Investigation of factors affecting organizational social capital (Case Study: Department of the Environment, Yazd Province)

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Abstract

Focusing on social capital is because of its role in production and increase of human and economic capital. For this reason, today, in studying and compiling social indicators of development by credible international organizations, social capital is allocated to a particular site. The main objective of this study was to investigate the relationship between enterprise-class, education, organizational justice and work experience and social capital. This study is an applied, descriptive and survey study. The data was gathered by field and library research methods. To investigate the hypotheses and reach the objectives, all staffs of the Department of Environment in Yazd Province were considered as the population and the sample size was estimated equal to 121 persons by using Cochran formula. The questionnaire was used to gather the data which offered to the population individually and the data was analyzed by using correlation and regression methods and all hypotheses were tested. The results indicated that the enterprise-class has least impact and organizational justice has the greatest impact on the social capital.

Keywords: social capital, trust, partnership, Department of Environment.

1. Introduction
Today, social capital plays more important role than physical and human capital in societies and is a network of consolidating collective relations between the people and organizations. Thus, in the absence of social capital, other capital loses its effectiveness and traversing the paths of cultural and economic development and evolution without social capital is uneven and difficult (Permacahndra, 2009). Efficiency and development of any organization largely depend on the correct application of human force. Today, although the staffs pay more attention to economic issues of work because they are living under great financial pressure, but, they are gradually interested in doing the things with the concept of and calling greater job autonomy in their works that in this way, they feel self-esteem and if they face with obstacles in their job demands or in the other word, they are not taken by the managers, they will be frustrated in their jobs and isolated in their organization which, in turn, it causes to phenomena such as organizational silence. Organizational social capital is a new concept which has been recently entered into the theoretical background of issues related to the organization and management to explain the relative success of members and organization (Adler, 2002). This capital reflexes the characteristics of social relationships or in other words, the quantity and quality of relationships within the organization (Leana Carrie, 1999). The importance of organizational social capital is that it leads people to gather (groups, teams and organizations) and do things successfully (Cohen, 2001). Social capital results in the solidarity between the staffs and managers and helps organizations to improve their stable performance and behavior by facilitating collective activities successfully (Danchev, 2006).

In any organization, a group of capital can be seen: physical, human and social. It seems that the studied organization, i.e. Department of Environment, which is a government organization that oversees the issues related to environmental protection in Iran, has no problems in terms of physical investment. In addition to physical capital, this department has noticed to human capital in order to increase the organizational productivity and development and in this regard, holding general and specialized training courses to improve knowledge and skills of employees, sending to training missions in Iran and abroad, holding various specialized meetings and seminars and …have been done and sometimes a lot costs have been considered for these affairs (Adler, 2002). Given the importance of the variable of social capital and the lack of data in this regard, in this study, it has been tried to measure existing social capital and its difference units in the organization in addition to explain the issue of social capital and indicate its importance and also, it has been tried to suggest strategies to increase it due to the weight of the factors forming the social capital. So, this study has been conducted in these objectives and it has been tries to answer this question: What factors are related to the amount of social capital among the staffs of the Department of Environment in Yazd Province?

2. Literature review and hypotheses
   2.1. Social capital

One of the important capital of any society which is considered as an essential and effective component in development and stability of that country is social capital that underpins the cultural, economic and political development of a country. Social capital is the set of common values and norms of the members of a society or group or common things of social networks. The predominant role of social capital and its presence in social activists’ lives as a cure for the problem of the production of public goods has attracted the attention of many
sociologists such as James Coleman, Pierre Bourdieu, Putnam and Fukuyama and … (Marr, 2002).

2.2. Dimensions, components and indicators of social capital
In the proposed model, to measure the social capital, different cultural, social, political and economic approaches are considered as the dimensions of social capital. So, in figure 1, at the first level of the model, the approaches have been considered as the dimensions of this concept and some terms have been considered as the components forming four mentioned dimension at the second level and finally, the desired indicators have been offered to measure the components.

Chart1. Dimensions and components of social capital

Social dimension
In the proposed model, the components of trust, reciprocity, cooperation, public awareness, ethic lines and social responsibility are raised in the social dimension.

