

The Role of Social Capital in Organizational Commitment (Case Study of Sepah Bank Employees of Golestan, Gilan and Mazandaran Provinces)

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Abstract

The purpose of this study was to investigate the effect of social capital on organizational commitment among employees of Sepah Bank of Gilan, Golestan and Mazandaran. The nature of the present study is survey research. The sample size was 328 persons and the stratified random sampling method was used. Data collection tool was a questionnaire and the data were analyzed by SPSS24 and Amos statistical software. Face validity was used to measure the validity of the questionnaire and Cronbach's alpha coefficient (reliability) of organizational commitment and social capital were 0.670 and 0.920. The findings of the study show that social capital is at medium to high levels and level of organizational commitment was medium to low. The results of Pearson correlation coefficient showed that there is a positive significant relationship between social capital and organizational commitment among Sepah Bank employees. As the amount of social capital increases, the organizational commitment of employees increases. Increases in the four dimensions (trust, awareness, cohesion, and participation) increase organizational commitment. Then, social awareness has a greater impact on organizational commitment. The result is that in order to improve organizational commitment, the social capital of employees must be addressed.

Keywords: organizational commitment, social capital, social trust, social participation, Sepah Bank

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Introduction

Organizational commitment is an important occupational and organizational attitude that has been of interest to many researchers in the fields of sociology, organizational behavior, and psychology, in particular social psychology, over the past years. A weak commitment to the organization and work is a loss to the organization. Organizational commitment is the individual's attachment and sense of belonging to the organization through which the organization's employees believe in the goals and values of the organization and strive to achieve it (Bahrami, 2010, p.7). Organizational commitment means commitment and covenant with the whole organization, not with jobs and working groups or with job benefits (Lambert et al., 2000, p.85).

One of the key elements of any organization that can play an important role in its performance is its human resources and one of the aspects of employee behavior in any organization is organizational commitment. Organizational commitment can be useful in creating a healthy organizational climate, enhancing organizational ethics, motivating, and enhancing organizational productivity and efficiency (Karimian et al., 2010, p.76). Organizational commitment is to reconcile thinking with work organization and loyalty to its values, expectations and goals (Chalabi, 1997, p. 86).

Social capital is a good platform for human and physical capital productivity and a way to achieve success and improve the performance of the organization. Managers and those who can create a social capital organization pave the way for their organizational and career success.

Social capital creates the ability to be coherent and loyal to one another in the organization of individuals with different backgrounds, and as a result a special relationship is created between the whole. A kind of sense of commitment to the organization is also possible (Kuhn & Prossack, 2001, p. 32). Social capital is important in the organizational context because it strengthens organizational commitment through the strong social bonds it creates between individuals and organizations. Organizational commitment can be nurtured and expanded through the seeding of social capital.

The ability of organizations to develop and enhance the value adding of intangible assets, in particular, social capital and communication, becomes fundamental competence, which in turn creates a source of sustained business excellence for organizations, especially financial and professional services organizations (Perhald, Hamel, 1990, p. 87). Sepah Bank executives and trustees are expected to play an active role in resolving organizational and community problems by creating social capital while creating new knowledge as hidden capital (Abbaszadeh & Moqtada'i, 2009, p. 70). One of these financial organizations is Sepah Bank, the first Iranian bank. The researcher seeks to examine the relationship between social capital and organizational commitment among its employees.

Statement of the Problem

Human resources are one of the main assets of organizations. The effectiveness of this capital is in the light of providing a suitable work environment and a context for communicating with and collaborating with other members of the organization and

participating in organizational affairs and issues (Qanbari et al., 2015, p. 9). Social capital is able to connect individuals with each other and through this relationship they are linked to the organization (Abbasi Esfajir et al., 2016, p. 74). Bryant and Perkins (1982) pointed out that social capital is only one area within the organization that can improve the effects of low job satisfaction and organizational empowerment and commitment.

Today, reducing organizational commitment is a significant social issue. One of the most important issues that has occupied the minds of the corporate community today is the lack of commitment in the employees of the organizations. A problem that can have many roots. Research results (Falahnejad Nodehi et al., 2014; Maleki Avarsin & Zamani, 2016; Novin Enerjan & Elmi, 2012; Safarnia, 2011; Soltani, 2011) show that organizational commitment in an organization such as banks is decreasing. According to the investigations of the researcher, who is a member of the Sepah Bank in Mazandaran Province, lack of sense of belonging and dependence on the organization and its values and goals, lack of sincere and honest relationships between employees and managers, lack of employee involvement in decision making, lack of organizational justice in the areas of job promotion (especially provincial managerial posts) and inequality in the cash and spiritual rewards, lack of trust among staff and managers of the organization, lack of cohesion and solidarity to achieve organizational goals indicate a decline in organizational commitment or reluctance to fulfill commitments among employees. Therefore, the question arises as to what factors affect the organizational commitment of employees and also how the organizational commitment of employees is increased (Piltan, 2010).

