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## THE ROLE OF SOCIAL CAPITAL IN INTRAPRENEURSHIP OF HEALTH DEPARTMENT STAFF

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**Abstract:**

An organization with high social capital can lead to blossoming of new ideas in people with impacts on information sharing and implicit and explicit knowledge transfer. The new ideas make creative people and this creates innovation and entrepreneurship in the organization in the same way. This study was conducted to investigate the relationship between social capital and intrapreneurship in Health Department staff at Ahvaz Jundishapur University of Medical Sciences. This is a correlational descriptive study. The population consisted of 90 managers and experts at the Department of Health in Ahvaz Jundishapur University of Medical Sciences selected by census sampling method. Data analyses were performed using SPSS software (version 16). Two valid questionnaires including social capital and intrapreneurship were used for data collecting. Descriptive statistics (frequency, percentage, mean, and standard deviation) and analytic statistics (Spearman correlation coefficient) were used. Mean social capital was 101.04 of a total of 155 points. Among the dimensions of social capital, relational dimension with a mean 46 out of 70 and structural dimension a mean 36.21 out of 55 was obtained, respectively. The cognitive dimension, with an average of 18.83 total score out of 30 was the least average. The mean of the intrapreneurship was 97.11 out of 155. The results showed that there is a positive and significant relationship between the social capital and its dimensions (cognitive, structural, and relational) with intrapreneurship ( $P < 0.001$ ). Information is exchanged more often in organizations with higher levels of participation, commitment, and trust. Finally, it makes the individual have a lot of time for thinking, creativity, innovation, and entrepreneurship.

**Keywords:** Social capital, Intrapreneurship, Health

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## INTRODUCTION:

Organizations are always being subject to undergo changes both inside and outside of their environment. On the external perspective, due to intense global competition, incredible rapid changes, new demands for quality and service and, resource constraints, it is necessary for organizations to respond quickly to demands. On the internal aspect, also, human resources are having numerous problems at workplace. Personnel feel they cannot deal with them honestly, disappointed and frustrated; the organization is always growing expectation and is constantly changing the rules of the game. Traditionally, organizations were considered as social actors. Experts' attention to the needs and social issues related to the organization has created proper context for development of social capital within the organization territory [1]. Nowadays, successful organizations cannot be assessed only in the accumulation of material wealth, mobilization to the latest physical facilities, and information and communication technologies [2]. Social capital as a new concept plays a more important role than physical capital in the organizations and communities. Today, the concept of social capital has been widely used in sociology, economics, management, and organization recently and in the past two decades, social capital has flourished as a new issue in organizations [3]. One of the key infrastructures for IT development is Socio-cultural factors. In this regards, the social capitals are very important. However, sufficient research has not been done in Iran and appropriate measures have not been developed. Several key measures in this context can be cited including self-confidence, self-reliance, entrepreneurship and innovation culture, dominance and importance of science, and innovation (as excellence factor, teamwork, work ethic etc. )[4]. Learning and innovation are considered as essential requirements for organizations that are trying to survive and to be effective. Many organizations are seriously looking for innovative and entrepreneurial methods and endeavor to improve their effectiveness, efficiency, and flexibility [5]. Pathology of the administrative system in Iran has indicated that the bureaucratic system suffer adverse effects such as low participation, centralization and rigidity, slowness, long and complex work processes, indifference to results, irresponsibility and projecting, low productivity, and inefficiency [6]. According to social scientists, social entrepreneurship is a process that is located in varying networks of social relations, and it can facilitate and limit entrepreneurs' relationship with the resources and opportunities [7]. Public entrepreneurship is associated with innovation and is aimed at providing and delivering public

service in a way that increases social capital [8]. Looking at social entrepreneurship within enclosed social structures will help to develop a broad perspective on entrepreneurship so that attention has been paid to the ambiguous points including the social aspects of socio-economic phenomena such as intrapreneurship [9]. Effective communication and interaction between individuals and organizations can establish an atmosphere full of mutual trust between them, and this approaches us to the concept of social capital [10, 11]. Managers' role in enhancing social capital in organizations is critical, and they can help to develop social capital in the organization in different ways, some of which are related to society (macro- level) and some are related to the organization (micro- level)[12]. Many studies have examined the relationship between social capital and intrapreneurship. Arab et al., for example, conducted a study in 2009 and discovered a significant positive relationship between social capital and intrapreneurship. In this study, there is a significant relationship between networks, common norms, integrity and social solidarity and intrapreneurship. There is no significant relationship between mutual trust, interaction cooperation, empathy, understanding and mutual respect, cooperation and voluntary contributions of entrepreneurship [13]. Results of Taslimi et al. revealed a positive relationship between social capital (and its dimensions, cognitive and structural) and with intrapreneurship; on the other hand, by increasing social capital, intrapreneurship increases(9). Lavado believe that organizational capital has a positive effect on the social capital and social capital has a positive effect on innovation. This means that by increasing organizational capital, social capital is more likely to increase and by increasing the social capital at the firm, innovation level also increases [14]. The main objective of this study was to determine the correlation between social capital and intrapreneurship in Health Department staffs at Ahwaz Jundishapur University of Medical Sciences. Results of the research can be useful for the staff and managers to understand the importance of these subjects and provide clearer vision, and it may help them to implement their programs and activities.

