Investigating the relation between social capital with effectiveness of knowledge management of agriculture Jihad organization of Kohkiloyeh and Boyer Ahmad province

Mehdi Karami
Department of Management, Yasouj Branch, Islamic Azad University, Yasouj, Iran

*Farajolah Rahimi
Department of Management, Shahid Chamran University, Ahvaz, Iran
*Author for Correspondence

Abstract

This study was conducted to investigate the effectiveness of social capital on knowledge management in Agricultural Jihad Organization in Kohkiloye and Boyer Ahmad province. The statistical population of this study includes all employees of this organization that their number is 550 peoples. The sample size was estimated by using Morgan Jaras table about 266 peoples and they were selected by using random sampling method. Nahapiet and Ghoshal social capital questionnaires and Salisse knowledge management questionnaire were used to data collection. To test the hypothesis, Pearson coefficient test was used and to participate the dependent variable from regression linear was used. And all the steps of data analysis were conducted by using SPSS software. Correlation coefficient shows and to promote knowledge management in organization, we should increase the social capital and there is a significant relation between social capital and knowledge management: There is a significant and positive relation between connecting social capital with knowledge management in 99% confidence level (p=0.0001 and r=0.517) there is a positive and significant relation between structural dimension of social capital with knowledge management with confidence level 99%. (p=0.0001 and r=0.762) and there is a positive and significant relation between structural dimension of social capital with knowledge management in confidence level of 99%. (p=0.0001 and r=0.668).

Keyword: Social capital, Knowledge management, Communication dimension, Structural dimension, Cognitive dimension.
Introduction

Knowledge-based environment requires a new approach that includes new intangible assets such as knowledge and competence of human resource, relation with customers, organizational culture, structure and organizational communication etc. the role of knowledge management is emphasized as a lever key in innovation creating and it is necessary for stability and surviving (Afkhami, 2011). On the other hand, one of the most important capabilities of organizations is that it can helps to organizations to creating and sharing knowledge and it can creates sustainable organizational advantage and it is social capital (Norouzi, 2011). Prusak Conen (2001) suggested that social capital includes trust; mutual understanding of behaviors and common values that links the members of human networks and groups. And it can create the possibility of cooperative activities in an organization; the main thought of social capital is that social networks should encourage people to work and more belief in their behaviors. And it exits from the conditions of peoples so the spontaneous cooperation will be facilitated by social capital (tajbakhsh, 2005). So, effective recognition in strengthening or weakening the social capital can help to development the social capital and it can increase the social performance and economic performance of peoples in the society. The concept of social capital that has a sociological nature is considered as a suitable platform for productivity of human and physical capital and it is considered as a way to succeed. Managers and who can create social capital in the society, they are paving the way to success in their business enterprise. Today, social capital plays a more important role than human and physical capital and group and social networks is linkage between peoples and organizations. Thus, in the absence of social capital, other capitals lose their effectiveness and without social capital, paving development and economic and cultural ways will be uneven and difficult. To achieve the effectiveness, managers should have enough familiarity with running the attitudes and people’s behavior in organizational environment. For this purpose, they should obtain enough information about human resource in organizations such as: their reaction as individuals (such as perceptions and incentives of the groups that they are belonged to (such as links between them, formal and informal norms) and the organization that they are working it (such as organizational culture and structure) (Rezaiyan, 2000). Kohgiloyeh province is one of the prone provinces of the country that have high potential due to its different lands and so many water in the agricultural sector and this potential should be used in increasing the production of agricultural products. Agricultural Jihad organization that plays the agricultural management role and it needs staffs with high productivity and performance, so by proper management, we can increase the production of agricultural productions. Since, organization performance is returned to knowledge management and social capital, this question arises that is there a significant relation between social capital and knowledge management in Agricultural Jihad organization of Kohkiloyeh province?

