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## Designing a Systemic Model for promoting Social Capital in Influential Government Organizations with emphasis on the Corona Crisis

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### Abstract

In this article, the authors try to design a social capital promotion model for the branches of the Social Security Organization of Mazandaran Province during the corona outbreak. The research method is exploratory (qualitative-quantitative). The statistical population in the qualitative section was 30 university professors and executive elites in the field of management and in the quantitative section was 150 elites in the field of social security. In the qualitative part, using the snowball method of dreading theoretical saturation with 16 experts, in-depth interviews were conducted and in the quantitative part, to evaluate the model, a researcher-made questionnaire was distributed among 90 samples by relative cluster sampling method. The validity of the questionnaire was confirmed by form-content method and its reliability was confirmed by Cronbach's alpha method. Data were analyzed by exploratory and confirmatory factor analysis using SPSS and AMOS software. The corona outbreak period has 18 dimensions as follows: causal variables (organizational transparency, competence, support and social cohesion), contextual variables (innovative designs, development and customer relationship management, organizational skills and management), intervention variables (Setting and maintaining policies to overcome constraints, optimal crisis management, efficient manpower and service delivery development), strategic variables (recognizing threats and challenges, innovative strategies, recognizing and financing), and outcome (increasing investment, Intensification of social interaction, deepening social satisfaction, comprehensive development of the organization). The results of the quantitative section showed that all the dimensions of the research model of the research were confirmed.

**Keywords:** Social Capital, Strategic Model, Social Security, Crisis Management, Corona

## Introduction

The issue of development and efficiency of organizations has always been one of the most important human concerns from the beginning until now (Bai et al., 2020). For this reason, in the beginning, the main human perception was a special emphasis on physical capital (including capable managers, skilled manpower and wealth) in order to achieve the development and progress of organizations (Wu and Wilkes, 2020; Deyhimpour, 2021). Regarding the first issue, i.e., managers, it should be noted that in order to increase the governance capacity and also increase the efficiency of public services, managers need managers who can use their capabilities and competencies to take effective decisions and actions to be able to Provide the interests of their organization in the best possible way (Hashemi Anaraki et al., 2021). Therefore, the issue of competence and expertise of managers has received much attention in recent years (Vakili et al., 2021). Regarding efficient manpower, it should be acknowledged that personnel have always been one of the most important sources of success for organizations (Asgarnejad Nouri and Mirmousavi, 2021). In this regard, it should be acknowledged that two important issues have greatly affected the process of human resources activities of any organization:

First; Job satisfaction is an emotion that is formed as a result of positive evaluations of people about the work

they are doing. This feeling is manifested in two ways, internally and externally (KeivanAra et al., 2021).

Second; Impersonal laws and procedures governing bureaucratic structures influence employee behavior by determining what, how, how, and where he should do (Ghasempour et al., 2021).

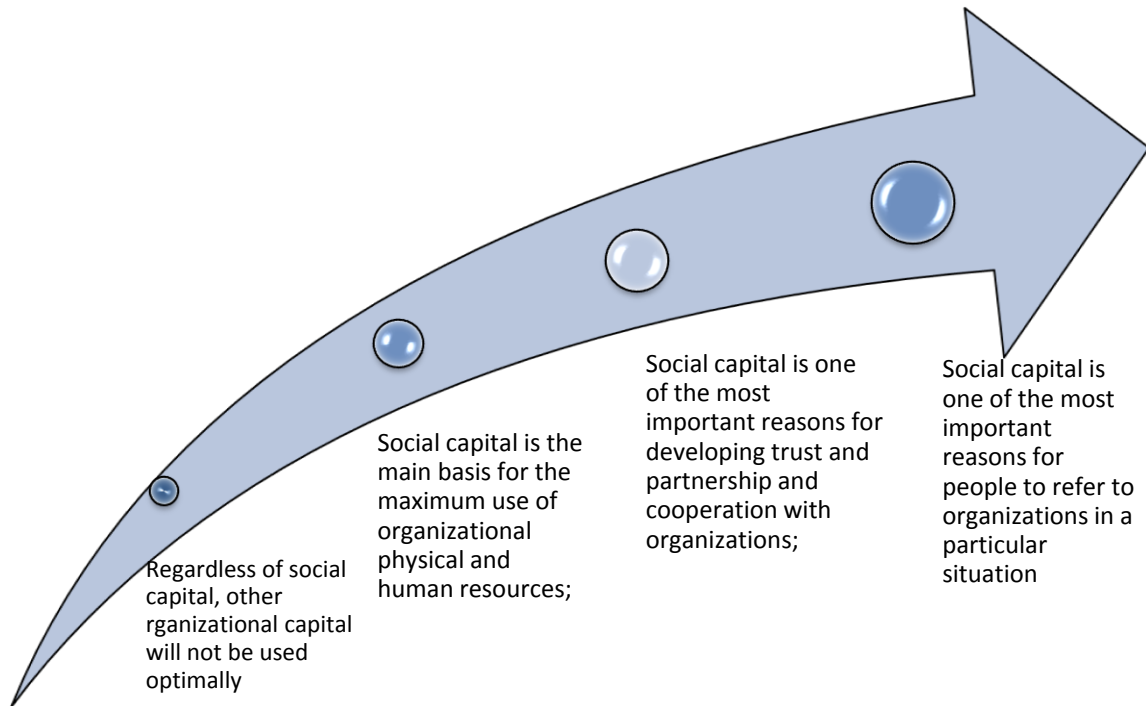
But the reality of the present age indicates the important issue that the realization of development and improvement of organizational performance requires another important capital called social capital (Putra, 2020). This concept is measured by indicators such as trust, awareness, participation, networking, normativeness, etc. (Barrios et al., 2020). In the increasing importance of the concept of social capital in the organization, several reasons can be considered in the current article:

