

Social capital and the quality of work life

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Abstract

The purpose of present research is to examine the role of social capital on the quality of work life among employees of the Social Security Organization of East Azerbaijan Province, Iran. To reach this purpose, social capital is defined based on the total theories presented in this field in three dimensions: 1. Social trust 2. Social participation, 3. Social cohesion; and the Quality of work life based on Walton's model of analysis in 8 dimensions: 1. Fair and appropriate compensation, 2. Work conditions, 3. Use and development of capacities, 4. Chance of growth and security, 5. Social integration in the organization, 6. Constitutionalism, 7. Work and the total space of life, 8. Social relevance of the work in the life. In this regard, one main and three sub hypotheses were examined. A random total of 260 employees, as samples, were selected based on Cochran's formula, to participate in this study. Data was collected through a questionnaire. The validity of the questionnaire is content based. The reliability of the questionnaire was confirmed by using Cronbach's alpha, which showed 0.847 for the questions on social capital and 0.965 for the questions on the quality of work life. In order to test the research hypotheses, Pearson's Test and regression were used. The results indicate that the social capital and its dimensions have effect on quality of work life in the organization under study.

Keywords: Social capital, Social trust, Social cohesion, Social participation, Quality of work life.

Introduction

Success and progress of each organization depends on the personnel working there. If the management attracts and retains qualified and motivated human resources but cannot improve the quality of work life of individuals, the organization will be in trouble in carrying out its responsibilities and duties; therefore, face with reduced productivity. Quality of working life represents a corporate culture and a management practice that make employees feel ownership, self-conduct, responsibility and self-respect. Organizations that emphasize on the quality of work life of their employees, have greater organizational effectiveness. In fact, paying attention to the quality of work life normally means to emphasize the methods that make changes in the organization to increase job satisfaction and productivity, increase in job participation and improve their performance, reduce stress, desertion and absenteeism, and ultimately lead to create a more satisfactory and meaningful job.

Nowadays, organizations having a strategic look on human resources, consider it as smart and valuable assets and focus on performance improvements and job satisfaction of employees, so "The quality of work life" is one of the most important indicators of progress and development of a society, where its improvement requires the efforts of managers to develop and implement protectional policies of human resources.

To improve the quality of work life, the factors influencing it, should be identified and strengthened. Among these factors, social capital can be mentioned which is considered as an independent variable in this study. Social capital is effective in people's cooperation and management of affairs. Social capital is the only capital that is related and arises from social relationships and is not transferable fully like other types of capital. Because social capital has a clear relationship with people's position in the social network of the society. However, this position identifies their share in quality of work life. Effective and proper communication is always listed as one of the most important factors in the success of the organizations and managerial tasks such as "coordination, planning, organization, and control" and also the duties of other employees, could not be fulfilled in the absence of an effective communication system and the flow of activities which will face problem. In other words, in the absence of such a system, administration and control will not be possible. Human today, after covering their basic needs, have to use communication networks as well as the development of social communication, for growth and development. In fact, without deepening and expanding relations in all its aspects, the organization and finally the society will stagnate and such organization and society is deemed to be stagnant and dead (Esgandari et al, ۲۰۱۵, 11-12).

The social capital of each community should be considered as the result of its present culture and social situation. Since the concept of social capital focuses on the relationship between human beings, this capital is involved in the reproduction of the other capitals and provide intellectual growth and dynamic society. The relationships which flow at all moments of daily life and in the whole lifetime of people, affecting their behavior and attitude (Ranani, ۲۰۰۲). Social capital, is a reserved accumulation of resources based on relationships through which we can realize organizational goals. Therefore, studying the role of social capital on quality of work life on various aspects is important and necessary.

Research literature:

Literature is studied in three parts: social capital, quality of work life, and conducted related research work.

