

## Survey the role of Social capital to improvement organizational commitment in Kurdistan province education

**Hadi Bahrami**

Master of management of Islamic Azad University, research and science Branch, Iran

**Freyedon Ahmadi**

*Public management Department, Payame Noor university, Tehran, I.R. of IRAN*

**Fakhardin Marofi**

*Management Department, university of Kurdistan*

### **Abstract**

In this paper, the role of social capital in organizational commitment has been examined. Organizational equity and sex have chosen as adjustment variables. This research has been implemented at in Kurdistan province education in 2013. 250 persons which are managers and experts of the Kurdistan province education have chosen classification randomly as statistical population. Data were analyzed by using correlation analysis, regression analysis, and structural equation model. The findings expose that social capital plays an important role in organizational commitment improvement especially in emotional commitment improvement.

**Keywords:** Social Capital, Organizational Commitment, Kurdistan province, education

### **Introduction**

Social capital is a new concept playing a more important role in organizations and societies than human and physical capital. Nowadays, this concept is being used extensively in sociology and economics, and even recently in management and organization. The concept of social capital indicates linkage and communication between members of a network and causes the goals of the members to be met, creating norms and mutual trust. In the absence of it, other capitals won't be influential, and achieving success ,economic and cultural completion will be difficult. In both macro-level of management and managing organizations and institutions, social capital can create a new recognition of socio-economic systems and help the manager to guide it better .

The organization by it's employees will be money-consuming and has a bad effect on the organization and consequently on it's customers or those people who use it's services, on the other side, those employees who have low organizational commitment(especially affective commitment) won't have the needed productivity

for the organization. Since, organizations should find a way to increase the organizational commitment and consequently reduction of turnover of the organization by its employees as well as increasing the level of productivity and function improvement of the people.

In doing this, one of the challenges that Kurdistan province education deals with, is organizational commitment because of which the company spends a lot of money annually on attraction, employment, and even training experts whom are regarded as the human capitals and most basic capital of the organization. Turnover of the Kurdistan province education by them has imposed huge damages on the company. Since the oil industry and in the economy of our country, it should do something to use the utmost efficiency of its human forces and satisfy its employees in order to increase their organizational commitment. It is because of social capital and in its total dimension the existence of trust between the employees and in the organizational climate that the employees have more commitment to their respective organization, so the writers came to this conclusion that lack of the desired amount of social capital and trust in the

organizational climate maybe one of the reasons of turnover and lack of commitment to their organization. It is of no doubt that fulfilling extensive researches and offering some strategies to improve the employees' organizational commitment, especially Kurdistan province education personnel is an important issue that not only this organization but also an organizations should pay a particular attention to it.

Researches should that turnover of the organization has a bad effect on the moral and productivity of the other people staying in the organization, as well as reducing the customers' satisfaction. According to David Maurice, the average expense of replacing an ordinary employee which produce an income equal to 6 \$ per hour for the company is 2076 dollars, and the average expense of replacing a professional employee producing an income equal 15\$ per hour will be 5190 dollars. Based on these issues, the expenses which an institute that has employees with minimum pay, annually spends for replacing its employees will be more than 100,000 dollars (Buck & Watson, 2002: 177). So, regarding the unwanted huge expenses imposed nowadays on the organizations because their employees have no commitment to the organization, it so seems that increasing social capital in the organizations, with attention to providing suitable situation to create communication and improved participation of the members which leads to some advantages for both people and organization, has an important role in employees' organizational commitment. So, the researchers were looking for investigating the role of social capital in improving organizational commitment of the Kurdistan province education employees. The major purpose of this article is identifying the role of social capital

in improving the organizational commitment of the Kurdistan province education's employees, as well as identification of how the social capital influence the organizational commitment as the minor purpose of the research. Additionally, the researchers tried to find out whether the sexual variance and organizational justice have the power to adjust the relation between variables of social capital and the improvement of organizational commitment.

## **Review of Literature**

### **Social Capital**

Many people have defined this concept in several ways and this increases the vagueness of the theory of social capital clearly, they don't define the dimensions of the social capital unanimously. Each of the researchers has categorized the social capital differently. Nahapiet and Ghoshal(1998) accounted three dimensions for social capital, including: cognitive dimension, structural dimension and relational dimension(Krause et al.,2007:531).

