

## **RELATIONSHIP BETWEEN SOCIAL CAPITAL AND ENTREPRENEURSHIP WITH COMMUNICATION SKILLS OF SCHOOL MANAGERS**

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### **Abstract**

The aim of study is relationship between social capital and entrepreneurship with communication skills of school managers. Method of research is descriptive type of correlation. Statistical population of research includes all managers in elementary schools in Abbas Abad and Tonekabon (Iran) that are 136 managers. 102 managers were selected by using random - stratified sampling. A tool of data and information includes three questionnaires about social capital and entrepreneurship, communication skills that each of them includes 20 questions of Likert's five options. Content validity is used to validity of the questionnaire, Cronbach's alpha coefficients is used to reliability of the questionnaire. Result obtained from this research show that:

- 1- There is relationship between social capital with communication skills of managers.
- 2- There is relationship between social trust with communication skills of managers.
- 3- There is relationship between social contribution with communication skills of managers.
- 4- There is relationship between entrepreneurship with communication skills of managers.

Keywords: Social Capital, Entrepreneurship, Communication Skills

### **1. Statement of Problem**

Now most countries, the concept of social capital know as a useful tool for policy analysis. Indeed use of social capital due to globalization and the weakening of national governments is as applicable solution at the community level to solve problems development interest to policy makers and authorities of social policy (Warner,1999).

Nowadays social capital plays an important role in organizations and communities. Network of collective and cohesive relationships are among people and organizations, one organization to another organization. In the absence of social capital, other investors lose their effectiveness and without social capital, moving path of development and evolution of cultural and economic are uneven and difficult (Sharepour, 2007:12).

Social capital can be defined as a set of informal norms or values that share group members that cooperation and collaboration allowed among them. These norms are essentially includes traits such as honesty, trust, mutual communication and obligations. Social capital is what exist among people and their communications and factors such as public awareness, trust, civic participation and social cohesion has a decisive impact on social relationships. In other words, the meaning of social capital in this study is existing relationships among actors (individuals, groups and organizations) and increases action capacity to provide for mutual or common goals. Thus, social capital in the field of education can be effective on educational performance and can play an important role in improving the quantity and quality of education. With strengthen of social capital can help to the education system in achieving its goals (Fukuyama, 2006). Social capital consist three components of social capital, trust, contribution, communication skills.

Social trust is quality dimension of social capital. Norms are formed in social relationships and is the underlying a participation and cooperation among community members. The theory of social capital, trust knows as the sources of civil society and underlying civic engagement and democracy (Putnam, 1995:70).

Social contribution is also quality dimension of social capital and it is as individuals cooperating to achieve mutual benefits. This provides field of further cooperation (Putnam, 1995:p72).

Communication skills reflects the ability of the manager to create an environment that people enjoy the security and freedom to plan their beliefs in fact communication skills means providing an effective working and creating mutual understanding and cooperation among group of leading and guiding by managers (Alagheband,2008:40).

However, entrepreneurship is a concept that has studied from different perspectives. It believed that entrepreneurship is the engine of economic development in developed countries and the developing (Fukuyama, 2006). Attention to entrepreneurship can be factor of organization's growth and ultimately development in country. So having a detailed plan, to support entrepreneurial activity, appropriate reward system to enhance motivation for creative people and innovative and administrative hierarchy and as well as new procedures and techniques can be important factor to convert an organization to entrepreneur organization. Among institutions and organizations, school including institutions that due to the nature of the work, managers need to equipped communication skills to establish friendly relationships (Alagheband,2008:54).

Entrepreneurship is a process which products (services) or innovative processes are created through the creation of entrepreneurial culture in an organization (Fry, 2008:370). Entrepreneurship is the result of a disciplined and systematic process of applying creativity and innovation around needs and opportunities available in the work. Entrepreneurship is the process which entrepreneur will achieve entrepreneurial activities in an organization (Feizbakhsh, 2008:20).

Entrepreneurial activities are result of mechanisms and social interactions. Most of the research done about the topic of entrepreneurship discussed personality characteristics, structural and environmental situation and social capital are not taken into consideration as the most important factor. In other words, research done about entrepreneurship focused on personality characteristics of entrepreneurs because of the lack of attention to the network of social relationships (social capital) has been criticized (Alavi, 2007:82).

