

A case Study of the relationship between social capital and organizational identity in Medical Sciences University, Shahid Bahonar University, and Islamic Azad University of Kerman, Iran

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Abstract: This study aims to examine the relationship between social capital and organizational identity in Universities of Medical Sciences, Shahid Bahonar and Islamic Azad University of Kerman with a descriptive correlation method. The research population was all faculty members of the University of Medical Sciences, Shahid Bahonar University and Islamic Azad University of Kerman comprising 850 people. Then by using the Cochran's formula (1994) and stratifies random sampling proportional to size, 256 individuals were selected to participate in the study. Data collection tools were the Nahapit and Ghoshal (1998) social capital standard questionnaire and the Annette (2006) organizational identity questionnaire. To study the formal validity of both questionnaires, supervisor and faculty advisors' ideas and many subject specialists' comments were used. The reliability of the questionnaire using Cronbach's alpha coefficient for the social capital questionnaire was 0/82 and for organizational Identity Questionnaire was 0/85. For the analysis, descriptive statistics including frequency, mean and standard deviation and inferential statistics including Pearson correlation coefficient, univariate t, ANOVA test and post hoc test were used. Results showed that there is a significant difference between social capital dimensions including structural, communicational and cognitive dimensions and organizational identity. Results of step by step regression showed that at the first step, structural dimension was the best estimator of organizational identity and at the second step were structural and relational dimension. Accordingly at the first step the relational dimension coefficient was 57/6% of the organizational identity variance and at the second step the communicational and structural dimension were 64/7% of the organizational identity variance. The amounts of social capital and organizational identity in all three universities were lower than the average level. Between the obtained scores of social capital and organizational identity in terms of gender, age, educational level, years of service and employment status of the respondents, there were no significant differences.

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Introduction

Nowadays, there is a consensus that the physical and human capitals are not the only production factors, influencing the growth of economy and facilitating the process of progress and development. Social capital, i.e. the interconnections and cooperation of community members and groups, is also considered as one of the most effective and determining factors in the process of development which increases the efficiency of individuals and societies. Some theorists step far beyond this and suggest that in the absence of social capitals or their weak presence, all the investments based on human and physical capitals would be inefficient or non-optimal (Danaie, 2011 [1390]). Social capital is an important component in strengthening communities. In the past, social capital was integrated into the foundation of organizations and functioned not only as the only social security network, but also as the social support. This is evidently observable in the communities with economic sufficiency (Amornsirihong and Piemyatb, 2012). It is more

probable that those with a great social capital tend to approach their trustworthy colleagues who possess a proper capital of this kind and not those without. It is more probable for the first group to ask their contacts for educational help and tips rather than the second group and consequently reduce the costs of acquiring the required skills. Thus, they would succeed at improving their professional competence in a shorter period of time. This influences the behavioral patterns and psychological commitments of individuals towards the organization (e.g. organizational commitment, trust) (Penlin, 2011). Managers and those who win more social capital in an organization, facilitate their own process of achieving organizational and career success. On the other hand, social capital makes the personal lives of individuals easier, more meaningful and enjoyable. In fact, social capital is defined as common visions, social unity and solidarity, trust, honesty and mutual respect among the members, observing the values, norms and moral principles and avoiding any kind of pretence. Since

complex organizations are pertinent to more opportunism, neglecting work and fraud on behalf of their workers in the workplace, a level of social capital is necessary to avoid these kinds of behavior (Nasr Isfahani et.al, 2011 [1390]). Social capital is considered to have three dimensions: structural, relational and cognitive (Faghihi and feyzi, 2006 [1385]).

Optimal work system, formations of working groups and individual's appropriate choice in different situations are referred to as structural factors of social capital. Relational factors such as empathy, secrecy, honesty and modesty are the examples of high tolerance of individuals and their honor towards charity in an organization. Some examples of Cognitive factors of social capital are favoring aims of the organization, existent of a strong organizational culture and transference of work experiences between individuals (Nasr Esfahani et.al, 2011 [1390]).

The importance of social capital in an organization is that it can cause the unison of individuals (to groups, teams, organizations and etc) in a way that they can successfully finish their projects. Trust and corporation in a social capital of an organization will make individuals to feel coherent. Some of the outcomes of social capital are trust, mutual understanding, commitment and stable relationships and these factors will maintain the organization on the transitive and unsteady market (Kavoosi and Kiasi, 2009 [1388]).