Trust
Trust means the willingness to take the risks within the community, based on a sense of trust in others. In a way that others answer based on our expectations and will act based on the mutually supportive approaches or at least, don’t intend to tease us (Lee and Back, 2009).

Reciprocity
Reciprocity means the relationship between two people or two groups, which can be in various forms such as collaboration, exchange, marriage and friendship. Developing informal communication can increase the mutual trust that reduces the effectiveness of differences caused by the post (Moorhead and Griffin, 2004).

Cooperation
Cooperation means the individuals’ mental and emotional involvement in group situations that motivates them to help each other to achieve group goals and cooperate in job responsibilities (Alavi, 2001).

Public awareness
Information is the most effective and efficient wealth of any nation and it won’t go away unlike other wealth and the more it is used, the stronger and more complete it becomes. Information is the knowledge that the members of social network have from each other (Bahrami, 2002).

Ethic lines
Posner and Smith pointed to two sets of ethical standards that one emphasizes on traditional individualism and the 2nd one emphasizes on cooperation and collectivism. According to these authors, the managers must respect the collective resources and social interests in addition to maintaining the value of individual freedom. According to Fredrickson, moral principles are defined as equality and social justice and the public interest (Daft, 1998).

Social responsibility
Social responsibility is a set of tasks and obligations that the organization should do to protect, take care and assist the community in which it works. Social responsibility is one of the tasks and obligations of the organization in order to benefit the community so that the primary aim of the organization, maximizing the profit, will be realized (Daft, 1998). Now, according to the provided definition, an example of measuring indicators related to each of the six components of social dimension of social capital is raised and introduced. Do you agree with this statement “Most people can be trusted”? I agree very much I disagree very much

2.2.1. Cultural dimension
In the cultural dimension of the model, the components of code of conduct, norms, values, religion and ideology, symbols, parables and metaphors and atmosphere and space are raised.

Code of conduct
Code of conduct can do the tasks that includes the instructions to behave, regulate the behavior, provide a set of standards, identify the principles and values, provide a means to solve the problems of decision-making and etc.. Code of conduct can include independent
and pre-determined criteria that can be consulted and surveyed in order to avoid ambiguity and misinterpretation (Rigatti-Luchini and Mason, 2010).

Norms

The norm is a behavioral expectation that is largely respected by a group of people or society. So, the normative statements prescribe a certain type of expected behavior. The norms state how a person, organization or government should act (Alvani, 2001).

Values

In many sociological studies, the values play a significant role. In this point, the values can be known as a set of basic assumptions about what is good that is a manifestation of the deepest sense to the world in the society. Thus, social values are the creator and constitution of the relationships and social order (Rigatti-Luchini and Mason, 2010).

Religion and ideology

Religion can play a key role in creating social capital. Many religions create high social capital among its followers by promoting the values such as participation, honesty, trust and sacrifice. Also, ideology can create social capital by imposing this will to person: acting for the benefit of someone or something other than himself. This is clear in the effects that the religious ideology has on the entrance of a person with regard to the interests of others (Rigatti-Luchini and Mason, 2010).

Symbols

The best ways to transfer values or desired behaviors are institutions and symbolization. Usually, the managers take the easy way and instead of the revival of the values, associate the beginning and end of the subject together by addressing to sender a message or decreeing. If it is noted only one reason for existing mistrust, the reason would be the difference between claim and action (Rigatti-Luchini and Mason, 2010).

Parables and metaphors

The origin and functions of organizational parables and stories are not clear at all, but the themes of some of these metaphors are defined. The stories often transfer the values and beliefs of the founders or other main characters of the organization which have become symbolic patterns of the job (Rigatti-Luchini and Mason, 2010).

Atmosphere and space

Atmosphere and space mean the spirit of the community in terms of different political, social and cultural circumstances that may be change with the introduction of new senior managers in the community but the culture remains stable (Rigatti-Luchini and Mason, 2010).
According to the provided definition, measuring indicators related to each of the seven components of culture dimension of social capital are raised that an example of them is introduced.

You live in a neighborhood with clear moral and religious principles. Are you ready to refuse to wear the clothes that are not worthy of this neighborhood?

