



## Analyzing the Impact of the Social Capital on the Performance of Rural Municipalities (Case Study: Sonqor and Kolyai County)

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### Abstract

**Purpose-** Rural municipality, as an organization for sustainable rural development, is supposed to be a public entity for rural administration supervised by villagers through the Islamic Council. Capital inputs are vital for achieving the best performance of rural municipalities in order to realize the development in rural areas. The main purpose of this article was to investigate the effect of social capital on the performance of rural people.

**Design/methodology/approach-** The study area of this research is located in the villages of Sonqor and Kolyai Counties in Kermanshah Province. The statistical population of this study is 180 villages with rural municipalities, and 123 samples were determined by Cochran's formula. 28 items for rural performance of rural municipalities and 30 items for social capital were utilized to design the questionnaire. Cronbach's alpha method was used for the reliability, and experts' opinions were used for to determine the validity. The correlation for the collected data was analyzed by Pearson Correlation Coefficient.

**Finding-** The findings confirm that there is a significant relationship between the level of social capital and the performance of the rural municipalities. Among the indicator of social capital, social participation has the highest correlation and social trust has the lowest correlation with the performance of rural municipalities. The variables entered in the regression equation were able to explain 32% of the variance of the dependent variable. In addition, among them, the dependent variable is affected by the social participation at the highest and the social trust at the lowest.

**Keywords:** Social participation, Social awareness, Social cohesion, Social trust, Performance of rural municipalities, Sonqor and Kolyai County.

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## 1. Introduction

Villages are vital for economic, social and political development of local, regional, national and international contexts. Moreover, their issues such as underdevelopment, poverty, growing inequality, rapid population growth, unemployment, migration, slum formation, etc., have increasingly attracted the attention to villages and rural communities, in some cases even more than urban communities (Azkia and Ghaffari, 2004). To this end, sustainable rural development is considered as a process of social, economic and environmental transformation designed to enhance long-term welfare for the whole society (Moseley, 2003). One of the means to sustainable rural development is the formation of organized groups, such as rural municipalities. Although the fundamental role of rural development in the national development is ubiquitous, it has been usually neglected due to the lack of a clear strategic plan, (Saeedi, 2005: 204). The formation of the new rural management or the establishment of the rural municipality is a formal institution for public affairs and local rural management. A proper local participatory management is expected to be one of stages towards sustainable rural development (Estelaji, 2012). Rural municipality, as an organization for sustainable rural development, is supposed to be a public entity for rural administration supervised by villagers through the Islamic Council. Capital inputs are vital for achieving the best performance of rural municipalities in order to realize the development in rural areas. The success of cooperatives, non-governmental and governmental organizations basically depend on their ability to create and maintain social capital. This can be accomplished by activating and maintaining collective actions among members to expand potential and actual capacity in cooperatives and organizations. (Hong & Sporleder, 2010).

Social capital is one of the indicators of growth and development of societies whose absence will make the path to development difficult. In this regard, nowadays, social capital has become a common concept or a keyword for politicians and academics. Social capital is a multidimensional concept in the social science which is also influential in other areas, and comes along with human, economic and physical capital (Nateghpour

and Firoozabadi, 2005). The impact of this type of capital on enhancement of the performance of governmental and non-governmental organizations and institutions is indisputable. Therefore, in this study we are to find how social capital affects the performance of rural municipalities? This question can be narrowed down to these questions:

- i) how the social capital influences the physical-civil performance of rural municipality?
- ii) how the social capital influences the health-environmental performance of rural municipality?
- iii) how the social capital influences the socio-cultural performance of rural municipality?
- iv) how the social capital influences the economic-employment performance of rural municipality?

## 2. Research Theoretical Literature

### *Theoretical Framework*

Performance means the state or quality of the actions (Rahnavard, 2009). Performance is the outcome of the individuals' activities in terms of doing the assigned tasks in a certain period of time. Also, it is the completion of the tasks assigned to workforce by the organization (Emamgholi, 2010: 62). Organizations should improve their performance constantly to survive in today's competitive world (Bazaz Jazayeri, 2008). Performance refers to how tasks and activities are executed, and the outcome obtained from them (Alam Tabriz and Abbasi., 2016). Armstrong (2006) considers performance as a strategy which is based on the analysis of the key factors of success, and the levels of performance achieved based on those factors (Bazaz Jazayeri, 2008). Organizational performance can be defined as a measurement for an effective action to achieve designated goals. It can be estimated by the efficiency and effectiveness of the organization in achieving the goals. Organizational performance is also a human resource performance and their interaction with resources and technology in the organization. On the other hand, human resource performance is a function of their motivation and capabilities.

