

The Importance of Social Capital in Organizational Learning and Organizational Commitment (Case Study: Golestan Province Red Crescent Society)

Zahra Kakooei¹, Zeinab Alinajafi²

¹. Educational Assistant, Department of Educational Sciences and Psychology, Payame Noor University (PNU), Tehran, Iran

². Assistant professor, Department of management, Payame Noor University (PNU), Tehran, Iran
Z.kakooe@golestan.pnu.ac.ir

Abstract: Social capital can play an effective role as a profitable and useful variable in understanding social relationships between employees in different positions. The main goal of study was determining the relationship between social capital and organizational learning and organizational commitment in Golestan province Red Crescent Society. The research is descriptive and correlational. The population in this study consisted of all the employees of the Red Crescent Golestan Province that 175 member of it were studied by Morgan Table and simple random sampling as the sample. In this study Nahapiet and Ghoshal Social capital questionnaire (1998), Gomer et al organizational learning questionnaire (2005) and Susan Linz Organizational Commitment Questionnaire (2003) were used. The results of this study showed that there is a significant relationship between dimensions of social capital (capital structure, cognitive capital and bridging capital) and organizational learning and organizational commitment in Golestan province Red Crescent Society.

[Zahra Kakooei, Zeinab Alinajafi. **The Importance of Social Capital in Organizational Learning and Organizational Commitment (Case Study: Golestan Province Red Crescent Society)**. *Nat Sci* 2016;14(11):32-41]. ISSN 1545-0740 (print); ISSN 2375-7167 (online). <http://www.sciencepub.net/nature>. 6. doi:[10.7537/marsnsj141116.06](https://doi.org/10.7537/marsnsj141116.06).

Keywords: Social Capital, Organizational Learning, Organizational Commitment

1. Introduction

In recent two decades social capital has been regarded as an organizational intangible asset to interested people and organizational management. This phenomenon is based on customs, traditions, norms, and organizations that have been formed in the context of social relationships between organizations in formal and informal way over generations and causes a kind of social control that has been based on the socialization. Today, in many organizations we see refusal of staff to provide their opinions about organizational problems and an atmosphere has been created in organizations that often causes, that staff don't feel valuable in their roles therefore their sense of dependency to organization will be weakened, qualitative improvement of human resources provides probability of success, survival of the organization, but not only it includes specialized training in this action but also improve people's attitudes and includes adjusted values of people. One of these attitudes is organizational commitment (Sheikh, et al., 2005). Organizational commitment, as a job and organizational attitude, in recent years, attracted the attention of many scholars and researchers in the social sciences. Since that organizational commitment, is considered as the key to competitive advantage or as a competitive strategy, attention to this structure, as systematic and empirical data, will be very beneficial. But despite the many factors

associated with the development of organizational commitment, attention to some of the key structures related to these areas, have been neglected (Rhmaneresht & Saghravani, 2013) Organizations with high levels of social capital have the ability to have a better knowledge management. In this way, social capital can lead to more effective learning and knowledge management and ultimately increases organizational performance (Nasr Esfahani, Shabani Naftchali, & Khazaei Pool, 2013). Since 1990, scholars considered organizational learning and organizational learning as complex structures Multi-dimensional structures. Slater and Narver argued that it's multidimensional and complex that occur in different cognitive levels and encompasses several sub-processes (unity and persistence 2012). Among the concepts in contemporary management as factors affecting organizational commitment, Social capital can be noted. The success of any organization depends on the allocation and use of appropriate tools, equipment, raw materials and human resources of the organization in its programs and this will be possible when these organizations provide skills, abilities and personal characteristics and apply some of its employees in achieving organizational goals. Although the design of social capital in less than two decades have passed new entries of Social Sciences; but by looking closely at the content and the core components of this statement namely, low quality

social relationships and links, we can see that social capital is not limited to a few decades; But it can be found in religious and moral teachings, scholars and experts on classic sociological in the last few centuries. The roots of this concept can be traced in several thinkers' ideas (Ghafari, 2011). Cohen and Prusak (2001) describe Social capital as (being active connections among people: Trust, mutual understanding, common values and behaviors that bind the members of human networks and communities and make cooperative action possible). In their view, social capital creates economic efficiency and organizations cannot work easily without social capital. In the other words, this type of investment is an ecological characteristic (Lochner, Kawachi, & Kennedy, 1999) and like clean air and safe streets, are considered as "public good", because the use of one person won't reduce accessibility for others (Hector, 1987; quoted in (Adler & Kwon, 2002)). The issue of administrative development and improve job performance and organizational commitment which ultimately leads to organizations increasing productivity and effectiveness is vital and yet so complex subject matter. And to achieve a true transformation, focus on all components of the problem is essential. In this study, we are trying to answer this question that is there any significant relationship between social capital and organizational commitment in Golestan Province Red Crescent population?

