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The relationship between social capital, organizational commitment and organizational silence in selected training hospitals in Shiraz city

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ABSTRACT:Background and objectives: In some organizations, employees believe their organization of free communication, sharing knowledge, and does not support the ideas expressed and this would diminish the creativity, commitment of staff and the failure of programs change management. The present study with the provision of the proposed model on the relationship between social capital, organizational commitment and organizational silence, looking to test this model and dedicated it to the organizations the managers can be able based on it deal the organizational silence and the negative consequences it.

Materials and methods: In the present study, all the staff of two hospitals in Shiraz Shahid Chamran and Namazi number 302 people were selected on the basis of the formula of Cochran. In order to prevent the risk of loss and failure to meet the 500 number of questionnaires, questionnaires were distributed and proliferation of the number of questionnaires returned were 343, that meet the rate to the questionnaire was 68.6 percent.

Results: Based on the findings, the average level of social capital 66.63, organizational commitment 63.24, and deal with organizational silence was 72.63 which represents the average level upward. As well as the relationship between each of these variables and the component was significant in level $P < 0.001$.

Conclusions: Based on the findings could improve the level of social capital and organizational commitment organizational silence phenomenon expected in hospitals less and be more staff to express their ideas and opinions. This can be empowering field employees and their participation in the decision-making of organization to follow and adopt better decisions as a result.

KEYWORDS: social capital, organizational commitment, organizational silence, hospital

I. INTRODUCTION

The corporate world of today is a world of creativity and innovation and organizations for survival in the competition to have reached this point and always in the quest for creative development. The main source of valuable and creativity and innovation in organizations, the ideas that are presented to staff and organizations always with an understanding of this point in search ways are to stimulate employees to express opinions and ideas. However, in some organizations, employees believe that their organization of free communication, sharing knowledge, and does not support the ideas expressed and this would diminish the commitment of the staff and the failure of change management programs[1].

In other words, a lack of information, and trust to express ideas, or what Morrison and Millicanas they learn, organizational silence that makes organizational improvement programs had to defeat. In the silence of the organizational phenomenon, employees prefer doesn't express ideas and concerns related to organizational issues[2].

Vakola and Boradas in the initial perspective in the case of institutional silence, it is the equivalent of loyalty employees with the organization and believed that if a problem does not exist, someone won't talk about it and the silence is equivalent to non-problem of organization[3]. But today, researchers showed that space of silence unlike the traditional perspective, a barrier over way of attaining organization will be your goals. Accordingly, Vakola and



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Boradas the silence of organization in form of deliberate refusal to define express ideas, opinions and information related to work, that would be reduces the level of participation of employees in organization[3].

According to many researchers, as well as on the basis of the performed research, one of the key factors affecting organizational silence, the weakness of social capital and its components in organization[4]. The lack of social capital reduce the trust of employees to organization and finally the silence gets enterprise and so far several studies carried out in this field is that it can be to research such as Dalisay and associates[5].

Social capital is relatively a new and exquisite concept in the field of social studies, but has roots this concept of old in human social relations. todays this is the indisputable that reaching development, civil society, universal criteria and appropriate field for bio-social Takes shapeonly with the existence of social capital.

Social capital in a general sense, a kind of investment in social relationships that is defined with the expected returns[6]. in spite of this simple concept of social capital, thinkers in the social sciences so far presenting editions several definitions of social capital, of course this is not contradictory with each other definitions. Common to all these definitions is that social capital, the potential lies in the relationships between and among individuals (and groups) is a community that makes the Convention do it. On this basis, the original thinking of social capital is that the family, friends and colleagues is a very important asset to make up that a person can be in terms of the critical advantage or to use the material interests[7].

today's organizational thinkers expressing that social capital approach and a strong tool to solve organizational problems and behavioral staff. With the strengthening of social capital can be problems such as weakness of motivation, participation weakness of employees, the absence of work etc. is greatly elevated, and things like to improve creativity of employees, empowering employees etc[8, 9]. The concept of social capital is so powerful that some sociologists know it's only solve to all solution of social problems of human[6] and Moayedfar and Associates it has to prove dynamic and reciprocal effects on economic development also that all of these are evidence of the importance of this topic[10].

