



RESEARCH PAPER

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Investigating the relationship between social capital and job satisfaction among employees of tehran social security administration

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**Key words:** Social capital, Job satisfaction, Productivity.

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**Abstract**

Transition from an industrial society to a knowledge society by the rapid growth of intangible assets and social activities compared to the tangible been identified. Therefore, on the one hand, social capital should be considered as one of the forms of capital of the World Bank classification; on the other hand, productivity should be considered as a measure for success and goal achievement. The research scholars aimed to evaluate social capital and its dimensions as well as employee job satisfaction in the Social Security Administration. In this regard, social capital and its' structural and cognitive dimensions were measured. Productivity was also measured through DEA method using SE, VRS, and CRS models and based on the inputs and outputs, which according to the objective and hypotheses of the study, was analyzed using statistical tests, namely analysis of variance, correlation and regression analysis.

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## Introduction

Social capital is a new concept which has been discussed in the economic and social studies in modern societies contributing to the development of theories which are the basis for management studies. Social capital plays a more important role in organization and community compared with the physical and human capital (Eichar, 1991). Unlike other forms of capital, social capital is not a tangible asset, but rather is the outcome of social norms and interactions. Its increase can lead to a significant decrease in the costs of running the society. Despite the novelty of the concept of social capital in managerial discussions, it is being used extensively. Increased satisfaction as the most effective method to achieve the goals is a widely discussed topic in organizations today, and measuring the level of satisfaction is the most basic step to improve productivity (Becherer *et al.*, 1982).

Social security is of paramount importance due to its critical role in most economic activities and the competitive nature of organizational activities. In this regard, since the relevance of social capital for other management studies has been elucidated, especially by developing theories in this context, the concept of social capital has received much attention in organizational research (Rose, 2000). Social capital is a new concept playing a more important role in organizations and society than physical and human capital. Today, this concept is widely used in sociology and economics, and recently in management and organization. Social capital refers to the connections among members of a network as a valuable source and by creating norms and reciprocity prepares the ground for members to achieve their goals. In the absence of social capital, other capitals will lose their effectiveness and the traverse towards development and cultural and economic evolution will become more rough and difficult (Clark, 2001). This research investigates the relationship between social capital and job satisfaction of the employees of Social Security Administration (Yang *et al.*, 2009).

## Problem Statement

The concept in fact refers to the relationships between members of a network as a valuable source (Robbins and Steffen, 1997). By creating norms and mutual trust it prompts members to set goals. Job satisfaction is an important element in increasing efficiency and employee satisfaction within organization. Hop pock defined job satisfaction as a complex and multidimensional concept of psychological, physiological and social elements. He believes that job satisfaction is not a one-dimensional concept, but rather a combination of various factors that at a certain moment would prompt a person to believe that he or she is content with his or her job (Coleman, 1988). Pantam (1995) defines social capital as characteristics from networks, norms, and trustfulness. One of the reasons why attention must be given to job satisfaction and members of organization is that employees' job satisfaction in an organization has a positive impact on their capabilities and leads to their higher performance (Coleman and James, 1998). An individual will experience a certain level of job satisfaction depending on how much he or she values a given facet of job, such as income, social position, and work environment, etc. The concept of social capital refers to the relationships between members of a network and by creating norms and mutual trust causes members to achieve their goals. Rose believes that social capital plays a particularly effective role in promoting individuals' satisfaction by providing emotional and psychological support (Caroline, 2004). According to the theoretical discussions of the study, it can be concluded that social capital prompts employees to increase their capabilities within the framework of communication and social bonds that occur during social interactions, and while achieving job satisfaction they will enjoy social trust which has been occurred in their communication network. Therefore, they might increase their adaptability to their occupational status and will mentally enjoy tranquility. Social capital can formally or informally reduce the effects of workplace stress of employees by increasing trust and

reciprocity. On the other hand, it can increase a sense of job security, organizational justice, mutual respect and self-esteem, and thereby increase employee job satisfaction (Worrell *et al.*, 2006).

Although many studies have been conducted on each of the variables (social capital and job satisfaction) separately, the relationship of these variables has received less attention from scholars, which sticks out as a research gap. Retention of qualified employees is one of the most significant goals of the management in an organization and requires a thorough investigation (Giddens and Anthony, 1999). This study aimed to investigate the relationship between the components of social capital (trust, networks, cooperation, relationships, values, mutual understanding, and commitment) and job satisfaction (work, pay, supervisor, promotion, and co-worker) among branches of the Social Security Administration in East Tehran, and thereby to increase the level of satisfaction, trust, and reciprocity among employees and the public domain in social, cultural, and economic fields. This study sought to answer the question of: Whether there is a positive and significant relationship between social capital and job satisfaction among employees in branches of the Social Security Administration?

The aim of this research was to investigate the relationship between social capital and job satisfaction of the employees of the Social Security Administration in Tehran. The aim of this study is investigation the relationship between social capital and job satisfaction among employees of Tehran social security administration. According to the objective and hypotheses of the study, were analyzed using statistical tests, namely analysis of variance, correlation and regression analysis.

