Social capital and gender in the workplace

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ABSTRACT

Social capital as an asset widely important for maintaining health, freshness and empowerment of civil society organizations have been accepted. in this article, relationship between social capital management development in the work environment and in particular the importance of gender in social capital formation examines. although women are continually entering the workplace In the past half century has been growing and economic equality with men in obtaining a long step has been taken, Statistics have shown that women than men in career advancement, Post acquisition and compensation levels of less priority.

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Introduction

Social capital widely as a valuable asset for community health, empowerment of civil society organizations and freshness is accepted. James Coleman (1990), Robert Putnam (1995), Chu,k,f(2003) have expressed Social capital and public participation in health-based democratic life.this article followed by the the concept of social capital in the workplace included applications development and management the importance of gender in shaping social capital and the distribution of benefits. The literature reveals that social Capital an important factor in organizational behavior, also collection and utilization of social capital are related to gender. this paper will discuss the women's efforts in achieving career advancement and benefits for their inability access to social capital, have been prevented.

Social capital

World Bank, defines social capital as the norms and social relations rooted in social structures and individuals to coordinate and achieve optimum performance, enabling objectives, . (Cohen and Prusak, 2001)The definition of a common value of all social networks and trust, reciprocity, information and cooperation that is caused by social networks. Is on whereas physical capital refers to material objects and human capital refers to the traits and abilities. That individuals possess communication between individuals, social capital, social networks and norms of reciprocity and trustworthiness that arise from them, is referred. (Putnam, 1995 p. 19) Kohan and Prvsak tell that social capital is comprised of active connections among people including trust, mutual understanding and shared values and behaviors is The members of human networks and communities together to And make cooperative action possible. They say that social capital more than a collection of organizations from people who have goals and objectives makes. social capital, cooperation, commitment, information sharing and trust are created. genuine participation in the organization that will lead to success and effectiveness. use communication and social relations to achieve their goals, social groups and organizations is essential. social capital through trust, communication networks, shared norms of strong and effective relationship with any increases occur also a positive experience, confidence, social contact and facilitates information sharing between individuals and groups. trust is an essential factor in the formation of social capital and also a successful connection is made through a trust build the confidence to build social capital.

Social capital at work

Social capital has been used almost exclusively to individuals and groups and only recently has been in organizational analysis various elements of the concept in organizational theory has existed for a long time. the best of these findings in relation to social capital theory in the workplace, Burt (1992) is with the social capital of structural holes in structural or interpersonal network considers relevant. Structural hole theory, insight into the relationship between social capital and career advancement in the workplace provides the study economic models, Burt (1992) first found   the gap in the market due to lack of Smooth data flow, occurs. (Clark, T., Putnam,2010:123)

Fukuyama (1995) about a lot of confidence in social responsibility for the performance leader in all social systems, including organizations is discussed. Fukuyama expressed many groups and organizations with high levels of trust or social capital are effective. He says the success of large organizations depends on the cooperation of opposition parties. is bringing. People do not build trust or social capital itself. but trust is formed when people are sharing common norms and values and trust are conducive formation of social capital due to being based on moral principles, trust, virtue is a difficult group. however, when it occurs it is difficult to eradicate. (Fukuyama, 1995)

In addition, organizations that trust and social capital are less business expenses that all individuals in the organization based on a set of shared norms and values   and work in an environment of trust, the best opportunities exist for innovation and progress. In organizations with high levels of trust allowing a wide range of social relations and organizational development

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there organizational trust and social capital in that it is low, Official controls and regulations is necessary and often must be carried out after the debate Mechanisms are maintained through the door holder. Which tools should be used when there is trust in the organization are the transaction costs (Fukuyama, 1995).

Thus the absence of social capital and trust, The organization provides cost and high costs to develop or build trust and social capital is concerned, Should be reflecting on. there are many benefits for organizations with high levels of trust:

Better knowledge-sharing because of trust relationships, common frames of reference, shared goals.

_ Reduction in transaction costs due to the high level of trust and cooperation. (In the organization and between organizations, customers and partners)

_ Reduction in the rate of displacement And reduce the costs of segregation, education and employment, Avoid rupture associated with permanent changes in personnel, And preserve valuable information and organizations ...

Greater coherence of action due to organizational stability and shared understanding.

But despite its many benefits, particularly in establishing relationships and networks in critical conditions is difficult. (Clark, T., Putnam,2010:73)

Few managers know how to invest in social capital. However, some companies have considerable success in developing and utilizing social capital gained. SAS Maintenance Company for the employees and rate their job satisfaction through the compensation system Which was higher than similar companies, has good performance. SAS on social capital with a new approach emphasized. for example, a sports center, a medical center with two full-time doctor, a nursery and a dining facility, to encourage employees to eat together in the company welcome to 300 pounds per week for investors and employees gave them sweets. all of these measures are to bring employees together and sense of community in encouraging companies to be established. USP is another company That social capital by promoting from within And social incentives to drivers who often meet each other is at rest Is employed. (Ashforth, B.E. (1989)

