



## The Review on the Relationship among Social Capital and Performance of Staff Employees

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**ABSTRACT:** The current research is purposed to examining of the relationship among social capital and performance of staff employees of Islamic Azad University Central Tehran Branch (CTB). In this descriptive research, among 142 members of staff employees in different sections (research, educational, students' affairs, development, cultural, administrative and financial affairs), 103 participants from personnel were chosen as statistical sample based on Morgan sample size table by means of classified sampling technique and they responded to questionnaires. To estimate the rate of relationship among social capital and personnel's performance and role of triple dimensions of social capital in performance, correlation test and stepwise multi-stage regression were respectively adapted where the results of this test showed that social capital only interpreted relational and cognitive perspectives of personnel's performance significantly. These two variables interpreted totally 59.4% of variance of personnel's performance. Regression analysis indicated that relational dimension had the maximum impact on personnel's performance. The relational dimension solely interprets 52.5% performance of staff employees in Islamic Azad University Central Tehran branch (CTB) and both relational and cognitive dimensions affected totally on performance of staff employees of Islamic Azad University (CTB) at level 59.4%, while structural dimension had no significant impact on performance of staff employees of Islamic Azad University (CTB).

**Keywords:** Social Capital, Performance, Personnel, University

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### INTRODUCTION

Today, along with human, financial, and economic capitals, another capital has been purposed as "Social Capital" in several organizations and communities. This concept is one of the modern concepts in sociology that is closely related to human capital as the foremost source in organizations. Social capital prepares a very appropriate platform for exploitation and efficiency of manpower in various organizations. On the other hand, utilization from other organizational capitals is also possible under the light of this capital and this point may refer to importance of this capital in the organization (Miobini, 2005).

Whereas human factor is considered as the most fundamental and crucial organizational element and many of modern theories of organization and management have also implied such a vital factor; therefore, in order to be informed about the outcomes from performance of manpower regarding the expected efficiency and effectiveness, the employees are evaluated in the organization. As a result, the needed measures are made to improve performance with recognition the weak points of employee, organizational deficiencies, and sincere and high-qualified workforces (Askarian, 1991).

Today, achievement of organizations may not be assessed only by accumulation of physical wealth and being equipped with the latest physical facilities and Information and Communication Technologies (ICTs) for which financial, physical, and human capitals lack the efficient effectiveness without social capital. Although for many years social aspect in organizations has been noticed by thinkers in management field, the importance and subject of social capital is a new topic in organizations, which was addressed during recent decade and achievement of organizations and their effectiveness has been coincided with creation and development of social capital in the organization so that optimal utilization from financial, physical, and human capitals is not possible without social capital in the organization (Faghihi and Feyzi, 2006).

Social capital denotes communication norms and networks that provide possible participation by personnel in collective efforts in order to acquisition of mutual profit. Thus, social capital is a composed concept that explains the rate of norms and networks within certain time interval (Tajbakhsh, 2005).

As a collective feature, social capital is side product for other organizational activities, which serve as complementary for collective practice and it is

considered as administrative phenomenon with several characteristics including trust, norms, common values and behaviors, communications, cooperation, mutual commitment and recognition and networks (Faghihi and Feyzi, 2006). Therefore, like human or economic capital, social capital has generative and productive nature; namely, it enables human to create value and to do tasks in order to achieve his/ her goal and complete his/ her missions in the life and in turn contribute to the world in which s/he lives (Coleman, 1990). Thus, for growth and development, which improvement of performance of organizations is its essential prerequisite, variable of social capital should be identified and utilized at best level as possible (Ahmadi and Feizabadi, 2011). In this course, an investigation was carried out by Nikfar in 2011 under title of "The study on relationship among social capital and performance of members of academic fellowship from Payam-E-Noor (PNU) University at Mazandaran Province". The results of this study indicate that there is no relationship between dimensions of mutual trust and transparent communication with performance but there is relation among dimensions of collective participation and cooperation with performance (Homayenikfar, 2011).