1. Social capital:

Social capital is a variety of entities with two elements in common: they all consist of some aspect of social structure, and they facilitate certain actions of actors ... within the structure, as James Coleman defined it functionally (Portes, 1998). According to Putnam's view, individuals could use social capital to further their own career prospects, rather than wellbeing of organizations. According to Robert

Putnam, social capital refers to the collective value of all 'social networks' and the inclinations that arise from these networks to do things for each other (Putnam, 2000, 17) and is a key component to build and maintain democracy. He believes that social capital can be measured by the amount of trust and "reciprocity" in a community or between individuals. Putnam also suggests that a root cause of the decline in social capital is women's entry the workforce, which could correlate with time restraints that inhibit civic organizational involvement like parent- teacher associations (Putnam, 1995, 65-78). Technological transformation of leisure (e.g., television) is another cause of declining social capital, as stated by Putnam (Williams, 2006). In *The Forms of Capital*, Pierre Bourdieu distinguishes between three forms of capital: Economic capital, Cultural capital and Social capital. He defines social capital as "the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition" (Bourdieu, 1983, 249). Coleman's definition of social capital, created a bridge between the individual and the collective. Obviously he considers social capital as an individual asset, but it's made of social structure resources (Coleman, 1994, 302). So social capital is anything that facilitates individual or collective action, generated by networks of relationships, reciprocity, trust, and social norms. In Coleman's conception, social capital is a neutral resource that facilitates any manner of action, but whether society is better off as a result depends entirely on the individual uses to which it is put (Rose, 2000). Nan Lin's concept of social capital has a more individualistic approach: "Investment in social relations with expected returns in the marketplace." This may subsume the concepts of some others such as Bourdieu, Flap and Eriksson. Newton considered social capital as subjective phenomenon formed by values and attitudes which influence interactions (Newton, 1997).

1-1. the concept of social capital

Social capital is a sociological concept used in business, economics, social sciences, and public health to refer to communication within and between groups and totally, social capital is seen as a "cure for all problems" in Modern society (Portes, 1998). By analogy with notions of physical capital and human capital – tools and training that enhance individual productivity- the core idea of social capital theory is that social networks have value. Social capital refers to connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them.

In that sense, social capital is closely related to what some have called "civic virtue". Through the social capital concept researchers have tried to propose a synthesis between the value contained in the communication approaches and individualism professed by the 'rational choice theory'. Social capital is generated collectively but it can also be used individually, bridging the dichotomized approach 'communitarianism' versus 'individualism' (Ferragina, 2010: 75).

2-1. types of social capital

Group social capital: This type of capital is often between family members or between members of a religious group and is like a kind of binder and social belonging that binds members together. The examples include family visits and also feasts and religious ceremonies.

Inter- group social capital: It is identified by transverse group, but weaker than group social capital. Example is, to be familiar with others and friendship between different group members.

Communicational social capital: Which is determined by the relationship between people who belong to different classes of power or social status. Explicit example is, the relation between elites and ordinary people and relationship between the people from different social classes. This kind of capital was first introduced by Volkak in 2003.

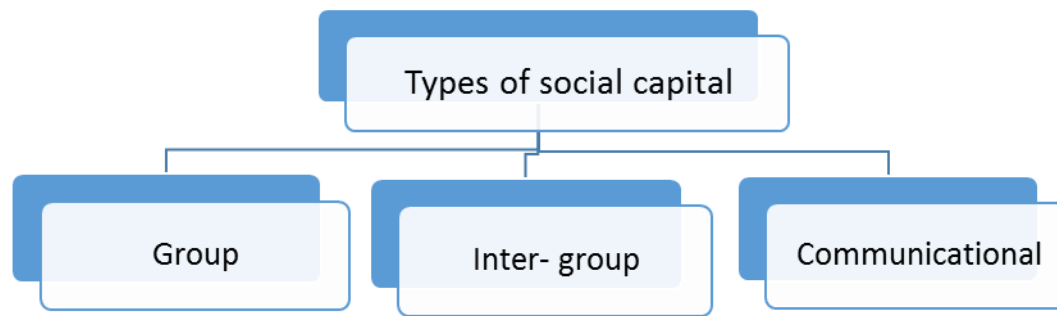


Figure 1. Types of social capital

3-1. Elements and components of social capital

Some key elements of social capital are: public, political, and social awareness, public trust, institutional trust, informal cooperative participation, informal charitable participation, informal religious participation, participation in trade unions, communities, organizations, and official civil society institutions.

However, the components of social trust, social cohesion, and social participation in an interactive relationship are considered the main components of social capital. In this study, some main variables are defined to evaluate the concepts so that we can quantitatively measure the qualitative concepts.