-First; Regardless of social capital, in principle, other organizational capital will not be used optimally;

-Second; Social capital is the main basis for the maximum use of organizational physical and material resources;

-Third; Social capital is one of the most important reasons for developing trust and partnership and cooperation with organizations;

-Fourth; Social capital is one of the most important reasons for people to refer to organizations in a particular situation (Moore and Carpiano, 2020).



**Figure 1: Four reasons for social capital in the organization**

An important point that should not be overlooked is the study of the origin of social capital. In this regard, it should be acknowledged that in principle, organizations create social capital with the type and manner of their operation. Therefore, social capital is by no means a one-dimensional concept and relies on a specific person or institution (Sun, 2020).

It is noted that social capital sometimes leads to a high degree of organizational corruption (Danaeifard et al., 2021). The importance of this issue can be examined in several ways. First, the components of social capital in critical situations, such as the spread of the Corona pandemic, can help to optimize the services of the Social Security Organization, and second, given the critical situation of the

As James Coleman acknowledges in this regard: "It is social organizations that generate social capital and are an important factor in achieving goals" (Coleman, 2020). Of course, some researchers, in addition to explaining the many advantages of social capital, have also addressed some of its challenges and disadvantages and have acknowledged corona, which has a great negative impact on welfare services, attention. The components of social capital can help to improve the relative well-being in these critical situations and help the unemployed, those who have lost their jobs and others who have suffered. The necessity of this issue can also be considered and clarified that today social security is considered as one of the basic and

vital needs of any society so that different governments of the world create their most successful services and develop a strong social security system. And know efficient. The issue of social security and how to provide its services is a socio-economic issue agreed upon by policy makers and governments, which in addition to social impacts should also be considered from an economic perspective. Therefore, social security plays a role in human development as one of the important necessities and infrastructure of the country's development issues by establishing various supports such as treatment, short-term and long-term support.

With these brief introductions, the current research is an exploration in order to design a model for promoting the

social capital of the Mazandaran Social Security Organization with emphasis on the Corona era. Therefore, the main question that the authors seek to provide a reasoned and convincing answer to this is: How can the model of social capital promotion of the Mazandaran Social Security Organization be achieved by emphasizing the Corona era? And what are the dimensions, components and characteristics of this model? Social capital in its most obvious definition is: "a network of individual and group relationships that includes all real and potential resources and can be obtained through membership in the social network of actors or organizations". The following are some of the most important definitions of the concept of social capital.

**Table 1: Multiple definitions of social capital (Source: Cortinovic, 2017)**

Axis Theorist	Definition of social capital	Aim	Level of analysis	Indicators
Robert Putnam	Trusts, norms, and networks that facilitate members' cooperation to achieve common interests	Economic Development	Government at the national level (group with national government)	Join voluntary organizations, participate freely, read newspapers and join
Pierre Bourdieu	There are resources that assess the public interest	Economic capital	People competing with each other (person to person)	Titles, friendships, names, links, memberships, citizenship
Robert Putnam	Aspects of social structure that member's use as a resource to achieve their interests.	Human Capital	Individuals in family and social groups and organizations	Family size, presence of parents in the family, family mobility, expectation of mother from educating children
Francis Fukuyama	A set of informal norms or values that include positive and negative values	-	Communities and cultures	Social perversions, crime, family breakdown, tax evasion, drug use, litigation

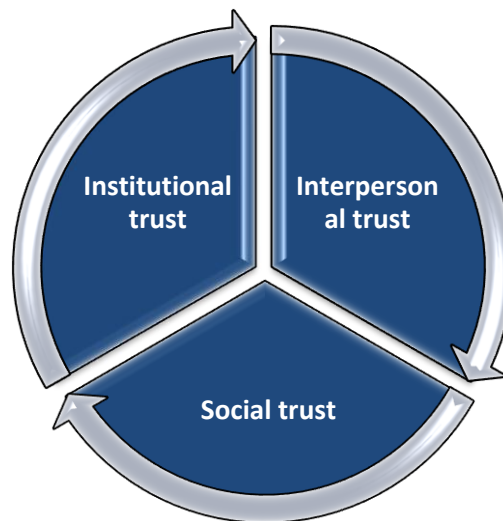
Accordingly, the most important components of social capital include the following:

**Trust:** Trust means being kind to others in interpersonal relationships, which can be examined in three ways:

**Interpersonal trust:** includes trust in family, relatives, friends and colleagues;

**Social trust:** includes trust in strangers or lesser-known people in the community;

**Institutional trust:** includes trust in organizations and institutions and groups in the field of government (Burcher and Mayer, 2018).



