RELATIONSHIP BETWEEN SOCIAL CAPITAL AND JOB SATISFACTION OF EMPLOYEES IN MELLI BANK OF IRAN

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ABSTRACT

The present study investigated the role of social capital in one of the most genuine human capital which has been called job satisfaction. The aim of this study in 1392 tested the relationship between social capital variable (the elements of trust, cooperation, coordination, communication and knowledge networks) and Variable Job satisfaction of Melli Bank of Iran staff (headed north Tehran) is performed. This study according the aim is functional, The method of data collection is descriptive survey and is a correlation kind. The study sample of 902 men and women of all employees working in branches will take care of north Tehran, 205 of which are based on Cochran's formula using simple random sampling with numerous branches in grades 1, 2, 3 and superior were selected. The research instrument was a questionnaire that its validity using PNU teachers and education experts in Melli Bank of Iran and reliability using Spss software and Cronbach's alpha coefficient for both variables (social capital and job satisfaction) and also for the total (sum of questions on social capital and job satisfaction) above 0.7, were confirmed. In this study, structural equation modeling and confirmatory factor analysis using Lisrel software is used. Consistent with this hypothesis, the coefficients of correlation model showed to enhance employee job satisfaction should increase social capital and there is a significant relationship between social capital and Job satisfaction. And among the factors that influence social capital (trust, cooperation, coordination, communication and networks, social awareness) social participation aspect have the greatest impact (correlation coefficient 0.79) on social capital. Also employee job satisfaction and social capital of sample staff average was measured.

KEYWORDS: social capital, job satisfaction, social trust, social participation, social solidarity, communication and social networking, and social awareness.
INTRODUCTION

The organization, and service firms consider the first part and the most constant of the customers and satisfaction and their positive attitude will have a major effect on customer satisfaction and ultimate consumers. Every organization needs to achieve its objectives by coordinating with employees goals are its goals. That has not met the needs of employees, do not be reluctant to show the organization and finally might not be expected to align employee goals with organizational goals. When this is a one-way, that one of the parties to meet your needs and the other party fails, in this equation, the benefits flowing to the parties and survival of the organization will suffer. So a manager to achieve organizational goals needs satisfaction of its employees.

Social Capital is a venture capital organization. Unlike other types of capital to be physically there, but is result the interaction of group and social norms and groups and societies that have social capital, can achieve goals which is not possible without social capital. Also its increase can cause lower levels of administration costs and operating costs of organizations and businesses (RostamiShahrbabaki, 2009).

Among the issues and concerns of policy makers and planners, this is why, despite all the government programs and investments in various economic sectors does, cannot overcome the difficult economy and the people's livelihood. Usually when spoken of the country's economic problems, often lack physical capital (material) is named as one of the greatest problems and no mention of social capital mentioned. However, the need for social capital in terms of inflation and recession that is needed to build confidence, it is needed more than any other capital and social capital alongside other investors can take many unsolved riddles of the way to take the community development movement and economic growth and social growth, are possible (Motevaseli and Biniazi, 1996: 36-35).

Therefore, in order to identify the needs and aspirations of employees and motivation factors, in this study, the measurement job satisfaction of Melli Bank of Irans branchstaff, in two-part "retention factor", which includes psychological needs (welfare payments) - security needs (physical condition and future benefits) - social needs (employment policies, management style and communication) And "motivating factors" including the need for respect and dignity(Recognition, promotion, autonomy and responsibility) - The need for self-discovery (career and the nature of work) - and finally the need to succeed which is the result of combining two "theory of Maslow's hierarchy of needs" and "Herzberg's two-factor theory".

Strengthening social capital can enhance the social and economic performance of their employees and the organizations and communities. This study sought to investigate the relationship between social capital and job satisfaction of employees of the Melli Bank of Iran (case study of Tehran North Branch Supervision) that in this regard, the five components of social capital (social trust, social participation, social cohesion, communication and social networking and social awareness) which is derived from "the theory of social capital, Putnam," will be examined.
LITERATURE REVIEW

Oliver Omen and Christoph Kowalski, 2009, in their study of the subject of the relationship between social capital and job satisfaction among hospital doctors conclude that social capital of an organization in addition to business and professional experience, predicts significant of job satisfaction of physicians who are working in the field of patient offers. Confidence, emotional maturity, assistance, collaborative, and moral values are indicators of social capital which highlights committee members and social networks and enables them to work collaboratively.

