

The Relationship between Social Capital and Job Stress Case study: Airports Administration of Isfahan Province, Iran

Ali Masoudi Bidgoli¹, Dr. Mohamad Hossein Moshref- Javadi², Zahra Ayobi³

¹Graduated Student in M.A. of Public Management Islamic Azad University of Khorasgan (Isfahan) Branch, Isfahan, Iran

²Faculty Member, Department of Business Administration, University Of Isfahan, Isfahan, Iran

³Graduated Student in M.A. of Public Management Islamic Azad University of Khorasgan (Isfahan) Branch, Isfahan, Iran

ABSTRACT

If organizations do not pay attention to the concept and application of social capital, the human resource does not have sufficient efficiency and effectiveness. In addition, a healthy organization should consider the physical and mental health of their employees' productivity; because effective management does not achieve without attention to mental health of the employees, and any phenomenon is not important for employees as mental health.

Nowadays scientific and technical developments and increasing complexity in organizational activities cause that stress be an affecting factors in individual efficiency; that this problem affect on decision making, motivation, spirit, control and the ability of managers and employees. Since the human resources are as irreplaceable asset in any organization, therefore, maintenance of this asset could help the organization to achieving desirable results. Considering that international airlines as the main gates have undeniable role in the transportation of passengers and cargo and in air transport and flight safety known as the most important principle that meanwhile human resource play a crucial role in flight safety. So according to the importance of this issue this research was carried out to study the relationship between social capital and employees' job stress in Isfahan airports administration. Statistical population of this research includes all managers and employees of airports administration in Isfahan province. Sample size was estimated 143 persons based on Morgan Table, which used from simple random sampling method. Nahapiet and Ghoshal's social capital standard questionnaire and Jagdish's job stress standard questionnaire were used for data collection. Research data was analyzed through Pearson correlation coefficient, t-test and analysis of variance (ANOVA). According to the results, there was a reverse and significant relationship between social capital and employees' job stress. In addition, there was a reverse and significant relationship between dimensions of trust, commitment and organizational identity with employees' job stress. Mean scores of employees' trust, commitment and organizational identity were higher than average level. So it could be stated that the organization is not at an undesirable status in terms of these factors but the mean score of employees' job stress shows that there is stress in the organization to some extent.

Having sufficient social support are protected individuals from the negative impacts of stress like a shield and increasing of social capital, decreases psychological and physical stress and burnout considerably.

KEYWORDS: Social capital, Job stress, trust, commitment, Airport staff.

1. INTRODUCTION

Social capital provides a suitable context for human and physical capital productivity; and is considered a way to success. Managers and those who can create social capital in the organization pave the way for their job development and organizational success. On the other hand, social capital makes the individual's life meaningful and causes life to be simpler and more pleasant (Beaker, 2003).

Today social capital plays a more important role than human physical capital in societies and social relations networks create cohesion among humans and the organizations. Other capitals lose their effectiveness in the lack of social capital and without social capital, the path of economic and cultural development is uneven and difficult (Rahmani & Kavousi, 2008).

The impact of organization on the formation of social capital is less known among the employees. Stable work relations of employer-employee and compensation norm, facilitate formation of social capital among the employees (Lina et al, 1999). Davis and Ionz suggested a model in 2005 where working systems with high performance are effective on multiple dimensions of social culture structure of the organization (developing communicative links, compensation norm, common mental models and organizational citizenship behavior).

Troubled and anxious life in 21st century has become stress as one of the important issues in discussions of organizational behavior. Due to increased competition, employees are asked to provide more work, with better quality, in shorter time and with spend fewer resources. Research findings indicate that these job pressures have adverse effect on employees' personal lives and the quality of their performance at work (Hal,1382; Sarmad,1385;Rezaeian,1387). Job stress caused by work effects on a person's quality of life and family & personal affairs resulting of it will return to the organization and the problem become doubled. These problems range are pulled from qualitative and quantitative decrease in performance to absence and withdrawal; and people get help from inappropriate methods such as resistance, conflict, drug use, smoking and so on to damage the profits of the organization that these cases is harmful not only for organizational profits but also for health manpower(Abtahi,1386).