Research Theory Bases

In the traditional view, management, economic capital, human, physical, played the most important role. But in the present day managers for development, while considering their economic capital, physical and human capital, must submit their comments focused more on social capital (Navabakhsh & Fadavi, 2008). Countries with high social capital of trust and cooperation at various levels of society, transparency and accountability of the political system as well as rules and effective guarantees for the protection of property rights and contracts, to have achieved unprecedented economic growth and development in a synergistic spiral leads to an increase in social capital (Shojaei Baghini, 2008). Clarkson describes social capital as a problem solving process. Person alone cannot bring about social capital, but is a resource for people in the network of social relations are more or less long term (Bourdieu, 1997). The importance of social capital is that social enterprise (Groups, teams, organizations, etc. that work together successfully to finish works (Coleman, 1998). Organizational social capital creates a sense of unity through trust and cooperation. Another definition of social capital has been discussed at three levels, namely: Individual level, group level

and a social level. Putnam and Fukuyama in their studies looked at community level. According to Putnam, social capital has led governance and democratic institutions to perform their duties better and in view of Fukuyama, Social capital maintain and perpetuate social order (Shahhoseini, 2002). Efficient human resources are the major characteristics of an organization superior to other agencies (Esmaeili, 2006). And every organization needs to achieve its objectives at least three types of capital that are complementary and development of the organization, subject to a minimum capital of each of the three categories, ie social, human and economic capital. Nahapiet and Ghoshal dealt with classified institutional approach to social capital and know it as structural, cognitive and relational aspects (Feizi & Ronaghi, 2012). Structural aspect refers to configuration impersonal social ties between individuals or units. Important aspects of this dimension are three-dimensions of network link, network devices, and network stability. Cognitive diminutions refers to those aspects, which provide and share representations, interpretations and conceptual of system among group members and size of project team members share a common understanding and expand common understanding and reflect a trend among themselves. Relationship diminution: grows personal relationships among their own people through interaction records (not least in terms of environmental organizations). An important aspect of the relationship of trust is growing among members of a group (Yong Koh & Rowlinson, 2012). The concept of social capital suggests that how structure of a group can act as a resource for members of that group and ultimately bring human capital for the people (Forghani & Haghbin, 2009). Social capital plays an important role in guiding decision-making and decision-making has made a detailed study of feedback that active men and even central government such as the International Monetary Fund and the World Bank more serious attention to social capital and use it in their policies (Dasgupta & Serageldin, 1999). The idea of investigating social capital in organizations, in research of, "Cohen and Prusak (2001)" is mentioned. A detail of organizational social capital and social relations within the organization and performance ability is collective action for scoring goals (Leana & Van Buren, 1999). The importance of organizational social capital is that causes community groups, teams, organizations and ... that together work to finish successfully. Organizational social capital creates a sense of unity through trust and cooperation. Elements such as trust, mutual understanding, commitment, consistency, create a communication that maintains organization to the changing market. In particular, the benefits of

integration include: sharing best knowledge, build relationships based on trust, a spirit of cooperation within the organization, between the organization and its customers and partners, reduction turnover rates, Reduction employment costs, aid to education, knowledge retention, Reduction labor force changes, and increased activity related to the stability and shared understanding (Cohen & Prusak, 2001). With the development of science, technology and expanding the scope of business (Including virtual organizations, networked organizations), Businesses expanded and has become challenging and competitive environment. In such an environment it is natural that competitive rating in the process of learning and education of the staff and the organization. Instead of their traditional behavior of organizations in the best shape, encompassing education and become an organization that seeks to learn and are always trying their best to learn as a competitive advantage to employ. In today's world, organizations must quickly learn and adapt quickly to a changing environment that otherwise, it will not simply survive. Effective organizational learning is improving conditions for successful innovation and tolerance in the face of changes and growing competition recognizes (Curado, 2006). Development of learning abilities, require skilled personnel, knowledge centers, networks, knowledge and updated information, and information infrastructure. Organizations can be places for developing relationships and managing working groups, which resulted in the learning process to improve the knowledge and performance levels helps to perform better. With the development of science and technology and expanding the scope of business including virtual organization or network, businesses expanded and business environment and competitive environment has become full of challenges and new paradigms emerge that made survival hard for many firms. In such an environment it is natural to reshape the competitive rating. The biggest competitive advantage in the new business paradigm is that learning is expressed. So, organizations are more successful if they come, learn faster and better (Saedi & Yazdani, 2010). Occupational and organizational commitment is an important attitude that over the past years many interested researchers of organizational behavior and psychology majors, especially social psychology (Rokni nejad, 2007). This attitude has changed during the past three decades that perhaps the most significant change that verse in the realm of multi-dimensional approach to this concept is to view one next to it. Also due to recent developments in the field of business, including downsizing and merging of firms in each other have prompted some pundits to declare that the effect of organizational commitment

