Academic International Journal of Social Sciences and Humanities
ISSN: 2984-7729
Aca. Int. J. Soc. Sci. H. 2021; 1(1) 1-16
Journal homepage: http://www.aipublishers.org/aijssh

Investigating the Relationship of Social Capital Perception and Knowledge Sharing by Mediation of Organizational Commitment Among all Staff of the General Education Department in Holy Karbala

Ammar J. Jamee[1*], Hayder A. Hussein[2], Jaafar Hadi Essa[3]

[1,2,3] General Directorate of Education in Holy City of Karbala
*Email: - amrjasd82@gmail.com

Article Info.
Article history:
Received 15 January 2022
Revised 15 March 2022
Published 4 April 2022
Keywords:
Social capital, sharing of knowledge, Organizational Commitment.
How to cite:
Ammar J. Jameel, Hayder A. Hussein, Jaafar Hadi Essa. Investigating the Relationship of Social Capital Perception and Knowledge Sharing by Mediation of Organizational Commitment Among all Staff of the General Education Department in Holy Karbala. *Aca. Int. J. Soc. Sci. H. 2022; 1(1) 1-16.*

Abstract

The study aims to investigate the relationship between the perception of social capital and knowledge sharing mediated by organizational commitment in a descriptive correlational method. The statistical population includes all employees of the General Department of Education in holy Karbala, whose number is 1000. According to Cochran's table, the sample size was 278 people who were selected by random sampling from the statistical population. The research tool is a questionnaire, so three standard questionnaires were used, such as Nahapit & Ghoshal's Social Capital (1998), Nonaka & Takeuchi's Knowledge Spiral (1995) and Meier & Allen's Organizational Commitment (1990). Supervisor, subject experts, and some of the statistical community members confirmed the face and content validity of the questionnaires. Based on Cronbach's alpha coefficient, the reliability of the social capital questionnaire, knowledge sharing questionnaire and commitment questionnaire were respectively calculated as 0.94, 0.96, and 0.76. To analyze the research data, 19Spss and 20Amos software were used. In statistical analysis, descriptive statistics were used to collect basic information such as mean, minimum and maximum value, number of data, standard deviation, frequency, and frequency percentage, and for inferential statistics, Smirnov Kolmograph test, Kruskal Wallis, Analysis of Variance (ANOVA), and independent T-test were used. The findings show that there is a significant relationship of 0.33 between social capital perception and knowledge sharing by mediation of organizational commitment. Also, there is a substantial relationship of 0.81 between social capital and knowledge sharing, as well as between commitment and knowledge sharing, with a significant relationship of 0.59, and there is a substantial relationship of 0.51 between social capital and commitment.

Introduction

In the last decade, social capital has been one of the most important and interesting topics of academic and research societies in the world. Social capital is a new concept, and its role is more important than physical and human capital in society. Pontam considers social capital as a set of concepts such as trust, norms, and networks, which lead to optimal communication and participation of the community members and finally provide their mutual benefits (Harandi, 2013). Social capital promotes the development of knowledge management in the organization through facilitating the combination and sharing of the organization's knowledge resources as well as providing the necessary conditions such as building trust and interaction among organization members, so social capital helps organizations to create and share knowledge as well as gaining a sustainable competitive advantage compared to other organizations. On the other hand, having committed human resources is one of the indicators of an organization's superiority over another one. Having such a committed force, in addition to being the social capital of the organization, increases the credibility of the organization in society and provides the basis for the growth and development of the organization (Mousavi, 2017).

Peter Bourdieu defines *social capital* as a set of real and virtual individual or team resources that are applied through the appropriation of a relatively sustainable network of bilateral familiarity and recognition. He believes that Social capital is obtained through the communication and collaboration of organization members and it is a tool to reach economic capital (Chen & Lavrum, 2011). Social capital has three structural, cognitive, and relational dimensions (Faqihi & Feizi, 2015). Structural factors of social capital include communication patterns among members of a group or social unit. Relational factors include the degree of mutual trust among the members of a social unit, and cognitive factors include perceptions, beliefs, and common cultural and social concepts that are accepted by common concepts and memories or common time and remain among them (Bergren, 2009).

To survive in the new paradigm of competition among organizations, today's organizations must now consider knowledge sharing as a necessary strategy. Suppose an organization can increase effective interactions among its employees within organizational groups and units. In that case, it will increase the possibility of creating new knowledge in organizations, transferring and sharing knowledge among organization members, and, as a result, the effective management of organizational knowledge (Choi et al., 2008). Therefore, creating such a culture and atmosphere in the organization that encourages effective communication and interaction is one of the necessities of knowledge management (Mahinz, 2012). Knowledge sharing is a set of behaviors that lead to sharing information or helping others (Connelly & Colloway, 2002). Social capital is a prerequisite for the development of organizations' performance.

Social capital increases the willingness of people to cooperate in a group, and in this way, creates a lively network of voluntary gatherings in various dimensions of social and work life and ultimately creates commitment among employees. Therefore, organizational commitment involves employees' loyalty to the organization, and it is a continuous process through which the members of the organization show their interest in the organization and its continuous success and efficiency (Khoshnoud, 2019). Due to its consequences in educational organizations, paying attention to organizational commitment is important (Salp & Yilmazturk, 2012). However, evidence has shown that the level of organizational commitment in educational organizations is high (Salp, 2000); this affects knowledge behaviors in the educational environment. In fact, organizational commitment can provide the possibility of knowledge sharing in the organization. As the evidence shows, there is a direct relationship between organizational commitment and knowledge sharing (Demirel &

Gok, 2013). In fact, organizational commitment increases knowledge sharing (Mounir et al., 2014; Choudary et al., 2013).

The General Department of Education is the organization responsible for the education and training of the future generation, which has environmental uncertainties in this complex, dynamic, competitive field; the employees of this department should share knowledge as a necessary need to pioneer in the field and put competitiveness among its priorities and consider it valuable and provide the basis for knowledge sharing among employees, and on the other hand, seek to identify the factors and infrastructure to create and increase social capital and commitment of employees.