I agree very much  I disagree very much

2.2.2. Political dimension

In the political dimension of the model, the components of security, public and civil institutions, political participation, elections, the rule of law and newspaper are raised:

Security
A person is rescued from loneliness and feels the security by joining to a group, who becomes a member of a group, feels more strength and the doubts which he has about himself are reduced and he resists the threats better (Simi, 2002).

Public and civil institutions
The purpose of creating various public and civil institutions is to create an efficient public sector in the country. One of the reasons which makes this difficult is political reasons. For example, the interests of some people may call for the continuity of the inefficient and undesirable situation of the government. But, the problem of the continuity of the inefficiency or corruption of the organs cannot be solely due to the political reasons (Meller, 2006).

Partisanship and political participation
Another dimension of social capital is the level of citizen participation in improving the political systems. It can include the participation of individuals in voting, parties and explanation of the programs. At the enterprise-level, participation of employees and managers in organizational decision can be seen as the proof of the existence of social capital (Alavi, 2001).

Elections
Another dimension of social capital is the engagement and participation of people in national, urban voting and also, councils’ and local communities’ polling and it can be seen as the proof of the existence of social capital in society.

The rule of law
Legalism and legislations are the other components of social capital and social justice and inclusive democratic government are the consequences of the rule of law which can be considered as an important factor in strengthening social capital (Meller, 2006).

Newspaper and media
Press and other media play a general and important role in informing individuals timely and accurately. If press and media can get more and also more accurate information and current issues to citizens in less time properly, they have begun to build trust in the community and increased the social capital (Meller, 2006).

According to the provided definition, an example of measuring indicators related to each of the six components of political dimension of social capital is introduced:

Does your neighborhood have a reputation as a safe place?

I agree very much  I disagree very much
2.2.3. Economic dimension

In the economic dimension of the model, the components of value of the company and the costs are raised.

Value of the company
Capital of a company based on its market value represents the sum of its tangible and non-tangible assets. Thus, also, social capital involves the value of the human system of company’s staffs and management (Turkyilmaz, 2007).

The costs
By calculating the management costs, including reducing the control and official monitoring costs, reducing the cost of transactions and consultation and reducing the costs caused by the accelerated workflow processes, cost savings as a result of the better use of social capital can be calculated (Turkyilmaz, 2007).

According to the provided definition for measuring indicators related to each of the components of economic dimension of social capital, an example of them is introduced:
Do you believe that you are too cautious in dealing with people?

I agree very much                                                                 I disagree very much

2.3. Theoretical framework

The results of the study on the relationship between organizational social capital and retention of faculty members of Kerman University of Medical Sciences by Amir Ismaeili et al. (2012), showed that there is a positive correlation between two variables of social capital and retention; therefore, social capital is one of the factors that its increase is accompanied by improving the retention of faculty members; so, university managers can try to increase the retention by leaning on the factors affecting on the improvement of social capital. Bordbar and Zarei (2013) had studied on the impact of organizational social capital on the promotion of knowledge management in the State Welfare Organization in Yazd Province and its result showed that there is a positive and significant relationship between the knowledge management and organizational social capital, so, improving the components of organizational social capital leads to the development of knowledge management in the State Welfare Organization in Yazd Province. Hassanzadeh Samarin et al. (2014), in their study on the impacts of social capital on the organizational learning in the Youth Affairs and Sports Organization in Guilan Province, showed that social capital and its dimensions (trust, network and norm) have positive and significant impact on the organizational learning in the Youth Affairs and Sports Organization in Guilan Province. In addition, the status of social capital, trust, norm, network and organizational learning were evaluated average towards good. The results of the study by Zahedi et al. (2014) which entitled “explanation of the relationship between organizational social capital and life quality of the employees in the administrative staffs of Mazandaran Payam Noor University”, showed that there is a positive and significant correlation between the dimensions of social capital (structural, relational and cognitive) and the quality of working life with the confidence level of 99% and the error level less than 1%.

