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# *The Role of Social Capital in Improving the Performance of the Economic Enterprise: A Field Study at the Phosphate Mines Company, SOMIPHOS Tebessa*

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**Abstract**:
This study aims to test the role of social capital in improving the performance of the economic enterprise by conducting a field study at the Phosphate Mines Company, SOMIPHOS Tebessa. A questionnaire was used as a tool to collect data pertaining to the research variables; it was distributed to a target sample of 50 employees during a specific period of time (February 2021). SPSS Software – Statistical Package for the Social Sciences – was used as a tool of statistical analysis to examine the data collected and test the validity of the study's hypotheses .
The findings of the study are as follows:
• The Phosphate Mines Company SOMIPHOS (Tebessa) develops effective strategies for promoting social capital.
• It also works to improve its performance by using different methods.
• There is a statistically significant relationship at the significance level of 5% between social capital and improving performance at SOMIPHOS.
**Keywords:** *social capita;, performance;, performance improvement.*

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## I. Introduction

The economic enterprise has many resources at its disposal to improve its performance levels and thereby achieve its goals. But the most important and influential resources are the human resources, which constitute the primary and essential wealth of the enterprise and one of the key factors that contribute to its performance, allowing it to sustain itself within its unstable working environment. Thus, performance improvement is a general organizational policy whereby the prevailing the conviction is to activate human resources because they represent one of the pillars of the enterprise.

In this context, the concept of social capital has emerged as a set of social values and ethics embodied in coherent social structures and organizations, as well as in social networks that support the human resources of the enterprise. Social capital has an impact on guiding the behaviour of the human resource, developing its performance and thereby improving the overall performance of the enterprise.

## II. The Study's Methodological Framework

### 1- The Problematic

What is the role of social capital in improving the performance of the enterprise at The Phosphate Mines Company SOMIPHOS, Tebessa?

### 2- The Study's Hypotheses

The study is predicated on the following hypotheses:

- SOMIPHOS develops effective strategies for promoting social capital.
- It also works to improve its performance by using different methods.
- There is a statistically significant relationship at the level of 5% between social capital and improving performance at Somifos – Tebessa.

### 3- The Significance of the Study

The study's significance resides in its attempt to:

- address the concept of social capital and identify its dimensions;
- highlight the importance of improving the performance of the enterprise to maintain its continuity;
- determine the contribution of social capital in improving the performance of the enterprise at SOMIPHOS, Tebessa.

### 4- Aims of the Study

The study aims to:

- identify the reality of social capital at SOMIPHOS;
- determine the extent to which social capital contributes to improving the performance of the enterprise.

### 5- Outline of the Study

In order to achieve the research objectives, this paper has been divided into the following sections:

- The nature of social capital.
- Fundamentals regarding the performance of the enterprise.
- The relationship between social capital and the performance of the enterprise.

## III. The Study's Conceptual Framework

### 1- The Nature of Social Capital

We will endeavour, in this section, to address the nature of social capital by underscoring its most important definitions, its significance, and its dimensions.

#### 1.1. Defining Social Capital

Several definitions of social capital have been provided, including the following:

Social capital as a term is divided into two main parts: the capital side and the social side. Capital indicates that it gives positives through long-term periods of time, while the social aspect indicates that social capital is not based on one particular individual but is unified within a social group, so that individuals are organized together, with the aim of providing them all with advantages. Although there is no integrated and unified agreement on the definition of social capital, it is generally regarded as a combination of social relationships based on trust, participation, and reciprocity (Tal'at Mustafa, 2009, p. 04).

In a recent definition of social capital, it is seen as reflecting a range of institutional and organizational relationships in society that reinforce the values of tolerance, cooperation, and mutual support. Social capital may take, on the one hand, a vertical form that manifests itself in vertical relationships embodied in interactions between the knowledge and wealth of society; it may take, on the other hand, a horizontal form reflected in relationships between members or organizations in society that are similar in terms of form or aims and objectives (Serageldin & Christian , 2000, pp. 80-81).