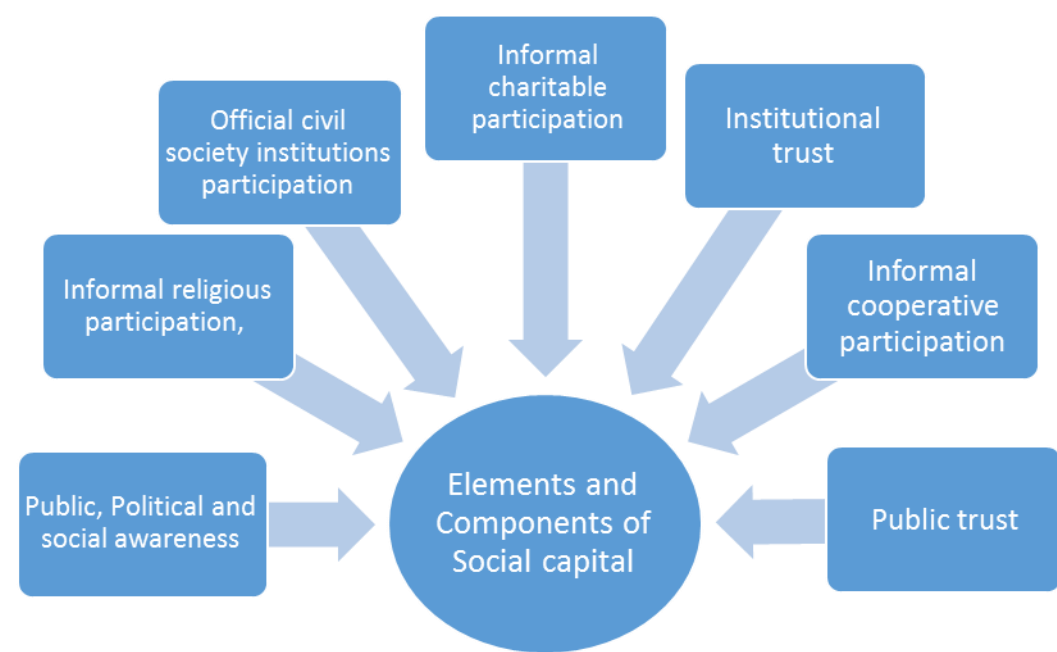


Figure2. Elements and components of social capital

Social trust: It can be considered as having a good opinion about others in social relations, which has both truster and trustee, person or group which facilitates social relations and the possible profit or loss laying in it (Amir Kafi, ۲۰۰۱).

Social cohesion: It is when the group maintains its unity and has compliance and conformity with the unifying elements. Cohesion is a sense of mutual responsibility between several people or several groups who have the knowledge and determination and it is a moral sense which implies the idea of a mutual duty or obligation and a positive sense can be deduced from which shows the interdependence of function, components or creatures in a structured whole (Guy Rocher, 1972).

Social Participation: It means to use personal resources in order to participate in a collective action.

2. Quality of work life (QWL)

It is well known that mental imagery and understanding of employees of an organization to make physical and mental work, environment should be desirable for them. Quality of work life literally means how to live and is one of the most basic economic and political points of sciences where the material parameters of economic development and domestic production beside non-material parameters is studied Such as quality of work, Education and culture level, Medicine and Health Standards, leisure quality, environment conditions, organizational climate, individual happiness and even liberty and national unity. Generally, there are at least two common use of the concept of quality of work life. First, the quality of work life refers to a set of results to employees such as: job satisfaction, growth opportunities, psychological issues, Employer-staff human relation, and low levels of events. Second, the quality of work life is also a set of tasks or corporate functions such as participatory management, job enrichment, and safe working conditions. In this respect, quality of work life programs may be included as management strategy of human resources including functions of QWL and improve QWL programs to improve the efficiency (Roudaki, ۲۰۰۸).