Job stress is a complicated and dynamic concept that is the source of failure and anxiety and is created through mutual impacts on behavior (Mullins, 2001, p 650).

What is the possible impact of social support on job stress? It is reasonable to accept that such support could be led to positive results in encountering with job stress as it helps people in dealing with stress factors in other life scopes. Research has shown that such reasonable conclusion is consistent with reality. For instance, in a research conducted by Russell et al (1987) about social support and job stress among teachers, it has been demonstrated that teachers with a very high support that causes them to be more confident in their value and reliability are less subjected to emotional burnout in work process and as a result feel they are more successful. The most considerable result of this research is that support would be helpful when it is occurred on behalf of job supervisors.

A similar study that was conducted on nurses in a hospital (Constable & Russel, 1986) confirms this view and indicates that when people are confident about their value and reliability, they are less subjected to stress. According to their supervisors, nurses who are confident about their values, complain about job stress less than others.

Enjoying sufficient social support protects the individual from negative impacts of stress like a shield.

Theoretical framework of the research

Social capital

Social capital includes the existing resources in social structure that are accessible for useful actions and purposes or are mobilized (Lin, 2001, p 29). According to Coleman (1999) social capital includes: commitments and expectations, power relations, potential capacity of information, effective executive norms and guarantees. Nahapiet and Ghoshal (1998) proposed three dimensions for social capital that include: Structural, cognitive and communicative dimensions.

Structural dimension

Structural dimension of social capital refers to total model of contacts among the individuals, i.e. you have access to whom and how (Burt, 1992). The most important aspects of this dimension are network relations among the individuals, network configuration and appropriate organization.

Communicative dimension

Communicative dimension of social capital is determined by trust level, common norm and perceived necessities and sense of common identity. There is no consensus among researchers in defining communicative aspects of social capital. However, a common case in all definitions is that communicative dimensions of social capital are explained as inter-individual emotional relationship in the organization that individuals like their colleagues, they trust to each other and are identified with each other. Studies reveal that attractions between the individuals are related to aspects of group performance. For instance, when members of a group like each other, they would act more freely under uncertainty conditions and show less resistance against changes (Krackhardt, 1992). Inter-individual tension and attraction is the key element of group cohesion that is led to group performance especially in small groups (Copper et al, 1994). Work groups in which members are dependent on each other act more flexibility against environmental changes and can adapt themselves with such changes and show a high performance.

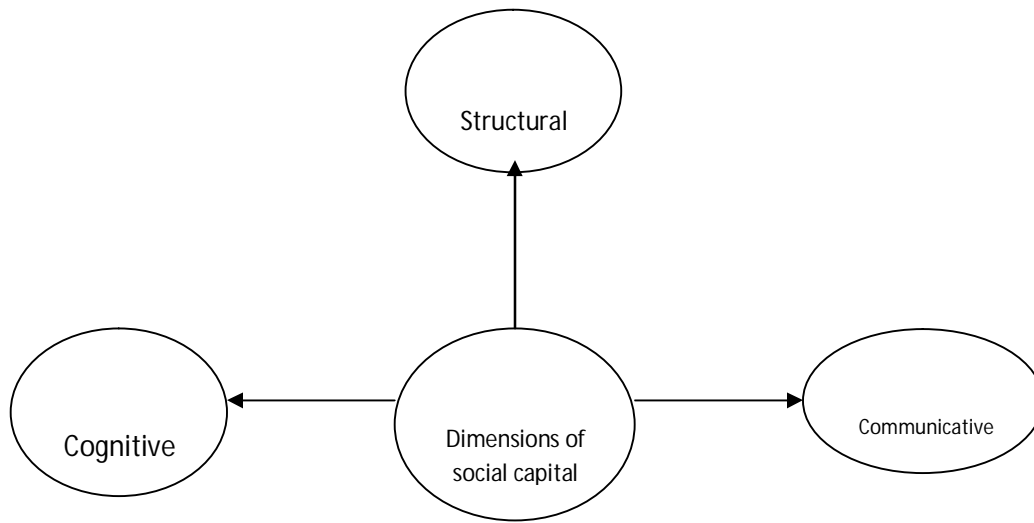
Cognitive dimension

Common perception among employees is obtained through a common language and transferring common narration. When there is common language and narration in the organization, employees discuss about different problems easier and exchange their views. In addition, knowledge is shared well and recommendations would be more effective (Ghoshal et al, 1998).