## Materials and methods

### *Research Hypotheses*

**Overall Objectives:** The overall or main objective of the research was to investigate the relationship between social capital and job satisfaction of

employees in Tehran branches of the Social Security Administration.

**Specific Objectives:** The specific objectives of the research were to investigate the relationship between the components of social capital (trust, networks, cooperation, relationships, values, mutual understanding, and obligation) and job satisfaction among employees in Tehran branches of the Social Security Administration.

There is a relationship between social capital and job satisfaction of employees in Tehran branches of the Social Security Administration.

**Sub-hypothesis:** There is a relationship between the components of social capital (trust, networks, cooperation, relationships, values, mutual understanding, and obligation) and job satisfaction of employees in Tehran branches of the Social Security Administration.

### *Methodology*

This is a survey research. Data collection was conducted by questionnaires and through theoretical data and literature review on social capital and job satisfaction both inside and outside the country. The standard questionnaire of job satisfaction developed by Smith and Kendall and a 28-item questionnaire on social capital made by the researcher based on a 5-point Likert scale with already confirmed validity and reliability were used for data collection. Correlation coefficient is used to determine the relationship between variables. After entering data into SPSS, the correlation coefficient will be selected according to their normality or non-normality. Data envelopment analysis (DEA) is used for measuring employee job satisfaction. Correlation methods are used to examine each variable according to the research hypotheses. The research population consisted of all 2000 employees (males and females) of Tehran branches of the Social Security Administration in 2014. In this research, all employees (formal and contractual) were considered as statistic population. Due to the multiplicity of the Social Security branches in Tehran,

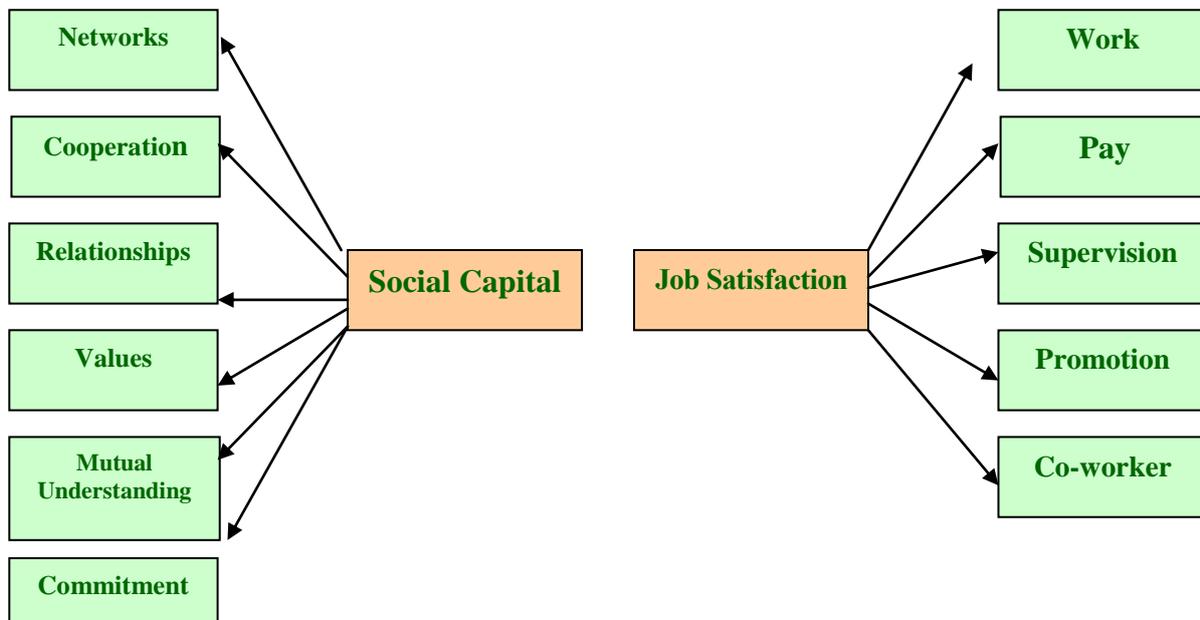
random and regional sampling methods were used in this study, according to which and based on geographic regions of Eastern part of Tehran, 19 branches of Social Security were selected proportional to the sample size. A sample size of 156 managers and experts was selected using Morgan, Krejcie, and Cohen's table. In this research, the methods of data collection can be divided into two categories, library research and field research. The library research was applied to collect information from the literature, and the field research was used for collecting data to confirm or reject the research hypotheses. Job satisfaction was considered as a dependent variable and the dimensions of social capital were considered as independent variables. The relationship between

job satisfaction and social capital demographic characteristics such as gender, age, marital status, occupation, education, field of study, employment status, and work experience were also investigated.

**Result and discussion**

*Conceptual Model*

The following model is derived from Putnam and Coleman's theories. The model is used to investigate the relationship between dimensions of social capital, namely networks, cooperation, relationships, values, mutual understanding, and commitment and job satisfaction, including work, pay, supervisor, promotion, and co-workers (Riffin *et al.*, 2001):



**Fig. 1.** The Research conceptual model (10).

Cronbach's alpha coefficient was used to determine the reliability of the social capital questionnaire according to which the reliability of the whole

questionnaire was 0.93, indicating desirable reliability coefficients.

