

The Relationship of Social Capital and Psychological Capital with the Organizational Performance of the Staff at Jiroft University of Medical Sciences

Saeed Rajabizade^{1*}, Javad Salajeghe Tezerji², Sanjar Salajeghe³, Masomeh Hasanzadeh Tabrizi¹, Mohammad Ali Pouraskari⁴

¹Health Services Management Research Center, Institute For Futures Studies In Health, Kerman University of Medical Sciences, Kerman, Iran

²Department of Management, Sirjan Branch, Islamic Azad University, Sirjan, Iran

³Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran

⁴Department of Law, Rafsanjan Branch, Islamic Azad University, Rafsanjan, Iran

*Corresponding Author: Saeed Rajabizade, Email: saeedrajabi2022@yahoo.com

Abstract

Background: The main goal of all organizations is to improve organizational performance and achieve development and excellence. The most important factor contributing to this goal is the cohesion of social capital. The stability or cohesion of the social capital is achieved through a positive psychological state. As medical universities play a vital role in the health system, they always need development, dynamism, and optimization of organizational performance. To this end, the present study sought to investigate the relationship of social capital and psychological capital with organizational performance at Jiroft University of Medical Sciences.

Methods: The data in this descriptive-analytical cross-sectional study were collected using the questionnaires developed by Felício et al and Luthans et al. The participants (n=250) were selected from the staff working at Jiroft University of Medical Sciences using multi-stage random cluster sampling and the Cochran formula. Data were analyzed using Anderson and Gerbin's two-step approach.

Results: The data revealed that psychological capital had a significant positive relationship with social capital and organizational performance. Moreover, social capital had a significant, positive, and incremental relationship with organizational performance. In addition, psychological capital had an indirect and incremental relationship with organizational performance through social capital. In other words, psychological capital indirectly improves organizational performance by increasing social capital.

Conclusion: The findings from the present study suggested that psychological capital had a significant positive effect on social capital, confirming the mediating role of social capital in the relationship between psychological capital and organizational performance.

Keywords: Social capital, Psychological capital, Organizational performance

Citation: Rajabizade S, Salajeghe Tezerji J, Salajeghe S, Hasanzadeh Tabrizi M, Pouraskari MA. The relationship of social capital and psychological capital with the organizational performance of the staff at jiroft university of medical sciences. *Health Dev J.* 2023;12(2):55–61. doi:10.34172/jhad.92381

Received: March 12, 2024, **Accepted:** June 16, 2024, **ePublished:** July 30, 2024

Introduction

According to the World Health Organization (WHO), the goal of the health system is to promote, restore, and maintain the health of members of the community (1). Universities of medical sciences throughout Iran are affiliated with the Ministry of Health and are in charge of improving the health of residents in each region. These universities play a fundamental role in advancing the goals of the health system. The main goal of all organizations is to improve organizational performance and achieve development and excellence. To advance goals and developmental plans, every organization needs three categories of resources, including tangible resources, intangible resources, and organizational capabilities. Most researchers believe that intellectual resources are more

important than physical and financial assets in achieving success in every organization (2).

Currently, social capital as a type of intangible capital is considered one of the key factors contributing to enhancing organizational performance. Social capital is a transdisciplinary concept that generally focuses on the relationships between people and influences people's behavior and attitudes (3). The most important factor contributing to realizing organizational goals is the cohesion of social capital. The stability or cohesion of the social capital is achieved through a positive psychological state. This positive psychological state is attained by improving psychological capital (4).

Hope, optimism, self-efficacy, and resilience are the components of psychological capital. Accordingly, an



individual's positive mental state has provided a new framework of hypotheses in studies in the field of organizational behavior and management. Thus, studies in this field have focused on concepts of positivism and have achieved extraordinary and various outcomes in this field (5).

Psychological capital can contribute to the growth and development of other hidden capitals. The improvement of this type of capital can increase interest in learning and using educational programs. From a contingency management perspective, the reason for the success of any organization is the internal and external conditions existing in the same organization, and contingency factors have a significant impact on improving organizational performance. Moreover, from the performance management perspective, the development of psychological capital ultimately improves the efficiency, effectiveness, and productivity of the organization (3).

