



The relationship between intellectual capital and social capital with organizational performance in Ministry of sports and Youth Islamic Republic of Iran

DOI: 10.30472/aesj.v1i1.12

Ali Sajedi,^{1*}, Hossein Talebiannia,²

¹*Ph.D Candidate of Sport Management University of Mazandaran Iran*

²*Department of Physical Education, Tabriz Branch, Islamic Azad University, Tabriz, Iran*

**Corresponding Author Email: sadjedim@gmail.com*

ABSTRACT:

The aim of this study was to determine the relationship between intellectual capital and social capital with the staff organizational performance of sport and Youth ministry. The research method is descriptive and a correlation type. In terms of purpose, this research is an applied one and it was done in the form of field. The statistical population included 666 persons of the Youth and sport ministry staff and the maximum capacity of the samples as according to the Morgan table is 248 persons. In this study was used of Buntis (1998) intellectual capital questionnaire according to the Aghajanzadeh (2001) with 0.82 alpha, ongh social questionnaire of Nazmuhemmed (2005) with 0.93 alpha and organizational performance questionnaire of Asadi et al. (2009) with 0.86 alpha. To do statistical analysis has used of the multi-correlation and regression. The results of the study showed Intellectual capital and social capital had the in-dependent and positive and significant effects on the staff organizational performance of Youth and sport organization with $r=0.50$, $r=0.52$ and $r=0.55$, respectively. Also the results of the Intellectual capital and social capital of the correlation coefficient are according these results: Human capital(0.43), Structural Capital (0.45), Customer capital (0.52), trust approach (0.45), network (0.48), cooperation (0.46), relationship (0.43), values (0.49), Mutual Understanding (0.47) and Commitment (0.45).

KEY WORDS Intellectual capital, Human capital, Structural Capital, Customer capital, Social capital, Organizational performance

INTRODUCTION

In today's economy, knowledge as the most important capital has been replaced by financial and physical capital. During the era of the industry, the cost of assets, factories, equipment and raw materials was necessary for the success of a business. But in the information age, this is an effective use of intellectual capital, which is usually effective in the success or failure of an effective set (Nemamieyan and et al, 1390).

The emergence of the information age and knowledge-based economy has led organizations to emphasize financial and monetary resources towards intangible assets (Khaef elahi, 1389). One of the ways to improve the quality of an organization's performance is to examine the factors that have contributed to the importance of intellectual capital. Considering the intellectual capital of the organization as an emphasis on the development of organizational capital, social capital, human



capital, knowledge and information capital, customer capital, relational capital, innovation capital and other concepts, today has become one of the most important areas of management studies (Hosienpour, 1390). Intellectual capital helps to formulate strategies, evaluate how strategies are implemented, and distort and diversify corporate decisions. Non-financial measurement of intellectual capital can be linked to repayment plans and rewards of managers (Nemanieyan and et al,1390). The purpose of the strategy is to determine the mission of the company, identify the factors threatening the external environment, opportunities, identify the strengths and weaknesses of the organization, determine the long-term goals, incorporate various strategies and specific choices for the continuation of the activities. Strategic or strategic planning is an organized and systematic effort to base decision making and implementation of the underlying actions that the nature of an organization's activities. Planning for physical education and sports is the process of adopting a set of decisions to take action on physical education and sports in the future. This planning must be coherent and understood within the framework of the macro system of the society (economic, social, cultural and political system), which is considered a subset of the physical education system. Considering that the Ministry of Sports and Youth is a strategic or strategic ministry in the field of sport, and if the Ministry of Sports and Youth is examined from the point of view of national policy and existing policies, in order to achieve the goals, it is necessary to examine the relationship between intellectual and social capital with performance An organization. Therefore, considering the goals of the Ministry of Sports and Youth in the development of public sport, championship, professional, educational and youth affairs on the path to reaching a healthy and healthy society, the organization needs assessment, the formulation of effective factors in strategies, structure, strategy, systems, staff , Skills, behavioral patterns and managerial styles, the principles and concepts of value that the organization imparts to its members, Short-term, medium-term and long-term programs. The number of available personnel is one of the indicators of intellectual capital that may have an impact on organizational performance in the staff of the Ministry of Sports and Youth.