**Figure 2:** *The most important components of social capital*

**Participation:** The existence of participation networks as areas of social capital production has attracted the most attention in the literature of modernization and political development. Because the way network members interact is based on linguistic communication, social participation networks are successful in that there is no stuttering, people communicate with each other on the basis of words and, logically, resolve issues between the parties. (Lang et al., 2021).

**Norm:** Basically, norm refers to the reciprocal behaviors that a person learns

from his family or community during his life and uses them in communication and interaction (Xue et al., 2020).

**Information:** Information is the most effective and efficient wealth and capital of any nation. Wealth that, unlike other wealth, is not lost, and the more it is consumed, the stronger and more complete it becomes. Information is the amount of knowledge that social network members have about each other (Painter and Qiu, 2021).

**Security:** Human security is one of the most important characteristics of social welfare, so that the main axis of sus-

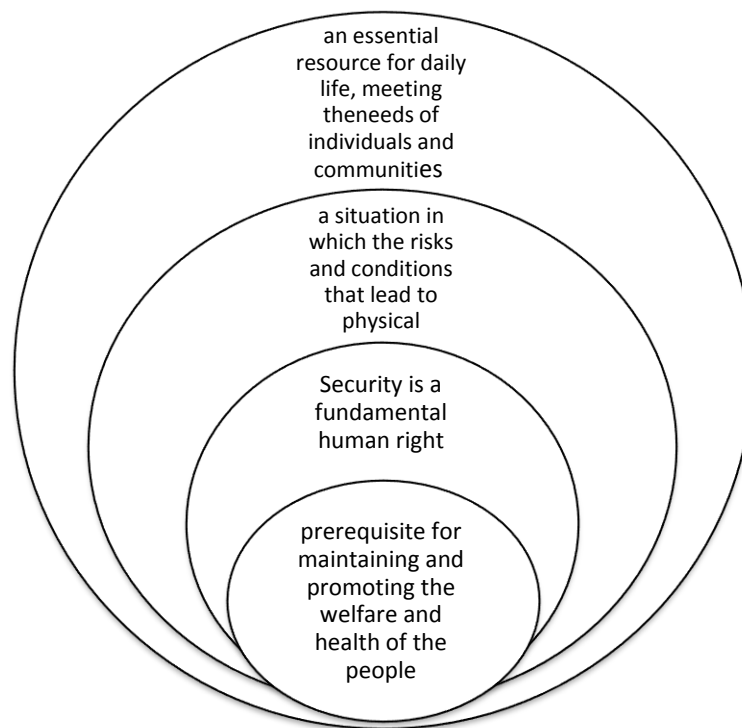
tainable development in the current century is human security, which according to the United Nations Human Development Report in 1994 and 1998, aspects of job security Includes security in terms of income, physical and mental health, and environmental security. But in general, some common definitions for the word security are as follows:

-Security is a prerequisite for maintaining and promoting the welfare and health of the people;

-Security is a fundamental human right;

-Security is a situation in which the risks and conditions that lead to physical, psychological or physical injuries are controlled to maintain the health and well-being of individuals;

-Security is an essential resource for daily life, meeting the needs of individuals and communities in order to promote the public aspirations and aspirations of the people (Durante et al., 2021).



**Figure 3:** *The most important common definitions for the word security*

### Background research

Regarding the research background, the authors divided some of the most important previous researches into internal and external spectrums.

-Rasoul Nazari et al. (2015) in a study entitled "The relationship between communication skills and social capital in sports organizations in Hamadan province and model presentation" concluded

that communication skills (0.21) affect social capital and indicates the positive and appropriate effectiveness of communication skills on social capital in sports organizations in Hamadan province. Therefore, the results of conceptual models of communication skills analysis on social capital confirmed.

-Shabnam Mahboub Roshan et al. (2021) in an article entitled "Designing a model of government role in promoting social capital with the approach of creating public value in Iranian government organizations" concluded that social capital in government organizations has 5 dimensions; Includes relational social capital, cognitive social capital, spiritual (value) social capital, structural social capital, behavioral social capital. Strategies at three levels of management, organization and extra-organization can also be adopted to promote social capital in government organizations.

-Mariam Abedini et al. (2017) in a study entitled "Presenting a model of human resource development with the approach of promoting organizational social capital" concluded that the development of human resources with the approach of promoting social capital with 5 dimensions of performance management, adherence to ethics, Competence is managerial staffing and competency.

-Shahram Basiti (2021) in an article entitled "Members' Narrative of Social Capital in the Formation and Development of Women's Entrepreneurship Cooperatives (Pathology of Women's Entrepreneurship Cooperatives in

Damghan)" concluded that the three components of "institutional marginalization" "Cooperatives", "reduction of continuous participation among members" and "poor performance of cooperatives" are the most important harms in women's entrepreneurial cooperatives in Damghan city with emphasis on social capital.

-Mojtaba Amiri et al. (2021) in a study entitled "Presenting a model of spiritual capital in non-governmental organizations in Tehran" concluded that the consequences of spiritual capital (as one of the dimensions of social capital) such as organizational stability, job satisfaction, Media feedback is about increasing productivity, employee efficiency, organizational commitment and peace of mind.