So, the present paper aims to examine the relationship between social capital and knowledge sharing with the mediation of organizational commitment among the employees of the General Department of Education and to answer the following question about social capital: Is there a significant relationship between knowledge sharing and the mediation of organizational commitment among the employees of the General Department of Education?

Theoretical Foundations and Research History

Social capital:

It is a "network of relationships among people who live and work in a particular society and enable that society to perform effectively" (Wong, 2013). It includes the effective performance of social groups through interpersonal relationships, a sense of shared identity, shared understanding, shared norms, shared values, trust, cooperation, and interaction (Feng et al., 2013). The emergence of the concept of modern social capital is a new way to examine this debate, which maintains the importance of community in creating public trust and, at the same time, the importance of individual free choice in creating a cohesive society; this is the reason why social capital is highly regarded and interested in the academic and political world (Vigliarolo, 2021). However, the term social capital was used frequently from 1890 and became widely used in the late 1990s. This term can be traced back to the work of *Lyda Hanifan* in 1916 (Miokovic & Keam, 2013). Theorists such as Tunis (1887), Durkheim (1893), Simmel (1905), and Weber (1946) believed that industrialization and urbanization change social relations irreversibly (Yusuf et al., 2021). *Social capital* is a hidden wealth and property that is the result of the mental and psychological readiness of people in society to give up personal interests and participate in a collective and group form (Ganji & Sotoudeh, 2010, p. 36).

The relational dimension includes the level of mutual trust among the members of a social unit. Trust is a very important and vital factor in effective mutual communication among members. Factors such as the level of trust among members, willingness to cooperate with people with opposing views in a unit, and the trust of the members in the words of their colleagues show the mutual trust of the members of a social unit (Bergren, 2009, p. 139).

The structural dimension represents network relationships, network configuration, and network compatibility among individuals. In general, this dimension examines the interactions that take place between people in the organization, describes communication patterns among employees, and studies the usefulness of this communication (Faqihi & Feizi, 2013, p. 15).

The cognitive dimension refers to sources that provide manifestations and interpretations of common meaning systems between groups (Lee, 2005, p. 123).

Knowledge sharing is the process of transferring, exchanging, and disseminating information among individuals and databases in a mechanized and two-way manner (Sharifzadeh & Boudlayee, 2017, p. 207).

The dimension of socialization: socialization is a process of sharing tacit knowledge through interactions and experiences among individuals in a common environment, not through letters (Sharifzadeh & Boudlayee, 2017, p. 216).

The dimension of externalization: Externalization converts tacit knowledge into explicit knowledge and makes it visible (Daneshfard & Zakeri, 2019, p. 120).

Dimension of combination: Combination requires the conversion of different bodies of explicit knowledge held by individuals into a set of explicit knowledge (Sharifzadeh & Boudelai, 2017, p. 218).

The dimension of internalization: Internalization transforms common individual experiences and knowledge into individual mental models or integrates them into this model (DaneshFard & Zakir, 2019, p. 121).

Organizational commitment is defined as the level of mental attachment an employee feels toward their organization in organizational behavior, industrial, and organizational psychology (Hamidi et al., 2013). It predicts work variables such as employee turnover, organizational citizenship behavior, and job performance (Hermavanto et al., 2021). Although organizational commitment is known as a predictor of many organizational variables (Khan et al., 2013; Prathama et al., 2021), however, it is influenced by social capital. Evidence shows that social capital is related to organizational commitment (Ahangari & Hayati, 2019; Yamaguchi, 2013; Azari et al., 2021).

Many evidence, especially in Iran, indicate that social capital is related to organizational commitment (Watson & Papamarkos, 2002; Yamaguchi, 2013; Sayadi & Hayati, 2014; Eydi, 2016). Based on organizational commitment, a person is very loyal to the organization, and therefore, the organization can be identified according to organizational commitment (Stron, 2017, p. 74).

Emotional commitment is defined as a strong bond formed between an individual and an organization and his commitment to it. Emotional commitment includes three dimensions such as acceptance of organization goals and values, the desire to work for the benefit of the organization, and not leave the organization. (FalkenburgWaskins, 2007, p. 709).

Continuance commitment is a sense of loyalty to the organization because the employee perceives the cost of leaving the organization as too high (Madani & Zahedi, 2014, p. 47).

Normative commitment is a sense of responsibility and obligation employees feel towards their organization that holds them back from quitting. Individuals who feel this commitment believe that staying in the organization is their duty and that they ought to continue working there (Alwani et al., 2017, p. 7).

Research Background:

Sohrabi et al. (2021) studied the organizational factors that affect organizational knowledge sharing, information management sciences, and techniques. The results showed that among the organizational factors effective on organizational knowledge sharing, structural capital (0.636), relational capital (0.637), cognitive trust (0.646), emotional trust (0.609), transformational leadership (0.643), social interaction (0.713) and common language (0.690) have the most effect and significant relationship with organizational knowledge sharing.

Ghanbari and Abdul Maleki (2019), in another study, investigated the role of social capital on job performance with the mediation of teamwork. They found that social capital and teamwork have a positive impact on employees' job performance at the 0.05 level. Through teamwork, social capital has a positive and significant impact on the variable of employee job performance at the 0.05 level. Also, variables of social capital and teamwork explain 24% of the variance in employee job performance.

Mowgli et al. (2014) studied the relationship between social capital and knowledge management at Shiraz University of Medical Sciences. The results showed that there is a positive and significant relationship between social capital and knowledge management dimensions.

Stock and Abdul Maleki (2013) examined the effect of social capital on innovation, emphasizing the mediating role of knowledge management among employees of Kurdistan Education departments. They showed that organizational culture has a positive and significant impact on social capital and knowledge management. Also, organizational culture and social capital have a significant positive impact on knowledge management, and knowledge management has a significant positive impact on creativity and innovation. On the other hand, the results showed that creativity has a positive and significant impact on innovation. Therefore, the causal model of creativity and innovation is confirmed by emphasizing the mediating role of knowledge management variables.