1. Cognitive dimension social capital. This dimension includes the amount of employees' participation inside a social network of the same view point, or the perception among them (Bolino, 2002:506). And like relational dimension, deals with the nature of communication between people in an organization and involve these items: common code and language as well as common narrations (Nahapiet & Ghoshal, 1998:251). Nahapiet & Ghoshal (1998) define cognitive dimension as resources providing the common wish among different parts (Watson & Papamarcos, 2002:543). Namely, this dimension is regarded as the resources which provide common interpretation for different groups. They also say that common aims and values develop because of constant participation in the semantics process as different groups produce common perception (Krause et al., 2007:531).

2. Structural dimension of social capital: This dimension points at the relation between players which are repeatedly sharing information. Nahapiet and Ghoshal(1998) brought reasons that enjoying this information will lead to increase the ability of organization in attraction, analysis and reconciliation of knowledge and this issue will lead to an emulative advantage for the organization(Carrie, R. Leana, Frits K. Pil,2006:355). Structural dimension includes the model of linkages between networks and the form of organizing the network as well as organizational proportion (Nahapiet & Ghoshal, 1998:251).

3. Relational dimension of social capital: this includes the nature of relationship in an organization. In other words, this dimension focuses on nature and quality of communications in organization (Bolino, 2002:506).This dimension involves Trust, Norms, Obligations and Identification (Nahapiet & Ghoshal, 1998:251). Nahapiet

and Ghoshal(1998) state that combination and exchange of knowledge can be eased in an organization when the people communicate with each other(structural capital), when they have close relationship(relational capital) and when the people are able to perceive and apply knowledge(cognitive capital) (Mat Isa & Ameer,2007:248).

### **Organizational Commitment**

Organizational commitment has been defined and measured in several different ways. The various definitions and measures share a common theme in that organizational commitment is considered to be a bond or linking of the individual to the organization (Kaneshiro, 2008:44). There can be several different definitions for organizational commitment. According to Mowday, Porter & Steers(1992) it means being identified by a an organization which includes a strong belief, and accepting the aims and values of that organization, be willing to try your best for the organization and wishing to stay in the organization (Kaneshiro, 2008:44). Moorhed & Griffin believes that commitment is the feeling of identification and the indepenence of the person upon the organization (Moorhed & Griffin, 1995; 81). Organizational commitment has been a popular research topic among organizational and behaviorable researchers for decades due to the perception that employee commitment isgenerally regarded as one of the key determinants of organizational effectiveness and productivity (Fiorito et al., 2007; 189). Earlier research on organizational commitment focused on a one-dimensional approach to measure commitment using either an attitudinal or behavioral approach. If organizations hope to reduce absenteeism and turnover, as well as important that they understand how commitment develops and what they can do to foster the appropriate kind of commitment (Kaneshiro, 2008:43-47).

Meyer and Allen's tri-component model was used to measure organizational commitment; 1. Affective commitment. Meyer and Allen (2004) have referred to affective commitment as an individual's affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in the organization.

2. Continuance commitment. The second dimension of Meyer and Allen's model is Continuance commitment, which is based on Becker's "side-bet" theory (1960). Continuance commitment refers to a tendency to engage in consistent lines of activity on the basis of the individual's awareness of the costs associated with leaving the organization. The theory suggests that as individuals remain in an organization for longer periods, they accumulate investments, which become costly to lose the longer the individual remains. These investments include time, job

effort, benefits, seniority, and organization-specific skills that might not be transferable to another organization.

3. Normative commitment. The third dimension of Meyer and Allen's model is normative commitment. This component refers to a moral belief or obligation to remain with the organization. Meyer and Allen suggested that employee's with strong normative commitment remain with the organization due to feelings of obligation towards the organization (Meyer and Allen, 1990; 14).

### **Methodology**

The present study is an application research, regarding its aim, and considering the methodology it is a correlative, descriptive research. It has one main hypothesis and five sub hypotheses

The main hypothesis is:

“Social capital is influential in improving the organizational commitment of the Kurdistan province education employees.

