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COMPARISON OF SOCIAL CAPITAL OF ISLAMIC AZAD UNIVERSITY STAFF WITH STAFF OF MAZANDARAN UNIVERSITY OF MEDICAL SCIENCES

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ABSTRACT

Given the important role of social capital in the post- secondary education system, it was tried to study dimensions of social capital in three aspects of structural, relational and cognitive among employees of Islamic Azad University of Sari and Mazandaran University of Medical Sciences. The research method is a survey. Population consisted of a total of 245 employees of Islamic Azad University of Sari and a staff of 1508 people in the Mazandaran University of Medical Sciences. Sample was a stratified random sampling and Kajarsi and Morgan Table was used to determine sample size, based on it 384 subjects (72 Islamic Azad university staff and 280 employees of University of Medical Sciences) have contributed in this study. Measurement tool was a questionnaire which was designed based on Nahapit and Ghoshal model, formal and content validity was used in the preparation of the questionnaire and its reliability was calculated by Cronbach's alpha 0.805. Research data by SPSS software included descriptive and independent t methods was used. Research findings have shown that were not found any significant difference between employees of Mazandaran University of Medical Sciences and Islamic Azad University of sari is in terms of social capital, in other words, social capital is estimated matched in perspectives of the two university employees.

Keywords: *Social Capital, Structural Dimension, Relational Dimension, Cognitive Dimension*

INTRODUCTION

In recent years the importance of social capital as an intangible asset of an enterprise, have been addressed by enthusiasts of the organization and management issues. Addressing most researchers to this issue and also quantitative evidence suggest the undeniable role of social capital in success of organizations that Will continue to exist in today's turbulent environment (Rahman, 2010). Today, social capital plays a more important role than physical and human capital in communities and organizations. Social capital refers to the human from within cooperation based on mutual trust people in form of NGOs, it is a tangible example of the norm of non-formal that causes to promote cooperation between two or more persons. For the enjoyment of social capital, a person should have to deal with the others and in fact the others are real sources of advantage, so the concept of social capital closely related to the important sociological variables such trust, civic engagement and social correlation (Gharibi *et al.*, 2010). According to research by social economists, this capital is the main underlying of economic development (Azimi, 1996). If in the past decade the idea of colonialism or imperialism was as the highest amount of paradigm capitalism dominant for the underdevelopment of the Third World countries, now economists to explain the causes of underdevelopment and even economic inequality, remember software factors namely the lack of human capital, social capital and cultural investment. Data and empirical evidence proves that increase revenue and reduce economic poverty has a clear and strong relationship with new forms of human, social and cultural capital. Although social capital as a form of investment for economists and sociologists, it is well known, but what is less noticed is the mutual relationship between it and the educational system. Bourdieu, defined social capital as the cumulative of potential and actual sources that is related to the ownership of durable network of more or less institutionalized relationships of mutual acquaintance and recognition, the network are the individual and

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collective, informed or ill-informed investment strategies product to reproduce social relations (Tajbakhsh, 2005). Coleman (1998) argues that social capital is a part of the social structure that allows the actors using it to achieve its interests. Fukuyama defined social capital as a set of norms or informal values that group members who the cooperation is allowed to them are shared. He believes the norms that generate social capital, basically should have characteristics such as honesty, paying obligations and bilateral relations. In fact, social capital refers to links, communication between members of a network as a valuable source that led to achieving norms and goals of its members by creation of mutual trust, (Me'marzadeh, 2009).

Studies on social capital has identified a number of its dimensions, Kennedy group of Harvard University has considered dimensions of trust, political participation, civic engagement and leadership, informal social ties, generosity and spirit seeking, religious involvement and friendship diversity for social capital (Akhtar, 2006). Coleman three dimensions of mutual commitment, trust and expectations and Bordio the size of group or network and the amount of capital that each of the network members has, have been identified for social capital. Wallis and Kierbi (2004) have been identified dimensions of social capital in two dimensions of cognitive and structural and in the four resources and cues, context, dynamic factors and common elements (Coleman, translated by Sabouri, 1998). Nahapiet & Ghoshal (1998) consider three dimensions: structural, relational and structural social capital. Leana & Van Buren considers dependence and trust, and Laurence Luck Lee consider two dimensions of quality and structural networks as the components of social capital. The current study has considered three dimensions: structural, relational and cognitive of Nahapiet & Ghoshal and will check it.