## MATERIALS AND METHODS:

This is a correlational descriptive study. The study population consisted of 90 managers and staff experts at the Department of Health in Ahvaz Jundishapur University of Medical Sciences who were selected by the census sampling method. In this study, a self-made questionnaire was used to measure social capital. This instrument consists of 31 questions that comprise the three dimensions (structural, relational,

and cognitive) on a 4-point Likert type form (completely disagree represented by 0 to completely agree represented by 4). Also, a questionnaire consisting of 31 questions to assess intrapreneurship in the form of 4-point Likert spectrum (completely disagree represented by 0 to completely agree represented by 4) used by Arab et al. was adopted. Validity of the questionnaires was confirmed by interviews with experts, university professors, and other experts. In order to verify the reliability of the questionnaire, Cronbach's alpha was applied; 0.92. Data analyses were performed using SPSS software (version 16). We used descriptive statistics (frequency, percentage, mean, and standard deviation) and analytic statistics (Spearman correlation coefficient).

### RESULTS:

The findings showed that 48.9 percent of the participants were female, and 51.1 percent were male. 41.1 percent of people were in the age group of 30-39 years old, which was the highest percentage. The lowest percentage belonged to the age group of below 30 years, which was 8.9 percent. Most people working in the health department with a 56.7 percent were employed in the formal employment and contract employments with 13.3 percent were included minimum number of personnel. The highest percentage of subjects (38.9 percent) with more than 15 years of experience and the lowest percentage of

those 6-10 years with 15.6 percent (Table 1). The highest percentage of people (65.6 percent) does not have any managerial experience, and 8.9 percent with more than 15 years have management experience. 55.6% of the subjects were in expert occupational groups with the highest percentage of job group and other groups also are: in-charge experts (18.9), logistic and administrative (15.6), head of group (8.9) and top manager (1.1). 60% of staff working in the department has bachelor degrees which includes the highest numbers of personnel. The minimum number of people (2.2 percent) had a diploma. In addition, most people in terms of marital status are married (76.7%). Mean social capital was 101.04 of a total of 155 points. Among the dimensions of social capital, relational dimension with a mean 46 of a total of 70 and structural dimension with a mean 36.21 of the total score of 55 was obtained, respectively. The cognitive dimension, with an average of 18.83 total score of 30 was the least average. The mean of intrapreneurship was 97.11 of a total 155 (Table 2). Finally, the results of the Spearman correlation test showed a positive and significant correlation between social capital and its dimensions (cognitive, structural and relational) ( $P<0.001$ ). Furthermore, among the dimensions of social capital, the highest correlation was obtained between relational and entrepreneurship ( $r=0.753$ ) and the lowest correlation was between the structural and entrepreneurship, respectively ( $r=0.602$ )(Table 3).

**Table 1: Descriptive statistics of the studied population**

variables		Frequency	Percent
<b>Gender</b>	<b>Male</b>	46	51.1
	<b>Female</b>	44	48.9
<b>Married</b>	<b>Single</b>	20	22.2
	<b>Married</b>	69	76.7
<b>Title</b>	<b>Logistic and administrative</b>	14	15.6
	<b>Expert occupational</b>	50	55.6
	<b>In-charge experts</b>	17	18.9
	<b>Head of group</b>	8	8.9
	<b>Top manager</b>	1	1.1

**Table 2: The average comparing for Intrapreneurship and dimensions of social capital**

Dimension	N	Minimum	Maximum	Mean	Std. Deviation
<b>Social capital</b>	90	53.00	139.00	101.04	18.60
<b>Structural</b>	90	24.00	50.00	36.21	5.38
<b>Cognitive</b>	90	6.00	30.00	18.83	4.89
<b>Relational</b>	90	20.00	68.00	46.00	10.10
<b>Intrapreneurship</b>	90	44.00	155.00	97.11	22.16

**Table 3: Correlation analysis among intrapreneurship and dimensions of social capital**

Dimension	Intrapreneurship	Social Capital	Structural	Cognitive	Relational
<b>Intrapreneurship</b>	1	-	-	-	-
<b>Social capital</b>	0.779**	1	-	-	-
<b>Structural</b>	0.602**	0.848**	1		-
<b>Cognitive</b>	0.743**	0.873**	0.614**	1	-
<b>Relational</b>	0.753**	0.961**	0.726**	0.801**	1