Three types of capital play an essential role in enhancing the performance of organizations: economic capital, human capital and social capital. In the traditional perspective, the economic capital and human resources development play the most important role, but in the modern perspective,

managers need social capital more economic and human capital for organizational development (Qadamzan Jalali, 2011: 36). Social capital is a concept in sociology that is used in business, economics, humanities, and public health which refers to relationships within and between groups. There are different definitions for this concept. However, in general, social capital is considered as a kind of "cure for all problems" in the modern society. Social capital, like other types of capital, is a platform to access to opportunities and one of the important sources of organizational and social success. It is also the sum of potential and actual resources that is embedded in the network of interpersonal relationships. One of the benefits of social capital is the impact on mutual communication, trust, intimacy and cooperation between people. At the organizational level, increasing trust, communication and intimacy in the employees lead to a better participation. Social capital requires more social participation in the communicative networks. These networks promote the achievement of collective benefit through cooperation (Ghasemi and Kazemi, 1999: 18). As it mentioned before, there are several definitions of social capital. Social capital refers to the characteristics of a social organization such as trust, participation, norms, etc. that can improve society. This capital comes from interactions between people. The World Bank considers social capital as social norms and relations which exist in the social structures, which enables individuals to act collaboratively to achieve goals (World Bank, 2006). Putnam, 2000 also defines the social capital as a collection of concepts such as trust, norms, and networks that creates optimal communication and participation among members of a community and ultimately brings about mutual benefits for them. In his view, social capital is a means for political and social development in the various political arrangements. He highlighted the concept of trust (Putnam, 2000). Ovacacs defines it as interpersonal processes, which creates trust, social norms and the network of relationships and boosts mutual cooperation and coordination. Social capital to Fukuyama is a social norm that promotes cooperation between two or more people and works like interaction between two friends. He believes that trust, communicative networks and civil society are the ends of social capital, not the social capital itself (Fukuyama, 2007). The components of social trust, social cohesion, social

participation and social awareness, which are interrelated, reinforce one another, and they are the most important components of social capital. These four components are the key concepts in sociology.

Social trust is a component that is created in the process of social relations between individuals and organizations. Trust makes the sense of social relationships and is directly related to the social relationships. The greater the level of social trust between individuals, groups, and social organizations in society, the higher intensity, diversity, stability and consistency of social relations. Simmel argues that trust is one of the most important necessities of transactions. According to him, society is disintegrated without trust, because many relationships between people are based on the certainty among them. He also believes that human interactions are pursued through trust more than rational reasons and self-interest considerations (Mansoorian and Ghodrati, 2009: 190). Fukuyama noted that trust is the basis of social discipline, and communities are built on mutual trust, without which they cannot be created. Giddens stated that trust is vital when we do not have full knowledge of social phenomena due to increasing temporal and spatial distancing. Luhmann argued that the trust is a social mechanism in which expectations, actions, and behaviors are regulated and conducted.

For a long time, the effects of participation in society have been the concern of researchers. According to Aristotle and other ancient social philosophers, participation is a source of creative and energy and a means for standing against tyrannies. They also consider it as the collective wisdom. According to Gauteri, participation requires a transformation in mental and cognitive states. In order to reach that, values and ideas about participation must be deeply embedded and institutionalized. In Alain Bieru's opinion, participation is a way to contribute in something and benefiting from it. This is not only participating in a group but also collaborating with it. Consequently, from a sociological point of view, participation is separated into a status and/or an action. From a systemic and functional point of view, participation is considered as a mechanism to survive and development of the social system. If the necessary structures for participation don't get developed, the social and the political systems collapse (Vahida and Nyazi, 2004).

Social awareness contains thoughts, ideas, and senses about life. It is also everything related to public affairs either political or social. Awareness is a requisite precondition. A more active form of civil liability that causes the interest and worry. Contrary to awareness is the ignorance, apathy as well as an opportunistic attitude (Azkia and Firoozabadi, 2004). Social cohesion is the unavoidable, lucid, relative and spontaneous components that is created by sympathy, cooperative and voluntary coordination of individuals in diverse cultural, religious, social, economic and political relations (Azkia and Ghaffari, 2002: 20).

Cohesion is a situation in which members of society are related together by the common social and cultural commitments (Mitchell, 1989: 180). Social cohesion is a set of factors and elements that provides the possibility of internal communication and solidarity of people of a country in response to specific problems such as facing security issues. It provides the strength and stability of society, and it is considered as a component of social development (Azkia and Ghaffari, 2002: 20). Today, practitioners use the growing concept of national and social cohesion as the leverage and fundamental of the identity and credibility for society (Niazi, 2011: 48).

Mahdavi and Najafikani (2005), in a study entitled "rural municipality, a new step in Iranian rural management", found that the rural municipalities play a significant role in the rural development especially in the physical dimension, and the rural mayors' initiatives verify it. Nemati (2007), in a study evaluated the functional role of rural mayors in the small villages and concluded that the success of rural municipalities is related to the existence and absence of appropriate administrative and organizational structures. There was a significant relationship between the governmental supports and success of rural municipalities. Therefore, the provision of public and financial services and support can prolong the survival of the rural municipalities. Chubchian et al. (2007), in a study, analyzed the performance of rural municipalities using the rural good governance indicator in Gilan. The findings confirm that there is a significant difference between the rural municipalities in the study area regarding the indicator of good governance. Furthermore, indicators of good rural governance are relatively weak. Khakpour et al. (2009) studied the role of social capital in the