Social capital designates the accumulated amount of desirable positive social relationships, which are differentiated from other forms of capital. The characteristics of social capital lie in the following:

- A long-term presence, in and through which other resources are invested.
- It can be used for a variety of purposes.
- It can be an optimal solution or an alternative to other types of capital.
- It requires constant attention to keep its impact effective and unchanged.
- Social capital manifests itself in relationships with others (in the plural), not with separate individuals; no one owns it, that is, as a private property (Adler & Seok , 2002, pp. 14-17), (Knowles, 2005, p. 21)

### 1.2. The Significance of Social Capital

The availability of social capital creates economic revenues, chief among which are the following:

- A good distribution of knowledge on high levels of confidence, active work links, and objectives of the same significance.
- Lower transaction costs, through trust and a spirit of cooperation, whether within the enterprise, or between the enterprise and its customers.
- Less changing turnover rates, which in turn reduce the costs of training, employing, and maintaining knowledge among employees.
- Making stable decisions (Saad & Hamid Ali Ahmad, 2015, p. 19).

### 1.3. The Dimensions of Social Capital

Social capital is a resource that consists of three main interrelated dimensions:

#### 1.3.1. The Cognitive Dimension

This dimension refers to common language, beliefs, symbols, and shared vision, all of which exert influence on social capital. Increased interaction is evidence of a greater understanding and acceptance of common language and symbols, i.e., the impact of cognitive dimension on social capital in general, as the individual in the community will expect others to have the same level of awareness, which would enable cooperation and exchange of experiences. The result may be counterproductive if the group does not share a common language and does not believe in the same values, which is referred to as cognitive impairment. The latter leads to a lack of social capital.

#### 1.3.2. The Structural Dimension

The structural dimension of social capital refers to the ties between individuals, which are used to disseminate knowledge. These ties indicate familiarity and a high degree of interaction. The building of ties is formed through communication channels, which entails determining the amount and type of information required.

#### 1.3.3. The Relational Dimension:

The relational dimension includes trust, commitment, and mutual respect, since working groups need personal interactions to build social capital capable of creating a shared field of knowledge. The relational dimension consists of three elements:

- **a. commitment**: It appears when relationships between individuals are formed, as commitment and participation demonstrate that cognitive participation in different ideas leads to a strong sense of purpose.
- **b. Trust**: Trust is a potential that is difficult for competitors to realize. It leads to competitive advantage because it is difficult to imitate and difficult to use by competitors, being itself vague. This competitive advantage, when achieved, contributes to the success of enterprises, reduces costs, and improves service and performance.
- **c. Strong ties**: Strong ties lie in the strength of interdependence between individuals, groups, or organizations, which is why enterprises should strengthen relationships

between their members, since social capital grows through the interdependence of relationships.

## Fundamentals regarding the Performance of the Enterprise

Performance is a concept that has elicited the interest of researchers and thinkers because of its importance in achieving the enterprise's main objectives, such as survival and continuity.

### 1.4. Defining Performance

Performance is defined as "performing a job, doing an activity, or executing a task, in the sense of doing something that helps reach a set of specified goals." (Ibrahim Muhammad , 2013, p. 104)

It is also defined as "achieving organizational objectives using resources both efficiently and effectively." (Abdel-Sattar & and all, 2006, p. 327)

**1.5. Efficiency:** is "the ability to do the required work with very few resources, and efficient activity is the least expensive activity." (Mustafa , 2015, pp. 23-26)

**1.6. Effectiveness:** is "the ability to perform the expected activity and reach the expected results." It is also defined as "the organization's ability to attain its strategic objectives of growing sales and maximizing its market share." Another definition stresses "the outputs or objectives that the organization seeks to achieve." (Ali Muhsin , 1998, p. 03)

From the afore-mentioned definitions, we conclude that performance reflects various achievements or efforts to attain the desired goals efficiently and effectively, which would guarantee the survival and continuity of the enterprise.

### 1.7. The Types of Performance

After touching on the concept of performance, we now categorize it according to the following criteria: (Faiz , 2015, p. 93)

**a. The criterion of exhaustiveness**: Performance is classified by this standard into total and partial performance.

**- Total performance**: The total performance of the enterprise constitutes the achievements to which all elements or functions of the enterprise have contributed.