In addition to entrepreneurship from the perspective of social scientists is a process that located in varied network of social relations and these relationships can constrain or facilitate the relationship between the entrepreneur with the resources and opportunities (Ahmadpour,

2009:134). In other words, organizations with recognize and identify dimensions of their social capital can have a better understanding of the pattern of interaction between the individual and group and By using social capital can lead to better their organizational systems including organizational entrepreneurs (Alavi,2007:34-40).

On the other hand, given that the fate of a country is depends on the performance of education system, particularly managers and teachers as the main anchors of education. It is necessary that the relationship of social capital as a form of assets classified of the World Bank with entrepreneurship as a phenomenon that led to develop and grow of countries and social activities and social networks are involved it and better communication skills as one of the goals of education be studied that is purpose of this study. However, result of this research could help the state system of education in order to achieve the goals and managers can benefit from results of this study in order to further success.

## **2. Research Questions**

- 1- Is there relationship between social capital with communication skills of managers.
- 2- Is there relationship between social trust with communication skills of managers.
- 3- Is there relationship between social contribution with communication skills of managers.
- 4- Is there relationship between entrepreneurship with communication skills of managers.

## **3. Research Methodology**

### **3.1. Statistical Population Statistical Sample, Sampling Method and Estimation of Sample Size**

With regard to the purpose of the research, present study method is descriptive of correlation type.

Statistical population of research includes all managers in elementary schools in Abbas Abad and Tonekabon (Iran) in 2012-2013 that are 136 managers. 102 managers were selected by using random - stratified sampling and based on the number of variables as research sample.

### **3.2. Tools of Data Collection**

In this study to collect data were used three questionnaires.

Social capital questionnaire has 20 questions with a five-item Likert spectrum and includes three components of social trust, social contribution, communication skills. To assess the reliability of social capital questionnaire was conducted first on a sample of 30 managers and the Cronbach's alpha coefficient is estimated the 0.89.

Entrepreneurship questionnaire has 20 questions with a five-item Likert spectrum and in valuing items of questionnaire respectively from very low to very high is used 1 to 5 point. In this study entrepreneurship include dimensions of innovation, risk-taking, competitiveness, pioneering. Reliability of entrepreneur questionnaire by Cronbach's alpha is estimated 0.87.

In addition, Communication skills questionnaire has 20 questions with a five-item Likert spectrum. In valuing items of questionnaire respectively from very low to very high is used 1 to 5 point. This questionnaire has assessed and analyzed communication skills and its dimensions include verbal skills, writing, listening effectively, feedback informing. Reliability of this questionnaire by Cronbach's alpha is estimated 0.87.

#### 4. Research Findings

To examine the research questions were used correlation and stepwise multiple regression.

Regression is a statistical method that this allows us to predict a person's score in one variable based on her/his scores in another variable or in several other variables in case of being correlated. If correlation be more thus scores is closer to regression line and is result prediction is more accurate.

The results of to evaluate the correlation between variables is presented in table 1.

Table 1: The mutual correlation in criterion variables of communication skills and predictor variables

|   |                      | 1       | 2       | 3       | 4       |
|---|----------------------|---------|---------|---------|---------|
|   | communication skills | 0.394** | 0.295** | 0.354** | 0.294** |
|   | Predictor variable   |         |         |         |         |
| 1 | social capital       | -       | 0.916** | 0.547** | 0.243*  |
| 2 | social trust         | -       | -       | 0.166   | 0.916** |
| 3 | social contribution  | -       | -       | -       | 0.547** |
| 4 | entrepreneurship     | -       | -       | -       | -       |

\* Significance level at 0.05  
level at 0.01

\*\* Significance

The data in Table 1 show that:

- 1- There is relationship between social capital with communication skills of managers. ( $r=0.394$ ,  $p=0.000$ )
- 2- There is relationship between social trust with communication skills of managers. ( $r=0.295$ ,  $p=0.000$ )
- 3- There is relationship between social contribution with communication skills of managers. ( $r=0.354$ ,  $p=0.000$ )
- 4- There is relationship between entrepreneurship with communication skills of managers. ( $r=0.294$ ,  $p=0.000$ )

To determine the best predictor of communication skills between predictor variables is used step to step regression method. It is notable that Social capital and entrepreneurship has entered the equation. The results obtained are presented in Table 2.