Another research was conducted by Feizabadi in 2009 under title of "The study on impact of enhancement of social capital and its impact on improving organizational performance (case- study in Tehran Municipality)."

The given results from this survey show that variable of personnel's trust is directly related to improvement of organizational performance and also formal networks have indirect relationship with improvement of organizational performance. There is no direct or indirect relationship between standards of practice with organizational performance. The rate of social capital and improvement of performance of organizational personnel is at average level and there is a direct relationship among social capital and improvement of performance among organizational personnel (Feizabadi, 2009).

In 2008, Shokrizadeh has conducted another study under title of "The investigation into the impact of social capital on performance of Women's Non-Governmental Organizations (NGOs) from viewpoint of their members" in Shiraz. The findings of this survey show that there is no significant relationship among variables of marital status, ethnicity, and education of members and education degree of their husbands with dependent variable (organizational performance), but variables of structural and cognitive social capital are related to organizational performance so that as these types of variables are improved, also

organizational performance will increase (Shokrizadeh, 2008).

Likewise, a study has been carried out by Beigzadeh Ghaleh Joogh under title of "The review on relationship among social capital and performance of personnel from Mellat Bank branches" in 2007. Findings from the given research reflect this point that there is some correlation among social capital (structural, cognitive, and relational dimensions) and performance in branches of Mellat Bank (Beigzadeh Ghaleh Joogh, 2007).

Another research was done by Mehrpouya under title of "The exploration into the relationship among Beigzadeh Ghaleh Joogh and performance of Fars Saderat Bank branches" in 2007 where it includes similar results to findings from survey done by Beigzadeh Ghaleh Joogh (Mehrpouya, 2007).

Within a study on social capital, Evans and Carson (2005) introduced social capital as a correctional and adjusting factor in model of group performance that might improve processes of communication, social integration, and coordination. Also, reinforced group processes, in turn, lead to collective better and higher performance. It is implied that social capital creates recognition and identification and also improvement in performance of various groups (Evans and Carson, 2005).

Zhang and Fung (2006) have conducted another study under title of "The social capital in China and financial performance of private enterprises and institutions". The acquired results from this investigation have reflected that enhancing of social capital in institutions has remarkably improved their financial performance (Zhang and Fung, 2006). The study which has been carried out by Leana and Van Buren (1999) concerns with this subject: "Social capital and personnel's performance" that is one of the well-known researches in this field. They argue that personnel's activities extremely effect on organizational social capital level in an enterprise and describe the methods that effect on relations and roles in organizational social capital and they explain potential benefits and costs of organizational social capital. In their investigation, they have noticed social capital as a feature in organizations and they have defined social capital as a source that caused by the characteristic of inter-organizational social relations (Leana and Van Buren, 1999).

One survey was conducted on elites at local government where 77 municipalities with average size were selected randomly from east to west in Germany. The main notice in this survey was focused on citizens' political values, their participation in their social and civil life and their evaluation from performance of various municipal institutions. The

results came from Cossack's study indicate that social capital and in particular trust may effect on better performance of local government (Rahmany and Kavosy, 2008).

Putnam (2001) conducted a comparative research concerning to northern and southern governments in Italy about role of social capital in performance of newly- established regional councils. He considers social capital as a tool for achieving political and social development and mainly emphasizes on concept of trust. In his studies, Putnam came to the result that various social, economic, political, and cultural conditions in these two sections, particularly in terms of the existing civil sustainable and widespread traditions at northern Italy, might include the people within social relations networks in the framework of associations, clubs, parties, and the like and facilitate cooperation among them. These traditions are the main factor for achievement for regional governments at northern Italy (Putnam, 2001).

With respect to what it mentioned, the present study tends to give answer to this question that: Is there any relationship among social capital and personnel's performance?