sustainable development of a neighborhood in Sajjadih neighborhood in Mashhad. The results confirm that the neighborhood will be more sustained by improving the social capital. Thus, without institutional and human capabilities and exploiting both individual and group capacities, the sustainability in neighborhood development is undone. Nayiji (2009) studied the role of rural mayors' education in the rural development of Chamestan District of Noor County. He concluded that the higher education level of the rural mayors is important to reach the rural development goals and establish rural participation. Torabi et al. (2010) investigated the effect of the social capital components on the performance of cooperatives. The results indicate that among variables applied for regression analysis to explain the performance of cooperatives, and some independent variables such as social participation, social trust, social cohesion, social awareness, level of education and age of respondents are significant. However, social participation and social trust have the greatest impact on the performance of cooperatives. Farahani and Rostamkhani (2013) analyzed the performance of rural municipalities in the rural development of Karsaf District of Khodabandeh County. The results showed that the performance of rural municipalities was high in the environmental and physical dimensions and it was satisfactory in the social dimension, but for the economic dimension, rural municipalities didn't satisfy the residents. Falsoleiman et al. (2012) evaluated the performance of rural mayors in the process of rural management and development in Central District of Birjand County. Having applied rural mayors' opinions, they concluded that after the formation of rural municipalities, significant improvements have been achieved in the social, economic and environmental-physical dimensions. Afrakhteh et al. (2014) investigated the effect of social capital on the rural development of Chahardangeh District. The results of this study revealed that there is a significant relationship between the level of social capital and rural development. By and large, the variables of participation and trust have the greatest impact on the development process, while social cohesion and social network are less effective. Rostami (2015) evaluated the performance of rural municipalities in the rural development of Ivan County in Ilam Province. The results confirmed that rural mayors have been successful in the

interaction with government organizations and councils, and their levels of education have a great impact on their performance. Azmi and Rezaei (2018) investigated the people's opinion for the performance of rural mayors in Lorestan Province. The results confirmed that the village management has multiple dimensions, and in general, the respondents were satisfied with the performance of rural mayors. Consequently, the seven factors are recognized as the determining factors for the performance of rural municipalities including service and health, monitoring the projects, economic improvement, encouragement of broad participation, cooperation with political entities,

reduction of migration, satisfaction of people, and social issues. Imani and Fathi (2019) analyzed the performance of rural municipalities with emphasis on the approach of good governance in the villages of Central District of Ardabil. The performance of rural areas from the perspective of residents of villages is estimated below average and is not in a good condition. According to the studies conducted on the performance of rural municipalities in relation to social capital, we find it necessary to consider the impact of social capital (participation, trust, cohesion, awareness) on the rural municipality as one of the most influential organizations for rural development

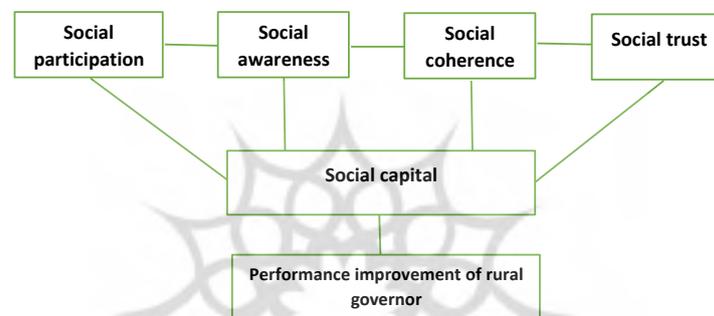


Figure 1. Conceptualization Model of the present study

### 3. Research Methodology

#### 3.1 Geographical Scope of the Research

Sonqor is one of the counties of Kermanshah Province. This county has an area of about 2242 square kilometers and located in the northeast of Kermanshah between  $47^{\circ}.19'$  and  $47^{\circ}.57'$  E and  $34^{\circ}.44'$  and  $35^{\circ}.4'$  N. Sonqor County is divided in

two districts (central and Koliaei), and has two cities (Sonqor and Satar), eight rural districts (Ab barik, Farsinj, Sarab, Gavroud, Baveleh, Agahan, Setar, and Keyvana) and 230 villages. 180 villages out of 230 have independent rural municipalities and the remaining number of villages are managed by the neighboring villages.

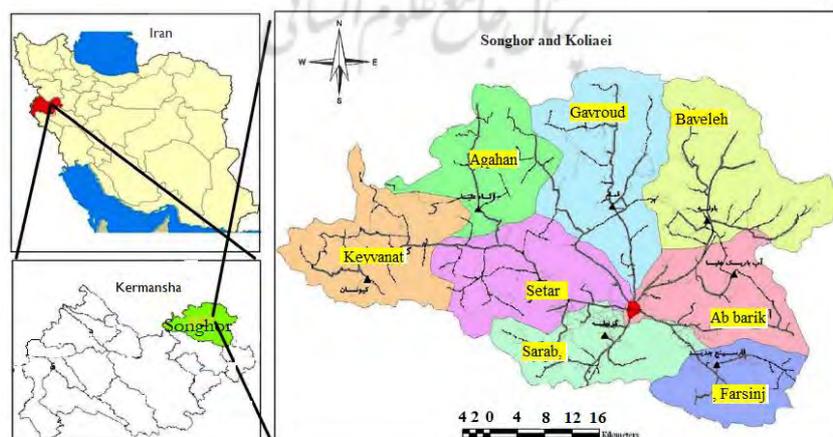


Figure 2. Area of study

#### 3.2. Methodology

According to the estimation by Cochran's formula, among 180 villages with rural municipalities in Sonqor County as the statistical population of this study, 123 of them were studied randomly as a sample. This study is descriptive-analytical and both documentary and field methods were used to collect data.

In order to operationalize the variables, four performance indicators of rural areas (physical-constructive, economic-occupational, social - cultural and sanitation-environmental) in 28 items

(Table 1), and social capital variables (participation, cohesion, awareness and trust) in 30 items (Table 2) were examined. The study applied a questionnaire with a Likert scale. The validity of questionnaire was confirmed based on the opinion of experts and its reliability was confirmed based on Cronbach's alpha. Finally, Pearson correlation coefficient is used for the effect of each dimension of social capital on the performance of rural municipalities.

