

# Social Capital Management



Vol. 2, No. 2  
Summer, 2015

## **Editorial Board:**

**Azar, Adel**

*Professor, Tarbiyat Modares University*

**Alvani, Seyed Mahdi**

*Professor, Allameh Tabatabaei University*

**Allahyari, Talat**

*Associate Professor, Allameh Tabatabaei University*

**Amiri, Ali Naghi**

*Associate Professor, University of Tehran*

**Bazazan, Fatemeh**

*Associate Professor, Alzahra University*

**Jandaghi, Gholamreza**

*Professor, University of Tehran*

**Khanifar, Hossein**

*Professor, University of Tehran*

**Danaeefard, Hassan**

*Associate Professor, Tarbiyat Modares University*

**Zare, Hamid**

*Associate Professor, University of Tehran*

**Abdolahiyani, Hamid**

*Professor, University of Tehran*

**Faghihi, Aboul Hassan**

*Professor, Allameh Tabatabaei University*

**Gholipour, Rahmatollah**

*Associate Professor, University of Tehran*

**Kiya, Aliasghar**

*Associate Professor, Allameh Tabatabaei University*

**Nejati, Vahid**

*Associate Professor, Shahid Beheshti University*

## **Proprietor:**

**Farabi Campus University of Tehran**

## **Managing Editor:**

**Seyed Mohammad Moghimi**

## **Editor-in-Chief:**

**Hassn Zarei Matin**

## **Assistant Editor:**

**Behzad Mohammadian**

## **Executive Manager:**

**Ali Ghanbarnejad**

## **Editor:**

**Mojgan Faraji**

## **Typesetting & Pagination:**

**Masoud Mousavi**

**Print ISSN: 2423-6071**

**Online ISSN: 2423-608X**

\*The articles in the journal express the personal views of the authors. Quoting the materials is only permitted with mentioning their sources.

**Address:** Farabi Campus, University of Tehran,  
Old Tehran-Qom Road, Islamic Republic of Iran.

**P.O. Box:** 357 **Tel:** +98-25- 36166295

**Email:** [jscm@ut.ac.ir](mailto:jscm@ut.ac.ir)

**Website:** <https://jscm.ut.ac.ir/>

# Contents

<b>The role of social capital in agricultural production cooperatives in Khuzestan province on financial performance .....</b>	<b>1</b>
Ahmad Reza Ommani, Mohammad Chizari, Maryam Alizadeh	
<b>The impacet of good governance on social capital .....</b>	<b>2</b>
Gholamali Tabarsa, Farokh Ghouchani, Mehran Badin Dahesh	
<b>Analysis of the relationship between social capital index using fuzzy DEMATEL technique.....</b>	<b>3</b>
Morteza Soltani, Elham Ebrahimi, Mohammad Reza Fathi	
<b>The perception of servant leadership situation and its relationship with social capital (Case study: Staff of Keshvarzi bank of Hamedan Province) .....</b>	<b>4</b>
Siroos Ghanbari, Parviz Navidi	
<b>Investigating the effect of social capital on organizational citizenship behavior by mediator of job effort .....</b>	<b>5</b>
GholamReza Tavakoli, Younes Nazari, Alireza Kameli	
<b>The relationship between social capital and human capital with organizational performance (Case study: Kerman stores) .....</b>	<b>6</b>
Sajad Shamsi Gooshki, Roohollah Nemati	
<b>Moderation role of intellectual capital on the relationship between agility and organizational performance (Case study: General office of educational department in the cities of Tehran province) .....</b>	<b>7</b>
Abdolsamad Azizpour Lindi, Reza Tahmasebi, Ali Pirannezhad	

## The role of social capital in agricultural production cooperatives in Khuzestan province on financial performance

Ahmad Reza Ommani <sup>1\*</sup>, Mohammad Chizari <sup>2</sup>, Maryam Alizadeh <sup>2</sup>

*1. Associate Professor, Faculty of Agriculture, Islamic Azad University, Shoushtar Branch, Iran*

*2. Professor, Faculty of Agriculture, Tarbiat Modares University, Tehran, Iran*

*3. MSc, Faculty of Agriculture, Islamic Azad University, Shoushtar Branch, Iran*

(Received: 9 April 2015; Accepted: 18 June 2015)

### Abstract

The present study examined the role of social capital on financial performance of farming cooperatives in Khuzestan province. The method of research was descriptive- correlative. The population consisted of 3273 members of farming cooperatives. Based on Cochran formula, 213 persons were selected. The survey was conducted using a questionnaire. Content validity of the questionnaire was determined using a panel of experts. After applying the necessary corrections and conducting the pilot test, Cronbach's coefficient alpha was determined (alpha=79%). Data analysis was performed by using the SPSS<sub>19</sub>. The results showed that there was a significant relationship between experience, members' number, social trust and social cohesion and financial performance at the 99% level. Also the results showed that there was a significant relationship between social awareness, social participation, and social capital and financial performance at the 95% level. Results of regression analysis also showed that social trust, social cohesion, social participation, and social awareness explain 74.8% of the variance of dependent variable.