The efficiency and performance of society depends on the interaction of different social strata. On the other hand, with regard to specific features of society and fulfilling of certain social roles, individuals would voluntarily or involuntarily register in different groups, which would give them different identities. Identity is a process in which individuals feel as if they belong to a group or a unit. In other words, it is a process in which a feeling of attachment and dependency is created (Feizi, 2010-2011 [1390]). The theory of organizational identity has developed identity from individuals to groups. Some scholars, such as James (1918) and Erickson (1964), have acknowledged social identity in organizations (Casey and Olson, 2003). Individuals can identify themselves and acquire multiple collective identities through membership in different groups. Some examples of these collective identities are age, gender, work, role and national identities. Social capital of collective identities, such as work identity that is associated with the career of individuals, is one of the most influential and effective factors in interpersonal and intergroup relations (Hezar Jaribi and Lohrasbi, 2011 [1390]). This study intends to investigate the relationship between the two variable of social capital and work identity.

Organizational identity includes some characteristics of the organization that are understood to be core, unique and continuous for the members of that organization. Increasingly, organizations not only seek for members who accept their organization as a good and appropriate work place and intend to stay there but also, they seek those who would go beyond this to mix their

personal identity with the identity of the organization and tie their fate with their organization fate (Khorshid, 2010 [1390]).

Members and employees of an organization help to create the identity of their organization and the organization will also help them to shape their own identity. Members develop and express their personal beliefs and ideas in the organization. These ideas and beliefs will also cause the organization to develop further and be displayed. Thus, organizational identity is beyond the answer to 'who we are?'. Potentially, organizational identity partially indicates the answer to "who am I?".

To understand organizational identity, members should reach a point to believe that organization has specific and obvious characteristics that in time will make that organization apart from other organizations and that those specific characteristics make the organization identifiable in different situations and matters such as decision makings, procedures and politics (Alvesson and Empson, 2006).

Over time, scientists became interested in the systematic aspect of identity. They raised their researches about identity and its image up to the level of group. Therefore, for example in the conducted research by Erickson (1964), it was concluded that not only identity biases our self-understanding and our part in relationships with others, but also it will simultaneously create group work spirit in relationships and close interaction between individuals (Puusa and Tolernen, 2006). Nowadays, organizational identity is one of the most popular themes and topics in management and organizational studies. To cause motivation and commitment for the members and develop the process of sharing knowledge it is necessary to have a vast understanding of some issues such as conformation ad mergers, the image of the corporation and strategic changes (Alvesson and Empson, 2006).

Nowadays in most government organizations we can observe a kind of desire to increase the rate of displacement and absence from work, decrease job satisfaction, expansion of alienation toward work, lack of employee accountability and, generally, absence of member's identity with the organization. Since the existence of member's identities with the organization decreases the rate of employee's absence from work, increases aligned and complaint behaviors toward organizational goal and eventually, enables the organization to achieve its goals, so the realization of organization's identity and then developing and strengthening of that identity is very important for managers (Gholi Poor et.al, 2009 [1388]).

The point of notions outbreak is the infusion of inner-values to individuals by identity sources or understanding of inner-values through cognitive sources by members of a society. This will be conceivable through individuals' reactions and its existence will be guaranteed by accrete reactions. Social capital resources are indeed the source of individuals' beliefs toward inner-values such as identity and cognitive sources. Although these sources potentially cause the creation of social identity in a society,

but, in the first place they would need other means such as notions, relationships based on trust and eventually creation of social networks to exist (Ranani et.al, 2009 [1388]).

Ashja'e (2008 [1387]) in his study about "the relationship between incorporative decision makings and organizational trust with urban organizational behaviors, organizational identity and organizational justice" showed that there is significant and meaningful relationship between incorporative decision makings and organizational identity. Andishmand's study (2009 [1388]) about "the identification of social identity factors in universities in order to present a model to upgrade and improve their system" showed that trust and correlation factors have the highest obtained mean and incorporative management factors have the lowest mean. He also showed that there is not a significant difference between participants' opinions about variables such as gender, education and work status. Khodai and Mobaraki (2010 [1389]) in their study about "the relationship between social capital and identity", show that there is generally a positive, mutual and meaningful relationship between social capital and identity. In other words, the growth of one's social capital will possibly improve his feelings toward his social (organizational) identity and the more this feeling improves, the possibility of his attendance in different social groups and his trust toward different people and organizations will also become stronger.