**Table 1.** Reliability coefficients for Social Capital Questionnaire

| Scale   | Reliability coefficients |  |
|---|--------------------------|--|
|   | Cronbach's alpha         |  |
| The whole questionnaire of social capital       | 0.93                     |  |
| Social capital in terms of relationships        | 0.95                     |  |
| Social capital in terms of trust                | 0.92                     |  |
| Social capital in terms of networks             | 0.89                     |  |
| Social capital in terms of cooperation          | 0.86                     |  |
| Social capital in terms of mutual understanding | 0.93                     |  |
| Social capital in terms of commitment           | 0.80                     |  |
| Social capital in terms of values               | 0.94                     |  |

Table 1 shows the reliability coefficient of social capital ranged from 0.80 to 0.95. The reliability coefficient of job satisfaction questionnaire was also measured by Cronbach's alpha coefficient, according to which the reliability of the whole questionnaire was 0.70, indicating that the reliability coefficients were acceptable.

**Table 2.** Reliability coefficients for Job Satisfaction Questionnaire.

| Scale  | Reliability coefficients<br>Cronbach's alpha |
|--|--|
| The whole questionnaire of job satisfaction      | 0.70   |
| Social capital in terms of the nature of the job | 0.53   |
| Social capital in terms of pay                   | 0.71   |
| Social capital in terms of supervision           | 0.67   |
| Social capital in terms of promotion             | 0.52   |
| Social capital in terms of co-worker             | 0.23   |

Table 2 shows the reliability coefficient of job satisfaction ranged from 0.23 to 0.71.

*Findings of the Research Hypothesis*

The First Hypothesis: There is a relationship between social capital and job satisfaction of employees in Tehran branches of the Social Security Administration.

**Table 3.** Simple Correlation Coefficients between Social Capital and Employee Job Satisfaction.

| Predictor Variable | Index Criterion Variable                           | Correlation Coefficient (r) | Significance Level (p) | Number of Samples (n) |
|--------------------|--|-----------------------------|------------------------|-----------------------|
| Social Capital     | Job satisfaction                                   | 0.33                        | 0.0001                 | 156                   |
|                    | Job satisfaction in terms of the nature of the job | 0.24                        | 0.001                  |                       |
|                    | Job satisfaction in terms of pay                   | -0.06                       | 0.406                  |                       |
|                    | Job satisfaction in terms of supervision           | 0.25                        | 0.002                  |                       |
|                    | Job satisfaction in terms of promotion             | 0.31                        | 0.0001                 |                       |
|                    | Job satisfaction in terms of co-worker             | 0.21                        | 0.009                  |                       |

Table 3 shows there is a significant and positive relationship between social capital and employee job satisfaction ( $p = 0.0001$  and  $r = 0.33$ ). Therefore, the first hypothesis is confirmed. Social capital increases employees' job satisfaction. Moreover, there is a significant positive relationship between social capital

**Hypothesis 1-1:** There is a relationship between social capital and job satisfaction in terms of the nature of the job among employees in Tehran branch of the Social Security Administration.

**Hypothesis 2-1:** There is a relationship between social capital and job satisfaction in terms of salary and pay among employees in Tehran branch of the Social Security Administration.

**Hypothesis 3-1:** There is a relationship between social capital and job satisfaction in terms of supervision among employees in Tehran branch of the Social Security Administration.

**Hypothesis 4-1:** There is a relationship between social capital and job satisfaction in terms of promotion among employees in Tehran branch of the Social Security Administration.

**Hypothesis 5-1:** There is a relationship between social capital and job satisfaction in terms of co-worker among employees in Tehran branch of the Social Security Administration.

The results of the above hypotheses are presented in the table below:

and employee job satisfaction in terms of the nature of the job, supervision, promotion, and co-worker. Therefore, the hypotheses 1-1 to 5-1 (except 2-1) are confirmed.

There is no significant positive relationship between social capital and employee job satisfaction in terms of pay and salary. Therefore, the hypothesis 2-1 is not confirmed.

The Second Hypothesis: There is a relationship between social capital in terms of relationships and job satisfaction of employees in Tehran branches of the Social Security Administration.

**Hypothesis 1-2:** There is a relationship between social capital in terms of relationships and employees' job satisfaction in terms of the nature of the job in Tehran branches of the Social Security Administration.

**Hypothesis 2-2:** There is a relationship between social capital in terms of relationships and employee job satisfaction in terms of pay and salary in Tehran branches of the Social Security Administration.

**Hypothesis 3-2:** There is a relationship between social capital in terms of relationships and employee job satisfaction in terms of supervision in Tehran branches of the Social Security Administration.

**Hypothesis 4-2:** There is a relationship between social capital in terms of relationships and employee job satisfaction in terms of promotion in Tehran branches of the Social Security Administration.

