

## Studying the Relationship between Dimensions of Social Capital with Lowering Un-Applied Conflict (Case Study – Social Security Organization of Sistan and Balouchestan Province)

Aflaton Amiri<sup>1</sup> ; Masoud Poor Kiani<sup>2</sup> ; Nasser Kamalipoor<sup>3</sup>;  
Zakaria Soorizehi<sup>4</sup>

<sup>1,2</sup>Department of Management, Science and Research branch, Islamic Azad university,  
Kerman ,Iran

<sup>3,4</sup>Department of Management, Science and Research Branch, Islamic Azad university,  
Khash,Iran

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### Abstract

Social capital is a suitable case of productivity of human and physical capital and the way for access to success. Today ,social capital plays the role more important than physical and human capitals in organizations and societies and group and social media are cohesive sections between humans, organizations And human and organizations with organizations .Conflict is inseparable Part of human life. This research studies the relationship between the dimensions of social capital with decreasing unapplied conflict of personnel of social security organization of Sistan and Balouchestan province. The statistical society of this research includes all formal and contractual staff of social security organization of Sistan and Balouchestan province that there are 363 individuals. Sampling method is performed by census. The collected data from statistical sample are analyzed by SQSS software and using descriptive statistic including mean , median , frequency table and various diagrams and also tests of inferative statistics including pearson , spearman and regression and linear log .

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<sup>1</sup> Ph.D in state management, faculty member of Islamic Azad University, Kerman Unit.

<sup>2</sup> Ph.D in state management, faculty member of Islamic Azad University, Kerman Unit

<sup>3</sup> M.A in state management, Islamic Azad University, Kerman Unit.

<sup>4</sup> M.A in state management, Islamic Azad University, khash Unit

According to the obtained results, there is direct relationship between the dimensions of social capital with lowering unapplied conflict of staff in social security organization of Sistan and Balouchestan province.

**Keywords** = social , capital , structural dimension of social capital , cognitive dimension of social capital , communicative dimension , conflict , unapplied conflict ,social security organization of Sistan and Balouchestan province.

### **Introduction**

We have entered to the time that its changes are rapid and ambiguous. These rapid changes in science and technology area have been caused that today organizations have more structural and behavioral complexes and thus management on new organization won't be able with traditional thought of managers. What is important today is the ability of applying scientific and specialized capacities towards access to goals of organization; it won't be able without understanding their behavioral needs. On the last decades, it is advised managers that behave with staff, so that they want. Thus, the secret of success of managers is able to recognize wills, expectations and needs of human capital of organization (Qhorbani, 2008:9). Social capital has been considered suitable case of productivity in physical and human capital and access to success. Managers can level the way of their occupational and organizational successes. On the other hand, social capital plays more important role than physical and human capitals in organizations and society and social and group media are cohesive sections between humans, organizations and humans and organizations with organizations (Baker, 2003:13).

Conflict is inseparable part of human life that has various views and regards as challenge for managers that are responsible for obtaining organizational goals. Learning conflict management for improvement and the facts of adapting use of change for person, family and organization are considered vital investments.

Most people imagine struggle and fight by hearing conflict word, while this type of extreme situation is only the most obvious hostile symbols of conflict .

Managers face to more delicate and mild kind of conflict like lack of agreement, Criticisms and conflicts during their work times.

### **Expressing problem**

Evolution rout of passing from industrial society to knowledge society have been described by rapid growth of unobvious assets and social activities than manifest sources. Social capital is one of the forms of classified un-manifest assets by World Bank.

A long with intellectual capitals and management. social capital is a series of available norms in social system that has caused promotion of collaboration Level of that members and lowering Level of exchanges and communication costs ,in other words, this concept refers to communications between members of network as worth source that implement the goals of members by reciprocal trust, norms. Today, social capitals in organizations and group and social media are cohesive sections between humans, organizations and humans and organizations with organizations. In the absence of social capitals, other capitals lose their efficiencies and without social capital, it is difficult to Level ways of cultural and economic development (Baker, 2003:13).

On the other hand, conflict is inevitable section of organization and organization has nature for development and growth of the types of conflicts and lack of their differences and presence of different people with subsistence features ,beliefs ,expectations and different

perceptions and also the structure dominant on organizations regarding dry and inflexible administrative system and different groups with different goals and benefits also unapplied communication system and lack of benefits and facilities have been inevitable conflicts (Izadi yazdan abadi,2000,2).