-Hador et al. (2021) in a study entitled "Social Capital in Organizations: Designing a New Model for Evaluating Internal and External Social Capital in Organizations" concluded that the most important intra-organizational social capital based on organizational skills and management and the most important component for Evaluating social capital in the external dimension is trust.

-Stoop et al. (2021) in an article entitled "The effect of cooperative structure on organizational social capital" believe that the most important and main function of social capital on optimizing the performance of organizations should be based on two main components of optimal crisis management and strategies be innovative.

-Tantardini and Kroll (2015) in a study entitled "The role of organizational social capital in performance management" concluded that social capital in the organization to improve performance need three important components of competence of managers and human resources, innovative designs and in they have the ultimate increase in investment.

- Nuryanto et al. (2020) in a study entitled "The Impact of Social Capital and Organizational Culture on Improving Organizational Performance" concluded that there is a positive and significant relationship between social capital and organizational culture through social support and cohesion and organizational performance. Social support and cohesion also increased the relationship between social capital and organizational culture through organizational performance.

The innovation of the present article can be examined in several ways:

-Model of social capital promotion in Mazandaran Social Security Organization;

-Components of social capital promotion in the Social Security Organization,

-Components of optimizing the performance of the Social Security Organization, especially during the Corona crisis.

### Research Methodology

The research method is mixed-exploratory. The expert community in the qualitative section includes academic experts, managers and experts of the Social Security Organization, which used

the method of snowball sampling to achieve theoretical saturation. In this section, 30 management elites were selected, which reached a theoretical saturation in interview 16. The statistical population included a small number of social security elites. Sampling method according to the statistical population is sampling of multi-stage relative clusters with Cochran's formula of 90 people so that each of the four constituencies west, east and north and south of Mazandaran province, the role of a constituency and in the next stage, the social security branches located in each area also formed a cluster. The questionnaire was distributed randomly in the cluster and in proportion to the population of the cluster. Due to the fact that the research method in this study was combined, it was done in two stages and as follows:

**A. Qualitative part:** This part of the research was done by conducting in-depth interviews with experts and applying the data technique of the foundation (Strauss and Corbin systematic model) in the software environment of Maxqda version 2018 that the steps of open coding, coding Focusing and selective coding were performed on in-depth interviews with experts and presented as a paradigm model. The selection criteria for these experts were at least 10 years of work experience in the fields of management in the Social Security Organization and at least a bachelor's degree. The duration of each interview varied between 60 and 90 minutes, and the interviews were recorded with the consent of



the participants using a tape recorder, and the participants were assured that the information was confidential. The interviews were conducted twice (once in order to Data collection was performed for the second time in order to confirm the information. The validity of the research was obtained by the strategies of continuous and long-term involvement of the researcher with the process of collecting and analyzing the research data, reviewing and controlling the colleagues, and confirming the participation of the participants.

**B. Quantitative part:** In order to test and quantify the strategic model, it is necessary that the research model be tested in a statistical population. The required information was collected by surveying the employees of some start-up companies by distributing a questionnaire among them. Then, using structural equations (SEM) in AMOS software, the data were analyzed to measure the dimensions of the capital improvement model. Mazandaran Social Security Organization to be tested during the corona identified.

**A- Findings of the qualitative section:** The data analysis process was performed using coding during three stages of open coding, axial coding and selective coding.

**Step 1 Open Encoding:** Before the data encoding begins, the researcher writes all the recorded interviews in the first handwritten form on paper and once again listens to the interview and compares it with the handwriting until the sentence Then he typed the manuscripts into Word software and entered them into Max Kyoda software and encoded the interviews separately, which was obtained in 161 open sources. A total of 33 final open sources codes were extracted by removing duplicate codes and merging synonymous codes.

**Step 2 Axial Coding:** This step is the second step of analysis in data-based theory. The purpose of this step is to establish a relationship between the generated classes in the open coding step. Table 1 presents the axial coding of research data.

The output of Maxqda software in this step for extracting open source and core code is presented in Figure 4.

## Research Findings

**Table 2. Components and indicators of the model**

Axial coding	Open coding
Managerial	Comprehensive risk analysis
	High predictive power
	Understand the environmental conditions of the organization
	Recognize threats and opportunities
	Knowledge of managers
Economical	Develop and maintain customer relationships
	Financing of institutions
	Investment
	Formation of private institutions
	Development and prosperity of production

	Development of digital economy
	Market and customer analysis
	Privatization development
<b>Technology</b>	Technology
	Organizational elements for production
	Organized structure
	Development of industrial perspectives
	Increase the quality of manufactured products
<b>Organizational</b>	Government laws and regulations
	Innovative strategies
	Efficient manpower
	Develop a comprehensive program of organizational goals
<b>Cultural</b>	Observance of organizational rules
	Excellence in social institutions
	Forming and maintaining an entrepreneurship committee
	Organizing and maintaining the policies and values of the organization
	Creating employment for entrepreneurs
<b>Knowledge and research</b>	Supporting the young elite
	Knowledge of entrepreneurs
	Ability to produce knowledge
	Development of knowledge-based companies
	Necessary funds for research
<b>Consequences</b>	Ability to access the world's scientific resources
	Increase investments
	Intensify social interaction
	Deepening social satisfaction
	Comprehensive development of the organization

The output of Maxqda software in this step for extracting open source and core code is presented in Figure 4.

