

The Relationship between the Perceptions of Social Capital with Organizational Attachment of Staff in Esfahan Municipality

¹Azadeh Hafezi and ²Mahdi Mohammadi

¹Department of Management, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran

²Department of Management, Payam e Noor University, Tehran, Iran

Abstract: Since being a member of networks and a set of common values and business goals and common culture are at the heart of the concept of social capital so in order to achieve these objectives and common culture we need those staffs who have attachment and attachment to their organizations to reduce the costs of turnover, handling, transfer, transportation, absenteeism and negligence and making trust, mutual understanding, commitment and communication ability as the elements of social capital especially in municipalities including the municipality of Esfahan that has the responsibility for urban administrations, diversified serving of citizens and providing their satisfaction and well-being. By this purpose this study aimed to determine the relationship between perceptions of social capital and organizational attachment in the municipality of Esfahan by using descriptive and correlational method. The study population included of 2014 Esfahan municipal employees that 132 individuals were selected among them by using Cochran formula and stratified random sampling to participate in investigation. Data analysis was done in two levels of descriptive and inferential method and by using Software of SPSS 19. The findings of this study showed that coefficient correlation is meaningful between the perception of social capital and organizational attachment which means there is a significant relationship between perceptions of social capital and organizational attachment. Also perception in terms of cognitive and relational dimension of social capital has predictability of organizational attachment which means there is a significant relationship between the perception of social capital and organizational attachment. Further more, there is significant relationship between perceptions of relational and cognitive aspects of social capital with organizational attachment of staffs but the relationship between perceptions of structural dimension of social capital with organizational attachment of staffs is not significant. Also, there is a significant relationship between the perception of the structural dimension of social capital, cognitive social capital and relational dimension of social capital and organizational attachment.

Key words: Social capital, organizational attachment, structural capital, cognitive capital, relational capital

INTRODUCTION

The current period of human life is along with great and wonderful transformations. The organizations as a subset of human life have to be ready for the survival and growth in facing this great transformation otherwise they rolled out of world wide competition. The purpose of this preparation is not technology and equipment but they must prepare staffs who are the original and valuable assets of the organization (Abdullahi, 2010). The organization's success depends on paying special attention to human resources and satisfying their needs. Human resources are considered as the source of funds of organization and source of any developments and innovations in the organization, in result increasing of staffs' social capital can be a factor in achieving the

success of the organization because the social capital is a hidden wealth that is made up of the physical and mental readiness of community regardless of personal interests and engaging in collective action (Ganji and Sotoudeh, 2010) and led to meet the needs of people. From point of view of Coleman, social capital is the power and ability of people to establish relationship with each other (Saadat, 2008). Social capital is a fundamental concept in understanding the innovation, creativity and organizational dynamics, because on the one hand, the process of innovation, creativity and group learning like these are affected them and on the other hand it facilitates their realization (Goyal and Ahkilesh, 2007). Social capital contains structural, cognitive and relational dimensions. The organization attachment is an emotional and psychological continuity with the organization in which

individuals think that they own the organizations and its components with that they evaluate their identities and feel consistent and have a sense of alignment with the values and objectives of the organization and they give what they have in the realization of their goals. When people are experiencing high levels of researcher engagement, the charm resulted from the perceived identity will be increased to ward organization and identity and organizational attachment will also be increased (Dutton *et al.*, 1994). Its dimension included of organizational commitment, job satisfaction, having intention to leave the organization, corporate identity, cohesiveness and work attachment. Social capital is a phenomenon in which can have great results in the organization as a predictive variable including organizational attachment as criterion variable, that each of which have their advantages. Organizational attachment reduce costs of turnover, handling, transfer, absenteeism and negligence and the absence of these factors leads to lack of trust, mutual understanding, commitment, connection stability as elements of social capital and the color of innovation and creativity loses. Individuals also without organizational attachment would not know themselves along with the organization's goals and interests and will not seek for common goals with individuals and organizations and thus, social capital faces with difficulties and they are the cause of it. Since being a member of the network and a set of shared values and business goals and common culture are within the concept of social capital so in order to achieve these objectives and common culture we need powerful, expert, committed, skilled, experienced staffs and with enough discretionary power of attachment and attachment to their organization. But about the municipalities that were selected for this study and have been examined, it must be said that, the mission of them including Esfahan municipalities is municipal administration, serving diversified satisfaction and greater prosperity for their citizens that the main infrastructure of providing achievement of this important is using committed and competent manpower and paying attention to building trust, professionalism and using of knowledge. Because in today's world of competition and innovation with knowledge-based economy plays a fundamental role in the development and any nation state that uses much more of this will have more progress. So these important and influential institutions for the development of society, to achieve this progress, hired and used forces with required features and by social capital help to take advantage of knowledge and its transmission and can provide more comfort and safety of citizens. In the meantime, one of the things that are obvious to