Gholi Poor et.al in their study about "the specification of effective internal and external organizational factors on the construction of organizational identity", which was carried out in 2010 [1390] governmental organizations, showed that there is a significant relationship between organizational identity and the attention of media toward the organization, external image of the organization, external relations, top management team, management of human resources, internal organizational relationships and organizational procedures.

In 2010 [1390], a research about "the relationship between social capital and the level of group identity" was carried out by Hezarjaribi and Lohrasbi among the students of social sciences institute. This study showed that, in

general, social capital has a direct and significant effect on group identity.

Navai (2010 [1390]) in a study about "the relationship between sociability and organizational identity", in one of Esfahan's social services organizations, reached this conclusion that there is a positive and significant relationship between sociability (group, formal, permanent, sequential, continuous and confirmatory) and organizational identity.

The results of Sullivan's study (2002) about "the bond and relationship between social restriction, identity and social capital" showed that there is a direct relationship between social capital and identity. This study also showed that there is an inverse relationship between social capital and social restriction. In other words, when social capital increases it will result in the growth and increasing of identity and reduction of social restrictions.

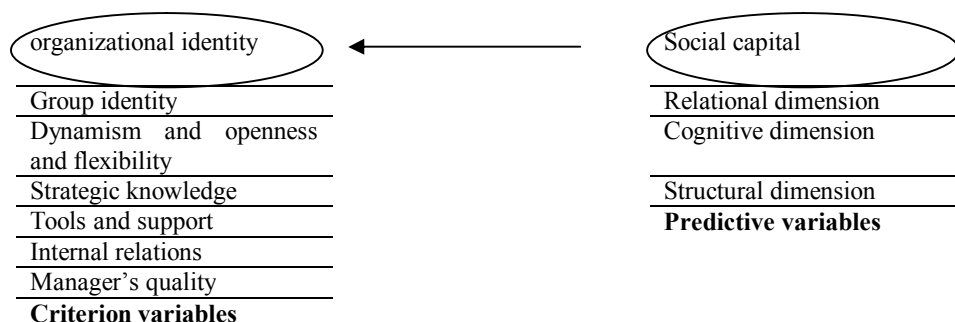
In 2006, Tolvanen carried out a research about "organizational identity and trust". The results of this study indicated the significant relationship between trust and organizational identity. It also showed that this relationship is completely bilateral; that is, the effect of trust on organizational identity is equal to the effect it receives from it.

Joep et.al in a study about "social capital, organizational identity and participation" came to the conclusion that there is a relationship between social capital, organizational identity and participation.

In a study about "the relationship between social capital, citizenship behavior and identity" by Chow and Irene et.al it is indicated that social capital increases trust within an organization and this trust will result in job satisfaction, creativity, citizenship behavior and identity in an organization.

Jinaha (2010) in his study about "the relationship between sociability of the organization, organizational identity and citizenship behavior" assessed china's industrial technology institutes. The concluded results showed that there is a significant relationship between the sociability of the organization, organizational identity and citizenship behavior.

Based on the mentioned theoretical foundations, the theoretical model of this study will be as follows:



Objectives of this study

1-4-1 main objective: Determine the relationship between social capital and organizational identity in the universities of Medical Sciences, Shahid Bahonar and Islamic Azad University of Kerman.

2-4-1 secondary objectives:

1. Determine the relationship between structural dimension of social capital and organizational identity.
2. Determine the relationship between cognitive dimension of social capital and organizational identity.
3. Determine the relationship between relational dimension of social capital and organizational identity.
4. Determine the expected organizational identity through the dimensions of social capital.
5. Determine the level of social capital among faculty members of Medical Sciences University, Shahid Bahonar University and Islamic Azad University of Kerman.
6. Determine the level of organizational identity among faculty members of Medical Sciences University, Shahid Bahonar University and Islamic Azad University of Kerman.
7. Determine the difference among participants responds about the social capital variable based on demographic factors.
8. Determine the difference among participants responds about the organizational identity variable based on demographic factors.

