



Analysis of the impact of social capital and knowledge management on organizational Innovation (Kharazmi University Staff)

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ABSTRACT

Introduction: Social capital by facilitating the combination and exchange The knowledge resources as well as providing conditions The need to build trust and interaction among members of Organization, the development of knowledge management, and improvement of Organization innovation. The impact of social capital with and organizational innovation is attention to this investigation. The population of the study to form Kharazmi University Staff. The aim of the present study, the application and the Method correlation collection tool Information through a questionnaire. The Questionnaire of social capital "Nahapiet and Goshal" knowledge management of Neumann and the Organizational innovation was used Justifiability Content, convergent, divergent, and reliability) factor loading coefficient Composite reliability, Cronbach's alpha coefficient (questionnaires indicated that measurement tools have good validity and reliability. Result: The results of the test SMART-PLS software assumptions and using statistics T-test and the path coefficients (β) showed variable social capital on knowledge management is significant and strong impact. Knowledge management on organizational innovation is weak in significant effect, as well as social capital on organizational innovation is weak In Significant impact. Social capital can be managed as a moderating variable Increase Positive effect of knowledge management on organizational innovation.

Keywords: Social Capital, knowledge Management, organizational Innovation

1. INTRODUCTION

In today's competitive environment, organizations need to knowledge assets have considerable intensity than in the past. non- imitatio, rare, valuable and irreplaceable are features of these knowledge assets; along with the emergence of approaches and concepts such as knowledge management, intellectual capital, intangible asset, knowledge-oriented perspectives to the organization, and the plurality of academic researches and administration staff, are all the indication of the importance of increasing knowledge resources in organizations.

Knowledge management is a new term that has found an important place in the theory and science of management. This concept is used to describe the process that through them organizations have paid to it to achieve the competitive advantage to production and knowledge organizing and take place it available to all staff. In other phrase, now knowledge management becomes increasingly as a critical element in the strategy of organizations and encourages the organizations that successfully sharing knowledge among their staff, guaranteed improvement of their organizational performance (Ingram and Argot, 2000).

Davenport and Prosa (1998) the knowledge management is trying to discover hidden assets in individual minds and conversion this hidden treasure to organizational assets are known. Organizations by applying the knowledge management strategies enable innovation in processes, activities, products and have provided services themselves and therefore have improved competitive position themselves.

Definitions of knowledge management have more differences with each other. What is considered as the knowledge management as the definition has been used as the following: according to the Newman's comment knowledge management is divided into four steps:

1. Knowledge creation: is that during it, needed knowledge is created within your organization. This phase includes all activities that enter knowledge or new knowledge into system. Here the activities such as discovery, creation and or expansion of knowledge is important.
2. Maintaining and preservation of knowledge: that what knowledge where and how long to stay and how is this maintain provided ability to maximum recovery. Here considered activities that makes knowledge permanent in organization and in this regard can be noted to organizational memory. The most important task of organizational memory, is maintenance of organizational knowledge.
3. Conversion and transferring knowledge: knowledge should be exchanged in your organization easily. Here proposed activities are presented that with knowledge flow that is related from one form to another form and or individual or group to another person or group. Activities such as knowledge coding and knowledge exchange teams formation in this stage is important
4. Application of knowledge: processes that have developed the taken knowledge of others with respect to their knowledge facilities, and also have fulfills the possibility of applying knowledge in your different working environments, knowledge is valuable when has been used, knowledge management activities should be such that not only affecting the organization actions and macro plans but its effects is observed in daily organization activities (Navman, 1992).

From last time Attention to the needs of organizations as social actors, as well as experts care and social issues related to organization, provide the situation for the development of the

concept of social capital within their organization. Social concepts are new ones that play much more important role than in physical and human capital in organizations and communities. Today, sociology, economics and recently in the management and organization, the concept of social capital has been widely used.

The social capital concept refers to links and connections among the members of a network as the values resource that with norms creation and mutual trust causes to achieve the members goals is (Putnam & Goss, 2002). Definitions of social capital are different what in terms of a scientist valuable is definition of social capital the other point of view is the function of social capital and the other point of view effective factor is on social capital.

