

Determining the Relation of Social Capital with the Development of Organizational Trust and Job Attachment (The Case of the Nurses of the Non-Governmental Medical –Treatment Service Centers of Isfahan City)

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Abstract

This study attempts to determine the relation of social capital with the development of organizational trust and job attachment among the nurses of the non-governmental medical-treatment service centers of Isfahan city. The study is a descriptive correlational research. The statistical population comprises all the nurses of the non-governmental medical treatment service centers of Isfahan city between the years 2009 – 2010. 112 nurses were selected by employing cluster random sampling. For data analysis, Pearson's correlation coefficient and multiple correlations were adopted. For data collection, the study uses three questionnaires (Roder's organizational trust questionnaire, 2003; the researcher-made questionnaire of job attachment; and the researcher-made questionnaire of social capital) whose validities are measured respectively at 0.87, 0.89, and 0.91 in terms of the obtained content and according to Cronbach's alpha. Generally, the findings reveal that , the structural aspect alone accounts for 51 percent of the variance of organizational trust which is increased by the cognitive aspect up to 56 percent and goes up as far as 64 percent by considering the communicational aspect. Besides, the findings also reveal that the structural aspect alone accounts for 47 percent of the variance of job attachment which is increased by the cognitive aspect up to 54 percent and goes up to 58 percent by considering the communicational aspect.

Key words: social capital, organizational trust, job attachment, medical-treatment service centers.

Introduction

Having organizational trust and job attachment are factors necessary for nurses and nursing occupation. Since this job is a very sensitive one, it is necessary that nurses have trust in and attachment to their working environment. Mathieu & Zajac (2009) show that social capital plays an important part in the development of organizational trust and job attachment. Social capital comprises the different aspects of social organization such as trust, values and networks which could improve the society's efficiency by facilitating coordinated measures. Like other capitals, social capital is productive and provides access to clear objectives which are inaccessible without social capital (Tavassoli 2003). "Social capital could be defined as a certain set of informal values and norms shared by members of a group which are allowed to cooperate with one another. Participation in values and norms does not by itself lead to the production of social capital because these values might be negative ones" (Fokoyama, 2005, p. 11). Kohn and Proscac state that social capital comprises active relations between people and includes trust, mutual understanding, shared values and behaviors which link members of human networks and

societies and makes cooperation possible. According to them, social capital makes the organization something more than just a group of people who try to reach some objectives.

Social capital yields cooperation, commitment, sharing information and trust. According to Patnam, social capital is the set of the characteristics of social life, networks, values and trusts which enable participants to pursue their shared goals in a more effective way (Haqshanas, 2005). Pentham distinguishes between the two initial forms of social value which are the connecting (or comprehensive) social capital and the within-the-group (or exclusive) social capital. The connecting social capital brings together people belonging to various social divisions and the within-the-group social capital improves exclusive identity and causes homogeneity. Fokoyama takes social capital as a sociological phenomenon. He believes that social capital is closely related to the radius of trust and the greater the radius of trust in a group, the greater the social capital and hence the more the cooperation and mutual trust among the group members. What is concluded from various definitions of social capital is that this concept includes concepts such as trust, cooperation, and mutual relations among group members so that the group is directed toward achieving a goal which is deemed positive on the basis of the society's current norms and values (Tavassoli, 2005). Therefore, the amount of social capital in a society could indicate the gap between that society and a society which enjoys a democratic system with maximum efficiency of economic, social system (Akbari, 2004). If the amount of social capital is low in a society, that society is highly exposed to the danger of social trap. Social trap indicates low social capital, lack of people's trust in each other, prevalence of economic-administrative corruption, fear, etc. According to Mathieu & Zajac (1990), trust is defined as the employees' surety of usefulness and stability of the organization's behavior and remarks when facing unsustainable, risky situations.

Hetty et al. (2011) define organizational trust as one party's vulnerability against the other one based upon the belief or expectation that the other party is open and trustworthy. In order to measure organizational trust, Line (2009) refers to ten aspects which include: 1. Competence, 2. Honesty, 3. Dependability (reliability), 4. Clarity and rectitude, 5. Paying attention to the employees, 6. Vulnerability, 7. Sense of identity, 8. Mutual supervision, 9. Satisfaction, 10. Commitment. In fact, the nurses' organization trust in their working environment increases their job attachment. The development of social capital among nurses also leads to their job attachment. The term job attachment is defined as the act of internalizing the value of good and the importance of work in one's values.