## MATERIALS AND METHODS

The current research is of descriptive correlation type. In this study, statistical population comprises of all staff employees in Islamic Azad University Central Tehran Branch (CTB) that are totally 142 participants among of them 103 employees have been chosen as statistical sample from various sections in Islamic Azad University (CTB) by means of Morgan's sample size table. Also classified sampling method was utilized as sampling technique in this research. In order to collect data and information for analysis in the present study, demographic data inventory and social capital standard questionnaires (based on Nahapiet and

Ghoshal, 1998) and performance questionnaire (according to Hersy and Goldsmith's ACHIEVE model of performance, 1980) have been adapted. Demographic data questionnaire includes some questions regarding gender, education, service records, and title of organizational district. Likewise, to measure performance, the standard questionnaire of Hersy and Goldsmith's ACHIEVE model of performance with 35 questions were utilized. Furthermore, Likert scale spectrum has been used for evaluation of questionnaire.

Content validity and face validity are used to measure validity of research questionnaires. In this study, the questionnaire has been experimentally administered with sample size (30 respondents) to make sure of reliability of questionnaires and their reliability values were computed by Cronbach Alpha for social capital questionnaire as 0.866 and for performance questionnaire as 0.859. Alpha coefficient for questionnaires denotes that the given questionnaires have appropriate and standard reliability.

## RESULTS

With respect to table 1, relational dimension has the maximum value while structural dimension possess the minimum value. Similarly, under variables in structural dimension, parameters of the existing network ties have the maximum mean values and parameters of network configuration have the minimum mean value. Under variables in relational dimension, parameter of shared identification has the highest mean value while parameter of norms possesses the lowest mean. And also under variables in cognitive dimensions, parameter of shared narratives has the highest mean and parameter of shared codes and language has the lowest mean value.

**Table 1.** Descriptive indicators of social capital dimensions

| Social capital dimensions | Minimum                   | Maximum | Mean   | Standard deviation | Mean rank                   |                |   |
|---------------------------|---------------------------|---------|--------|--------------------|-----------------------------|----------------|---|
|                           |                           |         |        |                    | Variables rank in dimension | Dimension rank |   |
| Structural                | Structural dimension      | 1       | 4.11   | 2.6327             | 0.58811                     | -              | 3 |
|                           | Network ties              | 1       | 5      | 3.4159             | 0.70937                     | 1              | - |
|                           | Network configuration     | 1       | 4      | 2.1886             | 0.70476                     | 3              | - |
|                           | Appropriable organization | 1       | 4.5    | 2.2937             | 0.80473                     | 2              | - |
| Relational                | Relational dimension      | 1.31    | 4.87   | 3.2636             | 0.55496                     | -              | 1 |
|                           | Trust                     | 1.44    | 5      | 3.1251             | 0.68204                     | 3              | - |
|                           | Norms                     | 1.17    | 5      | 3.0971             | 0.71952                     | 4              | - |
|                           | Obligations               | 1.29    | 4.71   | 3.3856             | 0.63253                     | 2              | - |
|                           | Identification            | 1       | 5      | 3.4466             | 0.87859                     | 1              | - |
| Cognitive                 | Cognitive dimension       | 1       | 4.75   | 2.9191             | 0.81265                     | -              | 2 |
|                           | Shared narratives         | 1       | 5      | 2.9757             | 0.90455                     | 1              | - |
|                           | Shared codes and language | 1       | 4.83   | 2.8625             | 0.92544                     | 2              | - |
| <b>Social capital</b>     | 1.41                      | 4.47    | 2.9385 | 0.56764            |                             | -              |   |

**Table 2.** Descriptive indicators of performance variables

| Performance variables      | Minimum | Maximum | Mean   | Standard deviation | Mean rank |
|----------------------------|---------|---------|--------|--------------------|-----------|
| Ability                    | 2.25    | 5       | 3.6505 | 0.06202            | 1         |
| Clarity                    | 1.4     | 5       | 3.1573 | 0.07017            | 2         |
| Help                       | 1.38    | 4.63    | 2.7318 | 0.07149            | 5         |
| Incentive                  | 1       | 4.83    | 2.8087 | 0.08950            | 6         |
| Evaluation                 | 1       | 5       | 2.0704 | 0.07576            | 7         |
| Validity                   | 1       | 5       | 2.8330 | 0.08792            | 4         |
| Environment (eco-friendly) | 1       | 4.67    | 2.9547 | 0.08085            | 3         |
| Performance                | 1.67    | 4.25    | 3.0152 | 0.05693            | --        |

