



## The fundamental construction in the social investment of inter-organization

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### ABSTRACT

*The concept of social investment has been recently represented in the fields of social, economical and managerial sciences in the recent years. It is obtained by the reaction based on conscious and bilateral recognition of staffs into the whole organizations and its final result is an endless struggle being applied commonly to organize the most sustainable relations and benefits between the related parties potentially. This concept showing its own representing power has been established rapidly into the scientific places and many various studies have been also carried out in this field increasingly. Along this, the present study is to give and represent a model of social investment of inter-organization in the University of Khoy. The related study has been carried out as a scale-descriptive method and its data gathering method was a questionnaire. The obtained results of the study showed that the function of management, organizational field, managerial behavior and channel-based communications and bonds are the main factors of inter-organization social investment formation in Islamic Azad University of Khoy.*

**Key words:** inter-organization social investment, management function, organizational field, managerial behavior and communicative bonds

### INTRODUCTION

One of the newest concepts entered into the social and managerial sciences is subjected to the concept of social investment. At first, this concept has been also observed in many various classic sociological issues such as the trust, cooperation, solidarity, social cohesion, norms and values. Indeed, the discussion of social investment was firstly represented in an article written by Honey Fun from western Virginia University in 1916; but due to its importance in social researches, it has been applied by Jane Jacob in urbanization planning affairs. In 1970s, this discussion was entered into the economical field by Lorry. The social investment is an inter-field concept being applied in sociological, economical and psychological as well as other social fields [33]. The discussion of social investment is represented along with physical and humanistic investments. It appears when the relations between people will change facilitating the reaction in this regard. In fact, the physical investment is completely tangible. The humanistic investment is not more tangible and it is appeared into the skills and knowledge of people obtained in this case. But, the physical investment and humanistic investment facilitates the productive activity of the man but the social investment can play high potential role in this path; for example, a group having high confidence together can achieve high tasks potentially. The social investment is defined as a real source among the communications of people influencing increasingly on the relations and group function [33]. In other words, the social investment includes the organizations, relations, tendencies, values and norms happening between the behaviors and interactions of individuals. There have been represented many different viewpoints in relation to social investment. Haghshenas (2007) believe that the social investment is positively related to the ability of an organization leading to the responsibility, flexibility, group task and development of thinking investment; the highest establishment of the social investment can also lead to the high level of the function in this pavement [34]. Colman (1998) consider the social investment as the most necessary factor for publishing and distributing the knowledge of an organization [35].

The World Bank also considers the social investment as a phenomenon that it is originated from the combination of social organizations, human relations and norms on the quality and quantity of social interactions. In one hand, the social investment does not exist as a physical case like other investments but also it is born of interactions and group and social norms; in the other hand, its increase can reduce seriously the social expenditures and other organizations' operational expenses [34]. Colman was the first researcher who carried out the experimental concept of the social investment. According to his theory, the social investment is the main part of the social structure that let the reactor reach to the related resources

by the use of the same process. This dimension of the social structure includes the tasks and expectations, informational streams, norms and executive sanction praising special types of behaviors or prevent them in this regard [35]. According to Renani theory, the social investment is a collection of real or visual resources that is being formed by devoting a sustainable channel of organized communication issues as well as bilateral recognition of a one or a group of individuals [33]. In other words, the membership of a group along with their support can make a kind of identity leading to their honor semantically [33]. According to Skati, the social investment points to the different aspects of the social organization including the webs, channels, norms and trust as well as the cooperation and cohesion for the benefits of the both sides [36]. According to his view, the main idea of the social investment is that the social channels are really valuable; as the physical and humanistic investments can increase the efficacy (individual and group), the social communication can also influence on the efficacy of individuals and groups in this case [33]. Boss believes that the social investment theory is subjected to those conditions that they can lead to the cooperative and common purposes under their own circumstance in this case. It is a determinant of an organization that has the positive impact on the formation of trust based channels and organizing better social affairs [33].