Three sub-hypotheses which were analyzed are:

1. “Social capital is influential in improving the continuance commitment of the Kurdistan province education employees
2. “Social capital is influential in improving the affective commitment of the Kurdistan province education employees.
3. “Social capital is influential in improving the normative commitment of the Kurdistan province education employees.
4. “Sexuality, adjusts the relation between the social capital and improving of organizational commitment of Kurdistan province education employees.
5. “Organizational justice adjusts the relation between the social capital and improving of organizational commitment of the Kurdistan province education employees.

This research is done in 2013 in the Kurdistan province education. The employees of I. Kurdistan province education are the population of this research amounting to 721 persons. Classification randomly sampling is used in this research. In other words, the samples are chosen proportional to the working personnel in each of the deputies and offices of the staff. In addition, in specifying the samples, distribution of sexuality, martial status, education and job records are best considered. Since, population and data criterion have the feature of quality in this research, we use the below formula to specify the sampling (Secaran; 2002, 71).

### **Conceptual Model of Research**

The dimensions proposed by Nahapit and Goshal to express social capital are used for creating the theoretical framework of the research. These dimensions are; relational dimension; cognitive dimension and structural dimension; each of these dimensions are composed by a series of components. It should be mentioned that we didn't separate social capital in theoretical framework into different dimensions, but we generally define it as; the evaluation of organization's employees about how much existing culture and climate in organization can be conformed to questions indicating social capital. Also researchers have used Meyer et all's Multi-dimensional approach including continuance commitment, affective commitment and normative commitment, detailed in the Review of literature to express the organizational commitment, and they have produced an operational definition of organization commitment; how much are the employees willing to stay in organization and owe to it? Additionally, the researchers have in mind the investigation of the role of organizational justice and sexuality as two adjusting variables in the relation between social capital and improvement of organization commitment. In fact the conceptual model of this study is something like this;

Results coming out of Exploratory and confirmatory factor analyses To know the latent variables of Exploratory and confirmatory factor analyses (using path analysis and Structural Equation Model) are used.

Two analyses were used in exploratory factor analyses social capital. At the first stage of the factor analyses, three dimensions (common aims, network linkage, and trust,) were discovered meaningfully.

But the dimension of network stability, despite the concept of question was direct has a different relation within the structure of the variable and because of the findings from confirmatory factor analyses this dimension was deleted. After deleting some factor relations which weren't confirmed, standard coefficients and meaningful figures in the measuring model of social capital are indicative of a suitable factor structure so, regarding the confirmed factor structure, three factors of common goals, common linkage and trust are recognized as the variable dimensions of social capital and entered into analysis.

Later, in order to make sure of the final factor structure in the social capital, Exploratory factor analyses (because of a change in the previous structure of the questionnaire) and confirmatory factor analyses of the second stage were used. In which the factor matrix indicates that all three factors of common goals, network linkage and trust with suitable factor loading are all in just one variable which is called social capital. Indeed this factor describes about 73% variance of three dimensions which is a good amount. For approving the conceptual structure of the construct in the devised questionnaire on organizational commitment, first we tried

to achieve to the meaningfulness of the factor relation using the SEM. But because the factor structure of the questions were not suitable, a suitable model that have desired fit was not in the LISREL software (in technical term, the structural model didn't performed). So, we tried to make a relative confidence of the factor structure using exploratory factor analyses. Findings' coming out of first stage exploratory factor analyses for organizational commitment indicates that the factor structure arising out of exploratory analyses doesn't have conformity with what was offered in questionnaire. So, several questions were deleted in order to reach suitable questions and desired factor structure as well as approving the conceptual relations in the organizational commitment. For the second time we deleted some questions and exploratory factor analyses was done by the remaining questions. The suitability for the number of samples was (KMO (Kaiser-Meyer-Olkin Measure of Sampling) = 72%), which indicated the meaningful of Bartlett's Test.

Finally, according to factor loading and the structure of the questionnaire, these factors were called.