Harandi (2013) examined the role of social capital and knowledge transfer in organizational learning of knowledge-based companies. The results indicated that social capital and knowledge sharing are effective in organizational learning of knowledge-based companies. Also, the mediating role of knowledge sharing in the effect of social capital on organizational learning of Iranian knowledge-based companies was confirmed.

Kazemzadeh Bitali et al. (2013) explained the role and extent of social capital's impact on organizational commitment and effective education among the teachers of Shabestar. The results showed that there is a significant relationship between the two variables of social capital and its dimensions with effective education. Also, there is a significant positive correlation between social capital variables and its dimensions with organizational commitment.

Abili et al. (2012) conducted a study on the relationship between organizational social capital and knowledge management in a state insurance company. The results showed that there is a significant positive relationship between organizational social capital and knowledge management; also, there is a significant relationship between all components of social capital and knowledge management.

Choudhary et al. (2013) investigated the effect of paternal leadership (benevolent, moral, and authoritarian) on nurses' knowledge sharing through the mediation of organizational commitment (affective, continuance, and normative). Further, the study examines the moderating role of Islamic work ethics on the association between organizational commitment and knowledge sharing. The study noted affective and normative commitment as mediators between the associations of benevolent, moral, and authoritarian leadership with knowledge sharing. In contrast, continuance commitment was not found as an explaining variable. In addition, Islamic work ethics was found to strengthen the association of affective and normative commitment with knowledge sharing. However, Islamic work ethics was found to weaken the association between continuance commitment and knowledge sharing.

Bhatti and et al. (2021) examined the effect of organizational social capital on employee creativity through the mediation of knowledge sharing and meaningful adjustment of work. They found that social capital positively affects the employees' tendency to share their knowledge with colleagues, which in turn has a positive effect on employees' creativity. Also, the results showed that the meaningfulness of work moderates the relationship between social capital and knowledge sharing.

Tsai et al. (2014) investigated group investment in virtual participation: the managerial role of the extent of positive effect on knowledge sharing. The findings showed that there is a significant relationship between the dimensions of social capital and knowledge sharing.

Sayadi and Hayati (2014) examined the relationship between social capital and employees' organizational commitment in the educational organization of Zanjan. The results showed that social capital and higher organizational commitment were more than expected, and there was a direct relationship between social capital and organizational commitment.

Alexander Ellinger et al. (2013) studied the influences of organizational investments in social capital on service employee commitment and performance. The authors utilize social capital theory and the theory of reasoned action to propose and test a model that examines relationships between organizational investments in social capital and service employees' work-related attitudes, norms, and behaviors. Results from a field study of 407 customer-facing employees from multiple service organizations suggest that making organizational investments in social capital favorably influences service employees' commitment, job performance, and organizational citizenship behavior.

Bahramzadeh and Khosrovabadi (2012) investigated the relationship between organizational commitment and knowledge sharing (cooperative case study of university employees). The results showed that moral and normative commitment plays an important role in knowledge sharing. Gender and age do not affect knowledge sharing, but having a higher education is an important factor in knowledge sharing.

Baharlu and Naqavi (2012) investigated the role of social capital in improving organizational commitment in national Iranian oil products distribution companies. The results showed that social capital plays an important role in improving organizational commitment, especially in improving emotional commitment.

Chang & Shang (2011) investigated social capital and individual motivations for knowledge sharing. The findings showed that participants' motivations make them willing to share quality knowledge in the community. From an organizational point of view, structural dimensions (social interaction), communicative dimensions (trust, mutual relations), and cognitive dimensions (shared language) improve knowledge quantity and quality in society.

Conceptual model of research

Research Hypothesies:

Main hypothesis:

- There is a significant relationship between social capital perception and knowledge sharing through organizational commitment.

Sub-hypotheses:

- There is a significant relationship between social capital perception and organizational commitment.
- There is a significant relationship between social capital perception and knowledge sharing.

Research Method:

This is applied descriptive research. Its variables are correlated and cross-sectional. The statistical population includes all employees of the General Department of Education in holy Karbala, whose number is 1000 based on the statistics of 2014. The research statistical population consists of all employees of the Department of Education in Holy Karbala. According to Karjesi and Morgan's table, the sample size was 278 people who were selected by random sampling from the statistical population. The research tool is a questionnaire, so three standard questionnaires of Nahapit & Ghoshal's social capital (1998), Nonaka & Takeuchi's knowledge Spiral (1995), and Meier & Allen's organizational commitment (1990) were used. Supervisor, subject experts, and some of the statistical community members confirmed the face and content validity of the questionnaires.

Based on Cronbach's alpha coefficient, the reliability of the social capital questionnaire, knowledge sharing questionnaire, and commitment questionnaire were respectively calculated as 0.94, 0.96, and 0.76. In order to analyze the research data, 22Spss and 21Amos software were used. In statistical analysis, descriptive statistics were used to collect basic information such as mean, minimum and maximum value, number of data, standard deviation, frequency, and frequency percentage, and for inferential statistics, Smirnov Kolmograph test, Kruskal Wallis, Analysis of Variance (ANOVA), and independent T-test were used.

Research Findings:

Inferential findings:

Normality test of the main research variables

To test the normality of the main research variables, Kolmogorov-Smirnov (K-S) test was used, and its hypothesis test is as follows.

H0: Data distribution are normal in variables such as social capital, organizational commitment, and knowledge sharing.

H1: Data distribution is not normal in variables such as social capital, organizational commitment, and knowledge sharing.