One of the fundamental concepts and the most important measures of productivity in any organization is organizational performance. Organizational performance is an important factor underlying all individual and organizational activities (6). Given that organizational performance is one of the most important variables in management research and a considerably important measure of progress in organizations (7,8) and since the examination and measurement of organizational performance without attention to the goals of the organization are practically impossible, the American Institute of Certified Public Accountants suggested that non-financial information should also be taken into account as performance indicators (9). Improving and developing organizational performance is a basic and important goal in the public service sector of governments and has been proposed as one of the important factors of development (10). Lexically, performance is associated with terms such as achievement, fulfillment, and accomplishment, and performance evaluation can be considered as a comparison of the extent and manner of achieving desired conditions (11).

Currently, social capital is regarded as an earning capital in organizations (12). Besides, human capital is one of the important and latent assets in organizations for the development of societies, and it is directly related to progress and excellence (13). One of the new concepts that is associated with human capital is social capital because social capital creates a suitable context for the utilization and exploitation of human resources working in organizations (5). According to Robert Putnam, the term social capital was first used by Hanifan in 1916 (14).

Yamaoka concluded that there is a positive, significant, and undeniable relationship between social capital and psychological well-being (15). Lesser and Storck refer to social capital as a combination of work and friendship and a product of complex multidimensional networks (16).

Felício et al presented a comprehensive model for social capital, which includes five dimensions: 1) dignity, 2) family relationships and support, 3) empathy, 4) personal relationships, and 5) social relationships (17).

After the expansion of the positive psychology movement in the field of organizational management and behavior along with social capital and human capital, psychological capital has also been accepted as one of the competitive indicators in organizations. Studies have indicated that psychological capital variables are latent factors of organizational behavior (18). According to Howard, psychological capital involves appraisals of the self regarding circumstances and probability for success (19). Improving psychological capital is one of the most essential needs of any organization (20). The concept of psychological capital was originally developed for organizations (21). According to some findings, psychological capital is very effective in enhancing organizational productivity (22). Hashemi Nosratabad et al reported that psychological capital and its components (optimism, hope, flexibility, self-efficacy) have a significant positive relationship with psychological well-being and social capital (23).

Scholars have suggested that psychological capital and psychological well-being have positive effects on social capital (24-26). A study found that improving the level of psychological capital enhances the cognitive and emotional creativity of human resources (21). Studies have also demonstrated that psychological capital has a significant positive relationship with the mental health of employees and this effect on the spiritual well-being of employees is quite evident (27). In some studies, psychological capital is referred to as the ability for group interactions and social participation (28). This indicates that people who have a high level of psychological capital have a stronger bond with other members of the community, and in fact, what contributes to the persistence and continuation of interactions is psychological capital. Social capital also creates a sense of trust and mutual commitment, and as a result, behavior changes towards improvement by involving people in the acquisition of knowledge needed by the organization (29). Therefore, it can be argued that psychological capital is the connecting point and creator of human capital and social capital, which develops synergy between them, increases variance in predicting organizational variables, and creates competitive advantage and creativity in critical situations. Accordingly, the present study aimed to investigate the relationship of social capital and psychological capital with the organizational performance of the staff at Jiroft University of Medical Sciences. To this end, the following three questions were addressed in the study:

1. Does psychological capital have a significant positive effect on social capital?
2. Does social capital have a significant positive effect

on organizational performance?

- Does psychological capital have a significant positive effect on organizational performance?

Methods

The present study was conducted using a descriptive-analytical cross-sectional design. The participants (n=250) were selected from the staff working at the education, research and technology, health, resource development and management, student and culture, and food and drug departments of Jiroft University of Medical Sciences (Kerman, Iran) using multi-stage random cluster sampling.