Research method

This study was carried out by correlation descriptive method. The population of this study consisted of 850 faculty members of Medical Sciences University, Shahid Bahonar University and Islamic Azad University of Kerman in 2010 [1391]. According to Cochran formula with the validity of 1/96, 256 individuals were chosen to participate in the study. Based on the objectives of the study two standard questioners were used: standard questioner of social capital and organizational identity.

Table (1): The correlation between social capital and organizational identity

Criterion variable		organizational identity	
Significance level		Correlation square	Correlation
0/001		0/299	0/547**
		p	
		Social capital	

Social capital questioner: this questioner was presented by Nahapiet and Goshtal (1998) and includes 17 questions about structural, relational and cognitive dimensions to measure the level of social capital. This questioner was adjusted to the objectives of the study and with regard to simplicity, absence of duality and comprehension of the participants, it was divided into 7 scales similar to Likert scale (I Strongly agree, I agree, I somewhat agree, no comment, I somewhat disagree, I disagree and I strongly disagree) in which I strongly disagree was 1 and I strongly agree was considered to be a 7. The validity of this questioner, which was obtained by Cranach's alpha coefficient, was 0/82. According to the measured level of each dimension (structural (0/81), relational (0/82) and cognitive (0/79)), the final coefficient of social capital was obtained.

Organizational identity questioner: this questioner contains 37 questions and was presented by Annette (2006). Based on the Likert scale, this questioner was divided into 5 scales (I totally agree, I agree, I neither agree nor disagree, I disagree or I strongly disagree), in which I strongly disagree was 1 and I totally agree was a 7. This questioner covers 5 dimensions of group identity, strategic knowledge, tools and support, manager's quality, dynamism and openness and flexibility and internal relations. According to Cronbach's alpha coefficient the obtained and final coefficient of this questioner was 0/85. These coefficients for each dimension are as follows: group identity (0/83), strategic knowledge (0/81) tools and support (0/80), manager's quality (0/79), internal relations (0/85) and dynamism and openness (0/81).

Descriptive statistics including frequency, standard deviation and mean; and inferential statistics including Pearson correlation, stepwise regression, t-test with two independent groups, ANOVA and post hoc test were used to analyze the gathered information. And the mentioned statistics were analyzed with SPSS-17 statistical software.

Research findings

Main question: Is there a relationship between social capital and organizational identity in Medical Sciences University, Shahid Bahonar University and Islamic Azad University of Kerman?

The results in table 1 indicate that the correlation between social capital and organizational identity is significant. In other words, there is a significant relationship between organizational identity and social capital. According to the Coefficient of determination 29/9 percent of social capital and organizational identity variances are shared. Therefore, the main question about the relationship between social capital and organizational identity is confirmed.

9. First question: is there a relationship between structural dimension of social capital and organizational identity?

Table (2): The correlation between organizational identity and structural dimension of social capital

Criterion variable		organizational identity	
Significance level	Correlation square	Correlation	Statistical indicators
			Predictive variable
0/001	0/188	0/434**	Structural dimension

p

The results of table (2) show that the correlation between structural dimension of social capital and organizational identity is significant. In other words, there is a significant relationship between structural dimension of social capital and organizational identity. According to the Coefficient of determination (r^2), 18/8 percent of organizational identity and structural dimension of social capital variances are shared. Therefore, based on the results of this table the relationship between structural dimension of social capital and organizational identity is confirmed.

Second question: is there a relationship between cognitive dimension of social capital and organizational identity?

Table (3): the correlation between organizational identity and the cognitive dimension of social capital

Criterion variable		organizational identity	
Significance level	Correlation square	Correlation	Statistical indicators
			Predictive variable
0/001	0/123	0/351**	Cognitive dimension

p

The results in table (3) show that the correlation between organizational identity and the cognitive dimension of social capital is significant. In other words, there is a significant relationship between organizational identity and the cognitive dimension of social capital. According to the Coefficient of determination (r^2), 12/3 percent of organizational identity and the cognitive dimension of social capital variances are shared. Therefore, the relationship between organizational identity and the cognitive dimension of social capital is confirmed.

Third question: is there a relationship between organizational identity and relational dimension of social capital?

Table (4): the correlation between organizational identity and relational dimension of social capital

Criterion variable		organizational identity	
Significance level	Correlation square	Correlation	Statistical indicators
			Predictive variable
0/001	0/218	0/467**	Relational dimension

p

The results of table (4) indicate the significant correlation between organizational identity and relational dimension of social capital. In other words, there is a significant relationship between organizational identity and relational dimension of social capital. According to the Coefficient of determination (r^2), 21/8 percent of organizational identity and relational dimension of social capital variances are shared. Therefore, the relationship between organizational identity and relational dimension of social capital is confirmed.