Lavado et al. (2010) in their research with the aim of investigating the impact of social and organizational capital on the innovation in product and its analysis unit, had studied the
samples of one Spanish manufacturing company. The results showed that social capital plays a positive role in the innovation in company’s products and also, organizational capital play an indirect role in the innovation in products through impacting on social capital. This study implies that the organizations cat motivate the communication and interaction among the people and subsequently, the innovation with organizational capital. Chi Heson Cheung et al. (2013) studied the relationship between the measures of Human Resource Management (HRM) and organizational social capital (OSC) and moderating effect of industrial characteristics. Based on a sample of 161 companies, the results of this study showed that the measures of human resources management focus on facilitating the relationships among the staffs and certainly related to social capital and is dependent on it; and the relationships are more stronger for the less regulated active companies in industry. In present study, the concept of social capital, its dimensions and the related models has been discussed and some variables were considered to design the conceptual model by studying the literature. According to theoretical framework, the conceptual model is designed as following:

According to conceptual model, to achieve the main objective, the following hypotheses have been proposed and tested:

H1: Enterprise-class, education, organizational justice and work experience have positive effects on the organizational social capital of Department of Environment in Yazd Province.
H11: Enterprise-class has positive effect on the organizational social capital of the Department of Environment in Yazd Province.
H12: Education has positive effect on the organizational social capital of the Department of Environment in Yazd Province.
H13: Organizational justice and work experience has positive effect on the organizational social capital of the Department of Environment in Yazd Province.
H14: Work experience has positive effect on the organizational social capital of the Department of Environment in Yazd Province.
3. Methodology

Type of research
This study is an applied research in terms of the aim and it is descriptive-survey research in terms of collecting the required data.

Population and sample
The population of this study includes all employees of the Department of Environment in Yazd Province (176 persons). Since it is not possible to access all members of the population, simple random sampling method was used to select the sample that its size was estimated by using Cochran’s formula.

Data collection
In this study, library research method was used to explain the literature and the data was collecting in spring and summer 2015 by field research method through the questionnaire. In setting the questions of standard questionnaire, it was tried to revise the questions by the advice and guidance of supervisor that the questions reflect the views of the respondents without any induction of opinion and directing the minds of them. In this regard, a questionnaire was designed in which the answers’ options have been determined in the form of 5-point Likert scale.

In order to investigate the reliability, it has been tries to design a questionnaire according to the history of the model and based on the appropriate backing of theories and their practical applications in multiple research and tests. In this regard, the questionnaire used in this study was standard and also, it was approved by the supervisor after translating and editing, to estimate its reliability, retest method (Cronbach’s alpha) was used. According to it, the test is run twice for the same subjects and then, the results are correlated. For this questionnaire, Cronbach’s alpha was estimated equal to 0.838 which was greater than 0.7 and within acceptable limits. Cronbach’s alpha coefficient for each of the variables is represented in Table1 and also acceptable.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach's alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social capital</td>
<td>0.836</td>
</tr>
<tr>
<td>Organizational justice</td>
<td>0.854</td>
</tr>
<tr>
<td>total</td>
<td>0.838</td>
</tr>
</tbody>
</table>

Data analysis
In this study, the correlation and regression tests were used to analyze the data. Data analysis was done by SPSS software. So, the significance test of $\beta$ in linear regression is scrutinized.

4. Findings

4.1. Normality of the data
Kolmogorov–Smirnov test was used to investigate the normality of the data. As can be seen in Table 2, in the Kolmogorov–Smirnov test, the significance level is greater than 0.05 for all variables. So, the variables assessed in this study are normally distributed.
Table2. Data distribution of dependent and independent variables (Kolmogorov–Smirnov test)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Enterprise-class</th>
<th>Education</th>
<th>Organizational justice</th>
<th>Work experience</th>
<th>Social capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample size</td>
<td>121</td>
<td>121</td>
<td>121</td>
<td>121</td>
<td>121</td>
</tr>
<tr>
<td>Parameters of normal distribution</td>
<td>Standard deviation</td>
<td>0.269</td>
<td>0.271</td>
<td>0.352</td>
<td>0.344</td>
</tr>
<tr>
<td>Kolmogorov-Smirnov-statistics</td>
<td></td>
<td>1.453</td>
<td>0.582</td>
<td>1.016</td>
<td>0.931</td>
</tr>
<tr>
<td>Significance level</td>
<td></td>
<td>0.059</td>
<td>0.127</td>
<td>0.088</td>
<td>0.352</td>
</tr>
<tr>
<td>Result</td>
<td>Normal</td>
<td>Normal</td>
<td>Normal</td>
<td>Normal</td>
<td>Normal</td>
</tr>
</tbody>
</table>

4.2. Hypothesis testing

First hypothesis (H11)
The results of the correlation test for the relationship between the enterprise-class and social capital are given below.