Steelcase Inc. in Michigan, a large white board outside the office staff to install and then applied to explain the existing projects would use feedback from colleagues. In addition, photographs of employees and their families shows the company and its employees, highlighting the interests and hobbies. Human resource strategies such as increased salaries and benefits and advancement is possible for employees to unite in nurturing and developing social capital. human capital vs social capital Two major explanations for gender differences in progress in an organization exists. The first is based on human capital. Men and women may have similar levels of human capital such as intelligence, education, skills and experience should enter. However, their success will be determined only by their human capital. Review of the literature in this area shows return abilities, knowledge and other resources that are In the workplace, social and environmental conditions and the underlying network is low or high. In fact there is a relationship between human capital and social capital.(Bosley, Cheryl L. Markuten, 2006)

Some authors have expressed Social capital through information sharing and knowledge to help develop human capital And some have pointed out that human capital is the result of education and work experience that helps build social capital But most people have the opportunities that social capital that is necessary for success in the workplace, provides.

Mohammadi, M. (2002) Relative effects of human and social capital on the advancement of women employed in the banking industry in Australia have been investigated. Indeed, where women constitute a large part of the labor force But less than 6 percent of them are at the level of senior managers and executives. Their quantitative and qualitative analyzes were performed to determine whether high levels of human capital to help in the advancement of women and whether social capital is associated with higher levels of career advancement?

Quantitative analysis showed that women's career advancement in the banking industry at all levels of human capital or personal experience and social capital has had little effect. The qualitative study showed that high levels of social capital in organizations is important. Organizational relationships and networks where power is often a prerequisite for career advancement. the authors have concluded that despite the prominent role of human capital in the career advancement of women in the banking industry, a number of structural barriers such as lack of trainers, ongoing training, flexible working hours and gender discrimination against women striving for success there.

Networks

One very important aspect of social capital that is raised in this article, join networks. Networks in the development of individual identity and self-confidence are very important. Through networks that people can make their connections with others. Prvsak suggests that ancient sense, along with praise and recognition from colleagues, for employees is an important organizational rewards. Important implications for joining a network, especially for newcomers in the organization exists. Through membership in social networks and organizations that employee achieves the esteem of colleagues and peers. Members and support networks between organizational commitment and loyalty to their longevity. (Beem, C. 1999:116) .within the network, considerable sharing of information, resources, skills and organizational practices exist. Receive and understand the norms, values and goals with the help of network members is an essential component in a successful relationship. however, access to organizational and social networks is not always equitable. much of the literature strongly suggests that women have equal access to social capital, which has the power to exclude. because when women have access to these networks, which typically faster promotion and other benefits they may make for men, the networks are not as effective for women. The importance of informal networks in the literature related to organizational power is mentioned.

Although the long steps in creating equality for women and men in the workplace has been removed, but the majority of women are concentrated in the lower levels and less access to networks and contacts that will lead to power and advancement, are. Few women achieve higher levels. .(Rockman ,1981:143)

Granvtr (1973) The relationship between social capital and organization, network theory and proposed a structure in which it explained that often the poor relation of stronger ties between individuals and groups is important. Employment in the study process, Granvtr, the weak phenomena and to obtain more benefits than strong ties with a small range revealed. This results in women being the weaker men, because women's networks that are formed by strong ties among a small group and are

continuously developed. While the men in the larger network of people exhibit weaker relationships. The weak ties are valuable. Like a bridge between the vast resources of knowledge and information they have. However, Granovetter's findings were not shared by Putnam (1995) or Coleman (1990), not (those who placed greater emphasis on strong, close relationships and networks have on the formation of social capital). fndings are not shared by putnam and coleman may hope for women and their ability to use social capital in the workplace. Dense networks are best developed by women who may ultimately be beneficial for the achievement of gender equity in the workplace. This study shows that women share more intimate environment. while the men in the entrepreneurial network with less restriction and more opportunity to achieve strong and successful. For women, networks with strong ties to high level executive support increases the likelihood of promotion. This difference may be due to differences in the socialization of men and women, that women in small groups of friends is more comfortable, while men in a competitive environment with less friendly relations is more comfortable women to achieve success when they easily accounted for other women in their networks. like men, women relying on colleagues for support and accessing information to achieve greater success. Women tend to offering encouragement and advice they can. For example, women are less likely to support one another. Kanter (1977) found little evidence that the leadership styles of men and women in similar positions differed significantly. Kanter suggests that real differences exist when it comes to power, and leadership styles is an important issue to be considered as indicative of personal power. Leaders who possess the ability to directly influence behavior and organizational outcomes are not Tendency to manipulate indirect methods to achieve their goals.

Legitimacy

Another factor that has legitimacy in the workplace to take full advantage of the opportunities that social capital is created, it is necessary. Barr (1998) asserts that the any organization spontaneous groups, usually men, groups of foreign young men and women minority groups and that there are others see them differently. Have less legitimacy in international organizations. Barr identified two ways of gaining social capital within the organization: the first method of gaining social capital indirectly through others. because women are seen as outsiders, may be required to obtain social capital through a sponsor.