Forth question: Could the employees organizational identity be predicted through the dimensions of social capital?

Table (5): multiple correlation of social capital dimensions and organizational identity

Significance level	F-coefficient	Adjusted multiple correlation square	Multiple correlation square	Multiple correlation	Predictive variable	Statistical indicators	
						Predictive variable	
0/001	82/221	0/327	0/331	0/576	relational	First step	Organizational identity
0/001	59/501	0/412	0/419	0/647	Relational-Structural	Second step	
<0/01				p			

As showed in table (5), the relational dimension of social capital in the first step and the relational-structural dimensions of social capital in the second step are the best predictive variables of social capital among other mentioned variables. Based on the analysis of step by step regression, the relationship between structural- relational dimensions and the structural dimension of social capital with organizational identity is significant. According to this, obtained coefficient of relational dimension in the first step (57/6%) and structural-relational dimensions in the second step (64/7%) show the variance percentage of organizational identity. Since the obtained F in $p < 0/01$ was significant, the regression can be generalized to the target population.

Table (6): Beta coefficient in predicting organizational identity

Table (3): Beta coefficients in predicting organizational identity							
Significant level	t-coefficient	standardized beta coefficients	Non-standardized coefficients	beta	Predictive variable	Statistical indicators	
			Standard error	Beta		Predictive variable	
0/000	9/068	0/576	0/196	1/774	relational	First step	Organizational identity
0/000	6/556	0/432	0/203	1/332	Relational-structural	Second step	
0/000	4/993	0/329	0/211	1/054			
<0/01				p			

The results of table (6) show that increasing of Beta coefficient for every unit in relational dimension of social capital will increase organizational identity to 0/432 unit and the increasing of structural dimension of social capital for every unit will increase organizational identity to 0/329.

The predictive equation of the forth question is presented as:

Organizational identity = constant coefficient of (7/793) + social capital relational dimension (1/332) + social capital structural dimension (1/054)

Table (7): exogenous equation variables of regression for the prediction of organizational identity

Significant level	t-value	Beta		
0/000	4/993	0/329	structural dimension	First Step
0/142	1/474	0/093	cognitive dimension	
0/308	1/022	0/061	Cognitive dimension	Second Step
<0/05		p		

As showed in table (7) the relationship between cognitive dimension of social capital and organizational identity is not significant and meaningful.

Fifth question: what is the level of social capital among faculty members of Medical Sciences University, Shahid Bahonar University and Islamic Azad University of Kerman?

Table (8): the comparison of organizational identity mean with hypothetical mean of 3

Significance level	Degrees of freedom	T	Deviation of the mean	Standard deviation	mean	Component
0/001	226	-6/438	0/046	0/69	3/70	Social capital

According to table (8), the obtained mean of social capital is 3/70. The calculated absolute value of t is larger than the mentioned t in the table. Therefore, the rate of social capital is below average.

Sixth question: what is the level of organizational identity among faculty members of Medical Sciences University, Shahid Bahonar University and Islamic Azad University of Kerman?

Table (9): the comparison of organizational identity mean with hypothetical mean of 3

Significance level	Degrees of freedom	T	Deviation of the mean	Standard deviation	mean	Component
0/001	207	-19/167	0/043	0/62	2/16	Organizational identity

According to the results of table (9) the obtained mean of organizational identity is 2/16. The calculated absolute value of t is larger than the mentioned t in the table. Therefore, the rate of organizational identity is below average.

Seventh question: According to demographic characteristics, is there a significant difference between the social capitals of faculty members?

Table (10): Multivariate analysis of the variance of social capital scores based on gender, age, educational level, duration of service and employment status

Statistical power	The Eta	Significance level	F	Mean square	Degrees of freedom	Total square	source
0/079	0/002	0/617	0/251	30/014	1	30/014	gender
0/591	0/057	0/070	2/418	289/262	3	867/785	age
0/261	0/02	0/300	1/216	145/437	2	290/873	Educational level
0/680	0/081	0/070	2/104	251/668	5	1258/341	Duration of service
0/054	0/001	0/846	0/038	4/558	1	4/558	Employment statues

The results of table (10) indicate that there is not a significant difference between social capital scores in gender, age, education, duration of service, employment statues and university.