Emotional belonging and the sense of belonging of the organization's members, as well as the sociological approach, is one of the most important factors in creating a commitment in management science. From the perspective of this approach (management), the role of emotional dependency in the organization is necessary because it is the basis of the normative order of the affective organization; that is to say, the sense of belonging, mutual social belief among members of the organization, and mutual friendship (one of the main characteristics of social solidarity) are all rooted in emotional attachment (Alaqeband, 1994, p. 54). Therefore, the question arises as to what factors affect the organizational commitment of employees and how to increase the organizational commitment of employees? The main question of the research is what is the relationship between social capital and its dimensions (such as social solidarity, trust, participation, awareness) with the level of organizational commitment? And how much does each component of social capital affect organizational commitment?

Experimental Background

Various studies have been conducted on organizational commitment and its influencing factors, including the role of social capital in reducing or increasing organizational commitment. Various studies such as Khoshfar and Jundaqi Mirmahleh (2018), Hayati (2017), Abbasi Esfajir, et al (2016), Nedaee and Emaminejad (2016), Qanbari, et al (2015), Syauta, et al (2012), Sajjadi, et al (2017).), Lee and Bruvold

(2017), Yao, et al (2019), Rukuena (2003), Adish and Ramezani (2017), Elinger, et al (2013) and Ardahan and Vinaie (2018) on the relationship between social capital and the amount of organizational commitment has been fulfilled. Watson and Papamarkus (2002) in a study on social capital and organizational commitment showed that trust, communication, and focus of employees, which are dimensions of social capital, have a direct relationship with each other and have a balanced indirect effect on organizational commitment. Recognizing the factors affecting the organizational commitment of employees is one of the first steps in employing effective human resources of the organization. Merleau et al. (2006) noted that social capital is only one area within the organization that can improve the effects of low job satisfaction and organizational empowerment and commitment. A more capable employee can bond with his or her colleagues, and a person with higher social capital is more committed.

The results of Sajjadi et al.'s research (2018) indicated that social capital had a positive and significant relationship with organizational commitment and also there was a positive and significant relationship between social capitals with all dimensions of organizational commitment. Given the linear relationship between variables and the assumption of independence from errors, predictive variables (social capital) explain 30% of the change in the level of organizational commitment. Adish and Ramazanifar (2017) showed that increasing social capital increases the value of organizational goals among employees and increases employee accountability, thereby increases their organizational commitment that leads to a better organizational performance. Elinger et al. (2013) found that both the concept of organizational investment and social capital had a significant positive effect on employee commitment, job performance, and organizational citizenship behavior; so that with increasing attention to the importance of organizational investment and social capital, organizational commitment, job satisfaction and organizational citizenship behavior of employees are desirable.

Theoretical Foundations

In recent years, social capital has been widely discussed in the social sciences (Field, 2007, p. 11). Social capital is the capital and the resources that individuals and groups can obtain through the interconnectedness of each other (Bourdieu, 1986; Kelman, 1988; Putnam 1993). Social capital is a set of norms, informal values, customary rules, and ethical commitments that form individuals' behaviors within the framework that facilitate individuals' social relationships, and usually enhance individuals' social partnerships and helps human, material and economic capital to interact with one another to achieve dynamic growth (Mirhaji, 2011, p. 35).

Putnam considers social capital to include social networks, interconnection, trust and reliability that can improve the efficiency of society by creating and facilitating harmonious facilities. Kelman views social capital as facilitating individual and collective actions within society, and Fukuyama views social capital as the ability of individuals in society to work together to achieve common goals (Kelman 1990, Fukuyama, 1995, and Putnam 2002). Pierre Bourdieu also argues that social capital is