Today, the concept of quality of work life has become a major social issue in modern management all around the world (Luthans, 1998). While in the past decades a new system is searched only on working life to help the staff, so they can balance their personal life and work life (Akdere, 2006). The quality of work life plan includes any improvement in the organizational culture that brings about the growth and excellence of personnel in the organization (Filippo, 1998). Therefore, the value system of quality of work life considers investing in people as the most important variable in strategic management equation (Shareef, 1990). Research findings show that components of these programs cause decrease in complaints of employees, reduce absenteeism rates, reduce disciplinary regulations, increase positive view of employees, and increase their participation in suggestion system programs (Gordon, 1993: 39). Besides, meeting the needs of staff will lead to improvement and long-term performance of the organization (Shareef, 1990). Today, most of the empirical researches that have been done on the quality of work life, has accepted a new vision of job satisfaction and career-related concepts, implicitly (CheRose et al, 2006). A quality of work life program means a process by which all members of the organization find some kind of involvement in decisions that affect their jobs, in particular, and their overall impact on the environment, through open and appropriate communication channels made for this purpose. As a result, their participation and work satisfaction increases and their work-related stress decreases. In fact, the quality of work life represents a corporate culture or management method which makes employees have senses of ownership, self-conduct, responsibility, and self-respect.

There are differences in the organizations in creating these kind of feelings among their employees. Generally, in an organization known to have a successful program on quality of work life, there is willing in giving and receiving suggestions, questions and criticisms that can lead to any improvement

in working. Quality of work life means the possibility to satisfy more personal needs of employees, security for people so that they can continue to live safely with others, and feel useful and be accepted by others, and finally have the opportunity to increase their skills and knowledge (Roudaki, ۲۰۰۸).

2-1. Walton perspective on the quality of work life

Walton considered eight main variables to enhance the quality of work life. These variables include: adequate and fair compensation, safe and healthy environment, opportunity to use and develop human capacities, opportunity to growth and security, social integration, constitutionalism, work and the total life span, the social relevance of work life.

He has identified this classification as a framework to analyze the quality of work life. The expected benefits of these programs are to promote efficiency and effectiveness.

2-1-1. adequate and fair compensation

It means fairness and balancement between effort and reward and includes adequate job evaluation, training for work and the organization's ability to pay and share profit.

2-1-2. safe and healthy environment

To improve the quality of work life, work environment should be pleasant and free from any danger that threatens the health and safety of staff. Reasonable working hours, lack of risk, physical conditions, and age limits at lower levels, guarantee a good working environment.

2-1-3. development of human capacities

It refers to the availability of opportunities such as using independence and self-control at work, benefit from various skills, access to appropriate information and planning work for the employees.

2-1-4. growth and security

It means to provide area to improve individual skills, development opportunities, and opportunities to apply the acquired skills and providing income and employment security. Staff should not work under the terms of stability of employment and income in the future.

2-1-5. social integration

It is to create a work climate which strengthen the sense of belonging to the organization and that they are useful in the organization.

In this context, anything that could potentially lead people not to belong to the group, should be removed from the work and originality and value and interests of the people preserved in the organization and encouragement lead to the formation of teams and social groups.

2-1-6. constitutionalism

It is to provide employee's suggestion system without fearing from higher authority reprisal and enforcement of the rule of law over human dominance. So, there should be certain procedures that govern the rights of employees.

2-1-7. the total life space

It refers to establish a balance between work life and the rest of the employee's life. Long working hours, frequent travel, and transport are very costly for the employees, socially. Such events certainly reduce the quality of work life.

2-1-8. social relevance and work importance in the life

It refers to staff perception of corporate social responsibility. It includes steps to increase staff understanding of the purpose and goals of the organization and the importance of his participation in the realization of those goals (Walton, 1973).



Figure 3. Indicators of quality of work life

3. past research literature selections

A selection of past research findings include:

- A study entitled "Educational success on minorities and the poor living in the US" by Coleman theorists of social capital was conducted and Shows that social capital can provide real benefits for poor and marginalized communities (Field, 2003, 1-2).
- A study entitled "The relationship between social capital and health in Russia" was conducted by Rose. The researcher thus concludes that the various indicators of social capital are important determinants for Self-assessment of your own physical and emotional health. After checking variables such as age, sex, education, and household income, once it became clear that social capital has an important influence on physical and emotional health (Rose, 2000).
- A study entitled "Social capital, satisfaction, and quality of life at work in Spain" was performed by Felix Pkvyna using secondary analysis which is an empirical analysis on the relationship between social capital and satisfaction and quality of life at work and the results show, the significance of the models used in this context and thus the hypothesis were confirmed. Accordingly, higher levels of social capital implies higher levels of satisfaction and quality of life at work. Social capital is a more appropriate indicator to predict the quality of life at work and job satisfaction compared with indicators such as the profile of workers, company or organization features, or characteristics of the work environment.
- Moyes and Lawler (1984) showed that consent of wages and hours of work are the most influential elements in improving the living conditions of in the quality of working life. Job satisfaction, job involvement, the duality of work, overtime, work stress, commitment all affect the quality of work life.
- A research as the relation of quality of working life and its dimensions with organizational socialization (social security organization of Isfahan), was conducted by Khalili and Etebarian in 1387 which showed a direct relationship between the quality of working life and all 8 dimensions with the organizational socialization.

4. Theoretical model

Here, to study the social capital role on the quality of work life among employees of the Social Security Organization of East Azerbaijan, social capital is studied based on the books and articles and opinions presented in this field, and a conceptual framework is provided. The dimensions of social capital are: Social trust, social participation and social cohesion and Walton's QWL theory include: Fair and adequate compensation, safe and healthy environment, development of human capacities,

growth and security, social integration, constitutionalism, the total life space, social relevance and work importance in the life. This theoretical model is shown in Figure 4.