Affective commitment, continuance commitment, normative commitment, these three factor explain something about 70% variance of the mentioned questions. Confirmatory factor analyses were used to confirm the factor relations. We observed that: firstly fitting indexes of the model show suitable fit for the measuring model. Secondly, meaningful coefficients show the meaningfulness of all factor relations achieved in the exploratory analysis and according to conceptual structure of the variables. But to reach the final structure of the organizational commitment the second stage exploratory and confirmatory factor analyses were used again. At first expected the three dimensions of the organizational commitment to be in just one factor like social capital. But finding of exploratory and confirmatory factor analyses showed something else. Finding arising out of second stage exploratory factor analyses for organizational commitment indicated that even though one final factor achieved in this factor, the continuance commitment has an unsuitable negative loading in this factor.

Finding of confirmatory factor analyses using SEM clarified that the relation between the achieved latent variable and continuance commitment doesn't have meaning. Namely, it so seemed that the different dimensions of organizational commitment are different in nature and this made the factor not locating in one final factor. The correlation analysis among three dimension of organizational commitment was performed to make sure of this. Finding of correlation analysis, too, indicated a meaningless relation between the dimension of continuance commitment and other dimensions of organizational commitment.

Correlation between normative commitment and affective commitment was high about 99%. But the continuance commitment didn't have any meaningful correlation dimension with these two.

According to this the different dimensions of organizational commitment can not be naturally considered as one dimension and test them in hypotheses. In order to gain more confidence, the confirmatory factor analyses were done with two latent variables. In this analysis the latent variables are defined as(1) continuance commitment and(2) affective commitment and normative commitment. The researchers observed that: firstly, fitting indexes show suitable fit for measuring model; secondly, meaningful coefficients, too, show the meaningful factor relations according to new defined variables. Finding of

Confirmatory factor analyses done for organizational justice indicated confirm of conceptual and factor structure between dimensions of organizational justice and questions under discussion.

The conceptual model (structural model) of the study for testing hypotheses is shown in this picture Results coming out of testing the hypotheses of study We came to some wonderful results by investigating the findings of the research. These analyses showed that the influence of social capital is different depending on the kinds of actions done in order to improve the organizational commitment of the employees. While the social capital is in the organization, if the managers do something to improve the employees affective commitment (i.e. the person being dependent on the organization and being identified by it ) the social capital is in the organization will lead to improvement of affective commitment, and generally, the improvement of employees' organizational commitment. But if the manager are to improve the continuance commitment of the employees (informing them of the expenses arisen out of turnover) and their normative commitment (creating a kind of duty to continue working with the organization), the social capital won't influence the improvement of continuance commitment and consequently organizational commitment of the employees. Also the findings show that social capital in the organization will lead to organizational commitment of the employees, especially when the organizational justice reigns in the organization. That means, if the people perceive that organizational operations are just, in other words, if the perception of the justice is different, doing something to improve the organizational commitment even if the social capital is in the organization, will have a different result in organizational commitment.

### **Research Suggestions**

The investigations of samples showed that the dimension or trust in the social capital of organizational groups and the affective dimension of organizational

commitment as well as organizational justice are not in a desired level. So, the researchers proposed some suggestion to improve components as follow:

- Kurdistan province education should explain its values and expectations to employees written or orally, so for the employees adjust and internalize these values and be proved or being identified by the organization.
- Units related to attraction and keeping human forces, and even managers, should pay more attraction to recognition of problems and affairs of their employees in order to increase employees' feeling of belonging to the organization.
- Programming some tourism and travelling to increase face to face relation, because these relations will have a positive influence on relations based on trust.
- Increasing trust between members of organizational groups and units; these relation are recommended to be so that the members of organizational groups and units should indeed know each other, based on trust.
- Training employees; forming psychological teaching classes to raise the endurance level of employees.
- Facing the opposite views of - Facing the opposite views of colleagues and managers.
- Participation of employees in organizational major decisions.
- It is recommended that the award be so different try (in cash or not) so the employees can decide themselves.
- Managers are recommended to devise the compensation system in the organization in a manner that is in the line of distributive justice, so it will help creating trust in the organization. And they will take steps to increase social capital.

### **Conclusion**

Social capital plays a more important role than physical and human capital in organization and societies.

In the absence of social capital, other capital won't be influential and achieving development, economic and cultural completion will be more difficult. Additionally high organizational commitment will bring productivity to the organization. This research show that social capital is influential improving employees' organizational commitment and not only those responsible in Kurdistan province education but also manages of other organizations can take basic steps to increase the social capital of employees' and finally improve their organizational commitment using some suitable manners such as: increasing trust between of organizational units and groups, training employees, encouraging and forming technical and professional associations and groups in the organization, etc.