the sum of actual or potential resources resulting from the sustained network of more or less institutionalized relationships resulting from mutual acquaintance- or in other words membership in a group. A network that supports each of its members in terms of social capital, and gives them credibility (Field, 2007, p. 147). According to Baker, social capital refers to the many resources available through individual or organizational networks. These include information, theories, tips, business opportunities, financial capital, power, emotional support, benevolence, trust, and cooperation (Azkia and Ghaffari, 2005, p. 256). Unlike other capitals, social capital does not exist physically. The point is the result of group and social interactions and norms that increase their effectiveness in lowering the level of operating costs of organizations (Sharifian Sani, 2001, pp. 5-18). Social capital can be defined as the existence of a certain set of informal norms or values in which members of a group are permitted to co-operate. Participation in values and norms does not in itself produce social capital, as these values may be negative (Fukuyama, 2000, p. 11-10). Social capital is a set of norms in social systems that promotes the level of cooperation of its members and reduces the level of transaction and communication costs (Fukuyama, 1999, p. 28).

Organizational commitment is the positive or negative attitudes of individuals towards the whole organization (not the job) in which they work (Stron, 1998, p. 74, 73). In other words, in organizational commitment, one has a strong sense of loyalty to the organization and identifies itself with the organization (Sarouqi, 1996, pp. 73-65). Organizational commitment has been identified as an important factor in understanding and predicting organizational behavior and is a good predictor of willingness to stay in the job. In order for employees to be more efficient and more inclined to stay in their jobs, they must also have a job attachment and a high level of commitment to their duties, which in turn creates a sense of responsibility, deep understanding of the job and self-sacrifice. (Sadeqifar, 2007, p. 41). According to Marshall's theory, by increasing and expanding organizational participation at four levels and dimensions of organization, organizational sense of belonging and adherence is increased and organizational commitment is strengthened. In addition, organizational participation enhances one's dignity, which can affect one's organizational commitment (Chalpi, 2006, p.169).

In the model developed by Allen and Meyer, commitment as an emotional and psychological attachment to the organization, commitment as an understanding of the costs of the organization, and commitment as an obligation to stay in the organization, respectively are classified under the heading of emotional, continuous, and duty or normative commitment. The commonality of these three approaches is the following: Commitment is a mental state that a) identifies the individual's relationship with the organization and b) implicitly refers to the decision to leave or remain in the organization. Allen and Meyer (1997) believed that commitment links the individual to the organization and reduces the likelihood of leaving the job (Meyer & Herskiewicz, 2002). They have presented three components of emotional commitment, continuous commitment, and normative commitment for organizational commitment.

Parsons attaches great importance to the promotion of organizational commitment of actors in the organization and emphasizes the type of attitude of the actors towards the goals of the organization as a category. According to him, "if the actors of the organization do their duty and commitment out of interest and attachment, their organizational commitment to the organization increases (cited in Tanhaie, 1995, p. 189). Parsons emphasizes the attitude of the actors towards personal and organizational interests in assessing the organizational commitment of the members. He argues that if they want to measure the extent of organizational growth and commitment within an organization, they must certainly consider carefully how to achieve the goals (cited in Sabouri, 1995, p. 172). Parsons considers the way actors are used by the organization in specialized work and their commitment to the organization as another factor in enhancing their organizational commitment. He argues that dispersalism in work affects actors in the organization and reduces the organizational commitment of the members (Turner, 1994, p. 99).

In Putnam and Kelman's and Fukuyama's view, social capital makes it easier for community members to interact and to reduce operating costs. They rely on the four dimensions of social capital such as participation, trust, awareness, and social solidarity. Social capital is a desirable element for intra-group collaboration, and the higher it is, the lower the cost of achieving the group's goals. If social capital is not sufficiently provided in a group due to the lack of characteristics such as trust and incentive norms of participation, co-operation costs will increase and performance will depend on costly oversight and control. Conversely, if social capital is sufficient and appropriate, it promotes social solidarity and mutual trust and reduces the costs of interactions and group collaborations, thereby improves group performance. Based on these explanations, the theoretical framework in social capital, the Bourdieu and James Kelman perspective, and the Allen and Meyer model were used in the organizational commitment variable.

Research Hypotheses

1: There seems to be a significant relationship between social capital and the amount of organizational commitment.

2: There seems to be a significant relationship between the four dimensions of social capital (social trust, social participation, social awareness and solidarity) and organizational commitment.