Table (1) Normality test of social capital, organizational commitment and knowledge sharing variables

Variables		
Social Capital Perception	1/186	0/120
Knowledge Sharing	1/084	0/190
Organizational Commitment	0/858	0/453

As the results of Table (1) show, the significance level value in all variables is higher than 0.05, so the null hypothesis is confirmed for all three main research variables at the confidence level of 95%, and the data follow a normal distribution.

Testing the main research hypothesis

In this section, the research inferential findings are organized and discussed based on the research questions.

Main hypothesis: There is a significant relationship between social capital perception and knowledge sharing through organizational commitment. The structural equation model of the main research hypothesis is modeled by AMOS20 software as follows.

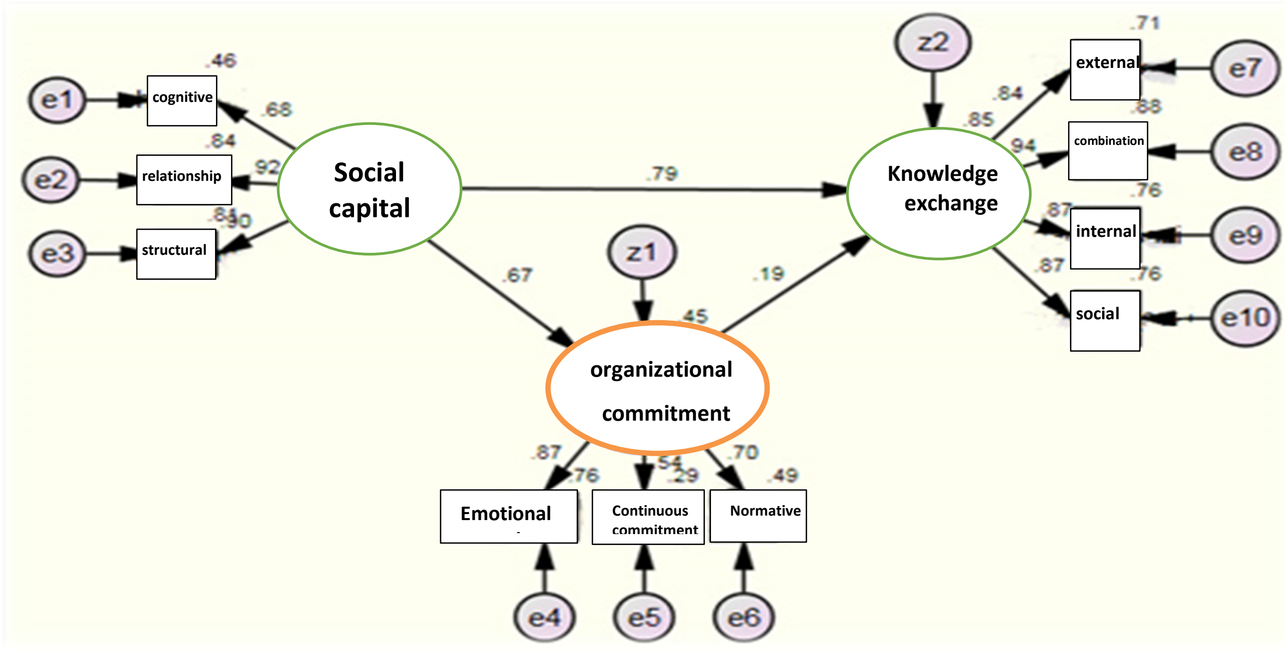

Figure (2): Structural equations modeling of the main hypothesis with regression coefficients

