

## **Comparison of Organizational Social Cohesion Model between Telecommunication of Isfahan and Shahid Montazeri Power Plant**

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**Abstract:** *The present research has been conducted in two quantitative and qualitative sections. In the qualitative section, and based on Grounded Theory, the organizational social coherence model was presented. In the quantitative section, the data obtained from the questionnaires was analysed at two levels of descriptive and inferential statistics including structural equations and through the SPSS and Warp PLS software. According to the results of the research model, the goals orientation (0.880) in the strategy section, organizing (0.855) in the category orientation section, the social coherence workgroup (0.854) in the context section, organizational harmony (0.895) in the causal conditions section, the political behaviours management (0.934) in the intervener section, and conflict management (0.916) in the consequences section had the highest impact coefficient. From the results of the goodness of fit index, the score of GOF index of the research model was obtained equal to 0.613, which indicates the strong desirability of the model. Also, according to the comparison performed, it was specified that the proposed model has the ability to distinguish social coherence in organizations with different coherence.*

**Keywords:** *Organizational Social Coherence, Partial Least Squares Technique, Telecommunication of Isfahan District.*

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### **Introduction**

Every community has goals and ideals that members use different solutions to achieve them. But undoubtedly, the essential condition and the first step for achieving these defined goals is to provide grounds for facilitating the movement of members towards the goals as well as eliminating the conditions that are considered barriers to the way of achieving the desired goals of the community. Today, all political and social systems of the world have achieved this realization and understanding that the most important way of social maintenance and dynamism of their desired communities passes through the path of social coherence. Therefore, by every means, they are trying to create a kind of coherence, unity and integrity among various classes of the community in order that they achieve their goals. This can be understood well when we look at a large number of theorizing that the thinkers of various cultures and communities have presented to achieve social cohesion. If social coherence and coordination are not present in the community, forces and capitals are wasted, and existing oppositions nullify efforts for reforms and the acceleration of the growth track and overcoming the lack of development, in such a way that social development is not achieved in spite of individual efforts. On this basis, social coherence is the guarantee of accurate and effective implementation of the strategic plans of the governments. In other words, social coherence is a form of communication that shows

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individuals, institutions, organizations and various executive groups at various levels are capable of cooperating with each other and respect existing laws. Such an affair requires the equal distribution of economic, social, political opportunities and assigning a part of decision makings to the individuals of the community.

### **A Review on the Theoretical Foundations**

The concept of "Social Coherence" has a long history in sociology literature and was first introduced by Durkheim, the French sociologist. The basic question proposed about social coherence was that, despite the constant competition between individuals to achieve scarce resources in a community, what and how they live beside each other with peace and compromise (Cope, 1995). Social cohesion or coherence usually implies a concept based on which at a group or community level, members are interdependent and mutually require each other. Social coherence is also a kind of feeling of communication, tendency and interaction with others, and means the feeling of mutual responsibility among several individuals or several groups having awareness and will (Birou, 1987). Social coherence in this sense is, in fact, a sense of cohesion, and emotional linkage and commitment that the members of community have towards each other (Vaziri, 2004). As it is generally understood in the sociology from the concept of social coherence, this concept refers to the degree or type of convergence of a community and, in fact, the links and relationships that connect the members of a community or group to one another. Hatcker considers the concept of social coherence related to the level, amount or intensity of collaboration of the members of group in respect of achieving collective goals (Widegren, 1997). Other sociologists also consider it in general as monitoring the interaction ratio and mutual relationship model between actors, groups, and distinct subcultures (Afrough, 1999). When we talk about the organization, we usually visualize in our mind a completely ordered relationship between certain parts that have predetermined order and arrangement. Although the image may not be clear, we are talking about a group of mechanical relationships that seem to be machines. The mechanical thinking mastery and the organizational model obtained from this mental model in many cases are as barriers to managers who are trying to guide and lead modern organizations in the current conditions through a mental model and a mechanical thinking model, and replacing this thinking with a dynamic and flexible model is a necessity expressed by Peter Senge as subjective models and the necessity of management and changing it. From the point of view of Weber, only the relations based on rational, legal, and traditional power have enough stability and coherence and provide a basis for forming permanent administrative structures, and during the recent century, especially in western societies, traditional structure has gradually replaced with rational-legal structures, that its most manifestation can be found in new governments and advanced capitalist institutions, with regard to their relatively technical superiority to other forms of organization. As Muni points out, there are tasks in each organization that should be carried out collectively, so each organization is always composed of a large number of single occupations applied through management. The coordination of all human activities is in respect of achieving this point.