In fact, it should be said in definition of social capital and its application there is distribution and more diverse although the application of the concept in social investigations is more extended, yet agreement about definition, dimensions and its application method has not been done. but what is evident in all definitions, is its close relationship with the social relations, so that from the viewpoints of all experts, existence of networks and social links, is the most important feature of social capital which of course existence of elements such as values and common norms, mutual trust and collaboration and cooperation will increase the amount of social capital, also, another note that can be seen in the definition and the most experts have referred to it, is accessing to a common profit, which is the ultimate goal of social capital.

Generally, given that this research social capital in university staff is considered and university as an organization, also are dependent on the larger organization. Definition of "Nahapit and Ghushal" (1998) of social capital is as the desired definition which has been used in this study. "Nahapyt and Ghushal" know the social capital as one of the important capabilities and assets which can helped organizations in creation and knowledge share and create the stable organizational advantage in comparison with other organizations from their perspective, social capital is sum of actual and potential resources within the network an individual relationships or one social unit through which the network is available and it arises. They with organizational approach placed the social capital dimensions in three different categories: cognitive capital, relational and structural another categories also have been proposed by various researchers as stated previously, "Nahapyt and Ghushal" (1998), with organizational approach have placed the different aspects of social capital in three categories: cognitive capital, relational and structural;

1. Cognitive elements: cognitive element of social capital refers to resources that provide the trappings, explanations an interprets and systems of common meanings among groups. The most important this dimension of these aspects of social capital include: language and common rules, common anecdotes (common experiences and memories).
2. The relational element: the relational element of social capital, is describing the kind of personal relations that individuals establish with each due to their interactions experience. The most important dimension of aspects of the social capital including: trust, norms, obligations and expectations and identity.
3. The structural element: the social capital element, refers to the pattern of contacts between people, namely you to whom and how have access. The most important aspects of this element are: group relations, the configuration of group relations, appropriate organizations.

The management of effective knowledge in universities, as an essential and basic part in organization success includes a wide range of organizational ideas, strategic innovations, economic, behavioral and managerial have encompasses.

The importance of this issue is the extent that today a number of organizations, measure their knowledge and reflect as organization intellectual capital and also index for grade-rated companies in their reports.

The importance of communication and interaction based on trust among individuals in expanding and knowledge application is emphasized. In such circumstances is that social capital as social construct can be important; so determining the relation between social capital as the aspect of social construct can be important.

Thus, determining the relation between social capital and knowledge management and innovation seems to be essential. the universities due to the importance and special place in the social development, economic, etc. are the responsibility of each country, need serious attention to social capital of employed manpower in universities; because despite the high social capital, effective management of knowledge and innovation among employees will be possible. The challenge that facing organizations today is facing will be necessary to acquire knowledge that increases and reinforces competitive advantage, creativity and innovation and organizational learning on organizational knowledge.

Knowledge within the organization, Provided Proper context and as following Emergence of innovation it competitive advantage and reciprocally organizational innovations causes enrichment and increasing the organizational knowledge base being updated is. This important is possible with the implementation of knowledge management Basics in organizations. The kernel of knowledge management, having the transfer of information and knowledge is in level of Macro and micro between individuals and organizations.

Therefore the main objective of this research is analysis the impact of social capital and knowledge management on organizational innovation among Kharazmi University Staff of Tehran. The importance of this research that is show to managers and officials of Tehran Kharazmi University and other organizations show that which relation is there between organizational social capital and its knowledge assets and they on this basis act more innovative in organization. In this framework paying attention to the relation between social capital and knowledge management on organizational innovation has been considered in this research and considered important one.

Thus, according to what was mentioned in discussion theory, different perspectives have been proposed in relation with social capital, dimension and its association with knowledge management and organizational innovation by various scholars in this regard, examining the relation between social capital with knowledge management and organizational innovation requires examining and surveying in researches the so far has been done in this fields.

With examining the conducted researches inside and outside the country, it has been specified that, the number of researches that have paid examined the relation between social capital and knowledge management or social capital with organizational innovation is rare and in most researches, the influence of social capital on specific dimension of knowledge management, such as knowledge sharing, knowledge production, knowledge transfer examine and less research have paid the analysis the impact of social capital and knowledge management on organizational innovation.

However, due to the results of examined research it indicated that social capital has a considerable impact in development of knowledge management and organizational innovation

in organizations, it is necessary also that researches have done In relation to effects and relation between social capital with knowledge management and organizational innovation. In fact empty space such research inside the country are felt and this is the motivation for doing present researches and similar research's in the future in our country.