Due to the mentioned issues, it can be stated that during the researcher's familiarity with the related organization and close relationship with the managers and members and their problems, the lack of staffs' partnership and cooperation field is felt in Islamic Azad University regarding to the decision making process and the belonging feeling is getting reduced among the same staffs. Indeed, if we point to the Iranian organizations, we will find out that the communicative stream is very confined and limited between the staffs and the related information does not get interacted accurately and timely; this is due to the lack of belonging sensation between the members of the organization and the lack of their interests towards the managers and members; in the other hand, the values being made for the common hopes of the staffs have not been represented and they are not familiar with these values and beliefs; for the reason, they cannot make a common expectation between managers and themselves in this pavement. An organization requiring managers and close members to reach to its own targets along with cooperative activities, it is very hard to provide the same conditions preventing the completion of the programs and its implementation in this regard. Hence, the completion of this research leads to the foundation of the social investment into an organization and its effective factors; this makes the whole managers to give suitable planning for the staffs reducing their disabilities in terms of educational affairs. It should be mentioned that the present study is not aimed at investigating the social investment model and the social investment of KHOY Islamic Azad University but it wants to recognize the factors increasing the inter-organization social investment in Islamic Azad University effectively.

Grove believes that the social scientists have traditionally discovered the relations between the social interaction, economical efficacy, welfare and political effectiveness but they never paid attention to the formation of the social investment in a special place and its relationship with physical environment. In summary, the social investment has been neglected in terms of place and ethnographically [34]. For the reason, the foundation of the social investment formation is mentioned here.

#### **Functional management as a foundation for the social investment:**

The concept of function with optimizing the related affairs includes many various cases and the determination of the special aspects to evaluate the governmental staffs is not an easy task; hence, it is struggled to apply the functional management system in this path [36]. The functional management points to a continuous process of communications between the supervisor and staff focusing on the excellent conclusion of an employer from the task. Indeed, the functional management is trying to obtain the targets such as providing the functional standard and necessary guidelines and feedback from the achieved results, specifying and recognizing or enriching the occupational issues, recognizing the educational requirements for recovering the function and reaching to the necessary and available information for decision making issues being achieved by the humanistic force in this regard [36].

#### **Organizational field as a foundation for the inter-organizational social investment:**

If we assume the social investment of an organization as the product of individual organizational activities in the same organization, we will observe that the organizational field is effective on the activities of the entire staffs. In fact, the term of organizational field has been originated from a concept that it is subjected to the strategic process in this regard; it is defined as a managerial and social mechanisms penetrating into the behavior, motivation and thinking way of the whole staff [21]. Indeed, the organizational field can be changed only by the continuous struggles of the higher management. Generally, many different factors can be effective on the formation of the inter-organizational social investment such as praising systems, developing team work programs, open communication, task feeling, organizational norms, organizational culture and availability to resources. Bartel and Ghoshal in their definition of the organizational field

suggest and consider an important role for the whole managers recommending them to courage a field for the entire members of the organization to raise their trust, honest and individual interaction [21].