Structural dimension of Social Capital: This dimension considers general patterns and relationships that is found within organizations. That is this dimension involves level of people communication with other in the organization. It means who does access you and how do you access to them? Structural dimension of social capital includes links in the network, form and composition of network and organizations fitness.

Relational dimension of social capital: This is the nature of relationships in an organization. In other words, while the structural dimension is focused on whether the employees in an organization, are tied together or not, the relational dimension is focused on the nature and quality of these relationships. For example, do these relationships are detected by trust, intimacy, love and so on, or not? Also would colleagues like together? Do they trust together? Do they know each other as equal? This dimensions include trust, norms, obligations and expectations and the sense of identity.

Cognitive dimension of social capital: This dimension contains the employee's participation in a social network in one view, or mutual understanding between them, and deals with the relationships between people in an organization and includes language and the common codes and the common narratives (Nahapiet & Ghoshal, 1998).

Background research study shows that many researchers have shown interest in studying the social capital that can be added include:

Sarookhani and Hashemi (2011) studied the relationship between social capital and social security, and the results has been show that there is a significant relationship among social involvement, social trust, social relationships, social cohesion and a sense of social security among youth. In a study by Nasr-e-Esfahani *et al.*, (2011) they have found that cognitive factors, structural factors and relational factors of organizational social capital are at the average level within organizations. Khomrnia *et al.*, (2011) studied the impact of social capital on job burnout of nurses, the findings of this study indicate that among the dimensions of social capital (trust, informal social relations, forgiveness, variety and the social interaction and civic participation), two components of trust and a spirit of forgiveness significantly associated with burnout and affect it. The results of Haghyghtian and Moradi (2011) show social capital consists of networks among individuals, trusts, partnerships and organizational commitment, is effective on job satisfaction, and among the components of social capital, trust has the must impact on job satisfaction.

Rafat Jah and Ghorbani findings (2011) suggest that the promotion of women's employment has a significant relationship with social capital.

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Results *et al.*, (2010) suggest that many contextual variables are able to predict aspects of social capital (generalized trust, civic- formal participation, religious participation, mutual transaction norm friendship - neighbor link, friendship -family link and institutional trust).

Research Jahangiri and Shokrizadeh (2010) show that there is a relationship between structural and cognitive social capital indicators and performance of organization, so that if these types of variables increase, the performance also increases.

Research Me'marzadeh *et al.*, (2009) show that there is a relationship between structural, relational and cognitive social capital and employee performance, meaning that employees with higher social capital have better performance.

Haghighatian *et al.*, (2008) research suggest that social capital is related to the dimensions of the job activity respectively quality of education, research activities rate and quality of research and in all three cases it is significant.

Bastani and Salehi research results (2007) show that there is a significant difference between the size of the structural, interactive and functional dimensions of men and women social capital.

The results of Salarzadeh and Hassanzadeh (2006) show that there is a meaningful relationship between social capital and job satisfaction.

Omen *et al.*, (2009) examined the relationship between social capital and job satisfaction. They concluded that there is a significant relationship between social capital and job satisfaction.

Yang *et al.*, (2009) have studied the impact of social capital on job satisfaction of nurses and come to the conclusion that social capital has an impact on job satisfaction of nurses.

Results *et al.*, (2007) has shown that the alignment of the components of social capital of trust and justice, has a relatively strong positive relationship with employees' health and in the organizations that social capital was low, job satisfaction it was also extremely low.

Reguna and Falix (2003) examined the effect of social capital on job satisfaction and quality of working life, their results indicated that job commitment among men is more than women, but the communications environment in men is more than women, also the relationship between the social capital and quality of work life and job satisfaction is meaningful.

Given the theoretical and empirical research, despite the importance of social capital that leads to organizational knowledge sharing, organizational commitment, job commitment, job satisfaction, organizational change and development, partnerships and organizational success, but the evidence (Mousavi, 2006; Roshanfekar and Zokaei, 2006) suggests that our organizations, especially universities, there is a significant gap between current state and desired state of social capital, if universities are considered as the wise and researcher man training centers, and factor of development and leading of society and a source of science production, and creation and dissemination of knowledge, it is the main core of sustainable development and as a scientific reference plays the role of legitimacy of the process of sustainable development, this organization is the only organization that its product and results is man and man is the most important factor for sustainable development, thus addressing the increasing importance of social capital in the organization, and employees' trust in the organization and also promotion of their work commitment directly will be deeply effective in its output, given the key role of interactions and social human relations in social capital, this research has sought to compare the dimensions of social capital among employees of Islamic Azad University of Sari and Mazandaran University of Medical Sciences and seeks to answer the following questions:

1. Is there any significant differences between mean scores of social capital of female and male employees of Islamic Azad University of Sari?
2. Is there any significant differences between mean scores of social capital of female and male employees of Islamic Azad University of Sari?
3. Is there any significant differences between mean scores of social capital dimensions of female employees of Islamic Azad University of Sari and Mazandaran University of Medical Sciences?
4. Is there any significant differences between mean scores of social capital dimensions of male employees of Islamic Azad University of Sari and Mazandaran University of Medical Sciences?

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5. Is there any significant differences between employees’ social capital dimensions of Islamic Azad University of Sari and Mazandaran University of Medical Sciences?

MATERIALS AND METHODS

Methods

Method of the present study is a descriptive with regard to the nature and aims is a descriptive survey was conducted. The study population consisted of 245 staff of Islamic Azad University of Sari and a number 1508 people staff of Mazandaran University of Medical Sciences. Sampling method is a stratified random sampling and Kajarsi and Morgan table were used to determine sample size that based on it 384 subjects (72 employees of Islamic Azad University and 280 staff of the University of Medical Sciences) participated in this research.

Measurement tool is a questionnaire which has designed by Nahapiet & Ghoshal and has three structural dimension with 12 questions, relational dimension with 24 questions and cognitive dimension with 4 questions that included a total of 40 questions and has been developed based on a Likert scale.

Informal and content validity were used to determine validity of questionnaire, based on it, remedial comments of Educational Sciences teachers and experts in drafting the questionnaire was applied. Its reliability was calculated using Cronbach's alpha coefficient 0.805.

To analyze the data, descriptive statistics method (such as setting tables, drawing graphs, calculate the percentages, computation of central tendency and dispersion measures) and inferential statics (t test) was used and by SPSS software it calculates accurately.

Table 1: Frequency distribution of sample size according to the universities

Sex Number	University of Sari		Mazandaran University of Medical Sciences		Sum
	Man	Woman	Man	Woman	
Abundance	169	76	876	632	1753
Sub group ratio to the 72 samples	32	162	118	384	

RESULTS AND DISCUSSION

Findings

The first research question

Is there any difference between social capital of men and female employees of Islamic Azad University and men and women employee of university of medical sciences?

Table 2: Comparison of mean scores of men and women (of Islamic Azad University and university of Medical Sciences)

Universities		Standard error	Standard deviation error	Mean	N
Islamic Azad University	Man	0.05592	0.47452	3.2760	72
	Woman	0.11327	0.64078	2.9352	32
University of Medical Sciences	Man	0.4142	0.52723	3.1693	162
	Woman	0.04766	0.51774	2.9720	118

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Table 3: Independent t-test between men and women (of Islamic Azad University and university of Medical Sciences)

University		Std. Error Difference	Mean Difference	Sig	df	t	sig	f
Free University	Equality variances	of 0.11273	0.34089	0.003	102	3.024	0.007	7.558
	inequality variance	of 0.12633	0.34089	0.010	46.740	2.698		
Medical University	Equality variances	of 0.06333	0.19726	0.002	278	3.115	0.322	0.983
	inequality variances	of 0.06333	0.19726	0.002	254.842	3.124		

Given the above table, in the Islamic Azad University of Sari the mean scores for the first group (men) and the mean scores for the second group (women) have been calculated 3.28 and 2.94, respectively. Significant degree of homogeneity test of variance was calculated 0.007 that is less than 0.05 and shows the variances are not matched together. Due to inequality of variances and the value $t = 2.698$ and degrees of freedom $df = 102$, a significant degree is calculated 0.01 and because the value is less than $\alpha = 0.05$, thus with the confidence level of 95% the null hypothesis is rejected and the opposite is confirmed. It means there is significant difference between men and women employees in Islamic Azad University in terms of social capital. In other words, social capital is estimated higher in men than in women. In Mazandaran University of Medical Sciences, mean scores of the first group (men) and the mean for the second group (women) have been calculated 3.17 and 2.97, respectively. Significant degree of homogeneity test of variances is calculated 0.322 that are more than 0.05 and show the variances are equal to each other. Given the equality of variances and with the statistic value $t = 3.115$ and degrees of freedom and $df = 278$, a significant degree (0.02) is calculated and because the value is less than $\alpha = 0.05$, thus with the confidence level of 95% the null hypothesis is rejected and the opposite is confirmed. It means there is significant difference between men and women employees in Mazandaran University of Medical Sciences in terms of social capital. In other words, social capital is estimated higher in men than in women.