Research Methodology

The method used in this study was a cross-sectional survey. The unit of analysis in this study was the individual or staff of Sepah Bank in the northern provinces of the country. The data collection tool was a questionnaire (Nairapit & Guchal's Social Capital Standard Questionnaire and Meyer & Allen's Organizational Commitment Questionnaire and Researcher-Made Questionnaire). Field method was used for data collection. All employees of Sepah Banks in Guilan, Golestan and Mazandaran provinces were selected as the statistical population of the study with a total of 1423 people. Of these, about 44.2% of employees (631 people) work in Mazandaran

province, 33.2% work in Guilan province (473 people) and 22.6% (319 people) work in Golestan province.

Cochran's formula was used to calculate the required sample size. Sample size was 328 people out of which 145 were selected from Mazandaran province, 109 from Guilan province and 74 from Golestan province. The method of stratified sampling is proportional to simple and random. Descriptive and inferential statistics such as Pearson correlation coefficient, multivariate regression, path analysis, and structural equation modeling were used to explain the extent of dependent variable by independent variables and direct and indirect effects of variables. Structural equation modeling was also used. Data were analyzed by Spss24 and Amos statistical software. Face validity was used to assess the validity of the questionnaire. Cronbach's alpha coefficients of the variables of organizational commitment and social capital are observable. Cronbach's alpha coefficients of independent and dependent variables were between 0.920 and 0.627, and indicate that the internal consistency between variables is appropriate and acceptable.

Research Concepts

Organizational Commitment: Chatman and O'Reilly regard organizational commitment as the emotional support and attachment to an organization's goals and values because of the organization itself and away from its instrumental values (Mirzamohammadi, 2008, p. 68). Organizational commitment is viewed as a kind of emotional attachment to the organization. According to this approach, a highly committed individual derives his or her identity from the organization, participates in, joins, and enjoys membership (Allen & Meyer, 1997). Allen and Meyer have three dimensions for measuring organizational commitment as affective commitment, continuous commitment, and normative commitment.

- 1- **Emotional Commitment:** Emotional Commitment means being dependent on the organization (Allen & Meyer, 1997, p. 66). This part of the organizational commitment is defined as the commitment to an organization that is defined by the acceptance of organizational values as well as by the desire to remain in the organization.
- 2- **Commitment or Normative Commitment:** Normative commitment is a sense of obligation to continue working with the organization (Allen & Meyer, 1997, p. 66). Commitment or Normative commitment is defined as a perceived duty to support the organization and its activities.
- 3- **Continuous Commitment:** Continuous commitment is the tendency to perform continuous activities in an organization (Allen & Meyer, 1997, p. 66). It comes from understanding the increasing costs of lost on an organization. Lost costs are the costs of an activity or project that can be recycled. Therefore, if one has a continuous commitment, he/ she will be susceptible to increasing such costs (Sadeqifar, 2007, p. 38).

Social Capital: Social capital is the sum of the actual and potential resources available to individuals through the interpersonal network of the individual or social unit. Social capital includes both networks and assets that are likely to be mobilized through networks (Nahapiet & Ghoshal, 1998, p. 51). For Bourdieu, too, social capital is the sum of the objective or potential resources that come from a more or less permanent network of relationships of institutionalized mutual recognition, or in other words, membership of a group; a network that enjoys the solidarity of each of its members and deserves credit (Bourdieu, 2005). It is the result of the influence of social institution, human relations and norms on the quantity and quality of social interactions (Tavassoli & Mousavi, 2005: 1-32). Some consider social capital to have dimensions such as social trust, social solidarity, social participation, and awareness.

Social trust: Trust is the good suspicion of the individual towards the community, which promotes and facilitates one's social relations with other members of society (Amirkafi, 2001, p. 12). Anthony Giddens considers trust to be an existential sense of security that empowers a single human in crises and in an atmosphere full of potential dangers (Giddens, 1999. P. 63). Interpersonal trust is about trusting people and feeling close to them.

Social participation: Social participation refers to those voluntary activities through which members of a community participate in neighborhood, city, and village affairs and participate directly or indirectly in shaping social life (Mohseni, 1990, p. 108).

Level of awareness: Another dimension of measuring social capital is the dimension of awareness and belief; the extent to which people are aware of the social and workplace issues of society and the world.

Social solidarity: Social solidarity implies collective agreement among members of a community. In other words, solidarity in general has been observed in terms of the extent and pattern of interaction between actors, groups, and subcultures (Azkia & Qaffari, 2004, p. 286).

Findings

The results of this study show that about 5.5% had very low organizational commitment, about 23.2% had low organizational commitment, about 42.7% had average organizational commitment, about 17.7% had high organizational commitment and also 8.8% had very high organizational commitment. The average organizational commitment is 3.01. Among the components of organizational commitment, the status of the component of continuous commitment is more desirable than others. The amount of emotional commitment and normative commitment is below average (3).