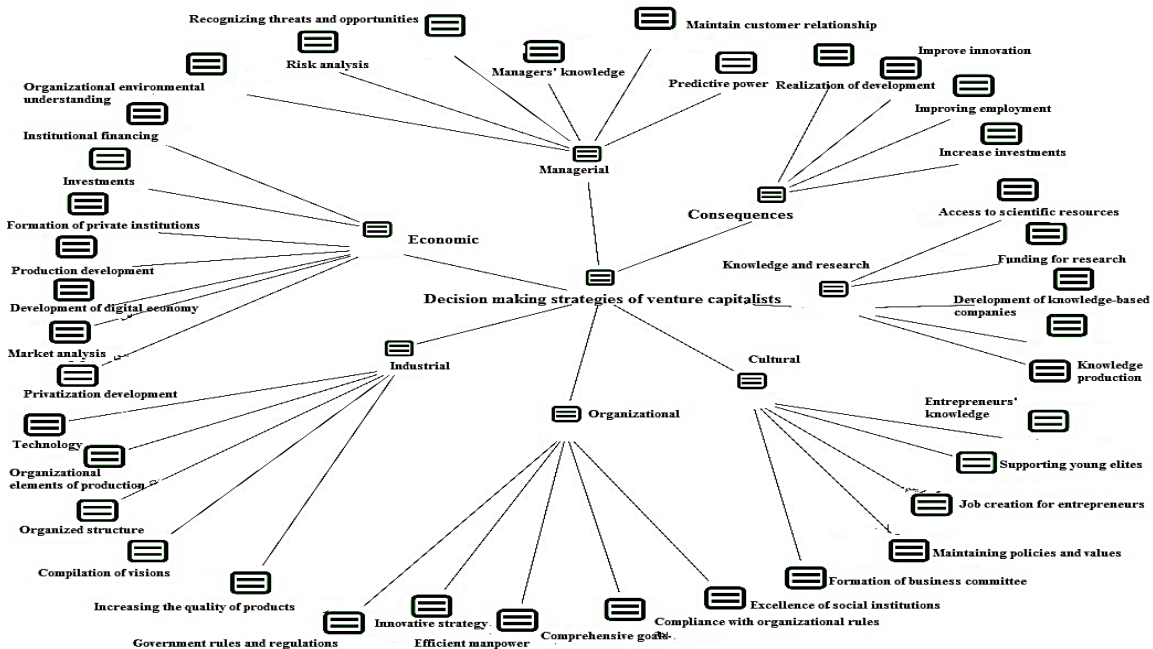
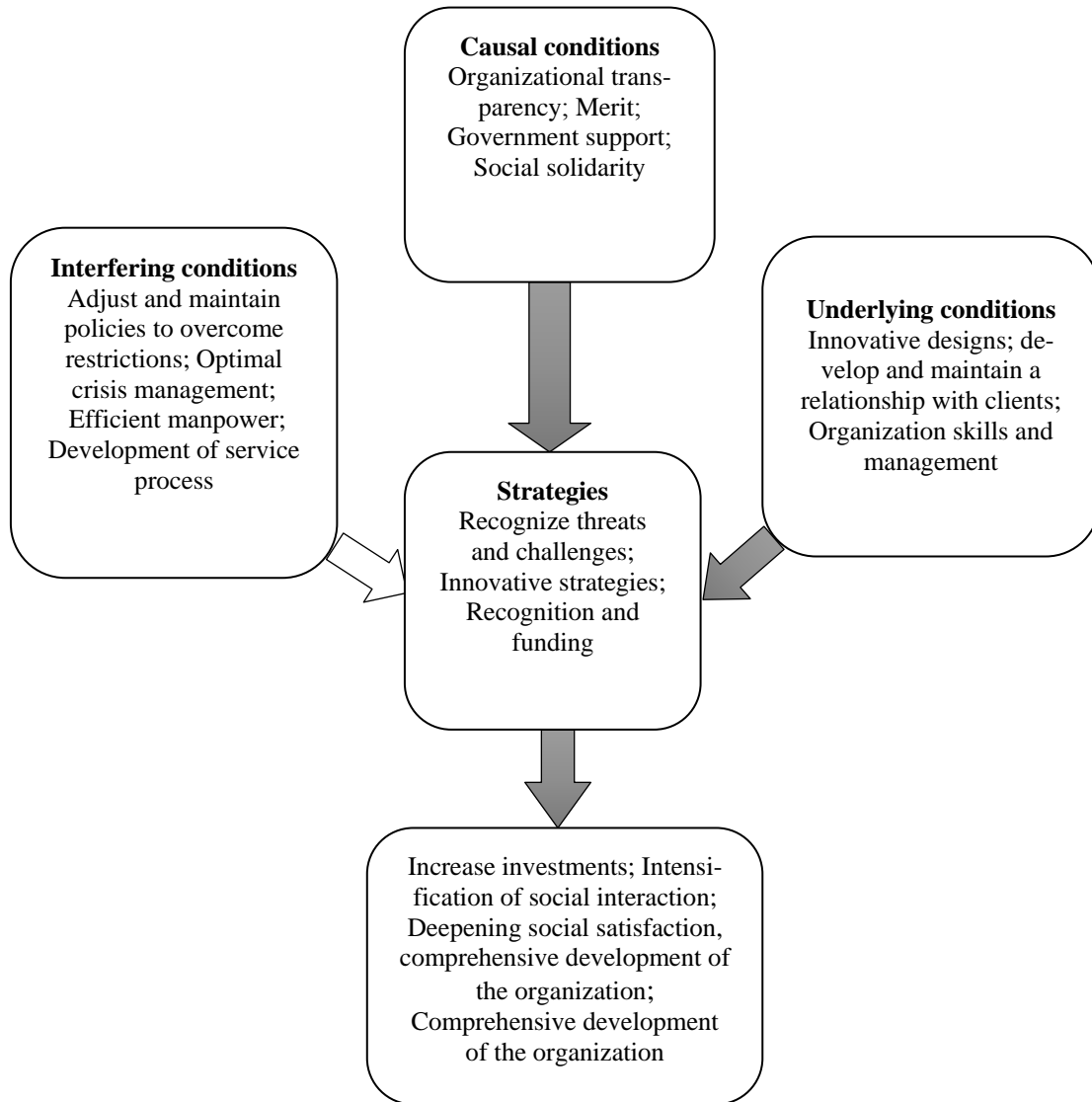


