

## The study of the implication of social capital on the staffs' productivity of Mellat Bank of Fars Province

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**Abstract:** One of the main issues which the managers face is the improvement of the staffs' performance and consequently the increase in the productivity of the organization. In the current study, from the factors influencing the performance of the staffs, the social capital factor has been discussed. In order to gather data, the standard questionnaire of the social capital and productivity has been used. The reliability of the questionnaire has been calculated through Cronbach's alpha and has been calculated 0.850 and 0.826. The statistical society of this study includes all 1331 persons of the staffs of the description headquarters including chief, middle and operational managers in 129 branches throughout the province. Using the ways of descriptive statistics (Kolmogorov-Smirnov test, regression and Friedman tests), the obtained data from the questionnaire is analyzed and the research's theories are examined.

**Key words:** Social capitals; Structural aspect; Cognitive aspect; Communicative aspect

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### 1. Introduction

Different economic theories have created a revolution in the organizational operations. This revolution has influenced the traditional forms of capital such as buildings and equipment and has posed new capitals. These intangible capitals have a significant role in the development and growth of the organization. The term of capital, day by day includes more variables. Some of them include human capitals, customer capitals, intellectual capitals and health capitals (Nahapiet, J. & S. Ghoshal, 1998). The study on education and development as the investment on the human capital has been accomplished in the late fifties and early sixties by the economic researchers. Although the primary definition of the theory of the human capital measured the knowledge of the worker based on the official school education, the correlation of the educational levels with the productivity and economic growth has indicated that the more education, along with the work experience ultimately lead to the improvement of productivity (Timberlake, S. 2006). The social capital can be used as the existing resources in the social network by the individuals and also it can be considered as the investment by the individuals in the inter-individual relationships in the markets. Coleman believes that in the social capital, social relationships are relationships with the predictable capacity and they can produce a value (Qanei Rad, 2006).

One of the effects of the social capital is the increase of productivity of the human force of the organizations. In the business organizations, the social capital is accounted as an important resource of productivity. In order for works to be accomplished, it is necessary for workers and experts to observe the advices and supports of the others beyond the hierarchical structure of the company (Safar Zade et al., 2010). Regarded to the presented materials in this section, the current study is intended to find whether the social capital have any implication on the staffs' productivity of Mellat Bank of Fars Province.

### 2. The necessity of doing the study

The philosophy of the improvement in productivity in the organizations causes that the human resource can think, speculate, create and invent better and it can find systematic attitude, the thoughts which their targeting is creating and building the future instead of present and past (Vandaie, R. 2007). The increase of staffs' productivity can be occurred in various forms from the change in the performance of an occupation to aspirations of an organization. In many organizations, the managers spend most of their time on accomplishing the current activities of the organization, while it is necessary for them to spend more time on planning, guiding and controlling the activities to improve the staffs' productivity in the organization (Park, Hihong, 2006).

Increasing productivity in an organization like Mellat Bank will be possible by the attempt of all of the organizations' staffs. The improvement of

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productivity is not an imperative work; managers provide the proper policies and contexts in order for the staffs to be extensively active in the movement toward productivity (Allame et al., 2010). Regarded to the restrictions of the sources of the organization, increasing population, growth of the human needs and desires and intense competition, one cannot benefit from the economic growth and stability in long term without paying attention to the strategy of productivity improvement through the social capital (Moradi et al., 2010).

The competition among banks is getting tighter day to day and each of the state banks and many of the private banks and credit institutions are trying to obtain a greater share of the market. Then, they are looking for the ways and methods in order to present more various services to attract more customers and increase their profitability. But most of the banks have neglected the element which can be a superior advantage among the bank competitors and cause their success. The human force and creation of the occupational satisfaction of the employees of the banks is the same lost ring which is necessary for gaining goals and developing of any bank. So, paying befitting and proper attention to the employees for growing a formidable and interested in work, dynamic and creative human force can lead any bank to success.

## **2. The purposes of research**

The general purpose of this study is to identify the implication of the social capital on the productivity of the staffs of Mellat Bank of Fars Province. Also, the other purpose is identifying the implication of the structural aspect of the social capital on the productivity of the staffs of Mellat Bank of Fars Province

Identifying the implication of the cognitive aspect of the social capital on the productivity of the staffs of Mellat Bank of Fars Province

Identifying the implication of the communicational aspect of the social capital on the productivity of the staffs of Mellat Bank of Fars Province

## **3. The main theory**

The social capitals have influence on the productivity of the staffs of Mellat Bank of Fars Province. Also, the other theories are:

The structural aspect of the social capital has influences on the productivity of the staffs of Mellat Bank of Fars Province.

The cognitive aspect of the social capital has influences on the productivity of the staffs of Mellat Bank of Fars Province.

The communicational aspect of the social capital has influences on the productivity of the staffs of Mellat Bank of Fars Province.

## **4. Research methodology**

The current study is applicable in terms of the purpose and it is a descriptive study of the measuring kind in terms of the way of collecting information.