in the field of management on other important variables such as turnover, absenteeism and decreased performance and therefore discussing it is pointless (Saghravani, 2009). But some other scholars rejected this view and believe that commitment has lost its importance and can still be considered (Farhangi, 2005). There have been two broad views about organizational commitment. Emotional perspective (attitude) that, this view considers' organizational commitment as an emotional or (Attitude) phenomenon that emotional commitment can be placed in this class. In this view, people identify with the organization and therefore to continue as members in the organization to achieve their goals (Sheldon, 1971). The attitude is one of most important indicator in predictors of behavioral commitment. Attitude commitment implies favoring employees of the organization to feel free to join and feel much less turnover (Araqi, 1994) and behavioral perspective view that was caused by research of Becker (1960) considers commitment as behavior issue rather than attitudinal. According to this view, people are depended to organization for more benefits such as benefits and seniority rather than desirable emotions to an organization. In attitudinal perspective, mainly researches have been committed into identifying the factors of commitment as well as outcomes and results. But in behavioral perspective, researches first the effects of such behavior on changing attitudes. It should be noted that in the study of organizational commitment, these two approaches should be considered facing each other, but in fact the correct understanding of the process of belonging to the organization's commitment to attitude and behavior will be achieved simultaneously (Giminiyan, 2004). These two views are in line with the general principles, but behavioral perspective offers a clearer picture of organizational commitment in behavior, so according to these opinions, managers should try to govern the dynamics of the relationships between their employees' behavior which need to receive training to reduce resistance to modify the organization. Education improves dynamic attitude and behavior and takes person's behavior from frigid form (Araqi, 1994). In addition to the above two models of organizational commitment, there are three views that was presented by Meyer and Allen (1991) and the distinction between attitudinal and behavioral commitment goes beyond it, so that these researchers have argued; commitment as a psychological state is separable at least three components: that kind of desire, needs and requirements in an organization is to continue employment. All definitions are presented in the context commitment includes these three themes, which are: emotional attachment to the organization, the supposed costs of leaving the organization,

requirements and tasks to stay in the organization. Each of these cases respectively as emotional commitment, rational and normative commitment will be evaluated. Common points for all three views are that Commitment is a mental state first, shows the relationship between the employees the organization, and secondly implicitly refers to the continuation or discontinuation Membership in the organization. In addition, it is clear that the nature of the mental state is different. Affective commitment shows employee bond and identification with the values and goals of the organization and involvement with the organization. Employees who have a strong emotional commitment to maintain membership in the organization continue to do their activities. Intellectual engagement reflect the costs of leaving the organization and normative sense of religion and the obligation to remain in organization and there are people who have this kind of commitment, think that their duty is to continue the activities of the organization and their feeling is that they should remain in the organization. Providers of this model believe that it is better normative, intellectual and emotional commitment is considered together as forming tool, not a particular kind (Becker, 1992). For measuring the factors affecting organizational commitment of different sociological theories have been used that we mention a few. Due to success theorems and George Homans value, organizational commitment is a function of reward of work and job value that means if a person has a high level of commitment but in return do not receive the expected reward the possibility of him staying on past pledges will reduce. Congruence between works rewards (organizational and social rewards) and work values leads to greater organizational commitment (Karimzade, 1999). According to Adams' Equity Theory when employees feel that they are being treated in Unjust and unfair way engage in activities aimed at reform of fair play therefore, if the rewards offered by the organization toward the employee's view is fair higher satisfaction arises because employees feel that they have been rewarded for their effort (Newstrom & Davis, 2002). So the amount of satisfaction effects on level of one's commitment that is also effective for tension and application. Based on the theory of Vroom three factors value of a reward, rewards relationship with performance requirements and effort required for performance affects behavior. As a result Motivation has been influenced by a lot of perceptions of behavioral outcomes and this can affect the future behavior of the person, including his commitment (Moghimi, 2008). Based on theory of Marshall by expanding and increasing organizational participation at all levels and aspects of the organization a sense of belonging and organizational