**- Partial performance**: The partial performance of the enterprise is achieved at the level of functions and subsystems in the enterprise.

**b. The Criterion of Source**: Performance according to this standard is divided into two types: internal and external performance.

**- Internal performance** is the result of all the human, financial, and technical resources necessary to run the enterprise.

**- External performance** is the result of the changes in the enterprise's outer environment; there are several variables that bear on the performance of the enterprise.

**c. The Criterion of Nature:** according to this standard, performance can be divided into economic, social, technological, and administrative performance.

**- Economic performance** is the key task that the economic enterprise seeks to achieve. It represents the economic surpluses that the enterprise reaps as a result of maximizing its outputs.

**- Social performance** is the basis for achieving social responsibility within the enterprise.

**- Technological performance** lies in identifying the enterprise's technological objectives during the planning process.

**- Administrative performance** is about the management of plans, policies, and operations in an efficient and effective manner.

**d. The Criterion of Function**: performance is classified according to this standard as follows:

**- The financial function** refers the extent to which the enterprise achieves its financial objectives, such as financial balance.

**- The productive function** is performed by achieving high production rates and high quality while reducing costs.

**- The research and development (R&D) function**, which is studied based on several indicators, including diversification, the enterprise's ability to produce new products as well as its ability to invent and innovate.

**- The function of individuals** represents the performance of the individual, which consists in carrying out the various activities and tasks that make up his or her work and enable him or her to accomplish it and perform his or her tasks successfully.

### 1.8. Indicators Performance Measurement

Performance is measured by a range of indicators, the most important of which are the following: (Muhammad , 2015, p. 33)

**a. Profitability**: Profitability is the initial goal and the best measure of performance efficiency, for it is a sufficient indicator of current performance. Profitability, moreover, is a measure of return in the form of profits earned by shareholders in their investments in the enterprise.

**b. Cost**: The enterprise can achieve a competitive advantage if it can reduce its cost so that it can sell at the lowest prices in the entire market and be a leader in it, which would enable it to realize the greatest sales and profits. (Hassan Muhammad Ahmad, 2008, p. 173)

**c. Productivity**: Productivity means the ratio between the desired results and the means saved to achieve them, that is to say, the effectiveness with which the enterprise transforms all the factors of production into actual products. (Muhammad , 2015, p. 33)

**d. Market share**: The enterprise's share of market sales is one of the good indicators to judge its performance and the extent to which its targets of growth and continuity are realized. (Zuwaida Zahra , 2009)

## The Relationship between Social Capital and the Performance of the Enterprise

Social ability represents the capacity to interact and associate with others and is essential for the individual's cooperation with other individuals in the enterprise to achieve the desired performance. Cooperation and cohesion within the enterprise are positively mirrored at the level of performance.

### 1.9. The Role of Social Capital in Improving Individual Performance

Organizations should focus on all their employees regardless of their levels of talent and skills, trying to improve their performance in a way that is congruent with improving the performance of the enterprise. This requires focusing on recognizing the needs of different individuals in the enterprise, not neglecting the development needs of the staff as a whole and focusing on identifying and developing the needs of individuals with high potential. When organizations wish to develop effective strategies for this purpose, social capital is the mechanism that ensures the realization of this improvement, and that is by doing the following: (Saad & Hamid Ali Ahmad, 2015, pp. 24-25)

- Determining what the enterprise needs in order to succeed and win.
- Linking the required organizational excellence to individual excellence.
- Searching for positions of excellence.
- Drafting the framework of abilities and the framework of performance.
- Drafting talent development map-plans (training, succession, and recruitment) for the performance framework.
- Re-working regularly.

Thus, we conclude that social capital acts as an effective tool in developing the skills of workers, in assisting them, and in raising the level of their performance within the enterprise.