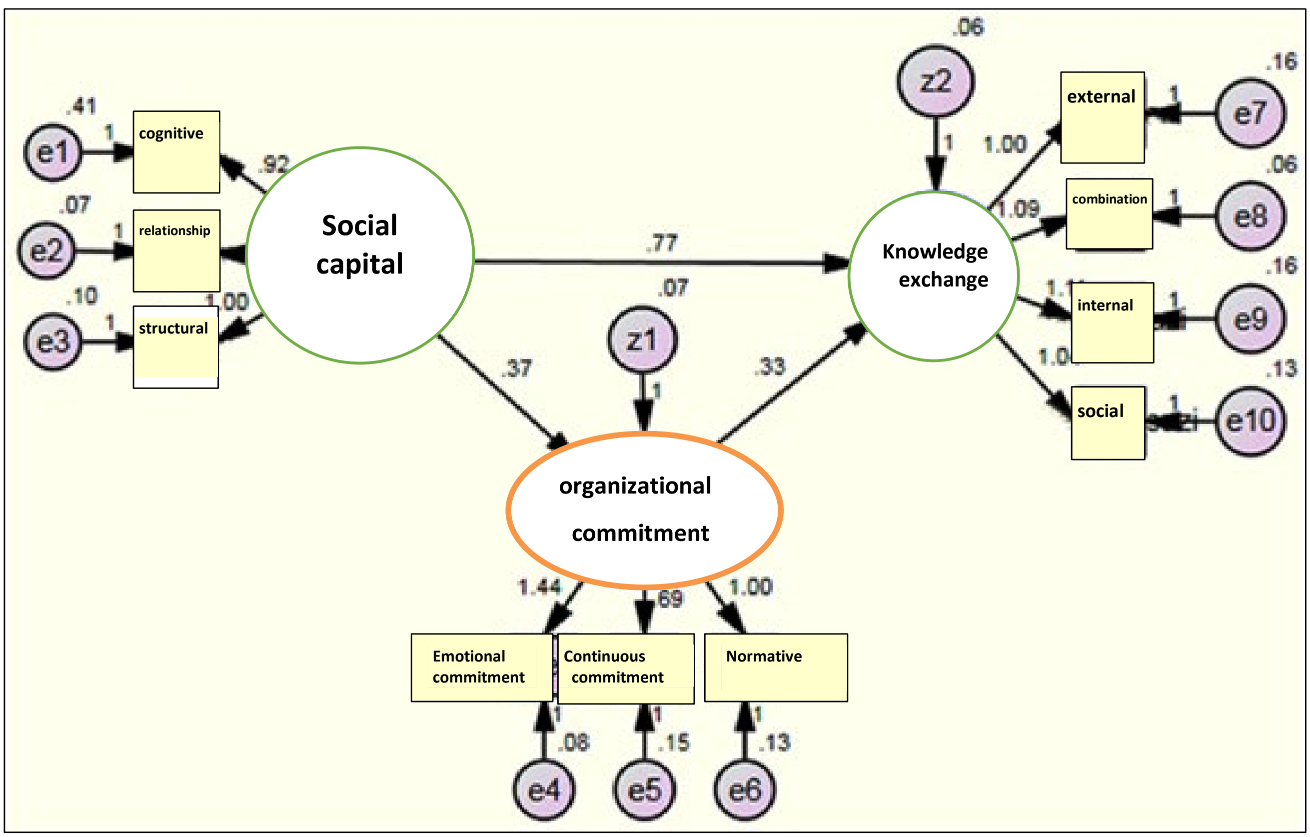

Figure (3): Structural equations modeling of main hypothesis with standard coefficients.

Goodness of fit indicators of main hypothesis model

The input covariance matrix consists of 25 variables, including 10 observed variables and 15 hidden variables. The model has 55 distinct sample torques and 23 different parameters to be estimated. So, the model's degree of freedom is 32, and the k-Score Index is also calculated, which is seen in Table 4-9. These findings show that the model fits well with the data. The k-Score test indicates the proper fit of the model with the variance-covariance matrix. Also, the NFI, RFI, IFI, TLI & CFI statistics shown in Table (4-9) are all at very good levels and above 9/0, and the RMSEA value is less than 1/0, all of which indicate a very good fit of the model with research data.

Table (2) K- Score index of research model

K-Score	Degree of freedom	Chi Square / degree of freedom	Significance Level
89/13	32	2/78	0/000

Table (3) Goodness of fit indicators of main hypothesis model

Index	NFI	RFI	IFI	TLI	CFI	RMSEA
Research model	0.955	0.937	0.971	0.959	0.971	0.074

Estimation of weighted regression

The regression coefficients given in Table (3) indicate whether each component is effective or not. In the first column, the coefficient value is shown, then the standard deviation error, the T statistic & finally, the significance level. As you can see in the Table, T - the value of all relationships is more than 2/58, so all the effect coefficients are significant at the confidence level of 99%, and the effect of independent variables on the dependent variable is confirmed in the main hypothesis.

Also, the analysis of mediation of organizational commitment in the relationship between social capital perception and knowledge sharing shows that by using Baron and Kenny's method (1986), it can be said that social capital perception has a direct & significant positive impact on knowledge sharing, and its value is 0.76. Also, the impact value of social capital perception on organizational commitment is 0.37. The effect of organizational commitment on knowledge sharing is 0.33 at the confidence level of 99%, so the indirect impact of social capital perception through organizational commitment on knowledge sharing (0/33 * 0/37) is significant, and organizational commitment mediated the relationship between social capital perception and knowledge sharing partially. The main hypothesis of the research is confirmed.

Table (4) Estimation of regression coefficients (non-standard coefficients)

Independent Variable	Dependent Variable	Effect Coefficient	Standard Deviation Error	T-Value (Critical Ratio)	Significance Level
Social Capital Perception	Organizational Commitment	0.370	0.044	8.495	***
Organizational Commitment	Knowledge Sharing	0.332	0.101	3.286	***
Social Capital Perception	Knowledge Sharing	0.768	0.064	12.095	***

Table (5) Total Impact of social capital perception on knowledge sharing through organizational commitment.

Effect coefficient	The impact of social capital perception on knowledge sharing
0/768	Direct impact
0/123 = * 0/33 0/37	Indirect impact
0/891	Total impact

social capital Perception 0/891 = knowledge sharing
Estimation of standard weighted regression in the model

Table (5) shows the estimation of standardized regression coefficients, which are the same as the factors written on the model with standard coefficients. Standard coefficients indicate that, for example, one unit of standard deviation of change in social capital perception equals 0/669 standard deviation of change on organizational commitment.

Table (6) Estimation of standard coefficients in structural equations modeling

Independent Variable	Dependent Variable	Estimation of Factor Effects Coefficients
Social Capital Perception	Organizational Commitment	0.669
Organizational Commitment	Knowledge Sharing	0.188
Social Capital Perception	Knowledge Sharing	0.785

The squared coefficient of multiple correlation of the dependent variables in the model

Table (6) shows the squared coefficient of multiple correlations for two dependent variables of organizational commitment and knowledge sharing in the model. It was 0/448 for organizational commitment which shows that social capital perception was able to explain 44/8% of the variance of organizational commitment. The squared coefficient of multiple correlation for knowledge sharing was 0/849, which shows that social capital perception and organizational commitment were able to explain 84/9 % of the variance of knowledge sharing dependent variable, which is a high percentage of explanation and indicates the model fit well with data.

Table (7) The squared coefficient of multiple correlation of the model

Multiple correlation coefficient	**Dependent variable**
0/448	**organizational commitment**
0/849	**Knowledge sharing**

Testing sub-hypotheses

Sub-hypothesis 1: there is a significance relationship between social capital perception and organizational commitment.

Table (8) Correlation coefficient between social capital perception and organizational commitment

Dependent Variable	Knowledge sharing		
Statistical index of independen t variable	Correlatio n coefficient	The squared coefficient of correlatio n	significanc e level
Social capital Perception	0/511	0/262	0/000

The findings of Table 8 show that the correlation coefficient between social capital perception and organizational commitment is significant; this means that there is an important relationship between social capital perception and organizational commitment (r=0/511). Based on the coefficient of determination (R^2), social capital perception, and organizational commitment, we shared 26.2% of the variance. So, the first sub-hypothesis that says there is a relationship between social capital perception and organizational commitment is confirmed.