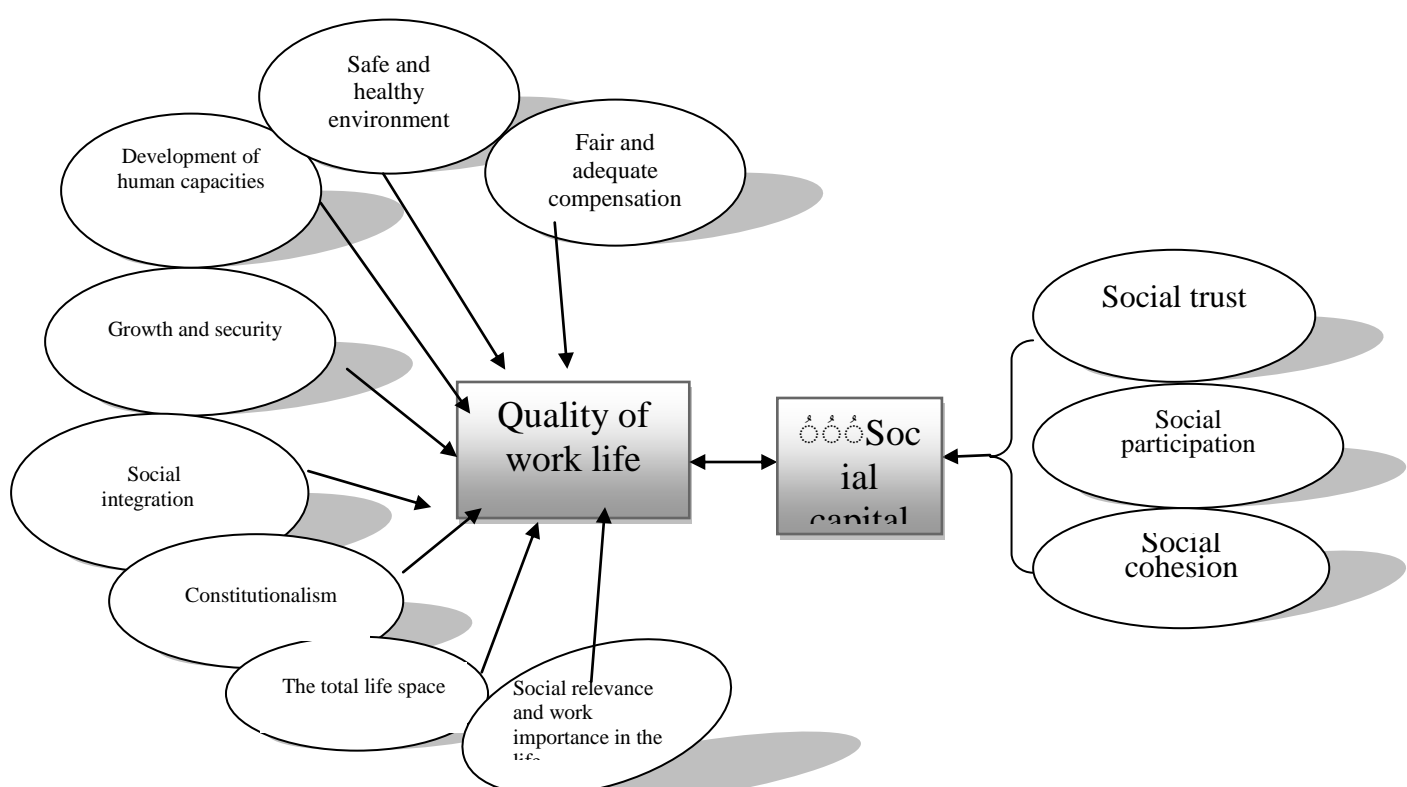


Figure 4. Theoretical model

5. Tools and methods

Survey method is used in present study and has a functional purpose. The target population of the study was the employees of the Social Security Organization of East Azerbaijan. According to the information received from the organization under study, number of employees in the period of research were 798 people. To select the sample size, Cochran formula is used, which is estimated about 260 people, as follows.

$$n = \frac{(1.96)^2 \times \frac{(0.5 \times 0.5)}{(0.05)^2}}{1 + \frac{1}{798} (1.96)^2 \times \frac{(0.5)(0.5)}{(0.05)^2} - 1} = 260$$

To select a sample of the population, stratified random sampling method was used. Thus, the population is categorized based on 21 cities, and then a sample was randomly selected from each category. The data collection tool was questionnaire. The first part of the questionnaire contains 16 questions for social capital, and the second contains 40 questions for the quality of working life. Likert scale is used for all the questionnaire. The validity of the questionnaire is a face validity. Reliability obtained based on Cronbach's alpha test for the examination of social capital and quality of working life is 0/847 and 0/965 and it shows the high reliability of the questionnaire.

6. Hypotheses

1. There is a significant relationship between social capital and quality of work life among employees of social security organization in East Azerbaijan.

1-1. there is a significant relationship between social trust and quality of work life among employees of social security organization of East Azerbaijan.

1-2. there is a significant relationship between social participation and quality of work life among employees' of social security organization in East Azerbaijan.

1-3. there is a significant relationship between social cohesion and quality of work life among employees' of social security organization in East Azerbaijan.

7. Findings

In order to analyze the data obtained through questionnaires, descriptive and inferential statistical methods were used. Thus, for the statistical description of replies to the questionnaire, first, the frequency distribution table and the percentage of answers to the demographic questions and the whole questions and variables is provided, then Pearson's correlation test and regression were used for inferential statistics to test hypotheses.

7-1. Descriptive findings

Based on information obtained from Tables 1 and 2, it can be seen that 122 of respondents (47% of sample) are female and 138 of respondents (53% of sample) are male, 6 of the respondents (3.2% of the sample) are less than 25 years old, 64 of the respondents (24.6 percent of the sample) are between 25-35 years old, 81 of the respondents (31.2 percent of the sample) are between 36-45 years old, 46 of the respondents (17.7 percent of the sample) are between 46-55 years old, and 63 of the respondents (24.2 percent of the sample) are higher than 55 years old. 19 of the respondents (3.7% of the sample), have diploma, 30 respondents (11.7 percent of the sample), have associate degree, 144 respondents (2/55 of the sample) have B.A, 67 of the respondents (25.8 percent of the sample) have a master's degree and zero of respondents (zero percent of the sample) have PhD degree. 22 respondents (5.8% of the sample) have less than 5 years work experience, 53 of the respondents (20.5 percent of the sample) have between 5-10 years, 67 of the respondents (25.9 percent of the sample) have between 11-15 years, 37 of the respondents (14.3 percent of the sample) have between 16-20 years, and 81 respondents (30.9 percent of the sample) accounted for more than 20 years of experience. 53 of the respondents (20.3 percent of the sample) are single and 207 of the respondents (7/79 of the sample) were the married people.