### 1.10. The Role of Social Capital in Improving Collective Performance

Social capital is one good solution to countering the volatility of economic conditions. This is by ensuring that employees have guarantees against the exploitation of their employers, taking into account stable working relationships and teamwork. In this respect, researchers have emphasized the importance of distinguishing between material and ethical relationships between employers and employees. The material dimension focuses, in the short-term, on concepts such as incentives, orders, censorship... etc., as a basis for ensuring obedience and submission, while the ethical dimension is far-reaching in its effect, accentuating trust and teamwork. Thus, organizations with a strong base of social capital, which consists of personal commitments shared by managers and their subordinates, represent the hallmark of the nature of real relationships that are centred on improving collective performance. (Ghoul , 2011, p. 12)

### 1.11. The Role of Social Capital in the Workers' Adoption of Contextual Performance

Two of the most frequently highlighted dimensions of performance are mission performance and contextual performance. Mission performance means the ability of individuals to perform essential technical activities important to their work. Contextual performance, on the other hand, designates behaviours that support less the technical essence of the organization than the psychological and social ones, which occasion technical processes. The behaviour pertaining to contextual performance includes several aspects such as personal facilities, assistance to others, and dedication to work. Thus, the role of social capital is reflected in motivating employees to behave in a manner that embodies contextual performance. The dimensions of social capital (the characteristics of the job's network, emotional confidence, language... etc.) have a direct impact on voluntary personal facilities among employees (one of the dimensions of contextual performance).

The structural dimension of social capital, which consists of the characteristics of the job's network (network strength and frequency of communications), helps to achieve personal interactions, enhances workers' cohesion, and contributes to cooperation, participation, and mutual support. Such indicators contribute to improving the contextual performance of employees.

The relational dimension of emotional trust enhances social emotional exchanges and motivates working individuals to do additional voluntary work and make efforts to develop strong relationships with others. This means that emotional trust helps improve the contextual performance of employees.

Finally, the cognitive dimension of vision and common language increases participation among workers, expands mutual understanding, and enhances social exchange, which is consequently reflected in the contextual performance of employees. (Aamir Ali Hussein , 2009, pp. 47-51)

## IV. Field Study at the Phosphate Mines Company SOMIPHOS, Tebessa.

We have conducted this study on the Phosphate Mines Company SOMIPHOS, Tebessa, as an attempt to examine reality by applying our theoretical framework on it.

### 1. Method and Tools

#### 1.1. The Study's Group and its Sample

The study's group consists of SOMIPHOS's members of staff. The study tool has been distributed to 55 individuals. A total of 50 questionnaires were retrieved, while 05 were not. The sample is considered to represent, in an appropriate and adequate manner, the group from which it was withdrawn; the findings of this study can therefore be assessed within this framework.

#### 1.2. The Statistical Methods Used

Choosing the appropriate statistical method depended primarily on the nature of the data available and the purpose of the analysis. We have relied, in this study, on SPSS**:** Statistical Package for the Social Sciences. Through this software, some well-known statistical tools, such as percentages, have been used to analyse numbers by turning them into proportions so that we can comment on them. In addition, the arithmetic average was used to measure the average answers of the sample's members in order to identify their positions on the Likert scale.

### 2. Presenting and Analysing the Questionnaire and Assessing the Findings

After retrieving the questionnaires that were distributed to the members of the sample that made up the study's group, and before analysing the respondents' answers and drawing conclusions, we made sure the following procedures were implemented: the validity and stability of the study's tool, the statistical identification of data processing methods, and the characteristics of the study's sample.

#### 2.1. Stability of the Study's Tool

The validity of the research tool was tested by Cronbach's alpha in order to measure the stability of the measurement tool in terms of internal consistency of statements.

**Table 1: Cronbach's alpha Coefficient for Measuring the Stability of Study's Axes**

| The axes of the questionnaire | The number of paragraphs | The value of Cronbach's alpha |
|---|---|---|
| The number of statements | 24 | 0.947 |

**Source**: Prepared by researchers using the SPSS program

**The value of Cronbach's alpha for the entire questionnaire is very high** at 94.7%, which indicates that the questionnaire is highly stable and reliable in the study.