**Table 1. The indicators related to the performance of rural municipalities**

parameters	indicators
physical – civil performance	Success level in providing the contexts for construction of streets, alleys, parks, green space and village improvement plan
	Success level in cleaning, maintenance, leveling of roads, water supply and the electricity power in the village
	Success level in the construction of production and distribution, water, electricity and telecommunications, etc. in the village
	success level of the village in the implementation of development projects within the framework of the plan (Hadi plan)
	Success level in providing the required lands related to the goals and tasks of rural development
	Success level in the care, maintenance of public property and facilities under rural municipality
	Success level to announcing the laws and duties and implementation of them
health-environmental performance	Success level in preserving and maintaining natural resources located in the village
	Success level in doing the necessary works to protect the village from the danger of floods, fires, building hazards, etc.
	Success level in health care in villagers and cooperation with the Ministry of Health for vaccination
	Success level in health care of baths, bakeries, butchers and etc.
	Success level in cooperation with the Ministry of Health to prevent the spread of human infectious and animal diseases
	Success level in following up and creating grounds for monitoring rural health affairs, such as slaughter of livestock and meat supply
	Success level in improving the environmental situation of the village
- social cultural performance	Success level in encouraging villagers to develop handicrafts and marketing the rural products in cities
	Success level in taking care of the price tags on goods and preventing the sale of rotten goods
	Success level in identifying employment opportunities and helping to provide jobs for job seekers
	Success level in preventing begging in the village and create jobs for beggars
	Success level in providing the good quality of flour and bread for villagers
	Success level in receiving tolls approved by legal authorities and consuming it to improve the village
	Success level in estimating, preparing and submitting the annual rural budget and its amendment to the council for approval
economic-employment performance	Success level in studying and recognizing the problems, deficiencies and needs and social and cultural inadequacies in the village
	Success level in construction, maintenance and operation of public, cultural, sports, and welfare facilities of the village

parameters	indicators
	Success level in identifying and introducing homeless and poor families to the Welfare Organization and the Relief Committee
	Success level in encouraging villagers to take action in governmental policies
	Success level in pursuing and assisting in the establishment of charities and debt funds and cultural institutions such as Gharz al-Hasna
	Success level in cooperating with relief worker units during emergencies and natural disasters
	Success level in the naming of passages and places and presenting them to the Islamic Council for the required process

**Table 2. The indicators related to social capital**

parameters	indicators
Participation	Awareness level about how to do job duties
	Awareness level of rural municipality's activities and missions
	Awareness level of rural municipality's problems
	Awareness level of the latest news and information of rural municipality
	The levels of internet usage and access
	The levels of other media(radio, television, etc.) usage
Coherence	helped to other people in trouble situation
	Resolve disagreements peacefully via conversation
	The time and energy that peoples spend to better execute the organization's programs
	Having teamwork and feeling family work
	Public interests is precedence to personal interests
	take responsibility for the assigned tasks
	Communication between people
Contribution of peoples for the implementation of ideas and plans	
awareness	participation in achieving the required skills and knowledge in the job
	participation in program design
	participation in the implementation of programs
	participation in organizational decision making
	participation in group activities
	participation in innovative and creative behaviors
	Participation in communication with the doyens
	Communication with farmers in the village
	The close relations with other villagers
trust	Honesty in the organization members
	Reduce skepticism about the dangers of interacting with others
	Cooperation between members of the organization
	Mutual support
	Respect to each other
	The level of trust between people
	Take responsibility for each other

**Table 3. Cronbach's alpha of rural performance questions**

row	about the performance of rural municipality	The count of answerer	The count of questions	Alpha's coefficient
1	physical – civil performance	123	7	0.76
2	health-environmental performance	123	7	0.763
3	social - cultural performance	123	7	0.76
4	economic-employment performance	123	7	0.755

**Table 4. alpha's coefficient of the questions about the social capital**

row	Social capital	The count of answerer	The count of questions	Alpha's coefficient
1	Participation	123	9	0.75
2	Coherence	123	8	0.772
3	awareness	123	6	0.737
4	trust	123	7	0.765

#### 4. Research Findings

In this study, 107 (87%) persons of the sample are male and 16 (13%) persons are female. 22 (17.9%) persons are single and 101 (82.1%) are married. In terms of age 36 (26%), 53 (43.1%), 35 (28.5%), 3 (2.4%) numbers of people are in the groups of 20-

30, 31-40, 41-50, and 51-60, respectively. 5 persons (4.1%) have less than diploma degrees, 62 (50.4%) have diplomas, 19 persons (15.4%) have associate degrees, 29 persons (23.6%) have undergraduate degrees and 8 (6.5 %) have postgraduate degrees (Table 5).

**Table 5: Personal information of rural mayors**

title	variable	count	percent
Sex	male	107	0.87
	female	16	0.13
	sum	123	100
Marital status	single	22	17.9
	married	101	82.1
	sum	123	100
Age	20 - 30	32	26
	31 - 40	53	43.1
	41 - 50	35	28.5
	51 - 60	3	2.4
	sum	123	100
Qualification	Below diploma	5	4.1
	diploma	62	50.4
	associate	19	15.4
	B.Sc	29	23.6
	M.Sc	8	6.5
	sum	123	100

The performance of rural municipalities for the sanitation-environmental indicator with an average score of 4.02 is their highest performance. After that the socio-cultural, physical-constructive and

economic-occupational indicators are the second, third and fourth indicators with average scores of 3.75, 3.64, and 3.50, respectively.