Research Literature

Social Capital

From an organizational view, Nahapiet and Gorshal define social capital as potential and applicable sum of resources inside and caused by relation network one person or a social unit. By their view, social capital is one of most important capabilities and assets of organization that can
help to organizations to create and share knowledge. And it can creates for them sustainable business advantage in compare with other organizations (Moshabaki et al., 2006). Pantam (1993) defines social capital as a set of horizontal connections between peoples that can lead to strengthening Braykseb cooperation in the community. Common sense of all provided definitions refers to social capital as a set of networks, norms, values and perceptions. And it facilities the inside group cooperation and out side group cooperation (Sharifian Sani, 2001). Bourdieu, French sociologist, social capital is one of the capitals besides the physical and human capital and under some conditions, it converts to physical capital. He says that: social capital is the summation of potential or actual sources that are obtained by durable networks from less and institutionalized relations and mutual acquaintance or in other word, membership in group. A network provides capital support and deserve them credit for each of its members. We can say that Bourdiue attitude to social capital is a tool look; because he realize advantages that person obtains by participating in social interaction and peoples use social communication to maximize the advantages and deliberate profits (Amiri and Rahmani, 2006). Offe and Fuchs (2002) refer to the dimension of attitude to awareness and attention, in addition to components that are in the definition of burdiou, Kolman and Pantam from social capital. And it include a set of thoughts, ideas and sensitivity to social and political life and paying attention to anything that is considered in the broadest sense and it is related to potential shape of individual’s attitude to pursue common themes in electronic and print media and it is cognitive prerequisite and more active form of civil liability. And it leads to interest and concern and mutual point of awareness and attention of waiver, apathy, forming opportunistic attitude (Nategh pour and Firooz Abadi, 2006). World Bank defines social capital as a phenomenon that is the result of effects of social institutions, human relations and norms of quality and quantity of social interaction. And experiences of this organization have shown that this phenomenon has a significant effect on economy and development of different countries. Social capital is not available unlike other physical capital, but it is the result of interactions and social and group norms and on the other hand, its increasing can reduce the cost of society managing and organization’s operating costs (Volkak and marian, 1999).

NahaPiet and Ghoshal social capital model

Nahapiet and Ghoshal (1998) define different aspects of social capital with three dimensions as follows (Moshabakkki et al, 2007)

1-Structural Dimension

Structural dimension of social capital refers to communication pattern among members of a group or social unit, it means that whom you ae access and how you access them and this dimensions includes the following aspects:

Network ties

Network ties include certain methods that members of social unit are linked to each other and they work together. The main proposition of social theory is that network connections provide
access to resources as knowledge. Social relations create information channels. And they reduce the time and required investment for data collection.

-Network Configuration

Network Configuration determine the relation pattern between the members if social network. The general arrangements create an important aspect of social capital. And it can influence on development of intellectual capital. For example, three features of network structure such as density, hierarchy can create flexibility and ease of information exchange by influencing on call or access the network’s members.

Appropriable organization

Appropriable Organization include proximity and similarity of persons in a social unit, appropriable organizations can create a potential network of access to people and resource such as information and knowledge and through cognitive and relations between social relations, it may ensure motivation and ability for exchange, but these organizations may prevent this exchange, these researches show that how current activities of organizations can separate the organizational groups and instead of coordination instead of enabling them to learn and creating intellectual capital, restricts them.

Cognitive dimension

Cognitive dimension of social capital refers to resources that provide interpretations, manifestations, interpretations and meanings systems are common among groups and include perceptions, beliefs and social and cultural stereotypes and their most important aspects are:

Common Codes and Languages
For various reasons, common language influence on the situations of combination and knowledge management. First, language has an important and direct function in social relations, because it is a tool through it people argue with each other and exchange information and ask questions of each other and they business in the community. Second, the language influence on our perception. Third, common language increases the ability of information combination. Also, codes provide a reference framework for our observation and interpretation from environment.

Common stories
In addition to common codes and languages, researchers believe that myths, stories and metaphors are powerful tools in societies to create exchange and maintain the rich sets of meanings. AR shows that how tales facilitate hidden experience exchange among professionals. So, emergence the common tales in a community can create and transfer new interpretations of events facilitate the object formation of knowledge which is generally hidden.

Common culture
Common culture contains common behavioral norms that are among members. For example, to what extent there is a tendency among members to participate in group activities of organization and it shows the common culture between members.
3. Social dimension

Communication dimension of social capital describes a kind of personal relations that persons have with each other because of their interaction history and its most important aspects are:

Trust
Trust is a most important and critical factor for providing effective mutual communication among members. Cases such as member’s trust to each other, tendency to cooperate with peoples with opposing views and the amount of trusts of their colleagues show the amount of mutual trust among members of a social unit. Researches show that in the place that trust-based relations are on high level, people have high tendency for social and cooperative interaction. Mistal (1996) says: trust is the supplier of communication and dialogue and cooperative norms can create a strong base for creating intellectual capital. Starbak (1995) mentions to the importance of social norms, integrity and teamwork as key features of knowledge-based organization. Interactive norms include: critical spirit, tolerance of failure, teamwork and …

Requirements and expectations
Requirements show a commitment or task for an activity in the future. Coleman (1990) separates requirements from generalized norms and considers it as created expectations within a specific personal relation.