consensus is growing and strengthen organizational commitment that as well as participation increases a person's dignity that this issue can have impacts on organizational commitment (Chalapi, 2006). Collins believes that when social cohesion weakens to the extent required position remains ambiguous right amount and type and consequently also the so-called social roles become dark. In other words, Expectations and obligations for the actors in the context of social relationships are blurred and indefinite and cause ambiguous role of the individual this in turn reduces the ambiguity of the role of employee engagement to follow (Chalapi, 2006). The theoretical model presented by moody and coworkers in the 1982 four of the preconditions of organizational commitment are expressed which represents an important factor that leads to organizational commitment, like personality characteristics (age, sex, education, and work experience), job characteristics (role ambiguity and job tension: Some roles are more complex than some others. Some members of the groups have a role, and some, multiple roles. Those who play complex roles usually have a higher base. But the same complex roles can bring enormous psychological pressure on people to inflict especially when stopping roles behavior in which they are not well defined or have conflict with each other. The pressures of role ambiguity and role conflict are affective on individual and organizational commitment. According to Moody et al studies the roles one of the premises is a commitment, Mito and Zajak research also confirms this. One of Moody's assumptions is that the status of result of perception is result of workplace and organizational characteristics (area control) (Esmaeili, 2006). Monch believes that by increasing communication between members of the group with other groups and individuals, the volume obligations increases and thus obligations has been swell And with inflation comes down obligations to individuals of other groups and commitment to the group increases. Schaefer also believes that level of one's commitment is associated with satisfaction of his needs therefore a job that can satisfy his needs will bring satisfaction to him. Each organization on the basis of physical and intellectual capacity of staff and recognizing his talent creates interest based on the nature of the work, Sense of responsibility and commitment to the organization that is in the process (Tanhai, 2010). The principle of arrangement and order of the objects and people in the organization is important from the perspective of Fayol. One of the principles that are of particular importance in the organization is principle of job stability in the organization. Fayol believes that for better management and organization it's better to have people with experience and expertise and efficient

use. In order to keep experienced staffs work in the organization they should be managed in such a way that they don't leave the organization. Of course, considering the welfare and motivation and providing staff development, etc. are among the important things that lead to employee commitment to the organization if these methods be avoided employees have no obligation to the management and organization and leave there very fast (Badiyi, 2009). Research has shown that interested and committed staffs have higher job performance and their intention to remain in the organization is higher; Have less absenteeism, Have higher work motivation and agreement and following company changes is higher. In this way, organizations can identify their level of organizational commitment and changes in factors affecting the organization to realize its desired goals (Saatchi, 2007).

Literature Review

Monazzami (2014), in his master's thesis entitled "The effect of social capital on organizational commitment" studied Tehran municipal employees in five regions. Participants filled combination of modified standard questionnaire on social capital (Nahapiet and Ghoshal) and organizational commitment (Allen and Meyer). In the analysis of data; Pearson correlation coefficients showed that among the processes there is a significant relationship between social capital and organizational commitment. Batvany (2014), in his master's thesis entitled "The relationship between social capital and organizational commitment" studied Road Maintenance and Transportation Organization. The assessment tool is variable among common sample standard questionnaire. And researchers tested their hypothesis by calculating the Spearman correlation coefficient. The findings show that there is a relationship between social capital and organizational commitment that this relationship is relatively strong. Mohseninia (2013), in his master's thesis entitled "Investigate the relationship between social capital and organizational commitment" studied Bank Maskan headquarters in Tehran with an emphasis on

gender. Data collected by questionnaire. The findings showed that between communication and trust between social capital and its dimensions, i.e. there is a significant relationship with organizational commitment. Nadi, Moulavi, & Tograee (2012), in a study entitled "The relationship between social capital and organizational justice with organizational commitment among teachers" studied the relationship between social capital and organizational justice with organizational commitment among female teachers. Data collected by questionnaire and used structural equation modeling to test their hypotheses. As a result, one of the assumptions of this study indicates that there is a significant positive relationship between social capital and organizational commitment. Imam, Shafique, & Tehseen Shah (2014), in a study entitled "The mediating role of job satisfaction and organizational commitment on the relationship between social capitals" studied among employees of private banks in Pakistan. In this study, data were collected using a questionnaire. The results of the analysis show there is a significant positive relationship between social capital and organizational commitment. Social capital is explained through job satisfaction, organizational commitment. Hsu et al (2011), in a study entitled "Investigate the relationship between social capital and organizational commitment and its impact on customer satisfaction." He studied among nurses in a hospital in Taiwan. Data collected by questionnaire and after their analysis it concluded that; Social capital in the organization has a significant impact on organizational commitment and these effects can lead to increased customer satisfaction in hospitals. Watson & Papamarcos (2002), in his research entitled "Social capital and organizational commitment" studied among a group of health care marketers who were 469 people. The results of this study indicate there is direct and significant relationship between social capital and organizational commitment.

Conceptual model

Given the above conceptual model is as follows:

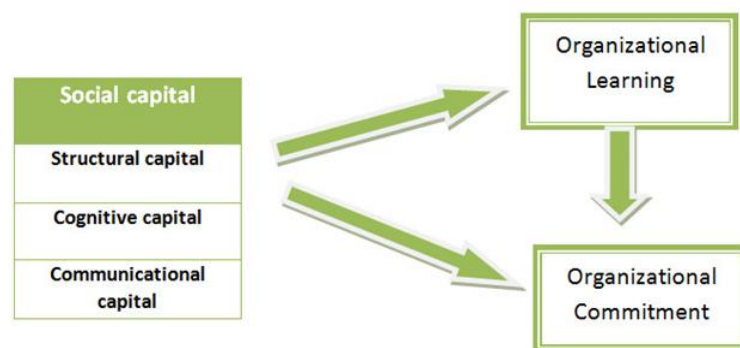


Figure 1. Conceptual Model of Research

According to the conceptual model above hypothesis is as follows:

Structural capital has a significant relationship with organizational learning.