**Table 3.** Pearson correlation coefficient for relationship among social capital and personnel's performance

| Social capital | Performance             |                    |
|----------------|-------------------------|--------------------|
|                | Correlation coefficient | Significance level |
|                | 0.747 **                | 0.000              |

\*\* Significance level 0.01

**Data analysis for hypotheses**

**Hypothesis I:** There is positive and significant correlation among social capital and performance of staff employees in Islamic Azad University at Central Tehran Branch.

The results of Pearson correlation coefficient test indicate that there is positive and significant relationship among social capital and performance of staff employee in Islamic Azad University at Central Tehran Branch. The presence of positive and

significant relationship between variables means that adding to one parameter causes increasing in other indicators' in other words, social capital causes improvement in personnel's performance (These coefficients are significant with probability less than 0.01).

**Hypothesis II:** There is positive and significant correlation among structural dimension and performance of staff employees in Islamic Azad University at Central Tehran Branch.

**Table 4.** Pearson correlation coefficient for relationship among structural dimension of social capital and personnel's performance

| Social capital (Structural Dimension) | Performance             |                    |
|---------------------------------------|-------------------------|--------------------|
|                                       | Correlation coefficient | Significance level |
| The existing network ties             | 0.393 **                | 0.000              |
| Network configuration                 | 0.391 **                | 0.000              |
| Appropriable organization             | 0.390 **                | 0.000              |
| Structural dimension                  | 0.492 **                | 0.000              |

\*\* Significance level 0.01

The results derived from Pearson correlation coefficient test show that there is a positive and significant relationship among structural dimension of social capital and performance of staff employees from Islamic Azad University in Central Tehran Branch. Also there is a positive and significant relation among

variables of structural dimension and personnel's performance.

**Hypothesis III:** There is positive and significant correlation among cognitive dimension and performance of staff employees in Islamic Azad University at Central Tehran Branch.

**Table 5.** Pearson correlation coefficient for relationship among cognitive dimension of social capital and personnel's performance

| Social capital (Structural Dimension) | Performance             |                    |
|---------------------------------------|-------------------------|--------------------|
|                                       | Correlation coefficient | Significance level |
| Shared narratives                     | 0.564 **                | 0.000              |
| Shared codes and language             | 0.703 **                | 0.000              |
| Cognitive dimension                   | 0.714 **                | 0.000              |
| <b>** Significance level 0.01</b>     |                         |                    |

The results came from Pearson correlation coefficient test indicate that there is a positive and significant relationship among cognitive dimension of social capital and performance of staff employees from Islamic Azad University in Central Tehran Branch. Likewise, there is positive and significant relation

between cognitive dimensions variables with personnel's performance. **Hypothesis IV:** There is positive and significant correlation among relational dimension and performance of staff employees in Islamic Azad University at Central Tehran Branch.

**Table 6.** Pearson correlation coefficient for relationship among relational dimension of social capital and personnel's performance

| Social capital (relational dimension)      | Performance             |                    |
|--|-------------------------|--------------------|
|  | Correlation coefficient | Significance level |
| Trust                                      | 0.606 **                | 0.000              |
| Norms                                      | 0.449 **                | 0.000              |
| Obligations (mutual pledges and relations) | 0.502 *8                | 0.000              |
| (shared) Identification                    | 0.632 **                | 0.000              |
| Relational dimension                       | 0.725 **                | 0.000              |

\*\* Significance level 0.01

The results of Pearson correlation coefficient test reflect that there is a positive and significant relationship among relational dimension of social capital and performance of staff employees in Islamic Azad University at Central Tehran Branch. Also, there is positive and significant relation between variables of relational dimensions with personnel's performance.