Identification
Identification is a process in which people feel that they are members of a group with other people from another group. Kramer et al (1996) found that feeling with a group increase the concerns about processes and collective results, so the possibility of information opportunities are increased. In contrast, in a place that groups have different and distinct identification in major obstacles to the information sharing, learning and knowledge creation should be occur.

Knowledge management
History and development of knowledge management is not clear and accurate because it is emerged from different aspects. It is said that a number of theorists have helped to knowledge manifestation. Among them, Peter Drucker, Strusman and Peter Sange are most famous pioneers in America. Drucker and Starsman have emphasized on the growing importance of information and explicit knowledge as organizational resources. On the other hand, Sange focused on cultural dimension of knowledge means learner organization. Perhaps, the most extensive research work in the field of knowledge management is the work of Nonaka and Takeuchi (1995) in the book of Danesh Afarin Company (Mohammadi et al, 2008). (Quinn et al, 1996) consider Knowledge management as a set of activities that help to company to acquire knowledge inside and outside the organization. Also, knowledge management refers to capturing collective expertise and using intelligence in the organization and using it to foster innovation through continuous organizational learning. From the view of economic science, the definition of knowledge management include using employee from intangible resources associated with knowledge in all economic sectors to enhance the quality and functionality of all traditional factors of production (Grant, 1991). Knowledge is a very valuable and strategic asset for whole organization so the experts of management consider knowledge as the ultimate alternative of wealth and money capital (Toffler, 1990). Also, Peter Drucker believes that in today’s economy of world, knowledge is not a similar resource and in long with other production resources as work and capital and ground, but it is considered as significant resource in present era. In fact, knowledge
is the only source in the organization that by using, its value is not diminished, but its value is added (Glaser, 1998). This knowledge is camouflaged and established in procedures, instructions, opinions and generalizations of organization and it will be more important when it converts to valuable products and services (Rezaiian et al, 2009). Bhatt (2001) knows knowledge management cycle including activities such as registration, transferring, creation and application of knowledge in organization. Nonaka and Takeuchi (1995) stated that for the first time, Poolani (1996) in their research has divided knowledge into two groups implicit and explicit, implicitly. Accordingly, they argue that explicit knowledge (explicit) can share in the form of words and numbers and in the form of data, formulas, specifications, instructions etc. this kind of knowledge can be easily coded and it can easily transmitted between individuals formally and systematically. On the other hand, tacit knowledge (implicit) is in the minds of people, and deeply in actions, they are values and desires of people. Mental models, intuition and imaginations are in this area of knowledge. According to conducted researchers, structural dimension of social capital is inherent in appropriate social network and it is an opportunity to maintain the existing contacts and developing new relations. Each point of communication is not good for person. So, we should investigate usefulness each contact in the early stages of relation, when we are talking about the social interactions or social networks, Kugat (2000) refers it as knowledge. Social networking helps us to acquire rarity interests. Social networking with direct and indirect links, strong or weak link have a significant effect of knowledge transferring and acquisition. Weak links are suitable for searching new information and strong links are more appropriate transferring complex tacit knowledge that is difficult to exchange. According to the duration of relation, links can be considered as contractual relations, main objectives, numbers and intensity of interactions and they can be considered as weak or strong relation (weber and weber, 2007) (reference: 2008).

In today’s knowledge-based societies, tendency to satisfaction of organization’s members in creating interaction based on knowledge with other members and colleagues have been considered as one of the most important aspects of organizational culture. Members and colleagues have a direct relation with profitability and productivity and have an inverse relation with the cost of work. Knowledge based interaction with other members and colleagues are directly linked individual learning and collaboration among members.

**Recognition dimension of social capital** include shared codes and languages (visions, values and common organizational goals) and shared anecdotes and stories (understanding and cooperation based on shared culture). the shared code and languages can make the knowledge transferring and sharing as an effectiveness process, so shared stories and anecdotes in a society or nation can influence on knowledge management cycle by creating common values and culture. In the model of Nahapiet and Ghoshal, communication dimension include trust (honesty and mutual trust based relations), Norms (collaboration as a requirement of teamwork, criticism of), commitments and expectations (commitment to the goal, preferred interests of organization), identification (be a member of a common family). Social capital explains that how transactions create result. Social capital accelerates knowledge creation. And it will lead to innovation but it is more than employee’s relation via technology (Amini, 2008), to understand the relation between knowledge and social capital, it is necessary to consider social capital as a combination
of individual and collective knowledge. By reviewing the research literature, the effect of relation dimension of social capital such as trust, norms, obligations and expectations and identity is proving on knowledge management cycle, especially knowledge management and sharing.