Common language provides the ability to make more effective communications. For example when employees utilize common language, they transfer information more effectively and help others through this process as well.

Common narration help members in an organization interpret and perceive their experiences. Generally, cognitive dimension of social capital is related to individuals' level of common language and narrations.

Figure 1- dimensions of social capital



Job stress

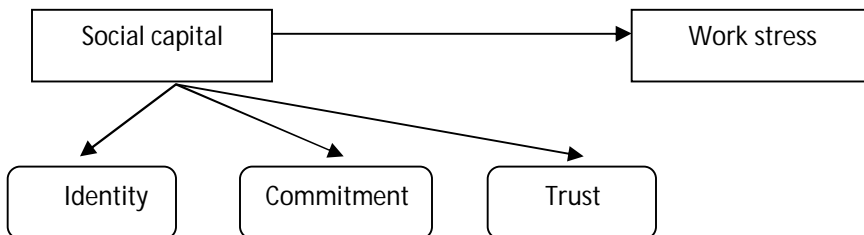
Hans Selye could be regarded as the first person who discussed extensively about stress as a new concept in 1956. Prior to him, Claud Bernard in 1860 said that although some changes are happening in external environment of the individual's body but internal system of body must be fixed permanently at a stable status (Ross & Altmayer, 1998, pp 22-23).

Indeed we are encountered with three types of stress: 1- Eustress, 2- Neustress and 3- Distress. Eustress is the same good stress and is created when the individual believes it is motivate or inspiring. Falling in love is an eustress or good stress. Meeting a famous actor/actress or great & popular athletes is another type of eustress. Usually conditions that are evaluated as eustress are pleasant and for this reason are not regarded as a threat. Neustress refers sensory stimulus that doesn't leave any impact. It is stress that is neither good nor bad. Hearing about an earthquake in a remote place of the world could be an example in this regard. The third type of stress is distress or distraction. It is bad and is often used as stress. In fact distress or distraction has two types: acute stress that is very severe and is eliminated rapidly and chronic stress that could be so severe and remains for a period of time (Seeward, 2002).

Conceptual model of the Research

Social capital and employees' job stress are regarded as independent and dependent variables respectively in this research.

Figure 2- Conceptual model of the Research



Research hypotheses

Primary hypothesis

There is a meaningful relationship between employees' social capital and job stress in Isfahan airports administration.

Secondary hypotheses

- 1- There is a meaningful relationship between trust component of social capital and job stress in employees of Isfahan airports administration.
- 2- There is a meaningful relationship between commitment component of social capital and job stress of employees in Isfahan airports administration.
- 3- There is a meaningful relationship between identity component of social capital and job stress in employees of Isfahan airports administration.

Research background

In a study that was conducted by Russell et al. (1987) about social support and job stress in teachers it was determined that teachers with a very high support that causes them to be more confident in their value and reliability are less subjected to emotional burnout and feel they are more successful. The most considerable result of this research is that support would be helpful when it is occurred on behalf of job supervisors.

Lee et al. in a research entitled "social supports as a shield for acculturation stresses" studied the relationship between social supports and mental health in Korean students in 2004. They concluded that social support has a positive relationship with students' mental health and those students with high level of social support have less acculturation stress.

Gachter et al (2010) in a study entitled " Relationship between stress and social capital" on police officers of Baltimore concluded that increasing of social capital decreases psychological and physical pressure and burnout in the work considerably.

RESEARCH METHODOLOGY

Statistical population of this research include all managers and employees of airports administration in Isfahan province that was equal to two-hundred twenty seven persons. Sample size was estimated equal to one-hundred forty three persons based on Morgan table; and use from simple random sampling method.

Content validity of questionnaires was confirmed by professors and experts' views. In addition, Cronbach alpha coefficient was used to measure reliability of social capital and job stress questionnaires that were equal to 0.88 and 0.87 respectively and indicated high reliability of measurement tools.

Research data was analyzed by Pearson correlation coefficient, t-test and analysis of variance (ANOVA).