**Hypothesis 5-2:** There is a relationship between social capital in terms of relationships and employee job satisfaction in terms of co-worker in Tehran branches of the Social Security Administration.

**Table 4.** Simple Correlation Coefficients between Social Capital in terms of Relationships and Employee Job Satisfaction.

| Predictor Variable                       | Index | Criterion Variable                                 | Correlation Coefficient (r) | Significance Level (p) | Number of Samples (n) |
|--|-------|--|-----------------------------|------------------------|-----------------------|
| Social Capital in terms of Relationships |       | Job satisfaction                                   | 0.18                        | 0.020                  | 156                   |
|  |       | Job satisfaction in terms of the nature of the job | 0.19                        | 0.015                  |                       |
|  |       | Job satisfaction in terms of pay                   | -0.01                       | 0.196                  |                       |
|  |       | Job satisfaction in terms of supervision           | 0.13                        | 0.94                   |                       |
|  |       | Job satisfaction in terms of promotion             | 0.12                        | 0.114                  |                       |
|  |       | Job satisfaction in terms of co-worker             | 0.01                        | 0.941                  |                       |

Table 4 shows there is a significant positive relationship between social capital in terms of relationships and employee job satisfaction ( $p = 0.020$  and  $r = 0.18$ ). Therefore, the second hypothesis is confirmed. In other words, social capital in terms of relationships and employee job satisfaction move in tandem, that is, as social capital in terms of relationships increases, job satisfaction also increases equally. There is also a significant positive

relationship between social capital in terms of relationships and employee job satisfaction in terms of the nature of the job. Therefore the hypothesis 1-2 is confirmed. There is no significant positive relationship between social capital in terms of relationships and employee job satisfaction in terms of pay, supervision, promotion, and co-worker. Therefore, hypotheses 2-2 to 5-2 are not confirmed.

The Third Hypothesis: There is a relationship between social capital in terms of trust and job satisfaction of employees in Tehran branches of the Social Security Administration.

**Hypothesis 1-3:** There is a relationship between social capital in terms of trust and employee job satisfaction in terms of the nature of the job in Tehran branches of the Social Security Administration.

**Hypothesis 2-3:** There is a relationship between social capital in terms of trust and employee job satisfaction in terms of pay and salary in Tehran branches of the Social Security Administration.

**Hypothesis 3-3:** There is a relationship between social capital in terms of trust and employee job satisfaction in terms of supervision in Tehran branches of the Social Security Administration.

**Hypothesis 4-3:** There is a relationship between social capital in terms of trust and employee job satisfaction in terms of promotion in Tehran branches of the Social Security Administration.

**Hypothesis 5-3:** There is a relationship between social capital in terms of trust and employee job satisfaction in terms of co-worker in Tehran branches of the Social Security Administration.

**Table 5.** Simple Correlation Coefficients between Social Capital in terms of Trust and Employee Job Satisfaction.

| Predictor Variable               | Index | Criterion Variable                                 | Correlation Coefficient (r) | Significance Level (p) | Number of Samples (n) |
|----------------------------------|-------|--|-----------------------------|------------------------|-----------------------|
| Social Capital in terms of Trust |       | Job satisfaction                                   | 0.18                        | 0.026                  | 156                   |
|                                  |       | Job satisfaction in terms of the nature of the job | 0.11                        | 0.168                  |                       |
|                                  |       | Job satisfaction in terms of pay                   | -0.08                       | 0.329                  |                       |
|                                  |       | Job satisfaction in terms of supervision           | 0.11                        | 0.146                  |                       |
|                                  |       | Job satisfaction in terms of promotion             | 0.30                        | 0.0001                 |                       |
|                                  |       | Job satisfaction in terms of co-worker             | 0.11                        | 0.145                  |                       |

Table 5 shows there is a significant positive relationship between social capital in terms of trust and employee job satisfaction ( $p = 0.026$  and  $r = 0.18$ ). Therefore the third hypothesis is confirmed. There is also a significant positive relationship between social capital in terms of trust and employee job satisfaction in terms of promotion. Therefore the hypothesis 4-3 is confirmed. There is no significant positive relationship between social capital in terms of trust and employee job satisfaction in terms of the nature of the job, pay, supervision, and co-worker. Therefore, hypotheses 1-3 to 5-3 (except 4-3) are not confirmed.

The Fourth Hypothesis: There is a relationship between social capital in terms of networks and job

satisfaction of employees in Tehran branches of the Social Security Administration.

**Hypothesis 1-4:** There is a relationship between social capital in terms of networks and employee job satisfaction in terms of the nature of the job in Tehran branches of the Social Security Administration.

**Hypothesis 2-4:** There is a relationship between social capital in terms of networks and employee job satisfaction in terms of pay and salary in Tehran branches of the Social Security Administration.

**Hypothesis 3-4:** There is a relationship between social capital in terms of networks and employee job satisfaction in terms of supervision in Tehran branches of the Social Security Administration.

**Hypothesis 4-4:** There is a relationship between social capital in terms of networks and employee job satisfaction in terms of promotion in Tehran branches of the Social Security Administration.