The data in this study were collected using two questionnaires. The social capital and organizational performance questionnaire developed by Felício et al is a 24-item tool that measures the two variables of social capital and organizational performance (17). The items in the questionnaire are scored on a Likert scale from (1=very low to 5=very high). The questionnaire was used in this study to measure social capital and organizational performance. The items with low values from confirmatory factor analysis were removed. The validity of the questionnaire was assessed and confirmed by professors and experts. Furthermore, Cronbach's alpha values for social capital and organizational performance were 88% and 78%, respectively, confirming the reliability of the instrument. Moreover, psychological capital was measured using the short version of the Psychological Capital Questionnaire (PCQ) developed by Luthans et al. After being translated and localized, the questionnaire was confirmed by subject-matter experts (5). The questionnaire contains 31 items that measure the four dimensions of self-efficacy, hope, optimism, and resilience on a five-point Likert scale (1 = very low to 5 = very high). Davand confirmed the validity of the questionnaire by surveying subject-matter experts (3). In the present study, the reliability of the questionnaire was confirmed with Cronbach's alpha of 0.94. The measurement model in this study was assessed using convergent and discriminant validity.

Data analysis

The collected data in this study were analyzed using Anderson and Gerbin's structural equation modeling with SPSS-18 and AMOS22 software. Composite reliability (CR), average variance extracted (AVE), variance inflation factor (VIF), and tolerance index (TOL) were used to check the validity and collinearity of the data.

Results

The participants in this study were 250 university staff including 143 women and 107 men. A majority of participants were in the age range of 35 to 40 years and the lowest number of participants were in the age group

of 25 to 30 years. Most of the participants held a master's degree and a few participants had a Ph.D. degree. Table 1 displays the participants' demographic characteristics:

Previous studies have suggested that CR greater than 0.7 indicates high reliability and a CR value of 0.6 to 0.7 shows acceptable reliability (4, 2). As shown in Table 2, the CR value was 0.745 for self-efficacy and 0.852 for organizational performance, indicating high reliability. In addition, the AVE should be at least 0.5. As can be seen in Table 2, since there was more than one latent variable in the research model, the discriminant validity was also assessed. According to some researchers (2), if the correlation between the variables is less than 0.9, the discriminant validity of the measurement tool is confirmed. As shown in Table 3, the correlations between all the constructs in this study were smaller than the intended value and were within the acceptable range. Besides, the AVE squared for each variable is greater than the correlations of the same variable with the rest of the variables, so the constructs have acceptable discriminant validity.

Some items with a factor loading smaller than 0.5 were removed and 31 items were retained as shown in Table 2. After confirming the standardized factor loads of the model, the goodness-of-fit indices of the model were evaluated as displayed in Table 4.

As shown in Table 4, the comparative fit index (CFI), the normed fit index (NFI), and the incremental fit index (IFI) as the main indicators of the model fit are greater than 0.9, confirming the fit indices of the model. The ratio of chi-square minimum to degree of freedom (CMIN/DF) is smaller than 3, which is within the acceptable range to confirm the proposed model. Furthermore, the root mean squared error of approximation (RMSEA) is equal to 0.045 (<0.08), which shows that the model is acceptable. Figure 1 shows the structural model proposed in this study:

As shown in Figure 1 and Table 5, psychological capital is significantly associated with social capital ($\beta=0.84$; $P<001$) and organizational performance ($\beta=0.14$;

Table 1. The participants' demographic characteristics

Variable	Categories	Frequency	%
Gender	Female	143	57.2
	Male	107	42.8
Age (year)	25-30	17	6.8
	30-35	43	17.2
	35-40	85	34
	45-50	67	26.8
	>50	38	15.2
Education	Diploma	32	12.8
	Bachelor's degree	94	37.6
	Master's degree	102	40.8
	Ph.D.	22	8.8