Research findings

- There is a reverse and meaningful relationship between job stress and social capital in airports department of Isfahan province.
- There is a reverse and meaningful relationship between job stress and trust's dimension of social capital in airports department of Isfahan province.
- There is a reverse and meaningful relationship between job stress and commitment's dimension of social capital in airports department of Isfahan province.
- There is a reverse and meaningful relationship between job stress and identity's dimension of social capital in airports department of Isfahan province.

Table 1- Descriptive results of social capital dimensions and job stress

	Mean	Standard deviation	The lowest	The highest
Trust	3.17	0.67	1	4.75
Commitment	3.42	0.61	1	4
Identity	3.25	0.84	1	4
Stress	68.27	11.47	35	96

Table 2-Friedman test to determine meaningful difference among social capital dimensions

Number	Chi square statistic	Degree of freedom	Significance level
131	25.89	3	0.0

In order to determine the strength and weaknesses of the organization(the statistical population studied) in factors related to social capital use from Friedman variance analysis test. According to table 2, there is no meaningful difference in social capital dimension.

According to table 3, the dimensions of social capital are ranked respectively on value and importance. Commitment, identity and trust. This ranking shows this fact that in statistical population studied trust was more weak among other factors and should be strengthen.

Table 3- ranking of social capital dimensions through Friedman test

Component	Commitment	Identity	Trust
Mean	2.34	1.9	1.76

DISCUSSION OF RESEARCH FINDINGS

The result of main hypothesis

The correlation coefficient between social capital and job stress of employees in airports administration of Isfahan Province is meaningful in $p=0.0$, so there is a reverse and meaningful relationship between job stress and social capital. $r=0.29$ shows that 29 percent of stress changes determined by social capital changes. In other words, %29 of changes in stress can be predictive of social capital changes.

This result is consistent with Gachter et al.'s findings (2010). They conducted a research to study relationship between stress, psychological pressure and social capital on police officers of Baltimore and concluded that increasing of social capital decreases psychological and physical pressure and burnout considerably.

In addition, results of Farahbakhsh and Hamidi's study (2010) demonstrated that students who take part in-group activities, have a higher mental health than those who don't take part in such activities.

In Russell et al.'s study (1987) about social support and job stress in teachers it has been demonstrated that teachers with a very high support that causes them to be more confident in their value and reliability are less subjected to emotional burnout and feel they are more successful. The most considerable result of this research was that support would be helpful when it is occurred on behalf of job supervisors.

Table 4 shows the results obtained from main hypothesis.

Samples	Significance(p)	correlation coefficient(r)
133	0.0	-0.54

The result of first sub- hypothesis

The correlation coefficient between trust's dimension of social capital and job stress of employees in airports administration of Isfahan Province is meaningful in $p=0.0$, so there is a reverse and meaningful relationship between job stress and trust's dimension of social capital. In other words, job stress is reduced by increasing organizational trust. Coefficient of determination ($r^2=0.62$) indicates that %60 of stress changes are predicted by changes in trust's dimension of social capital. Relationships based on trust, will cause the high desire of people to be collaborative exchange and social interaction. In fact, there is a two-way relationship between trust and cooperation.

Table 5 shows results obtained from first sub- hypothesis

Samples	Significance(p)	correlation coefficient(r)
133	0.0	-0.787

The result of second sub- hypothesis

The correlation coefficient between commitment's dimension of social capital and job stress of employees in airports administration of Isfahan Province is meaningful in $p=0.0$, so there is a reverse and meaningful relationship between job stress and commitment's dimension of social capital. Coefficient of determination ($r^2=0.83$) indicates that % 80 of stress changes are predicted by changes in commitment's dimension of social capital. This result is inconsistent with Yaghoubi's (2007). His research showed that there is not a relationship between job stress of managers and organizational commitment. The obligations and expectations system is one of the basic elements of social capital in Coleman's theory; He believes that these features are hidden sources of social capital that if converted into actual resources will result to the production of social capital.

