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**INVESTIGATING THE RELATIONSHIP BETWEEN THE DIMENSIONS
OF ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES (CASE
STUDY OF YAZD GOVERNOR GENERAL)**

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ABSTRACT

The aim of this study is to investigate the relationship between the dimensions of social capital and components of organizational commitment among employees. This is an applied study and population included all governor general employees in Yazd, over 640 people and by reference to Morgan table, the sample size was determined 242 cases, the data collection tool has been a questionnaire of social capital and organizational commitment. The questionnaire consists of 37 items, 17 items dedicated to measure social capital using the "Nahapit and Ghoshal" model (1998) and twenty items dedicated to measure organizational commitment using (Allen and Meyer, 1997), this questionnaire reputation was modified and confirmed using a panel of experts and masters and confirmation of each section was obtained individually and through Cronbach's alpha, 0.73 and 0.68 respectively. KS test was used to check the normality of the data and to test the research hypotheses, parametric statistics and Pearson correlation coefficients were used. The results showed that there is a significant and positive relationship between structural and relational and cognitive dimensions of social capital and sub-components of organizational commitment of employees.

Keywords: *Social capital, Social Capital Dimensions, Organizational Commitment, Organizational Commitment Dimensions*

INTRODUCTION

Social capital is a new concept in conjunction with other physical and material resources, plays a much more important role in organizations and communities and based on numerous research it has been proven that organizations with high levels of social capital will be more successful than their competitors (Nahapiet and Ghoshal, 1998).

According to James Coleman, social capital, (1980), is formed based on the relationships between persons (natural or legal), he believes that social capital is resulting from changes in the relations among persons that facilitate the disposition. If physical capital is wholly tangible, and if human capital is less tangible, and is present in the knowledge and skills acquired by a person, social capital is far more intangible, because it is found and is productive in the relationships that exist among the entities (Coleman and James, 1999).

According to this description, preservation and development of social capital is the main focus of governmental agencies management body particularly in the executive sector and managers will be successful who be able to get more production and further development of social capital and one of the developed and effective axis due to the preservation and development of social capital is the concept of organizational commitment.

Organizational commitment is a psychological identity that a person feels toward his organization (Mowday *et al.*, 1982). So in objective level, the organizational commitment reflects employee relations with the organization and implies the decision to stay stakeholders in the organization (Meyer and Allen, 1997).

Organizational commitment is emphasized in management and behavioral science literature as a key factor in relations between individuals and organizations and its effects on other important variables of management such as job satisfaction, absenteeism and leave job, labor efficiency, labor productivity,

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customer satisfaction and organizational citizenship behavior, and ... so examining the effects of social capital on the dimensions of organizational commitment can present some forgotten priorities and needs in the field of human factors influencing employee commitment.

Hence considering the remarkable importance of social capital in the organization as a leader in the research, it has been tried to study the impact of social capital dimensions on the components of organizational commitment and it is assumed there is a significant relationship between dimensions of social capital and components of organizational commitment.

Literature Research

Social Capital

Social capital is a concept that does not have a long history. Some sources believe the term social capital with a different concept was used in 1890 by Alfred Marshall. A new concept of social capital for the first time was used in 1919 in an article by someone named Hanifan who served in the Virginia Education. This concept was used independently by Seely *et al.*, (1950) to analyze membership of town suburban of clubs, in 1960 by Jacob, who was the city planner to emphasize value of informal bonds in new metropolises, and in the 1970s by economist Loury, was used to analyze the social heritage of slavery (Tavassoli and Mousavi, 2005).

Table 1: Definitions and historical thinkers' movement of social capital

Definition	Basic elements	Goal	Variables ¹	Theorists
Social capital is as an asset, such as understanding, compassion and friendship among individuals and families	Understanding, friendship and love, emotion and empathy	Enhancing relationships among family members	social	Hanifan (1916)
Compressed social networking in old and integrated city	Voluntary Cooperation, Citizenship, and Social Networks	Having a healthy city and society		Jacobs (1961)
Facilitate access to services for groups and creating bonds with respect to the size of the network to join it	Individual and group interactions, trust, values and norms	Access to Human Capital		Bourdieu (1973)
Set of resources that are inherent in social organizations and is effective in social cognitive development and socialization of individuals.	Social cohesion and trust	Production of human capital and the urban economy		Loury (1977)
Reflects the social structure as a source of social relationships between individuals of a groups	Commitments and expectations, information potential, norms and effective sanctions	Production of human capital and political development		Coleman (1988)
Trust, norms and networks that can promote reform and proper functioning of society is the creation of coordinated actions.	Commitment and mutual trust and shared values and a sense of belonging and social interaction among people	Political and economic development		Putnam (1990)
A series of informal norms and values that are shared by members of the peer group	Informal norms, integrity and trust	Economic Development		Francis (1997)

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However, the research conducted by "Coleman" (1987, 1988 and 1990) in the field of education and a research by Putnam (1993 and 1995) on civic engagement and institutional performance inspired a lot of further work.