Table 2: Coefficient of multiple correlation and squared multiple correlation between variables of social capital and entrepreneurship and social contribution

| step   | Predictor variables | R     | $R^2$ | $\Delta R^2$ | Standard error |
|--------|---------------------|-------|-------|--------------|----------------|
| First  | social capital      | 0.394 | 0.156 | 0.147        | 7.443          |
| second | social capital and  | 0.444 | 0.197 | 0.181        | 7.293          |

|              |                    |       |       |       |       |
|--------------|--------------------|-------|-------|-------|-------|
|              | entrepreneurship   |       |       |       |       |
|              | social capital and |       |       |       |       |
| <b>third</b> | entrepreneurship   | 0.480 | 0.230 | 0.206 | 7.180 |
|              | and social         |       |       |       |       |
|              | contribution       |       |       |       |       |

The results in Table 2 indicate that social capital variables could explain 16% of the variance in communication skills ( $R^2 = 0.156$ ). With the added variable of entrepreneurship to social capital variables in the second step is caused to add 4% of the variance in communication skills ( $R^2 = 0.197$ ) and is able to explain about 20% of the variance and with the added variable of social contribution to variables of entrepreneurship and social capital in the third step is caused to add 3% of the variance in communication skills ( $R^2 = 0.230$ ) and is able to explain about 23% of the variance.

Table 3 - regression analysis coefficients of standard and non-standard to the predict communication skills

| indicator of changing | step   | B      | Standard error | Beta  | t     | p      |
|-----------------------|--------|--------|----------------|-------|-------|--------|
| constant              | First  | 33.866 | 0.132          |       | 4.292 |        |
| social capital        |        | 0.567  |                | 0.394 |       | 0.0001 |
| constant              | second | 23.430 |                |       |       |        |
| social capital        |        | 0.494  | 0.133          | 0.343 | 3.698 | 0.0001 |
| entrepreneurship      |        | 0.210  | 0.093          | 0.211 | 2.270 | 0.025  |
| constant              | third  | 4.205  |                |       |       |        |
| social capital        |        | 0.318  | 0.157          | 0.221 | 2.028 | 0.045  |
| entrepreneurship      |        | 0.224  | 0.091          | 0.225 | 2.453 | 0.016  |
| social contribution   |        | 0.766  | 0.376          | 0.216 | 2.037 | 0.044  |

Data in Table 3 based on (b) and predictor variables (social capital and entrepreneurship and social contribution) entered into the regression equation.

$$\hat{Y} = a + b_1 x_1 + b_2 x_2 + b_3 x_3$$

$$\hat{Y} = 4.205 + 0.318 (\text{social capital}) + 0.224 (\text{entrepreneurship}) + 0.766 (\text{social contribution})$$

According results in table 3 show that because t computed to assess the significance of the slope of regression line (beta) for a variable of social capital at the level of 0.01 has significant ( $t=4.292, p=0.01$ ). So the predictive power of social capital is statistically significant for communication skills. Also t calculated for variable of entrepreneurship at 0.05 level is significant ( $t=2.270, p=0.05$ ). So the predictive power of entrepreneurship is statistically significant for communication skills. Also t calculated for social contribution at 0.05 level is significant ( $t=2.037, p=0.05$ ). Therefore the predictive power of contribution for communication skills is statistically significant.

But judgments about the role and contribution of social capital and entrepreneurship and social contribution variables in predicting criterion variables (level of communication skills) must be conceded to the values of the (b). Because it is standardized and provides comparison and determines the relative contribution of each variable that is reported in Table 4.