Job attachment refers to a degree to which one is psychologically attracted, involved, and related to his/her current job. Social capital can affect organizational trust and job attachment in three ways. 1. The structural aspect: this aspect is divided into three groups: A: links existing in the network including extent and intensity of communications inside the network, B: the form and structure of the network including the hierarchy of the network, and the degree of communicability and density of the network, C: organizational proportion, e.g. to what extent the network made for a certain objective could be useful for other objectives too. 2. The cognitive aspect: using a common language, this aspect which is based upon cognition (i.e. mental, rational, and thought activities) provides a common insight into goals and values for the members of the network. It also paves the way for their optimal activity in social system and includes common language, signs and narratives. 3. The communicative aspect: This aspect includes factors such as trust, values, commitments, mutual relations and determining shared identity.

Another division of the aspects of social capital conducted by the Kennedy group at Harvard University divides social capital to the following aspects: trust, political cooperation, civil cooperation and leadership, informal social connections, forgiveness and voluntary mood, cooperation, justice in civil cooperation, and variety of relationships and friendships. In fact, by considering the aspects of social capital (including responsibility, trust, professional responsibility, honesty, trustworthiness, discipline, control, supervision, mutual respect, lawfulness, etc) they can achieve their common objectives.

Review of literature

Studies of the history of theories formed on the basis of social capital reveal that social capital has led to the development of organizational trust and job attachment. According to the Andishmand (2009), social capital is

dependent upon various theories such as: Durkheim's (1917) theory of collective conscience, Simmel's transaction theory, Falts' (1918) human relations theory, Barnard's (1983) cooperation theory, Shaw and Mc Lee's (1942) social indiscipline, Homans' (1950) human group model, Loachi's (1981) Z theory, Leen's (1982) social resources theory, Granoter's (1985) weak links theory, Bret's (1992) structural gap theory, Nahapit & Goshal's social capital model, Krishna & Shrader's (1992) social capital model, Pakston's (1999) social capital model, Stone's (2000) social capital model, Park's (2006) conceptual framework of trust and knowledge production, Widman et al.'s (2006) framework of shared social capital and joint credit, Vandayi 's (2006) framework of interaction of social capital and thought capital, Gooderham et al.'s (2007) social capital model, Hesli et al.'s (2007) social capital model, and the structural model of the social capital of the world bank (2008). James Coleman (1966), Glenn Lowry (1970), Ben Pratt (1980), Williamson (1981), Baker (1983), Francis Fokoyama (1990), etc. have offered various definitions for social capital (Alvani et al. 2002).

For instance, Pierre Bourdieu identifies three types of capital which include: social, economic, and cultural capitals. He considered social capital as a form of capital which pays attention to communications and the participation of the members of an organization. Fokoyama divides social capital into three groups: the structural aspect, the cognitive aspect and the communicational aspect. Van Hala & Ahtila (2011) indicate that organizational trust is rated to social capital (the individuals' tendency to communicate with one another) in all organizations. Jing Yang et al. (2011) reveal that involving employees in decision-making as a social capital factor increases organizational trust and job attachment.

The research conducted by James et al. (2011) reveal that organizational values affect the success of leadership in achieving employees' professional trust and attachment. As long as organizational values such as maintaining discipline and organizational regulations, maintaining organizational hierarchy, respect for each other, and the improvement of basis and reward are the pivot of management's behavior, the employees will have more attachment to their job and work more efficiently. Therefore, productivity increases too. The findings of Leen et al. (2009), as cited in Andishmand (2009), reveal that the employee's job attachment increases if they are fairly treated in employment and assignment. Organizations need employees who enjoy an acceptable level of social capital capacity, human skills and required efficiencies. Timberlake (2005) has investigated relative effects of social and human capital on the progress of women's employment in banking industry in Australia. Their qualitative studies reveal that social capital's effect on women has a great significance. The ability of establishing communications and organizational networks is often the prerequisite for career advancement. Most studies conducted by Higgings & Kram (2001) reveal the complexity of the existing support networks in the organization. These researchers investigated the difference between networks and the power of support relations and concluded that in order to achieve professional success, there is often the need for establishing a number of separate support networks for achieving objectives.

Besides, the strength of the networks might be caused by cultural and sexual factors. For instance, women often prefer to form strong relations in a small group of people while men prefer to form weak relations in a large group of people. These differences could be instrumental in developing management. For example, women must be encouraged to develop more extended networks in order to support and cooperate so that they achieve better results both for the organization and for their career progress. Nahapit et al. (1998) conducted a thorough study on about 300 managers in major corporations in order to investigate the relation between social capital and sexuality. He realized that men and women adopt different ways to reach high levels of management. Men create social capital by progressing in environments full of structural gaps and opportunities for transaction of information and power. In contrast, women achieve success mostly in small and limited networks. In a study entitled "Within-the group social capital theory: a theory based upon dissimilar-oriented interactions",

Adibisedeh et al. (2008) conclude that the concept is related to dissimilar-oriented interactions, structural holes, weak links, and the complexity of social identity. It could be said that structural holes and weak links act as bridges which bring together isolated social networks and create a kind of social capital which is no longer exclusive and enjoys comprehensiveness. Ibaqi Isfahani (2008) holds that there is a significant, positive relation between the two communicative and cognitive aspects and the decrease of non-functional conflict. The ranking of the aspects in terms of amount of influence on the decrease of non-functional conflict indicates that, among the managers, the communicative, the cognitive and the structural aspects have the greatest ranks respectively.