The Second Research Question

Is there any difference between dimensions of social capital of female employees of Islamic Azad University and university of medical sciences?

For this purpose, two groups of female employee' comments (32 people of Islamic Azad University and 116 people of University of Medical Sciences) were collected separately and were compared in three dimensions: structural, relational and cognitive using independent t- test.

Table 4: Comparison of mean scores of women (Islamic Azad University - University of Medical Sciences)

The two dimensions of social capital in both universities		Mean standard error	Standard Mean deviation	N	
Structural	Islamic Azad University	0.11554	0.65359	2.5385	32
	University of Medical Sciences	0.04472	0.48161	2.7566	116
Relational	Islamic Azad University	0.11946	0.67577	3.1368	32
	University of Medical Sciences	0.5603	0.60348	3.0731	116
Cognitive	Islamic Azad University	0.16977	0.96037	3.0547	32
	University of Medical Sciences	0.06451	0.69482	2.9698	116

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Table 5: Comparison of mean scores of women (Islamic Azad University - University of Medical Sciences)

Dimensions of social capital		Std. Error Difference	Mean Difference	sig	df	t	sig	F
Structural	Equality variances	of0.10441	0.21817	0.038	146	2.090	0.026	5.033
	inequality variances	of0.12,389	0.21817	0.086	40.736	1.761		
Relational	Equality variances	of0.12371	0.06550	0.597	146	0.529	0.545	0.369
	inequality variances	of0.13195	0.06550	0.622	45.546	0.496		
Cognitive	Equality variances	of0.15156	0.08486	0.576	146	0.560	0.055	3.755
	inequality variances	of0.18,162	0.08486	0.643	40.372	0.467		

The structural dimension: Given the inequality of variances and with the statistics value $t = -1.761$ and degree of freedom $df = 40.736$, significance degree is calculated (0.086) and because the value is more than $\alpha = 0.05$, thus with the confidence level of 95% the null hypothesis is confirmed and the opposite is rejected. It means is not found any significant difference among the women employees in Islamic Azad University and Mazandaran University of Medical Sciences in terms of structural.

The relational dimension: Given the equality of variances and with the statistics value $t = 0.529$ and degree of freedom $df = 146$, significance degree is calculated (0.597) and because the value is more than $\alpha = 0.05$, thus with the confidence level of 95% the null hypothesis is confirmed and the opposite is rejected. It means is not found any significant difference among the women employees in Islamic Azad University and Mazandaran University of Medical Sciences in terms of structural.

The cognitive dimension: Given the equality of variances and with the statistics value $t = 0.560$ and degree of freedom $df = 146$, significance degree is calculated (0.576) and because the value is more than $\alpha = 0.05$, thus with the confidence level of 95% the null hypothesis is confirmed and the opposite is rejected. It means is not found any significant difference among the women employees in Islamic Azad University and Mazandaran University of Medical Sciences in terms of structural. It means is not found any significant difference among none of the dimensions of social capital of the women employees comments in Islamic Azad University and Mazandaran University of Medical Sciences in terms of structural.

The Third Research Question

Is there any difference between dimensions of social capital of mal employees of Islamic Azad University and university of medical sciences?

According to the method of stratified sampling, opinion among men in both groups (72 people of Islamic Azad University and 164 people of university of medical science) were collected separately and were compared in three dimensions: structural, relational and cognitive using independent t- test.

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Table 6: Comparison of mean scores of men (Islamic Azad University - University of Medical Sciences)

The two dimensions of social capital		Standard error	Standard deviation	Mean	N
Structural	Islamic Azad University	0.06754	0.57309	2.9263	72
	University of Medical Sciences	0.04208	0.53888	2.9728	164
Relationship	Islamic Azad University	0.05743	0.48733	3.4728	72
	University of Medical Sciences	0.04784	0.61268	3.2998	164
Cognitive	Islamic Azad University	0.09023	0.76561	3.2813	72
	University of Medical Sciences	0.05892	0.75456	3.1189	164

Table 7: Independent t-test between men (of Islamic Azad University and university of Medical Sciences)