**Hypothesis 5-4:** There is a relationship between social capital in terms of networks and employee job satisfaction in terms of co-worker in Tehran branches of the Social Security Administration.

**Table 6.** Simple Correlation Coefficients between Social Capital in terms of Networks and Employee Job Satisfaction.

| Predictor Variable                  | Index | Criterion Variable                                 | Correlation Coefficient (r) | Significance Level (p) | Number of Samples (n) |
|-------------------------------------|-------|--|-----------------------------|------------------------|-----------------------|
| Social Capital in terms of Networks |       | Job satisfaction                                   | -0.02                       | 0.749                  | 156                   |
|                                     |       | Job satisfaction in terms of the nature of the job | 0.1                         | 0.189                  |                       |
|                                     |       | Job satisfaction in terms of pay                   | -0.06                       | 0.440                  |                       |
|                                     |       | Job satisfaction in terms of supervision           | -0.04                       | 0.578                  |                       |
|                                     |       | Job satisfaction in terms of promotion             | -0.13                       | 0.110                  |                       |
|                                     |       | Job satisfaction in terms of co-worker             | -0.01                       | 0.996                  |                       |

Table 6 shows there is no significant negative relationship between social capital in terms of networks and employee job satisfaction ( $p = 0.749$  and  $r = -0.02$ ). Therefore, the fourth hypothesis is not confirmed. There is no significant positive relationship between social capital in terms of networks and employee job satisfaction in terms of the nature of the job, pay, supervision, promotion, and co-worker. Therefore hypotheses 1-4 to 5-4 are not confirmed.

The Fifth Hypothesis: There is a relationship between social capital in terms of cooperation and job satisfaction of employees in Tehran branches of the Social Security Administration.

**Hypothesis 1-5:** There is a relationship between social capital in terms of cooperation and employee job satisfaction in terms of the nature of the job in Tehran branches of the Social Security Administration.

**Table 7.** Simple Correlation Coefficients between Social Capital in terms of Cooperation and Employee Job Satisfaction.

| Predictor Variable | Index | Criterion Variable | Correlation Coefficient (r) | Significance Level (p) | Number of Samples (n) |
|--------------------|-------|--------------------|-----------------------------|------------------------|-----------------------|
|--------------------|-------|--------------------|-----------------------------|------------------------|-----------------------|

**Hypothesis 2-5:** There is a relationship between social capital in terms of cooperation and employee job satisfaction in terms of pay and salary in Tehran branches of the Social Security Administration.

**Hypothesis 3-5:** There is a relationship between social capital in terms of cooperation and employee job satisfaction in terms of supervision in Tehran branches of the Social Security Administration.

**Hypothesis 4-5:** There is a relationship between social capital in terms of cooperation and employee job satisfaction in terms of promotion in Tehran branches of the Social Security Administration.

**Hypothesis 5-5:** There is a relationship between social capital in terms of cooperation and employee job satisfaction in terms of co-worker in Tehran branches of the Social Security Administration.

|  |  |       |        |     |
|--|--|-------|--------|-----|
| Social Capital<br>in terms of<br>Cooperation | Job satisfaction                                   | 0.41  | 0.0001 | 156 |
|  | Job satisfaction in terms of the nature of the job | 0.19  | 0.014  |     |
|  | Job satisfaction in terms of pay                   | -0.02 | 0.738  |     |
|  | Job satisfaction in terms of supervision           | 0.40  | 0.0001 |     |
|  | Job satisfaction in terms of promotion             | 0.35  | 0.0001 |     |
|  | Job satisfaction in terms of co-worker             | 0.24  | 0.002  |     |

Table 7 shows there is a significant positive relationship between social capital in terms of cooperation and employee job satisfaction ( $p = 0.0001$ ) and  $r = 0.41$ ). Therefore, the fifth hypothesis is confirmed. In other words, as social capital in terms of employee cooperation increases, their job satisfaction also increases equally. Moreover, there is a significant positive relationship between social capital in terms of cooperation and job satisfaction in terms of the nature of the job, supervision, promotion, and co-worker. Therefore hypotheses 1-5 to 5-5 (except 2-5) are confirmed. There is no significant positive relationship between social capital in terms of cooperation and employee job satisfaction in terms of pay. Therefore hypothesis 2-5 is not confirmed.

The Sixth Hypothesis: There is a relationship between social capital in terms of mutual understanding and job satisfaction of employees in Tehran branches of the Social Security Administration.

**Hypothesis 1-6:** There is a relationship between social capital in terms of mutual understanding and

employee job satisfaction in terms of the nature of the job in Tehran branches of the Social Security Administration.

**Hypothesis 2-6:** There is a relationship between social capital in terms of mutual understanding and employee job satisfaction in terms of pay and salary in Tehran branches of the Social Security Administration.

**Hypothesis 3-6:** There is a relationship between social capital in terms of mutual understanding and employee job satisfaction in terms of supervision in Tehran branches of the Social Security Administration.

**Hypothesis 4-6:** There is a relationship between social capital in terms of mutual understanding and employee job satisfaction in terms of promotion in Tehran branches of the Social Security Administration.

