

Research Article

**The Impact of Social Capital on Organizational Commitment at Jordan Telecom Company (Orange)**

Ahmad Abedrabu Falah Al-Deaja<sup>a</sup>, Prof Rashad Al-Saed<sup>b</sup>

<sup>a,b</sup> Amman Arab University, Jordan

Email: <sup>a</sup>aaldeaja@gmail.com, <sup>b</sup>prof.rashad@aau.edu.jo

**Abstract**

This study examines the impact of social capital on organizational commitment at Jordan Telecom Company (Orange). Data were collected using a questionnaire that was distributed to (322) individuals from workers in Jordan Telecom Company (Orange), and the data was analyzed using the statistical program (SPSS), where the arithmetic mean, and standard deviations were extracted in addition to the multiple linear regressions.

The results showed that there is a significant impact of social capital in its dimensions (trust, groups and networks, common values and standards, collective activities) on the organizational commitment of workers in its dimensions (emotional commitment, continuous commitment, normative commitment) in the Jordan Telecom Company (Orange), as well as the existence of statistically significant effect of social capital in its dimensions (trust, groups and networks, common values and standards, collective activities) in each dimension of the organizational commitment independently.

**Keywords:** *organizational commitment, social capital, emotional commitment, continuance commitment, normative commitment, Jordan Telecom Company*

**Introduction**

Social capital refers to a positive relationship and interaction between individual in organization, which reflect the characteristics of relations within employee, that can be realized through their orientation towards collective work, collective goals, and mutual trust (Javad et al., 2021; Yamaguchi, 2013). Social capital also reflects “bonds between individuals”, which help them achieve their goals (Kunitz, 2004).

According to Hijazi & Salamah (2014), the concept of social capital contains trust, Common values standards, group activities, and group network.in addition social capital provide necessary support that enhance organizational performance and commitment (Badroy, Al-Khafaji, 2016; Hammadi, 2016).

organizational commitment is defined as the degree to which workers devote themselves to offering their best practices in their teams and organizations (Yamaguchi, 2013), organizational commitment is important factor that indicate psychological status of employees about their loyalty to the organization, commitment leads employees to give more effort in work to achieve organization goals , which benefits both organizations and individuals (Bani-Issa et al.,2014).

Several studies have reported that the concept of organizational commitment represented by affective commitment, continuance commitment, and normative commitment (Hammadi, 2016). Nowadays companies realize the importance of organizational commitment, but lack of studies in this area considers a problematic. In the present study, this research aims to contribute to previous research through examine the impact of social capital on organizational commitment.

## **Literature Review And Hypotheses**

### **Social capital**

Social capital is considered one of the most essential factors for the success of organizations, social capital presents a positive relationship between individuals within organization, previous studies confirmed the concept of social capital contains trust, Common values standards, group activities, and group network (Badroy, Al-Khafaji, 2016; Hammadi, 2016; Javad et al., 2021; Yamaguchi, 2013).

-Trust: According Fukuyama (2000) the circle of trust creates cooperation between its members.

- group and network: it is defined as cooperation, coordination and mutual assistance that help to maximize the use of available resources (Sunderland, 2007).

- Common values and standards: several studies define the concept as building blocks of trust between employees, furthermore shared standards are key components of social capital (Hammadi, 2016; Javad et al., 2021; Yamaguchi, 2013).

- group activities: it is defined as teamwork that involve in mutual cooperation between individual or employee within organization (Puttman, 1993).

### **Organizational Commitment**

Studies have showed that employees with a higher level of organizational commitment have higher levels of performance and more success in achieving organizational goals. Previous studies used the most common dimensions that explain organizational commitment: emotional, normative, and continuance (Emhan et al,2016: Aboyasin et al,2015).

Emotional commitment is the positive emotional relationship of an employee with the organization. Continuance commitment is the awareness of cost associated with leaving the organization. The normative commitment is an employee's sense of ethical responsibility and commitment toward the organization (Emhan et al,2016).

### ***Relationships between Social capital and organizational commitment***

According to Aboyasin et al. (2015), explored the impact of the social capital four dimensions (trust, groups and networks, shared values and norms, and collective activities) on the organizational commitment three types (affective, continuance, and normative), The results indicate that there is a positive impact of social capital dimensions on organizational commitment.

Various studied investigated the effect of social capital on organizational commitment and organizational performance, the results show that there is a strong relationship between social capital (trust, groups and networks, shared values and norms, and collective activities) and organizational commitment, in addition, social capital enhance organizational performance (Badrawi, 2016; Hammadi, 2016).