Nyholm Seija, 2005 in his study of the subject social capital and job satisfaction of employees of educational institutions, the results suggest that social capital increases job satisfaction. All components of social capital, particularly trust, resulting in a positive way is to measure overall job satisfaction. When job satisfaction is divided into non-emotional and emotional levels, social capital shows a positive relationship with job satisfaction. Trust aspect of social capital increases instrumental aspects of job satisfaction while the data elements increases the social level of job satisfaction. Also the norms level has a positively related with the aspects of job satisfaction.

Nosrat Moradi, 2010 in his study of the subject of the relationship between social capital and job satisfaction in agriculture organization in the province Khozestan - city of Ahvaz to examine the relationship between social capital and job satisfaction of employees in the organization deals, the results indicate that among job satisfaction of employees and their level of social capital in organizations, there is a significant relationship.

Arghavan Zandiye, 2008 in her study of social capital and its impact on job satisfaction in selected private hospitals in Tehran, which has defined the social capital variables (formal networks, trust and norms) and job satisfaction variables (individual factors, organizational factors, the nature of work and working environment), results indicate that trust has direct relationship with job satisfaction and informal networks and job satisfaction has an indirect relationship and also norms action and job satisfaction has no direct or indirect relationship.

METHODOLOGY

This study in terms of data collection, descriptive and is the correlation, because it explores the impact of the independent variables with the dependent variable deals. This correlation study, which is a subset of non-experimental descriptive studies, its aim is to show the relationship between variables.

The population of the study is all staff of supervision in northern Tehran, Melli Bank of Iran (902 persons). The total number of branches 103 branches are headed north branch of Level 1: 44 branches - Level 2: 33 branches - Level 3: 20 branches - Level 4: 2 Branch - top: 4 branches are. The number of sample was selected according to frequency branch degree.

CORRELATION ANALYSIS

Including correlation analysis, analysis of covariance matrix or the correlation matrix. According to objective research and analysis that takes place on the matrix is divided into two main
categories (Habibi, 2011).

A - Confirmatory Factor Analysis

B - Structural Equation Modeling (SEM)

In the confirmatory factor analysis researcher seeks to develop a model that assumes that the experimental data based on a relatively small number of parameters describe, explain or justify. This model is based on empirical information about the data structure that can form a theory or hypothesis, a classification scheme for the items specified in the applicable physical characteristics of form and content, experimental known situations or knowledge from previous studies on extensive data. Confirmatory methods (hypothesis testing) set data with a given factor structure (the theory of) are synchronized or not (Same).

**STRUCTURAL EQUATION MODELING**

Structural equation model of a specific causal structure among a set of latent variables and observed variables. Using structural equation modeling, the relationships among latent variables and tales measurement of each latent variable with the related variable is considerable (Same).

In this study, is used confirmatory factor analysis and structural equation modeling using Lisrel software. In Lisrel output models, should be analyzed and interpreted and finally pay the decision to accept or reject parameters affecting the latent variable.

**THE TEST STATISTIC t**

When correlation variables were identified through the load factor should be significant test. To determine the significance of relationships between variables is used of the test statistic t or the t-value. Because significant is checked error in 0.05 thus, if the factor loadings of the observed t-value test calculated smaller than the absolute value of 1.96, the relationship is not significant and in Lisrel software will appear in red, in which case the manifest variable should be removed of the model and re-routing model.

Latent variable DG demographic is detected whit the obvious variables such as gender, marital status, age, education, work experience, organizational and branch level. In the confirmatory factor analysis demographic variable, sex variables, marital status, level of education were excluded from the model (because T-statistics of these variables to be smaller than 1.96). Then researcher re-evaluated the factor analysis model.

To measure latent variable of job satisfaction JS has been used manifest variables physiological, security, social, respect and position, self-discovery and success and prosperity needs.

To measure latent variable of social Capital SC has been used variables social trust, social participation, social solidarity, communications and networks, social awareness.
FIGURE 1. CONFIRMATORY FACTOR ANALYSIS MODEL OF STUDY
As shown in Figure 1, the values of all variables in t-value is greater than the number of 1.96 therefore, these parameters have significantly associated with variables of job satisfaction, social capital and demographic variables, and will be considered as sensor parameters of these variables.