researcher, in this public, independent and non governmental institution is that the organizational attachment is considered less and faded as the concept of emotional and psychological attachment to the organization's staff with instances of sacrifice and work of the truth and favorite. Now, this study seeks for the fact that whether social capital has relation with organizational attachment or not which should more richer and by using it we can increase the organizational attachment so to provide the needs of staff and their satisfaction and effective measures of human resources productivity and consequently, satisfaction and well being of citizens with diverse needs more than ever. According to above, this study seeks to investigate the relationship between perceived social capitals of organizational attachment in Isfahan Municipality's.

Literature review

Background research: Those research that show the relation of perception of social capital with organizational attachment of staffs and its components it's been very limited so in this article we have tried to mention a few of them that is closer to the subject. Saberi *et al.* (2015) in a study titled by the role of group cohesion in social capital among 78 professional soccer athletes in the province of Fars, found that there is a significant relationship between social capital and cohesion of the group and its dimensions and group cohesion is a good predictor of social capital. This study also concluded that cohesion, identifying of the tasks and the relation of people with each other, led to social capital and strengthening communications of people. This practice eventually leads to a commitment to organizational goals and groups. Jamshidi *et al.* (2015) assess research to study the impact of social capital on employee creativity in electrical household appliances and electronic manufacturing companies in Iran. They concluded that the aspects of social trust, social capital, networks and shared norms, mutual cooperation, solidarity and collective solidarity, empathy and cooperation and collective identity, have a significant positive impact on employee creativity. Creativity and innovation are the most important components that have direct relationship with empowerment. Khorshid (2010) in an study entitled study of social capital effect on organizational commitment in state-owned banks of Kerman to assess the impact of structural, relational and cognitive social capital achieved results include the direct positive and meaningful impact of relational social capital on organizational commitment and also to achieve the both normative and affective organizational commitment aspects. The researchers also found that the structural

and cognitive social capital and its dimensions have no significant effect on organizational commitment. The results of the path analysis showed that the structural and cognitive social capital through social capital have significant indirect impact on organizational commitment and both the normative and affective commitment and while there is no significant effect of it on organizational commitment of staffs. Maman *et al.* (2015) investigated a study entitled by the impact of social capital and organizational commitment of intellectual sharing of staffs in the headquarters of Shiraz University of Medical Sciences, concluded that the level of social capital, organizational commitment and intellectual contributions is on average. A significant relationship between intellectual engagement and marital status were observed. Other demographic variables, showed no significant relationship with variables. In addition, all variables and their dimensions had significant relationship with each other. Poor Gharib and colleagues, in study titled the relationship between self-esteem and perception of quality of working life in Agriculture organization attachment to put the contents of the data analysis concluded that between self-esteem and sense of organization attachment and perception quality of work life in Agricultural Jihad of Esfahan in the course of the statistical and data analysis discussions concluded that there is a significant relationship between the dimensions of organizational attachment, self-esteem and the ability to anticipate different levels of quality of life for its employees. according to what was stated in the previous lines, present research studied the relationship between perceptions of social capital with organizational attachment in municipality of Esfahan.

Hypotheses of research

The main hypothesis: There is a significant relationship between perceptions of social capital and organizational attachment in Isfahan Municipality.

Minor hypotheses: There is a significant relationship between the perceptions of the structural dimension of social capital and organizational attachment. There is a significant relationship between the perceptions of the cognitive dimension of social capital with the organization attachment.

There is a significant relationship between the perceptions of the relational dimension of social capital with the organization attachment. Perception in terms of social capital aspects can predict organizational attachment.