Bourdieu and later in the 1990s, Putnam used this concept to the study of democratic institutions in Italy. The concept of social capital has long been discussed, but in the past two decades has been highly regarded (Sharepour, 2006).

The Definition of Social Capital

Various definitions of social capital have been provided and experts from different perspectives focused on the definition of social capital. In Nahapit and Ghoshal (1998) opinion, Social capital consists of:

- Actual and potential resources available to the person or persons who caused the interrelationships of social networks and include network and assets that there is possibility of mobilizing through networks (Nahapit and Ghoshal, 1998).

Putnam (1990), one of the researchers of social capital, defines it as follows:

- Social capital consists of a social organization features includes a set of concepts, like social trust, social networks nature and norms and provides coordination and cooperation for mutual benefits education (Putnam, 1995).

Greene (2001) defines social capital as follows:

- Complete set of institutions, practices, and tools designed to enable individuals and groups to make physical spaces conducive and to make social and cultural contexts productive (Greene, 2001).

The following table presents the definitions and goals and historical thinkers' movement of social capital has been introduced (Mirhaji, 2011).

Dimensions of Social Capital

Social capital can be studied from different perspectives and in a category provided by Nahapit and Ghoshal (1998), social capital has been divided into three dimensions: cognitive, structural and relational.

1- Cognitive aspects of social capital: this dimension includes the participation of individuals within a social network in a single view, or common understanding among them including common beliefs, and social and cultural memories have accepted by people and remain among them. This dimension includes two dimensions the common objectives and a common culture.

Common goals refer to common understanding and shared vision of social unit members about the objectives and results of operations of the group and shared culture also includes the behavioral norms shared among members.

2- The structural dimension of social capital: this dimension refers to the relationships between the actors who are sharing information successively. Nahapit and Ghoshal (1998) argued that having such information leads to improving the organization's ability to attract (analysis) and integrating knowledge and this creates a competitive advantage for organizations.

3- The relational dimension of social capital: This dimension includes the essence of relationships in an organization.

It includes of trust between members of a social unit because the trust is a critical factor in providing effective interactions between members and factors such as the members' trust in each other, people's willingness to work with people who have opposing views in a unit, and how much members trust in his colleagues' promise represent the degree of mutual trust among members of a social unit (Berggren, 2009).

Nahapit and Ghoshal (1998) states that an organization can provide the institutional environment that is productive for social capital. They suggest that the combination and exchange of knowledge can be facilitated when people are connected to each other (social capital), they have strong and positive relationships with each other (relational capital) and they have ability to understand and use knowledge (cognitive capital).

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Table 2: Social capital, separately for structural, cognitive and relational dimensions (Greenberg and Baron, 2000)

Relational	Structural	Cognitive
Interactions between members	Roles and Rules	norms
The quality of interactions between members	Interpersonal relations and networks	values
Social Trust	Procedures	attitudes
Social ties	Vertical relationships Horizontal relations common interests	Beliefs Urban Culture Solidarity and cohesion Cooperation

Organizational Commitment

Like other concepts of organizational behavior, organizational commitment has been defined in different ways. The most common way of dealing with organizational commitment is considering it as an emotional attachment to the organization. According to this way, someone who is highly committed to the organization, takes his identity from the organization, is involved in the organization and enjoys it (Saruqi, 1996).

In another definition organizational commitment is positive or negative attitudes toward the organization (not jobs) in which people are engaged in work, and it is through organizational commitment that people have strong loyalty and commitment to the organization, and people recognize themselves through the organization.

Porter and colleagues (1974) define organization's commitment to compliance values and engaging in the organization and its measures are considered as motivation, willingness to continue and accept the values of the organization. Chatman and O'Reilly (1968) define commitment as meaningful emotional support and linkage to the goals and values of an organization, for the organization itself and away from its instrumental value, and "means to achieve other goals" (Ranjbarian, 1996).

Types of Commitment

Rezaiean (1995) states that the managers agree in a set of these commitments:

Commitment to customers or clients

Commitment to the organization

Commitment to the self

Commitment to the individuals and work groups

Commitment to the work

Hersey and Blanchard, quoting Kabiri (1992) express that each of the commitments is extremely important for effective management separately (Hersey and Blanchard, 1992).