This study can be the foundation for further research and more specifically in the this area in the future. In the Continues relation between Components Forming the knowledge management, social capital and organizational innovation in the following conceptual model is shown.

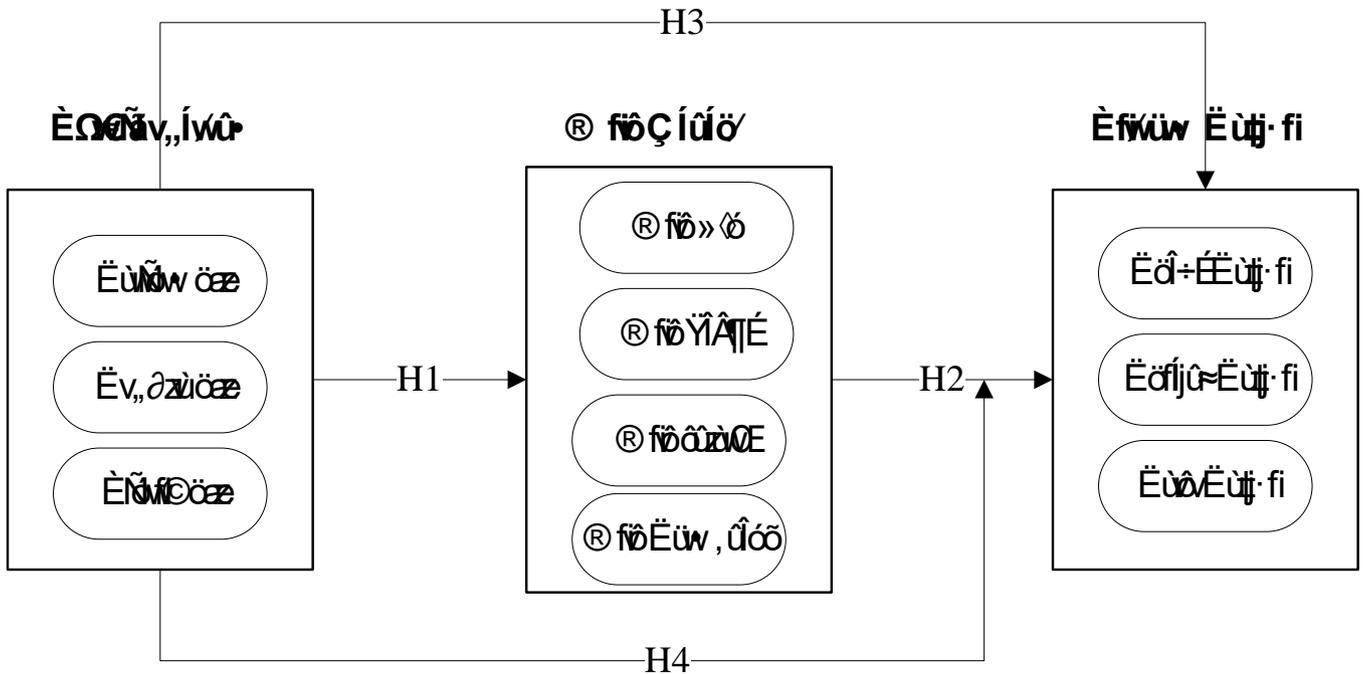


Figure 1. Conceptual Model of Research

According to the research review and also the presented conceptual model are considered four hypotheses in this study:

Hypothesis 1: between social capital and knowledge management is significant relation.

Hypothesis 2: between knowledge management and Organizational Innovation is significant relation.

Hypothesis 3: between social capital and organizational Innovation is significant relation.

Hypothesis 4: social capital can play a role of moderator between the variables of knowledge management and organizational innovation.

2. METHODOLOGY

The type of present research is Applied - correlation. The population of this study is all the staff of Tehran Khwarizmi University. Number of staff is 232 people, which 138 people are

males and 94 people are females. Due to random sampling and using the Morgan table, 176 people of sample are in this study, which 101 people are males and 75 people are females. For gathering data in this study, the three instruments has been used:

A) Social capital questionnaire: in order to gather the data in relation to social capital variable of organizational social capital questionnaire of "Nahapyt and Ghushal" (1998) was used. the questionnaire is included 22 questions that in total deals to the three dimensions of cognitive social capital, relational and structural for determining the validity of questionnaires content validity has been used also professors corrective opinions were applied in this field in this research for investigation reliability the Cronbach's alpha coefficient was used. The rate of social capital questionnaire reliability coefficient has been 85/0 that is showing this questionnaire optimal reliability. 89/0 is reliability coefficient of the cognitive social capital component, 9/0 relation social capital and 8/0 structural social capital.