This coordination always assumes the jobs definite and constant, so the coordination process is prior to its person employed. In general, as the dependence of the specialized units of the organization on one another becomes more; the possibility of the creation of opposition or conflict increases. In an organization that units have a disconnected dependence with each other, they do not have to create mutual relationship with each other. Employees and members of organizations that their units have consecutive or mutual dependence should spend a lot of time to coordinate the tasks. The distinctive and indicative feature of the groups that have not been well-aligned is energy wasting. Every individual member may work hard, but their effort is not properly converted into group effort. The opposite point is when the group is well aligned; in this case such a commonality will be created in directions that will cause harmony and cohesion between individuals and groups. Fromandi conceptualized the effect of social-technical systems on the psychological needs of individuals, and suggested that the production systems should be redesigned so that team working makes applying various skills and self-management possible. According to him, the success of an organization relies on the fact that any subsystem (group) is able to adapt itself to the issues and make itself coherent with other subsystems, and the whole organization. Burns and Stlker, Lawrence and Lorsch believed that an effective organizational performance is determined through the appropriateness between the social structure of the organization

and the environment. Successful organizations are organizations in which the ratio of separation and the coherence tool is consistent with the demands of the environment. Stuart Kolg claims that today's organizations have excessively been separated. In his opinion, such organizations should be desegregated. Desegregation of the organization integrates activities, but not through hierarchy or structural elaboration, but by allowing individuals to manage themselves and coordinate their activities (Danaiefard, 2009). Theorists of the organization claim that organizations are formed around duties that doing them is beyond the ability of people individually. According to their belief, the organization's advantage over individuals lies in bringing various skills and abilities together in one place or a collection. If a person takes the responsibility of a part of work and others do other parts of it, what is not possible can be realized. Recently Stuart Kolg, one of the Australian theoretician of the organization, has claimed that segregation in modern organizations has been growing in a way that it seems that a kind of over-separation has been performed in them. According to him, such organizations should be desegregated. Desegregation is different from integration. Because integration implies the point that coordination links segregated activities. Desegregation means that the organization removes many of the segregation conditions that initially created the integration requirement. Organizations will become more integrated in the desegregation, but this integration is not the result of structural contemplation aiming to increase coordination. But this integration is the result of creating a kind of organization that needs less coordination. An example of desegregation is the concept of a team in products manufacturing affairs, in which responsibilities are assigned to the semi-independent groups of workers (Hatch, 2008). The following cases can be mentioned as literature review with regard to social coherence.

- Ronak and Kelsey (2018) investigated the relationship between social cohesion and flexibility of community in two Prince and Haiti port cities.
- Tulin et al. (2018) investigated the perceived group coherence with the actual structure of community, a study by using social networks analysis. Bianchi et al. (2018) investigated the social coherence as a peripheral product of professional cooperation, social support, and trusting a working space.
- Broekman (2018) investigated the social structure transformation through the implementation of social coherence among participants in the research.
- Van den Berg et al. (2017) investigated the mental quality of social interactions: the impact of association with neighbors, social coherence, and the capability to move in different neighborhoods.
- Thomas (2017) in a research investigated the creation of a high-function working group in organizations at the University of Calgary, Canada.
- Roderick and William (2017) mentioned the relationship between social cohesion and discrete points in some villages in the west of New York.
- Foromandi (2017) investigated the explanation of organizational indifference based on selected components of the quality of working life (social integrity and coherence in the organization, legality in the organization) among the employees of administrations.
- Taraj (2017) in an article investigated the impact of social coherence on the ratio of social participation of citizens. Gholami and Hayati (2016) investigated the effect of physical identity on social coherence. Mohammadi (2015) investigated the role of students' social and academic coherence.
- Honarmand (2015) investigated the ratio of organizational integrity and coherence and its relationship with the organizational effectiveness in the executive organizations.
- Farahmand (2015) conducted a research entitled as "Comparative Study of Social Coherence between Azari and Kurd Minorities".