FIGURE 2. STRUCTURAL MODEL OF STUDY IN FACTOR LOADING STANDARD MODE (STANDARDIZED SOLUTION)

As shown in Figure 2, on the one hand relationship and factor loading of latent variables of job satisfaction, social capital and demographic and on the other hand relationship and factor loading of approved parameters these three variables is depicted. As job satisfaction variable (the dependent variable), the influence of social capital variables (the independent variable) and demographic (the independent variable) is.

In Lisrel software output, there is an output file which the relationship between these variables in structural equation form and is shown below.

Structural Equations

\[ JS = 0.77 \times SC + 0.15 \times DG, \text{ Errorvar.}= 0.24, \ R^2 = 0.73 \]

\[ (0.10) \quad (0.058) \quad (0.076) \]

\[ 7.35 \quad 2.67 \quad 3.20 \]
Above equation can be expressed as follows:

\[ JS = 0.77*SC + 0.15*DG + \text{Constant} \]

According to the equation, the load factor (ratio) of social capital variable on job satisfaction variable is 0.77. So strong and direct correlation between the two variables exists. On the other hand loadings (factor) of demographic variable on job satisfaction variable is 0.15, which suggests a direct but weak correlation between these variables.

In other words, for every 1 unit increase in social capital and demographic variables, job satisfaction, respectively, of approximately 0.77 and 0.15 is increased. The constant in the equation, is changes in the dependent variable of job satisfaction that is not explained by the independent variables in the model.

**FACTOR LOADINGS OF THE VARIABLES ANALYSIS**

As output structural equations in estimated factor loading shows, all routes between implicit and explicit parameters of the three variables of job satisfaction, social capital and demographic are with a load factor greater than 0.3. Table 1 shows values of loadings and correlation coefficients of the impact parameters on the model variables.

**TABLE 1. THE VALUES OF CORRELATION COEFFICIENTS AND FACTOR LOADING PARAMETERS**

<table>
<thead>
<tr>
<th>Effect</th>
<th>Factor loading coefficient</th>
<th>Judging by the minimum acceptable value</th>
<th>Intensity and type of correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physiological needs on the job satisfaction</td>
<td>0.59</td>
<td>0.59 &gt; 0.3 Acceptable</td>
<td>Middle and direct</td>
</tr>
<tr>
<td>Security need on Job Satisfaction</td>
<td>0.62</td>
<td>0.62 &gt; 0.3 Acceptable</td>
<td>Strong and direct</td>
</tr>
<tr>
<td>Social needs on Job satisfaction</td>
<td>0.65</td>
<td>0.65 &gt; 0.3 Acceptable</td>
<td>Middle and direct</td>
</tr>
<tr>
<td>The need for respect and dignity on the job satisfaction</td>
<td>0.78</td>
<td>0.78 &gt; 0.3 Acceptable</td>
<td>Strong and direct</td>
</tr>
<tr>
<td>The need for self-discovery on the job satisfaction</td>
<td>0.72</td>
<td>0.72 &gt; 0.3 Acceptable</td>
<td>Strong and direct</td>
</tr>
<tr>
<td>Need to succeed on the job satisfaction</td>
<td>0.46</td>
<td>0.46 &gt; 0.3 Acceptable</td>
<td>Middle and direct</td>
</tr>
<tr>
<td>Trust on social capital</td>
<td>0.71</td>
<td>0.71 &gt; 0.3 Acceptable</td>
<td>Strong and direct</td>
</tr>
<tr>
<td>Participation on social capital</td>
<td>0.79</td>
<td>0.79 &gt; 0.3 Acceptable</td>
<td>Strong and direct</td>
</tr>
<tr>
<td>Solidarity on social capital</td>
<td>0.77</td>
<td>0.77 &gt; 0.3 Acceptable</td>
<td>Strong and direct</td>
</tr>
<tr>
<td>Communications and networks on social capital</td>
<td>0.78</td>
<td>0.78 &gt; 0.3 Acceptable</td>
<td>Strong and direct</td>
</tr>
<tr>
<td>Awareness on social capital</td>
<td>0.47</td>
<td>0.47 &gt; 0.3 Acceptable</td>
<td>Middle and direct</td>
</tr>
<tr>
<td>Age on demographic</td>
<td>0.89</td>
<td>0.89 &gt; 0.3 Acceptable</td>
<td>Strong and direct</td>
</tr>
<tr>
<td>Experience on the demographic</td>
<td>0.98</td>
<td>0.98 &gt; 0.3 Acceptable</td>
<td>Strong and direct</td>
</tr>
<tr>
<td>The organizational post on demography</td>
<td>0.69</td>
<td>0.69 &gt; 0.3 Acceptable</td>
<td>Strong and direct</td>
</tr>
</tbody>
</table>
As mentioned in the previous section, significant coefficients and parameters of the structural model using the t-value test is possible. Figure 3 indicated - The structural model of the t-value test mode. None of the Pathways model has not red. So much t-value for all variables is greater than the number of 1.96 and the parameters of the model are statistically significant.