Table 2. Assessment of the validity and collinearity of the data

Variable	Indicator					
	Factor loads	CR	AVE	TOL	VIF	α
Psychological capital	-	-	-	-	-	0.827
Self-efficacy	-	0.745	0.543	0.481	2.051	0.717
Item 1	0.792	-	-	-	-	-
Item 2	0.890	-	-	-	-	-
Item 3	0.731	-	-	-	-	-
Resilience	-	0.858	0.666	0.415	2.394	0.793
Item 1	0.639	-	-	-	-	-
Item 2	0.923	-	-	-	-	-
Item 3	0.669	-	-	-	-	-
Optimism	-	0.733	0.696	0.510	0.196	0.811
Item 1	0.597	-	-	-	-	-
Item 2	0.972	-	-	-	-	-
Item 3	0.719	-	-	-	-	-
Hope	-	0.812	0.810	0.495	2.009	0.780
Item 1	0.835	-	-	-	-	-
Item 2	0.937	-	-	-	-	-
Item 3	0.767	-	-	-	-	-
Social capital	-	-	-	-	-	0.861
Dignity	-	0.780	0.612	0.513	1.960	0.808
Item 1	0.783	-	-	-	-	-
Item 2	0.888	-	-	-	-	-
Item 3	0.710	-	-	-	-	-
Family support	-	0.801	0.711	0.531	1.881	0.830
Item 1	0.673	-	-	-	-	-
Item 2	0.903	-	-	-	-	-
Item 3	0.762	-	-	-	-	-
Participation	-	0.776	0.608	0.711	1.407	0.788
Item 1	0.740	-	-	-	-	-
Item 2	0.935	-	-	-	-	-
Item 3	0.857	-	-	-	-	-
Personal relationships	0.830	0.809	0.730	0.673	1.496	0.809
Item 1	0.667	-	-	-	-	-
Item 2	0.910	-	-	-	-	-
Item 3	0.640	-	-	-	-	-
Social relationships	-	0.794	0.710	0.512	1.956	0.738
Item 1	0.822	-	-	-	-	-
Item 2	0.842	-	-	-	-	-
Item 3	0.536	-	-	-	-	-
Organizational performance	-	0.829	0.736	-	-	0.864
Item 1	0.583	-	-	-	-	-
Item 2	0.771	-	-	-	-	-
Item 3	0.514	-	-	-	-	-

$P=0.015$.) Moreover, social capital has a significant relationship with organizational performance ($\beta=0.84$; $P=0.026$). Given that the path coefficients are all positive, these relationships are direct and incremental. In addition, psychological capital is associated with organizational performance through social capital ($\beta=0.71$; $P<0.001$), showing an incremental but indirect relationship.

Discussion

The present study explored the relationship of social capital and psychological capital with organizational performance among the staff working at Jiroft University of Medical Sciences. The findings suggested that psychological capital had a significant positive relationship with social capital and organizational performance. Besides, social capital had a significantly positive and incremental relationship with organizational performance. Furthermore, psychological capital had an indirect and incremental relationship with organizational performance through social capital. In other words, psychological capital indirectly improves organizational performance by enhancing social capital.

The data in the present study also suggested that self-efficacy, resilience, optimism, and hope have a significant positive effect on organizational performance, as reported in the literature (5). Some studies have also reported that factors such as resilience, optimism, self-efficacy, and hope have a positive effect on organizational performance (2,14,17,30), confirming that employees with a strong determination to succeed with a realistic and optimistic attitude toward their capacity and self-confidence have more ability to deal with challenges, and this improves the performance of the person and, consequently, the performance of the organization (4,31-34). The findings of the present study also revealed that dignity, personal relationships, social relationships, and participation have a significant positive effect on organizational performance. However, the data revealed social support does not have a significant positive effect on organizational performance, as confirmed in some studies (12,32,35). Ficara et al also suggested that social capital is the main source of sustainable competitive advantage and superior organizational performance (13). Lesser and Storck reported that the relationships between people and the sharing of information between them pave the way for knowledge transfer, and as a result, maintaining interpersonal relationships by facilitating the collective and targeted actions by groups and organizations can lead to superior performance, confirming a significant correlation between social capital and organizational performance. Luthans et al (5) also believe that to have a superior and more stable organizational performance, social capital should be strengthened because improving the relationship between people leads to the transfer of information and improved performance. As a result,