![Conceptual Model of Research](image)

**Research Hypotheses**

**The main Hypothesis**
The effect of social capital on effectiveness of knowledge management is positive and significant.

**Sub hypotheses**
1- structural dimension of social capital has an effect of effectiveness of organizational knowledge management.
2- communication dimension of social capital has an effect of effectiveness of organizational knowledge management
3- cognitive dimension of social capital has an effect of effectiveness of organizational knowledge management
4- components of social capital are able to predict the employee’s knowledge management.

**Materials And Methods**

Since the present research wants to determine the relation between social capital and knowledge management, from the view of purpose of application research and from the view of information collection, it is a descriptive and survey and correlation research. Statistical population of this study includes all employees of this organization and they are 550 peoples. The sample size was estimated by using Morgan Jaras table as 226 peoples. And they were selected by using random sampling method. The questionnaires of social capital of Nahapet and Ghoshal have 0.86 Cronbach’s alpha in reliability test and saliss knowledge management have variables reliability test based on Cronbach’s alpha have respectively for dimensions of knowledge creating, the amount of 0.84 and knowledge capture 0.89 and knowledge organizing 0.86 and knowledge storing 0.88, knowledge dissemination was 0.89 and knowledge application was about 0.80.
They were used for data collection. To test hypothesis test, Pearson correlation coefficient test were used and to predicate dependent variable, linear regression was used. And all data analysis stages, SPSS software were used.

**Data Analysis**

**Table 1: Normality test of research variables**

<table>
<thead>
<tr>
<th>Variable</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication dimension</td>
<td>0.321</td>
</tr>
<tr>
<td>Structural dimension</td>
<td>0.271</td>
</tr>
<tr>
<td>Cognitive dimension</td>
<td>0.459</td>
</tr>
<tr>
<td>Social capital</td>
<td>0.338</td>
</tr>
<tr>
<td>Knowledge creation</td>
<td>0.119</td>
</tr>
<tr>
<td>Knowledge attraction</td>
<td>0.561</td>
</tr>
<tr>
<td>Knowledge organizing</td>
<td>0.220</td>
</tr>
<tr>
<td>Knowledge disseminating</td>
<td>0.347</td>
</tr>
<tr>
<td>Knowledge storage</td>
<td>0.624</td>
</tr>
<tr>
<td>Knowledge application</td>
<td>0.335</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>0.293</td>
</tr>
</tbody>
</table>

**Sub hypotheses**

**The first hypothesis test**

**Table 2: correlation of communication dimension of social capital with dimensions of knowledge creation**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation coefficient (r)</th>
<th>Significant level(P)</th>
<th>Correlation description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge creation</td>
<td>0.536</td>
<td>0.0001</td>
<td>high</td>
</tr>
<tr>
<td>Knowledge attraction</td>
<td>0.421</td>
<td>0.0001</td>
<td>Average</td>
</tr>
<tr>
<td>Knowledge organizing</td>
<td>0.326</td>
<td>0.0001</td>
<td>Average</td>
</tr>
<tr>
<td>Knowledge storing</td>
<td>0.371</td>
<td>0.0001</td>
<td>Average</td>
</tr>
<tr>
<td>Knowledge disseminating</td>
<td>0.332</td>
<td>0.0001</td>
<td>Average</td>
</tr>
<tr>
<td>Knowledge application</td>
<td>0.384</td>
<td>0.0001</td>
<td>Average</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>0.501</td>
<td>0.0001</td>
<td>High</td>
</tr>
</tbody>
</table>

Since significant level of correlation between two variables is lower than 0.01, so these two variables are significant in 99% level. (r=0.501 and p=0.0001), means that by increasing the score of communication dimension of social capital, knowledge management is also increasing and by reducing the amount and score of communication dimension of social capital, knowledge management is also reducing. In addition, this correlation was investigated in high level. So, the first hypothesis is confirmed based on there is a significant relation between communication dimension of social capital and knowledge management.
The second test hypotheses

Table 3: correlation of structural dimension of social capital with dimensions of knowledge management