### **Research Method**

Regarding that the present research explains the relationship between phenomena, tests theories, adds to the existing knowledge and helps the development of knowledge boundaries of scientific field, it is of fundamental type in terms of purpose, and in terms of data collection method, it is considered as a mixed (quantitative-qualitative) type. This research is of combination (mixed) researches type, carried out in two qualitative and quantitative phases. In the qualitative section, the Grounded Theory was used

and in the quantitative section the structural equations approach was used. The statistical population of the research in the qualitative section were the university professors in the fields of Public Management and Sociology and the managers and heads of the Telecommunication of Isfahan District, that have been referred as informed or experts term. The participants in the qualitative section in accordance with Table (1) were 16 senior managers and the heads of administrations at the level of telecommunication of Isfahan district. The viewpoints of 12 prominent and educated scientific professors and academic experts in the field of management have also been used in the qualitative sector. The number of desired experts for interview depends on the theoretical saturation of the desired investigating questions.

*Table (1): Statistical Population of Research Qualitative Section*

Participants of Qualitative Section	Number (Individual)
Senior Managers of the Telecommunication of Isfahan District	16
Professors of Public Management	12
Total	28

The present research is of fundamental researches type in terms of purpose. In this section, the methods and tools applied during the quantitative process of research used to investigate the research questions and statistical conclusion are described briefly. Then, the statistical population of the quantitative section was investigated and finally the method of data analysis was described. The method of present research in the quantitative section is of descriptive-correlation type. Since in this research the purpose is to determine the relationship between mentioned dimensions, the present research is of correlation type, and as the model tests a specific model of relationship between variables, it is of structural equations model type. The statistical population under investigation in this research is the employees of the telecommunication of Isfahan district as well as Shahid Montazeri power plant that were selected through available sampling method.

In the first quantitative study conducted in the telecommunication of Isfahan district, according to the population of about 1,100 employees of telecommunication, the number of samples was calculated as 285 people, and in the second quantitative study, which was conducted at the Shahid Montazeri power plant, according to the population of about 500 employees of the power plant, the number of samples was calculated as 217 people. In this research, reliable and valid researcher-made questionnaires were used to collect data related to the quantitative section of the research. To assess the content validity of the questionnaires, the experts' viewpoints and to assess the factor validity of questionnaires, factor analysis was used. Data collection was performed in quantitative section during three stages. The first stage was the distribution and collection of the first questionnaire (consisting of 24 main components and 105 indicators) in the telecommunication of Isfahan district. The second stage was the selection of the second research organization that is the Shahid Montazeri power plant and the distribution of the second questionnaire (3 components and 19 indicators) in that company. The second questionnaire was also performed in order to specify in which organization the social coherence is relatively more. The third and final stage was the distribution and collection of the first questionnaire at Shahid Montazeri power plant.

### **Findings**

When one or more attributes are measured through two or more methods, the correlation between these measurements provides two important indicators of validity. If the correlation between the scores of tests that measure a single attribute is high, the questionnaire has convergent validity. The existence of this correlation is necessary to ensure that the test measures what should be measured. For the convergent validity, the Average Variance Extracted (AVE), Cronbach's alpha and Composite Validity (CR) are calculated. The average variance extracted investigates the ratio of each structure with its own indices. This value has been introduced as the number of 0.5 upwards by Fornell and Larcker (1981). Of course, Magner et al. (1996) considered the value of 0.4 upwards for the average variance extracted enough, but for the next more accurate calculations, it would be better to regard the value of 0.5 upward as the criterion.