**Table 6. the different dimension of the performance of rural municipality**

title	row	item	average	Standard deviation
The performance of rural governor	1	physical-civil performance	3.64	0.93
	2	and health-environmental performance	4.02	0.81
	3	economic-employment performance	3.05	1.09
	4	socio-cultural performance	3.75	0.96

Social participation with an average of 3.75 has the highest rank indicator for social capital. Following this, social awareness, social trust and social

cohesion are ranked, with average score of 3.48, 3.45, and 3.39, respectively.

**Table 7. the different dimension of social capital**

	item	average	Standard deviation
1	Participation	3.75	0.65
2	awareness	3.48	0.58
3	trust	3.45	0.47
4	cohesion	3.39	0.61

The results of the test among social trust (sig=0.042), social participation (sig=0.008), social cohesion (sig=0.011) and social awareness variables (sig=0.023) with performance of rural municipalities in physical-constructive indicator were analyzed. The null hypothesis was rejected for social participation is 99% and for social trust, coherence and awareness is 95%. In other words, there is a significant relationship between social

capital and the performance of the rural municipalities regarding the physical-constructive indicator (Table 8). Social participation with a correlation coefficient of 0.509 has the highest correlation and social trust with a correlation coefficient of 0.331 has the lowest correlation with physical-constructive performance of rural municipalities (Table 8).

**Table 8. The Pearson's correlation between social capital components and physical-civil performance**

Independent variable	Dependent variable	sig	correlation	The sig relation
trust	physical-civil performance	0.042	0.331	confirmed
Participation	physical-civil performance	0.008	0.509	confirmed
Coherence	physical-civil performance	0.011	0.498	confirmed
awareness	physical-civil performance	0.023	0.417	confirmed

The test results among social trust (sig=0.033), social participation (sig= 0.011), social cohesion (sig=0.009) and social awareness variables (sig=0.018) for performance of rural municipalities in sanitation-environmental indicator were analyzed. The null hypothesis was rejected for social cohesion (99% confidence) and for trust, participation and awareness (95% confidence). In other words, there is a significant relationship

between social capital and the performance of the rural municipalities regarding the sanitation-environmental indicator (Table 9). Social participation with a correlation coefficient of 0.509 has the highest correlation and social trust with a correlation coefficient of 0.331 has the lowest correlation to physical-constructive performance of the rural municipalities (Table 9).

**Table 9. The Pearson's correlation between social capital components and health-environmental performance**

Independent variable	Dependent variable	Sig.	correlation	The sig relation
trust	and health-environmental performance	0.033	0.345	confirmed
Participation	and health-environmental performance	0.011	0.535	confirmed
Coherence	and health-environmental performance	0.009	0.512	confirmed
awareness	and health-environmental performance	0.018	0.424	confirmed

The test results among social trust (sig= 0.009), social participation (sig=0.000), social cohesion (sig=0.021) and social awareness variables (sig=0.010) for performance of rural municipalities in economic-occupational sector were analyzed. The null hypothesis was rejected for trust and

participation (99% confidence) and for awareness and cohesion (95% confidence). There is a significant relationship between social capital and the performance of the rural municipalities regarding the economic-occupational indicator (Table 10). Social participation with correlation

coefficient (0.504) has the highest correlation and social trust with correlation coefficient (0.320) has

the lowest correlation to economic-occupational performance of the rural municipalities (Table 10).

**Table 10. The Pearson’s correlation between social capital components and economic-employment performance**

Independent variable	Dependent variable	Sig.	correlation	The sig relation
trust	economic-employment performance	0.009	0.32	confirmed
Participation	economic-employment performance	0	0.504	confirmed
Coherence	economic-employment performance	0.021	0.5	confirmed
awareness	economic-employment performance	0.01	0.40	confirmed

The test results among social trust (sig= 0.021), social participation (sig=0.000), social cohesion (sig=0.000) and social awareness variables (sig=0.035) for performance of the rural municipalities in socio-cultural were analyzed. The null hypothesis was rejected for trust and participation (99% confidence) and for awareness and coherence (95% confidence). There is a

significant relationship between social capital and the performance of the rural municipalities regarding the socio-cultural indicator (Table 11). Social participation with correlation coefficient (0.519) has the highest correlation and social trust with correlation coefficient (0.332) has the lowest correlation to socio-cultural performance of the rural municipalities (Table 11).

**Table 11. The Pearson’s correlation between social capital components and socio-cultural performance**

Independent variable	Dependent variable	Sig.	correlation	The sig relation
trust	socio-cultural performance	0.021	0.33	confirmed
Participation	socio-cultural performance	0.00	0.51	confirmed
Coherence	socio-cultural performance	0.00	0.515	confirmed
awareness	socio-cultural performance	0.035	0.412	confirmed

The test results among social trust (sig= 0.024), social participation (sig=0.000), social cohesion (sig=0.013) and social awareness variables (sig=0.000) for performance of rural municipalities were analyzed. The null hypothesis was rejected for awareness and participation (99% confidence) and for trust and cohesion (95% confidence). There

is a significant relationship between social capital and the performance of the rural municipalities (Table 12). Social participation with correlation coefficient (0.530) has the highest correlation, and social trust with correlation coefficient (0.340) has the lowest correlation to the performance of the rural municipalities (Table 12).