B) Knowledge management questionnaire: in order to gather the data in relation to knowledge management variable of knowledge management questionnaire of Newman was used. The questionnaire is included 25 questions that in total deals to the Four dimensions of Knowledge creation, knowledge sharing, Application of knowledge and Knowledge storage. The rate of knowlage management questionnaire reliability coefficient has been 87/0. 85/0 reliability coefficient of Knowledge creation component, 83/0 knowledge sharing, 82/0 Application of knowledge and 87/0 Extraction of knowledge is.

C) Organizational innovation questionnaire: the third tool that used in this study is researcher made questionnaire orientation to organizational innovation. direction to obtain this first tool with check the background and previous researchs, components that most experts are most emphasized on it, identified and evaluated. That ultimately, three dimensions of productive innovation, the process innovation and administrative innovation in order to prepare the questionnaire was extracted. This questionnaire has designed according to these three and contains 17 questions, which is a combination of questionnaires Jimenez-Jimenez et al. (2008), Penyadz (2006), Perajgo and Souhel (2006), is reliability coefficient of organizational innovation questionnaire is 73/0. 73/0 reliability coefficient of productive innovation component, 76/0 process innovation and 82/0 administrative innovation.

3. RESEARCH FINDINGS

Statistical method that been used in this research is Structural equation method. The Structural equation modeling, is a common research tool in management sciences, medicine, social sciences, in past two_ three decades. According to proposed Matters in this section, by using the SMART-PLS, to investigation the effectiveness or lack of effectiveness of Remembered factors will be paid and The following, factors Measurement indicators and factors determination coefficient that also have investigated.