MATERIALS AND METHODS

In this research since the researcher deals with determining the relationship between perception of social capital with the organization attachment and empowerment of employees so research is descriptive and correlational. The populations in this study include of 2014 Esfahan municipal staffs. On the basis of the Cochran formula, the sample volume of 132 subjects were considered as statistical sample. In this study, it was used of stratified random sampling method with volume and researcher in order to gather needed data to response as assumptions of research used questionnaire tool and because the two key variables of social capital questionnaire of Nahapiet and Ghoshal and the organization attachment applied based on standard questionnaires of gross, Wei (2007). Validity of the questionnaire of perception of social capital and organizational attachment were evaluated by using teachers and advisors, professors and several experts.

The tools used in this study included two questionnaires of social capital with 0.81 reliability and organization attachment with the stability of 0.85 and their reliability was assessed by using alpha Cronbach coefficient. In order to collect information (data) through implementing the questionnaires after confirmation of the questionnaires researcher visit centers of Isfahan municipality and questionnaires distributed among employees. To collect the theoretical foundations and the former management were used of digital library resources. The analysis of this study was done by using the statistical Software of SPSS, Version 19, at two levels of descriptive and inferential.

RESULTS AND DISCUSSION

In this study, analytical findings of research based on the hypotheses have been set.

Main hypothesis 1: there is a significant relationship between perceptions of organizational attachment and social capital.

Results findings of Table 1 shows the correlation coefficient between perception of organizational attachment and social capital is meaningful. There is a significant relationship between the perception of organizational attachment and social capital ($r = 0.635$). Based on the coefficient of determination ($r^2 = 3/40$) percent of the variance in perception of social capital and organizational attachment is common. So the main H_1 is confirmed based on the fact that relation between the perception of social capital and organizational attachment.

Table 1: The correlation coefficient between the perception of social capital and organizational attachment

Variable criterion organizational attachment			
Statistical Indicators predictor variables	The correlation coefficient	The square of the correlation coefficient	Sig. level
Perception of social capital	0.635**	0.403	0.001

Table 2: Correlation coefficient between the perception of the structural dimension of social capital and organizational attachment

Variable criterion organizational attachment			
Statistical indicators predictor variables	The correlation coefficient	The square of the correlation coefficient	Sig. level
Perception of the structural dimension of social capital	0.501**	0.251	0.001

Table 3: Meaningful correlation between the perception of the cognitive dimension of social capital and organizational attachment

Variable criterion organizational attachment			
Statistical indicators predictor variables	The correlation coefficient	The square of the correlation coefficient	Sig. level
Perception of cognitive social capital	0.583**	0.340	0.001

Table 4: The correlation coefficient between the perception of the relational dimension of social capital and organizational attachment

Variable criterion organizational attachment			
Statistical indicators predictor variables	The correlation coefficient	The square of the correlation coefficient	Sig. level
Perception of the relational dimension of social capital	0.698**	0.487	0.001

**p<0.01

- H₁: There is a significant relationship between perceptions of organizational attachment and structural dimension of social capital

Results of Table 2 show the correlation between the perception of the structural aspect of social capital and organizational attachment. Which means there is significant relations between the perception of structural dimension of social capital and organizational attachment ($r = 0.501$). Based on the coefficient of determination (r^2) 1/25% of the variance in perception of the structural dimension of social capital and organizational attachment is common. The first assumption is that there is relation between the perception of the structural dimension of social capital and organizational attachment and it is confirmed:

- H₂: There is a significant relationship between the perception of the cognitive dimension of social capital and organizational attachment

Findings of Table 3 show the meaningful correlation coefficient between the perception of the cognitive dimension of social capital and organizational attachment. This means that there is a significant relationship between the perception of cognitive dimension of social capital and organizational attachment between ($r = 0.583$). Based on the coefficient of determination (r^2) 34% of the variance in perception of the cognitive dimension of social capital and organizational attachment is common.