### 2.2. The Characteristics of the Study's Sample

To identify the distribution of the vocabulary of the study's sample by demographic characteristics, repetitions and percentages were calculated and the results are as follows:

**Table 2: Repetitions and percentages related to demographic variables**

| Percentage | Repetition | Indicator | Variable |
|---|---|---|---|
| 50,0 | 25 | Male | **gender** |
| 50,0 | 25 | Female | |
| 8,0 | 4 | Under 30 years old | **Age** |
| 56,0 | 28 | Between 30 and 40 years old | |
| 26,0 | 13 | Between 40 and 50 years old | |
| 10,0 | 5 | 50 years and older | |
| 12,0 | 6 | Head of department | **Position** |
| 28,0 | 14 | Office assistant | |
| 60,0 | 30 | Employee | |
| 12,0 | 6 | Secondary school and below | **Qualification** |
| 48,0 | 24 | Bachelor's degree | |
| 28,0 | 14 | Master's degree | |
| 12,0 | 6 | Postgraduate studies | |
| 22,0 | 11 | Less than 5 years | **Experience** |
| 22,0 | 11 | Between 5 and 10 years | |
| 28,0 | 14 | Between 10 and 15 years | |
| 28,0 | 14 | 15 years and more | |
| **100** | **50** | **Total** | |

**Source**: Prepared by researchers using the SPSS program

**- Gender**: It is clear from the table above that the proportion of females has reached 50% of the total sample and is equal to that of males.

**- Age**: The table above shows that most of the sample's members are aged between 30 and 40, representing 56% of the sample. This is evidence that most of the sample's members belong to the middle-aged youth group. The 40-50 age group represents 26% of the sample's members, while the age group over 50 years of age has reached 10% – this is of notable importance because these latter members represent a reference for the rest of employees and new workers by virtue of their seniority and experience. The age group below 30 years of age represents only 8% of the sample's members.

**- Position**: The table shows that the study's sample was distributed in terms of the current position of the employees into three categories. The category of "Employee" ranked first with 60% of the total sample of the study. The position of "Office Assistant" ranked second with 28%, while the

category of "Head of Department" ranked third with 12% of the total sample of the study. Through these results, we conclude that the category of employees is the most numerous in this company.
**- Qualification**: The table shows that the study's sample was distributed in terms of qualification into four categories. The category holding a bachelor's degree ranked first with 48% of the total sample of the study, followed by the category holding a master's degree with 28%. The categories of "secondary school" and "postgraduate studies" ranked third with 6%. This demonstrates the enterprise's interest in recruiting highly qualified individuals, which contributes to its overall development.
**- Experience**: The table shows that the percentage of work experience for employees with less than 5 years was 22%. The same percentage represents those with 5 to 10 years of work experience, while each of two categories of those with 5 to 15 years of work experience and those with more than 15 years represent 28%. This means that the proportion of senior staff with knowledge and experience in their field of specialization – which enables them to perform well in their jobs – is large and dominates the sample.