Sub-hypothesis 2: there is a significant relationship between social capital perception and knowledge sharing.

Table (9) Coefficient of correlation between social capital perception and knowledge sharing

Dependent Variable	Independent Variable	Correlation Coefficient	Squared Coefficient of Correlation	Significance Level
Knowledge Sharing	Social Capital Perception	0.818	0.670	0.000

The findings of Table 9 show that the correlation coefficient between social capital perception and knowledge sharing is significant. It means that there is an important relationship between social capital perception and knowledge sharing (r=0/818). Based on the coefficient of determination (R^2), social capital perception and knowledge sharing shared 0/67% of variance. So, the second hypothesis that says there is a significant relationship between social capital perception and knowledge sharing is confirmed by a high correlation coefficient.

Discussion and Conclusion:

Main study hypothesis: There is a significance relationship between social capital perception and knowledge sharing by mediation of organizational commitment. The results of the main hypothesis show that there is a significant relationship between social capital perception and knowledge sharing through organizational commitment. According to the table, the value of the indirect non-standardized relationship between social capital perception and knowledge through organizational commitment is equal to 0/768. The value of the indirect standardized relationship between social capital perception and knowledge through organizational commitment is 0/123, which is consistent with the results of Tsai & et al. (2014), Chang & Shang (2011), and Mughli et al. (2014). It is aligned with the results of Sayadi & Hayati (2014), Baharlu and Naqavi(2012).

To explain this relationship, social capital is the sum of existing actual and potential resources through the network of relationships of an individual or a social unit. It is one of the important capabilities and assets of an organization that can greatly help organizations in creating and sharing knowledge and create a sustainable competitive advantage for them compared to other organizations. In other words, social capital is a network of relationships and links based on interpersonal and intergroup social trust and the interactions of individuals with social groups, organizations, and institutions that provide social solidarity and cohesion; individuals and groups benefit from social support and necessary energy to facilitate actions towards achieving individual and collective goals.

Considering dynamic intra-group and extra-group relationships derived from social capital, trust-based work teams are formed in an organization, and necessary energy is provided to facilitate actions among them. The formation of knowledge teams in the organization, as one of the consequences of social capital, provides the conditions for brainstorming in an organization and encourages organization employees to solve organizational issues in a new way.

Therefore, it is suggested that due to the internal correlation of social capital variables such as trust, relationship network, norms, requirements, and expectations, the manager can expand each of these dimensions by creating and strengthening a healthy organizational climate and increasing the value of social capital. Managers can build a trust climate by creating emotional intimacy in relationships, clarifying relationships among colleagues, providing an attractive workplace through giving job freedom and autonomy and enabling job growth, and reducing workplace stress by reducing heavy workloads because trusting the organization increases social capital and consequently improves organizational commitment. Finally, social capital and organizational commitment encourage employees to share knowledge.

First Sub-hypothesis: There is a significant relationship between social capital perception and organizational commitment.
The results show that based on tables (4-15) and correlation coefficient (r=0/511), the hypothesis was confirmed, which is in line with the results of Sayadi & Hayati (2014), Alexander Ellinger et al., and show the relationship between social capital and organizational commitment; to explain this hypothesis, it can be said that social capital stimulates employees to be more responsible and committed in their jobs so that they become more active in their work and consider their values and the organization's values to be the same and want to stay at their organization.
Therefore, managers should try to strengthen the values and goals of the organization by training about the growth and development of social capital, increasing the trust climate and mutual dependence of the employees in the organization, as well as increasing the commitment towards remaining in the organization.

Also, managers are advised to consider a fair and just salary payment system through job analysis to strengthen the commitment and compliance of employees to the organization. Through empowering employees and making them participate in the decision-making process, expanding and improving formal and informal relationships among employees, observing justice and fairness in daily dealings, performance evaluation, enhance social capital and trust climate, managers should try to improve the commitment of employees towards organization because employees are able to act away from behavioral conflicts if they commit work.

Second sub-hypothesis: There is a significant relationship between social capital perception and knowledge sharing. The results of this hypothesis show that the relationship between social capital perception and knowledge sharing was confirmed in accordance with Table (4-17) with a correlation coefficient of r= 0/818. These results are consistent with those of Tsasi et al. (2014), Chang & Shang (2011), and Moghli et al. (2014); to explain this hypothesis, social capital is one of the important capabilities and assets of an organization that plays an important role in creating and sharing

knowledge and creating a sustainable competitive advantage for the organization compared to other organizations.
Social capital facilitates the combination and exchange of knowledge resources of the organization as well as providing the necessary conditions such as building trust climate and interaction among organization members and improving knowledge management in an organization. The General Department of Education should manage such intangible knowledge to reach and maintain a competitive advantage. Therefore, providing and expanding conditions in general departments that encourage this type of communication and interactions impacts on knowledge sharing among individuals and is one of the necessities of knowledge management.

To improve social capital and sharing knowledge, it is recommended that the directors of the General Department of Education build a trust climate as well as increase collaboration and interaction of employees in form of working groups, improving formal and informal relationships among employees, observing fairness in daily interactions, evaluating employees performance, making flexible communication systems and structure, having a good reward system and gaining people's trust, improving intra-organizational communication through in-serve training and conducting effective communication skills courses, improve relationships among employees and encourage them to share knowledge with other colleagues. Finally, it is emphasized that these factors must be under the influence of trust culture and effective communication in organizational to reach their maximum effectiveness.

Conclusion

Managers can create a climate of trust by encouraging connection in relationships, elucidating the dynamics among coworkers, establishing a desirable work environment by granting employees freedom and autonomy, fostering career advancement, and lowering stress levels in the workplace by minimizing excessive workloads. Managers should work to reinforce the organization's values and objectives by providing training on the development and growth of social capital, fostering a culture of trust and cooperation among staff members, and boosting employee loyalty. In order to increase employees' loyalty and compliance with the company, managers are encouraged to think of an equitable and reasonable compensation payment system through job analysis.