The H₂ is confirmed that there is relation between the perception of the cognitive dimension of social capital and organizational attachment:

- H₃: There is a significant relationship between the perception of the relational aspect of social capital and organizational belong

Results of Table 4 show the meaningful correlation between the perception of the relational dimension of social capital and organizational attachment. This means that There is a significant relationship between the perception of the social capital and organizational attachment ($698/0 = r$). Based on the coefficient of determination ($2r$) 7/48% of the variance in perception of the relational dimension of social capital and organizational attachment is common. The third hypothesis is confirmed that there is relation between the perception of the relationship between social capital and organizational attachment:

- H₄: Perception of social capital aspects of prediction ability of organizational attachment

So that the results of Table 5-7 shows that among the studied variables in the regression, the best predictor of organizational attachment in the first step is the relational dimension, in the second step is the perception of the cognitive dimension of social capital. Based on stepwise of regression analysis, there is significant relation between perception of relational dimension and cognitive

Table 5: Multiple correlation coefficient of components of organizational attachment and perception of dimensions of social capital

Statistical indicators the criterion variable	Predictor variables	Multiple correlation coefficient	Square of multiple correlation coefficient	Square of adjusted multiple correlation coefficient	F-factor	Sig. level
Organization attachment staff						
Step one	The relational aspect	0.698	0.488	0.484	119.011	0.001
The second step	The relational aspect	0.727	0.528	0.520	39.346	0.001
	Cognitive dimension					

p<0.01

Table 6: Beta factor in predicting organizational attachment of staffs

Statistical indicators the criterion variable	Predictor variables	Multiple correlation coefficient	Square of multiple correlation coefficient	Square of adjusted multiple correlation coefficient	F-factor	Sig. level
Organization attachment staff						
Step one	The relational aspect	0.713	0.065	0.698	10.909	0.001
The second step	The relational aspect	0.556	0.079	0.545	7.018	0.001
	Cognitive dimension	0.211	0.065	0.252		

p<0.01

Table 7: variable outside the equation in regression for predicting organization attachment of staffs with perception from social capital dimension

Variables	Scale	β	The amount of t	Sig. level
The second step	Structural	-0.251	1.648	0.102

p<0.05

aspects of the social capital and organizational membership. Accordingly, the first step coefficient of relational aspect is 8.48 % of variance of organizational attachment of staffs, in the second step coefficients of relational and cognitive dimensions are 8/52 of variance organizational attachment of staffs. F observed in the p<0.01 was significant so regression is acceptable toward general statistical population.

Results in Table 7 shows that the beta coefficient per unit increase in the relational dimension, increase the organizational attachment of staffs to 0.545 unit, beta coefficient for one unit increase in the cognitive dimension, increase the organizational attachment of staffs to 0.252 units. The prediction equation of fourth research hypothesis is presented as follows: Organization attachment of staffs = (0.412)+relational (0.556) cognitive (0.211). So that, the Table 8 considered that the relationship between perception of structural dimension of social capital and organizational attachment is not significant.

First main hypothesis: There is a significant relationship between perceptions of social capital and organizational attachment of staffs. The fourth hypothesis-perceptions of social capital have the ability of predicting organizational attachment of staffs. the results of Joyce are consistent with the results of this study. He in his study found that the level of staffs' involvement with three levels of affective, normative and continuous commitment have a strict relationship. The reason of the alignment could be this; that in the present study that social capital has a significant relationship with the organization attachment, participation is known as one of the important issues that is at the heart of social capital

and organizational commitment is one of the aspects of organizational attachment. Results of the research findings are also aligned with Saberi *et al.* (2015). They found in their study that there is a significant relationship between social capital and cohesion of the group and its dimensions and group cohesion is a good predictor of social capital. In the present study, group cohesion introduced as one of the aspects of the organizational attachment as a result, the relationship between social capital and group cohesion with its relationship with the organizational attachment confirms. The result is also consistent with also results of Abdolmaleki *et al.* (2014). They found that there is a significant relationship between social capital and physical education teachers and their job satisfaction subsequently their organizational attachment increases. The findings of the research findings are aligned with Makan *et al.* (2015). They found out about the meaningful relationship of social capital and organizational commitment and significant relationship of them. in explaining the first hypothesis findings, according to the significant relationship between perception of social capital and organizational attachment, perhaps we can say that, in the Esfahan municipalities as the territory of the study, social capital based on this concept which includes a collection material and spiritual resources for the formation of sustainable network for mutual recognition of individuals; can lead to human resources to meet the needs and demands. So, various needs of employees, make us go this way that the organization must provide conditions that meet the needs of its employees, under those circumstances, so to satisfy them. Since satisfying the needs of human resources play an important role in addressing the concerns and satisfaction can lead them to