Table 1. Frequency of sex and marital status in the sample

Sex	Male		Female		Sum	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Quantity	138	53	122	47	260	100
Marriage	Single		Married		Sum	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Quantity	53	20.3	207	79.7	260	100

Table 2. Distribution of age, education level, experience in the samples studied

Age	Less than 25		Between 25-35		Between 36-45		Between 46-55		Higher than 55		Sum	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Quantity	6	2.3	64	24.6	81	31.2	46	17.7	63	24.2	260	100
Education	Diploma		Associate Degree		B.A		M.A		PHD		Sum	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Quantity	19	7.3	30	11.7	144	55.2	67	25.8	0	0	260	100
Work Experience	Less than 5		Between 5-10		Between 11-15		Between 16-20		Higher than 20		Sum	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Quantity	22	8.5	53	20.5	67	25.9	37	14.3	81	30.9	260	100

Table 3. Descriptive statistics of variables

	Social Capital	Social Trust	Social Cohesion	Social Participation	QWL
Number	161	183	185	192	173
Missing	99	77	75	68	87
Average	35.05	44.34	27.01	35.47	18.73
Median	102	44	27	36	145
Mode	96	39	24	36	40
Standard Deviation	18.03	10.02	7.14	7.02	38.60
Variance	325.32	100.50	984.50	49.32	1490.36
Rank	105	47	35	37	178
Minimum	57	24	12	17	54
Maximum	162	71	47	54	232

According to the data of Table 3, the average of 35/05 is considered as independent variable of social capital. The average size of social trust, social cohesion, social participation, respectively, are obtained as 44/34, 27/01, and 35/47. Quality of work life average is also obtained with 18/73.

7-2. the inferential

To test the normality of quality of working life as the dependent variable, Kvlmvgraf- Smirnov test was used as in table 5.

Table 4. Kvlmvgraf- Smirnov test results (KS)

Result	Kvlmvgraf-Smirnov	Number of observation	Variable
Accepted	0.064	260	QWL

According to obtained results presented in Table 4 significance level for the quality of working life, is more than 0/05. Thus, 95% of them are accepted and they have the normal distribution.

To test the role of the independent variable on the dependent variable, regression and Pearson correlation tests were used (Table 5).

Table 5. Regression model and parameter values of the relation hypothesis between social capital and QWL

Dependent Variable	Independent Variable	r Pierson	β	t	R ²	Sig.	Result	Mathematical relation
QWL	Social Capital	0.639	1.224	8.470	0.408	0.000	Accepted	$Y = 22.891 + 1.224 X_1$
	Social Trust	0.704	2.669	10.716	0.495	0.000	Accepted	$Y = 34.041 + 2.669 X_1$
	Social Cohesion	0.434	2.202	5.401	0.188	0.000	Accepted	$Y = 73.760 + 2.202 X_1$
	Social Participation	0.520	2.580	6.732	0.271	0.000	accepted	$Y = 83.679 + 2.580 X_1$

Based on the obtained information (Table 5), there is significance level of regression testing for all cases. It can be argued that the above test is significant at 95% confidence level. Therefore hypothesis is confirmed for all. Coefficient of determination R², in order to show the role of social capital and its dimensions on QWL are 0/408, 0/495, 0/188, and 0/271. So, 40/8 percent of changes in quality of work life is determined by social capital and 49.5, 18.8, and 27.1 percent is determined by social trust, social cohesion, and social participation, respectively. Based on obtained information (Table 5), the mathematical relationship between social capital and its role on the quality of working life of staff has concluded that a unit increase in the social capital leads to a 1.224 increase in the quality of working life of employees in the organization. As a unit increase in the social trust, social cohesion and social participation, will lead to 2/669, 2/202 and 2/580 unit of the increase in the quality of working life of employees in the organization, respectively.

8. Results and discussion

As Table 5 summarizes the results of hypotheses testing, for each two tailed hypotheses significance level of Pearson correlation is less than 0.05, therefore, there is a significant relationship between social capital and its components (social trust, social cohesion, and social participation) with the quality of working life there. To test the role of the independent variable upon dependent variable, the regression test was used. According to betas of social capital and its dimensions, in relation to quality of work life, the change in the variable quality of working life, for change in social capital and each of its dimensions is determined. Therefore, a positive one unit growth of social capital and its dimensions will lead to 1/224, 2/669, 2/202 and 2/580 unit of growth in the quality of working life of the employees in social security organization in East Azerbaijan, respectively.