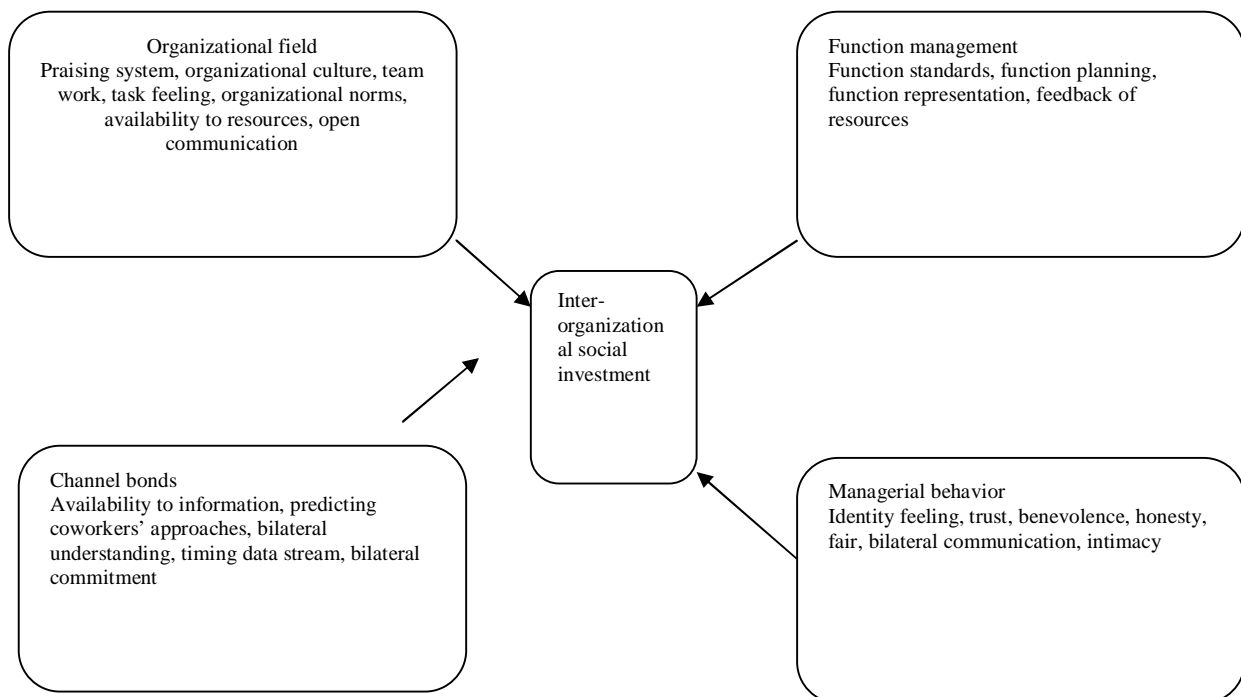
**Behavior of managers as a foundation for the social investment:**

There have been few researches regarding to the individual behaviors into the organization leading to the social investment [33].Writers such as Colman (1990) and Pootnam (1993) have worked about the importance of personal behavior in communities and their function on the social investment[21,30]. Haghshenas (2007),stated that a commitment-based behavior should be formed in order to construct the social investment into the whole organization making the necessary interaction between the entire employers [29].

**Suitable channel-based bonds as a foundation for the inter-organizational social investment:**

One of the most essential aspects of the social investment is subjected to the membership of the channels. These channels are very important in developing the identity and self-belief of the whole individuals. These channels can make the communication between people easily. Cohen and Prozac (2001) stated that the belonging sensation along with recognition and praising is an important factor among the whole employers in this regard. There are important consequences in bonding of a channel to the whole organizations. By membership into these social and organizational channels, the whole employers can obtain their bilateral respect towards each other. These channels can make the commitment and loyalty between the related members. There is a considerable facilitation of these channels in relation to the information, resources, skills and organizational approaches. The perception of the norms, values and targets are the main factors of organizational success. However, the availability of these channels is not going to be an easy way. Haghshenas (2007) in a study of relationship between the social investment and organization, channel theory and structural theory stated that the weak relations are of high importance than the strong cases. Indeed, these channels or bonds are like a bridge between the vast resources of the whole information and knowledge. Although the findings of Granoter are not similar to the findings of Pootnam (1995) or Colman (1990), there have been other researchers emphasizing on the close relations of these social investment formation. The findings of Pootman and Colman may be subjected to the higher hope of people applying their abilities in relation to the social investment. Along this, the organizational function should be increased particularly among people with high trust following common targets permitting the happening of the systems and mechanisms regarded to the appearance of the social investment. Due to the mentioned subjects, the research conceptual pattern is given in figure 1 as following [29,34,32]

**Figure 1: research conceptual model**



**MATERIALS AND METHODS**

Since the present study is aimed at investigating the foundation of social investment in Islamic Azad University, KHOY Branch, the results of the same research are applicable in achieving the optimization of social investment.