Dimensions of social capital		Std. Error Difference	Mean Difference	sig	df	t	sig	F
Structural	Equality of variances	0.7768	0.04651	0.550	234		0.681	0.169
	inequality of variances	0.7958	0.04651	0.560	128.392			
Relational	Equality of variances	0.08165	0.17299	0.035	234		0.002	9.400
	inequality of variances	0.07475	0.17299	0.022	168.403			
Cognitive	Equality of variances	0.10715	0.16235	0.131	234		0.900	0.016
	inequality of variances	0.10776	0.16235	0.134	133.863			

• **The structural dimension:** Given the equality of variances and with the statistics value $t = -0.599$ and degree of freedom $df = 234$, significance degree is calculated (0.550) and because the value is more than $\alpha = 0.05$, thus with the confidence level of 95% the null hypothesis is confirmed and the opposite is rejected. It means is not found any significant difference among the male employees in Islamic Azad University and Mazandaran University of Medical Sciences in terms of structural dimension.

• **The relational dimension:** Given the inequality of variances and with the statistics value $t = 2.31$ and degree of freedom $df = 168.403$, significance degree is calculated (0.022) and because the value is more than $\alpha = 0.05$, thus with the confidence level of 95% the null hypothesis is confirmed and the opposite is rejected. It means is not found any significant difference among the male employees in Islamic Azad University and Mazandaran University of Medical Sciences in terms of rational dimension.

• **The cognitive dimension:** Given the inequality of variances and with the statistics value $t = 1.51$ and degree of freedom $df = 234$, significance degree is calculated (0.131) and because the value is more than $\alpha = 0.05$, thus with the confidence level of 95% the null hypothesis is confirmed and the opposite is rejected. It means is not found any significant difference among the male employees in Islamic Azad University and Mazandaran University of Medical Sciences in terms of cognitive dimension.

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The Fourth Research Question

Is there any difference between social capital of employees of Islamic Azad University and university of medical sciences?

To test this question, data from the feedback of 104 employees of Islamic Azad university and 280 employees of University of Medical Sciences were collected separately and were compared using independent t- tests. The results are as follows:

Table 6: Comparison of mean scores of employees (of Islamic Azad University - University of Medical Sciences)

University	Mean error	standard Standard deviation	Mean	N
Islamic Azad University	0.05405	0.55117	3.1712	104
University of Medical Sciences	0.03175	0.53136	3.0863	280

Table 7: Independent t-test between two groups of employees (of Islamic Azad University and university of Medical Sciences)

	Std. Error Difference	Mean Difference	Sig	df	t	sig	f
Equality of variances	0.06164	0.08499	0.169	382	1.379	0.708	0.144
inequality of variances	of 0.06268	0.08499	0.177	178.534	1.356		

• As can be seen, the mean scores of the first group (employees of Islamic Azad University of Sari) and the mean scores for the second group (staff of Mazandaran University of Medical Sciences) are calculated 3.17 and 3.09, respectively. Significant degree of homogeneity test of variances is calculated 0.708 that is more than 0.05 and indicates the variances are equal to each other. Given the equality of variances and the statistics value $t = 1.379$ and degree of freedom $df = 382$, a significant degree is calculated (0.169) and because the value is more than $\alpha = 0.05$, thus with the confidence level of 95% the null hypothesis is confirmed and the opposite is rejected. It means is not found any significant difference among the employees in Islamic Azad University and Mazandaran University of Medical Sciences in terms of social capital. In other word, social capital is estimated equal in perspectives of employees of both universities. So to summarize, we can say:

Dimensions	Men (Islamic Azad University - University of Sciences Medicine)	Women (Islamic Azad University - University of Sciences Medicine)
Social Structural Capital	No difference (-)	No difference (-)
Relational	Is Different (+)	No difference (-)
Cognitive	No difference (-)	No difference (-)
Social Capital	No difference (-)	No difference (-)

Discussion and Commentary

This study aimed to compare the dimensions of social capital in two Mazandaran University of Medical Sciences and Islamic Azad University of Sari, therefore, after studying the theoretical and research basis including Me'marzadeh *et al.*, (2009), Nasre *et al.*, (2011), Haghightian *et al.*, (2008) Yang *et al.*, (2009), Omen and colleagues (2009), Kristensen *et al.*, (2007), Requana (2003), Shiani (2011) and Share' Pour (2005), component of social capital in three dimensions such as structural dimension with the components (network link, network status, good structure) cognitive dimension with the components (transmission of experiences, goals and shared values) and relational dimension with the components (trust, norms, obligations and commitments, identity and integrity) were identified and were examined among