Table3. The output of relationship between the enterprise-class and social network

<table>
<thead>
<tr>
<th>Way</th>
<th>From variable of</th>
<th>To variable of</th>
<th>R</th>
<th>R²</th>
<th>Sig</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise-class</td>
<td>Social capital</td>
<td></td>
<td>0.178</td>
<td>0.032</td>
<td>0.000</td>
<td>H1 is accepted.</td>
</tr>
</tbody>
</table>

In this test, the correlation is 0.178 that indicates a poor relationship between the enterprise-class and social capital and the coefficient of determination, which shows the coefficient of variation of the dependent variable estimated by the model, is 0.032. Since the significance coefficient is less than the error level (0.05), with the confidence level of 95%, it can be said that there is a significant causal relationship between the dependent and independent variables and in fact, the variable of enterprise-class has very low impact on social capital.

Second hypothesis (H12)
The results of the correlation test for the relationship between the education and social capital are given below.

Table4. The output of relationship between the education and social network

<table>
<thead>
<tr>
<th>Way</th>
<th>From variable of</th>
<th>To variable of</th>
<th>R</th>
<th>R²</th>
<th>Sig</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Social capital</td>
<td></td>
<td>0.436</td>
<td>0.190</td>
<td>0.000</td>
<td>H1 is accepted.</td>
</tr>
</tbody>
</table>

As can be seen in above table, the correlation is 0.436 that indicates a relatively good relationship between the education and social capital and the coefficient of determination, which shows the coefficient of variation of the dependent variable estimated by the model, is 0.190. Since the significance coefficient is less than the error level (0.05), with the confidence level of 95%, it can be said that there is a significant causal relationship between the dependent and independent variables and in fact, the variable of education has impact on social capital.
Third hypothesis (H13)
The results of the correlation test for the relationship between the organizational justice and social capital are given below.

Table 5. The output of relationship between the organizational justice and social network

<table>
<thead>
<tr>
<th>From variable of</th>
<th>To variable of</th>
<th>R</th>
<th>R²</th>
<th>Sig</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational justice</td>
<td>Social capital</td>
<td>0.744</td>
<td>0.553</td>
<td>0.000</td>
<td>H1 is accepted.</td>
</tr>
</tbody>
</table>

In this test, the correlation is 0.744 that indicates a strong relationship between the organizational justice and social capital and the coefficient of determination, which shows the coefficient of variation of the dependent variable estimated by the model, is 0.553. Since the significance coefficient is less than the error level (0.05), with the confidence level of 95%, it can be said that there is a significant causal relationship between the dependent and independent variables and in fact, the variable of organizational justice has huge impact on social capital.

Forth hypothesis (H14)
The results of the correlation test for the relationship between the work experience and social capital are given below.

Table 6. The output of relationship between the work experience and social network

<table>
<thead>
<tr>
<th>From variable of</th>
<th>To variable of</th>
<th>R</th>
<th>R²</th>
<th>Sig</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work experience</td>
<td>Social capital</td>
<td>0.538</td>
<td>0.289</td>
<td>0.000</td>
<td>H1 is accepted.</td>
</tr>
</tbody>
</table>

As can be seen in above table, the correlation is 0.538 that indicates a poor relationship between the enterprise-class and social capital and the coefficient of determination, which shows the coefficient of variation of the dependent variable estimated by the model, is 0.289. Since the significance coefficient is less than the error level (0.05), with the confidence level of 95%, it can be said that there is a significant causal relationship between the dependent and independent variables and in fact, the variable of work experience has relatively high impact on social capital.

4.3. Friedman test
Friedman test is used to test the similarity of the dependent variables’ priority. The results of this test are shown in following table. As can be seen, since the significance level is less than 5%, the claim of the similarity of the variables’ priority will not be accepted.