Conflict is potentially the ability of movement and dynamics in organization and help in qualitative and quantitative development of activities and success in access to goals .It is able to create dam and difficulty in reaching organizational goals and disorder and chaos in its activities .the main reasons for creating unapplied conflict in organizations include incompatible systems and characters, interference of explaining Rial occupations of competition between units of organization ,organizational complexity , unreasonable laws ,unsatisfied expectations and lack of attention to quality and the amount of relationship between people . Therefore the main problem of these organizations that they are social institutions that like other institutes include individuals and these individuals compete to obtain power , they try and there is a difference of opinion and appraisal between them and goals and thus conflict is obvious in organizations and must be managed( rezaeian:2010:60) This issue indicates the concept of social capital and its dimensions. In fact, various dimensions of social capital at each aspect of conflict is effective in being-obvious or extinguishing conflict, free expression and disagreement and evaluation of its works and managing conflict.

According to the above subjects, the main question that the present research seeks suitable answer is that is there relationship between dimensions' of social capital with decrease of unapplied conflict in social security organization or not ?

That answering to this question requires scientific research.

### **Research literature**

Social capital is a variable that tries to explain, define and interpret conflict changes that is criterion variable with communicative cognitive structural dimensions'.

Nahapit and Qhoshal consist the aspects of social capital in three classes by organizational approach:

Structural dimension of social capital: structural dimension includes communicative patterns between the members of one group or social units that include three dimensions of network relationships, configuration of network relations and suitable organization. Network relationships include special matters that the members of social unit connect and collaborate with each other .The configuration of network relations defines joint patterns between the members of social units and suitable organization indicates that information and communication are effective in this organization (Alvati et al,2007:43) .

The cognitive dimension of social capital: this part of social capital is less touchable and indicates worthies, beliefs, attitudes and social behaviors. These values include : trust, correlation, correlation and agreement and giving –taking that is common between the members of one society, this dimension infers to sources that is provider of symbols, expressions and interpretations and common meaning systems between groups. The most important aspects of this dimension include common stories, codes, language (Qholeichi and Mashbaki: 2006, 131). Communicative dimension of social capital: this dimension includes the nature of relationships in one organization, also focuses on the nature and quality of these communications (Nahapit & Ghoshal, 1998:251).

Communication dimension includes the amount of reciprocal trust between the members of one social unit.

Trust is the most important factor in providing effective reciprocal communications between members.

The cases such as the trust amount of members with each other, the tendency for cooperation with people by opposition opinion in one unit indicates the reciprocal trust between members of one social unit (Alvati, et al, 2007:43).

Izadi Yazdon abadi (2000) consists conflict in three categories, structural conflict includes differences and inharmony between units of organization and when it is appeared that there is difference between units about the goals and methods of decision-making and performance criteria and laws, personal conflict that includes personal and behavioral differences and valuable systems of people and communicative conflict includes differences because of the complexity of definitions and lack of understanding messages and disorder in communicative channels. (Izadi Yazdan abadi, 2000:23).

The results of studies show that the dimensions of social capital decrease conflict and struggle considerably and has essential role in managing conflict ,he says: today, social capital plays more important role than physical and human capital in organizations and societies and group and social media are cohesive sections between humans, organizations and humans and organizations with organizations. Conflict in organization can decrease the growth of social capital in organization and these two variables have reverse relationships with each other, because if social capital in organization increases as a result of convergences and cooperation between organization members, thus conflict decreases. This kind of relationship is also trust for dimensions and components of social capital and conflict, it means that whatever structural social capital is more, structural difference of that organization will be less and whatever communicative social capital is more, communicative difference will be less and whatever cognitive social capital is more, personal differences will be less (Sanginma et.al, 2007, 26).

Conflict is inevitable section of organization, life. Organizational conflict based on different Perceptions about various organizational issues and close relationship of behavior in people. Unsuitable connection and communicative obstacles strengthen formation of incompatible issues and form conflict and transfer emotions and perceptions of people; provide a base for the next conflicts. Therefore, the various dimensions of social capital is effective on each aspect of conflict in revealing or extinguishing in expressing freely opposition and evaluation of problems. Social capital and its potential role in conflict is the ability for creating movement and dynamics of organization and help for qualitative and quantitative development of its activities and finally its success for obtaining goals and also is able to create problem to reach goals of

organization and create disorder in activities. Thus, it is necessary to pay to social capital category and recognizing its relationship with lowering unapplied conflict.

Theoretical framework has been attended for measuring social capital in two major and minor levels. Thorth (1990) and ledman (1990) write that major level of formal structures include: law, regulation, legal frameworks, political regime, lack of concentration level, participation level in the process of political formation and minor level indicates potential role that horizontal organizations and social media have at development of societies.