Organizational silence is also one of the negative phenomena in the organization that a lot of effort to make it the highest in the organization of event. By the same token, a lot of research so far to identify the determinants and effective has been done on it. Dalisay et al. know the weakness of social capital a key factor in the silence of organizational phenomenon[5].

But with a literature review can deduce that the weakness of the social capital alone and directly, is not creator the silence of organization and shadow unleashed other factors also affect this phenomenon. With regard to this point, can be a variable such as organizational commitment as the mediator this relationship. Based on research conducted has impact social capital on level of organizational commitment of employees that it can be noted to research about Dalisay et al. and Nickmaram et al.[5, 11]. In the context of the influence of organizational commitment on the institutional silence although due to being young of subject silence of organizational, in the field a little research has been done, but the same slight research support that direct relationship between organizational commitment and silence of organizational that such research can be noted Saygan 2011, Nicolas et al, Vakola and Bouradas[3, 12, 13].

As was discussed, so far has done several studies about direct relationship between social capital and organizational of silence, but since this is not a direct relationship, also should be considered components of mediator on this relationship. Organizational commitment and its components impact on this relationship and this research is to determine the amount of influence this relationship and looking for relationships. The relationship between organizational commitment and organizational is proven in research of Panahi et al.[14].

So in this study, the researchers sought to examine the extent of impact of disclosure organizational of silence two variables social capital and organizational commitment were selected in Shiraz hospitals. The results of the research to the aforementioned authorities and the directors of the hospitals will help to create the atmosphere, while organizational organizational silence phenomenon with the recitation of and negative consequences of the deal it will reduce.

II. TEXT DETECTION

Methods: This study of methodology as a descriptive, analytical and was applied research purpose and that was studied to run the field shape and cross-sectional training available in the selected phenomena University of medical sciences, Shiraz hospitals. The statistical community, all the staff of two hospitals affiliated to Shahid Chamran and Namazi University of medical sciences, Shiraz, Iran, which is estimated at a total of 1400 people and the statistical sample in order to achieve the objectives of the survey and, according to the statistical community as being too money consuming problem being the assessment of all of the people of the community, sampling techniques and sampling method was used for the floor, The samples are selected in such a way that in per both hospital To an equal ratio giving participation to research. In the end, within the sections, the examples were selected by simple random enhanced



and distributed a questionnaire among them. The sample size, so the estimate and determine the number of hospitals and a sample size determination based on table and was determined Krejcie and Morgan[15], based on the formula of Cochran. The formula to determine the size of sample is given below.

$$n = \frac{X^2 NP (1 - P)}{d^2(N - 1) + X^2(1 - P)}$$

Where:

N: the sample size required,

X²: the value of the Chi square table for the desired confidence level with 1 degree of freedom (3.841),

N: number of community,

P: the proportion of the population (that is, to maximize the sample size 0.5 is considered), and

D: the degree of precision that is 0.05 is considered.

Based on the above formula were determined number 302 examples . In order to prevent the risk of loss and lack of response to questionnaire by the employees, the number of 500 questionnaires and distributed proliferation among those who were selected as the sample. The number of returned questionnaires 343 and number of delete incomplete questionnaire 42, 301 case analysis questionnaire. Based on studies, through a suitable selection and to test the validity and reliability of it deserves to be confirmed. The questionnaire was then confirmed, among people who were selected as the sample was distributed. Based on the distribution of the questionnaire and the data collected through these questionnaires, the relationship between the variables studied. Answers to questions of questionnaire referred to case and based on spectrum that was five Lichert respondent the option should be between completely disagree answers, disagree, neither agree or disagree, agree, and agree completely in terms of selection an option. The beginning of questionnaire, was recorded sufficient information in relation to objectives of plan and its importance, with an emphasis on the confidentiality of business information along with demographic characteristics the person who participated in the study. After obtaining the consent of oral completed the questionnaire by person. Since the selected questionnaire were not native, was the essential validity and reliability they are examined. To confirm the validity and implementation of questionnaires after the translation of the questionnaire and select comments from experts and professors use spectrums based on their level of agreement with the Lichert express questionnaire questions and comments at the end of their remedial announced questionnaire. The final questionnaire after comments of professors and a little mayhem and dampen the initial questionnaire preparation and editing. After you confirm the validity of the questionnaire, respondents were distributed between 30 and with a validity rate of cronbach's alpha test all three dimensions of the questionnaire they are over 70.0 was calculated. As a result, according to this classification, the value of Alpha in this study, a significant level of reliability qualify. The data gained from the completion of the questionnaire to enter the software and using the analytical and descriptive statistics about the analysis. Descriptive statistics for demographic data, the level of social capital and its components, the level of organizational commitment and its dimensions and the extent of the existence of the phenomenon of corporate silence in the form of tables, charts, and indexes using the SPSS software was used. In order to study the differences variables in the two hospital of Namazi and Shahid Chamran and single-sample t test, compared to the average in the two groups was used. The Pearson correlation between variables as well as for research.