Social capital is a set of norms in the social system that promotes the level of cooperation of its members and reduces the level of costs of exchanges and communication, that is, social capital as the ability of individuals to work together for general purposes in groups And organizations are defined. The concept of social capital focuses on the relationship between human beings. Relationships that take place throughout the life of humans at all times of life and affect their attitude. Generally speaking, the key concept of social capital can be summarized as follows: communication is important, by connecting people, they are doing things that they alone can not do or will have many problems. One of the signs of the development of development

theory is the attention to social capital. One of the reasons for the attention of the theorists to social capital can be considered from the circle of economic trends and attention to non-economic dimensions, the orientation of the views towards social relations rather than the pivotal look and step by step approach to quantitative measurements. Social capital enables employees to improve their performance by facilitating their transfer and sharing of knowledge. Considering that the Ministry of Sports and Youth has linked a large stratum of society to the cultural, sporting, social, economic, physical and psychological health, To overcome abnormalities in the field of extra-ordinary affairs, different disagreements are presented to the Ministry of Sports and Youth with various strategies and strategies presented. The Ministry of Sports and Youth is one of the key pillars in the field of social, cultural and sport affairs, and in this area will be undermined without knowing the social capital of the Ministry of Sports and Youth and its impact on its performance. The main task of the headquarters is to provide counseling, advisory, and advise and guidance to the executive and operational managers of the organization in order to facilitate the activities and progress of the executive units and missions of the organization. The specialized staff of the headquarters, by providing their own advisory services, helps managers to better and more efficiently direct the organization. Sport organizations, like other manufacturing, industrial, educational and social organizations, have a number of structural complexities that are essential in identifying, defining and clarifying the framework of their competencies and the responsibilities and responsibilities of their different classes in how decisions and operations of an organization are made. Therefore, the research goal was to determine the relationship between social capital and intellectual capital with organizational performance in the staff of the Ministry of Sports and Youth.

METHODS

According to the purpose of this research, the present research was applied in a descriptive-correlational manner. The statistical population consisted of managers and experts, staff and officials from the Ministry of Sports and Youth Department with a high school diploma, According to the statistics of the Ministry of Sports and Youth website in 2011, the number was 666 (contractual, formal and informal). 180 of which were available for sampling in the research. An independent variable of social capital, intellectual capital, and dependent variable was organizational performance. In the implementation phase, after providing a preliminary description of the measurement tool and the purpose of the test, how to respond to the examinations for the participants was described in detail. With regard to moral considerations, after obtaining the consent of the individuals and providing the necessary knowledge, they were assured that the information received was used only in this research and was protected

from any abuse. The following questionnaires were used to measure the variables of the research.

Intellectual Capital Questionnaire: In this research, the Bontistic Intellectual Capital Questionnaire (1998), which has 42 closed-ended questions, has been used to measure three components of human capital, structural capital and relationship capital. The questionnaire was used to answer questions from the five-point Likert scale (very low; 1; low; 2; medium; 3; high; 4; very high; 5; The reliability of this questionnaire was reported in Agha Janzadeh's research (2011), 0.82.

Social Capital Standard Questionnaire: In this research, Social Capital Questionnaire (UNDP) (1384), which has 28 closed-ended questions, is used and measures the components of trust, networks, cooperation, relationships, values, mutual understanding and commitment. Based on the five-point Likert scale. The reliability of this questionnaire was reported in Onogh (2005) with Cronbach's alpha of 0.93.

Organizational Performance Standard Questionnaire: In this research, the questionnaire of 42 questionnaires of Hersey and Goldsmith was used. The questionnaire was used to answer questions from the Likert Five-Point Spectrum. Past research has reported Cronbach's alpha of 0.86 (Asadi et al, 2009). To determine the validity of the questionnaire of this research, the questionnaires were presented to several physical education faculty members of the management and planning curriculum. After the necessary and necessary amendments to the opinion of the professors, final questionnaires were prepared and used for research. To determine reliability (reliability), Cronbach's alpha method was used. For this purpose, at first, a sample of 35 people was asked to complete the questionnaire. The results of the analysis are presented in Table 1. According to the coefficients, it can be concluded that the questionnaire has a satisfactory reliability.

The present research is a descriptive, survey, correlation study. Therefore, in analyzing the data, descriptive statistics, reliability coefficient, Kolmogorov-Smirnov test and Pearson correlation coefficient were used using spss19 software to examine the

relationships between variables. For data analysis, Pearson correlation coefficient was used. In all analyzes, a significant level of 0.05 was considered.

STATISTICAL RESULTS

The analysis of the descriptive statistics of each of the factors associated with social capital based on the average of the obtained spectrum, shows a moderate level for each item evaluated. Descriptive results are displayed along with the specific average status for each of the factors in Table 2. The highest mean of relation (2.85) was with the least standard deviation and the lowest was the network dimension (2.58). On the other hand, the descriptive statistics of each factor related to intellectual capital in Table 3, based on the average of the spectrum, shows a moderate level for each of the items being evaluated. Descriptive results are displayed along with the specific average status for each of the three factors in Table 3. The highest average of intellectual capital was related to the dimension of capital ratio (2.85) and the lowest of the human capital dimension (2.58). Also, the dispersion distribution of the organizational performance level in Table 4 was about 2.92, which shows a moderate (2.5) average.