**GOODNESS OF FIT TEST**

When a model has a good theoretical, the next step is to be reviewed the suitability of this model with data that the researcher has collected. The fitness model should be investigated.

Indicators of fitness are used to determine the propriety and credit of designed models. Two main parameters that are highly focused and clearly seen in the output of LISREL software, is K2 index and RMSEA index (Habibi, 2011).

In table 2 - Values of these two fitness indexes and other indexes are shown. Except the AGFI index, other indexes have been adopted in the public domain.
TABLE 2. VALUES FITNESS INDEX MODEL

<table>
<thead>
<tr>
<th>Fitness indexes</th>
<th>Amount of index in the model</th>
<th>Acceptance range</th>
<th>Comparison with acceptance range</th>
</tr>
</thead>
<tbody>
<tr>
<td>/ df \chi^2</td>
<td>1.86</td>
<td>1-5</td>
<td>Acceptable</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.067</td>
<td>Smaller than 0.5</td>
<td>Acceptable</td>
</tr>
<tr>
<td>RMR</td>
<td>0.043</td>
<td>Smaller than 0.05</td>
<td>Acceptable</td>
</tr>
<tr>
<td>GFI</td>
<td>0.91</td>
<td>Greater than 0.9</td>
<td>Acceptable</td>
</tr>
<tr>
<td>AGFI</td>
<td>0.87</td>
<td>Greater than 0.9</td>
<td>Non acceptable</td>
</tr>
<tr>
<td>NFI</td>
<td>0.95</td>
<td>Greater than 0.9</td>
<td>Acceptable</td>
</tr>
<tr>
<td>NNFI</td>
<td>0.97</td>
<td>Greater than 0.9</td>
<td>Acceptable</td>
</tr>
<tr>
<td>CFI</td>
<td>0.97</td>
<td>Greater than 0.9</td>
<td>Acceptable</td>
</tr>
</tbody>
</table>

HYPOTHESES TEST

THE MAIN HYPOTHESIS OF THIS STUDY

The main hypothesis: Social capital has a significant impact on job satisfaction.

H0: Social capital has a significant impact on the management of organizational knowledge.

H1: Social capital doesn’t have a significant impact on organizational knowledge management

In accordance with the structural model of t - value T-statistic equal to 7.35 due to that is further than critical value of the statistic t (1.06), Thus, the significance level 0.05 reject hypotheses H1 and H0 hypothesis is accepted. So with 0.95 probability social capital variable has significant influence on job satisfaction and this impact according to the loadings standard size as 0.79, which indicates a strong, positive impact type.

THE FIRST SUB-HYPOTHESIS: social trust has a significant impact social capital.

H0: Social trust has a significant impact on social capital.

H1: Social trust doesn’t have a significant impact on social capital.

In accordance with the structural model of t-value, t-statistic is equal to 10.89 and it is more than the critical value of the statistic t (1.96) then in significant level of 0.05, H1 hypothesis is rejected and H0 hypothesis is accepted. So with 0.95 probability social trust variable has significant influence on social capital and this impact according to the loadings standard size as 0.71, which indicates a strong, positive impact type.

SECOND SUB-HYPOTHESIS: social participation, social capital has a significant effect.

H0: Social participation has a significant impact on social capital.
H1: Social participation doesn’t have a significant impact on social capital.

In accordance with the structural model of t-value, t-statistic is equal to 12.53 and it is more than the critical value of the statistic t (1.96) then in significant level of 0.05, H1 hypothesis is rejected and H0 hypothesis is accepted. So with 0.95 probability social participation variable has significant influence on social capital and this impact according to the loadings standard size as 0.79, which indicates a strong, positive impact type.

THIRD SUB-HYPOTHESIS: Social solidarity has a significant impact social capital.

H0: Social solidarity has a significant impact social capital.

H1: Social solidarity doesn’t have a significant impact social capital.