Therefore, according to the mentioned subjects, this research tries to study the relationship between these variables by centralizing the ideas of Nahapit and Qhoshal (1998) about social capital and its dimensions and components and stiphen Rabinz (1998) and Izadi Yazdan Abadi (2000) opinions about conflict and dimensions and its component and studies the relationship between these variables according to Sanginma et al (2007).

**Research hypotheses:**

The main hypothesis of research

1. There is relationship between social capital and lowering unapplied conflict of staff in social security of staff in sistan and Balouchestan province.

Minor hypotheses of research:

There is relationship between structural dimension of social capital and decreasing unapplied conflict of staff in social security of sistan and Balouchestan province.

There is relationship between cognitive dimension of social capital and decreasing unapplied conflict of staff in social security organization.

There is relationship between communicative dimension of social capital and decreasing unapplied conflict of staff in social security organization of sistan and Balouchestan province.

There is relationship between social capital and decreasing unapplied conflict of staff in Social security organization by presence of mediator variables (gender, age and education) research method:

In the present research regarding research topic includes studying relationship between dimensions of social capital with decreasing unapplied conflict of staff in social security organization in sistan and Balouehestan province.

Descriptive research method is used by correlation kind.

**Statistical society, sampling method and sample volume:**

Statistical society in this research includes all formal and contractual staff of social security organizations in sistan and Balouchestan province that includes 363 individuals. Sampling method will be by census form, finally sample number is 363.

**Tools for collecting data**

In the present research also has been used library method for collection and compilation of literature related to research and studying research records.

Therefore available books and articles in libraries and available articles in internet and information bases and theses have used in research. To collect required data, we use two questionnaires that the first is about the dimensions of social capital according to Nahapid and Qhoshal model and other is about conflict, Also research validity is 84 percent and reliability is 92 percent.

**The method for collecting data**

Researcher has distributed 363 questionnaires, in addition about 20 questionnaires directly and in some systems by help of his organizational co- workers that finally 308 questionnaires were collected.

**The method for analyzing data**

two statistical methods are used in decomposition of data:

1. Descriptive statistic: it includes preparation and design of table and drawing graph and distribution indices.
2. Inferential Statistic includes correlation coefficients of pearson and spearman along with distribution graph and regression by step by step method (stepwise) and linear

log. Spss software is used for analysis of data and meaningful level has been %5 for confirming research hypothesizes.

**Research results:**

**Main hypothesis**

According to the obtained results from correlation test, pearson correlation coefficient equals 0/650 and spearman correlation coefficient equals 0/629 that indicates that there is meaningful relationship between social capital and decreasing unapplied conflict of staff ( $p < 0/05$ ). The relationship between these two variables is direct.

Table1. pearson and spearman correlation coefficient between social capital and lowering unapplied conflict.

Correlation statistic	Correlation coefficient value	meaning	number	The presence kind of relationship	
pearson	0/650	$0 < 001$	308	Yes	Direct
spearman	0629	$0 < 001$	308	Yes	Direct

**Minor hypotheses:**

According to the obtained results from correlation test, pearson and spearman correlation coefficient is as follows:

There is meaningful and direct relationship between each three dimensions of social lowering unapplied conflict of capital (structural, cognitive and communicative) staff.

Table2: Spearman and Pearson Correlation Coefficient between Dimension of Social Capital and lowering unapplied conflict.

Dimensions	Correlation statistic	Correlation coefficient Value	Significant	number	The presence of relationship	Kind of relationship
Structural	Pearson	0/5888	$00/1 < 0$	308	Yes	Direct
	Spearman	0/557	$0 < 00/1$	308	Yes	direct
Cognitive	Pearson	0/410	$00/1 < 0$	308	Yes	Direct
	Spearman	0/341	$00/1 < 0$	308	Yes	direct
Comunieative	Pearson	0/648	$00/1 < 0$	308	Yes	Direct
	Spearman	0/575	$00/1 < 0$	308	yes	direct

**Minor hypothesis4**

According to simultaneous regression results of social capital on lowering conflict, communicative dimension of variable in social capital predicts lowering conflict positively and has increasing effect  $p < 0/001, b = 0/492$ , also structural dimension of variable in social capital predicts positive decreasing conflict and has increasing trend  $p < 0/001 b = 0/206$ . In addition,

cognitive dimension of social capital isn't significant , namely we can't predict lowering conflict and don't study in regression model and it is explained according to 43 r2 percent of variations in decreasing conflict by social capital. Regression model is as follows:

$$\text{Lowering conflict} = 0/847 + 0/492 * \text{communicative} + 0/206 * \text{structural}$$