**Hypothesis 5-6:** There is a relationship between social capital in terms of mutual understanding and employee job satisfaction in terms of co-worker in Tehran branches of the Social Security Administration.

**Table 8.** Simple Correlation Coefficients between Social Capital in terms of Mutual Understanding and Employee Job Satisfaction.

| Predictor Variable                                       | Index | Criterion Variable                                 | Correlation Coefficient (r) | Significance Level (p) | Number of Samples (n) |
|--|-------|--|-----------------------------|------------------------|-----------------------|
| Social Capital<br>in terms of<br>Mutual<br>understanding |       | Job satisfaction                                   | -0.01                       | 0.901                  | 156                   |
|  |       | Job satisfaction in terms of the nature of the job | 0.06                        | 0.443                  |                       |
|  |       | Job satisfaction in terms of pay                   | -0.09                       | 0.269                  |                       |
|  |       | Job satisfaction in terms of supervision           | -0.09                       | 0.267                  |                       |
|  |       | Job satisfaction in terms of promotion             | 0.10                        | 0.214                  |                       |
|  |       | Job satisfaction in terms of co-worker             | 0.06                        | 0.435                  |                       |

Table 8 shows there is no significant negative relationship between social capital in terms of mutual

understanding and employee job satisfaction ( $p = 0.901$ ) and  $r = -0.01$ ). Therefore, the sixth hypothesis

is not confirmed. There is no significant positive relationship between social capital in terms of mutual understanding and employee job satisfaction in terms of the nature of the job, pay, supervision, promotion, and co-worker. Therefore, hypotheses 1-6 to 5-6 are not confirmed.

The Seventh Hypothesis: There is a relationship between social capital in terms of commitment and job satisfaction of employees in Tehran branches of the Social Security Administration.

**Hypothesis 1-7:** There is a relationship between social capital in terms of commitment and employee job satisfaction in terms of the nature of the job in Tehran branches of the Social Security Administration.

**Hypothesis 2-7:** There is a relationship between social capital in terms of commitment and employee

job satisfaction in terms of pay and salary in Tehran branches of the Social Security Administration.

**Hypothesis 3-7:** There is a relationship between social capital in terms of commitment and employee job satisfaction in terms of supervision in Tehran branches of the Social Security Administration.

**Hypothesis 4-7:** There is a relationship between social capital in terms of commitment and employee job satisfaction in terms of promotion in Tehran branches of the Social Security Administration.

**Hypothesis 5-7:** There is a relationship between social capital in terms of commitment and employee job satisfaction in terms of co-worker in Tehran branches of the Social Security Administration.

**Table 9.** Simple Correlation Coefficients between Social Capital in terms of Commitment and Employee Job Satisfaction.

| Predictor Variable                    | Index | Criterion Variable                                 | Correlation Coefficient (r) | Significance Level (p) | Number of Samples (n) |
|---------------------------------------|-------|--|-----------------------------|------------------------|-----------------------|
| Social Capital in terms of Commitment |       | Job satisfaction                                   | 0.51                        | 0.0001                 | 156                   |
|                                       |       | Job satisfaction in terms of the nature of the job | 0.34                        | 0.0001                 |                       |
|                                       |       | Job satisfaction in terms of pay                   | -0.05                       | 0.496                  |                       |
|                                       |       | Job satisfaction in terms of supervision           | 0.40                        | 0.0001                 |                       |
|                                       |       | Job satisfaction in terms of promotion             | 0.42                        | 0.0001                 |                       |
|                                       |       | Job satisfaction in terms of co-worker             | 0.39                        | 0.0001                 |                       |

Table 9 shows there is a significant positive relationship between social capital in terms of commitment and employee job satisfaction ( $p = 0.0001$ ) and  $r = 0.51$ ). Therefore, the seventh hypothesis is confirmed. In other words, as social capital in terms of employee commitment increases, their job satisfaction also increases equally. There is also significant positive relationship between social capital in terms of commitment and employee job satisfaction in terms of the nature of the job, supervision, promotion, and co-worker. Therefore, hypotheses 1-7 to 5-7 (except 2-7) are confirmed. There is no significant positive relationship between

social capital in terms of commitment and employee job satisfaction in terms of pay. Therefore, hypothesis 2-7 is not confirmed.

The Eighth Hypothesis: There is a relationship between social capital in terms of values and job satisfaction of employees in Tehran branches of the Social Security Administration.

**Hypothesis 1-8:** There is a relationship between social capital in terms of values and employee job satisfaction in terms of the nature of the job in Tehran branches of the Social Security Administration.

**Hypothesis 2-8:** There is a relationship between social capital in terms of values and employee job satisfaction in terms of pay and salary in Tehran branches of the Social Security Administration.

**Hypothesis 3-8:** There is a relationship between social capital in terms of values and employee job satisfaction in terms of supervision in Tehran branches of the Social Security Administration.

**Hypothesis 4-8:** There is a relationship between social capital in terms of values and employee job satisfaction in terms of promotion in Tehran branches of the Social Security Administration.