III. EXPERIMENTAL RESULTS

Findings:

Table 1 descriptive statistics relating to variables and the social capital component. As this table view, the average of all the dimensions of social capital based on the 100 between 62.65 to 66.93 that does not see certain swing

Table 1 average and standard deviation variables and dimensions of social capital in the hospitals reviews

Dimensions and indicators of social capital	Number of replies	Minimum	maximum	average	standard deviation
Relational social capital	291	24	100	66.93	13.76
Cognitive social capital	278	20	100	66.00	15.31
Structural social capital	284	20	100	65.62	15.10
Social capital	262	21	93	66.35	13.59

Table 2 descriptive statistics relating to average of organizational commitment and its components. As mentioned in the observed component of the highest average related to emotional commitment with an average of 65.68 and lowest average related to normative commitment with an average of 60.97. As well as the average Between employee organizational commitment in the hospitals studied 63.24 with SD 6.62.

Table 2-mean and standard deviation variables of organizational commitment

The component and dimensions of organizational commitment	Number of replies	Minimum	maximum	average	standard deviation
Emotional commitment	283	47.5	97.5	65.68	10.02
Continuous commitment	253	37.5	82.5	61.35	9.96
Normative commitment	268	37.5	85	60.97	8.94
Organizational commitment	216	46	87.5	63.24	6.62

Table 3 descriptive statistics relating to average organizational of silence and its components. As mentioned in the observed component of the highest average is related to the attitude of executives with an average of 66.15 and lowest average corresponds to the attitude of the senior managers of the average 59.62. As well as the average deal with organizational of silence in hospitals studied were 63.72 with SD 9.66.

Table 3-mean and standard deviation of variables of organizational silence

The component and dimensions of organizational commitment	Number of replies	Minimum	maximum	average	standard deviation
The dimensions and the organizational component of the silence	292	20	80	59.62	10.00
The attitude of senior executives	284	20	100	66.15	16.91
The attitude of supervisors	290	20	95	65.62	16.03
Communication opportunities	284	20	95	63.54	13.71
The behavior of the expression of opinions and comments	264	24	88	63.72	9.66

Based on what is view in the table 4, between all the social capital indicators and the silence of organization and its components have a high correlation exists. The correlation between the variables in table 4 is approved at the level of 0.001.

Table 4-the correlation matrix of social capital and its dimensions of organizational silence

Variables	2	3	4	5	6	7	8
1-relational capital	**0.376	**0.609	**0.904	**0.396	**0.409	**0.573	**0.486
2-cognitive capital	1	**0.671	**0.915	**0.434	**0.443	**0.621	**0.336
3. structural capital		1	**0.840	**0.410	**0.428	**0.573	**0.391
4. social capital			1	**0.468	**0.470	**0.677	**0.394
5-the attitude of senior management				1	**0.472	**0.553	**0.307
6. the attitude of the administrator					1	**0.647	**0.443
7-communication						1	**0.511
8-the behaviour of the silence							1

** Significant of correlation at the level of 0.001

Read the findings from the test table 5 is showed correlation between organizational commitment and its dimensions (affective, normative, and continuous) with the silence of the organization and its components. Based on what is view in the table 5, between all the organizational commitment indicators and the silence of organization and its component high correlation exists. Solidarity between all the variables in this table at the level of 0.001.