The results of Kolmogorov-Smirnov test showed that the data distribution was normal (0.05). The Pearson correlation coefficient was used to investigate the relationship between the variables. The results of the analysis showed a significant relationship between social capital and organizational performance (0.05) (Table 5).

According to the results of Table 5, the results showed a significant positive relationship between all components of social capital and organizational performance (0.05). So that the correlation between the dimension of trust, network, collaboration, relationships, values, mutual understanding, commitment with organizational performance of participants was 0.457, 0.484, 0.461, 0.494, 0.454 (0.05). Regression was used to predict the criterion variable on the predictor variable. The results of regression analysis showed a meaningful model (0.05).

Table1. Cronbach's alpha coefficients

Research variables	Number of Questions	Alpha coefficients
Social Capital	28 Questions	%94
Intellectual Capital	42 Questions	%86
Organizational Performance	42 Questions	%87

Table 2. Central indicators and distribution of social capital components

Statistics	Trust	Net	Cooperation	Relationships	Values	Mutual understanding	Commitment	Social Capital
Number of questions	5	4	4	4	3	4	4	28
Mean	13.4167	10.3500	11.0111	11.4222	8.3167	10.8889	10.6389	76.0444
Weighted Mean	2.68	2.58	2.75	2.85	2.77	2.72	2.65	2.71
Standard deviation	4.76589	3.30984	3.45438	3.62017	.54891	3.40208	3.50541	21.86649
Scores minimum	5.00	4.00	4.00	4.00	3.00	4.00	4.00	28.00
Scores maximum	25.00	20.00	20.00	20.00	15.00	20.00	20.00	14.00

Table 3. Central and dispersion indices of intellectual capital components

Statistics	Human capital	Structural capital	Relational capital	Intellectual capital
Number of question	15	13	14	42
Mean	40.8833	35.6889	39.8778	116.4500
Weighted mean	2.72	2.74	2.84	2.77
Standard deviation	7.49769	6.00399	7.86809	19.98750
Scores minimum	22.00	21.00	14.00	62.00
Scores Maximum	67.00	59.00	65.00	191.00

Tables 4. Central indicators and distribution of organizational performance

Statistic	Organizational performance
Number of questions	42
average	122.9389
Weighted average	2.92
Standard deviation	24.09366
Minimum scores	62.00
Maximum scores	202.00

Table5. The result of the correlation coefficient between social capital and intellectual capital with organizational performance

Statistic	Organizational performance		
	Pearson correlation coefficient	Significance level Sig.	Number of sample
Social capital	0.525	0.001	180
Trust	0.457	0.001	180
Net	0.484	0.001	180
Cooperation	0.461	0.001	180
Relationships	0.439	0.001	180
Values	0.494	0.001	180
Mutual understanding	0.474	0.000	180
Commitment	0.454	0.000	180
intellectual capital	0.478	0.000	180
intellectual capital (Human)	0.504	0.000	180
intellectual capital (Structural)	0.431	0.001	180
intellectual capital (Customer)	0.450	0.004	180

DISCUSSION AND ACKNOWLEDGEMENT

The purpose of the research was to determine the relationship between social capital and intellectual capital with organizational performance of the staff of the Ministry of Sports and Youth. The results showed a significant relationship between social capital and all its dimensions and intellectual capital, and all its small components with organizational performance of the participants. These findings are based on the results of researches of Raei Moghadam (1392), Taqizadeh (1391), Yousefy (2010), Foroughi (2009), Habibi (2010), Moradi Soroush (2010), Ghafourian Pirnia (2011) and Marashi (1393), Kuhn And Camenx (2007) and Stephen (2014). For example, Raei Moghaddam's findings (1392) showed that increasing the organization's

performance and efficiency in each society are one of the most important effects of the emergence of social capital. It also showed that the social capital of its dimensions, including the structural dimension, cognitive dimension and communication dimension, have a significant effect on the performance of the staff of the airline. Other research showed that social capital had a positive relationship with job performance (Pirnia, 2011). Considering the significant relationship between social capital and organizational performance, it is better to increase the social capital of the staff of the Ministry of Sports and Youth to increase organizational performance. As the results are used, social capital can be regarded as one of the capabilities and assets of the organization, and the creation and sharing of knowledge in their