Dimensions of Organizational Commitment

Organizational commitment has been studied in terms of different scientists and different aspects and dimensions. In initial studies, two-dimensional view of organizational commitment was considered that these two dimensions of organizational commitment include the "behavior" and "attitude".

Iverson Roy (1994) considers that commitment has different dimensions and this perspective is called multilateral commitment perspective. The dimensions are: behavioral, attitude, emotional, continuous commitment (Iverson and Roy, 1994).

In the three-dimensional perspective, Allen and Meyer (1997), have gone further from the distinction between behavioral and attitudinal commitment and argued that commitment as a psychological state has three-dimensions.

A) Affective Commitment

Affective commitment points to the employee's emotional attachment, a sense of belonging to, and identification of, and participation in the organization. Most research has focused on affective commitment (Yiing and Ahmad, 2009).

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Meyer and others (1990) argue that affective commitment can develop positive experiences and encounters within the organization, experiences communicate with the employees that the organization supports their behavior. In addition, employees can develop a sense of self-worth and personal power. Mueller (1992) argues that emotional commitment is related to a sense of belonging, attachment and loyalty of employees to the organization (Michael and Petal, 2009).

B) Continuance Commitment

Continuance commitment is about willingness to stay in the organization because of the costs of leaving the organization or rewards from staying in the organization. Continuance commitment develops understanding the cost (profit versus a loss), and requires that employees be aware of the profits and losses, so different people who encounter the same condition may experience different levels of continuance commitment (Michael and Petal, 2009). Continuance commitment reflects the total costs of leaving the organization versus the interest of staying in it because in the affective commitment employees stay in organizations because they desire to remain with the organization, while in the continuous commitment the staff has to remain in the organization because of its costs (Mirhaji and Mehdi, 2011).

C) Normative Commitment

Normative commitment reflects a sense of duty to continue working in the organization. Employees with a high level of normative commitment feel that they ought to remain with the organization (Allen and Meyer, 1997). Allen and Meyer (1997) argue that normative commitment resulted in the retention of employees in the organization because of a sense of loyalty or obligation, because they feel it is the right thing to do. Moreover, Rousseau (1995) argues that the normative commitment is formed based on psychological contract between organization and employees based on mutual beliefs of both parties (Michael and Petal, 2009). Randall and Cote (1990) consider normative commitment from the perspective of a moral obligation that the organization creates a sense of obligation to remain with the organization for some investments the organization has done to prepare the people for the better doing. Alan & Meyer believe common point of the three dimensions of organizational commitment is the bond between the individual and the organization, thereby reducing leaving the organization (Randall and Cote, 1991).

Figure 1: The three forms of organizational commitment (Greenberg and Baron, 2000)

Based on the literature review, a conceptual model according to the following is:

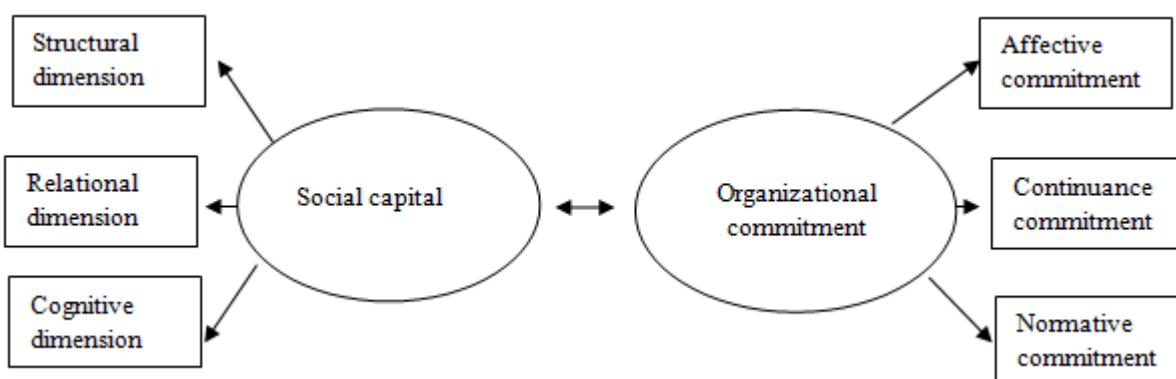


Figure 1: The conceptual model

Research Hypothesis the Main Hypothesis

There is a significant positive relationship between social capital and organizational commitment.

Sub- hypotheses

- 1- There is a relationship between structural dimension of social capital and organizational commitment sub-dimensions of employees.