The research hypotheses have been proposed based upon Fokoyama's (1990) theory about the grouping of social capital into three groups of structural, cognitive and communicative aspects and studies conducted by Van Hala and Ahtila (2011), Vang (2011), Higgings and Kram (2001), Metz and Tharno (2001), Bret (1992) about the relation between social capital and organizational trust and job attachment.

Research Hypotheses

There is a direct correlation between the development of social capital (structural, cognitive and communicative aspects) and organizational trust.

There is a direct correlation between the development of social capital (structural, cognitive and communicative aspects) and job attachment.

Research Methodology

This study is a descriptive-correlation research. The statistical population comprises all the nurses of the non-governmental medical-treatment service centers of Isfahan city between the years 2009-2010. The study uses single-stage cluster random sampling whereby 112 nurses are selected. The research tools comprise three questionnaires (Roder's 2003 organizational trust, the researcher-made questionnaire of social capital, and the researcher-made questionnaire of job attachment) whose validity is measured in terms of the provided content and by the Cranach's alpha method at 0.87, 0.89, and 0.91 respectively. The Pearson correlation method and the multiple correlations method have been employed for data analysis.

Research findings

Table 1. Correlation coefficient and square of multiple correlation coefficient of the prediction of organizational trust based upon the aspects of social capital.

Model		multiple correlations coefficient	square of multiple correlations coefficient	adjusted square of multiple correlation coefficient	standard error	F	P
step by step	first stage of structural aspect	0.719	0.517	0.516	2.15	387.199	0.001
	second stage of structural aspect, cognitive aspect	0.755	0.569	0.57	2.03	238.766	0.001
	third stage of structural aspect, cognitive aspect, communicative aspect	0.788	0.645	0.62	2.67	543.654	0.001

According to the above tables, the structural aspect alone accounts for 51 percent of the variance of organizational trust which is increased by the cognitive aspect up to 56 percent and goes up as far as 64 percent by considering the communicational aspect

Table 2. Predictors of organizational trust

model		non-standard coefficient		standard coefficient	t	Sig
		B	standard error	Beta		
first stage	constant coefficient structural aspect	7.589 0.608	1.395 0.031	0.719	5.440 19.677	0.001 0.001
second stage	constant coefficient structural aspect cognitive aspect	10.058 0.417 0.172	1.370 0.041 0.026	0.493 0.322	7.342 10.171 6.464	0.001 0.001 0.001
third stage	constant coefficient structural aspect cognitive aspect communicative aspect	5.839 0.872 0.732 0.637	1.738 0.829 0.456 0.357	0.479 0.546 0.353	2.675 8.653 0.676 2.746	0.001 0.001 0.001 0.001

According to the above table, the relations of the structural aspect, the cognitive aspect and the communicative aspect are with organizational trust is significant. Based upon Beta coefficient, 1 unit of increase in the structural aspect leads to 0.479 unit of increase in organizational trust. Also, 1 unit of increase in the cognitive aspect leads to 0.546 unit of increase in organizational trust. Besides, 1 unit of increase in the communicative aspect leads to 0.353 unit of increase in organizational trust.

Table 3. Correlation coefficient and square of multiple correlation coefficient of the prediction of job attachment based upon the aspects of social capital

model		multiple correlation coefficient	square of multiple correlation coefficient	adjusted square of multiple correlation coefficient	standard error	f	p
step by step	first stage structural aspect	0.453	0.426	0.205	1.45	247.454	0.001
	second stage structural aspect cognitive aspect	0.647	0.724	0.418	2.11	278.784	0.001
	third stage structural aspect cognitive aspect communicative aspect	0.837	0.473	0.7	2.53	627.531	0.001

According to the above table, the structural aspect, by itself, accounts for 42 percent of the job attachment which is increased to 72 percent by the cognitive aspect. This variance increases to 47 percent by considering the communicative aspect.