### **4.1. The statistical sample:**

In this study the sampling from the society has been accomplished in the classified form and according to the degree of the excellent branch, 1, 2, 3, 4, 5, and 6 that it is dedicated based on their resources, expenses, demands and commitments and the number of the staffs of each branch; and the calculated sample has been extracted through classified method of sampling based on the Morgan table and Cochran formula and it includes 500 persons which 421 persons of them are males and 79 persons of them are females.

### **4.2. The tools of gathering information**

In order to gather information, the standard questionnaire of the social capital has been used. In this questionnaire the communicational aspect of the ten items (the questions 1 to 10), the cognitive aspect of the ten items (the questions 10 to 20), the structural aspect of the ten items (the questions 20 to 30), and the staffs' productivity including 20 items (the questions 1 to 20) have been examined.

### **4.3. Determining the validity of the questionnaire**

The validity of the contents of this questionnaire has been confirmed by the analysis of the path and also by the Supervisor professors and consultants and it has the necessary validity.

### **4.4. Determining the reliability of the questionnaire**

In order to measure the reliability of the questionnaire, the Cronbach's alpha method has been used through the SPSS software. The reliability of the questionnaire of the research is 0.850 and 0.826 that indicates that the questionnaire has the desired reliability.

### **4.5. The methods of analyzing data**

The obtained information from the questions of the questionnaire have been analyzed through the methods of inferential statistics (Kolmogorov test-Smirnov, regression and test of Friedman) and the research theories have been examined.

## **5. Investigating the theories of research**

Since the normality of the distribution of the variables in the regression is from the most important defaults, before the examination of the research's theories, we have investigated the hypothesis of the normality of data distribution

related to each of the variables through the nonparametric test of Kolmogorov- Smirnov. In all of the tests which have been done in this study, the meaningfulness level of the test has been considered

equal to 5 percent. The results obtained from the Kolmogorov- Smirnov test which are written as following, have been summarized in the Table 1.

**Table 1:** The results of the Kolmogorov- Smirnov test

Meaningful level	The value of Z statistic	Standard deviation	Mean	Frequency	Variable
.821	2.440	.807	4.62	500	Social capitals
.799	0.646	.454	4.62	500	Structural
.878	0.590	.969	4.270	500	Cognitive
.659	0.731	.638	4.250	500	Communicational
.526	0.811	.826	5.125	500	Staffs' Productivity

Since the value of the meaningfulness level obtained for all of the research's variables is a number larger than 0.05, there is no reason to reject the null hypothesis and the normality hypothesis is confirmed for all the variables.

The social capitals have influence on the staffs' productivity of Mellat Bank of Fars Province.

Using the regression analysis a relationship between these two variables has been formulized. The results related to the regression analysis of this theory have been given in the table 2:

**The main Theory**

**Table 2:** the regression analysis of the main theory

The regression test of Meaningfulness		R <sup>2</sup>	R	p-value	t	β (Standardized)	β	
p-value	F							
0.000	1.274	0.212	0.371	0.006 0.000	3.875 1.129	0.4325 0.272	0.371 0.718	(Constant coefficient) The Social Capitals

Regarded to the related F value and p-value, we can conclude that the regression is meaningful. Also, the determination coefficient has been obtained equal to 0.212 which indicates that 2.21 percent of the changes related to the productivity of the staffs of Mellat Bank of Fars Province can be expressed and explained by the social capitals. Regarded to the β coefficients obtained, the relationship between the examined variables can be formulized as follows:

**The First Secondary Theory:**

The structural aspect of the social capitals has influence on the productivity of the staffs of Mellat Bank of Fars Province.

The relationship between these two variables has been formulized through the regression analysis. Also, the results related to the regression analysis of this theory have been given in the table 3:

The productivity of the staffs = 0.371 + 0.718 \* (the social capitals)

**Table 3:** the results of the regression analysis of the first secondary theory

The Regression Test of Meaningfulness		R <sup>2</sup>	R	p-value	T	β (standardized)	β	
p-value	F							
0.001	1.274	0.066	0.181	0.000 0.004	10.200 0.519	0.371	1.181 0.043	(consonant coefficient) Structural aspect

Regarded to the related F value and p-value we can conclude that the regression is meaningful. Also, the determination coefficient has been obtained equal to 0.066 which indicates that 6.6 percent of the changes related to the productivity of the staffs of Mellat Bank of Fars Province can be expressed and explained by the structural aspect of the social capitals. Regarded to the β coefficients obtained, the relationship between the examined variables can be formulized as follows:

The cognitive aspect of the social capitals has influence on the productivity of the staffs of Mellat Bank of Fars Province.

The relationship between these two variables has been formulized through the regression analysis. Also, the results related to the regression analysis of this theory have been given in the Table 4.