Table 1: Distribution of Respondents by Organizational Commitment and its Dimensions

The amount of commitment	Continued commitment		Emotional Commitment		Normative Commitment		Organizational Commitment	
	Frequency	percentage	frequency	percentage	frequency	percentage	frequency	percentage
very little	15	4.6	13	4.0	13	4.0	18	5.5
low	63	19.2	95	29.0	112	34.1	76	23.2
medium	90	27.4	169	51.5	142	43.3	140	42.7
much	82	25.0	33	10.1	39	11.9	58	17.7
very much	74	22.6	16	4.9	18	5.5	29	8.8
unanswered	4	1.2	2	0.6	4	1.2	7	2.1
Total	328	100	328	100	328	100	328	100
Average	3.42		2.83		2.81		3.01	
Standard deviation	1.17		0.85		0.90		1.01	

A survey of the independent variable of social capital showed that among the 12.2% of the employees of Sepah Bank, the amount of social capital is very high. Social capital was very high among about 25.3%, was average among about 30.8%, was low among about 21.3%, and was very low among about 8.5% of employees of Sepah Bank. The average social capital in terms of four dimensions (trust, solidarity, awareness and participation) was 2.94 which was relatively average. Among the four dimensions of social capital, the component of social solidarity (with a mean of 3.32) is better than the others. The state of social trust is not favorable and employees do not have much confidence in their community and colleagues. The average social trust was below average and was 2.79.

Table 2: Distribution by Four Dimensions of Social Capital (Trust, Solidarity, Awareness and Participation)

The amount of social capital	social trust		social participation		social solidarity		Awareness		Social capital	
	frequency	percentage	frequency	percentage	frequency	percentage	frequency	percentage	frequency	percentage
very little	17	5.2	28	8.5	19	5.8	48	14.6	37	11.2
low	117	35.6	59	17.9	45	13.7	42	12.8	76	23.1
medium	112	34.0	125	38.0	111	33.7	91	27.7	95	28.9
much	67	20.4	88	26.7	103	31.3	63	19.1	66	20.1
very much	9	2.7	20	6.1	41	12.5	70	21.3	33	10.0
unanswered	7	2.1	9	2.7	10	3.0	15	4.6	22	6.7
Total	328	100	328	100	328	100	328	100	328	100
Average	2.79		3.04		3.32		3.21		2.94	
Standard deviation	0.92		1.03		1.06		1.34		1.17	

The first hypothesis examines the relationship between social capital and organizational commitment. The Pearson correlation coefficient was used to assess the relationship between the variables and the level of normality of the data on the variables of social capital and organizational commitment. Assessing the relationship of variables indicated that there is a significant correlation between the two variables; the higher the amount of social capital among employees of Sepah Bank, the greater the amount of organizational commitment among them; and the lower the amount of social capital among employees, the lower the amount of organizational commitment among them. This direct and positive correlation is more than 99% significant.

Table 3: Pearson correlation coefficient between social capital and organizational commitment

Dimensions of Organizational Commitment	The Pearson correlation coefficient	Significance level	Test result
Emotional Commitment	0.083	0.135	No significant correlation
Continued Commitment	0.528	0.000	Significant direct and positive correlation
Normative Commitment	0.182	0.000	Significant direct and positive correlation
Organizational Commitment	0.450	0.000	Significant direct and positive correlation

The Pearson correlation coefficient between social capital and organizational commitment was 0.450 and its significance level was zero. The results showed that there is no significant correlation between the emotional dimension of organizational commitment and social capital. Although the relationship between them was positive and direct, it was not statistically significant. There is a significant relationship between the continuous and normative dimensions of organizational commitment and the amount of social capital.

The second hypothesis was that there was a significant relationship between the four dimensions of social capital (trust, solidarity, awareness, and participation) and organizational commitment. The results showed that Pearson correlation coefficient between social trust and organizational commitment was 0.352 and its significance level was zero. The higher is the level of social trust, the higher is the level of organizational commitment, and the lower is the level of social trust, the lower is the level of organizational commitment. There was a direct and positive correlation between the two variables. Also, Pearson test results showed that there is a significant direct and positive relationship between dimensions of solidarity, awareness and participation with organizational commitment.