Bani-Issa et al. (2014), explore the role of organizational commitment in its dimensions (effective, continuous, and normative commitment) in improving the performance of employees at Jordanian bank sector, the results revealed that there is a strong and positive relationship between organizational commitment and organizational performance, led to Improving the performance of employees in the Jordanian banking sector.

Accordingly, the following hypothesis is constructed:

H1: There is a linear and positive relationship between social capital and organizational commitment.

The following sub-hypotheses is constructed:

H1.1: There is a linear and positive relationship between social capital (Trust, group and network, Common values and standards, and group activities) and emotional commitment.

H1.2: There is a linear and positive relationship between social capital (Trust, group and network, Common values and standards, and group activities) and continuance commitment.

H1.3: There is a linear and positive relationship between social capital (Trust, group and network, Common values and standards, and group activities) and normative commitment.

## Methodology

### *Sampling and subject*

The subject of study is Jordanian employee who work in Jordan Telecom Company (Orange), Orange has 2092 employees, random sample was selected for the study, based in Krejcie & Morgan, (1970) sample size is 322, questionnaires were distributed and (308) has been retrieved, in addition, response rate were (96%) form total distribution.

### *Validity*

validity test are used to test the goodness of measures, and ensures that the measure includes an adequate and representative set of items that tap the concept (Sekaran, 2019), the questionnaire was presented to a group of experts in Jordan universities, base in expert feedback necessary changes were done.

### *Reliability test*

the reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the “goodness” of a measure, Cronbach’ s alpha must be equal or more than (0.70) (Sekaran, 2016).

**Table (1)**

Variables	dimensions	items	Cronbach’s Alpha
<b>Social capital</b>	Trust	10	0.908
	group and network	5	0.891
	Common values and standards	9	0.884
	group activities	7	0.887
<b>organizational commitment</b>	emotional commitment	5	0.880
	continuance commitment	7	0.881
	normative commitment	6	0.882
<b>Total</b>		49	0.902

Table 1 shows that Cronbach' s alpha between 0.880-0.908 and it is higher than 0.7, based on these values the items used in this study is stable and a good instrument measures the concept.

**Data analysis**

SPSS 25 were used to analysis the data using the following steps:

- 1- Cronbach's alpha coefficient: to ensure the stability and consistency of items.
- 2- Pearson Correlation Test (Pearson Correlation Test) to show if the correlation is positive.
- 3- Multiple Regression Analysis: used to test main hypotheses and sub-hypotheses.

The result:

***H1: There is a linear and positive relationship between social capital and organizational commitment.***

**Table No. (2) Results of variance analysis for dependent variable as a whole**

	sum of squares	Df	median	F	Sig
regression	93.809	1	93.809	387.247	0.000
R	74.128	306	0.242		
total	167.937	307			

The table above shows the results of the regression variance analysis, the table shows the calculated (F) value is 387.247 at the statistical significance level (0.000), The rule states if sig less than 0.5 the hypothesis is accepted, which means there is a linear and positive relationship between social capital (Trust, group and network, Common values and standards, and group activities) and organizational commitment.

**Tables 3 : Regression coefficients of organizational commitment .**

	B	Std.Error	Beta	T	Sig
Independent	0.569	0.160		3.560	0.000
Trust	0.080	0.036	0.101	2.259	0.025
group and network	0.158	0.048	0.167	3.275	0.001
Common values and standards	0.288	0.056	0.284	5.175	0.000
group activities	0.336	0.045	0.367	7.471	0.000

Table above illustrate that there is significant impact between trust and organizational commitment with T value= 2.259 in orange company, T value significant when  $|t| \geq 1.96$ , group activities were the highest impact on organizational comment with T=value 7.471,also "group and network" and "Common values and standards" had significant relationship with organizational comment.

***H1.1: There is a linear and positive relationship between social capital (Trust, group and network, Common values and standards, and group activities) and emotional commitment.***

**Table No. (4) Results of variance analysis of emotional commitment.**

	sum of squares	Df	median	F	Sig
regression	105.057	4.000	26.264	74.848	0.000
R	106.324	303.000	0.351		
total	211.381	307.000			

The table 4 shows the relationship between social capital with it is dimensions and **emotional** commitment, f value is 74.848 on statistical level significance 0.000, since sig value less than 0.5 the hypothesis 1.1 is accepted.