Cognitive capital has significant relationship with organizational learning.

Communicational capital has significant relationship with organizational learning.

Structural capital has a significant relationship with organizational commitment.

Cognitive capital has a significant relationship with organizational commitment.

Communicational capital has a significant relationship with organizational commitment.

Organizational Learning has a significant relationship with organizational commitment.

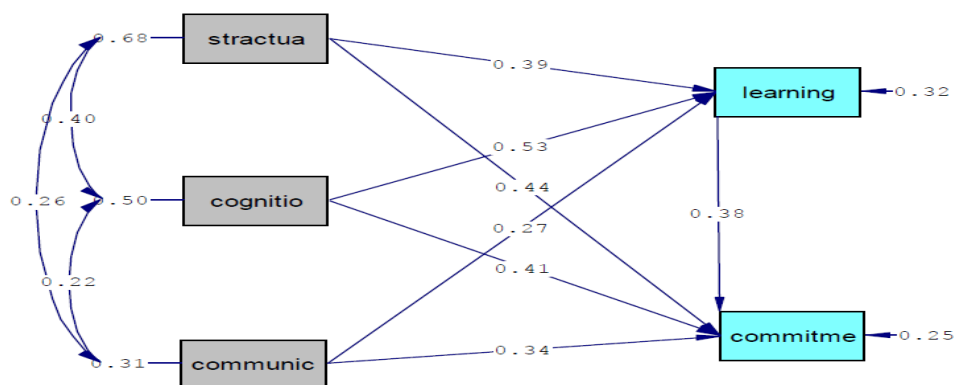
Methodology

The aim of the present study is applied and in terms of solidarity survey. The study population comprised all the employees of Red Crescent in Golestan Province that were 320 people. The sample size according to Morgan table was 175 individuals. Sampling was done randomly. Given that some of the questioner may not return or be filled wrong sample was distributed with about 10 percent increase. A questionnaire was used to collect data. The first part of the questionnaire consisted of demographic questions. The second part questionnaire with 20 questions of social capital, 17 questions and 7 questions of organizational learning and organizational commitment based on a 5 point Likert spectrum (strongly disagree, disagree, neither disagree nor

agree, agree, strongly agree) was measured. To prepare the questionnaire for the investigation of social capital questionnaire Nahapiet and Ghoshal (1998), organizational learning questionnaire Gomer and colleagues (2005) and Organizational Commitment Questionnaire Susan Linz (2003) were used. Its reliability was measured by Cronbach's alpha coefficient, which indicates the good reliability of the instrument and amounts as follows: Structural funds, 0.89, cognitive capital, communicational 0.83, 0.86, organizational learning, organizational commitment, 0.84 and 0.87. To examine validity, Inventory to see a number of experts; this was approved after necessary amendments. Then the number of respondents was distributed primarily to meet the unknown and obscure their views were used. The next step was to survey. This study was done with moral considerations, as well as explaining the purpose of the research study units, data confidentiality by not writing the name in the questionnaire, would like to participate and the right choice for subjects.

Findings

In order to analyze the results path analysis was used. After ensuring the normality of variables, linearity and homogeneity of variance and path analysis was done. It should be noted that the model is approved, T standard values and coefficients must be meaningful and second to study the significance of its indices had a good fit. For values of T we use. That amount is significantly higher than the second. According to the analysis, all the relationships in the model of this study were significant.



Chi-Square=7.63, df=4.22, P-value=0.00000, RMSEA=0.034

Figure 2. Estimated Amounts in the Final Model

The final model values in Table 1, Table 2 and Table 3 can be seen:

Table 1. Values Direct Relationships between Variables in the Final Model

Direct Correlation Values in the Final Model					
Relations	Estimated Value	The Std. Value	The Std. Error of Estimate	The Amount of T	Sig. Level
Structural capital with organizational learning	0.39	0.42	0.05	6.38	< 0.05 P
Cognitive capital with organizational learning	0.53	0.56	0.03	3.42	< 0.05 P
Communicational Capital with organizational learning	0.27	0.31	0.03	8.12	< 0.05 P
Structural capital and organizational commitment.	0.44	0.47	0.04	4.23	< 0.05 P
Cognitive capital and organizational commitment	0.41	0.44	0.04	5.31	< 0.05 P
Communicational Capital and organizational commitment	0.34	0.36	0.03	7.82	< 0.05 P
Organizational learning and organizational commitment	0.38	0.40	0.06	5.57	< 0.05 P