**Table 12. The Pearson’s correlation between social capital components and total performance of rural municipality**

Independent variable	Dependent variable	Sig.	correlation	The sig relation
trust	Total performance	0.024	0.34	confirmed
Participation	Total performance	0.00	0.53	confirmed
Coherence	Total performance	0.01	0.512	confirmed
awareness	Total performance	0.00	0.42	confirmed

Regression analysis of the variables affecting the performance of the rural municipalities- In this section, we discuss the effect of variables of trust, participation, awareness and social cohesion on the performance of rural municipality using multivariate regression. This test determines the variability of the dependent variable through independent predictor variables and the contribution of each independent variable in the explanation of the dependent variables. The relationship between the variables of social trust,

participation, awareness and cohesion as independent variables and the performance of the rural municipalities as a dependent variable is a linear relationship. These variables have interval scales. The multivariate regression is used to estimate the values of the dependent variable through independent variables. In this study, the method of simultaneous or multiple regression (Enter) was used. In this method, all independent variables are entered into the regression model, simultaneously. It is worth mentioning that

contextual variables are not used as nominal and interval scales in the regression equation.

Tables of 13 and 14 illustrate the results from regression analysis of the variables of social trust, participation, awareness and cohesion as independent variables and performance of the rural municipalities as dependent variable.

As illustrated in Table 13, the multiple correlation coefficient (R) is 0.583. The coefficient of determination (R<sup>2</sup>) is 0.339 and the modified coefficient (Adjusted R<sup>2</sup>) is 0.317. Therefore, based on the modified coefficient of determination, variables included in the regression equation were able to explain 32% of the variance of the dependent variable.

According to the value of F (15/160) and the criterion of significance (Sig.) which is (0.000), the obtained coefficient of determination is statistically significant.

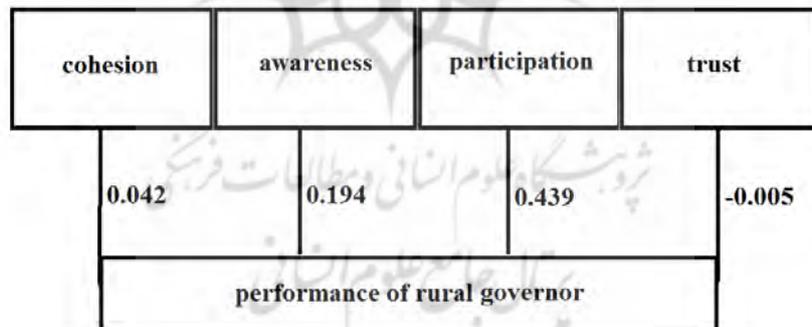
According to the values of the standardized Beta coefficient in Table 14, the effect of the variables including social trust, participation, awareness and cohesion on the performance of the rural municipalities are -0.005, 0.439, 0.194 and 0.042, respectively. Among the variables entered in the regression equation, it is evident that the dependent variable is affected by the social participation with a coefficient of 0.439 at the highest, and by social trust with a coefficient of -0.005 at the lowest (Figure 3).

**Table 13. Variance analysis**

Sum of Squares	df	Mean Square	F	Sig.
14.899	4	3.725	15.16	0.00

**Table 14. the coefficient of regression test**

Sig	t	Beta	Model
0.03	2.203	—	constant
0.952	-0.06	-0.005	trust
0.00	4.523	0.439	participation
0.041	2.069	0.194	awareness
0.691	0.398	0.042	cohesion



**Figure 3. the coefficients of regression test**

## 5. Discussion and Conclusion

Today, one of the most important resources affecting the performance of various governmental and non-governmental organizations and agencies is social capital, and studies verify that without social capital, the other capitals will not be used aptly. In this study, we tried to examine the effect between different components of social capital (participation, trust, awareness, cohesion) on the performance of rural municipalities of Sonqor and Kolyai Counties. According to the Pearson

correlation coefficient, there is a significant relationship between the four components of social capital (participation, trust, awareness and cohesion) and different performance of rural municipalities (physical-constructive, sanitation-environmental, socio-cultural and economic-occupational). As a whole, the social participation indicator has the highest correlation and the social trust indicator has the lowest correlation with the performance of the rural municipalities. The variables entered in the regression equation were able to explain 32% of the variance of the

dependent variable. In addition, among them, the dependent variable is affected by the social participation at the highest and the social trust at the lowest. Similar results have been obtained in other studies for social capital. For instance, [Khakpour et al., 2009](#) have studied the role of social capital in the sustainable development of a neighborhood in Sajjadih neighborhood in Mashhad. The results of this study confirmed that by improving the social capital, the neighborhood will be more sustained. Thus, without institutional and human capabilities and exploiting both individual and group capacities, the sustainability in neighborhood development is undone. [Torabi et al. 2010](#) investigated the effect of the social capital components on the performance of cooperatives. The results of this study indicated that the variables of social participation and social trust have the greatest impact on the performance of cooperatives. [Afrakhteh et al. 2014](#) investigated the effect of social capital on the rural development of Chahardangeh District. The results of this study revealed that there is a significant relationship between the level of social capital and rural development. As a result, the variables of participation and trust have the greatest impact on the development process. The findings of these studies as like the research conducted, confirm the

significant effect of social capital on performance improvement.