Eighth question: According to demographic characteristics, is there a significant difference between the organizational identities of faculty members?

Table (11): Multivariate analysis of variance corporate identity scores based on gender, age, educational level, duration of service and employment status

Statistical power	The Eta	Significance level	F	Mean square	Degrees of freedom	Total square	source
0/054	0/001	0/848	0/037	16/806	1	16/806	gender
0/255	0/025	0/418	0/953	432/301	3	1296/902	age
0/531	0/047	0/069	2/739	1242/571	2	2485/141	Educational level
0/469	0/059	0/241	1/371	621/935	5	3109/677	Duration of service
0/051	0/001	0/934	0/007	3/117	1	3/117	Employment statues

The results of table (11) shows that there is not a significant difference between organizational identity scores in gender, age, education, duration of service, employment statues and university.

Conclusions

This study aimed to assess the relationship between social capital and organizational identity. The results showed that there is a relationship between organizational identity and social capital. According to the results of table (1), social capital is a set of norms in social systems that improves members cooperation in that society and will also decrease the costs of communications and interactions. Social capital consists of different levels such as individual, group, organization, national (social) and international (transnational). These different levels are all connected and could reinforce or diminish one another. Individual level includes cognitive and identity sources. Knowledge and cognitive sources refer to information references, procedures or solutions in system; and identity sources refer to norms and values. In other words, identity concentrates on the level of shared values, ideas of individuals and the ability to cooperate with one another. These sources – cognitive and identity – will combine and create a source of social capital in society and organization. According to the mention theoretical assumptions, the organizational level has many profits such as better knowledge sharing, developing relationships based on trust, creating a cooperating spirit, decreasing displacement costs (in the organization, between organizations, costumers and stakeholders), decreasing employment costs, training, maintaining the organizational knowledge, decreasing human resources changes, increasing actions related to consistency of organization, shared understanding, increasing creativity and the development of organization's economical and social growth. It could be said that social capital impartially improves the effectiveness of the employees, so it is necessary to pay extra attention to behavior norms that develop social capital in the work place.

Identity is a process of feeling united with other groups or individuals. In other words, identity is a process that creates a kind of solidarity and belonging sensation in people.

This process also develops a different set of feelings such as unison, compatibility, belonging, usefulness, independence and organized trust based on

individuals will. In addition, individuals have access to infinite identity sources. After other identities such as alleged identity, cultural identity, political and territorial identity, economical references - that is, job profession, career, working parties, economical units, teams and colleagues - are some of the most important sources of creating and developing identity. The important point is that bonding with a group and recognizing it from other groups is one of the most crucial functions of identity. In addition to functioning as a cohesive factor, identity also has a regulator nature. On the other hand, we could name regulating of relationships between individuals and groups in the society as the most important function of social capital and developing coordination, trust, sympathy, job connections, self-sacrifice and behavior norms based on cooperation as the outputs of this process. Therefore, it is possible that organizations with a strong social capital will also have a strong and high-leveled organizational identity – that is, collective ownership and shared emotions in cognitive dimension (feeling as a member the organization and internalizing organizational values) and emotional dimension (feeling proud to be a member of that organization). According to this, the relationship between social capital and organizational identity can be specified. Since the results of this study confirmed the relationship between social capital and organizational identity, it is in the line with other research results such as Gholipoor et.al (2010 [1390]), Ashja'e (2007 [1387]), Jahangiri and Moini (2009 [1389]), Hezar Jaribi and Lohrasbi (2010 [1390]), Navabi (2010 [1390]), Sollivan (2002), Jeop et.al (2007) and Chow & Irene et.al (2009).

The results of table (2) showed the significant correlation between structural dimension of social capital and organizational identity. It means that the relationship between structural dimension of social capital and organization identity is significant and meaningful. Structural dimension refers to the impersonal configurations among individuals or social units. The most important phases of this dimension are network connections, network management and network consistency. Network connections refer to the specific and special ways through which the members of a social unit

are connected and cooperate with each other. This dimension also refers to the width and intensity of connections within the network. Network management indicates the connecting patterns between individuals of a social unit and it includes network hierarchy and the level of communicability and intensity of the network.