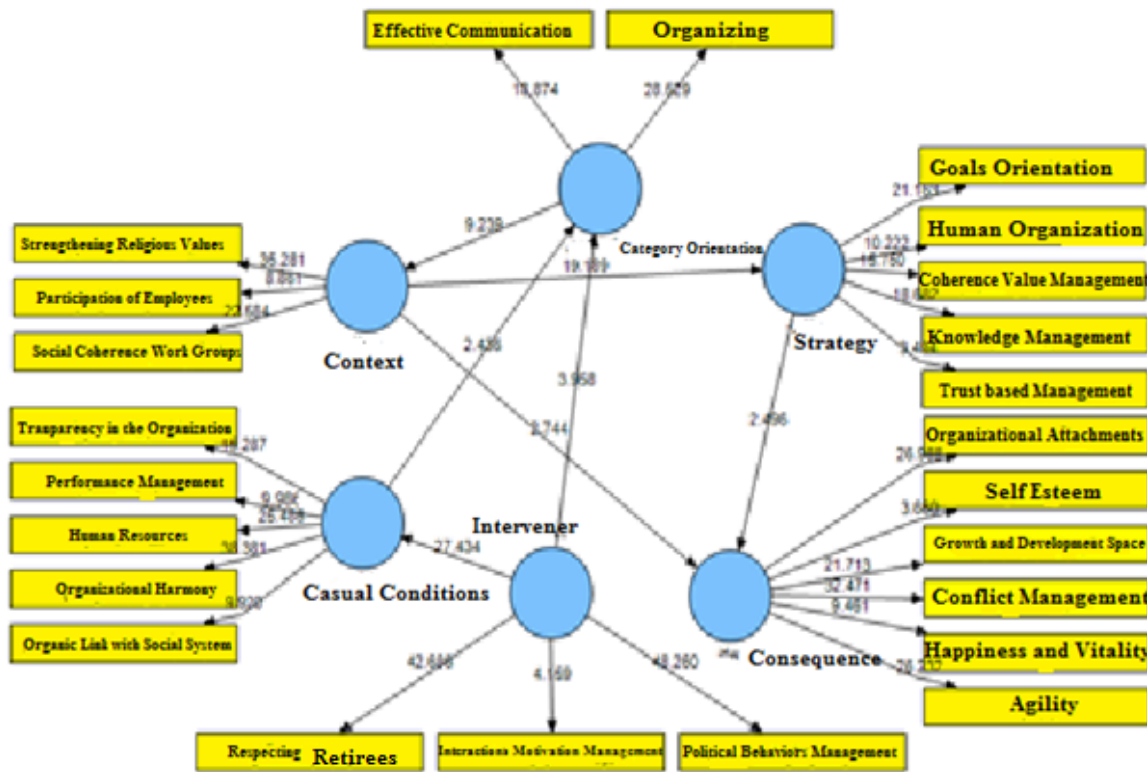
**Table (2): Convergent Validity Table**

	Average Variance Extracted	Composite Validity	Cronbach's Alpha
Strategy	0.560419	0.859134	0.792183
Field, Context	0.666331	0.856070	0.744895
Casual Conditions	0.627970	0.892708	0.848331
Intervener	0.655734	0.842039	0.697645
Category Orientation	0.721984	0.838543	0.615021
Consequence	0.619689	0.903456	0.867673

According to Table 2, the Cronbach's alpha of all components was higher than 0.6; therefore, the reliability of all components was confirmed. The Average Variance Extracted (AVE) is always higher than 0.5, so the convergent validity is also confirmed. Composite Validity (CR) was also calculated as higher than AVE.

**Significance Coefficients (Research Model)**

According to the algorithm, for investigating the fitness of the research structural model, several criteria were used, that the most basic criterion is the significance coefficients of Z, or the same as t-values. This value should be higher than 1.96 to indicate the correctness of the relationship.



**Figure (1): Significant Coefficients of the Research Model**

**R<sup>2</sup> Criterion or R Squares (Research Model)**

It is a criterion used to connect the measurement section and the structural part of the structural equation modeling and indicates the effect that an exogenous variable has on an endogenous variable. An essential point is that R<sup>2</sup> is calculated only for the endogenous (dependent) structures of the model and for exogenous structures the value of this criterion is zero. The higher the value of R<sup>2</sup> related to the endogenous structures of a model is, it indicates a better fitness of the model. Chin (1998) considered the values of 0.19, 0.33, and 0.67 as the R<sup>2</sup> of model being weak, moderate, and strong.