**Hypothesis 5-8:** There is a relationship between social capital in terms of values and employee job satisfaction in terms of co-worker in Tehran branches of the Social Security Administration.

**Table 10.** Simple Correlation Coefficients between Social Capital in terms of Values and Employee Job Satisfaction.

| Predictor Variable                | Index | Criterion Variable                                 | Correlation Coefficient (r) | Significance Level (p) | Number of Samples (n) |
|-----------------------------------|-------|--|-----------------------------|------------------------|-----------------------|
| Social Capital in terms of Values |       | Job satisfaction                                   | 0.15                        | 0.050                  | 156                   |
|                                   |       | Job satisfaction in terms of the nature of the job | 0.13                        | 0.108                  |                       |
|                                   |       | Job satisfaction in terms of pay                   | -0.06                       | 0.432                  |                       |
|                                   |       | Job satisfaction in terms of supervision           | 0.10                        | 0.186                  |                       |
|                                   |       | Job satisfaction in terms of promotion             | 0.18                        | 0.025                  |                       |
|                                   |       | Job satisfaction in terms of co-worker             | 0.10                        | 0.195                  |                       |

Table 10 shows there is a significant positive relationship between social capital in terms of values and employee job satisfaction ( $p = 0.050$ ) and  $r = 0.15$ ). Therefore, the eighth hypothesis is confirmed. In other words, as social capital in terms of employee values increases, their job satisfaction also increases equally. There is also a significant positive relationship between social capital in terms of values and employee job satisfaction in terms of promotion. Therefore hypothesis 4-8 is confirmed. There is no significant positive relationship between social capital in terms of values and employee job satisfaction in terms of the nature of the job, pay, supervision, and co-worker. Therefore, hypotheses 1-8 to 5-8(except 4-8) are not confirmed.

The Results of the First Hypothesis: There is a significant and positive relationship between social capital and employee job satisfaction ( $p = 0.0001$  and  $r = 0.33$ ). Therefore, the first hypothesis is confirmed. In other words, increased social capital of employee's leads to an equally increased level of their job

satisfaction. There is also a significant positive relationship between social capital and employee job satisfaction in terms of the nature of the job, supervision, promotion, and co-worker. Therefore, the hypotheses 1-1 to 5-1 (except 2-1) are confirmed. There is no significant positive relationship between social capital and employee job satisfaction in terms of pay and salary. Therefore, the hypothesis 2-1 is not confirmed.

The Results of the Second Hypothesis: There is a significant positive relationship between social capital in terms of relationships and employee job satisfaction ( $p = 0.020$  and  $r = 0.18$ ). Therefore, the second hypothesis is confirmed. In other words, as employee social capital in terms of relationships increases, their job satisfaction also increases equally. There is also a significant positive relationship between social capital in terms of relationships and employee job satisfaction in terms of the nature of the job. Therefore the hypothesis 1-2 is confirmed. There is no significant positive relationship between social

capital in terms of relationships and employee job satisfaction in terms of pay, supervision, promotion, and co-worker. Therefore, hypotheses 2-2 to 5-2 are not confirmed.

The Results of the Third Hypothesis: There is a significant positive relationship between social capital in terms of trust and employee job satisfaction ( $p = 0.026$  and  $r = 0.18$ ). Therefore the third hypothesis is confirmed. In other words, as employee social capital in terms of trust increases, their job satisfaction also increases equally. There is also a significant positive relationship between social capital in terms of trust and employee job satisfaction in terms of promotion. Therefore the hypothesis 4-3 is confirmed. There is no significant positive relationship between social capital in terms of trust and employee job satisfaction in terms of the nature of the job, pay, supervision, and co-worker. Therefore, hypotheses 1-3 to 5-3 (except 4-3) are not confirmed.

The Results of the Fourth Hypothesis: There is no significant negative relationship between social capital in terms of networks and employee job satisfaction ( $p = 0.749$  and  $r = -0.02$ ). Therefore, the fourth hypothesis is not confirmed. There is no significant positive relationship between social capital in terms of networks and employee job satisfaction in terms of the nature of the job, pay, supervision, promotion, and co-worker. Therefore hypotheses 1-4 to 5-4 are not confirmed.

The Results of the Fifth Hypothesis: As shown in Table 7, there is a significant positive relationship between social capital in terms of cooperation and employee job satisfaction ( $p = 0.0001$  and  $r = 0.41$ ). Therefore, the fifth hypothesis is confirmed. In other words, as social capital in terms of employee cooperation increases, their job satisfaction also increases equally. Moreover, there is a significant positive relationship between social capital in terms of cooperation and job satisfaction in terms of the nature of the job, supervision, promotion, and co-worker. Therefore hypotheses 1-5 to 5-5 (except 2-5)

are confirmed. There is no significant positive relationship between social capital in terms of cooperation and employee job satisfaction in terms of pay. Therefore hypothesis 2-5 is not confirmed.