Organizations with a favorable level of structural dimension also have a complex and intelligent organization structure that consider the capacity of the members. In such situations, horizontal and vertical structures and smithereens work unison; and in spite of complexity they have a close interaction with one another. These organizations have strong substructure to simplify activities; and the organization works not only through leadership chains but also through the exchange of ideas, skills, information and connections.

In such situations, network managements and network connections will be used to coordinate and control activities. Managers and employees of such structures believe that their place in organization hierarchy is not as important as individual's cooperation and connections. They believe that the width and intensity of network connections are crucial and important. Therefore, individuals will line up around connections. Also, in this point of view, the maintaining of working parties is necessary and important to fulfill the interaction process. In this dimension decisions are made in groups and their responsibility is upon the leaders. Upon the interaction of this dimension of social capital and organizational identity, organizational identity will be developed based on the ideas and emotions of members toward the organization. In this semantic, organizational identity considers to be the political basis of the organization not the label of its products. Since in such structures individual behaviors are in line with beneficial behaviors and interests of the organization, it is evident that in a situation which politics and organizational structures are based on social capital, shared emotions and values will be developed in a healthy structure and this healthy and strong structure will have the capacity of increasing and developing identity of the organization. Therefore, since emotions and ideas of the individuals are coherent, the reinforcing of structural dimension will result in an improved organizational identity. The results of this part are in line with Ashja'e results in his study about "the relationship between co-operational structures and organizational identity".

According to the results of table (3), there is a significant correlation between organizational identity and cognitive dimension of social capital. In other words, the relationship between cognitive dimension of social capital and organizational identity is significant and meaningful. Cognitive dimension emphasizes on phases that assemble shared representations, interpretations and conceptual systems among group member. It also reflects the width of member's participations in group projects and the deployment of a shared cognitive process among employees. This dimension refers to sources that would assemble symbols, interpretations, annotations and shared systems among groups. The most important phase of this

dimension is the shared language. Language is a tool through which individuals communicate with each other and exchange information. Shared language will also increase the sufficiency and capacity of mixing information. Shared reports and stories is another dimension of cognitive capital. This dimension includes stories and metaphors that would maintain the conceptual sets of a society. Shared goals and culture are other interpretation of this dimension of social capital. Shared goals is defined as Shared understandings and point of views among members of a social unit toward goals and results of group works; and shared culture refers to the level of shared behavior norms amongst individuals and members.

With regard to the definition of organizational identity – that is, making sense of organization employees based on cultural characteristics and with a collective set of values, beliefs and shared goals- the relationship between organizational identity and cognitive dimension of social capital can be specified. One of the main highlights of organizational identity is that identity is the result of understandings and misunderstandings. Since identity basically develops through mutual interactions, so, in high levels of organizational identity individuals intend to cautiously follow their goals whilst respecting the organization's regulations. Therefore, work identity – that is making sense of shared goals- will be increased in organizations that have clear, obvious and exact goals and objectives, have a shared language among members to express their ideas, emotions and doings and have shared interpretations and annotations. Based on the mentioned items, the relationship between our two variables can be specified. Since Gholi Poor et.al (2010[1390]) indicated the positive relationship between organizational identity and co-operational and internal organizational connections as parts of social capital, then, the results of this study is in line with them. For, this study has also verified this relationship.

According to table (4), there is a significant correlation between organizational identity and relational dimension of social capital. In other words, the relationship between organizational identity and relational dimension of social capital is significant and meaningful. Relational dimension refers to the internal organization relationships among individuals. This dimension has important phases such as trust, norms, necessities and identity. Trust is to accept someone as trustworthy and reliable. Norms refer to behavior expectations with a shared meaning. Necessities show the commitment of individuals toward fulfilling activities or tasks and Identity is a process in which individuals feel united with other groups or people. In addition to this, relational dimension is also consisted of phases such as sympathy, honesty, secrecy, organizational modesty, high tolerance and honoring charity. Like any other identity, work identity has three elements: cognitive, value and emotional. Cognitive element refers to the knowledge of individuals toward their attachment in a group. Value includes positive and negative effects of being a member of a group and emotional element is the

feeling of individual toward people or groups which he has a special bond with them. A high leveled social capital in relational dimension shows that the trust between employees, their commitment and behavior expectations with shared meanings will also have a high level.