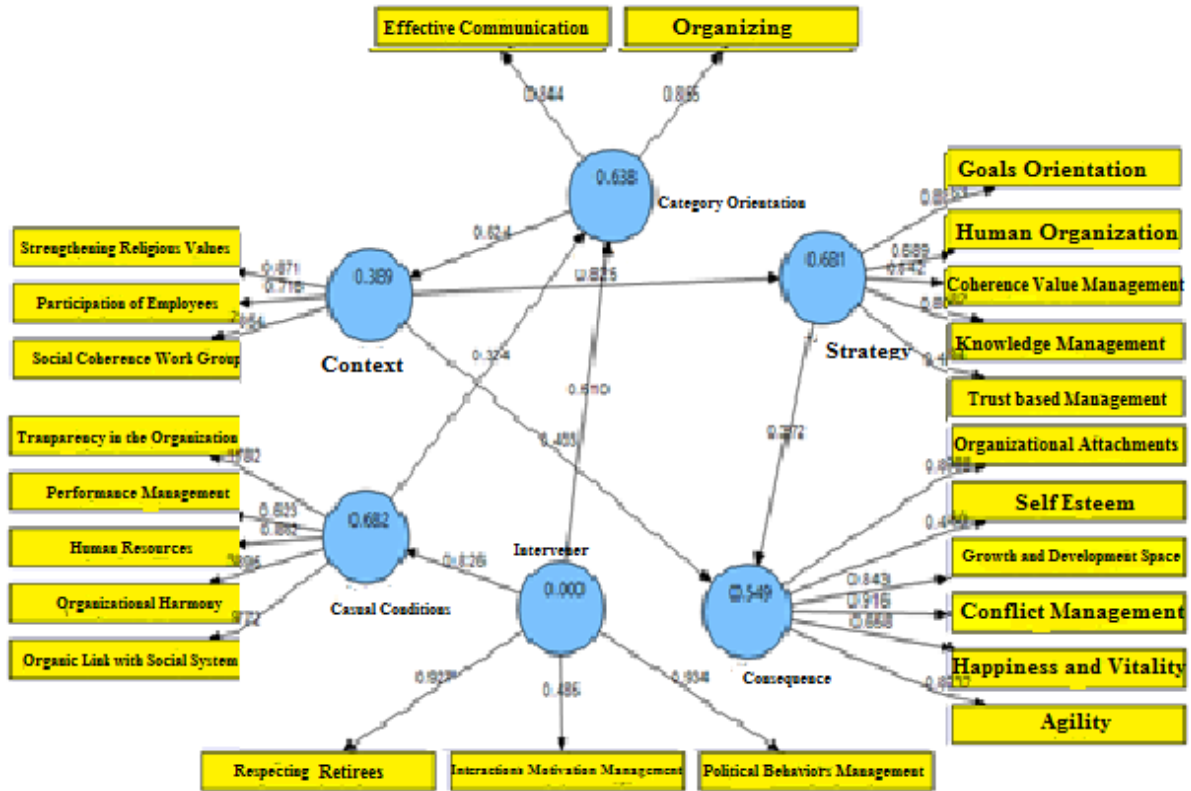


Figure (2): R<sup>2</sup> Criterion or R Squares of Research Model

As it was shown in Figure 2, the highest calculated R<sup>2</sup> value for the endogenous variables of the model was related to the causal conditions (0.682) and the lowest R<sup>2</sup> value was related to the context (0.398). For other endogenous variables in this model, which include strategy, category orientation and consequence, the calculated R<sup>2</sup> value is also 0.681 for the strategy component, 0.638 for the category orientation component and 0.549 for the consequence category. According to the mentioned values, the fitness of the structural model is confirmed.

### Q<sup>2</sup> Criterion

This criterion introduced by Stone and Geisser (1975), determines the predictive power of model. They believe that models that their acceptable structural part has fitness should have the capability to predict the indexes related to the model structures. This means that if in a model the relationships between the endogenous structures are properly defined, the structure will be able to have an adequate impact on each other's indicators and thereby the hypotheses are accurately confirmed. Q<sup>2</sup> values related to a structure includes three values of 0.02 as weak predictive power, 0.15 as moderate predictive power, and 0.35 as strong predictive power.

Table (3): Q<sup>2</sup> Criterion

	Q <sup>2</sup> (Stone-Geisser Criterion)
Category Orientation	0.458483
Consequence	0.312680
Strategy	0.375818
Casual Conditions	0.393717
Field, Context	0.260592

Since the Q<sup>2</sup> value of the endogenous structures of the category orientation, the causal conditions, the strategy and the consequence were calculated equal to 0.46, 0.40, 0.38, respectively, it indicates strong predictive power of the model concerning this structure. The value of 0.26 for the context variable is also acceptable with respect to the mentioned values. In general, it can be said that the calculated values for this criterion in this model confirmed the appropriate fitness of the research structural model again.