Variance analysis table for studying the relationship between criterion variable (decreasing conflict) and predicted variables of social capital (structural, cognitive, communicative)

Model	Total squares	Freedom degree	Total Squares	F statistics	significant
Regression	73/640	2	36/820		
Reminder	93/954	305	0/308	119/527	<0/001
Total	16/593	307			

The obtained results from variance analysis table indicate that regression model is meaningful (p<0/05)

The results of simultaneous regression of social capital on lowering conflict

Predicted Variables		Unstandardized coefficient		standardized coefficient Beta	t	P	R	R <sup>2</sup>	R <sup>2</sup>
		coefficient	standard						
		B	error						
Constant		0.847	0.190	--	4.452	<0.001	0.663	0.439	0.436
Social capital	communicative	0.492	0.069	0.482	7.151	<0.001			
	Structural	0.206	0.064	0.216	3.212	<0.001			

Criterion variable : lowering conflict In meaningful level (p<0/05)

### Conclusion

We enter to the time that its changes is rapid and ambiguous . These rapid changes in science and technology area have been caused that today organizations have more structural and behavioral complexities and thus, management on new organizations won't be able with traditional thoughts of managers. Today, one of the main problems of managing organizations are confrontation with organizational differences conflicts and disagreements and managing

conflict is one of the most difficult duties of each managers. Because conflict in organizations is inevitable affair and nobody can claim that hasn't face and won't face to it.

Organizations can understand better interaction pattern between individual and group by recognizing dimensions of social capital and can guide better their organizational systems using social capital and this is one case of decreasing conflict.

Ledman and his co-workers (1999) in their research in 39 developed and developing countries have shown that social capital causes decreasing violence in society by strengthening and developing common norms and values and thus prevent occurring crime and violence. Moser and Holand( 1997) show in their research that social capital in family provides supporting network for the members of family (Sharifain Sanis 2001:9).

The present research includes 4 main Hypotheses that have measured the relationship between the dimensions of social capital and the dimensions of unapplied conflict of staff of social security organization of Sistan and Balouchestan province.

1-The findings of research show that there is relationship between social capital and lowering unapplied conflict of staff in social Security organization of Sistan and Balouchestan province Regarding distribution matter of points in distribution graph it is observed that there is relationship between social capital and lowering unapplied conflict of staff in social Security organization ,so that unapplied conflict decreases by increasing social capital that show direct relationship between these two variables .

If social Security increases that it is obtained from convergence and cooperation, then conflict and difference will be decreased (sanguinmaeral,2007,26). Organizations can understand better interaction pattern between individuals and group by recognizing the dimensions of social capital and can guide better themselves using social capital(Alavi,2007:2)

2-Research findings show that there is relationship between structural dimension of social capital and lowering unapplied conflict of Security organization. Regarding distribution matter of points in distribution graph it is observed that there is direct relationship between structural dimension of social capital and decreasing unapplied conflict of staff.

Social capital is formed by horizontal organizations and networks that public decision making , answerable leaders and practical experiences are obtained (Nahapit and Qhoshal ,1998:35).The more structural social capital , the less structural difference (sanguinama.et.al 2007:26)

3-The Research findings show that there is relationship between lowering dimensions of conflict(structural, personal and communicative differences) with structural dimension of social capital. According to distribution manner of points in distribution graph it is observed that there is relationship between lowering conflict dimensions(structural, personal and communicative differences) with structural dimension of social capital . so that, Whatever the amount of unapplied conflict decreases , structural dimensions of social capital increases that shows direct relationship between these two variables.

4-The research findings show that there is relationship between communicative dimension of social capital and lowering unapplied conflict of staff in social Security organization in Sistan and Balouchestan province. Considering distribution matter of points in distribution diagram, it is observed that there is relationship between communicative dimension of social capital and lowering unapplied conflict of staff in social Security organization ,so that the more

increase in communicative dimension, the more decrease in unapplied conflict will be that this relationship is direct.

Whatever communicative social capital increases, communicative differences of organization will decrease (Sanginma et al, 2007, 26). Also, communicative dimension focuses on nature and quality.

5-The research findings indicate that there is relationship between lowering dimensions of lowering conflict (structural, personal, communicative differences) with communicative dimension of social capital. According to distribution manner of points in distribution graph it is observed that there is direct relationship between the dimensions of lowering conflict (structural, personal, communicative differences) with communicative dimension of social capital, so that the more decreases in the amount of unapplied conflict, the more increase in social dimension of social capital.