In such situations, it could be expected that organizational identity –shared understanding of organizational specific values, fixation, employee's attachment and member's beliefs toward trust and distrust - will also be showed in high levels. According to this, the relationship between relational dimension of social capital and organizational identity can be specified. These results are in line with Gholi Poor's study about "specifying the relationship between internal and external organization connections with organizational identity".

As showed in table (5), the relational dimension of social capital in the first step and the relational-structural dimensions of social capital in the second step are the best predictive variables of social capital among other mentioned variables. Based on the analysis of step by step regression, the relationship between structural-relational dimensions and the structural dimension of social capital with organizational identity is significant. According to this, obtained coefficient of relational dimension in the first step (57/6%) and structural-relational dimensions in the second step (64/7%) show the variance percentage of organizational identity. Since the obtained F in $p < 0/01$ was significant, the regression can be generalized to the target population.

The results of table (6) show that increasing of Beta coefficient for every unit in relational dimension of social capital will increase organizational identity to 0/432 and the increasing of structural dimension of social capital for every unit will increase organizational identity to 0/329.

The predictive equation of the forth question is presented as:

Organizational identity = constant coefficient of (7/793) + social capital relational dimension (1/332) + social capital structural dimension (1/054).

As showed in table (7), the relationship between organizational identity and cognitive dimension of social capital is not significant and meaningful.

Relational dimension describes personal relationships of individuals in organization or among themselves. This dimension consists of trust, norms, necessities and identity. One of the most important phases of this dimension is trust which develops among members of a group. Relational factors are sympathy, secrecy, honesty, high tolerance and honoring charity. On the other hand, structural dimension refers to the configuration of connections and bonds between individuals or social units. The most important phases of this dimension are network connections (width and intensity of network connections), network management (network hierarchy, network density and communicability level) and network consistency (the level of closeness and similarity between individuals in a social unit). Therefore, these dimensions were chosen as the predictive variables of organizational identity.

According to table (8), the obtained mean of social capital is 3/70. The calculated absolute value of t is larger than the mentioned t in the table. Therefore, the rate of social capital is below average.

Since social capital develops democracy and economical growth, increases creativity, peace and welfare in people's lives and widens cooperation, trust and financial exchanges; and its absence would cause social isolation, alienation, subjectivism and identity crisis that are manifested as egoism, greed, exclusivity bond games, irresponsible political systems and corruption; Therefore, the low level of social capital, especially in organizations such as university, shows that trust, cooperation, sympathy and positive work connections are at the minimum. According to the definition of social capital, the absence of this concept will cause disorder, loss of norms and combination of values with anti-values in a way that the members of that organization will feel confusion, confliction, tension, indifference, and depression and so on. It seems that, based on the organizational cultures in some organizations, for example instability of procedures, ambiguous politics, lack of shared vision and personal idealism instead of sociality and so on, that the level of social capital is not sufficient and appropriate. Hence, according to the opinions of faculty members in these universities, the level of social capital is below average. Since the level of social capital in the study of Esfahani et.al (2010 [1390]) was above average the results of this parts is in contrast with the obtained results of their study. Different research areas, organizational cultures and organizational type (service) could be the cause of these differences.

According to the results of table (9) the obtained mean of organizational identity is 2/16. The calculated absolute value of t is larger than the mentioned t in the table. Therefore, the rate of organizational identity is below average. Nowadays, for different causes such as lack of attention toward the charter of employees shared values, lack of trust and lack of knowledge about occupations, individuals lack a strong organizational identity; Also according to the definition of organizational identity - as collective ownership, shared feelings, willingness toward organizational objectives instead of personal goals, feeling proud to have a part in organization and the patterns of beliefs, values and emotions that are the results of interactions between individuals and their surroundings - we could assign a below average score to this concept. In addition to this, it could be said that the reason of faculty members to assess organizational identity below average could be the low level of work identity dimensions such as dynamics and openness, strategic knowledge, internal connections, tools and support and management qualities.

The results of table (10) indicate that there is not a significant difference between social capital scores based on gender, age, education, duration of service, employment statues and university.

These results are coordinated with the obtained results by Andishmand (2008 [1388]).

The results of table (11) shows that there is not a significant difference between organizational identity scores based on gender, age, education, duration of service, employment statuses and university.

These results are also coordinated with the obtained results by Andishmand (2008 [1388]).

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