Table 3. The correlations between the components

Constructs	1	2	3	4	5	6	7	8	9	10
Self-efficacy	0.736**	-	-	-	-	-	-	-	-	-
Resilience	0.648	0.814**	-	-	-	-	-	-	-	-
Optimism	0.551	0.473	0.833**	-	-	-	-	-	-	-
Hope	0.707	0.537	0.743	0.894**	-	-	-	-	-	-
Dignity	0.263	0.144	0.456	0.256	0.782**	-	-	-	-	-
Family support	0.257	0.201	0.350	0.348	0.609	0.844**	-	-	-	-
Participation	0.268	0.387	0.433	0.310	0.298	0.402	0.780**	-	-	-
Personal relationships	0.321	0.432	0.681	0.281	0.559	0.478	0.665	0.851**	-	-
Social relationships	0.463	0.412	0.214	0.214	0.542	0.224	0.214	0.333	0.837**	-
Organizational performance	0.214	0.601	0.541	0.441	0.654	0.131	0.301	0.415	0.445	0.852**

** AVE squared.

Table 4. The fit indices of the proposed model

Indices	Accepted value	Estimated value
Chi-square minimum/degree of freedom (CMIN/DF)	≤ 3	1.554
Goodness of fit index (GFI)	≥ 0.9	0.905
Adjusted goodness of fit index (AGFI)	≥ 0.9	0.865
Normed fit index (NFI)	≥ 0.9	0.888
Incremental fit index (IFI)	≥ 0.9	0.957
Tucker–Lewis index (TLI)	≥ 0.9	0.952
Comparative fit index (CFI)	≥ 0.9	0.956
Root mean squared error of approximation (RMSEA)	≤ 0.08	0.045

Table 5. The structural path analysis

Hypothesis	Relationship	Path coefficient (β)	P value
Psychological capital → social capital	Direct and incremental	0.84	<0.001
Psychological capital → organizational performance	Direct and incremental	0.14	0.015
Social capital → organizational performance	Direct and incremental	0.84	0.026
Psychological capital → organizational performance (through social capital)	Indirect and incremental	0.71	<0.001

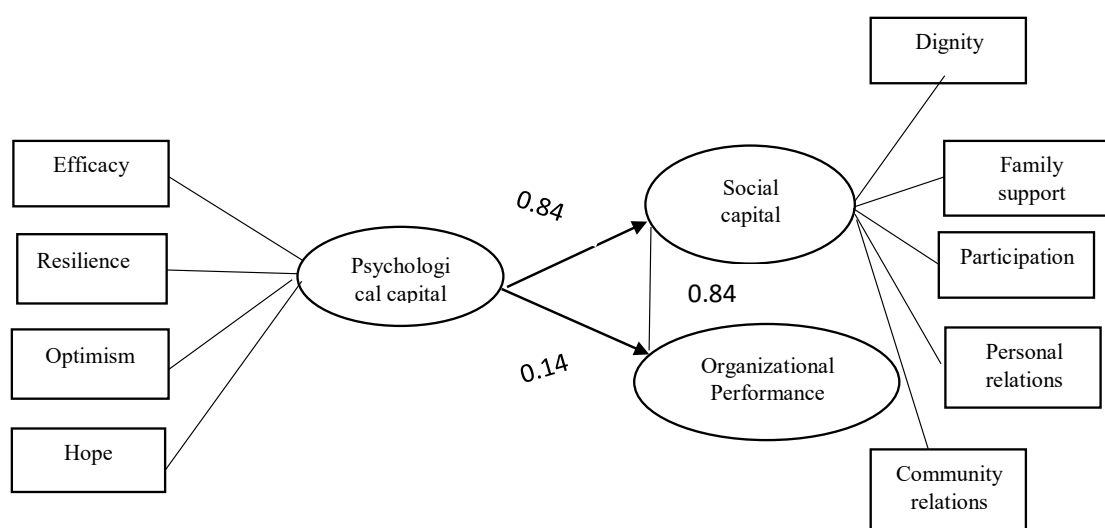


Figure 1. The structural model for testing the research hypotheses

there is a significant correlation between social capital and organizational performance.