Table 4: Pearson correlation coefficient between the four dimensions of social capital and organizational commitment

Dimensions of Organizational Commitment	The Pearson correlation coefficient	Significance level	Test result
social trust	0.352	0.000	Significant direct and positive correlation
social participation	0.284	0.000	Significant direct and positive correlation
social solidarity	0.290	0.000	Significant direct and positive correlation
Social Awareness	0.460	0.000	Significant direct and positive correlation

Multivariate regression results based on the four dimensions of social capital (trust, solidarity, awareness, and participation) showed that the multiple correlation coefficient value was 0.552, indicating a moderate relationship between independent variables and organizational commitment. The coefficient of determination was 0.227 which indicates that 27.3% of the changes in organizational commitment are related to the four dimensions of social capital (trust, solidarity, awareness and participation). Regression coefficients indicated that social trust and awareness are more than 99% significant. For each unit of change in social trust, there was about 0.28 units in change in organizational commitment. This change in the dependent variable of organizational commitment is equal to 0.40 units of awareness variable. Thus, two dimensions of social awareness and trust have the most relationship with organizational commitment.

Table 5: Four-Dimensional Regression Coefficients of Social Capital with Organizational Commitment Rate

Dimensions of Social Capital	The regression coefficient	standard error	Beta	T test	Significance level	Tolerance	VIF index
Constant	32.57	2.17	-	14.98	0.000		
social trust	0.69	0.15	0.28	4.63	0.000	0.671	1.490
social participation	-0.07	0.11	-0.04	-0.67	0.500	0.630	1.588
social solidarity	-0.05	0.09	-0.03	-0.53	0.596	0.594	1.683
Awareness	0.23	0.04	0.40	6.42	0.000	0.628	1.593
Multiple correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	Watson Camera Test	F statistics	Significance level		
0.522	0.273	0.263	1.67	27.960	000.0		

In path analysis based on beta coefficients, the direct effect of all variables on organizational commitment was 0.68, the indirect effect was 0.47, and the sum of direct and indirect effects was 1.15. Therefore, social trust with a total of 0.42 effect, awareness with 0.40 effect and social solidarity with 0.18 total have the most role in

Conclusion

This paper proposed a general hypothesis that there is a significant relationship between social capital and organizational commitment. This hypothesis was tested using Pearson correlation coefficient. The results showed that there is a positive and direct relationship between the two variables of social capital and organizational commitment among the employees of Sepah Bank. That is, if the amount of social capital among the employees of Sepah Bank increases, one can certainly see an increase in their organizational commitment. According to sociologists Robert Putnam and James Kelman and Francis Fukuyama, social capital makes it easier for members of social groups to interact and reduce operating costs. In other words, adequate and proper social capital promotes social solidarity and mutual trust, reducing the cost of interactions, thereby improving group performance. Therefore, it can be said that the main hypothesis of this research is that there is a positive and significant relationship between social capital and organizational commitment with respect to the theoretical framework and this research hypothesis has theoretical and theoretical background. The results of Nadi et al. (2012) study showed that there is a significant positive relationship between total social capital scores and total organizational commitment scores. The results of Khorshid's research (2012) showed that communicational social capital has a direct, positive and significant effect on organizational commitment of employees and its two normative and emotional dimensions. Rafat Jah and Qorbani (2011) showed that social capital (participation, trust and social relations) has a direct and significant relationship between the social capital of women employed in Sepah Bank and their job promotion to managerial positions. Therefore, the results obtained from this research are in line with the findings of Hayati (2017), Abbasi Esfajir, et al. (2016), Khoshfar and Jandaqi Mirmahaleh (2018), Ebrahimi (2015), Nadi et al (2012), Adish and Ramazanifar (2012, 1396), Sepah Mansour, et al. (2012), Khorshid (2012), Nedae and Emaminejad (2016), Zanjanizadeh, Noghani and Hesami (2009), Qanbari, et al. (2015), Rafat Jah and Qorbani (2011), Ardalan, et al. (2015), Watson and Papamarkus (2002), Robert Whitebird (2003), Sajjadi, et al. (2018), Elinger, et al. (2013), Madani and Zahedi (2006) and Merleau, et al. (2006) Zhang (2007) and Sao (2008).

So, in order to increase the level of organizational commitment in society and among employees of Sepah Bank, more attention should be paid to social capital and raising it. Paying more attention to awareness, solidarity and social participation in the organization as well as developing human capabilities and enhancing its efficiency can provide the conditions for increasing organizational commitment and commitment of Sepah Bank staff.

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