Rural municipalities are the most important non-governmental organizations that have been implemented in local management in the villages in recent years. Furthermore, they are supervised by the Islamic Councils, and together, they are working toward sustainable rural development. Therefore, it is necessary to investigate about resources including social capital, which are affecting the performance of rural municipalities. Improving social participation, building interpersonal trust, creating cohesion and unity, and awareness may greatly help the community to achieve the goals of sustainable development, especially at the local level. Given that in this study, the component of social trust has the lowest level of correlation with the performance of rural municipalities, so it is suggested:

Improvement of the social trust through transparency, responsiveness, efficiency, rule of law, accountability and consensus oriented will help us take actions to improve the performance of rural municipalities of Sonqor and Kolyai Counties.

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## بررسی تأثیر سرمایه اجتماعی در عملکرد دهیاری‌ها (مطالعه موردی: شهرستان سنقر و کلیایی)

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### چکیده مبسوط

#### ۱. مقدمه

اهداف، برآورد شود. عملکرد سازمانی تابع عملکرد منابع انسانی و تعامل آنها با منابع و امکانات و تکنولوژی موجود در سازمان می‌باشد از سوی دیگر عملکرد منابع انسانی هم تابع انگیزش و توانایی آنهاست. سرمایه اجتماعی، تعاریف متعددی در مورد سرمایه اجتماعی بیان شده است. سرمایه اجتماعی به ویژگی‌هایی از سازمان اجتماعی مانند اعتماد، مشارکت، هنجارها و ... اشاره دارد که می‌توانند اجتماع را بهبود بخشد، این سرمایه از روابط و تعامل‌های بین افراد به وجود می‌آید. بانک جهانی سرمایه اجتماعی را هنجارها و روابط اجتماعی می‌داند که در ساختارهای اجتماعی وجود دارد و افراد را قادر به عمل همکارانه برای دستیابی به اهداف می‌سازد.

#### ۳. روش‌شناسی تحقیق

با توجه به محاسبه انجام شده به وسیله فرمول کوکران از میان ۱۸۰ روستای دارای دهیاری شهرستان سنقر به عنوان جامعه آماری این پژوهش ۱۲۳ دهیاری به عنوان حجم نمونه به صورت تصادفی، مورد بررسی قرار گرفته‌اند. این پژوهش به لحاظ روش‌شناسی توصیفی - تحلیلی بوده و جهت گردآوری اطلاعات از دو روش کتابخانه‌ای و میدانی استفاده شده است. جهت عملیاتی‌سازی متغیرهای پژوهش، چهار شاخص عملکرد دهیاری‌ها (کالبدی - عمرانی، اقتصادی - اشتغال، اجتماعی - فرهنگی و بهداشتی - زیست‌محیطی) در قالب ۲۸ گویه، و متغیر سرمایه‌های اجتماعی (مشارکت، انسجام، آگاهی و اعتماد) در قالب ۳۰ گویه، مورد بررسی قرار گرفت. ابزار مورد استفاده در این پژوهش، پرسشنامه در قالب طیف لیکرت، که روایی آن بر اساس نظر متخصصان و پایایی آن بر اساس آلفای کرونباخ تأیید گردید. در نهایت جهت بررسی تأثیر هر یک از ابعاد سرمایه‌های اجتماعی بر عملکرد دهیاری‌ها از ضریب همبستگی پیرسون استفاده شده است.

نقش و جایگاه روستاها در فرایندهای توسعه اقتصادی، اجتماعی و سیاسی در مقیاس محلی، منطقه‌ای، ملی و بین‌المللی و پیامدهای توسعه نیافتگی مناطق روستایی چون فقر گسترده، نابرابری فزاینده، رشد سریع جمعیت، بیکاری، مهاجرت، حاشیه‌نشینی شهری و ... موجب توجه به روستاها و جوامع روستایی و حتی تقدم آن به جوامع شهری گردیده است. از سوی دیگر می‌توان توسعه پایدار روستایی را شامل فرایندهای تغییرات اجتماعی، اقتصادی و محیطی دانست که برای افزایش رفاه طولانی مدت در کل جامعه طراحی می‌گردد. سرمایه اجتماعی یکی از شاخص‌های رشد و توسعه جوامع به شمار می‌آید و در غیاب آن، پیمودن راه توسعه دشوار می‌شود. در همین راستا امروزه، سرمایه اجتماعی به یک مفهوم بسیار مرسوم، مبدل شده و به صورت شعار روز سیاستمداران و نخبگان دانشگاهی درآمده است. توجه به این نوع سرمایه و تأثیر آن بر ارتقای عملکرد و اثربخشی سازمان‌ها و نهادهای دولتی و غیردولتی غیر قابل انکار است. بنابراین در این پژوهش به دنبال پاسخ به این سؤال هستیم که ابعاد مختلف سرمایه اجتماعی چه تأثیری بر عملکرد دهیاری‌ها در روستاهای شهرستان سنقر و کلیایی دارد؟

#### ۲. مبانی نظری تحقیق

عملکرد به چگونگی انجام وظایف، فعالیت‌ها و نتایج حاصله از آنها اطلاق می‌شود. عملکرد یک استراتژی است که مبتنی بر تجزیه و تحلیل عوامل اساسی موفقیت و سطوح عملکرد حاصله بر پایه آن عوامل است. عملکرد سازمانی را می‌توان شاخصی برای اندازه‌گیری میزان دستیابی خوب و مؤثر یک اقدام به اهداف تعیین شده تعریف کرد، که می‌تواند بوسیله کارایی و اثر بخشی سازمان در دستیابی به