### Keywords

farming cooperatives, financial performance, social capital.

---

\* Corresponding Author, Email: ommani75451@yahoo.com

## The impact of good governance on social capital

Gholamali Tabarsa <sup>1</sup>, Farokh Ghouchani <sup>2</sup>, Mehran Badin Dahesh <sup>3\*</sup>

*1. Associate Professor, Faculty of Management and Accounting of Shahid Beheshti University, Tehran, Iran*

*2. Assistant Professor, Faculty of Management and Accounting of Shahid Beheshti University, Tehran, Iran*

*3. PhD Candidate, Shahid Beheshti University, Tehran, Iran*

(Received: 5 April 2015; Accepted: 26 May 2015)

### Abstract

The theory of good governance started in 1989 by World Bank. Good governance is defined as the process and structures that guide political and socio-economic relationships. The social capital at a society includes institutions, relationships, attitudes and values that govern interactions among people contributing to economic and social development. In this research, the impact of good governance on social capital has been examined. Therefore, five different dimensions were considered for evaluating good governance including: rule of law, voice, accountability, transparency and trust. Questionnaire was the main instrument for collecting data in this study. The questionnaire has been validated by experts in this field and its reliability was calculated with cronbach alpha. We have distributed 384 questionnaires among students of social science at Shahid Beheshti University. In order to analyze the gathered data, SPSS software was used. To test the hypothesis, we used one-sample T- test. The results show that good governance has a positive effect on social capital. Among different dimensions of good governance, rule of law has the highest influence on social capital.

### Keywords

accountability, good governance, social capital, transparency, voice.

---

\* Corresponding Author, Email: mehranbadindahesh@yahoo.com

## Analysis of the relationship between social capital index using fuzzy DEMATEL technique

Morteza Soltani<sup>1</sup>, Elham Ebrahimi<sup>2\*</sup>, Mohammad Reza Fathi

*1. Assistant Professor, Farabi Campus University of Tehran, Iran*

*2. PhD Candidate, Faculty of Management, University of Tehran, Iran*

*3. PhD, Faculty of Management, University of Tehran, Iran*

(Received: 22 April 2015; Accepted: 24 June 2015)

### Abstract

Social capital is a concept which has attracted the attention of scientists in various fields including management in recent years. The literature on social capital concept has several dimensions and indicators and their relation with many other variables has been studied. The important point is that although the dimensions and indicators can be analyzed separately, they are not isolated and they have interrelated. In this regard, this paper seeks to identify causal relationships between the dimensions and indicators of social capital concept. Using views of 14 experts in this field at University of Tehran and applying the fuzzy DEMATEL technique, the cause and effect impact of each of the indicators of social capital in the network of interactions among them was determined. The results showed that cognitive and structural indicators of social capital are in the cause group and relational indicators are in the effect group.

### Keywords

fuzzy DEMATEL, multiple criteria decision making techniques, network of interaction, social capital.

---

\* Corresponding Author, Email: [elhebrahimi@ut.ac.ir](mailto:elhebrahimi@ut.ac.ir)

## The perception of servant leadership situation and its relationship with social capital (Case study: Staff of Keshavarzi bank of Hamedan Province)

Siroos Ghanbari<sup>1</sup>, Parviz Navidi<sup>2\*</sup>

1. Associate Professor, Bu-Ali Sina University, Hamdan, Iran

2. MSc. Student, Bu-Ali Sina University, Hamdan, Iran

(Received: 25 April 2015; Accepted: 18 June 2015)

### Abstract

The current study aimed to investigate the perception of servant leadership situation and its relationship with social capital. The method is descriptive and the research project is of correlational type. The statistical population consists of all employees of the Keshavarzi Bank among which 196 were selected by stratified random sampling method. Data were gathered through two standard questionnaires namely the servant leader, and social capital. The data were then analyzed by SPSS and LISREL. The results showed that the perception of servant leadership and its components is relatively desirable. Moreover, a positive and significant relationship was shown to exist between servant leadership and social capital.

### Keyword

Hamedan Province, Keshavarzi Bank, servant leadership, social capital.