6- The research findings indicate that there is relationship between cognitive dimension of social capital and lowering unapplied conflict. Considering distribution manner of points in distribution graph it is observed that there is relationship between cognitive dimensions of social capital and lowering unapplied conflict of staff in social Security organization of Sistan and Baluchestan province, so that the more increase in cognitive dimension of social capital, the more decrease in unapplied conflict. That shows direct relationship between these two variables.

The results indicate that cognitive dimension of social capital decreases occurrence of involvement and conflict considerably and has main role in management, namely whatever cognitive social capital increases, personal differences will be decreased (Sanginma et al, 2007, 26).

The most important aspects of cognitive dimension include common codes, stories, language (Qhalichali and Moshabak 1996:131).

7- The research findings show that there is relationship between dimensions of lowering conflict (structural, personal, communicative differences) with cognitive dimension of social capital. According to distribution of points in distribution graph it is observed that there is relationship between lowering dimension of conflict (structural, personal, communicative differences) with dimension of social capital so that whatever the amount of dimension in unapplied conflict decreases, cognitive dimension of social capital will be increased that shows direct relationship between these two variables.

8- The research findings show that the verbal dimension of social capital (structural, cognitive and communicative) can predict variable of lowering unapplied conflict.

According to simultaneous regression results of social capital on lowering conflict, communicative dimension of social capital predicts lowering conflict positively and increases. Also, Structural dimension variable in social capital predicts lowering conflict positively and has increasing trend. In addition, Cognitive dimension of variable in social capital isn't meaningful, namely it can't predict lowering conflict.

9- The research findings indicate that there is relationship between social capital and lowering unapplied conflict of staff in social Security organization of Sistan and Baluchestan province by presence of mediator gender variable.

To study the relationship between these two mediator gender variables, linear log has been used and the results show that these two variables of social capital and conflict are dependent, if gender variable is present. It means that gender can effect on the relationship between social capital and conflict as blemisher variable and the results obtained from correlation

between social capital and conflict between men and women show that this correlation between these two variables in women group is more than similar correlation in men .

10- The research findings show that there is relationship between social capital and lowering unapplied conflict of staff in social Security organization of Sistan and Balouchestan province by presence of mediator age variable.

To study the relationship between these two variables, linear log has been used by presence of mediator variable that two social capital and conflict variables aren't dependent, if age variable presents. It means that age cant effect on the relationship between social and conflict as blemisher variable. There isn't relationship between social capital and lowering unapplied conflict of staff in social security organization of Sistan and Balouchestan province by presence of mediator age variable.

11.The research finding show that there is relationship between social capital and lowering unapplied conflict of staff in social security organization of Sistan and Balouchestan province by presence of mediator variable of education.

To study the relationship between these two mediator variables of education ,linear log has been used and the results show that two social capital and conflict aren't dependent, if education variable is present. It means that education as blemisher variable cant effect on the relationship between social capital and conflict.

There isn't relationship between social capital and lowering unapplied conflict of staff in social security organization of Sistan and Balouchestan province by presence of mediator variable of education.

### **Suggestions**

1.According to the obtained results from statistical calculations based on strong and positive relationship between social capital and lowering unapplied conflict in staff of social security organization of Sistan and Balouchestan province ,it is suggested that managers decrease unapplied conflict by increasing social capital and guide themselves better using social capital of organizational systems.

They also increase cooperation and mutual assistances between personal that is one of the factors existing social capital in staff to decrease unapplied conflict and perform better.

2. The results of the present research show the relationship between structural dimension of social capital and lowering unapplied conflict. Therefore, it is suggested to the managers that can transfer information and communication between personnel effectively and that the members of social unit (organization)can connect to each other and collaborate with each other and then unapplied conflict decreases .

3. As the present research confirmed the relationship between cognitive dimension of social and lowering unapplied conflict in staff of social security organization of Sistan and Balouchestan province. Therefore. we can suggest to managers of social security organization to reinforce values and beliefs and also attitudes that there are between the members of one organization commonly and thus decrease unapplied conflict in organization and cause constructive conflict and provide innovation and constructive evolution and finally staff can reach to their personal and organization goals.

4. As there is relationship between communicative dimension of social capital and decreasing unapplied conflict in staff of social security organization of Sistan and Balouchestan province, it is suggested to managers of social security organization that increase mutual trust between the members of organization. Because trust is an important factor for effective communications and is one of the most important cases in relationship with communicative

dimension of social capital and whatever staff can trust on their co-workers, they can prevent unapplied conflict and in fact is a destructive conflict in organization.

5. Finally, according to the obtained results, it is suggested to managers of organization that able to face to conflict. This is one of the most important skills of management ,because if conflict is constructive, causes new and creative thoughts and finally helps managers to access their organization goals.

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