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#### ۴. یافته های تحقیق

عملکرد دهیاری‌ها در زمینه بهداشتی - محیط زیست، با میانگین ۴/۰۲ بالاترین بعد عملکردی دهیاری‌ها است؛ و اجتماعی - فرهنگی با میانگین ۳/۷۵، کالبدی - عمرانی با میانگین ۳/۶۴ و اقتصادی - اشتغال با میانگین ۳/۰۵ به ترتیب در رتبه‌های دیگر قرار دارند. مشارکت اجتماعی با میانگین ۳/۷۵ بالاترین میزان سرمایه اجتماعی است؛ و آگاهی اجتماعی با میانگین ۳/۴۸، اعتماد اجتماعی با میانگین ۳/۴۵ و انسجام اجتماعی با میانگین ۳/۳۹ در رتبه‌های بعدی قرار دارند. رابطه معنی‌دار بین سرمایه‌های اجتماعی و عملکرد دهیاری‌ها در بخش کالبدی و عمرانی، بهداشتی-محیط‌زیست اقتصادی - اشتغال، اجتماعی- فرهنگی تأیید شد. وجود رابطه معنی‌دار بین سرمایه‌های اجتماعی و مجموع عملکرد دهیاری‌ها تأیید شد. همان‌طور که نتایج نشان می‌دهد ضریب همبستگی چندگانه ( $R$ ) معادل ۰/۵۸۳، ضریب تعیین ( $R$  Square) معادل ۰/۳۳۹ و ضریب تعیین تصحیح‌شده ( $Adjusted R$  Square) معادل ۰/۳۱۷ می‌باشد. بنابراین بر اساس ضریب تعیین تصحیح‌شده می‌توان نتیجه گرفت که متغیرهای وارد شده به معادله رگرسیون توانسته‌اند ۳۲ درصد از واریانس تغییرات متغیر وابسته را تبیین کنند.

#### ۵. بحث و نتیجه گیری

در این پژوهش سعی گردید تأثیر بین مؤلفه‌های مختلف سرمایه اجتماعی (مشارکت، اعتماد، آگاهی، انسجام) بر عملکرد دهیاری‌های شهرستان سنقر و کلیایی مورد مطالعه قرار گیرد. با توجه به نتایج بدست آمده از طریق آزمون همبستگی پیرسون، ارتباط معناداری بین چهار مؤلفه‌ی سرمایه اجتماعی (مشارکت، اعتماد، آگاهی و انسجام) و بخش‌های مختلف عملکرد دهیاری‌ها (کالبدی - عمرانی، بهداشتی - محیط‌زیست، فرهنگی - اجتماعی و اقتصادی - اشتغال) وجود دارد. در یک نگاه کلی مؤلفه‌ی مشارکت بیشترین همبستگی و مؤلفه‌ی اعتماد کمترین میزان همبستگی را با عملکرد

دهیاری‌ها نشان می‌دهد. متغیرهای وارد شده به معادله رگرسیون توانسته‌اند ۳۲ درصد از واریانس تغییرات متغیر وابسته را تبیین کنند، همچنین از میان متغیرهایی که وارد معادله رگرسیون شده‌اند، متغیر وابسته بیشترین تأثیر را از متغیر مشارکت اجتماعی و کمترین تأثیر را از متغیر اعتماد اجتماعی پذیرفته است. در مطالعات دیگر پژوهشگران در زمینه سرمایه‌های اجتماعی نتایج مشابه‌ای بدست آمده است به عنوان نمونه، در مطالعه‌ای خاکپور و همکاران (۱۳۸۸)، به بررسی نقش سرمایه اجتماعی در توسعه پایدار محله‌ای در کوی سجادیه مشهد پرداخته‌اند، نتایج تحقیق نشان می‌دهد که می‌توان با تقویت سرمایه اجتماعی به پایداری محله‌ای دست یافت، و دستیابی به پایداری در توسعه محله‌ای، بدون توجه به پتانسیل‌های نهادی و انسانی و بهره‌گیری از تمامی ظرفیت‌های فردی و گروهی امری غیر قابل اجراء است. ترابی و همکاران (۱۳۸۹)، نیز میزان تأثیر مؤلفه‌های سرمایه اجتماعی در عملکرد شرکت‌های تعاونی را مورد مطالعه قرار دادند. نتیجه این پژوهش نشان می‌دهد که متغیر مشارکت اجتماعی و اعتماد اجتماعی بیشترین تأثیر را در عملکرد تعاونی‌ها دارند. افزاینده و همکاران (۱۳۹۳)، به بررسی نقش سرمایه اجتماعی بر توسعه روستایی دهستان جهادانگه پرداخته‌اند. نتایج این پژوهش نشان می‌دهد که رابطه معناداری بین سطح سرمایه اجتماعی و توسعه روستایی وجود دارد؛ و متغیرهای مشارکت و اعتماد بیشترین تأثیر را در روند توسعه دارند. نتایج این پژوهش‌ها همچون پژوهش انجام شده، تأثیر قابل توجه سرمایه‌های اجتماعی را در هم‌افزایی و بهبود عملکرد در زمینه‌های مختلف را نشان می‌دهد.

**کلیدواژه‌ها:** مشارکت اجتماعی، آگاهی اجتماعی، انسجام اجتماعی، اعتماد اجتماعی، عملکرد مدیریت روستایی، شهرستان سنقر و کلیایی.

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