Managers ought to attempt to boost employee commitment to the organization by giving them more authority and allowing them to participate in decision-making, as well as by developing and enhancing formal and informal relationships among staff members, observing justice and fairness in day-to-day interactions, evaluating employee performance, and enhancing social capital and trust climate; this is because committed staff members are better able to act in ways that avoid behavioral conflicts at work. It is advised that the directors of the General Department of Education create a trusting environment and encourage employee collaboration and interaction through working groups. They should also work to improve formal and informal relationships among employees, monitor fairness in day-to-day interactions, evaluate employees' performance, create flexible communication systems and structures, establish a good reward system, win over people's trust, and improve intra-organizational communication through effective communication skills training and in-service training.

Lastly, it is stressed that for these elements to function to the maximum level attainable, trust cultures and efficient communication inside organizations must have an impact on them.

References

1. Estak, Rohollah, Abdul Maleki, Jamal (2013). Examining and explaining the impact of social capital on innovation with the role of mediator of knowledge management. Social Capital Management,

Issue 1, No. 1, pp. 1-20.
2. Abili khodayar, farmer of Khalili, mujtaba(2012). Examining the relationship between social capital and Knowledge Management in a state insurance company. Insurance Research, Vol. 28, Number 2, pp. 129-152.
3. Sarlak Muhammad Ali; Eslami Tahere (2010). Knowledge sharing at Sharif industrial University: social capital approach, Journal of Public Administration, Issue 3, No. 8, pp. 1 to 18.
4. The jurisprudence of Abu al-Hassan, Feiz Tahere(2006).Social Capital: a non-organizational approach. Management knowledge quarterly, 72: 46-23.
5. Sharifzadeh Fattah, Budlayee Hassan (2008). Knowledge Management in administrative, manufacturing and service organizations. Jahad daneshgahi Allameh, Vol.1, 320 pages.
6. Ganji Muhammad, Helali Sotude Mina.(2010). The relationship between visual species and social capital. Applied sociology, Vol. 22, Serial No. 42 , No. 2:pp. 95-120.
7. Harandi Attaullah (2014). Explaining the role of social capital and knowledge sharing in organizational learning of knowledge-based companies,technology development management quarterly, 4: 161-182
8. Mughli Alireza, Bahmanyari Hamid, Daneshvar, Bahare, Masumi Rahim.(2015). Examination of the relationship between social capital and knowledge management at Shiraz University of Medical Sciences. Issue 6, No. 40-2: 51
9. Kazemzadeh Bitali Mehdi, Qasem zadeh AliShahi AbulFazl.(2013). Explaining the role and impact of social capital on organizational commitment and effective education. Organizational behavior, Vol.1, No. 2.P. 105-115.
10. Danesh Fard K, Zakeri M. (2010). Basic knowledge management, processes and functions. Published by Tehran, Islamic Azad University, Research Deputy. 259 pages.
11. Madani Hussein, Zahedi Muhammad Jawad.(2006). Prioritization of effective factors on employee organizational commitment (case study in Bidboland Gas Refining Company). The Journal of Iranian sociology, Issue 6,No. 1: pp. 3-33.
12. Alwani Mehdi, purezat Ali Asghar,Sayar Abolqasem.(2008). Examining the relationship between justice and organizational commitment . The Quarterly Journal of Human Resource Management in Oil Industry of the Institute of International Energy Studies, No.8:1- 4.
13. Khoshnud, Elham.(2011). Examination of the impact of job main dimensions on the level of employees organizational commitment of the Social Security Organization of Sanandaj.Master thesis in executive management in Islamic Azad University of Sanandaj.
14. Mousavi, Mozhde . (2008) .The relationship between leadership styles, decision-making styles and organizational justice dimensions in Islamic Azad Universities of Region #4 to present dependent(Pish bin) mathematical models in 2008, Master thesis, Islamic Azad University of Khorasgan branch.
15. Qanbari, Sirus, AbdulMaleki, Jamal. (2020). The role of social capital on job performance mediated by teamwork (case study: Employees of BouAli-Sina University). Strategic research on Iranian social issues.
16. Sohrabi, Atefe, YazdKhasti, Ali, SadeghiArani, Zahra, (2021). Meta-analysis of organizational factors affecting the sharing of organizational knowledge. Information Management Science and technology.
17. Ahangari, J., & Hayati, S. (2019). Examining the Relationship between Social Capital, Organizational Commitment and Communication Skills of Public Relations Officers of Tabriz State Organizations. *Sociological studies*, *11*(41), 95-109.
18. Alexander E. Ellinger , Carolyn (Casey) Findley Musgrove , Andrea D. Ellinger, Daniel G. Bachrach,,Ayşe BanuElmadağBaş, Yu-Lin Wang .(2013). Influences of organizational investments in social capital on service employee commitment and performance. Journal of Business Research 66, 1124–1133.