Table 2. Values Indirect Relationships between Variables in the Final Model

The Final Model the Values of Indirect Relations					
Relations	Estimated Value	The Std. Value	The Std. Error of Estimation	The Amount of T	Sig. Level
Structural capital and organizational commitment	0.23	0.27	0.03	4.35	< 0.05 P
Cognitive capital and organizational commitment	0.21	0.24	0.03	6.47	< 0.05 P
Communicational Capital and organizational commitment	0.17	0.19	0.04	3.28	< 0.05 P

Table 3. Quantities of the Total Impact of the Variables in the Final Model

The Amount of Total Impact (Direct and Indirect Relations) in the Final Model					
Relations	Estimated Value	The Std. Value	The Std. Error of Estimation	The Amount of T	Sig. Level
Structural capital with organizational learning	0.39	0.42	0.05	6.38	< 0.05 P
Cognitive capital with organizational learning	0.53	0.56	0.03	3.42	< 0.05 P
Communicational Capital with organizational learning	0.27	0.31	0.03	8.12	< 0.05 P
Structural capital and organizational commitment	0.44	0.47	0.04	4.23	< 0.05 P
Cognitive capital and organizational commitment	0.41	0.44	0.04	5.31	< 0.05 P
Communicational Capital and organizational commitment	0.34	0.36	0.03	7.82	< 0.05 P
Organizational learning and organizational commitment	0.38	0.40	0.06	5.57	< 0.05 P

Table 4, Ultimate markers show communication model between social capital and organizational learning and organizational commitment.

Table 1. Markers Final Model

Marker	Accepted Domain	The Amount	Result
χ^2/df	<3	1.80	Approved model
GFI	>0.9	0.98	Approved model
RMSEA	<0.08	0.032	Approved model
RMR	<0.05	0.021	Approved model
NFI	>0.90	0.96	Approved model
IFI	>0.90	0.98	Approved model
CFI	>0.90	0.98	Approved model

Results of path analysis indicate that more than 95% between capital structure and organizational learning are directly related. ($P < 0.05$, $T = 6.38$ and $\beta = 0.39$), given that a significant amount t greater than 2 and is thus the first assumption will be accepted. According to the Results of path analysis with more than 95% between cognitive capital with organizational learning directly there ($P < 0.05$, $T = 3.42$ and $\beta = 0.53$) and significant is because the amount is greater than 2, Thus the second hypothesis accepted flora. The results of the analysis show that more than 95% of capital directly correlated with organizational learning ($P < 0.05$, $T = 8.12$ and $\beta = 0.27$) with respect to t value that is significantly higher than the second, third hypothesis is accepted. The results of the analysis show that more than 95% between structural capital and organizational commitment directly related. ($P < 0.05$, $T = 4.23$ and $\beta = 0.44$), given that a significant amount t greater than 2 and is thus the fourth premise is accepted. According to the Results of path analysis with more than 95% between cognitive capital and organizational commitment to directly there ($P < 0.05$, $T = 5.31$ and $\beta = 0.41$) because the amount is more than 2 t is significant, so thus the fifth hypothesis is accepted. The results of the analysis show that more than 95% between relational capital and organizational commitment to directly there ($P < 0.05$, $T = 7.82$ and $\beta = 0.34$) with respect to t value that is significantly higher than the second, sixth hypothesis is accepted. According to the Results of path analysis with more than 95% between job insecurity and job stress are directly related ($P < 0.05$, $T = 5.57$ and $\beta = 0.38$) is significant because the amount is greater than 2, so thus the seventh hypothesis is accepted.

Conclusion

This study examines the relationship between social capital and organizational commitment in Golestan province will pay Red Crescent Society. The results showed that all three dimensions of social capital (capital structure, cognitive capital and bridging capital) there is a significant relationship with organizational commitment. The results of this study strengthen the capital structure; organizational commitment is to enhance cognitive capital and relational capital. The director of the Red Crescent in Golestan province can be to implement appropriate strategies, strengthen the capital has paved the way to achieve the appropriate level of organizational commitment in the organization. Given that the role of organizational commitment is very important, high levels of it can facilitate access to the organization's goals for managers. According to the understanding of social capital, is the easiest way to deal with the changes in criteria. With the change in the prevailing