Also, due to the data obtained in the study, a suitable model was also carried out in order to reach to the features, groups, organizations or special situations in regardless of the time. Thus, the present study is considered based on a descriptive and scale-based type of research. The data gathering instrument is a questionnaire including 24 questions based on the most effective factors of the social investment in the related organizations.

**Community and statistical population:**

In this research the statistical population includes the whole staffs of KHOY Islamic Azad University with 131 individual in this case. By the use of Cochran Formula this number of people was reached to 79 ones that were selected as the sample of the study and the related questionnaire was also distributed among the same population [24].

**Data analysis method:**

In the related study the process of analysis was carried out in two sections using the statistical tests and linear planning model. In the first step, the test of K-2 was applied in order to specify the relationship between the fundamental factors with the social investment and Lexicography method was also used in order to combine the suitable factors of the linear planning model. In this lexicography method, the effective elements on the social investment and their optimized combination as the targets of the linear planning model was considered and they were ranked based on their own importance in this case. Then the related case considering the optimized target and keeping the degree of the optimized case than the second target was achieved efficiently and the operation was also continued by the way. Among the target P, the most important target was considered as Z1 and the next one as Z2 established in the related study. Then, the first problem should be solved is as following:

While the optimized response for the above mentioned problem is subjected to Z1\*; the operation of the problem is ended and we reached to a suitable response in this regard. In otherwise, the second model should be solved is subjected to adding a new limitation of  $Z1(Xij)=Z1^*$  representing the lack of change in the first degree of the target. That is:

This should be added to the whole next targets. Also, it should be added in order to determine the weigh coefficients of fundamental elements through an anthrop method. In this method, the mode of the whole variables distributions were obtained by the interaction of the social investment as a matrix using the below normalization formulation:

Then the anthrop criterion and degree of deviation and variables weight were calculated as following:

The obtained digit degree of the weight is written as the limitations in the right hand; also, the mode of the data was also applied to obtain the coefficients of the variables in the same limitations [30].

**RESULTS**

Since one of the most necessary approaches of modeling operation is subjected to find the relations between the research variables, hence it is stated that the relationships between the related factors with social investment should be evaluated that the results have been given in table 2

**Table 2: results of K-2 analysis test to find the relationships between variables**

Variable	Calculated degree of K	Sig level	Result of analysis
Function management	61.7	0.000	Confirmed
Organizational field	42.8	0.000	Confirmed
Managerial behavior	17.6	0.002	Confirmed
Channel bonds	22.9	0.001	Confirmed

As it shown in table2, the relationships between the whole variables with social investment have been confirmed. In continue the results of determining a solution for the linear planning model has been given with the whole elements.

**Determination of a suitable solution for the social investment based on the functional management:**

In the first step, only the functional management elements were entered into the model in order to maximize the social investment. By the use of anthrop method the weight of every variable was also obtained. Also, the ideal solution was obtained using Lindo Software that the results were given in table 3

**Table 3: result of an ideal solution of social investment based on the functional management**

Variable	Function standards	Function planning	Function representation	Feedback of results
Weigh	0.18	0.09	0.41	0.32

As it shown in table3, the representation of the function among the functional management elements for the social investment foundation is 41% as the first rank; the weight of the left elements has been specified in the table.

**Determination of a suitable solution for the social investment based on the organizational field:**

In the second step, the maximization of the social investment based on the organizational field has been considered. In this section, the social investment is entered into the model as the target function. In addition to these limitations regarding to the organizational field, the results of the early step were also entered into the same model. The result of modeling is given in table 4 for the whole elements[8].