In accordance with the structural model of t-value, t-statistic is equal to 12.11 and it is more than the critical value of the statistic t (1.96) then in significant level of 0.05, H1 hypothesis is rejected and H0 hypothesis is accepted. So with 0.95 probability social solidarity variable has significant influence on social capital and this impact according to the loadings standard size as 0.77, which indicates a strong, positive impact type.

FOURTH SUB-HYPOTHESIS: Social communications and networks have significant effect on social capital.

H0: Social communications and networks have significant effect on social capital.

H1: Social communications and networks do not have significant effect on social capital.

In accordance with the structural model of t-value, t-statistic is equal to 12.31 and it is more than the critical value of the statistic t (1.96) then in significant level of 0.05, H1 hypothesis is rejected and H0 hypothesis is accepted. So with 0.95 probability social communications and networks variable has significant influence on social capital and this impact according to the loadings standard size as 0.78, which indicates a strong, positive impact type.

FIFTH SUB-HYPOTHESIS: Social awareness has a significant effect on social capital.

H0: Social awareness has a significant effect on social capital.

H1: Social awareness doesn’t have a significant effect on social capital.

In accordance with the structural model of t-value, t-statistic is equal to 6.47 and it is more than the critical value of the statistic t (1.96) then in significant level of 0.05, H1 hypothesis is rejected and H0 hypothesis is accepted. So with 0.95 probability social awareness variable has significant influence on social capital and this impact according to the loadings standard size as 0.47, which indicates a strong, positive impact type.
DISCUSSION & CONCLUSION

According to confirm the relationship between social capital and job satisfaction have been seeking ways to increase the social capital of organization upon which so greatly increased job satisfaction of employees. Due to the unsuitable situation of the organization in the field of social communication and social networking components, it is recommended to pay more attention to this aspect. However, in this regard, the following recommendations are offered:

RECOMMENDATIONS IN ORDER TO INCREASE SOCIAL TRUST IN THE STAFF

- Boost, loyalty morale building through organizational culture, so that even when is disadvantageous to employees, be honest with the organization and colleagues without any fear. (In this context, managers and supervisors to be honest as a model, has a great influence).
- Establish a fair system of payments, rewards and job development staff to increase employees trust to the organization.

RECOMMENDATIONS IN ORDER TO INCREASE SOCIAL PARTICIPATION IN THE STAFF

- Weekly or monthly group meetings to solve the organization problems and the importance of the views of all staff.
- To grant financial and non-financial rewards and incentives to employees that their offers is effective and useful.
- Improve culture of working together and have spirit of sharing personnel problems. (This can be used by managers, directors, supervisors, etc. and become the rule).
- Classified in categories A group of people working together to transfer knowledge and experience commensurate with the employee's strengths and weaknesses.

RECOMMENDATIONS IN ORDER TO INCREASE SOCIAL SOLIDARITY IN THE STAFF

- Encourage employees to join social groups inside and outside the Bank, under the influence of subscribing via Scores personnel evaluation.
- Establishment of moral and religious education classes and races Bank to institutionalize religious beliefs as
  - (Enjoining good and forbidding evil of one another, helping and assisting in times of trouble, etc...)
- Directors, supervisors and managers must be trained, be the first to volunteer workers attempt to solve business problems and personal. (Spirit-to-peer support in times of adversity other
subordinates to transfer the).

**RECOMMENDATIONS IN ORDER TO INCREASE SOCIAL COMMUNICATIONS AND SOCIAL NETWORKING IN THE STAFF**

- Conferences, seminars, and conferences for branches and offices to meet staff and use of each other experiences and knowledge to colleagues in other departments of the bank (Transfer of Knowledge Enterprise).

- Classes and reading races about best practices of relations with colleagues in the workplace in accordance with the organization's culture and society.

**RECOMMENDATIONS IN ORDER TO INCREASE SOCIAL AWARENESS IN THE STAFF**

- Employee notification of laws, regulations, administrative offenses, punishment, encouragement, facility, facilities ... before you begin formal at the training service. (This can be through books, pamphlets and CDs .... to be provided).

- Giving ID to any branch and documenting it so easily that information can be provided for employees.(This information can include long-term goals, medium-term and short-term - Savings Account, Current, long time. .. - branch lending capacity - defined jobs and job descriptions in all its branches - Do's and Taboos of work - the last years of branch staff names - names of loyal customers).

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