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## Investigating the role of social capital on innovation among elites

Kathryn Camino<sup>1</sup>. Antonio Jiménez<sup>2</sup>

<sup>1</sup> Engineering Department, Facultad de Veterinaria, Universidad Complutense, Madrid, Spain

<sup>2</sup> Facultad de Medicina, Universidad Católica de Valencia, Valencia, Spain

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### Abstract

Today, due to the emergence of three major trends in intense international competition, discrete markets and changing technology, we are witnessing an increasingly innovative issue. In organizations, performance innovation maintains a competitive advantage and organizational growth and development. On the other hand, the creation of innovative performance requires effective and sustainable communication with all stakeholders and the general environment of the organization. Social capital is a form of capital that facilitates access to vital information and resources in order to improve performance and make good use of environmental opportunities. These trends have attracted the attention of business experts to the remarkable attention and search in the concept of social capital as a vital factor in improving the performance of the organization and the introduction of competitive advantage based on innovation. Therefore, the aim of the present study is to investigate the role of social capital on innovation among elites. However, few studies have examined organizational social capital and organizational innovation in the same way; Therefore, the aim of the present study is to investigate the role of organizational social capital and its dimensions in the tendency to organizational innovation and also to determine the relative share of each of these dimensions in predicting the tendency to innovation in knowledge-based companies. The research methodology is descriptive-correlational and covers the statistical population of elite employees in the province of Spain. The data collection tool is a questionnaire.

**Keywords:** Elites, manpower, social capital, innovation.

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## **Introduction:**

### **1. Introduction**

The acceleration of the changes in today's world has made the process of movement not linear and the future is not necessarily in line with the past. On the other hand, past experiences can be a beacon for future generations when behaviors and events are repetitive and predictable. One of the challenging areas of today's society is management, and how to manage institutions and organizations is a topic of the day in many scientific circles among thinkers [1]. Since laying the groundwork for solving problems and barriers to organizational growth is not fundamentally possible with time-consuming and costly fundamental changes, managers think about the easiest and best ways to grow and develop their organizations. Organizational environments, like social environments, are constantly in turmoil and change, and the various perceptions that are presented to management for organizations are constantly declining and inadequate. Managers who think thoughtfully and always take care of the organization's concerns are always looking for ways to ensure that their employees always express their true personalities and behave appropriately at the level of their organization [2]. Many honest managers admit that they don't really know how to keep smart employees in the organization, despite being aware of their importance. And they really say that they have not experienced the exact way to identify, maintain and focus on this group of employees. Compassionate and intelligent employees are in fact the red and valuable blood of organizations. If they are identified and strengthened, the beating heart of the organization is always cheerful and lively [3].

### **2. Discover the smart ways to keep elite manpower**

Prominent managers sometimes reorganize organizations to discover scientific ways to maintain smart employees, and by modernizing and reconstructing methods and procedures to identify and maintain this group of employees [4]. Prominent managers look for smart employees and find them and try to attract and retain them using the best ways. They usually choose effective strategies based on their level of understanding of the issues and problems. The more deeply and deeply they understand social problems, the more participatory the strategies they choose. They are looking for employees who are more committed and do not shy away from responsibilities [5]. In principle, organizations also have responsibilities. Organizational responsibilities fall into four categories in the form of divisions. (A) National

responsibilities. (B) Moral responsibilities. (C) Legal responsibilities. (D) Economic responsibilities. Organizations, as well as social institutions whose activities affect different sections of society, also have social responsibilities. Smart managers and managers at the top of organizations know that in addition to effective economic and social factors, they need to have enough insight into their decisions, and that this can only be done by having knowledgeable and vigilant employees [6]. In today's smart and eminent employees, the indicators of success are no longer just their profitability, but many of their abilities are measured in terms of the skills used. Employees who use communication, political, analytical, social, and other skills in addition to their knowledge, experience, and knowledge in favor of the organization's goals are far more effective than employees who spend days, hours, and minutes in the organization void, and are generally slow [7]. They go and come slowly so that they are not endangered. Managers also prefer employees who have the necessary intelligence to listen to guidance and guidance, and who are more focused on the emotional consequences and partnerships and advice. Many managers value their intelligence more wisely in choosing employees and skilled workers [8].