### 2.3. Statistical Analysis of the Questionnaire's Statements

**Table 03: Arithmetic Averages and Standard Deviations of the Form's Questions**

| Number | Statement | Arithmetic Average | Standard Deviation | T | Sig | Degrees of Answers |
|---|---|---|---|---|---|---|
| First Axis: Social Capital | | | | | | |
| | The Cognitive Dimension | | | | | |
| 1 | Employees use a unified language and vocabulary to facilitate communication within the enterprise | 4,12 | 0,718 | 40,559 | 0.000 | Medium |
| 2 | Working individuals agree to achieve the goals of the enterprise | 4,04 | 0,699 | 40,887 | 0.000 | Medium |
| 3 | Social ties encourage cooperation within the enterprise's community | 3,98 | 0,685 | 41,095 | 0.000 | Medium |
| 4 | There is mutual reliance between the employees in performing the company's work | 4,10 | 0,614 | 47,183 | 0.000 | Low |
| | Total | 4,06 | 0,552 | 51,983 | 0.000 | Medium |
| | The Structural Dimension | | | | | |
| 5 | The organizational structure of the enterprise is characterized by flexibility and freedom of movement between its organizational units | 3,84 | 0,934 | 29,080 | 0.000 | Low |
| 6 | Senior management supports the idea of forming working groups | 3,80 | 0,857 | 31,348 | 0.000 | Low |
| 7 | There are continuous mechanisms of communication between the employees in the performance of their work to achieve the objectives of the enterprise | 3,88 | 0,718 | 38,197 | 0.000 | Low |
| 8 | Individuals working in the company are free to share their ideas and opinions with senior management | 3,54 | 0,908 | 27,561 | 0.000 | High |
| | Total | 3,76 | 0,707 | 37,611 | 0.000 | Medium |
| | The Relational Dimension | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 09 | The enterprise encourages social relations between its employees | 3,64 | 0,898 | 28,660 | 0.000 | Medium |
| 10 | Fellowship and familiarity contribute to the development of the employee's performance within the enterprise | 3,90 | 0,814 | 33,861 | 0.000 | Low |
| 11 | There is a level of trust between working individuals and senior management | 3,74 | 0,777 | 34,014 | 0.000 | Medium |
| 12 | The enterprise considers the personal circumstances of its employees and responds to them | 3,86 | 0,808 | 33,764 | 0.000 | Low |
| | Total | 3,78 | 0,638 | 41,891 | 0.000 | Medium |
| Axis 2: Improving the Performance of the Enterprise | | | | | | |
| 13 | The enterprise adopts the rate of profit growth as a key criterion for judging its performance | 4,04 | 0,699 | 40,887 | 0.000 | High |
| 14 | The enterprise uses all its resources to develop and improve its performance | 3,90 | 0,763 | 36,160 | 0.000 | High |
| 15 | The enterprise is constantly looking for information to improve its performance | 4,00 | 0,670 | 42,212 | 0.000 | Medium |
| 16 | The enterprise attaches great importance to the knowledge of its employees by encouraging teamwork | 3,94 | 0,740 | 37,657 | 0.000 | High |
| 17 | The enterprise adopts modern management methods to encourage creative initiatives in order to improve its performance | 3,78 | 0,708 | 37,738 | 0.000 | Medium |
| 18 | The enterprise provides training and education programs to improve its performance | 4,18 | 0,720 | 41,069 | 0.000 | High |
| 19 | The enterprise is interested in the suggestions of its employees that lead to the development and improvement of its performance | 3,70 | 0,763 | 34,305 | 0.000 | Medium |
| 20 | There is a high satisfaction rate among employees for the positions they hold within the enterprise | 3,40 | 1,069 | 22,489 | 0.000 | Medium |
| 21 | The enterprise provides the right regulatory environment for its members to enhance their performance | 3,54 | 0,788 | 31,769 | 0.000 | Medium |
| 22 | The enterprise uses effective communication systems to disseminate information to its various employees | 3,92 | 0,853 | 32,483 | 0.000 | Medium |
| 23 | The enterprise attaches great importance to its customers by studying their desires and needs | 3,94 | 0,682 | 40,825 | 0.000 | Medium |
| 24 | The enterprise constantly tries to reconcile its strategic objectives with those of its employees | 3,86 | 0,707 | 38,184 | 0.000 | Medium |
| | Total | 3,84 | 0,570 | 47,233 | 0.000 | Medium |

**Source**: Prepared by researchers using the SPSS program

**- Axis 1: Social Capital**

It appears from the previous table that statement 01 ranked first with a high arithmetic average of 4.12, a standard deviation of 0,718, and a probability value of Sig = 0.000, which is less than 0.05. This average is thus statistically considered to be at a significance level of 0.05. And since the T value was 40,559, this indicates that the average answer to this statement is higher than the degree of neutrality 3, which means that the degree of approval by the sample's members for this statement reflects that the staff use a standard language and vocabulary to facilitate communication within the enterprise.

The table shows that statement 04 ranked second with a high arithmetic average of 4.10, a standard deviation of 0,614, and a probability value of Sig = 0.000, which is less than 0.05. This average is thus statistically considered to be at a significance level of 0.05. And since the T value was 47,183, this indicates that the average answer to this statement is equal to the degree of neutrality 3, which means that the average degree of approval by the sample's members for this statement reflects that there is a mutual dependence among the employees in the work performance of the enterprise.

The table also shows that paragraph 02 ranked third with a high arithmetic average of 4.04, a standard deviation of 0,699, and a probability value of Sig = 0.000, which is less than 0.05. This average is thus statistically considered to be at a significance level of 0.05. And since the T value was 40,887, this indicates that the average answer to this paragraph is equal to the degree of neutrality 3, which means that the average degree of approval by the sample's members for this statement reflects that the staff agree to achieve the objectives of the enterprise.