culture organizations through raising awareness and continuing education of staff in interacting with colleagues, altruism, how to deal with the organization and how to provide optimal customer service, organizational commitment will increase. The results of this study showed that social capital has a significant relationship with organizational learning. Social capital facilitates resource sharing, to create intellectual capital and increasing the power of learning in the organization effective utilization of social capital can be associates degrees will not only enhance organizational learning but also enables organizations to better innovation performance by collecting consensus on organizational learning and change attitudes create individual learning. Social capital is a good place to exchange knowledge organization that provides accurate and useful. Communication involves strong emotional bonds, sincere and social relations are multiple. People need to acquire knowledge of the strong links within social networks with other organization members have the data transfer at a high level and will create favorable conditions for learning. In order to strengthen the factors related to organizational learning and organizational commitment as well as strengthening social capital factors related to the Red Crescent Society of Golestan province, can consider the following proposals: The capital increase will be proposed for staff training, In their relationship with organizations and individuals outside the organization and its partners in the field of economic activity (established cooperative stores), To motivate their social and political reflection and formed between recreation and pilgrimage camps, scientific, educational and sports such as mountain climbing or form sports teams (football, volleyball,...), Capital structure can be increased. Capital cognitive components of communicative language, interactive and common codes in the organization. In this context, it is proposed to improve the component level language and common codes through specialized courses in the field of religious teachings, to promote spiritual level (honesty in speech, clarity of expression and transparency in the information and...) improves cognitive capital. To improve the relational capital in the organization recommended that define norms for organization and the virtue of reliability and intimate relationships and provide more interaction between employees and managers. Therefore, by defining norms for the organization so that it can be expanded on later moved into a desirable relationship. Thinking and problem-solving groups can be one of the solutions. In the end, it can be noted, to establish a favorable social capital, managers play the most critical role, because their actions influence in shaping the organization. Therefore, the appointments of

directors based on merit and ensure organizational commitment to the values and beliefs. Field Organization can play an important role in strengthening social capital. Social capital is the priority in which individual and organizational characteristics, organizational learning and organizational commitment to employee brings to the organization.

References

- Adler, P., & Kwon, S.-W. (2002). Social Capital: Prospects for a New Concept. *Academy of Management Review*, 27(1), 17-40. doi:10.5465/AMR.2002.5922314.
- Araqi, M. (1994). *The Relationship between Job Satisfaction and Organizational Commitment of Personnel of Khouzestan Steel Company. (Theses)*. Economy Faculty of Administrative Sciences, University of Isfahan.
- becker, H. (1960). Notes on the Concept of Commitment. *American Journal of Sociology*, 66(1), 32-40. doi:10.1086/222820.
- Becker, T. (1992). Foci and Bases of Commitment: Are They Distinctions Worth Making? *Academy of Management Journal*, 35(1), 232-244. doi:10.2307/256481.
- Bourdieu, P. (1997). *Outline of a Theory of Practice*. (R. Nice, Trans.) Cambridge: Cambridge University Press.
- Chalapi, M. (2006). *Social Analysis in Action Space*. Tehran: Ney press. Retrieved from <http://vista.ir/book/527803>.
- Cohen, D., & Prusak, L. (2001). In Good Company: How Social Capital Makes Organizations Work. *Journal of the ACM*, 1(31), 6-8. doi:10.1145/358974.358979.
- Coleman, J. (1998). *Foundations of Social Theory*. Belknap Press.
- Curado, C. (2006). Organisational Learning and Organisational Design. *The Learning Organization*, 13(1), 25-48. doi:10.1108/09696470610639112.
- Dasgupta, P., & Serageldin, I. (1999). *Social Capital: A Multifaceted Perspective (English)*. Washington.
- Esmaeili, R. (2006). *Evaluation of Social Development and ranking in the cities of Isfahan province. (Theses)*. Isfahan University, Faculty of Literature and humanities.
- Feizi, K., & Ronaghi, M. (2012). Evaluation of Intellectual and Social Capital of Companies Ranked by Iran's High Informatics Council. *Journal of Information Processing and Management*, 27(1), 189-206. Retrieved from <http://jipm.irandoc.ac.ir/article-1-1747-en.html>.
- Forghani, A., & Haghbin, A. (2009). Evaluation of the Role of Culture and Social Capital in Science and Technology Development System of Iran. *Journal of science and technology parks and incubators*, 20(5). Retrieved from <http://www.roshdefanavari.ir/En-ViewJournal/301>.
- Ghafari, G. (2011). *Social Capital and on Security*. Tehran: Journal of sociologists.
- Hsu, C.-P., Chang, C.-W., Hua, H.-C., & Chiang, C.-Y. (2011). The Relationships among Social Capital, Organisational Commitment and Customer-Oriented Prosocial Behaviour of Hospital Nurses. *Journal of Clinical Nursing*, 20(9-10), 1383-1392. doi:10.1111/j.1365-2702.2010.03672.x.
- Imam, A., Shafique, M., & Tehseen Shah, F. (2014). Mediating Relationship of Job Satisfaction between Social Capital and Organizational Commitment in Employees: A Study of Banking Sector of Pakistan. *Journal of Applied Environmental*, 4(12), 274-283.
- Leana, C., & Van Buren, H. (1999). Organizational Social Capital and Employment Practices. *Academy of Management Review*, 24(3), 538-555. doi:10.5465/AMR.1999.2202136.
- Lochner, K., Kawachi, I., & Kennedy, B. (1999). Social Capital: A Guide to its Measurement. *Health & Place*, 5(4), 259-270. doi:10.1016/S1353-8292(99)00016-7.
- Meyer, J., & Allen, N. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1(1), 61-89. doi:10.1016/1053-4822(91)90011-Z.
- Moghimi, S. (2008). *Organization and Management: Management Approach*. Termeh publication.
- Mohseninia, S. (2013). *Relationship between Social Capital and Organizational Commitment in Central Administration Maskan Bank of Tehran with an Emphasis on Gender*.
- Monazzami, M. (2014). *The Effect of Social Capital on Organizational Commitment Municipalities in five Regions of Tehran*. Islamic Azad University - Central Tehran Branch, Islamic Azad University - School of Management.
- Nadi, Moulavi, & Tograee. (2012). The Relation of Social Capital and Organizational Justice with Organizational Commitment Based on Structural Equation Model among Female High School Teachers in Isfahan in 2011-12. *New Educational Approaches*, 7(2), 97-120. Retrieved from <http://uijs.ui.ac.ir/nea/article-1-776-en.html>.