**Hypothesis V:** Social capital dimensions may predict performance of staff employees in Islamic Azad University at Central Tehran Branch.

Whereas correlation between triple dimensions of social capital is significant at level lesser than ( $p < 0.05$ ), so stepwise multivariate regression test was adapted to estimate rate of impact of social capital triple

dimensions on performance. The results of stepwise regression test indicate that among three dimensions, only relational and cognitive dimensions significantly interpret performance of personnel. These two variables interpret variance of personnel's performance up to 59.4% totally. Since there was  $P < 0.000$ ,  $F(2) = 73.096$  in analysis of sum squares in multivariate regression analysis so the relationship among performance and regressive analysis for two given variable is significant. Table 7 displays square value of multiple correlations ( $R^2$ ) in percent and regression analysis for estimation of the impact of two above variables on personnel's performance.

**Table 7.** Regressive analysis for estimation of impact of social capital dimensions on personnel's performance

| Model | Variables            | Non- standard coefficients | Standard coefficients | t- value | R <sup>2</sup> | Significance level |
|-------|----------------------|----------------------------|-----------------------|----------|----------------|--------------------|
| 1     | Fixed                | 0.552                      | -                     | 2.338    | 0.525          | 0.021              |
|       | Relational dimension | 0.755                      | 0.725                 | 10.575   |                | 0.000              |
| 2     | Fixed                | 0.730                      | -                     | 3.260    | 0.0594         | 0.002              |
|       | Relational dimension | 0.451                      | 0.434                 | 4.544    |                | 0.000              |
|       | Cognitive dimension  | 0.278                      | 0.391                 | 4.102    |                | 0.000              |

The predication equation is as follows:

$$\text{Personnel's performance} = 0.730 + 0.278(\text{Cognitive dimension}) + 0.451(\text{Relational dimension})$$

The regression analysis showed that the relational dimension had the maximum impact on personnel's performance variable. The relational dimension exclusively interprets performance of staff employees in Islamic Azad University at Central Tehran Branch up

**DISCUSSION**

The present study is intended to give answer to this question: Is there any relationship among social capital and performance of personnel? The finding of this investigation indicates that there is a significant relationship among social capital and performance of personnel. Structural dimension in social capital refers to the rate of relationship which the personnel established among each other. In study which has been conducted by Shokrizadeh (2008) under title of "The review on impact of social capital on performance of women's non- governmental organizations (NGOs) form members' viewpoint in shiraz", the structural dimension include variables of

to 52.5% and both of relational and cognitive dimensions affected on performance of staff employees in Islamic Azad University at Central Tehran Branch up to 59.4% while structural dimension had no significant effect on performance of staff employees in Islamic Azad University at Central Tehran Branch.

social participation, scope of social activities, and social responsibilities and obligations that could be corresponded to structural dimension in the current research (i.e. exiting network ties, network configuration, and appropriate organization). Thus, the result of this research is complied with the finding from hypothesis in the current investigation and it evaluates impact of structural dimension of social capital as positive on performance. Another survey was carried out by Beigzadeh Ghaleh Joogh (2007) under title of "The exploration into the relationship among social capital and performance of personnel from Mellat Bank branches" based on Nahapiet and Ghoshal social capital model where the result of this study corresponds to the finding from the present

research and it evaluate the impact of structural dimension of social capital as positive on performance.

Similarly, result of this study suggests that there is significant relationship among cognitive parameter of social capital and personnel's performance while the given finding is complied with the reviewed results and in this regard. Meanwhile, one could refer to studies done by Shokrizadeh, Beigzadeh Ghaleh Joogh, and Mehrpouya. Shokrizadeh (2008) has carried out a survey under title of "The exploration into the impact of social capital on performance of women's non-governmental organizations (NGOs) from their members' view in shiraz". The result of this investigation corresponds to the finding derived from the present study and it evaluates impact of cognitive dimension from social capital as positive on performance. Another study was conducted by Beigzadeh Ghaleh Joogh (2007) under title of "The investigation in relationship among social capital and performance of personnel from Mellat Bank branches" according to Nahapiet and Ghoshal social capital model and based on the findings from this research, there is a positive and significant correlation among cognitive dimension of social capital and performance of personnel from Mellat Bank branches. The used social capital model and result of this study are complied with the current research and they evaluate cognitive dimension of social capital as positive on performance. Likewise, another survey which has been carried out in 2007 under title "The review on relationship among social capital and performance in Fars Saderat Bank branches" by Mehrpouya includes similar results to findings from investigation done by Beigzadeh Ghaleh Joogh and current research.