offer more services and more appropriate to their citizens and meet the needs, consequently as a result, employees meet their job satisfaction and researcher dedication, sacrifice, truth and love so to help their organization in achieving its goals. So the social capital makes more organizational engagement and as a result increased the loyalty of person to his job and impacts his desire to the organization. From another perspective, it seems that in organizations that have enough social capital, development and promotion of team activities carried out more easily and consequently, increase of organizational commitment and job affiliation and attachment result is achieved. Isfahan municipality is even better according to its mission to provide efficient services to citizens and it must respond to their diverse needs and show great attention to this issue. explaining the findings of fourth hypotheses based on the fact that the perception of the dimensions of social capital have the ability of predicting organizational attachment, in the first step the relational dimension and in the second step in addition to the relational aspect, the cognitive aspect of perception of social capital is the best predictor organizational attachment. The relational aspect of personal relationships describe the people in the organization or people among themselves and one important aspect of that is trust that nurtures among members of a group and also important aspects of this aspect of social capital included trust, norms, rules, identities. This following aspect includes items such as empathy, confidentiality, integrity, humility in the organization, the high level of tolerance among people, appreciating the charity in the covers. On the other hand, cognitive aspects pay attention to those groups that shared the representations, interpretations and conceptual system among group members and reflects the size of sharing the project team members in a common understanding and developing a common understanding procedures toward staffs. This dimension refers to resources that enable manifestations, interpretations, commentaries and systems shared among groups. The most important aspects of this dimension are common language, common stories, common goals and culture. So these two steps are predictors of organizational attachment. According to the researchers, the reason for this in the realm of research focusing on the nature and quality of relationships in the relational dimension of social capital. In fact, this aspect pays attention to the effective communication between partners who love each other, trust each other and find identity all together. In a place where staff identification by organization is strong, attentive staffs show special interest and love for the organization. As a result, their organization attachment to the organization increases. So,

Esfahan municipality should pay special attention in this field and should strengthen the corporate identity and sense of attachment among staffs to increase institutional attachment in them and to meet their needs better. The first hypothesis there is a significant relationship between the perceptions of the structural dimension of social capital and organizational attachment. the results of this research are consistent with Ashjae about the relationship of structures based on partnership with the organization identity which is one of form of organization. The results of this study with the results of the research of Chow (2006) are not consistent. Because his findings showed no relationship between structural aspects of the social capital and life satisfaction that dissatisfaction with life is effective on organizational disorientation. Investigations of Khorshid (2010) showed that structural social capital has no significant effect on organizational commitment and its dimensions. Organizational commitment is one aspect of the organizational attachment outlined in the study, so the results are not consistent with findings of this research. In explaining the findings of this hypothesis, based on the fact that there is a significant relationship between the perceptions of the structural dimension of social capital and organizational attachment, it seems that the reason of availability of this kind of relationship in the realm of the study can be stated in this way that due to the fact that the work place is a significant source of social relationships that can be defined as cooperation between their network relationships among individuals. Without communication, the possibility of risk and time delay in carrying out project activities and programs increases and may be organized with frustration and failure. The social capital makes elements such as trust, mutual understanding, commitment and communication and stability and in the mean time, the structural dimension of social capital which helps managers and employees and provides them needed information they need to make decisions with confidence and complete trust in each other present and able to solve problems in a shorter time. If workers in organizations know that they can trust their colleagues and managers and establish an ongoing relationship with them so then they will have a greater commitment to perform their activities, they will be satisfied with their job and their sense of attachment to organization will be more institutional.