24. Nasr Esfahani, A., Shabani Naftchali, J., & Khazaei Pool, J. (2013). A Study of the Impact of Perceived Organizational Justice on Employee's Social Capital (Case Study: Health Network of Noshahr City). *Journal of Applied Sociology*, 24(2), 165-184. Retrieved from <http://uijs.ui.ac.ir/jas/article-1-528-en.html>.
25. Navabakhsh, M., & Fadavi, J. (2008). A Survey about the Dimensions of Social Capital and its Role in Urban Development (A Case Study of Tehran's District No.5). *Social Sciences Bulletin*, 2(1), 25-47.
26. Newstrom, J., & Davis, K. (2002). *Organizational Behavior: Human Behavior at Work*. Retrieved from <http://www.goodreads.com/book/show/4636890-organizational-behavior>.
27. Rhmanseresht, H., & Saghravani, S. (2013). Influence of Organizational Identity and Calling Orientation on Employee's Affective Commitment. *Managment*, 5(9), 52-67. Retrieved from <http://tmj.um.ac.ir/index.php/manag/article/view/28870>.
28. Saatchi, M. (2007). *Productivity Psychology: Applied Aspects of Work Psychology, Industrial and Organizational* (2 ed.). Edit Publishing. Retrieved from <http://www.profsaatchi.ir/fa/about-the-professor/biography/works.html>.
29. Saedi, M., & Yazdani, H. (2010). Knowledge Management and Learning Organization: Analyzing the Role of Knowledge and Experience Documentation. *Journal of Iranian Technology Management*, 2(2), 67-84. Retrieved from https://jitm.ut.ac.ir/article_19953.html.
30. Saghravani, S. (2009). *Evaluate the Relationship between Spiritual Intelligence and Organizational Commitment Razavi Khorasan Gas Company. (Theses)*. Islamic Azad University of Mashhad.
31. Shahhoseini, M. (2002). *Studying the Impact of Social Capital Community Credit in the Circulation of Women. (Theses)*. Tehran: Science and Research Branch, Islamic Azad University.
32. Sheikh, M., Bagherzadeh, F., Zivyar, F., Gholamalizadeh, R., Esmaeili, H., & Fazel, J. (2005). The Study of Organizational Commitment Physical Education and Health Education Assistance. *Harakat*, 26(26), 5-21. Retrieved from https://joh.ut.ac.ir/issue_1801_1813_Volume+26%2C+Issue+26%2C+September+2007.html.
33. Sheldon, M. (1971). Investments and Involvements as Mechanisms Producing Commitment to the Organization. *Administrative Science Quarterly*, 16(2), 143-150. doi:10.2307/2391824.
34. Shojaei Baghini, M. (2008). *Basics of Social Capital*. Tehran: Institute of Social and Cultural Studies. Retrieved from www.adinehbook.com/gp/product/9642738564.
35. Tanhaei, A. (2010). *Introduction to Schools and Sociological Theories* (6 ed.). Marandiz Publication and Dissemination of Bahman Borna. Retrieved from <http://www.goodreads.com/book/show/22999329>
36. Watson, G., & Papamarcos, S. (2002). Social Capital and Organizational Commitment. *Journal of Business and Psychology*, 16(2), 537-552. doi:10.1023/A:1015498101372.
37. Yong Koh, T., & Rowlinson, S. (2012). Relational Approach in Managing Construction Project Safety: A Social Capital Perspective. *Accident Analysis & Prevention*, 48, 134-144. doi:10.1016/j.aap.2011.03.020.