The productivity of the staffs = 1.181 + 0.043 \* (the structural aspect)

Regarded to the related F value and p-value we can conclude that the regression is meaningful. Also, the determination coefficient has been obtained equal to 0.071 which indicates that 7.1 percent of the changes related to the productivity of the staffs of Mellat Bank of Fars Province can be expressed and explained by the cognitive aspect of the social capitals. Regarded to the β coefficients obtained, the

**The Second Secondary Theory**

relationship between the examined variables can be formulated as follows:

$$\text{The productivity of the staffs} = 2.329 + 0.182 * (\text{the cognitive aspect})$$

**Table 4:** the results of the regression analysis of the second secondary theory

The Regression Test of Meaningfulness		R <sup>2</sup>	R	p-value	t	β (standardized)	β	(consonant coefficient) Cognitive aspect
p-value	F							
0.000	22.871	0.071	0.267	0.000 0.000	18.861 4.782	0.267	2.329 0.182	

**The Third Secondary Theory**

The communicative aspect of the social capitals has influence on the productivity of the staffs of Mellat Bank of Fars Province.

The relationship between these two variables has been formulized through the regression analysis. Also, the results related to the regression analysis of this theory have been given in the table 5:

**Table 5:** the results of the regression analysis of the third secondary theory

The Regression Test of Meaningfulness		R <sup>2</sup>	R	p-value	t	β (standardized)	β	(consonant coefficient) Communicative aspect
p-value	F							
0.000	27.181	0.084	0.289	0.000 0.000	6.949 5.214	0.289	1.661 0.357	

Regarded to the related F value and p-value we can conclude that the regression is meaningful. Also, the determination coefficient has been obtained equal to 0.084 which indicates that 8.4 percent of the changes related to the productivity of the staffs of Mellat Bank of Fars Province can be expressed and explained by the communicative aspect of the social capitals. Regarded to the β coefficients obtained, the relationship between the examined variables can be formulized as follows:

$$\text{The productivity of the staffs} = 1.166 + 0.357 * (\text{the communicative aspect})$$

**The multiple regression analysis**

The results related to the multiple regression analysis which simultaneously has been done by the SPSS software are given in the table 6:

**Table 6:** The results related to the multiple regression analysis

R <sup>2</sup>	R	p-value	t	β(standardized)	β	Independent Variable
0.365	0.604	0.028	2.205	0.117	0.088	Social capitals
		0.012	2.528	0.166	0.113	The structural aspect
		0.044	2.023	0.126	0.105	The cognitive aspects
		0.030	1.890	0.100	0.124	The communicative aspects
		0.002	3.147	0.173	0.210	The staffs' productivity

It is observed that the multiple correlative coefficients are equal to 0.604. In other words, the mentioned variables totally have 60.4 percent of correlation with the productivity of the staffs of Mellat Bank of Fars Province. Also, the determination coefficient has been obtained equal to 0.365 which indicates that 36.5 percent of the changes related to the productivity of the staffs can be expressed and explained by the organizational social capitals. In order for identify which of the aspects has more shares in expressing the staffs' productivity of Mellat Bank of Fars Province, it is necessary to pay attention to the p-values and the standardized coefficients of β in the regression analysis which

simultaneously consider all of the aspects. It is observed that the structural aspect benefits from more and higher influence and after it orderly the cognitive aspect and then the communicative aspect have influence.

**6. The Comparison of the Degree of Variables through Friedman Test:**

In order for ensuring of the above ranking and also identifying the priority of the variables of the research the Friedman test has been used. Through the Friedman test the rank of the variables can be

compared. The null hypothesis ( $H_0$ ) and the contrast hypothesis ( $H_1$ ) in this test are written as follows:

$H_0$  (null hypothesis): There is no meaningful difference between the mean of the ranks of the aspects of the social capitals.

$H_1$  (contrast hypothesis): There is a meaningful difference between the mean of the ranks of the aspects of the social capitals.

**Table 7:** the results of the test of comparing the mean of the ranks of the variables through the Friedman test

Meaningfulness level	Statistic value	Freedom degree	numbers	Mean of the rank	The aspects of the organizational citizen behavior
<b>0.000</b>	<b>561.307</b>	<b>3</b>	<b>500</b>	<b>3.24</b>	Social capital
				<b>2.30</b>	Structural
				<b>1.85</b>	Cognitive
				<b>1.85</b>	Communicational
				<b>4.00</b>	Staffs' Productivity

Since the p-value has been obtained below 0.05, the null hypothesis is rejected. Therefore, it can be concluded that there is a meaningful difference between the means of the ranks of different aspects of the social capital. The mean of the rank of the variables is similar to the multiple regression tests.

## 7. Conclusion

Fars Province can significantly have influence on the social capitals due to its width and having numerous personnel in various folks; and regarded to the fact that in the current and structural conditions and the implementation of the law of stability of each staff for three years in the branch, it is necessary to provide the field of growth of excellence in the organization through paying attention to the social capitals, the existing potential and providing the proper basis for the growth and productivity of the staffs and eliminating of barriers. The results of the current research indicate that the social capitals meaningfully have influence on the loyalty of the staffs. Therefore, the necessity of planning and having an approach for the social capitals and its evidences in each organization and after it, implementing that approach with the mentioned levers can help the organization in propelling the staffs toward the incidence of the social capitals. Consequently the research done has an important consequence in the individual and organizational level, and in the individual level it causes improvement of the performance such as individual growth and innovation and in the organizational levels it causes the improvement of the productivity. Also, the research indicated that the structural aspect in the first priority and the communicational aspect are in the last priority in influencing the productivity.

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