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation coefficient (r)</th>
<th>Significant level(P)</th>
<th>Correlation description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge creation</td>
<td>0.723</td>
<td>0.0001</td>
<td>Very high</td>
</tr>
<tr>
<td>Knowledge attraction</td>
<td>0.792</td>
<td>0.0001</td>
<td>Very high</td>
</tr>
<tr>
<td>Knowledge organizing</td>
<td>0.641</td>
<td>0.0001</td>
<td>High</td>
</tr>
<tr>
<td>Knowledge storing</td>
<td>0.662</td>
<td>0.0001</td>
<td>High</td>
</tr>
<tr>
<td>Knowledge dissemination</td>
<td>0.633</td>
<td>0.0001</td>
<td>High</td>
</tr>
<tr>
<td>Knowledge application</td>
<td>0.634</td>
<td>0.0001</td>
<td>High</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>0.706</td>
<td>0.0001</td>
<td>High</td>
</tr>
</tbody>
</table>

The relation between structural dimension of social capital and knowledge management in agricultural Jihad organization of Kohgiloyeh and Boyer ahmad in 99% significant level. (r=0.706 and p=0.0001). So, changing the structural dimension of social capital can lead to change in knowledge management. So, this hypothesis is confirmed as first hypothesis of this study based on there is a significant relation between structural dimension of social and knowledge management. So, this correlation is described in so high level.

Table 4: correlation of cognitive dimension of social capital and knowledge management dimensions

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation coefficient (r)</th>
<th>Significant level(P)</th>
<th>Correlation description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge creation</td>
<td>0.721</td>
<td>0.0001</td>
<td>Very high</td>
</tr>
<tr>
<td>Knowledge attraction</td>
<td>0.623</td>
<td>0.0001</td>
<td>High</td>
</tr>
<tr>
<td>Knowledge organizing</td>
<td>0.634</td>
<td>0.0001</td>
<td>High</td>
</tr>
<tr>
<td>Knowledge storing</td>
<td>0.436</td>
<td>0.0001</td>
<td>average</td>
</tr>
<tr>
<td>Knowledge dissemination</td>
<td>0.524</td>
<td>0.0001</td>
<td>High</td>
</tr>
<tr>
<td>Knowledge application</td>
<td>0.547</td>
<td>0.0001</td>
<td>High</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>0.649</td>
<td>0.0001</td>
<td>High</td>
</tr>
</tbody>
</table>

According to Pearson correlation coefficient has a positive score and there is a direct relation between cognitive dimension of social capital and knowledge management, also the correlation is described in high level (r=0.649 and p=0.0001). This means that by increasing the cognitive
dimension, social capital, knowledge management has also increased. By reducing cognitive dimension of social capital, knowledge management will reduce in organization of Kohgiloyeh and boyer Ahmad.

**The main hypothesis**

Table 5: correlation of social capital with knowledge management

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation coefficient</th>
<th>Significant level (p)</th>
<th>Correlation description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social capital</td>
<td>0.715**</td>
<td>0.0001</td>
<td>High value</td>
</tr>
</tbody>
</table>

Resource: research finding **: significant at 99%: significant in 95% level, ns: insignificant

Since the significant level of correlation between two variables is lower than 0.01, so these two variables are significant in 99% level. (r=0.715 and p=0.0001), by increasing the score of social capital, knowledge management increases and by reducing score of social capital, social management are also reduced. Moreover, this correlation is investigated in too high level. So, main hypothesis is confirmed based on this issue that there is a significant relation between social capital and knowledge management.

**Investigate the effect of effective factors on knowledge management**

As table (6) shows, dependent variables are: 1-Communication dimension (X_1), -2 structural dimension (X_2), -3 cognitive dimension (X_3)

Table 6: the results of multi regression analysis

<table>
<thead>
<tr>
<th>Variable</th>
<th>B</th>
<th>Beta</th>
<th>T</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant value</td>
<td>-0.605</td>
<td>-</td>
<td>-2.408</td>
<td>0.018</td>
</tr>
<tr>
<td>Communication dimension</td>
<td>0.123</td>
<td>0.114</td>
<td>1.268</td>
<td>0.208</td>
</tr>
<tr>
<td>Structural dimension</td>
<td>0.400</td>
<td>0.398</td>
<td>3.184</td>
<td>0.002</td>
</tr>
<tr>
<td>Cognitive dimension</td>
<td>0.258</td>
<td>0.303</td>
<td>2.472</td>
<td>0.015</td>
</tr>
</tbody>
</table>