Moreover, social capital by spreading knowledge and information between different organizational groups and units increases individual growth and organizational learning and automatically improves organizational performance, as confirmed in many studies (11,32,35). Similarly, Howard (21) and Jurek and Niewiadomska (24) showed that psychological capital has a significant positive effect on social capital, and social capital plays a mediating role in the relationship between psychological capital and organizational performance. This is to argue that a person who is hopeful about their life and future can positively look at life, and is more likely to join official social networks and working groups. In addition, a person with a high level of self-efficacy establishes more effective relationships with others, calls for mutual support, and feels a higher level of self-efficacy. Besides, people with a higher degree of optimism are more interested in creating bonds with different social groups and other people in their relationship networks. They develop trust in other members of the community and the people they are in contact with in their relationship network. Furthermore, people with higher levels of resilience have more social relationships with others, often tend to engage in conversations with their friends and people around them, and expect to receive more support (8,34,35)

Conclusion

The data in this study indicated that psychological capital has a significant positive effect on social capital, confirming the mediating role of social capital in the relationship between psychological capital and organizational performance. This is to argue that a person who is hopeful about their life and future can positively look at life, and is more likely to join official social networks and working groups. Moreover, a person with a high level of self-efficacy establishes more effective relationships with others and develops a higher level of self-efficacy. Furthermore, people with a higher degree of optimism are more likely to trust people around them and establish effective communication with them. In addition, resilient people have more extensive relationships with other members of the community and other people ask them for more support through conversations.

Authors' Contribution

Conceptualization: Saeed Rajabizade, Javad Salajeghe Tezerji.

Data curation: Saeed Rajabizade, Javad Salajeghe Tezerji.

Formal analysis: Saeed Rajabizade, Javad Salajeghe Tezerji.

Investigation: Saeed Rajabizade, Sanjar Salajeghe.

Methodology: Sanjar Salajeghe, Masomeh Hasanzadeh Tabrizi.

Project administration: Saeed Rajabizade, Javad Salajeghe Tezerji.

Supervision: Saeed Rajabizade; Javad Salajeghe Tezerji.

Validation: Saeed Rajabizade; Javad Salajeghe Tezerji.

Writing–review & editing: Mohammad Ali Pouraskari.

Competing Interests

This research project was not financed by any governmental agency or organization. The authors did not also report any conflict of interest.

Ethical Approval

The participants received some instructions about the objectives of the study and the research procedures. They were also assured that the information would remain completely confidential and anonymous and they were told that they would be free to leave the study if they wished so. The protocol for this study was confirmed with the code of ethics IR.KMU.REC.1401.501 by Kerman University of Medical Sciences.

Funding

None.