Table 4: - the role and contribution of social capital and entrepreneurship predictor variable in predicting criterion variables of communication skills

| Predictor variable (social capital and entrepreneurship, and social contribution) | scores of predict criterion variables change according to the stepwise regression equation based on beta values by the predictor variables | scores of change in standard deviation of the criterion variable per unit change in the standard deviation of each of the predictor variables based on beta obtained |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| $x_1$ Social capital variables                                                    | → 0.394                                                                                                                                    | → 0.132                                                                                                                                                              |
| $x_2$ entrepreneurship                                                            | → 0.211                                                                                                                                    | → 0.093                                                                                                                                                              |
| Social contribution variable                                                      | → 0.216                                                                                                                                    | → 0.376                                                                                                                                                              |
| $x_3$ variable                                                                    |                                                                                                                                            |                                                                                                                                                                      |

Data of table 4 show that according to the stepwise model variables of social capital as the most influential variable in communication skills is entered regression equation and able to predict level 39.4 percentage change criterion variables (communication skills) and while a unit increase in the variable of social capital would lead to increase 0.132 rate in the criterion variable of communication skills. Entrepreneurship variable could predict 21.1 percentage change criterion variables of communication skills and while a unit increase in the variable of entrepreneurship would lead to increase 0.093 rate in the criterion variable of communication skills. Social contribution variable could predict 21.6 percentage change criterion variables of communication skills and while a unit increase in the variable of Social contribution would lead to increase 0.376 rate in the criterion variable of communication skills.

Therefore can be said that main research question based on the relationship between social capital and entrepreneurship with communication skills, there will be confirmed.

## 5. Discussion

H1- There is relationship between social capital with communication skills of managers.

In examining first hypothesis, it found that there is significant relationship between social capital with communication skills of managers and social capital explains 16% of the variance in communication skills. In other words, social capital is able to predict the criterion variables of communication skills. This relationship is statistically significant at the level of 0.01.

These results are consistent with the research findings of Mohammadi (2005), Mehdizadeh (2006), Azimi (2006), Landi & et al (2009), Olhavi(2004). In explaining these findings can say that social capital is set of factors and artistic techniques that lead to balance and coordination in organization or enterprise and increases its efficiency. Thus, it is guarantee of survival and development in a collective activity and cause to create communication skills for fertile elements in the organization

H 2- There is relationship between social trust with communication skills of managers.

In examining second hypothesis, it was found that there is significant relationship between social trust with communication skills of managers. But because this relationship wasn't statistically capable in term of correlation and predictive power, thus wasn't entering to the regression equation. This result is consistent with the research findings of Ahmadi (2006), Rezazadeh (2008), Lin & et al (2004), Cheng Nan Chen (2007). In explaining these findings can say that social trust provides policies of integration the elements in an organization and facility the way of cultural development and evolution and increases capabilities of the communication skills in the organization.

H 3- There is relationship between social contribution with communication skills of managers.

In examining second hypothesis, it was found that there is significant relationship between social contribution with communication skills of managers. Social contribution explains 23% of communication skills variance and has most correlation with variable of communication skills. In other words, social contribution is able to predict the criterion variables of communication skills and this relationship is statistically significant at the level of 0.01. These results are consistent with the research findings of Mehrabi (2008), Kamg & Zing (1985), Anderson & Miler (2007), D Clerk & et al (2003). In explaining these findings can say that social contribution encompasses ability to collective use coupled with cooperation of resources for common tasks that can affect the quantity and quality of social interactions and enhance level of communication skill in individuals

H 4- There is relationship between entrepreneurship with communication skills of managers.

In examines fourth hypotheses was found that there is significant relationship between entrepreneurship with communication skills of managers. Entrepreneurship explains 20% of communication skills variance. In other words, entrepreneurship is able to predict the criterion variables of communication skills and this relationship is statistically significant at the level of 0.01. These results are consistent with the research findings of Shirvani (2008), Mohammadpour (2009), House (2000). In explaining these findings can say that creativity and innovation in work, empowerment of employees and training them, causing creative and initiative in them, according to the social situation and builds trust in them is important for communication skills of people and their professional success.

Given these findings, it can state that type of managers' performance in the field of social capital and entrepreneurship affect capabilities of their communication skills. So it should try that social situations of persons found in acceptable level because this situation affect the entrepreneurial process and communication skills, as a result career success, and their communication. In other words, result of desired social capital is creativity and innovation, education and empowerment of employees, creation of social trust, accountability, Social contribution, etc that all of them are the factors affecting entrepreneurial and desirable communication skills.

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