Second hypothesis, there is a significant relationship between the perceptions of the cognitive dimension of social capital and organizational attachment. Khorshid (2010) in their study found that cognitive aspect of social capital has no significant effect on organizational commitment and its dimensions that this indicates a lack

of alignment with the research. The findings of the study are aligned with findings of Jazayeri and Karami. The results show that relationship exists between organizational unity and organizational attachment among colleagues. So we can say there is relation between the cognitive dimensions of social capital with organizational attachment. In explaining the findings of this hypothesis, based on the fact that there is a significant relationship between the perceptions of the cognitive dimension of social capital and organizational attachment, it seems that the reason of this relationship in the field of the study is like this as civic engagement and social cohesion can also be found in the work place, social capital can be created by cohesion and trust. The more members are attracted to each other and the more their targets aligned with the aim of the organization, this solidarity and the feeling of being in a group will be greater. The results of this integration increase the organizational attachment among employees. the third hypothesis There is a significant relationship between the understanding of the social capital and organizational attachment. Khorshid (2010) in his study found out about the direct, positive and meaningful impact of relational social capital on organizational commitment that is consistent with the results of this study.

CONCLUSION

The results of the study are consistent with results of Gholipour *et al.* (2011) based on the significant relationship between external communications and internal communications as an important part of relational social capital with corporate identity. The findings also aligned with research findings of Tolvanen. The results of this study showed a significant relationship between trust and corporate identity in explaining the findings of this hypothesis, based on the fact that there is a significant relationship between the perceptions of the relational dimension of social capital and organizational attachment, it seems that it can be because of the relationship in the field of corporate identity that can be traced to the study. The identity is a process that people feel that they are members of a group or with someone else in single set that means, during which, a sense of attachment and solidarity between them is formed. It can also be due to the component of trust in this post, that can be noted, personal relationships between employees in their organizations as well as with other units and departments is inevitable as the relationship based on trust and confidence, employees are favored to collective interest rather than individual interests that led by managers with

support and guidance in making the commitment, attachment and affiliation will be more among staffs and therefore the clients will benefit from its advantages.

SUGGESTIONS

According to the findings of Tables 1-7 based on the relationship between perception of social capital and organizational attachment of staffs and due to the dimensions of social capital that has the ability to predict organizational attachment so it is recommended that: Esfahan Municipality by encouraging a friendly atmosphere based on trust between managers and employees and engaging the employees in the organization's goals, commitment and loyalty to the organization, increase the feeling of pride and identity to the organization and that increases organizational attachment. It is recommended to Isfahan municipality managers, by providing training in the development of social capital and increasing trust and the interdependence of staffs in the institution to strengthen and adhere to the values and goals of the organization as well as efforts to increasing the commitment to maintain membership in the organization and organizational attachment. Also by forming the executive associations, networks within and outside the organization, workgroups, creating participatory processes and network management, providing formal and informal meetings, ceremonies and public meetings and informing the employees of activities, actions and various institutional sectors, cohesion and bringing more staffs involvement and to meet their satisfaction. due to the fact that in the first step, among the dimensions of social capital, its relational aspect has the predictive ability toward the organizational attachment of staffs in the municipality of Esfahan, it is better to invest more on improving this aspect so this institution achieve their goals earlier, easier and more successfully. According to the findings of Table 2-4 based on the fact that there is a relationship between the perception of structural, relational and cognitive dimensions of social capital and organizational attachment, it is recommended that: in cognitive aspects, group cooperation in the form of establishing the working groups in various fields with group projects should be defined in a way to increase the organizational attachment sense as members of a working group. To enhance staff knowledge of each other's working biography, we can share the information about their job resume with their feedback through the municipal intranet. To increase the familiarity of them with staffs in other departments we could get benefit from the council of workers, camps and training or recreation due to the

reason that it has a variety of places and recreational facilities and is suitable in this context, or to engage them in celebrations of the company's organization. From the relational aspect, it is suggested, to apply incentive programs for employees to increase the willingness of members of the municipality to helping partners in the organizational problems and also to increase their commitment in organization to seek and receive high organizational. Establishing informal communication channels, modifying the network communication between different parts of the municipality, informal dialogue sessions with employees, by using a variety of communication channels such as email and holding question and answer sessions can enhance all this aspects of social capital and organizational attachment. For the structural aspect, it is recommended that link patterns among staffs should be corrected and affinity should be established between them in business units through recruitment and selection system to strengthen the relations links and patterns and employees found better feeling in their workplace among colleagues and show their interest and the desire to stay and strengthen their identity and organizational attachment and improving their organizational performance.

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