**Table 4: result of the ideal solution of social investment based on the organizational field**

Variable	Praising system	Organizational culture	Team work	Task feeling	Organizational norms	Availability to resources	Open communications
Weigh	0.06	0.08	0.19	0.09	0.10	0.15	0.13

As it shown in table 4, team work among the organizational field elements is 19% as the first rank.

**Determination of a suitable solution for the social investment based on the managerial behavior:**

In the third step, the maximization of the social investment based on the managerial behavior has been considered. In this section, the social investment is entered into the model as the target function. In addition to these limitations regarding to the managerial behavior, the results of the early step were also entered into the same model. The result of modeling is given in table 5 for the whole elements[12].

**Table 5: result of the ideal solution of social investment based on the managerial behavior**

Variable	Identity feeling	Trust	Benevolence	Honesty	Fair	Bilateral communications	Intimacy
Weigh	0.13	0.23	0.12	0.14	0.07	0.05	0.26

As it shown in table 5, intimacy among the managerial behavior elements is 26% as the first rank.

**Determination of a suitable solution for the social investment based on channels bond**

In the last step, the maximization of the social investment based on the channel bonds has been considered. In this section, the social investment is entered into the model as the target function. In addition to these limitations regarding to the channel bonds, the results of the early step were also entered into the same model. The result of modeling is given in table 6 for the whole elements.

**Table 6: result of the ideal solution of social investment based on the channel bonds**

	Availability to information	Predicting coworkers' approaches	Bilateral understanding	Timing information stream	Bilateral commitments
Weigh	0.09	0.32	0.25	0.25	0.09

As it shown in table 6, estimation of coworkers' approaches among the channel bonds elements is 32% as the first rank.

**DISCUSSION AND CONCLUSION**

The obtained results of the present study can be stated as following:

- Determination of functional standards among individual relations and occupational task achievement, various job relations along with the formation of team work, feedback of the individual function based on optimizing the higher cooperation, representing the function to raise the trust between people and work planning along with humanistic interactions such as the foundation of social investment formation in terms of functional management viewpoint
- Satisfaction of coworkers in terms of their own partners regarding to the payments in other units, achieving the tasks based on the legislation and regulation, satisfaction of the benefits and payments, raising team work, timing the informational stream in interpersonal relations, reaching to the information based on intimacy relations, and formation of relations based on values and organizational norms as the main basics of the social investment
- The fairness behavior of managers in the college in relation to the staffs' interaction, behavioral commitment of managers in relation to the workers, trust of workers towards their own managers, benevolent managers to solve the problems and finally honesty of the managers as the main basics of forming the social investment[9].

- Anticipating the approaches and behaviors of coworkers, availability of the information to achieve the tasks, bilateral understanding of people in their relations, accurate representation of the job environment and the success of the staffs in achieving their tasks as the main basic factors of the social investment

Also, it is suggested the whole managers of KHOY Islamic Azad University to optimize and increase their social investment according to the following cases:

- The social investment is formed based on the interaction of the managers with staffs. Before selecting and taking up the related managers, the methods and managerial styles as well as their functional quality should be investigated in terms of the responsibilities achieved by them before
- A system should be designed for evaluating the staffs' function as the main factor establishing the humanistic interactions and social investment in this regard
- Managers should not look at their humanistic force as an instrument; but they are the main huge investment influencing on the organizations potentially
- The whole managers are suggested to lest their staffs trust them in relation to the bilateral interactions trying to organize the culture of the trust among them potentially
- It is suggested to pay attention to training of the staffs in relation to group communication affairs along with team work issues. This raises the cooperative issues recovering the function as well
- Representation of approaches to increase the tendency of the staffs towards the organization and the evaluation of the lack of motivation among the same staffs for participating in the destiny of the university and holding the most suitable courses in this case[4].
- The external factors should be paid attention highly because they can affect on the humanistic interactions
- The staffs should be represented in relation to the social investment and their interaction efficacy

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