Figure 4: Maxqda software output from axial data encoding

Step 3, Selective coding: Based on the qualitative data analysis, the core codes were completed in the form of selected codes and according to that the line of communication between the research cate

gories including causal conditions, context (contextual conditions), intervening conditions, Strategy and consequences were identified. Figure 5 shows the model of the qualitative research process.



**Figure 5: Paradigm model of social capital promotion model of Mazandaran Social Security Organization with emphasis on Corona era**

### **Judicial propositions (cases) of research**

Based on the components of the exploratory coding steps, the following theorems are obtained:

**Theorem 1:** The four components of organizational transparency, competence and government support and social cohesion are the causal conditions for the model of social capital promotion of Mazandaran Social Security Organization during the corona outbreak.

**Theorem 2:** The factors of innovative projects, development and maintaining the relationship with the clients and the skills and management of the organization create a special context for the promotion of social capital.

**Theorem 3:** The interventionist conditions of organizational factors provide a general context for the realization of the strategy of promoting social capital.

**Theorem 4:** Causal, contextual and intervening conditions will result in increased investments, intensification of social interaction, deepening social satisfaction, comprehensive development of the organization to promote the social capital of Mazandaran Social Security Organization during the corona outbreak.

#### **B. Quantitative section findings**

##### **Demographic description**

In the descriptive study of the subjects, 73 (81%) were male and 17 (19%)

were female and in the age groups of the subjects, 18 (20%) between 30-30 years old, 22 (24%) Between 35-40 years old, 38 people (42%) were 40-45 years old and 12 people (14%) were over 50 years old. In the study of individuals, 28 (31%) had a bachelor's degree, 49 (54%) had a master's degree and 13 (15%) had a doctorate.

##### **Inferential statistics**

At this stage, the face validity of the questionnaire obtained from the qualitative stage was confirmed during a survey of several experts and their corrections were made. Based on the CVR and CVI calculations for each item, the content validity of the questionnaire was approved by a group of 30 professors and elites. Academics and experts were placed in the field of investment so that the range of CVR and CVI for each item was above 0.62.

**Special question 1:** What are the dimensions of the social capital promotion model of Mazandaran Social Security Organization with emphasis on the corona era?

To determine whether the number of data (sample size and relationship between variables) are suitable for factor analysis, the Kaiser-Meyer fit index and Bartlett test were used. The Kaiser-Meyer fit test is an indicator of sampling adequacy that examines the small partial correlation between variables.

**Table 3: Results of KMO index and Bartlett test for research structure**

Structure	Kaiser Meyer fitness test number and Bartlett test	
causal conditions	Adequacy of sampling	0/853
	Bartlett	1878/272
	Degrees of freedom	120
	Significant level	0/000
Underlying conditions	Adequacy of sampling	0/861
	Bartlett	2017/364
	Degrees of freedom	120
	Significant level	0/000
Interfering conditions	Adequacy of sampling	0/782
	Bartlett	1314/198
	Degrees of freedom	55
	Significant level	0/000
Strategy	Adequacy of sampling	0/854
	Bartlett	3792/804
	Degrees of freedom	496
	Significant level	0/000
Consequences	Adequacy of sampling	0/938
	Bartlett	1613/066
	Degrees of freedom	105
	Significant level	0/000

Table 3 shows the KMO (sampling adequacy) value equal to 0.853, 0.861, 0.782, 0.854 and 0.938 for each of the causal, underlying, interventional, Strategy, Consequences and signifi-

cance level of Bartlett sphericity test is 0.0009. Confirmatory factor analysis was used to evaluate the research model. The results are shown in Table 4 as follows:

**Table 4: Measurement model of research model**

Indicators of the social capital promotion model of Mazandaran Social Security Organization during the corona outbreak	Standard coefficients	T-value	P-Value	Results
Comprehensive risk analysis	0.59	6.715	0.000	Meaningful
High predictive power	0.78	8.347	0.000	Meaningful
Understand the environmental conditions of the organization	0.75	8.224	0.0009	Meaningful
Recognize threats and opportunities	0.60	6.013	0.000	Meaningful
Knowledge of managers	0.66	6.715	0.0001	Meaningful
Develop and maintain customer relationships	0.70	7.437	0.000	Meaningful
Financing of institutions	0.75	8.613	0.0007	Meaningful
Investment	0.62	7.013	0.000	Meaningful
Formation of private institutions	0.56	7.718	0.000	Meaningful
Development and prosperity of production	0.74	6.420	0.000	Meaningful
Development of digital economy	0.82	7.698	0.0006	Meaningful
Market and customer analysis	0.68	6.414	0.000	Meaningful
Privatization development	0.70	6.554	0.0002	Meaningful

Technology	0.81	7.326	0.000	Meaningful
Organizational elements for production	0.63	6.001	0.000	Meaningful
Organized structure	0.69	10.711	0.000	Meaningful
Development of industrial perspectives	0.88	9.340	0.0008	Meaningful
Increase the quality of manufactured products	0.65	21.264	0.0006	Meaningful
Government laws and regulations	0.80	8.913	0.000	Meaningful
Innovative strategies	0.62	14.115	0.000	Meaningful
Efficient manpower	0.90	11.387	0.0001	Meaningful
Develop a comprehensive program of organizational goals	0.85	8.316	0.000	Meaningful
Observance of organizational rules	0.72	8.310	0.000	Meaningful
Excellence in social institutions	0.86	7.817	0.000	Meaningful
Forming and maintaining an entrepreneurship committee	0.84	10.422	0.000	Meaningful
Organizing and maintaining the policies and values of the organization	0.89	3.608	0.0002	Meaningful
Creating employment for entrepreneurs	0.68	5.441	0.68	Meaningful
Supporting the young elite	0.78	12.514	0.78	Meaningful
Knowledge of entrepreneurs	0.77	13.751	0.77	Meaningful
Ability to produce knowledge	0.90	8.743	0.0008	Meaningful
Development of knowledge-based companies	0.84	4.224	0.0002	Meaningful
Necessary funds for research	0.93	9.116	0.000	Meaningful
Ability to access the world's scientific resources	0.86	6.892	0.000	Meaningful
Increase investments	0.79	17.327	0.000	Meaningful
Improving job creation	0.58	10.011	0.0009	Meaningful
Improving innovations	0.92	3.628	0.0003	Meaningful
Realization of development	0.76	5.184	0.000	Meaningful

In this research, the factor load of all questions is greater than 0.5, so the model indicators have the necessary accuracy to measure the components of the research.

**Special second question:** What are the relations between the dimensions of the social capital promotion model of Mazandaran Social Security Organization during the corona outbreak?

To investigate the second question of the research, using the structural model and path analysis of the research model, the relations between the dimensions of the social capital promotion model of Mazandaran Social Security Organization during the corona outbreak were investigated. Table 5 shows the path analysis of the research paradigm model in the case of standard coefficients:

**Table 5: Results of structural pattern path analysis**

Hypotheses	Standard coefficients	P-Value	T- values	Results
Economic factors to the strategy of knowledge and research	0.000	2.218	0.59	Meaningful
Management factors to knowledge and research strategy	0.0001	3.018	0.62	Meaningful

Organizational factors to knowledge and research strategy	0.000	7.334	0.57	Meaningful
Cultural factors to the strategy of knowledge and research	0.000	3.689	0.49	Meaningful
Industrial factors to the strategy of knowledge and research	0.0007	4.650	0.70	Meaningful
Science and technology strategy to consequence	0.0003	8.413	0.51	Meaningful

At this stage of the research, the fit of the model must be determined. The re

sults of several models of model fit are presented in Table 6:

**Table 6: Model fit indices and their optimal limit**

Index name	Limit	Model estimation	Result
<b>Absolute Fit</b>			
Optimized Chi-Square (CMIN)	Less than 3	2.105	Fit confirmation
Root of the mean squares of the (remaining RMR)	Below 05/0	0.043	Fit confirmation
Adaptive Fit Index (CFI)	0/9 and up	0.903	Fit confirmation
<b>Adaptive Fit</b>			
Normalized Fit Index (NFI)	0/9 and up	0.901	Fit confirmation
Adaptive Fit Index (CFI)	9/0 anup	0.924	Fit confirmation
Relative Fit Index (RFI)	9/0 and up	0.945	Fit confirmation
Incremental Fit Index (IFI)	9/0 and up	0.911	Fit confirmation
<b>Affordable Fit</b>			
Root of the mean squares of the estimation error (RMSEA)	Below 08/0	0.057	Fit confirmation
Brief Fit Goodness Index (PGFI)	Between 0.6 and 1	0.769	Fit confirmation
Normalized Concise Fit Index (PNFI)	Between 0.6 and 1	0.887	Fit confirmation

As can be seen, according to the table above, all the indicators of absolute, adaptive and economical fit of the development model are within acceptable limits. Therefore, the social capital promotion model of Mazandaran Social Security Organization has a suitable and acceptable fit during the corona outbreak.