The table shows, furthermore, that statement 08 ranked last with a high arithmetic average of 3.54, a standard deviation of 0,908, and a probability value of Sig = 0.000, which is less than 0.05. This average is thus statistically considered to be at a significance level of 0.05. And since the T value was 27,561, this indicates that the average answer to this statement is below the degree of neutrality 3, which means that the degree of approval by the sample's members for this statement reflects that the individuals working for this enterprise are free to share their ideas and opinions with senior management.

**- Axis 2: Achieving Job Satisfaction for Individuals**

The previous table demonstrates that statement 18 ranked first with a high arithmetic average of 4.18, a standard deviation of 0,720, and a probability value of Sig = 0.000, which is less than 0.05. This average is thus statistically considered to be at a significance level of 0.05. And since the T value was 41,069, this indicates that the average answer to this statement is higher than the degree of neutrality 3, which means that the degree of approval by the sample's members is high for this statement, which reflects that the enterprise provides training and education programmes to improve its performance.

Moreover, the table reveals that statement 13 ranked second with a high arithmetic average of 4.04, a standard deviation of 0,699, and a probability value of Sig = 0.000, which is less than 0.05. This average is thus statistically considered to be at a significance level of 0.05. And since the T value was 40,887, this indicates that the average answer to this statement is higher than the degree of neutrality 3, which means that the degree of approval by the sample's members is high for this statement, which reflects that the enterprise adopts the rate of profit growth as a fundamental criterion for judging its performance.

The table also shows that statement 15 ranked third with a high arithmetic average of 4.00, a standard deviation of 0,670, and a probability value of Sig = 0.000, which is less than 0.05. This average is thus statistically considered to be at significance level of 0.05. And since the T value was 42,212, this indicates that the average answer to this statement is higher than the degree of neutrality 3, which means that the degree of approval by the sample's members for this statement reflects that the enterprise is constantly looking for information to improve its performance.

The previous table, in addition, shows that statement 20 ranked last with a high arithmetic average of 3.40, a standard deviation of 1,069, and a probability value of Sig = 0.000, which is less than 0.05. This average is thus statistically considered to be at a significance level of 0.05. And since the T value was 22,489, this indicates that the average answer to this statement is equal to the degree of neutrality 3, which means that the average degree of approval by the sample's

members for this statement reflects that there is a high satisfaction rate among staff for the positions they hold within the enterprise.

## 2.4. Testing the Study's Hypotheses

### 2.4.1. Testing the First Hypothesis

- $H_0$ SOMIPHOS Tebessa does not develop effective strategies for social capital.
- $H_1$ SOMIPHOS Tebessa develops effective strategies for social capital.
  We calculated the arithmetic average and tested T in order to examine this hypothesis at a significance level of 0.05.

**Table 4: Arithmetic Average and T Test for the First Hypothesis**

| Variable | Arithmetic average | Standard deviation | T | Significance level |
|---|---|---|---|---|
| Social Capital | 3,87 | 0,544 | 50,253 | 0.000 |

**Source**: Prepared by researchers using the SPSS program

The outputs from the table above show that the arithmetic average of the answers to the statement relating to the degree of interest in the human resource has reached 3.87 and a standard deviation of 0,544, while the calculated T value was 50,253, which is greater than its scheduling value. This leads us to reject the zero hypothesis and accept the alternative hypothesis, and what corroborates this result is that the significance level of 0,000 was less than 0.05, that is, below the approved level. This confirms the rejection of the zero hypothesis and the acceptance of the alternative hypothesis. Thus, we conclude that SOMIPHOS adopts effective strategies for its concern with social capital.

### 2.4.2. Testing the Second Hypothesis

- $H_0$ SOMIPHOS does not improve its performance using different methods and techniques.
- $H_1$ SOMIPHOS is working to improve its performance using different methods and techniques.
  We calculated the arithmetic average and tested T in order to examine this hypothesis at a significance level of 0.05.