Table 7. Results of Friedman test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational justice</td>
<td>2.31</td>
<td>0.0000</td>
</tr>
<tr>
<td>Education</td>
<td>2.66</td>
<td></td>
</tr>
<tr>
<td>Work experience</td>
<td>3.51</td>
<td></td>
</tr>
<tr>
<td>Enterprise-class</td>
<td>3.97</td>
<td></td>
</tr>
</tbody>
</table>
Discussion and conclusion

As mentioned, based on a comprehensive literature review, 4 hypotheses were proposed. Given the results of the statistical analysis, the hypotheses were investigated and in all hypotheses, the relationship between the variables was verified. And, the intensity of the effects of dependent variables on the independent variable is different. Now, in this section, the hypotheses and the results of the hypotheses testing are reviewed again.

In the first hypothesis, the enterprise-class has an effect on social capital and the correlation coefficient between them is 0.178 that shows a weak relationship. In the 2nd hypothesis, the impact of education on social capital was approved and the correlation coefficient between them is 0.436 that shows a relatively good relationship between them. In the 3rd hypothesis, the impact of organizational justice on social capital was approved with the correlation coefficient of 0.744 that shows a high impact. These findings are consistent with the results of the study on the relationship between the organizational justice and social capital by Golparvar and Rafei zadeh (2010). In the 4th hypothesis, the impact of work experience on social capital was investigated which was approved by the correlation coefficient of 0.538. From the obtained findings, it can be concluded that the organizational justice has the greatest impact on social capital and the enterprise-class has the least impact on it. If the organizations as social units can create social capital, they will be able to work more and better. By increasing this capital through the organization, the society will profit from the benefits of social capital that are the atmosphere of public trust and confidence. In this context, the social capital has been formed between the organizations and citizens and under it, society enjoys the trust-based relationships. Social capital is one of the most important organizational capabilities and assets that can help organization to create and share the knowledge and also, create the organizational advantage.

Practical suggestions

It must be paid attention to the factors strengthening the organizational justice and it is tried to create the proper atmosphere as much as possible to increase this factor. Therefore, if the managers of the Department of Environment want to increase their commitment and desire to remain in the organization, they should increase the perception of the fairness of payments and rewards to employees. At the organizational level, justice reflects the perceived fairness of decisions related to the allocation and distribution of resources and rewards, fairly implementation of procedures and decisions, management behavior with staffs, the process of communication such as courtesy, honesty and respect that discussed among the employees. The impact of work experience on social capital has been approved. The people with higher work experience form social groups together. One of the most important aspect of social capital is membership in networks. The networks create commitment and loyalty among members and organizational support. There is a considerable sharing of information, skills and organizational goals within the networks that understanding the norms, values and organizational goals with the help of networks is considered as an important component in the success of managers in the organization.

It was found that education has an impact on social capital. So, based on the findings of this study, it is necessary that the managers of the Department of Environment ask the experts and
staffs to participate in decision-making. Participation creates a desire in staffs to see beyond their own interests and know themselves belonging to the group. Participation likes a bridge that connects the members to the organization's goals and values, and leads to the horizontal and vertical relationships in the organization. Social capital is increased through cooperation and participation of employees. Managers can provide the opportunities for the staffs to participate in organization’s decisions and affairs by holding the meetings and also, to advance the goals better, they can place the managers in different positions of the management who can take steps in order to reach common ground and better performance in this organization by administrating the justice with cooperation, partnership and trust.

It is suggested that the managers have always considered the organization's goals and try to put the personal goals of individuals in the line with the objectives of the organization. In addition, the managers must always highlight several values and emphasize on the institutionalization of them in the organization. The values such as honesty, integrity, justice and etc. can have a significant impact on employees’ performance. To promote the justice further in the organization, it is suggested to the managers to match their words and actions to earn more credits. It is always very difficult to trust a person whose behavior is inconsistent with his words. Therefore, the managers should emphasize on this to increase social capital. The manager must confident others. The employees need to ensure that their secret and confidential talk won’t be betrayed. According to Robbins, confidentiality is the ground for the confidence and trust also helps to increase social capital. To improve social relationships with others, everyone must start from himself and reform his own at first. Many of the problems are caused by the reason that people don’t want to start the work from solving their issues. Therefore, social relationships and social capital can be improved by relying on self-improvement.
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