## References

- [ Rahmanseresht, Hosayn, "Organization Theory of Modernism to Post Modernism", Doran publication, (2007), vol.2, pp. 1]267\_268.
- [ Moorhead. G & Griffin. R. w "Organizational Beha 2] vior", By Houghton Mifflin Company , (1989), vol.1.
- [ Secaran, Oma, "Research Method in Management",tranasla 3] tor; saebi,Mohamad,. Public Administration Training central publication, (2002), vol.1, pp. 70\_71.
- [ Buck, J.M. & Watson, J.L., "The relationship between human resource management strategies and organizational 4] commitment", Innovative Higher Education, (2002), vol.26, No.3, pp. 175\_193.
- [ Francis, P., "Social Capital at world bank: strategic and operati 5] onal Implications of the concept", social development strategy, world bank, (2002).
- [ Krause D.R, & R.B. Hand field, & B.B, Ty 6] ler, "The relationships between supplier development, commitment, social capital accumulation and performance improvement", Journal of Operations Management, (2007) , Vol. 25, pp. 528\_545.
- [ Bolino, Mark C, William H. Turnley & James M. Blood good, 7] "Citizenship behavior and the creation of social capital in organizations", Academy of management review, (2002), Vol. 27, No. 4, pp. 505\_ 522.
- [ Nahapiet, J. , & Ghoshal, S., "Social Capital, Intellectual 8] Capital & the organizational advantage", Academy of management Review, (1998) , Vol. 23, NO. 2, pp. 242\_260.
- [ Watson, George w. & Papamarcos, Steven D., "Social Capita 9] l and Organizational Commitment", Journal of Business and Psychology, (2002) , Vol. 16, No. 4, pp. 537\_552.
- [ Carrie, R. Leana, Frits K. Pil, "Social Capital and Organization Performance: Evidence from Urban Public Schools", 10]Organization Science, (2006), Vol.17, No.3, pp.353\_366.
- [ Mat Isa, Rosmah, Ameer, Rashid, "Hedge fund performance and 11] managerial social capital", The Journal of Risk Finance, (2007) , Vol. 8, No. 3, pp. 246\_ 259.
- [ Coleman, J., "Social Capital in the creation of human capital" 12] , American Journal of Sociology, (1988) , Vol. 94, pp.95\_120.
- [ Portes, A., "Its origin send application in modern sociol 13] ogy", Annual Review of sociology, (1998) , Vol. 24, pp. 1\_24.
- [ Evans, P., "Government Action, Social Capital and De 14] velopment: Reviewing the Evidence on Synergy", World Development, (1996).
- [ Woolcok, M., "Social Capital and Economic Development: Towa 15] rd a Theoretical Synthesis and Policy Framework", Theory and Society, (1998) , Vol. 27, NO. 2.

[ Leana, C.R & H.J. Van Buren, "Organizational Social cap 16] ital and Employment Practices", Academy of Management Review, (1999), Vol. 24 , No.3, pp. 538\_555.

[ Lock Lee, Laurence, "Schemes and Tools for Social Capital Measurement as a proxy for Intellectual Capital Measures", 17](2005).

[ Islam M. K, & J. Merlo, & I. Kawachi, & M. Lindstrom, & U.G, Gerdtham, "Social capital and health: Does egalitarianism 18] matter? A Literature Review", International Journal for Equity in Health, (2006) , Vol. 5, No.3.

[ Kaneshiro, Paul. , "Analyzing The organizational Justice, Tr 19] ust, And Commitment Relationship In A Public Organization", Doctor Of Philosophy, Submitted to North central University, (2008), pp. 14\_20.

[ Fiorito, J., Bozeman, D. P., Young, A. 20] , & Meurs, J. A., "Organizational commitment, human resource practices, and organizational characteristics", Journal of Managerial Issues, (2007) , Vol. 19, NO. 2, pp. 186\_207.

[ Allen, N.J.& Meyer, J.P., "The measurement and antecedents of affective, continuance and normative commitment to the 21] organization", Journal of Occupational Psychology,.. , (1990), Vol. 63, PP.1\_18