References

1. Shadpour K. Health sector reform in Islamic Republic of Iran. J Qazvin Univ Med Sci. 2006;10(3):7-20. [Persian].
2. Sengupta A, Venkatesh DN, K. Sinha A. Developing performance-linked competency model: a tool for competitive advantage. Int J Organ Anal. 2013;21(4):504-27. doi: [10.1108/ijoa-05-2011-0488](https://doi.org/10.1108/ijoa-05-2011-0488).
3. Davand; Lily Investigating the effect of social capital, human capital, and psychological capital on creating a positive image of Ilam University by explaining the mediating role of authentic leadership (case study: members of the administrative staff and faculty of Ilam University). Development of Human Resource Management and Support. 2022;65(17):27-52.
4. Noorbakhsh Moghadam A. What is psychological capital, popular psychology encyclopedia. 2018.
5. Luthans F, Avolio BJ, Avey JB, Norman SM. Positive psychological capital: Measurement and relationship with performance and satisfaction. Pers Psychol. 2007;60(3):541-72. doi: [10.1111/j.1744-6570.2007.00083.x](https://doi.org/10.1111/j.1744-6570.2007.00083.x).
6. Salajeghe Tazerji J. The Relationship Between Social Capital and Organizational Performance in the Education Organization of Kerman Province [thesis]. Azad University, Sirjan Branch, Faculty of Humanities; 2018.
7. Wu SI, Liu SY. The performance measurement perspectives and causal relationship for ISO-certified companies. Int J Qual Reliab Manag. 2010;27(1):27-47. doi: [10.1108/02656711011009290](https://doi.org/10.1108/02656711011009290).
8. Ali Moradi D, Vaezi R, Amiri M. Presenting the organizational development model in Iran's public organizations. Management Studies in Development and Evolution. 2024;33(111):141-80. doi: [10.22054/jmsd.2023.75613.4363](https://doi.org/10.22054/jmsd.2023.75613.4363).
9. Škerlavaj M, Štemberger MI, Škrinjar R, Dimovski V. Organizational learning culture—the missing link between business process change and organizational performance. Int J Prod Econ. 2007;106(2):346-67. doi: [10.1016/j.ijpe.2006.07.009](https://doi.org/10.1016/j.ijpe.2006.07.009).
10. Alipour L. Analyzing and Examining the Relationship Between Organizational Development and Improving the Performance of Government Organizations (A Review Study). International Conference on Management, Accounting and Economic Development; 2022.
11. Abdali A, Yavari A, Basharti E. Investigating the effect of various types of organizational, commercial, and competitive intelligence on organizational performance (study: bank Qavamin magazine). Development of Human Resource Management and Support. 2015;11(41):105-20. [Persian].
12. Abbasi M, Ebrahimi E, Sheikh Ghahi M, Akbari A. Analyzing levels of the social capital concept using meta-synthesis approach. Sociological Cultural Studies. 2019;10(2):55-78. doi: [10.30465/scs.2019.4199](https://doi.org/10.30465/scs.2019.4199). [Persian].