\*\*P&lt;0.01

**DISCUSSION:**

The results of the present study showed a significant correlation between the structural dimension of the social capital and entrepreneurship. Taslimi et al. also cited this correlation. It means that having an appropriate organizational structure in decision making and doing work as a group can lead to emerge parenting of idea, innovation and entrepreneurship in organization finally. Saghafi and jahangiri's studies suggested that establishing situations and conditions are the organizational factors, which put entrepreneurial features into the context of test and practice and strengthen them and make it possible to choose the best [15]. As Ghalichli and Moshabaki showed, social capital has a significant positive impact on intellectual capital and its capital structure components. The overall configuration of a network relation is one of the social capital structure aspects that can affect the development of intellectual capital [10]. Lavado et al. state that organizational capital has a positive effect on the social capital, and social capital in turn has a positive effect on creating innovation, which is in line with our results [14]. Putnam believes that the membership in the network strengthens the entrepreneurial activity because this membership provides available useful information resources to persons. As mentioned above, the relationship between people in an organization, the general pattern of communication, facilitating communication structure, good personal communication, and appropriate organization are factors that have a direct positive impact on intrapreneurship and innovation in the organization. Therefore, these studies were consistent with our findings, and confirm them [16]. The results obtained from this study emphasize the relationship between the cognitive social capital dimension and intrapreneurship. Our purpose of cognitive dimension in this study is perception and common vision, the staff understanding each other and having common values and goals. Arab et al. showed that a relationship between common norms, integrity, social

solidarity, and intrapreneurship [13]. Taslimi et al. also revealed a positive relationship between the cognitive dimensions of the social capital and intrapreneurship. This indicates when organization has a better cognitive dimension of the social capital, intrapreneurship will be more effective [5]. Chow and Chan emphasize that sharing goals strongly related to self-determination for sharing knowledge is directly associated with the perceived social pressure. That is, attitudes toward sharing goals, contributes to sharing knowledge strongly [17]. This study suggests that social interest is important among colleagues and good relations would strengthen knowledge-sharing behaviour. Mentioned results are corresponding to our findings on the role of social capital in intrapreneurship. The findings of this study revealed that there is a significant relationship between the relational dimension of social capital and intrapreneurship. According to Gholipoor et al., there was a significant relationship between the quality dimension of social capital and intrapreneurship. The quality dimension of the social capital is about phenomena such as values, attitudes, commitment, participation, and confidence in the system. Organizations with a higher level of participation, commitment, trust, and exchange of information enjoy a higher confidence level, and these factors would cause the staff to spend a lot of time for thinking, creativity, innovation, and entrepreneurship [1]. Tanas and Gillin showed that a lack of good integration aspects of social capital in the community will result in a lack of entrepreneurship. Gryv and Salaf highlight that entrepreneurs are creating networks that systematically change the entrepreneurial stage, number of participants, and the amount of time they spend on the network is altered according to the entrepreneur stage, the number of partners and time spent in the network. Meanwhile entrepreneurs, more often during the planning stages than other stages, speak with more people [18]. Vyklil believed that non-economic factors such as the network of social relations could also be affected by the phenomenon of entrepreneurship. Elster and

Anderson claim that entrepreneurship is a socio-economic process that depends on the circumstances and social context in two ways. Firstly, entrepreneurs are people who are products of their social environment, and secondly, entrepreneurship is a social activity, and therefore, the presence or absence of social communication and links affect the nature of the business [19]. The above-mentioned research is consistent with our findings. However, Arab et al. showed in their study that there is no significant relationship between the mutual trust and cooperation and intrapreneurship [13]. Considering that, in this study, mutual trust and cooperation which represent the cognitive dimension are not consistent with the Arab's study. Since Arab's study was conducted in non-health private sector, it seems that depending on the type and nature of the job, the impact of cognitive dimension on intrapreneurship can be varied. The results of this study suggest a positive significant correlation between social capital and intrapreneurship in health department staff of Ahwaz Jundishapur University of Medical Sciences. Arab's studies also confirmed this relationship [13]. Flap and Volker showed a strong positive relationship between job satisfaction and social capital [20]. Brizek and Khan expressed in their study a significant relationship between entrepreneurship and organizational performance management. The results suggested that efforts to support intrapreneurship tool is a means for organizations to enhance environmental preparedness for corporate entrepreneurship strategy [21]. Measurement of job satisfaction and motivational activities has a strong relationship with entrepreneurial environment.

### CONCLUSION:

According to the above-mentioned studies and findings in the current study, it can be concluded that there is a direct relationship between social capital and intrapreneurship. An organization with high social capital can lead to blossoming of new ideas in people with impacts on information sharing. The new ideas make creative people and this creates innovation and entrepreneurship in the organization in the same way. Therefore, the organization with proper level of social capital could be an entrepreneur organization potentially. According to the results, authorities can help improve organizational commitment and membership in the teamwork by enhancing the employees' emotional relationship and involving them with organizational goals. It is suggested that strategies be adopted in a way that employees can establish friendly relations and cooperation with colleagues and managers in the workplace, and appreciate the success and prominent work of each other. Authorities and managers should

improve teamwork among staff and use social capital indicators in performance appraisal systems. It seems necessary to establish a supportive culture for promoting creativity and innovation by designing incentive and motivational systems.

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