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- 2- There is a relationship between relational dimension of social capital and organizational commitment sub-dimensions of employees.
- 3- There is a relationship between cognitive dimension of social capital and organizational commitment sub-dimensions of employees.

MATERIALS AND METHODS

Research method used in this descriptive-correlation research is survey that is a cross-sectional study in terms of time and has been conducted in the first six months of 1393. The study consisted of 640 employees of Yazd Province governor general and Morgan table was used to select sample and a sample size of 242 patients was selected. Questionnaire consists of two sections with 37 items among them 17 items are related to the concept of social capital to assess the dimensions of trust, generosity and spirit of volunteering, civic participation and leadership, ability to establish informal social relationships and a variety of friendship. The social capital questionnaire of Nahapit and Ghoshal (1998) was cited. This questionnaire measures the three dimensions of relational, cognitive and structural dimensions. In the present study, the reliability coefficient of the questionnaire was calculated using Cronbach's alpha and it was about 73% for relational and 81% for cognitive and 80% for structural dimension. More questions in the second part of the questionnaire are devoted to the measurement of organizational commitment and organizational commitment questionnaire Allen *et al.*, (1997) was adapted. This questionnaire measures the three types of affective commitment, normative commitment and continuance commitment with 20 items. In the present study, the reliability coefficient of the questionnaire was calculated using Cronbach's alpha that was 80% for normative commitment, 82% for continuance commitment and 79% for affective commitment.

Analysis of Data

In order to test the normality of the obtained data, particularly on the subject of the dependent variable the Kolmogorov - Smirnov test was used.

Table 3: Test results of the Kolmogorov – Smirnov test

Variable	Organizational commitment	Structural dimension of social capital	Cognitive dimension of social capital	Relational dimension of social capital
Sig	0.859	0.141	0.065	0.093

Based on the above results, Sig of all factors is greater than 5% and it can be said that this is a normal distribution, and some parametric statistical techniques were used to test hypotheses and perform other statistical tests.

The Main Hypothesis: There is a significant positive relationship between social capital and organizational commitment.

Table 4: Results of Pearson test

Organizational commitment	Pearson test	
0.331	The correlation coefficient	Social capital
0.022	Significance level	

According to Table 4, there is a significant relationship between social capital and organizational commitment that is positive and it has been approved at less than 5 percent of significance.

Table 5: Regression results between social capital and organizational commitment

Sig	T	Beta	SE	B	F	
0.002	3.468	0.298	0.078	0.239	12.351	Social capital

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According to the summary of the regression results in Table 5 it is suggested that the model has a value of $F = 12/351$ and it was significant at the level 0.01 given that the T value is equal to 3.468 and the significance level was 0.002 and since this value is greater than 0.0, so it can be concluded that social capital has a significant impact on organizational commitment and the value of this work is 0.298. And this relation is verifiable with confidence level of 99.9%.

The First Sub-hypothesis: There is a relationship between structural dimension of employees' social capital and secondary dimensions of organizational commitment.

Table 6: Pearson test of structural dimension of social capital with sub-dimensions of organizational commitment

Continuance dimension	Normative dimension	Affective dimension	Test statistics	Social capital
0.231	0.191	0.235	Pearson test	Structural dimension
0.003	0.042	0.003	Significance level	

According to table 6, the relationship between structural dimension of social capital and affective, continuance and normative dimensions of organizational commitment has been studied and according to the data it is obvious that structural dimension of social capital has a significant relationship with triple dimensions of organizational commitment.

The Second Sub-hypothesis: There is a relationship between relational dimension of employees' social capital and secondary dimensions of organizational commitment.

Table 7: Pearson test of relational dimension of social capital with sub-dimensions of organizational commitment

Continuance dimension	Normative dimension	Affective dimension	Test statistics	Social capital
0.122	0.235	0.198	Pearson correlation	Relational dimension
0.035	0.003	0.043	Significance level	

According to the data in Table 7 and studying the relationship between relational dimension of social capital with affective, continuance and normative dimensions of organizational commitment it can be seen that relational dimension of social capital, has a significant association with the three dimensions of organizational commitment.

The Third Sub-hypothesis: There is a relationship between cognitive dimension of employees' social capital and secondary dimensions of organizational commitment.

Table 8: Relational dimension of social capital of employees with sub-dimensions of organizational commitment

Continuance dimension	Normative dimension	Affective dimension	Test statistics	Social capital
0.278	0.261	0.095	Pearson correlation	Cognitive dimension
0.001	0.003	0.047	Significance level	

According to the data in Table 8 and studying the relationship between cognitive dimension of social capital with affective, continuance and normative dimensions of organizational commitment it can be seen that cognitive dimension of social capital, has a significant association with the three dimensions of organizational commitment.