F= 19.342; Sig= 0.0001; R=0.718; R^2 = 0.515; R^2 Adjust= 0.509

Calculated F in 99% level (F=19/342 and sig=0/1000) show the significance of regression model. In this model, three dimensions of social capital, two dimensions show the significance to predict knowledge management. Structural dimension and cognitive dimension are effective in predicting knowledge management. These results showed that structural dimension (X_2) have a larger share in predicting knowledge management and cognitive dimension (X_3) after structural dimension have the greatest effect in predicting the amount of changes of dependent variable (KM). In order to estimate, and according to obtained information and significance of multiple final regression models in this research, by the following formula, we can estimate the knowledge management:
The positive values of regression coefficients in this formula show that by increasing the independent variables of structural dimension and cognitive dimension, dependent variable (KM) will increase. Also, the results of table (6) show that prediction variables predict 51.5% \((R^2\) Adjust=0.515) from the volatility of criterion variables (KM). On the other hand, investigating the standardized regression coefficients (Beta) show that structural variables have a higher effect and share in predicting dependent variable than other variables (KM).

**Conclusion**

**Sub assumptions**

The results of this research about first hypotheses show that the relation between social capital and knowledge management of Agricultural and Jihad organization of Kohkiloyeh and Boyer Ahmad is significant in 99% level and this correlation was assessed in high level and by increasing the score of communication of social capital, knowledge management also increases. Also, the results of this hypothesis are in line with the results of MOnavarian and Amini (2009). The relation between social capital and identification and knowledge is shown. The results of research about second hypothesis shows that the relation between structural dimension of social capital and knowledge management of Agricultural and Jihad organization of Kohkiloyeh and Boyer Ahmad in significant in 99% level and this correlation was assessed as very high levels and by increasing the score of structural dimension of social capital, knowledge management increases and by reducing the score of structural dimension of social capital, knowledge management also reduces. The results of these hypotheses are in line with the results of Abili and Zare and Khalili (2013). The structural dimension of social capital is inherent in appropriate social network and it is an opportunity to maintain existing contacts and developing new relations. The results of research about third hypothesis show that the relation between cognitive dimension of social capital and KM of agriculture and Jihad organization of Kohgiloyeh and Boyer Ahmad is significant in 99% level and this correlation was assessed at a high level and by increasing the score of cognitive dimension of social capital, knowledge management also increases and by reducing the score of cognitive score of social capital, knowledge management reduces. The obtained results of this hypothesis are in line with the results of Asgari et al (2011) and cognitive dimension also refers to resources that are providing manifestations, interpretations, and shared meaning systems among groups and perceptions and social and cultural perceptions.

**The main hypothesis**

The relation of social capital with knowledge management in agriculture Jihad organization in Kohgiloyeh and Boyer Ahmad in significant in 99% level, it means that by increasing the score of social capital, knowledge management increases and by reducing the amount and score of social capital, knowledge management will be reduced. In addition, correlation was assessed at a
high level. By investigating history and results of researches that are conducted with the topics of knowledge management and social capital in Iran and other countries, we can see the consistency of most findings about the significant relation between these two components. The multiple regression results show that three variables of communication dimension, structural dimension and cognitive dimension simultaneously influence on knowledge management of agriculture and Jihad organization of Kohkiloyeh and Boyer Ahmad.

**Suggestion**

Today, the greatest asset of each organization is its human resource, so, conditions should be established that each of the employees can develop their abilities and talents.
- measures should be devised to develop the relation of employees with colleagues, peoples outside the organization.
- staffs should be involved in decision making process.
- Hierarchy should be maintained in a way that increases the relation of employees between each other.
- In organization, creation of communities should be considered.
- creating goodwill among employees
- The use of powerful and professional staff
- using staffs in positions that they are expertise on that.
- information should be available clearly for employees.
- Honesty in talking with staffs
- the amount of commitment of employees to organization should be increased
- the value of organization’s goal should be determined for employees
- The measures should be considered that employees be proud to serve people in this organization.
- Future prospects of organization should be followed for employees.
- create a sense of belonging for employees
- the determinations should be considered that employees feel they are valuable for organization.
References

Afkhami, Amir Ata Allah (2011), the relationship between knowledge management component of innovation in organizations, thesis for a master's degree, Tehran University.


Norozi, R. (2011), the impact of social capital on the development of organizational knowledge management, case study Central City Branch, MS Thesis, University of.

Nategh Poor, Mohammad Javad- Firouz Abadi, Syed Ahmad (2006), social capital formation and factors affecting the meta-analysis, a social sciences, No. 28, 160- 190.


Tajbkhsh, K (2005), social capital: Democracy trust and development, translation and Hassan Snoopy Khakbazan Afshin, Tehran Shraz publication.