of Orumiyeh is on average level (3.52 out of 5), that is, innovation component of organizational entrepreneurship with an average of 3.68 is the highest and the lowest is the risk taking component of it with an average of 3.39.

B. Examine the assumption of normal variable:

Since being normal variables to perform parametric test is required prior to fitting the model, the normality is being controlled. Kolmogorov-Smirnov (K-S) test is a simple non-parametric method for determining the consistency of the experimental data with statistical distributions. In this test the null hypothesis and the alternative hypothesis is written as follows:

$$\begin{cases} H_0 : \text{The data for the dependent variable follows a normal distribution.} \\ H_1 : \text{The data for the dependent variable does not follow a normal distribution.} \end{cases}$$

If a normality test P value (sig.) is less than 5%, the null hypotheses is rejected at the 95% confidence level and have to normalize the data in a proper manner, such as data conversions.

Table 2: Kolmogorov-Smirnov test results

	Social Capital	Organizational Entrepreneurship
Number	153	153
Average	3/94	3/52
Standard deviation	0/385	0/395

Absolute value	0/037	0/053
Positive	0/037	0/050
Negative	0/024	-0/053
K-S test	0/457	0/658
Sig.	0/985	0/780

Based on the results displayed above (table 2), since that significant level amounts greater than 5% (sig. ≥ 0.05), therefore the null hypothesis is confirmed the normality of variables.

Table 3: The relationship between social capital dimensions and Organizational Entrepreneurship

Organizational Entrepreneurship			
Dimensions of Social Capital	Coefficient	Correlation Coefficient	Significant level
Structural	Pearson	0.097	0.233
Relational	Pearson	0.517	0.000
Cognitive	Pearson	0.106	0.192
Social capital (total)	Pearson	0.296	0.000

The results presented in the table 3 shows that, there is a significant relationship between social capital and its dimensions with organizational entrepreneurship in the industrial estate of Orumiyeh, statistically. So, all

hypotheses about the relationship between social capital and its dimensions with organizational entrepreneurship are confirmed in the industrial estate of Orumiyeh.

Table 4: The results of stepwise regression analysis to predict social capital with organizational entrepreneurship

Dependent Variable	Independent Variable	R	R ²	F	p	B	β	T	Sig.
Relational dimensions of social capital	Organizational entrepreneurship	0.517	0.268	55.204	0.517	0.552	0.517	7.43	0.000

Table 4 reflects the fact which variable has a greater share in the prediction of organizational entrepreneurship. According to the regression done, only 26% of

organizational entrepreneurship can be predicted by relational dimension of social capital in the significant level of $P < 0.005$ in the industrial estate of Orumiyeh.

XIII. CONCLUSION

Today, the need for organizational entrepreneurship is felt therefore efforts must be made to improve it. One of the factors affecting organizational Entrepreneurship is social capital. Structural dimension of social capital is more important than others. Companies to be able to create entrepreneurial spirit in their organization, should pay enough attention to create appropriate structure. Bureaucracy is at odds with entrepreneurship. People should be given the necessary freedom in the organization and their accessibility to the integrated resources and informations should be facilitated.

Social capital is a combination of tangible sources and activities that allow organizations material, financial and human resources turn into a system that can create value and organizational innovation. Organizational entrepreneurship is a stage on the reform process and it is a competitive advantage to create value added in the organizations.

According to the results of the survey done in the industrial estate of Orumiyeh, showed that the relational dimension of social capital and entrepreneurship positively correlated inversely there are negative relationship between cognitive and structural dimensions of organizational entrepreneurship.

Based on the results of stepwise regression, relational dimension was known as the best predictor of entrepreneurship.

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