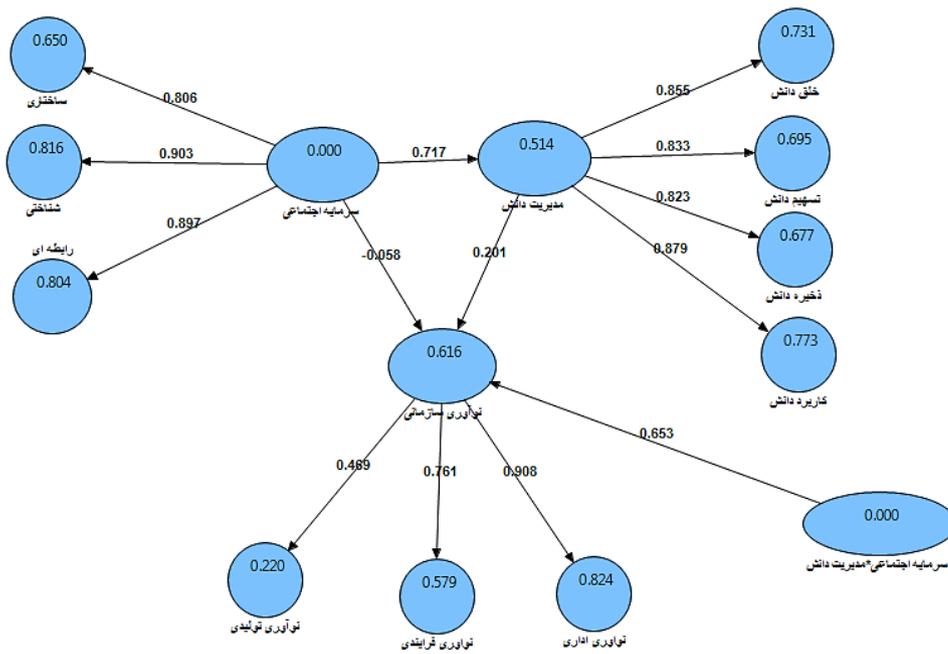


Figure 2. Model path coefficients

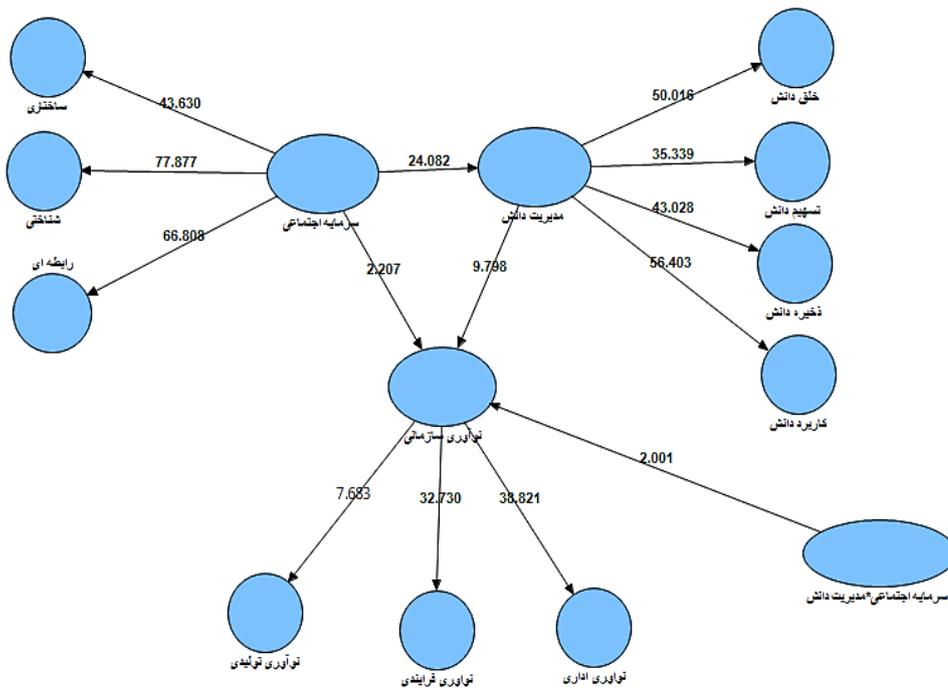


Figure 3. The T-test results

It is worth mentioning, the value of t (t-value) have shown variables effect significantly. Namely there is a positive effect and significant effect. If it is between the 96/1 to + 96/1, has not significantly effect, and if less than 96/1 is, namely has negative effect, but it has been significant. Also path coefficients if it is higher than 6/0, it means that there is a strong relation among the two variables, if between the 0.3 until 0.6 is, average correlation if it is under 0.3, there is a weak correlation. (Chin, 2003).

The obtained data of the field research in software smart-pls was implemented and according to the Figures 2 and 3 the results obtained.

Hypothesis1: between social capital and knowledge management has significant relation.

Table 1. Correlation test between social capital and knowledge management.

Significant level	t - test value	path coefficient	Variables
0/000	24/08	0/717	social capital and knowledge management

As indicates in Table 1, between two knowledge management and social capital variables, there is directly and positively related ($717/0 = r$) that this relation is significant at the alpha level 0.00, thus its expected Khwarizmi university staff with knowledge creation, knowledge sharing, knowledge storage and application of knowledge, have increased the amount of social capital among the University Staff. Thus, social capital on knowledge management has meaningful and the powerful effect.

Hypothesis 2: between knowledge management and Organizational Innovation is significant relation.

Table 2. Correlation test between knowledge management and organizational innovation

Significant level	t- test value	path coefficient	Variables
0/000	9/7	0/20	management and organizational innovation

As indicates in Table 2, between two knowledge management and organizational innovation variables , there is direct and positive relation ($717/0 = r$) that this relation is significant at the alpha level 0.00, thus its expected Khwarizmi University Staff with knowledge creation, knowledge sharing ,knowledge storage and application of knowledge, have increased the amount of organizational innovation among the university staff. Thus, social capital on knowledge management has meaningful and the weak effect.

Hypothesis 3: between social capital and organizational Innovation has significant relation.

Table 3. Correlation test between social capital and organizational innovation.

Significant level	t- test value	path coefficient	Variables
0/000	2/20	-0/05	social capital and organizational innovation

As indicated in Table 3, between two social capital and organizational innovation variables , there is directly and positively relation ($717/0 = r$) that this relation is significant at the alpha level 0.00, thus its expected Khwarizmi University Staff through the creation of necessary fields for increasing the social capital has leads to increasing organizational innovation among this university staff. Thus, the results show that social capital on organizational innovation has significant and the weak effect.

Hypothesis 4: social capital can play role of the moderator between knowledge management and organizational innovation variables.