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employees of Islamic Azad University of Sari and Mazandaran University of Medical Sciences. The result of independent t-test to evaluate the social capital of both male and female staff at both universities has shown that in both the universities is a significant difference between men and women employees in terms of social capital and these results suggest that the mean score of men in the social capital is higher generally than mean score for women. This finding is consistent with research findings of Nategh and Firoozabadi (2006) and Bastani and Salehi (2007). In explaining these findings, it can be say that this situation is partly proportion to a social - educational context of men and women in our society. In addition, cultural - social factors may have influenced the findings, men often due to contact with the outside world and thus more social activities and being in social situations and a better job than women, always communicate with the wide spectrum of the people, and opportunity to establish a relation and develop social links for men is more than for women and this issue can be considered as an important advantage for men both in terms of the number of people whom can communicate with them and in terms of type of individual, size and combination of network. In contrast, women who are often in the private sphere, do not have the chance and opportunity to communicate with different people and access to a variety of links. The result of t-test to compare the social capital of female employees indicated that there is no difference between women staff of two universities in terms of structural, relation and cognitive dimensions. The result of t-test to compare the social capital of male employees indicated that there is no difference between men staff of two universities in terms of structural, relation and cognitive dimensions, but about relational dimension there is a significant relationship between men staff of two universities. Findings of this research is consistent with the research findings of Nategh and Firoozabadi (2006), Bastani and Salehi (2007). The result of study the social capital and its dimensions in the personnel of two universities has shown that the average social capital of them was moderate.

Results of many internal studies in the field of social capital in the organizations are somewhat consistent with the results of this study, findings from research Nasr- e - Esfahani *et al.*, (2011) and Me'marzadeh and *et al.*, (2009) have shown that cognitive factors such as attention to the goals of the organization, existence a strong organizational culture, work experience transfer between individuals, structural factors such as availability of appropriate systems of work, establishing working groups, select the appropriate persons in different fields and relational factors such as empathy, confidentiality, integrity, humility in the organization, high tolerance thresholds in people, honoring the good, is impressive on the performance of the employees. The results of Omen and colleagues (2009), Nasr *et al.*, (2011), and Haghightian (2011), Khomrnia (2011), Rafat and Ghorbani (2011), Gharibi *et al.*, (2010), Requna (2003), Salarzadeh (2006) suggests that social capital have significant relationship with gender, based on the multiple research, Haghightian *et al.*, (2008), Yang *et al.*, (2009), a safe *et al.*, (2009), Kristensen *et al.*, (2007), Requna (2003) have accepted that organizations with a high levels of social capital will likely be more successful than their competitors. Also, managers should consider this investment as the core of management in organizations to achieve goals become easier. Therefore, given the importance of social capital it is necessary to increase the variety of applications in mind. To encourage the creation and strengthening of social institutions, a structural solution is social capital increase. Public administration through a sense of social responsibility, solidarity and unity with community and adherence to the ethical principles overcome the loss of confidence in staff and assist to create social capital and an atmosphere of confidence and trust.

Based on our findings, we recommend:

- pay more attention and effort to provide the proper context of social capital development in the educational system simultaneously.
- Since the social- relational capabilities in the modern era such as a strong need for healthy social interaction and confidence and security in human relationships is essential, it is suggested that social adaptations and capabilities be educated at different levels of the family - social - educational. This can be an effective step in the promotion of human and social capital.

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- Managers should to strengthen the organization's informal norms, because in the non-formal people easier and faster to communicate with each other and rely on each other. It is why managers attempt to employees participate in group activities and thus feels themselves a part of the working group.
- With increasing the radius of trust namely increase the scope of the circle of mutual cooperation among group members, confidence in the organization increases.
- It is recommended with increasing the understanding of common problems, incidents and events that occur in the workplace, the managers be sensitive, whatever the sensitivity and employee commitment be greater, employees be more sensitive to resolve them.
- It is recommended to increase the employees' individual skills, particularly for newly hired employees, also holding training courses to familiarize the staff with the mission of the organization, assist them in mutual understanding and also the understanding of the organization. These courses must be such as to enhance the skills of employees. Result of these courses not only will enable employees to perform their duties, but also makes it more cohesive staff.

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