When a woman is introduced by a sponsoring organization to the new network, through the new communication and information resources, social capital will be obtained. Kanth said that this phenomenon reflected power is achieved through association with powerful people. When a patron is important for men as for women it is necessary. most recent studies by Higgins and tribal (2001) reveals the complexity of networks of support within the organization. the authors looked at differences between the networks and supportive relationships and concluded that success in work, people usually need to form a number of distinct support networks for different purposes. more over, the networks may be based on cultural and gender factors. for example, Japanese workers tend to have stronger ties with a large number of people in poor relationships at work while the French cause. women often prefer to have stronger ties to a small group of individuals. while men with a large group of people likely to have poor relations. this difference can be used for management development, for example, women should be encouraged to develop wider

networks of support and cooperation to better results for both organizations and individuals for career advancement achieves. the second method of gaining legitimacy in the organization, is build social capital by forming relationships with groups that have been disconnected within or outside the organization,. it is difficult for women such as foreign individuals and do not have the legitimacy necessary to build social capital. Barr's approach to social capital than their male counterparts or to restrict their communication network to the organization. It seems unlikely that these two methods lead to the need for full equality for women in the workplace occurs. (Rosabeth Moss Kanter,1997:121)

Lin (2001) claims that in certain positions in the organization of social capital requires more resources than other positions. For example, expected that the board members, strong networks of social capital in the office or have contact with people inside or outside the organization. Employees who have contact with people likely to be more social capital than those who have to deal with machines or technology. Managers are also in the borders or are faced with gaps in information, they need to develop greater social capital.(Rockman ,1981:23)

Popular belief, gender, and networks

Brass (1985) is a study of the relationship between gender stereotypes and differences in the influence between women and men in the organization to determine. In this study, the effect on the organizational networks of influence within the organization was on the staff. He identified two separate gender of informal networks that are similar in action to be taken. however, due to gender discrimination in women than men are networks The main coalitions have little access to the men and lack of access due to high levels of male groups because of their importance in career advancement and influence in the organization, women lose a lot of advantages. Little effect on the organization of women in predominantly female groups than when working with men they are.(Beem, C. 1999:216) he found that the informal meetings within the organization has many benefits for men than women found that women, due to lack of informal communication networks. first, male managers often felt uncomfortable with women. In fact, men and women often are not comfortable with someone of the opposite sex at all. second, newcomers and women as outsiders are many problems in access to informal networks and finally, another point of view asserts that men dominate the dominant group in most organizations want their intentional exclusion of women from informal communication to maintain said. because they are excluded, women benefit do not have from valuable information, resources and support that men gain from the organization's informal network,. although long after steps have been taken for the equality of men and women in the workplace, the majority of women in lower positions with little access to communication networks that will lead to power and advancement, are concentrated. (Rosabeth Moss Kanter,1997:85)

Kanungo‹R.N (1988) examine the relationship between social capital and gender-depth study conducted on nearly 300 managers in large corporations. he realized that men and women are different ways to enter the senior ranks of management. men in high social capital of structural holes with the move and will create opportunities for exchange of information and power. While restrictions on women in small and large networks to achieve success. this is not only because women are a minority among managers, while any man, even if the manager is in the

minority, does not do so. They like their male colleagues, in an entrepreneurial role and supplier organizations to bridge the information and the organization achieve success. An individual may view the progress of a number of opportunities for full competence in the organization takes effect. Although the number of women with higher education increased, Wernick's still a perception that inappropriate management is excellent. the fact that women have little access to a broad range of experiences and activities that are necessary for progress, among others. men at high levels of managerial and professional social networks are combined. This behavior is common among female managers. most men in sports or other activities, build social relationships with their colleagues. women usually make two separate networks. In the first one that may include social networks with other men and women taste and pro-active approach. Denison,Danial R . (1990) observed that women are strong succeeded in professional and social networks. Aybara model approach to social capital, specifically in women with Burt has described a method that is different. according Aybara, women, men and women through values such as information and expertise to access their networks. networks and social capital for men and women is important, but as Aybara study reveals the ways that men and women to achieve social capital is quite different.

Conclusion

This article clearly shows that the concept of social capital associated with the work environment has a profound and may be more important than human capital in achieving organizational interests have, such as reducing costs to the place where, to improve information sharing, increased confidence in the stability, shared goals and employee retention advancement of women and men in management is clear. development strategies should be based on the differences between men and women to gain social capital built on. differences may be many factors such as gender stereotypes, legitimacy, attract the same gender, location, structure and membership in social networks to be linked. Inequality, social capital, social capital and little opportunity for women in business, communications and networks for promoting employment and job creation will The issues for women and for organizations that employ them, or is employed, Has the following disadvantages. future research areas are network effects cybernetics, is technology and globalization on social capital. moreover, little research evidence on the link between social capital and gender inequalities exist in the environment. Finally, this paper was followed by that untold benefits and rewards, and not clear that the working environment may be an equal and democratic, it makes visible. Women, like men, can have full use of skills and their ability to grow and improve private companies and public organizations to provide similar assistance.

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