The research literature also shows the role of social capital on the quality of working life. In other words, social capital and its dimensions have role in improving the quality of working life. So, efforts to establish social capital leads to increased quality of work life of the employees and it is the basis for improving the quality of work life for employees in Social Security Organization. Therefore, the following policies to establish social capital and improve the quality of work life of employees are considered.

Strengthening and developing social capital of Employees: According to the results, Social Security Organization can hold basic and staff training classes, giving more information and details on the role of social capital in the quality of work life for their employees and explain the importance of this issue to the staff. In fact, one of the most important processes in the communities to create social capital is educational system. People having public education at all levels, as well as university education has a key role in the creation of this type of capital. Therefore, paying attention to the general status of government agencies, it is clear that the majority of organizations, don't pay much attention to the education in order to increase social capital. Team work is usually rejected and the organizational structure is hierarchical. Also, lack of clear policies and strategies for organizations, political work and part-thinking managers, incredulity to corporate governance and most important of

all, lack of meritocracy in organizations, cases where the majority of employees are dissatisfied about it and they act as traps for social capital. Therefore, the most important thing that governments can do to strengthen social capital are: Encourage and strengthen civil institutions, strengthen and enrich public education, ... the security of citizens to be volunteer in social institution, avoid policies in various economic cultural and social sectors, presenting activities related to public institutions to make them involve in activities, facilitating the creation and strengthening of social institutions and networks of trust between different people, facilitate social communication between individuals by establishing appropriate social spaces, improving social activities, strengthen public confidence based on empathy and compassion, strengthening partnership, strengthening the sense of social responsibility, privatization, clearly notifying, accountability and adherence to the ideology of democracy. Also, the most important steps that organizations can take, to strengthen social capital are: identifying and removing barriers to promote employee participation in local communities. Equitable distribution of socio-economic opportunities among employees, regardless of sex and age characteristics, efforts to increase social trust by fostering ethics to strengthen social capital, efforts to improve communication skills, using workshops, providing consulting services to reduce problems, development of extra-curricular activities and entertainment, providing more appropriate facilities, changing conditions in the workplace, trying to adhere to the code of ethics.

Strengthening social trust: According to the results, Social Security Organization can take advantage of sociological and psychological consultants, to make better conditions for the flourishing of creativity in enhancing the quality of work life for their employees. Employees should have necessary training to strengthen their social trust and by academician and experts, on the concept and importance of social trust and improve the quality of working life, provide service training class for staff, thereby to improve their social trust. To strengthen employees' social trust, there are some suggestions:

- cooperate with counseling centers in order to hold courses to teach sociology and understanding of social trust.
- Establishing a culture of strong social trust within the organizational structure.
- Using strategies to maintain employees and managers with high social trust in the organization.
- Educating the most important moral and social behavior in community known as the norm among the managers and staff.
- Creating a sense of service-oriented management and employees at all levels of their induction.
- Providing necessary things to create and strengthen social trust within groups and provide better quality of working life.

Strengthening of social cohesion: According to the results of the study and also to increase the role of this variable, some suggestions are given as follows:

- Make opportunities for staff to spend time with family, friends and relatives.
- Staff training in order to strengthen family ties.
- Gaining employee support and creating a sense of responsibility to their staff.
- Create a sense of teamwork and group problem saving.
- Create a sense of accountability for their mistakes.

Strengthening social participation: According to the results, for increasing the role of this variable following suggestions are given:

- Encouraging employees to participate in political activities, including elections, ...
- Encouraging and educating employees to try to increase revenue for organization
- Using of media should be provided to staff.
- Increasing empathy and psychological aspects and mobility should be provided for staff

Improve the quality of work life of employees: Due to the fact that one of the major issues and challenges of organizations in today's competitive and turbulent world is the issue of efficient manpower and ultimately their quality of working life. So, to improve the quality of work life and the promotion of social welfare, organization offered the following suggestions:

- Identify employee skills and provide job opportunities to use it and further development of talents.
- Creating opportunities for recreation of staff and provide welfare services
- Strengthening staff attitude toward the organization and the services provided.
- Communicating regularly with employees and inform them of the satisfaction of working conditions through the creation of automated systems for measuring and monitoring employee satisfaction and support it.

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