Similarly, with respect to result derived from this study, there is a significant relationship among relational parameter of social capital and personnel's performance and given result is complied with the findings from some of studies meanwhile one could imply to some of them among domestic studies like investigations conducted by Homayenikfar, Beigzadeh Ghaleh Joogh, and Mehrpouya and also from foreign studies ones done by Evans and Carson, Leana and Van Buren, Cossack, and Putnam.

In a study done by Homayenikfar (2011) under title of "The review on relationship among social capital and performance of members of academic fellowship in Mazandaran University of Payam-E-Noor (PNU)", the relationship between variables of social capital like mutual trust, participation, transparent communication, and collective cooperation has been measured. The results of this study indicate that there is some relationship among dimensions of participation and collective cooperation with

performance. Variables of mutual trust and collective cooperation may be adjusted to variables of trust and obligations in relational dimension in the present research so that results of this study correspond to finding of the current research and they evaluate impact of relational dimension as positive on performance. Beigzadeh Ghaleh Joogh (2007) conducted an investigation under title of "The review on relation among social capital and performance of personnel from Mellat Bank branches" based on Nahapiet and Ghoshal social capital model so that according to results of this research, there is a positive and significant correlation among relational dimension of social capital and performance in Mellat Bank branches. The used social capital model and finding from this study are complied with the present study and it evaluates impact of relational dimension of social capital as positive on performance. Likewise, another study has been carried out by Mehrpouya under title of "The investigation into relationship among social capital and performance in Fars Saderat Bank branches" in 2007 and it includes similar findings to results of studies, which had been conducted by Beigzadeh Ghaleh Joogh as well as the present research. In a survey done by Evans and Carson (2005), they introduced social capital as a corrective and adjusting factor in group performance model that improves processes of communication, social integration, and cooperation. In this study, variables of communication and coordination are adjusted relational dimension from the current research and they evaluate impact of relational dimension as positive on performance. Title of the study, which has been carried out by Leana and Van Buren is "Social capital and personnel's performance" where findings from this study correspond to the given results from relational dimension in present research and they evaluate the impact of relational dimension as positive on performance. In this study, variables of values, participation, and trust correspond to parameters of trust and obligations in relational dimension of current research and its result is complied with impact of relational dimension (trust and obligation) and it assesses the impact of relational dimension (trust and obligations) as positive on performance. Robert Putnam (2001) conducted a comparative study on role of social capital in performance newly- established regional councils within local governments at northern and southern Italy while his main emphasis was focused on concept of "trust". Whereas "trust" is one of variables in relational dimension in the present research, so it corresponds to the result regarding impact of relational dimension.

Similarly, one can refer to this point in conclusion of findings that stepwise multivariate regression test

was utilized to estimate the rate of impact of social capital triple dimensions on performance where results of this test showed that from all three dimensions, only relational and cognitive dimensions interpreted significantly performance of personnel. These two variables may interpret variance of personnel's performance up to 59.4% totally. The regression analysis indicated that relational dimension had the maximum impact on performance of personnel. The relational dimension exclusive interpret the performance of staff employees in Islamic Azad University at Central Tehran Branch up to 52.5% while both relational and cognitive dimensions had totally effect on performance of staff employees in Islamic Azad University at Central Tehran Branch to level of 59.4% while structural dimension has no significant effect on performance of staff employees in Islamic Azad University at Central Tehran Branch.

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