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RESULTS AND DISCUSSION

The results of this study suggest that in 99% confidence level between the two variables of social capital and organizational commitment, there is a significant positive relation and the dimensions of social capital is related to sub-component of organizational commitment positively and by virtue of the internal and external research it suggests that organizational effectiveness improving variables such as reduced turnover, reduced absenteeism, improved organizational climate, increase job satisfaction and improve the allocation of scarce resources are the outcomes of organizational commitment, and studies such as this Nhapit and Ghoshal (1998), states that organizations with high levels of social capital will be more successful than their competitors. It can be concluded that managers need to try more and more to understand the factors effective in promoting or undermining social capital and regulate the relationship between these elements and also strengthen elements of social capital and combat with factors that cause its erosion and try to identify signs of weakness and weakness of the system of values and norms that are leading to the decline of social capital and deal with them. It is important to note that common ideals, social consensus, priority, and preference of collective interests over individual interests and respect for human values is one of the producing tanks for storage of social capital and lack of attention to it causes to stop social capital boiling.

The First Sub-hypothesis

In the first sub-hypothesis it was alleged that there is a relationship between structural dimension of social capital and other secondary dimensions and this hypothesis was confirmed and given that indicators of this dimension of social capital includes the relationship and links in social networks, shape and composition of the network and ... and because items of relating to information exchange and personal relationships in this part of the study gained the most points, while alignment with Mr. Syed Mehdi Alvani Studies (2008), we can conclude that the more informal relationships between members and the less intensity and strength of the relationship it makes the size of the networks to be large and less imposed that enhance social capital among members and provide the much strengthened commitment.

The Second Sub-hypothesis

The second sub-hypothesis claimed that there is a relationship between relational dimension of social capital of their staff and other sub-dimensions and this hypothesis was confirmed and given that this dimension of social capital includes nature of relations in an organization, and includes indicators of trust between members of a social unit and because the item about relationships based on honesty, has gained most points in this part of the study, it shows the degree of mutual trust among members of a social unit which can lead to increased organizational commitment because the trust is a critical factor in providing effective interactions between members and when people trust each other they will share their knowledge with consent and better interaction is formed between them that reinforces their commitment.

The Third Sub-hypothesis

In the third sub-hypothesis it was alleged that cognitive dimension of social capital of staff and other sub-dimensions are related. This sub-hypothesis was confirmed during study conduct stages and as it was previously noted, this dimension include two dimension of common objectives and a common culture that include the participation of employees or their shared understanding within a social network. The constituent indicators of this dimension of social capital, include perceptions, beliefs, and cultural perceptions accepted by people through common concept and shared language and remains among them and in this research item about the existence of a common vision of the goals and values of the organization gained the highest rating indicates the degree of agreement among members regarding organizational goals and values. According to Daft (1998) if there is a consensus about the importance of values the organization has a strong culture that leads to amplify organizational commitment because the people performance is influenced by organizational culture and organizational goals, values, signs and common language.

The findings of this study were not consistent with the results of Mirhaji results (2011) to the effect that "there is a relationship between structural and relational dimensions of social capital and social capital on organizational commitment but cognitive dimension does not have any relationship with organizational

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commitment. Another notable finding is that because this study was among the most senior executive in the province, the findings are not generalizable to other employees.

First, the study section was with more management changes at the country level, in line with the establishment of new government and by creating a general feeling of joy and excitement in the community, we can conclude that social capital and organizational commitment of employees are affected by these changes.

Second, the study population is the senior government of province, and its social capital is not in balance with other governmental employees of other sections or at least in the provinces, in order to generalize the findings to other state sections, we need to be cautious.

Suggestions

According to the results of research and to the development of social capital in governmental organizations, the following items are recommended for the study

- Employee participation in the organizational program and goals, participatory management
- Commitment to ethics and integrity in the work by management and employees
- Strengthen the sense of social responsibility to the society and to support sustainable development
- Trying to build public trust in the organization through reporting and the preparation of action plans and working conditions appropriate with environmental conditions
- Expanding discussion environment in working place and tolerance and interact with the opposite party and executive Opinion
- Increase and maintain job satisfaction of employees through respect of employees and job rotation
- Strengthen relationships and links in social networks by creating and providing friendly atmosphere in order to exchange ideas and conventions, conferences, cultural and sports competitions between staff and families
- Reinforce a sense of belonging through drawing perspective and landscape of work in employees and the selection and appointment managerial occupations and supervising the existing corpus.

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