Third special question: What is the priority of each of the dimensions of the social capital promotion model of

Mazandaran Social Security Organization during the corona outbreak?

Priorities were assessed using the Friedman test. The highest priority in terms of performance is related to causal factors with an average rank of 4.65, the second priority is related to outcome with an average rank of 4.37, the third priority is related to intervention conditions with an average rank of 3.68, the fourth priority is related to knowledge strategy and the research with an average

rank of 3.33 was the fifth priority related to contextual conditions with an average rank of 3.18.

In managerial factors, the highest priority in terms of performance was related to the high predictive power index with an average rank of 2.16 and the lowest priority in terms of performance was related to the comprehensive risk analysis index with an average rank of 1.76. In economic factors, the highest priority in terms of performance was related to the market and customer analysis index with an average rank of 2.28 and the lowest priority in terms of performance was related to the privatization development index with an average rank of 1.69. In industrial factors, the highest priority in terms of performance was related to the technology index with an average rank of 2.24 and the lowest priority in terms of performance was related to the organized structure index with an average rank of 1.62. In cultural factors, the highest priority was related to the index of forming and maintaining the entrepreneurship committee with an average of 3.47 and the lowest priority was related to the index of job creation for entrepreneurs. As a result highest priority in terms of performance was the index of increase in investments with an average rank of 2.99 and the lowest priority in terms of performance was related to the index of development with an average rank of 1.94. In organizational factors, the highest priority in terms of performance was related to the index of efficient manpower with a rank of 1.58

and the lowest priority in terms of performance was related to the index of compliance with organized organizational rules with an average rank of 1.42. In the strategy, the highest priority in terms of performance was the development index of knowledge-based companies with an average rank of 3.18 and the lowest priority in terms of performance was related to the knowledge index of entrepreneurs with an average rank of 2.14.

### **Discussion and conclusion**

Social capital contains all the requirements that are necessary for the development of society. Addressing the theoretical and practical issues of social capital, as well as explaining the requirements for economic and social development, is interesting and fundamental, and should be discussed by experts to clarify that in successful developing countries, management on how it is realized. Although research on social capital is still in its infancy, policymakers cannot wait for researchers to learn and act on everything they need to know beforehand, but to learn and act together, which requires evaluation. More serious projects and more accurate estimates of the impact of this with that policy on social capital. At the same time, the efforts of community leaders and leaders to promote social capital through building trust, establishing participatory systems, strengthening civic institutions, and ensuring the security of citizens for a voluntary presence in social institutions are also important.



On the other hand, one of the most important and effective social organizations in our country is the Social Security Organization.

The Social Security Administration currently covers about 42 million people, the pension sector of which is also considered separately in the law, which accounts for about two-thirds of the organization's resources. The number of people covered by social security is 14 million insured, of which 10 million are subject to the labor law and compulsory insured, about 2 million are free and voluntary job insured and about 2 million are compulsory insured, with a total of 37 million with their families. To be. About 3.5 million pensioners are covered by the organization, which forms more than 5 million people with their families. Therefore, more than half of the country's population is covered by the Social Security Organization. This organization is one of the most important institutions providing economic, medical and coverage services to clients and a wide range of the country's population is directly or indirectly related to this organization, so the important issue in explaining this issue. The Social Security Organization should be able to use social capital upgrades to improve its performance in a specific and generally critical situation. In other words, in the current context in which the global corona pandemic crisis has posed enormous challenges, important and influential institutions and organizations such as the Social Security Administration, relying on

social capital, should be able to provide better services to their clients. The purpose of this study was to design a model for promoting social capital of Mazandaran Social Security Organization during the corona outbreak. Finally, the results of the qualitative section showed that the final model has seven components: managerial, economic, industrial, organizational, cultural, knowledge and research and consequences. In extracting managerial and organizational factors, the present study is consistent with the research of Nuryanto et al. (2020) and Basiti (2021). In identifying and extracting economic factors, the present study is in line with the research of Amiri et al. (2021). Similarly, the present study is consistent with the research of Tantardini and Kroll (2015). Also, the findings of the current research confirm the findings of Nazari et al. (2015), especially regarding the emphasis on communication skills. Also, based on the findings of Hador et al. (2021), which is the most important social capital within the organization based on organizational skills and management and the most important component for evaluating social capital in the external dimension, trust, the findings of the present article have confirmed these components. . The findings of the present article confirm the findings of the article by Stoop et al. (2021), which emphasized the two main components of optimal crisis management and innovative strategies. Current research findings as well as article findings

Mahboub Roshan et al. (2021) and Abedini et al. (2019) confirm. Based on the results of the quantitative factor section, all indicators of the model are greater than 0.7 and the t-values of all indicators are greater than 1.96, indicating that the indicators selected to measure their desired components they have the necessary accuracy. The results of the structural model indicate the significance of the paths of the research paradigm model and finally the model fit values show a strong overall fit of the model in the present study.

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