Table 5-correlation matrix organizational commitment and it's dimensions with organizational of the silence

Variables	2	3	4	5	6	7	8
1-Emotionalcommitment	0.560 **	0.540 **	0.853 **	0.346 **	0.547 **	0.578 **	0.344 **
2-normative commitment	1.	0.531 **	0.848 **	0.333 **	0.392 **	0.496 **	0.263 **
3. the continuous commitment		1.	0.829 **	0.249 **	0.432 **	0.503 **	0.322 **
4-organizational commitment			1.	0.409 **	0.565 **	0.657 **	0.385 **
5-the attitude of senior management				1.	0.472 **	0.553 **	0.307 **
6. the attitude of the administrator					1.	0.647 **	0.443 **
7-communication						1.	0.511 **
8-the behaviour of the silence							1.

** Significant of correlation at the level of 0.001

Table 6 have show matrix correlation between organizational commitment and its indicators (Emotional, normative and continuous) with social capital and its components (relational, cognitive, and structural).

Table 6-correlation matrix of organizational commitment and its dimensions of social capital

Variables	2	3	4	5	6	7	8
1-Emotionalcommitment	**0.581	**0.599	**0.858	**0.419	**0.392	**0.564	**0.332
2-normative commitment	1	**0.642	**0.857	**0.386	**0.415	**0.568	**0.303
3. the continuous commitment		1	**0.878	**0.404	**0.481	**0.568	**0.262
4-organizational commitment			1	**0.500	**0.490	**0.694	**0.382
5-relational capital				1	**0.472	**0.553	**0.307
6-cognitive capital					1	**0.647	**0.443
7. structural capital						1	**0.511
8-social capital							1

** Significant of correlation at the level of 0.001

Based on what is view in the table 6, between all the organizational commitment and social capital indicators and its components have a high correlation exists. Solidarity between all the variables has been confirmed in this table at the level of 0.001.

IV. CONCLUSION

As was expressed, in this study, social capital, organizational commitment and organizational silence the three main variables investigated in this research.

As was mentioned, the social capital model Nahapiet and Ghoshal [9]15) consists of three structural and relational, cognitive component. This component in the total can be defining social capital. Based on the findings of the present study was to examine the level of social capital in the hospitals at a higher level than the average was almost equal to the research assessment Amiesmaeli et al. and Dayyani et al.[16, 17].

Based on what can be extracted from the social capital literature, high social capital in organizations improve relationships and enhance the level of trust between the members of the groups. This increase is causes the improve relationships between individual -organizations[18]. In an environment where trust between employees and managers and supervisors to be there as well as the staff at the expression of the opinions they have, feel comfortable to express their ideas and opinions more price[19-21].



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Organizational commitment to the force that the person requires in order to remain with the organization because of the realization of the objectives of the Organization awarded work; in other words, organizational commitment is associated with a series of productive behaviors. A person who has high organizational commitment to remain within the Organization, its objectives and to achieve those purposes manufactured out of their effort and sacrifice and dedication even implies. In this study, the level of organizational commitment on the acceptable level of assessment. But some aspects of organizational commitment is relatively weak condition have discussed more. Hospitals should be studied to increase the level of normative commitment necessary continuous and programmed so that they can improve the average of organizational commitment. Correlation among the variables studied, positive situation to figure in a way that correlation set can be concluded that positive changes in each of the components can be other indicators and consequently improve the sound of the enterprise. In this study, the three main hypothesis examined that were confirmed all these assumptions.

The results of the correlation, the relationship between organizational commitment and its components (normative, emotional commitment, and continuous) on Shahid Chamran and Namazi hospitals confirmed. as social capital literature suggests, in this study, the relationship between social capital and organizational commitment is confirmed[22].

The results of the correlation, the relationship between organizational commitment and its components in approved hospitals surveyed. The result of this research can be seen stating that the relationship between organizational commitment and the silence to confirm. This research with the recently developed in the high schools of the city has been doing the Azna correspondence[23].

This hypothesis implies the existence of direct relationship between social capital and lack of organizational silence. So we can conclude that by improving the level of social capital can be largely expected that reduced the phenomenon of enterprise organizational silence and alternative sounds.

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