19. Azari, A., Dashti, S., Kamani, H., Sadeghi, R., Masoudi, M. R., Naderi, Z., & Azari, H. (2021). Investigating and Modeling the Impact of Social Capital on the job Burnout of Environmental Health Workers by Investigating the Mediator of Organizational Commitment (Case Study: Environmental Health Unit Staff in Qom Health Centers).
20. Bhatti, S.H., Vorobyev, D., Zakariya, R. and Christofi, M. (2021), "Social capital, knowledge sharing, work meaningfulness and creativity: evidence from the Pakistani pharmaceutical industry", Journal of Intellectual Capital, Vol. 22 No. 2, pp. 243-259.
21. Baharloo. A, M. A. Naghavi(2012). The role of social capital in organizational commitment improvement at Iran National Oil products distribution company, Social Science Research Network, pp. 1-22.
22. Berggren;"The rational-legal framework and embeddedness in localsocial capital networks"; Journal of Enterprising Communities: Peopleand Places in the Global Economy, Vol. 3, No. 2, 2009.
23. Celep, C. (2000). Teachers' Organizational Commitment in Educational Organizations. In *National Forum of Teacher Education Journal* (Vol. 10, No. 3, pp. 1999-2000). For full text: http://www. nationalforum. com/17celep. htm..
24. Celep, C., &Yilmazturk, O. E. (2012). The relationship among organizational trust, multidimensional organizational commitment and perceived organizational support in educational organizations. *Procedia-Social and Behavioral Sciences*, *46*, 5763-5776.
25. Chang, Hsin.Hsin, Chuang,Shuang.Shii.(2011)"Social capital and
26. Chaudhary, A., Islam, T., Ali, H. F., & Jamil, S. (2013). Can paternalistic leaders enhance knowledge sharing? The roles of organizational commitment and Islamic work ethics. *Global Knowledge, Memory and Communication*, *72*(1/2), 98-118.
27. Chen, Jiun-Shiu., Lovvorn, Al S. (2011). The speed of knowledge transfer within multinational enterprises: the role of social capital. International Journal of Commerce and Management, 21(1), 46-62.
28. Ching-Sheue FU(2014) An Exploration of the Relationship between Psychological Capital and the Emotional Labor of Taiwanese Preschool Teachers Journal of Studies in Social Sciences ISSN 2201-4624 Volume 7, Number 2, 2014, 226-246 © Copyright 2014 the authors. 226.
29. Choi K,PoonS,Davis G.(2008). Effects of knowledge management strategy on organizational performance : A complementarity theory – bassed approach Omega.36:235.
30. Connelly , Catherine & E. Kevin Kelloway, (2003). Predictors ofemployees' perceptions of knowledge sharing cultures. Journal:Leadership& Organization Development Journal, 2003. p.p.294 –301.
31. Demirel, Y., &Goc, K. (2013). The impact of organizational commitment on knowledge sharing. In *1st Annual International Interdisciplinary Conference* (pp. 954-963).
32. Eydi, H. (2016). The effects of social capital and job satisfaction on employee performance with organizational commitment mediation role) Case Study, Youth and Sports Ministry). *Organizational Behavior Management in Sport Studies*, *2*(4), 11-24.
33. Falkenburg,k.,&Schyns,B.(2007).Managment research news ,vol,30.10:708-723.
34. Feng, C., Bai, C., & Kang, Y. (2013). Historical social capital and contemporary private investment choices. *Journal of Corporate Finance*, *79*, 102365.
35. Hamidi, R., Barari, R., Sahebdel, F., &Bayat, F. (2013). Evaluating the Model of Causal Relations between Organizational Identity and Organizational Commitment in Hospital Nursing Staff through the Mediation of Organizational Culture. *Employee Responsibilities and Rights Journal*, 1-22.
36. Hermawanto, A. R., Ahman, E., &Supriadi, Y. N. (2021). Mediation Effects of Organizational Commitment between Organization Citizenship Behavior, Transformational Leadership, and Quality of Work Life. *Quality-Access to Success*, *23*(189), 107-117.
37. individual motivations on knowledge sharingParticipant involvement as a moderator", Information& management 48, 9-18.

38. Khan, M. L., Salleh, R., Shamim, A., &Hemdi, M. A. (2013). Role-play of employees' protean career and career success in affective organizational commitment. *Asia-Pacific Journal of Business Administration*.
39. Lee lock. 2005,Knowledge management tool and techniques , ehsevier Butterworth.
40. Martınez, Ricardo., Jand, Francisco., Ruiz-Palomino, Pablo. (2012). Knowledge acquisition's ediation of social capital-firm innovation. *Journal of Knowledge Management*, 16(1), 61-76.
41. Miokovic, S., &Keam, H. (2013). Social Capital: Creating Connections to Foster Community Innovation. *Social Innovations Journal*, *17*.
42. Muneer, S., Iqbal, S. M. J., Saif-Ur-Rehman, K., & Long, C. S. (2014). An incorporated structure of perceived organizational support, knowledge-sharing behavior, organizational trust and organizational commitment: A strategic knowledge management approach. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, *8*(1), 42-57.
43. Pratama, E. N., Suwarni, E., &Handayani, M. A. (2021). The Effect of Job Satisfaction and Organizational Commitment On Turnover Intention With Person Organization Fit As Moderator Variable. *Aptisi Transactions on Management (ATM)*, *6*(1), 74-82.
44. Sayadi, E., &Hayati, A. (2014). The relationship between social capital and organizational commitment of employees in Zanjan education organization:(a case study). *International Journal of Academic Research in Economics and Management Sciences*, *3*(5), 166.
45. Tsai,Yuan-Hui.Ma.,Hwa-Chun , Lin, Chieh-Peng, Chiu, Chou- Kan,. Che,Shwu- Chuan. (2014)."Group social capital in virtual teaming contexts A moderating of role positiveaffectivetone in knowledgesharing", technological forecasting& social chang 86,13-20
46. Vigliarolo, F. (2021). From financialization to economic socialization: the meso-economy and the ethic social capital concepts to change the social order in modern democracies. *Review of Evolutionary Political Economy*, *3*(1), 227-254.
47. Watson, G. W., &Papamarcos, S. D. (2002). Social capital and organizational commitment. *Journal of business and psychology*, *16*, 537-552.
48. Wong, A. (2013). How social capital builds online brand advocacy in luxury social media brand communities. *Journal of Retailing and Consumer Services*, *70*, 103143.
49. Yamaguchi, I. (2013). A Japan–US cross-cultural study of relationships among team autonomy, organizational social capital, job satisfaction, and organizational commitment. *International Journal of Intercultural Relations*, *37*(1), 58-71.
50. Yusuf, Y., Heriyanto, M., Waluyo, T. J., Fadli, M., &Febrian, A. F. (2021). Social Capital: A Literature Review In Resources Management. *International Journal of Educational Research and Social Sciences (IJERSC)*, *2*(5), 1164-1172.