Table 4. Correlation test between social capital and organizational innovation and knowledge management

Significant level	t - test value	path coefficient	Variables
0/000	2/001	0/65	social capital and organizational innovation and knowledge management

As indicated in Table 4, between two social capital and organizational innovation and knowledge management variables there is a direct and positive relation ($717/0 = r$) that this relation is significant at the alpha level 0.00, thus it's expected Khwarazmi University Staff through the creation of necessary fields for knowledge creation, knowledge sharing, knowledge storage and application of knowledge, has increasing the amount of organizational innovation and social capital among Khwarazmi University Staff. The obtained results showed that social capital can be a powerful moderator variable in relation between knowledge management and organizational innovation.

4. DISCUSSION AND CONCLUSIONS

The present study aimed to examine the impact of social capital and knowledge management on organizational innovation among Kharazmi University Staff of Tehran. social

capital with providing the necessary conditions including trust and interaction between members of the organization, creating a culture of teamwork, increasing the organizational identity, facilities mobilization and human resources and development the internal and external organization relations, provide the field of knowledge creation, knowledge sharing, and increased creativity in organization provides and cause the development of knowledge management.

Investigation the related results about hypotheses of study showed that between social capital and knowledge there is significant and powerful effect, and first hypotheses was confirmed. the obtained results in this field with the obtained results in other study that by Van def Hoff and Barrett (2009), Young and Furen (2009), Chen (2009), Estepher (2008), Mow et al (2008), Rutman (2008), Manu Walker (2006), was done, is similar. they also concluded in their research social capital has an important role in knowledge management through the networks creation, trust develop and relation between individuals and the development of social capital is cause the knowledge transfer process facilitate.

In the second hypothesis test this result obtained from knowledge management on organizational innovation has a weak and significant effect. The obtained results in connection with the study results Vejing (2010), Chang and Lee (2008), has similarities. They also in their study, concluded that knowledge management has a significant effect on the organizational innovation capability.

The obtained results of the third hypothesis test shows that social capital on organizational innovation has a weak and significant effect. This means that social capital can somewhat increase the amount of organizational innovation.

In the fourth hypothesis test, moderator role of social capital in relation between knowledge management and organizational innovation have been investigated. Obtained results from the study showed that social capital, can be a powerful moderator role in relation between knowledge management and organizational innovation and through this clearly the knowledge effect on organizational innovation can be promoted.

Finally, in accordance with obtained empirical evidence can be said that the social capital variable plays important role in relevant organization, since its effect on knowledge management which is valuable source of organization, is Very Considerable and on other hand this variable can promote clearly knowledge management on organizational innovation, which itself causes the relevant organization, more attention have considered to utilization level of Correct social capitals in organization.

Finally it can be said, the results indicate that the knowledge as a major source of innovation and organizational efficiency has extraordinary importance. Knowledge management by creating environment organizational in which individuals develop their knowledge, exchange together, combined other knowledge with his knowledge and finally apply it.

Application of knowledge in turn will lead to innovation in organizations, hence due to this reason, knowledge management is often known as a main source and main reference for innovation and is considered the basic requirement of innovation process in organization. Effective knowledge management facilitates transferring and exchanging required knowledge the innovation process. And has increase innovation performance through creation and development of new insights and new capabilities. Therefore, capacity of knowledge management plays an important role in supporting and innovation encouraging and social capital.

Suggestions

1. It is suggested that Khwarizmi University and other universities to establish entrepreneurial counseling centers take action that can increase grounds for the growth of entrepreneurship among students and staff.
2. It is suggested that university various departments managers of the, according to the motto of entrepreneur than the policies review and strategies codification have done.
3. With regard to the information transfer and knowledge in macro and micro level between individuals and organizations has depends on the individual that facilitate and accelerate this transfer, in result, all the factors that are interpersonal communication encourage or its inhibit will also effective on individuals information exchange. Therefore it is suggested consider to communication and interactions between individuals and communication barriers are identified and resolved.
4. Regarding to the significant relation existence between knowledge management and social capital in this research, is recommended in universities to mechanism implementation and suitable processes design for knowledge creation, knowledge storage, knowledge sharing and application of knowledge is valuable. including these methods, can similar organizations and relevant, encourage and staff additional activities exhort in relation with knowledge management, updating the documents continuous and organization documentation, creation of required amenities and facilities for knowledge exchange development in organization and expressed interest to opinions and staff creative ideas in the field of knowledge management are noted.

Resources

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