Table 4. Predictors of job attachment

model		non-standard coefficient		standard coefficients	t	Sig
		B	standard error	Beta		
first stage	constant coefficient structural aspect	6.465	1.473	0.572	4.785 17.964	0.001 0.001
second stage	constant coefficient structural aspect cognitive aspect	9.038 0.382 0.271	1.362 0.029 0.262	0.365 0.467	6.583 9.738 5.864	0.001 0.001 0.001
third stage	constant coefficient structural aspect cognitive aspect communicative aspect	4.282 0.785 0.732 0.583	1.564 0.642 0.566 0.384	0.388 0.572 0.376	2.345 7.392 0.893 2.628	0.001 0.001 0.001 0.001

According to the above table, the relations of the structural aspect, the cognitive aspect and the communicative aspect with job attachment are significant. Based upon Beta coefficient, 1 unit of increase in the structural aspect leads to 0.388 unit of increase in job attachment. Also, 1 unit of increase in the cognitive aspect leads to 0.572 unit of increase in job attachment. Besides, 1 unit of increase in the communicative aspect leads to 0.376 unit of increase in job attachment.

Results

The research findings reveal that there are significance relations between the structural, cognitive, and communicative aspects and organizational trust. The research findings correspond to those of Aibaqi Isfahani (1998), Mathew & Zajac (1990), Van Haha & Ahtila (2011) regarding the fact that there is a significant relation between the aspects of social capital (communicative, cognitive and structural aspects) and organizational trust. According to the findings, the structural aspect alone accounts for 51 percent of the variance of organizational trust which is increased by the cognitive aspect up to 56 percent and goes up as far as 64 percent by considering the communicational aspect. Jing Yang et al. (2011) concluded that social capital and transfer of knowledge are instrumental in improving organizational trust. Their findings reveal that involving employees in decision-making as a social capital factor increases organizational trust and job attachment. In addition, the findings reveal that the relation of structural, cognitive and communicative aspects with job attachment is significant. Based upon Beta coefficient, 1 unit of increase in the structural aspect leads to 0.388 unit of increase in job attachment. Also, 1 unit of increase in the cognitive aspect leads to 0.572 unit of increase in job attachment. Besides, 1 unit of increase in the communicative aspect leads to 0.376 unit of increase in job attachment. These findings correspond to those of Nahapiet et al. (1998). They concluded that men create social capital by progressing in environments full of structural gaps and opportunities for transaction of information and power. In contrast, women achieve success mostly in small and limited networks the feeling of job attachment is thus increased in them. Timberlake (2005) indicates that the relative effects of social capital on women are very significant. Leen et al. (2009) show that if employees are treated fairly in their employment and assignment, their job attachment increases and in is essential to pay attention to social capital.

James et al. (2011), as cited in Andishmand, maintain that organizational values affect the success of leadership in achieving employees' professional trust and attachment. As long as organizational values such as maintaining discipline and organizational regulations, maintaining organizational hierarchy, respect for each other, and the improvement of basis and reward are the pivot of management's behavior, the employees will have more attachment to their job and work more efficiently. Studies conducted by Higgings & Kram (2001) reveal the complexity of the existing support networks in the organization. They concluded that in order to achieve professional success, there is often the need for establishing a number of separate support networks for achieving objectives. Besides, the strength of the networks might be caused by cultural and sexual factors. For instance, women often prefer to form strong relations in a small group of people while men prefer to form weak relations in a large group of people. These differences could be instrumental in developing management. For example, women must be encouraged to develop more extended networks in order to support and cooperate so that they achieve better results both for the organization and for their career progress and get attached to their job.

Discussion

Since nursing is a very important career and lack of nurses' job attachment and trust in their working environment could lead to serious problems, this study attempts to show that paying attention to social capital in organizations leads to the development of nurses' organizational trust and job attachment. No doubt trust is the main and basic principle of and the key to understanding this invisible wealth (social capital) and its lack could weaken the basis of social capital. The close relation between this variable and the social capital issue and managers' sufficient attention to it causes other organizational capital to reach the required synergist city. Accordingly, by establishing many connections between the developments of trust at all levels of the organization and creating trust in all organizations and institutions, we can achieve public trust and social capital at a macro level. One of the issues that lead to the destruction of social capital is the managers' distance from the employees and the organization (e.g. the hierarchical structure). Managers could help develop social capital in the organization in many ways some of which relate to the society (macro level) and others pertain to the organization's domestic issues (micro level) which include: 1. obeying ethics 2. Sense of social responsibility 3. Unity with the society 4. Attempting to establish trust in the society 5. Continuous emphasis on training 6. job rotation of jobs 7. Increase of employees' job satisfaction.

Based upon the findings, it is proposed that the organizational environment be provided such that it helps the development of social capital in the organization and ethics and organizational values are developed among nurses. It is also proposed that support networks are formed for nurses in the form of professional teams so that social capital is developed among them and their organizational trust and job attachment increases.

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