Table 6 shows results obtained from second sub- hypothesis

Samples	Significance(p)	correlation coefficient(r)
133	0.0	-0.912

The result of third sub- hypothesis

As shown in table 7 The correlation coefficient between identity's dimension of social capital and job stress of employees in airports administration of Isfahan Province is meaningful in $p=0.0$, so there is a reverse and meaningful relationship between job stress and identity's dimension of social capital. Coefficient of determination ($r^2=0.8$) indicates that %80 of stress changes are predicted by changes in identity's dimension of social capital. According to Fukuyama's theories, gain a sense of belonging is one of the factors that improve performance. Also

Hofstede in his theory knows assessing the sense of belonging determinative as a value in motivation and performance of the human resources.

Table 7 shows results obtained from third sub- hypothesis

Samples	Significance(p)	correlation coefficient(r)
133	0.0	-0.901

Conclusion

It was shown at Lina & cell (2006), Hoffman et al (2005) and Qilich Lee (2006) studies that people who have high social capital show better and more effective performance due to better compatibility with organizational environment. In Bulino studies(2002) it was shown that social capital is a valuable resource, because when people know and realize each other, trust to each other and identifying together, they work more efficient and effectively with each other. In fact, appropriate behaviors and better compatibility with the organizational environment and observing laws and regulations of the organization cause that they show more effort to achieving organizational goals.

Organizations that invest on human resources by programs of improving human resource cannot neglect the importance of social capital. Well-trained employees need the environment to grow; such an environment can be created only by investing in social capital.

Final analysis indicates that there is a reverse and meaningful relationship between social capital and employees' job stress. In addition, there is a reverse and meaningful relationship between dimensions of social capital (trust, commitment and identity) and employees' job stress. The mean scores of employees' trust, commitment and identity are higher than average level which could be said that the organization is not at an undesirable status in terms of these factors but according to mean scores of each factor, more strengthening of such factors could increase social capital level and as a result decreases job stress.

But mean score of employees' stress showed that there is stress in the organization to some extent.

According to the meaningful relationship between social capital and job stress this organization can help to decrease employees' job stress by Promoting organizational social capital. In this regard, this organization can achieve to this importance by considering the components of social capital and adoption suitable methods to improve these components.

According to the results in table 1 in order to increase the social capital of employees it is suggested that emphasize on technical and professional aspects of them, accentuating the features of this organization and its place among the other organization particularly in the society, adoption of procedures for placing the name and logo of the organization in daily life of people inside and outside the organization, means that employees ensure that management is responsible for them and is sensitive about accountability towards the society; and therefore will find a positive sense of belonging to the organization and in light of this atmosphere, increase confidence and trust and distrust will be adjust.

In addition, to improve the current situation and increase social capital through social capital management the following should be note: meritocracy, participatory management, elimination of political affairs, ultra-section view, creates spirit of competitiveness, reduces the regulations and red tapes and in overall clarity of the policies and strategies of the organization.

REFERENCES

- 1) Baker, V, (2003), Management and social capital, translated by Alvani, M & Rabiei, M, Tehran: Industrial Management Organization Publishing Co.
- 2) Burt Rs.(1992). Structural Holes: The Social Structure of Competition. Cambridge, Harvard University Press.
- 3) Coleman S. (1999). Foundations of Social Theory. Cambridge, Harvard University Press.
- 4) Gachter M, Savage D,Torgler B. (2010). The Relationship between Stress, Strain and Social capital, Policing , University of Innsburck. 34: 515-540.
- 5) Hossein-zade samarein, T; Moghimi, S(1389). "The impact of social capital on organizational excellence". Management of Strategic Studies. 123-314
- 6) Krackhardt D.(1992). The Strength of Strong Ties: The Importance of philos in organizations. In N. Nohoria & R. G. Eccles (Eds.). Networks and organizations:
- 7) Lin N. (2001). Social capital: A theory of social structure and action. Cambridge: Cambridge University Press.
- 8) Mullins L.(2001). Management and organizational behavior. 6th edn, London: Prentice Hall, 933p.
- 9) Nahapiet J & Ghoshal S. (1998). Social capital, Intellectual capital and the organizational advantage. Academy of Management Review. 23: 242-266.
- 10) Rahmani, M & Kavusi, E, (2009), Measuring and comparing social capital in governmental and private sectors, Tehran: Islamic Azad University publications
- 11) Rundel, R.S & Altmayer, L, (2007), Work stress, translated by Khajepour, Tehran: Baztab Publishing Co, p 286