**Redundancy Criterion**

This value represents the amount of variability of the indices of an endogenous structure that is affected by one or several exogenous structures and is obtained from the multiplication result of the commonality values of an endogenous structure to R<sup>2</sup> value related to it.

$$\text{RedPE} = \text{Communality PE} \times \text{R}^2\text{PE}$$

*Table (4): Redundancy Criterion*

	R <sup>2</sup> or R Squares	Communality Values	Redundancy Criterion
Category Orientation	0.638	0.721984	0.46062579
Consequence	0.549	0.619689	0.34020926
Strategy	0.681	0.560419	0.38164534
Casual Conditions	0.682	0.627968	0.42827418
Context	0.389	0.666331	0.25920276

About the value of criterion  $\overline{Red}$  (the mean of the redundancies of the endogenous variables in a model) no number has been mentioned, and this value is only calculated for using in the calculation formula of the GOF criterion.

**General Fitness of the Model (GOF criterion)**

This criterion is related to the general section of structural equation models. It means that by this criterion, after investigating the fitness of the measurement section and the structural part, the overall model of research can also itself control the fitness of the general part. The GOF criterion that was invented by Tenenhaus et al. (2004) is calculated according to the following formula.

$GOF = \sqrt{\text{Avg}(\text{communalities} \times R^2)}$  Watzles et al. (2009, p. 187) have introduced three values of 0.01, 0.25, and 0.36 as weak, moderate and strong values for GOF.

$$GOF = \sqrt{0.639 \times 0.588} = \sqrt{0.376} = 0.6132$$

The calculated GOF index according to the mentioned formulas is equal to 0.613. With regard to the values introduced as weak, moderate, and strong for GOF, obtaining a value of 0.613 for the GOF in the model indicates the confirmation of very appropriate fitness of the general model.

**Comparative Comparison of Organizational Social Coherence in the Telecommunication of Isfahan District and Shahid Montazeri Power Plant**

A questionnaire was distributed to measure the ratio of social coherence among the employees of Shahid Montazeri Power Plant and the Telecommunication of Isfahan District. This questionnaire was the same as second questionnaire of the research designed to measure social coherence. The aim was to compare the organizational social coherence between the mentioned companies. The hypothesis was proposed as "organizational social coherence is different between Shahid Montazeri Power Plant and the Telecommunication of Isfahan District", thus the statistical hypothesis is set as follows.

$$H_0: \mu_1 = \mu_2$$

$$H_1: \mu_1 \neq \mu_2$$

To test the hypothesis, the two-sample T test in the SPSS software has been used. The results have been specified in Tables (4) and (5).

*Table (5): Distribution Statistics of the Test*

Group		Number	Mean	Standard Deviation
Mean	Telecommunication	61	3.1346	0.54268
	Power Plant	50	3.4430	0.34582

**Table (6): T Test Statistics**

	T Test				
	T Test Statistics	Degree of Freedom	Significance Level	Upper Limit	Lower Limit
Mean of Variance Equality	3.480	109	0.001	-0.13274	-0.48408
Variance Inequality	3.630	103.171	0.000	-0.13990	-0.47692

According to the information inserted in the table, it can be found out that on the basis of the significance level that is lower than 0.05, the confidence level of 95% of the  $H_0$  hypothesis is rejected and the  $H_1$  hypothesis is confirmed, and therefore the mean of the two population is different from each other, meaning that the social coherence is different between the two desired populations. In the above hypothesis, the upper and lower limits are both negative, so the mean of the second group is higher than the mean of the first group, that is, the social coherence in the power plant is higher than that of social coherence in the telecommunication of Isfahan district, and it is confirmed that this difference is statistically significant.

### Implementing and Comparing the Research Model

The purpose of comparing the evaluation of implementing the organizational social coherence model in the telecommunication of Isfahan district and Shahid Montazeri power plant was to answer the following question:

"Is the model able to distinguish social coherence in organizations with different coherence?"