Effective managers try to consciously rely on the abilities of employees and, in fact, manage their shortcomings and strengthen the intelligence of thinking and trying in all employees. Successful managers rely on the strengths and weaknesses of individuals and identify the strengths and weaknesses of employees (especially the most qualified employees) and try to turn each individual into a perfect human being so that their intelligence can be expressed in different dimensions [2]. They also try to motivate each employee and teach them in practice how to communicate with others and how to believe in themselves and how to release the positive forces within themselves and how to identify their shortcomings and how and using what. Develop ways to improve them, and work hard to develop a skill or awareness. Great and outstanding managers are always thinking of activating their employees in the best possible way and entrusting each employee with maps that have been created to do so [7].

### **3. Factors affecting the recruitment and retention of elite manpower**

Fully evolving and governing organizations, increasing competition, and the need to be effective in such situations, reveal their need for a valuable generation of employees. Undoubtedly, these employees are the distinguishing feature of effective organizations. Financial and technological resources are not the only advantages of organizations, they have the ability to have talented and capable people who can not only be considered a competitive

advantage of the organization but can also compensate for the lack or deficiency of other resources [5]. In the current competitive environment and in an environment where successive changes and continuous innovation are the main features, only organizations that have understood the role of the strategy of an elite human resource and have skilled, knowledge-based, worthy human resources will succeed. Be elite and capable. In the future, strategic and economic benefits will be bestowed on organizations that are better able to attract, nurture, and retain the best and brightest human capital in the labor market. Accordingly, the challenge facing organizations today is to attract, excel and retain human capital [8]. Attracting and retaining elite human resources is a set of management measures and measures that allow the organization to maintain and preserve elite human resources. Maintaining the security, morale, interest and professional ability of people is called maintenance. Maintenance is the process by which management uses factors such as effective payment systems, training and improvement, promotion based on competency and the provision of amenities and appropriate services, and... tries to increase the willingness to continue employee service in the organization and maintain creation [9]. The optimal employment situation is for employees so that they are not willing to transfer to another organization. In this regard, developing a kind of meritocracy approach is one of the main strategies. Factors that affect the recruitment and retention of elite human resources include: job content and nature, management and leadership, clear goals and expectations, collaboration space and teamwork, assignment based on competency, effective evaluation system, job security , Working conditions, nature of work and communication, education and development, social support, manager's encouraging behaviors, employee motivation, distributive justice, procedural justice, interactive justice, demographic factors including: education, age, gender, length of service and degree and Job factors include: independence and job diversity, automatic importance, appreciation by the manager, expertise and knowledge required to do the job, job enrichment, basic design for salary and salary appropriate to experience, and so on [10].

#### **4. Population pyramid conditions and human resource conservation**

Given the age pyramid conditions of the population, the need to preserve elite human resources is of paramount importance. By examining the available statistics, we can clearly see the aging process of the country's population. In fact, over the next ten years, many people born during the 1960s population explosion will retire. Many of these people will inevitably experience reduced productivity and efficiency due to their age. On the other hand, official

statistics show a decline in the youth population in the not-too-distant future. Therefore, in short, the supply of labor in the country will face a significant reduction [11]. Therefore, the need to preserve elite human resources is of particular importance due to the special conditions of the country's population age pyramid. The existence of platforms for the preservation of elite human resources and the creation of "conditions for their development and promotion" are considered two wings to increase and improve the level of elite human resources of the organization. Elite human resource conservation is one of the main criteria for measuring organizational health. If an organization easily loses its elite human resources, one can be sure that there is a problem at the level of the organization's health. "Management consultants" consider and analyze the details and issues governing the "structure of human resources" of each organization, carefully and expertly investigate the cause of the collapse of the forces and finally suggest ways to prevent this " Negative Round ” [12].

## **5. Human resource exit interviews**

The ability to keep forces in an organization has always been one of the biggest concerns of managers. Managers are often unable to keep their staff loyal to their organization, while the greatest asset of any organization is always its manpower, and unfortunately many Iranian organizations fail to maintain and maintain this capital [13].