---

\* Corresponding Author, Email: parviz.navidi43@gmail.com

## Investigating the effect of social capital on organizational citizenship behavior by mediator of job effort

Gholam Reza Tavakoli<sup>1</sup>, Younes Nazari<sup>2</sup>, Alireza Kameli<sup>3\*</sup>

*1. Assistant Professor, Faculty of Management, University of Malek Ashtar, Tehran, Iran*

*2. Instructor, Islamic Azad University, Branch Khoramabad, Lorestan, Iran*

*3. MSc. Student, Farabi Campus, University of Tehran, Iran*

(Received: 29 April 2015; Accepted: 1 July 2015)

### Abstract

Today, banks should take organizational citizenship behavior into consideration and provide proper sub-structure for competition in terms of banking, attracting and keeping costumers, as well as profitability. One of those necessary substructures for organizational citizenship behavior is the social capital. For this purpose, this article addressed an assessment of the intermediation of job effort role in effectiveness of social capital on the organizational citizenship behavior, in addition to studying the effectiveness of social capital on the organizational citizenship behavior. The statistical population of this study consists of the Pasargad Bank staff of Tehran. This study has been performed on a sample of 130 individuals of Pasargad Bank staff of Tehran using simple random sampling method. The survey method is descriptive and of correlational kind; a questionnaire has been used for gathering data. Data analysis has been done using equation modeling method in LISREL 8.8. The research findings demonstrate that the social capital and job effort have positive and significant impact on the citizenship behavior, but the social capital couldn't influence the job effort.

### Keywords

job effort, organizational citizenship behavior, social capital.

---

\* Corresponding Author, Email: Arkameli91@gmail.com

## The relationship between social capital and human capital with organizational performance (Case study: Kerman stores)

Sajad Shamsi Gooshki <sup>1\*</sup>, Roohollah Nemati <sup>2</sup>

1. *Ph.D Candidate, Farabi Campus, University of Tehran, Iran*

2. *MSc, Shahid Chamran University of Ahvaz, Iran*

(Received: 15 April 2015; Accepted: 22 June 2015)

### Abstract

If human and social capital are used together, they can create distinctive competitive advantage for organization and improve its performance. The purpose of this study was to clarify the relationship between social capital and human capital with organizational performance. The research population consists of all Kerman stores employees. Data was collected by questionnaires from 152 employees of these stores and analyzed with SPSS and SmartPLS software. The results showed that there is a significant and positive relationship between social capital and human capital. Results also showed that there is a significant and positive relationship between social capital and organizational performance. Among the factors in social capital interpersonal solidarity, personal relations with business associations and informal relations with store managers have the highest effect and the other factors have the least effect on human capital and organizational performance. In addition, the results showed that there is a significant and positive relationship between human capital and organizational performance. Among the factors in human capital professional proficiency in company management, diversified experience and technical/ technological work experience have the highest effect and the other factors have the least effect on organizational performance. The results showed that the research model provides a good fit.

### Keywords

human capital, organizational performance, social capital.

---

\* Corresponding Author, Email: sajjad.shams64@gmail.com

**Moderation role of intellectual capital on the relationship  
between agility and organizational performance  
(Case study: General office of educational department in the  
cities of Tehran province)**

Abdolsamad Azizpour Lindi <sup>1\*</sup>, Reza Tahmasebi <sup>2</sup>, Ali Pirannezhad <sup>3</sup>

*1. MSc. Student, Faculty of Management & Accounting, Farabi Campus University of Tehran, Iran*

*2. Assistant Professor, Faculty of Management & Accounting, Farabi Campus University of Tehran, Iran*

*3. Assistant Professor, Faculty of Management, University of Tehran, Iran*

(Received: 23 April 2015; Accepted 6 July 2015)

### **Abstract**

This paper studies the effect of intellectual capital on the relationship between agility and organizational performance in the general office of Educational Department in the cities of Tehran province. Research method is descriptive-survey and the sampling method is of available type. The statistical population consists of 260 people. 155 samples were selected; then, they were analyzed by the standard questionnaire of research hypotheses. Data analysis has been done using structural equation modeling and Smart-pls (partial least squares) software. The results showed a significant and positive effect of intellectual capital on the relationship of organization agility and organization performance (23.7%), as well as its independent effect on organizational agility and performance (respectively 72.3 and 33.7%). Besides, the results confirmed the significant and positive effect of agility on organizational performance (42.6%). Finally, some suggestions have been presented to improve intellectual capital and agility components.

### **Keywords**

intellectual capital, organization agility, organization performance.

---

\* Corresponding Author, Email: a.s.azizpour.l@ut.ac.ir