The Results of the Sixth Hypothesis: As shown in Table 8, there is no significant negative relationship between social capital in terms of mutual understanding and employee job satisfaction ( $p = 0.901$  and  $r = -0.01$ ). Therefore, the sixth hypothesis is not confirmed. There is no significant positive relationship between social capital in terms of mutual understanding and employee job satisfaction in terms of the nature of the job, pay, supervision, promotion, and co-worker. Therefore, hypotheses 1-6 to 5-6 are not confirmed.

The Results of the Seventh Hypothesis: As shown in Table 9, there is a significant positive relationship between social capital in terms of commitment and employee job satisfaction ( $p = 0.0001$  and  $r = 0.51$ ). Therefore, the seventh hypothesis is confirmed. In other words, increased social capital of employees in terms of commitment leads to an equally increased level of their job satisfaction. There is also a significant positive relationship between social capital in terms of commitment and employee job satisfaction in terms of the nature of the job, supervision, promotion, and co-worker. Therefore, hypotheses 1-7 to 5-7 (except 2-7) are confirmed. There is no significant positive relationship between social capital in terms of commitment and employee job satisfaction in terms of pay. Therefore, hypothesis 2-7 is not confirmed.

The Results of the Eighth Hypothesis: As shown in Table 10, there is a significant positive relationship between social capital in terms of values and employee job satisfaction ( $p = 0.050$  and  $r = 0.15$ ). Therefore, the eighth hypothesis is confirmed. In other words, as social capital in terms of employee values increases, their job satisfaction also increases equally. There is also a significant positive relationship between social capital in terms of values

and employee job satisfaction in terms of promotion. Therefore hypothesis 4-8 is confirmed. There is no significant positive relationship between social capital in terms of values and employee job satisfaction in terms of the nature of the job, pay, supervision, and co-worker. Therefore, hypotheses 1-8 to 5-8 (except 4-8) are not confirmed.

According to the studies of various theories of social capital and job satisfaction, as the first step, the organization is recommended to develop and apply strategies in different contexts. A strong link should be established between social capital and job satisfaction of human resources. Because the main purpose is to solve the organization's problems by combining and organizing the internal and external knowledge and adapting them with changes in internal and external environment to foster innovation and development of the organization.

### Conclusion

The Eighth Hypothesis Recommendation: There is a significant positive relationship between social capital in terms of values and employee job satisfaction. In other words, increased social capital in terms of values led to increase in their job satisfaction. There is also a significant positive relationship between social capital in terms of values and employee job satisfaction in terms of promotion. In this regard, it is recommended to:

- Increase the level of trust in creating organizational and individual values among human resources
- Hold classes and training workshops in accordance with organizational values, and evaluating the effectiveness of the courses after training.

### Recommendations

1. To establish the models of social capital associated with support and assistance of senior management and the relevant authorities.
2. Train people and culturalize the importance of social capital.

3. Elimination of the weaknesses of job satisfaction and social capital and reinforcement of organizational strengths within a specified time schedule.

4. To determine the responsibilities of each organization and individuals involved in the processes of social capital.

5. To design a proper system for reward and punishment in order to increase employee job satisfaction.

The purpose of this research was to investigate the relationship between social capital and job satisfaction of the employees of the Social Security Administration in Tehran. Detailed recommendations using hypotheses of the study are as follows:

### The First Hypothesis Recommendation:

Increased social capital of employees was associated with their increased job satisfaction. There is a significant positive relationship between social capital and job satisfaction in terms of the nature of the job, supervision, promotion, and co-worker. Therefore, it is recommended to design and implement an appropriate system for the nature of the job, qualified supervisors, and promotion.

### The Second Hypothesis Recommendation:

Given the confirmation of the second hypothesis, increased social capital in terms of employee relationships resulted in an equal increase in their job satisfaction. There is also a significant positive relationship between social capital in terms of relationships and employee job satisfaction in terms of the nature of the job. In this regard, it is recommended to: increase job satisfaction by creating an appropriate environment through the full support of employees by the management, increasing the level of trust and freedom, and establishing mutual relationships.

**The Third Hypothesis Recommendation:**

Increased social capital in terms of employees' trust led to an equal increase in their job satisfaction. There is also a significant positive relationship between social capital in terms of trust and employee job satisfaction in terms of promotion. In this regard, it is recommended to: provide and meet the financial, psychosomatic, and emotional needs, eliminate pay discrimination, create an atmosphere of cooperation and empathy.

**The Fourth Hypothesis Recommendation:** Due to the lack of relationship between variables, no specific recommendation can be presented. Measures should be taken to investigate the other factors associated with the variables.

**The Fifth Hypothesis Recommendation:**

Increased social capital in terms of cooperation led to an equal increase in their job satisfaction. There is a significant positive relationship between social capital in terms of cooperation and job satisfaction in terms of the nature of the job, supervision, promotion, and co-worker. In this regard, it is recommended to: value employee opinions, involve them in decision making, considering meritocracy while promoting an employee, identify weaknesses of the organization in the planning, and eliminate organizational problems associated with the participation.

**The Sixth Hypothesis Recommendation:** There is no significant negative relationship between social capital in terms of mutual understanding and employee job satisfaction. Therefore, no specific recommendation can be presented. The other factors involved in the process need to be investigated.

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