In order to solve this problem and increase the ability of senior managers to retain employees, this article mentions points that can help managers and human resource managers in various organizations. By following these 14 key points, all of which begin with the letter "p", you will be able to manage better and more efficiently.

1- Plan: As a manager and decision maker, before any action, you need a plan and roadmap. This means that before recruiting, you need to know how many people you need and with what job description and purpose.

2. Acceptance: Once your goals for a work team have been identified, you need to select and recruit. This step is defined by the type of need you have for that force, and the acceptance steps will be established according to the position you are attracted to.

3- Refining: At this stage and after absorbing the force, you should clear the wrong and wrong thoughts about the work side of people. This step will continue until the end of the cooperation period, and you need to be able to eliminate the misconceptions that your staff has about your work.

4- Breeding: After refining and preparing talented thoughts, it is the turn of staff education in line with the required goals. It is important to know that using training opportunities to succeed your employees, which ultimately leads to the success of your organization.

5. Processing: Certainly, sets that have the ability to accurately monitor the performance of their forces can be more successful and controlled. If this step is accompanied by logical behavior, it can definitely bring a fighting spirit and competition to the people under your management.

6- Question: During cooperation with people in your organization, you should hold regular meetings so that the forces ask their mental questions and even you can ask them questions in order to cultivate the employees' minds. The clearer and clearer you explain people's tasks and tasks, the better your efficiency will be.

7- Answer: You should always answer the questions and concerns of your forces and have their answers about the questions that may arise for them. Develop the power of questions and answers in their minds so that they do not face the questions of customers or have an aggressive attitude. In this way, by cultivating and creating a creative system of thought for your employees, you have finally benefited your organization.

8- Payment: One of the biggest problems of Iranian economic organizations is the lack of timely, regular and sufficient payments, including salaries and benefits to employees under their management. It is clear that this will always cause dissatisfaction and lack of permanence of the forces in an organization, and for this reason, the possibility of losing specialized forces will increase. For example, one of the largest detergent production complexes in Iran, which also has a wide field of advertising, has not paid the salaries of most of its personnel for about three months, and this type of behavior will certainly not result in anything but hitting its body.

Conducting exit interviews, or in other words, interviewing elite human resources, is of great importance in identifying the cause of the loss of forces. In fact, there are many ways to "identify the cause of human resource loss." These ways vary depending on the nature and mode of operation and the "structure of human resources" of the organization. But in general, one of the more common ways to identify the cause of employee dropout is to look at the issue of employee exit interviews. Exit interviews can provide valuable information about the causes of employee downturn to top managers if they are done in the right and expert ways. These interviews can also help find solutions specific to each organization to retain elite

human resources. The right and expert way of conducting exit interviews is not only to get the most and the best information in the shortest possible time, but also to maintain and classify this information. Creating a set of information and data on the causes of the decline of elite human resources can become a valuable resource for the organizational health of the collection.

## **6. Conclusion:**

In general, it can be said that social capital is an informal capacity, social substance or norm that promotes cooperation between individuals and institutions of a society. Every social network, in order to achieve its goals, in addition to knowledgeable and experienced people and material facilities and tools, needs factors of trust, commitment and responsibility, etc., which are the same as social capital. Even a group of criminals (such as a group of thieves or smugglers) need social capital and norms such as moral behavior, rule of law, risk-taking, and mutual trust to succeed in their work. In fact, the existence of social capital is a prerequisite for collective success in illegal affairs. Today's organizations that focus on knowledge, competitiveness, customer orientation, accountability, quality orientation, partnership, entrepreneurship, and transformationalism require the rapid acquisition of a capable, satisfied, and committed human force as a competitive tool. Attracting and retaining elite human resources is a set of management measures and measures that allow the organization to maintain and preserve elite human resources. Maintaining the security, morale, interest and professional ability of people is called maintenance. Maintaining and maintaining a process that management tries to increase the desire to continue the service of employees in the organization by using factors such as effective payment system, training and construction, promotion based on competency and providing welfare facilities and appropriate services, etc. This paper examines the role of social capital in innovation among the elite.

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