

## Relationship between Knowledge Management and Social Capital in the Faculty of Islamic Azad University of Gorgan

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### ABSTRACT

The purpose of the current study was to investigate correlation between social capital and knowledge management in Islamic Azad University of Gorgan. Used methodology was descriptive- survey and correlation. Library and filed method was used to gather data. Measurement tool was Cialis knowledge management questionnaire and social capital standard questionnaire of Nahapiet and Ghoshal. Statistical society included the faculty of Islamic Azad University of Gorgan. Descriptive and deductive statistic was used to analyze data. Results showed positive and significant correlation between knowledge management and social capital. Also, social capital plays crucial role in the knowledge management development in Islamic Azad University. The regression results showed positive and significant correlation between sub-components of knowledge management (Ten Dimensions) and social capital. Improving social capital components leads to developing knowledge management dimensions.

**KEYWORDS:** Knowledge Management, Social Capital, Faculty.

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### INTRODUCTION

Recent advances in the information technology have been decreased cost of data management significantly. These developments have been inserted the concept of learning organizations and knowledge management, knowledge management to the literature. Organizations are applying knowledge management strategies to motivate processes, activities, products and services and improve competition environment. In a dynamic environment, challenging and competitive companies move toward learning business. Today, organizations must provide the required knowledge for productivity improvement in the products and processes to disseminate among their employees and apply in the daily activities. Societies move towards a knowledge-based economy in which knowledge is the most important element is to create value in organizations (Leitner & Warden, 2003).

With the revolution in technology, the rapid development of information technology has been deformed. Today's, Due to competitive conditions, knowledge as the most important asset, financial and physical capital has been replaced (Chen et al., 2004). Therefore, knowledge management is considered as a symbol of the competition, power and development for many developed countries (Drucker, 1998).

Studies show that companies which have not implemented knowledge management are in lower level about, 30 to 40 percent in terms of speed of development, product or competitive advantage than other competitors. In fact, in such circumstances, knowledge management play important role in companies organizations and becomes increasingly important. Research in this field suggests that 80% of large organizations in the UK have benefited from the knowledge and the remaining 96% of remained 20% will implement knowledge management over the next 5 years.

Same studies was done in the US and results of 200 of large companies shows 82% of these companies have applied knowledge management, 50% applied budget in knowledge management and 27% had knowledge management post (Shaw, 2001).

In the meantime, universities and institutions of higher education have been excluded, so that all sectors of the knowledge-based economy that was built on the basis of their knowledge, universities Results are active in all economic processes (Gibson 1998).

For this reason, the European commission states that investing in the quality of a university is a direct investment in the future of the countries. In this regard, universities can play a key role in innovation in knowledge-based societies. With a focus on universities and research centers, management of intellectual capital and knowledge management are important. Therefore, managers should be involved in strengthen national innovation (Lev, 2000).

Over the last decade, in developing countries, including Iran, intangible assets and intellectual capital has been interested significantly. Since, universities are main actors of national innovation systems, so

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researching center move toward processes which make the flexible, clear and competitive. In this regard, there is no way to observe sustainable development of knowledge. One of capacities and organizational factors which assist to knowledge share is social capital. Therefore, in the present study, the role of social capital to create and develop knowledge management in the faculty of Gorgan Azad University was investigated. the study variables included knowledge management (including components of leadership and management of intellectual capital, learning organization, sharing knowledge, teamwork, knowledge creation, digital culture, strategy, and vision and mission) and social capital components include (cognitive capital, relational capital and structural capital).

## MATERIALS AND METHODS

The present study is a descriptive and correlational. Data collection was done by the library and field methods. Data in the Questionnaires are as follows:

Knowledge management questionnaire by Cialis (2002) was designed. The questionnaire consists of 10 dimensions. Social capital Questionnaire was designed based on the Nahapyt and Ghoshal model (1998) and includes three dimensions (cognitive, relational and structural).

Reliability of the given questionnaires was approved. Cronbach's alpha coefficient was used to determine reliability of data gathering tool. Cronbach's alpha for the knowledge management was 0.825 and for social capital questionnaire was 0.891. The statistical society included all faculty of Azad Islamic university-Gorgan branch. SPSS, correlation and regression test were used to analyze data.

## RESULTS AND DISCUSSION

**Table 1: Summary of statistical analysis to examine the relationship between social capital and the dimensions of knowledge management**

Significance	T statistic	$\beta$ standard	R square	R	Statistical index
0.000	5.898	0.670	0.451	0.670	Social capital Knowledge management

Based on table above (Sig<0.05), so there is significant and positive correlation between social capital and knowledge management in the studied university. In other word, improving social capital leads to management development in the faculty.

**Table 2: Summary of statistical analysis to examine the relationship between social capital and the dimensions of knowledge management**

Statistical index	R	R square	$\beta$ standard	T statistic	Significance
Learning Organization	0.449	0.210	0.449	6.025	0.000
Teamwork	0.538	0.221	0.538	6.998	0.000
digital dimension	0.366	0.129	0.366	4.601	0.000
Intellectual capital	0.379	0.149	0.379	4.441	0.000
Knowledge sharing	0.567	0.321	0.567	7.410	0.000
Culture	0.401	0.161	0.401	5.724	0.000
Strategy	0.364	0.132	0.364	4.563	0.000
Vision and mission	0.438	0.192	0.438	6.128	0.000
Knowledge creation	0.419	0.170	0.419	5.650	0.000
Leadership and management	0.510	0.260	0.510	6.449	0.000

Based on table above, significance level for all components is less than 0.05, so there is significant and positive correlation between social capital and all ten dimensions of knowledge management.

**Table 3: Summary of statistical analysis to examine the relationship between knowledge management and the dimensions of social capital**

Statistical index	R	R square	$\beta$ standard	T statistic	Significance
Cognitive capital	0.389	0.161	0.389	4.794	0.000
Structure	0.333	0.189	0.3343	5.295	0.000
Relationship	0.531	0.279	0.531	6.082	0.000

Based on the table above ( $\text{Sig} < 0.05$ ), there is positive and significant correlation between knowledge management and dimensions of social capital.

### Conclusion

The findings of the study show significant and positive correlation between knowledge management and social capital; so that, social capital influences on knowledge management development in Gorgan. In other words, there is a close relationship between social capital and knowledge management; so that, the increase in social capital leads to the promotion of knowledge management in the organization. Therefore, it is recommended to officials and staff of the institution to provide a suitable basis for the flourishing of social capital and knowledge in the field of Islamic University.

Also with regard to the relationship between social capital and knowledge management, expected to improve the level of social capital, promote knowledge management in this organization. Dimensions of social capital provide strengthening the field of knowledge management in universities; so that, there is positive and significant correlation between cognitive capital, structural capital and relational capital and knowledge management. Regarding the relationship between social capital and knowledge management development, Improve the level of social capital leads to knowledge management improvement. We propose to create an incentive system to provide supportive culture to enhance creativity and innovation, learning and development of human resources.

- create, transfer and use of the information in universities.
- establish appropriate organizational structure in the university to access resources by members.
- establish relationship based on reliance among individual and different parts of the university to save capital.
- Planning to enrich the social culture.
- observing the promotion of social capital in public and professional education.
- since the conducted researches about social capital is not complete, so it is needed to establish an institute independently to consider situation of social capital in Iran.
- establish local councils as social capital as a necessity and a target.
- comprehensive studies and researches to respond social capital leads to successful planning and develop.

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