**Table 5: Arithmetic Average and T Test for the First Hypothesis**

| Variable | Arithmetic Average | Standard deviation | T | Significance Level |
|---|---|---|---|---|
| Improving the performance of the enterprise | 3,84 | 0,570 | 47,233 | 0.000 |

**Source**: Prepared by researchers using the SPSS program

The outputs from the table above show that the arithmetic average of the answers to the statement relating to the degree of interest in the human resource has reached 3.84 and a standard deviation of 5,700, while the calculated T value was 47,233, which is greater than its scheduling value. This leads us to reject the zero hypothesis and accept the alternative hypothesis, and what corroborates this result is that the significance level of 0,000 was less than 0.05, that is, below the approved level. This confirms the rejection of the zero hypothesis and the acceptance of the alternative hypothesis. Thus, we conclude that SOMIPHOS works to improve its performance using by different techniques and methods.

### 2.4.3. Testing the Third Hypothesis

- $H_0$ There is no statistically significant relationship at the significance level of 5% between social capital and improved performance at SOMIPHOS.
- $H_1$ There is a statistically significant relationship at the significance level of 5% between social capital and improved performance at SOMIPHOS.

**Table 6: Link Coefficient**

| | | First axis: Social Capital | Second Axis: Improving the performance of the enterprise |
|---|---|---|---|
| Pearson correlation | S1 | 1 | 0,780** |
| Sig. (bilateral) | | | 0.000 |
| N | | 50 | 49 |
| Pearson correlation | S2 | 0,780** | 1 |
| | | 0,000 | |
| Sig. (bilateral) | | | |
| N | | 49 | 49 |

**. The correlation is significant at the 0.01 level (bilateral).

**Source**: Prepared by researchers using the SPSS program

### 2.5. Dependent Variable: Improving the enterprise's performance

The table shows that the selection coefficient R has reached 0,780, or 78%, at a 95% confidence level, and the value of this link coefficient R indicates a rather strong positive relationship between the two variables. The independent variable's significance level was 0.000, which is below the significance level of 0.05, which indicates its statistical significance. And this is itself indicative of the importance of this variable in explaining the dependent variable. The above-mentioned analysis therefore leads us to accept the alternative hypothesis that there is a statistically significant relationship at the significance level of 5% between social capital and improved performance at SOMIPHOS.

### 2.6. The Findings of the Questionnaire

Our study of a sample of staff from SOMIPHOS has led us to the following conclusions:

- SOMIPHOS develops effective strategies in its concern for social capital: it has been shown from the field study that the company attaches great importance to social capital, and this is evident through the answers of the individuals who have acknowledged the enterprise's support for social capital by paying attention to and developing it. This is owing to its impact on orienting the behaviour of the human resource and improving its performance.
- SOMIPHOS improves its performance using different techniques and methods: Through the field study, it can be concluded that SOMIPHOS is interested in improving its performance by developing, stimulating, and training its staff.
- There is a statistically significant relationship at the 5% significance level between social capital and improved performance at SOMIPHOS: SOMIPHOS cares for social capital and attempts to reach high performance. There is a positive, strong, and uneven association between social capital in its various dimensions and improved performance.

## V. Conclusion

Social capital is an indispensable factor because it is influential in strengthening relations between individuals and working groups. Enterprises that adopt social capital therefore develop and change for the better by improving their overall performance. As economic methods evolve, social capital remains one necessary method to be invested in.

After analysing the field study conducted on SOMIPHOS, we found that social capital contributes to improving the performance of the enterprise by developing relations and cooperation between its various employees. This is because of the importance of the social and relational aspect and its positive impact on the performance of individuals and the institution as a whole.

## 1. Findings

After presenting the various aspects of the subject in question, the following findings were reached:

- Social capital has become an indispensable necessity.
- Social capital has positive returns that are reflected in individuals and the enterprise as a whole.
- There is a positive relationship between social capital and improved performance.

## 2. Recommendations

It is necessary, based on the afore-mentioned findings, to make the following set of recommendations:

- The enterprise must make efforts to invest in social capital.
- The factors that lead to the building of social capital must be promoted.
- Workers must be motivated to interact with each other and build good relationships through teamwork.

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