In order to answer the desired question, the first questionnaire of the research related to the organizational social coherence model, like the telecommunication, was also distributed in the Shahid Montazeri Power Plant and the data was collected. The hypothesis was proposed as:

"There is a difference between the organizational social coherence of Shahid Montazeri Power Plant and the organizational social coherence of the Telecommunication of Isfahan District, in the view of the model". Thus the statistical hypothesis was set as follows.

$$H_0: \mu_1 = \mu_2$$

$$H_1: \mu_1 \neq \mu_2$$

Regarding that the data was not normal in order to test the hypothesis, nonparametric tests in SPSS software were used. The Mann-Whitney U test is equivalent to the t-test in the parametric tests.

The results have been specified in Tables (7) and (8).

**Table (7): The Mean of Ranks**

Groups		Number	Mean of Rank	Total of Ranks
Mean	Power plant	290	319.79	92739.00
	Telecommunication	217	166.08	36039.00
	Total	507		

**Table (8): Mann-Whitney U Test Statistics**

	Mean
Mann-Whitney U statistics	12386.00
Wilcoxon statistics	36039.00
Z statistics	11.689
Significance level	0.000

According to the information inserted in the table, it can be found out that on the basis of the significance level that is lower than 0.05, at the confidence level of 95%, the  $H_0$  hypothesis is rejected and the  $H_1$  hypothesis is confirmed, that is, the social coherence between the two desired populations is different. Therefore this claim can be proposed that the presented model has the ability to distinguish social coherence in organizations with different coherence.



## Discussion and Conclusion

In this section, the results and the setting of a model that the explanation of organizational social coherence components in the form of that model is performed have been presented. Based on the results of the qualitative section that was carried out with Grounded Theory, the researcher identified and presented five components in the causal conditions dimension, 3 components in the dimension of field or context, 2 components in the dimension of category orientation, 3 components in the dimension of intervener conditions, 5 components in the dimensions of strategies, and 6 components in dimension of the consequences of organizational social coherence. According to these components, a questionnaire was designed with 105 items based on the model and also a second questionnaire with 19 items was designed as researcher-made in order to compare and measure social coherence in two organizations of the telecommunication of Isfahan district and Shaheed Montazeri power plant and provided to the respondents. The data obtained from the questionnaires was analyzed in two levels of descriptive and inferential statistics including structural equations and through SPSS and Warp PLS software. By the results of goodness of fit index, the score of GOF index of the research model was obtained equal to 0.613, which indicates the strong desirability of the model.

Based on the obtained results in the discussion on the components of organizational social coherence, competent and enable human resources, organizational harmony, goal orientation in all aspects of the organization, organic linkage with the external social system, culture of respect and donating respect to the retirees, social coherence workgroups in the organization, political behaviors management in the organization, strengthening cultural and religious values, participation of employees in organizational affairs, knowledge management and organizational learning, management of organizational coherence values, trust based management, performance management, human organization, transparency in organizational affairs, effective communication between managers and employees, and interactions motivation management were respectively prioritized. The results of prioritizing the components of organizational social coherence consequence was in a way that locating the organization in the space of development and growth, conflict management in the organization, organizational self-esteem, organizational attachments, vitality and happiness in work and ultimately agility, creativity and innovation were respectively prioritized. According to the results of the significance coefficients of the structural model of the research, in figure 2, the goal orientation in all aspects of the organization (0.880) had the highest impact coefficient and trust based management (0.449) had the least impact coefficient in the strategy section. Organizing according to social coherence (0.855) had the highest impact coefficient, and afterwards it was the effective communication between managers and employees (0.884) in the category orientation. Organizational social coherence workgroups (0.854) had the highest impact coefficient and participation of employees in the organizational affairs (0.716) had the least impact coefficient in the context section. Organizational harmony (0.895) had the highest impact coefficient and performance management (0.623) had the least impact coefficient in the causal conditions section. The political behaviors management in the organization (0.934) had the highest impact coefficient and social interactions motivation management (0.485) had the least impact coefficient in the intervener section. In the section of organizational social coherence consequences, conflict management in the organization (0.916) had the highest impact coefficient and vitality and happiness in work (0.658) had the least impact coefficient.

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