intellectual capital and productivity can be greatly enhanced. Today, the great social impact on labor productivity is undeniable. Trust, mutual cooperation and voluntary participation in social activities, by reducing the costs of monitoring and controlling the process of manpower production, reducing the costs of complex contracts and sharing knowledge and information in Between employees, they increase their productivity, and social interactions are also driven by motivation and effort of the workforce is influential. However, the identification of the cause or causes of labor productivity changes is of particular importance. Because it can change the process of changing labor productivity in the desired direction (Ahmadi, 2011).The results of Yousefy (2010) show that among components of intellectual capital (customer component) there is relatively strong relationship between the performance of voice and video staff. Which is in line with the findings of this research. Stephen (2014) stated that human resources have a positive contribution to intellectual capital, Intellectual capital acts as a mediator between human resource practices and corporate performance, and human resources alone do not increase the performance of the companies being studied. Therefore, in order for organizational performance to increase, it should increase human capital, which is the spirit of intellectual capital. According to the results of the research, it can be stated that the executive instruction of processes, strategies, executive programs, employee reward schemes, the leadership and style of the employees and, in general, the organization's executive processes of structural capital indicators must be comprehensive and complete in order to increase organizational performance. There is still controversy over the strategic document of the Ministry of Sports and Youth and the strategies and plans of the strategic council or organizational structure. As well as increasing capital, the relationship between organizational performance is also increasing, and one of the indicators of relationship capital can be experts and experts associated with the Ministry of Sports and Youth. Based on the reciprocal relationships that it creates, it increases relative capital and therefore increases organizational performance.

REFERENCES

1. Aghajan-zadeh H, 2011. Investigation of the relationship between knowledge management and intellectual capital in Asia Insurance Company of Tehran . Master Thesis. University of Tehran .
2. Ahmadi A, Feyz-abadi. Studying the upgrading of social capital to improve organizational performance (sample: The head quarters of Tehran), Tehran University, School of Management Public Administration.2011: Vol 3, No. 6, pp 35-54.
3. Asadi H, et al. 2009. The relationship between learning and organizational performance in the Physical Education Organization of Islamic Republic of Iran , Journal of Sport Management. 1: 45-52.
4. Cohen s ,kaimena kisk.(2007). Intellectual capital and corporate performance in knowledge intensive SMSs, the learning organization. 3: 241-262.
5. Foroughi A, 2009. examining the relationships between the components of intellectual capital (human capital , structural capital , customer capital) and their relationships with organizational performance of social security hospitals in Tehran , M.Sc. thesis , University of Payam-e-Nur.
6. Ghafourian-pirnia S. studying the effect of social capital on the performance of administration of taxation southern Tehran staff, Islamic Azad University Central Tehran Branch.2011.
7. Goudarzi M. Organizational Behavior Management in Sport, University of Tehran.2013: p 463.
8. Habibi-badabadi H, 2010. The impact of intellectual capital and organizational learning on organizational performance by National Bank of city Qom, M.Sc. Thesis of governmental management (field of human resources) , specialized training center of Allameh Tabatabai University.
9. Hossein-poor D, Azar M, 2011. The relationship of social and intellectual capital with organizational performance of managers and staff, Journal of development Management and Evolution, 54: 35-47.
10. Kashef M. The financial administrative management of sports organizations. Publication Sports, second eddition.Tehran.2012.
11. Khaef -elahi AA, Shahaii B, 2010. Effect of intellectual capital on Performance of Sepah Bank, Tehran. 2 (5): 73-90.
12. Maarashi J. The effect of social capital on employees' performance (Case of Payam Noor University, Varamin),PNU Tehran, School of Management.2014.
13. Mahmoudi M. Social capital and its measurement. University Publications of Welfare and Rehabilitation Sciences.Tehran.2005: p 158.
14. Moghimi M, Kazemi F, Kazemi M. Assessment and prioritization of social capital indicatorsand its impact on organizational performance in the university system, Management of Organizational Culture. 2011: Vol 2, P 56-63
15. Moradi-soroush M.the Relationship between motivational characteristics, organizational social capital and religious orientation with staff manufacturing centers job performance, University of mohagheghardabili. 2010.
16. Namamian F, Gholizdeh H, Bagheri F, 2011. Intellectual Capital and the method of measurement (2011), Executive Management Conference 1 and 2 .
17. Onagh NM.Examining the relationship between social capital and quality of life, MSc thesis Tehran University.2005.
18. Ranani M. Decline of social capital, Aftab journal.2002: Vol 16, pp 21-23.
19. Ray-moghadam SH. Examining the relationship between social capital and organizational performance staff in the Aseman airlines, Islamic Azad University of Tehran, School of Management.

20. Sajjadi SN, 2004. The management of sports organizations, Tehran: Publication of Semat, Second Edition
21. Seyed Javadin R, 2013. Principles of organization and management, Negah-e-Danesh Publications.
22. Taghizadeh L, 2012. Effect of Intellectual Capital on performance of Ministry of Education and culture, Tehran, Islamic Azad University, Central Tehran Branch, Department of Management.
23. Teo, Stephen TT, Reed, Kira Kristal, Ly K, 2014. Human resource involvement in developing intellectual capital, service industries journal. 34 (15): 1219-1233.
24. Yousefi MR, 2010. Investigation the Effects of components of intellectual capital on organizational performance of Vice- TV (Islamic Republic of Iran Broadcasting), M.Sc. thesis , University of Payam-e-Nur , central Tehran.