13. Ficara A, Curreri F, Fiumara G, Meo PD. Human and social capital strategies for mafia network disruption. *IEEE Trans Inf Forensics Secur.* 2023;18:1926-36. doi: [10.1109/tifs.2023.3256706](https://doi.org/10.1109/tifs.2023.3256706).
14. Putnam RD. *Bowling Alone*. New York; Simon & Schuster; 2000.
15. Yamaoka K. Social capital and health and well-being in East Asia: a population-based study. *Soc Sci Med.* 2008;66(4):885-99. doi: [10.1016/j.socscimed.2007.10.024](https://doi.org/10.1016/j.socscimed.2007.10.024).
16. Lesser EL, Storck J. Communities of practice and organizational performance. *IBM Syst J.* 2001;40(4):831-41. doi: [10.1147/sj.404.0831](https://doi.org/10.1147/sj.404.0831).
17. Felício JA, Couto E, Caiado J. Human capital, social capital and organizational performance. *Manag Decis.* 2014;52(2):350-64. doi: [10.1108/md-04-2013-0260](https://doi.org/10.1108/md-04-2013-0260).
18. Asfa A, Abolmaali Alhosseini K, Hashemian K. Structural Modeling for prediction of Academic Procrastination Based on Psychological Capital with Mediation of Psychological, Emotional and Social Well-being in University Students. *Journal of Research in Educational Systems.* 2018;11(39):25-46. doi: [10.22034/jiera.2018.61047](https://doi.org/10.22034/jiera.2018.61047).
19. Avey JB, Reichard RJ, Luthans F, Mhatre KH. Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Hum Resour Dev Q.* 2011;22(2):127-52. doi: [10.1002/hrdq.20070](https://doi.org/10.1002/hrdq.20070).
20. Howard MC. The empirical distinction of core self-evaluations and psychological capital and the identification of negative core self-evaluations and negative psychological capital. *Pers Individ Dif.* 2017;114:108-18. doi: [10.1016/j.paid.2017.03.061](https://doi.org/10.1016/j.paid.2017.03.061).
21. Gheisizadeh Y, Keykhosrovani M, Poladi Rayshari A, Amini N. Comparing the effectiveness of modern group reality therapy and acceptance and commitment therapy on psychological capital among the employees of Bushehr city. *Psychological Models and Methods.* 2023;13(50):21-36. doi: [10.30495/jpmm.2023.31230.3733](https://doi.org/10.30495/jpmm.2023.31230.3733).
22. Shariatnejad A, Hasanvand A, Mousavi SN, Manashdavi E. Investigating the effect of visionary leadership on emotional and cognitive creativity with the mediating role of positive psychological capital. *Journal of Innovation and Creativity in Human Science.* 2023;13(49):1-34. [Persian].
23. Jurek K, Niewiadomska I. Relationship between psychological capital and quality of life among seniors working after retirement: the mediating role of hope of success. *PLoS One.* 2021;16(11):e0259273. doi: [10.1371/journal.pone.0259273](https://doi.org/10.1371/journal.pone.0259273).
24. Hashemi Nosrat Abad T, Babapur Kheyroddin J, Bahadori Khosroshahi J. Role of psychological capital in psychological well-being by considering the moderating effects of social capital. *Soc Psychol Res.* 2012;1(4):123-44. [Persian].
25. Cooper CD. Just joking around? Employee humor expression as an ingratiation behavior. *Acad Manage Rev.* 2005;30(4):765-76. doi: [10.5465/amr.2005.18378877](https://doi.org/10.5465/amr.2005.18378877).
26. Schwerdtfeger A, Konermann L, Schönhofen K. Self-efficacy as a health-protective resource in teachers? A biopsychological approach. *Health Psychol.* 2008;27(3):358-68. doi: [10.1037/0278-6133.27.3.358](https://doi.org/10.1037/0278-6133.27.3.358).
27. Schimschal SE, Lomas T. Gritty leaders: the impact of grit on positive leadership capacity. *Psychol Rep.* 2019;122(4):1449-70. doi: [10.1177/0033294118785547](https://doi.org/10.1177/0033294118785547).
28. Parviniannasab AM, Bijani M, Dehghani A. The mediating role of psychological capital in relations between spiritual well-being and mental health among nursing students. *BMC Psychol.* 2022;10(1):230. doi: [10.1186/s40359-022-00935-0](https://doi.org/10.1186/s40359-022-00935-0).
29. Hasari R. The relationship between job satisfaction and organizational commitment among teachers in Galikesh schools. *Journal of Education.* 2006;7(7):17-38.
30. Anklam P. Knowledge management: the collaboration thread. *Bulletin of the American Society for Information Science and Technology.* 2002;28(6):8.
31. Gittel JH, Seidner R, Wimbush J. A social capital model of high-performance work systems. In: Sloan Industry Studies Annual Conference. MIT Institute of Work and Employment Research; 2007. p. 1-35.
32. Anderson AR, Miller CJ. "Class matters": human and social capital in the entrepreneurial process. *J Socio Econ.* 2003;32(1):17-36. doi: [10.1016/s1053-5357\(03\)00009-x](https://doi.org/10.1016/s1053-5357(03)00009-x).
33. Mobini M. Social capital in the organization. *Hadith of Life.* 2005;1:27.
34. Zardoshtian S, Karimi A. Modeling the effects of social capital and intellectual capital on organizational performance (case study: office of youth and sports Kermanshah province). *Research in Sport Management and Motor Behavior.* 2019;9(17):85-97. doi: [10.29252/jrsm.9.17.85](https://doi.org/10.29252/jrsm.9.17.85). [Persian].
35. Shamsi Gooshki S, Nemati R. The relationship between social capital and human capital with organizational performance (case study: Kerman stores). *Social Capital Management.* 2015;2(2):267-90. doi: [10.22059/jscm.2015.54979](https://doi.org/10.22059/jscm.2015.54979). [Persian].