**Table 5 : Regression coefficients of emotional commitment**

	B	Std.Error	Beta	T	Sig
Independent	.529	.198		2.669	.008
Trust	0.064	0.044	0.071	1.449	.148
group and network	0.202	.060	0.190	3.372	.001
Common values and standards	0.251	0.069	.221	3.649	.000
group activities	0.369	0.056	0.358	. 6.605	.000

The table shows that there is a significance relationship between group and network, Common values and standards, and group activities on emotional commitment, group activities were the highest T value around 6.605 ,however trust have a positive relationship with emotional commitment with insignificance T value 1.449.

***H1.2: There is a linear and positive relationship between social capital (Trust, group and network, Common values and standards, and group activities) and continuance commitment.***

**Table No. (6) Results of variance analysis of continuance commitment.**

	sum of squares	Df	median	F	Sig
regression	97.237	4.000	24.309	66.178	0.000
R	111.301	303.000	0.367		
total	208.538	307.000			

The table 5 Illustrates that F value is 66.178 on sig level 0.000 lower than 0.5, which mean the hypothesis 1.2 is accepted.

***H1.3: There is a linear and positive relationship between social capital (Trust, group and network, Common values and standards, and group activities) and normative commitment.***

**Table No. (7) Results of variance analysis of continuance commitment.**

	sum of squares	Df	median	F	Sig
regression	96.355	4.000	24.089	76.840	.000
R	94.987	303.000	0.313		
total	191.342	307.000			

The table 5 Illustrates that F value is 76.840 on sig level 0.000 lower than 0.5, which mean the hypothesis 1.3 is accepted.

### Discussion

The main finding of this study social capital has a positive impact on organizational commitment in orange company, this result agrees with Aboyasın et al. (2015) state that social capital enhance affective, continuance, and normative commitment.

Furthermore, this study found out that group and network, Common values and standards, and group activities had a strong impact on emotional commitment, however trust had weak impact on emotional commitment which disagree with Badrawi, (2016) indicate that trust have strong impact on emotional commitment.

On other hand, trust, group and network, common values and standards, and group activities strongly and positively impact continuance, and normative commitment. This finding agrees with previous literature that reflect the important of social capital in any organization that lead employee to be committed in work and achieve organization goals (Emhan et al,2016: Aboyasın et al,2015).

### References

- [1] Aboyasın, N. A., Ridha, M. B., Yousif, A. H., & Nsour, J. Y. (2015). The Impact of Social Capital on Organizational Commitment in Jordanian Companies. *International Journal of Business Administration*, 6(4), 1.
- [2] Badrawi, Abdul-Ridha and Al-Khafaji, Rasha (2015). “The relationship between social capital and organizational performance, a field study”. in the Iraqi Drilling Company in Basra. *Al-Ghari Journal of Economic and Administrative Sciences*. 36 (13), 72 – 102.
- [3] Bani Issa, Ahmed, and Abazid, Riyadh (2014). The role of organizational commitment in improving the performance of workers in the sector Jordanian banking. *Studies, Administrative Sciences*. 41 (2), 362 – 374.
- [4] Emhan, A., Tongur, A., & Turkoglu, I. (2016). An analysis of the social capital, organizational commitment, and performance in the public sector of southeastern Turkey. *Transylvanian Review of Administrative Sciences*, 12(47), 49-62
- [5] Fukuyama, F. (2000). Social Capital and Civil Society. *International Monetary Fund Working Paper*.
- [6] Hammadi, Ahmed (2016). Organizational commitment and its role in enhancing employee performance: an exploratory research for the opinions of a sample of manager the employees of the General Company for Dairy Products. *Journal of Economics and Administrative Sciences*, 94 (22), 301 – 324.
- [7] Hijazi, H. A. & Salamah, H. (2014): Impact of Social Capital on Knowledge Sharing at the Public Sector in Jordan. *Information and Knowledge Management Vol.4, No.1*.

- [8] Javad, M., Nakaya, T., McCormack, G. R., & Shibata, A. (2021). Landscape and Urban Planning Traditional and novel walkable built environment metrics and social capital. *Landscape and Urban Planning*, 214, 104184. <https://doi.org/10.1016/j.landurbplan.2021.104184>
- [9] Putnam, R. (1993). The Prosperous Community: Social Capital and Public Life. *The American Prospect*, (13).
- [10] Kunitz, S. J. (2004). Social capital and health. *British Medical Bulletin*, 69(1), 61–73.
- [11] Sekaran, U., & Bougie, R. (2019). *Research methods for business: A skill building approach*. John Wiley & Sons. ISO 690
- [12] Sunderland, D. (2007). *Social Capital, Trust and the Industrial Revolution, 1780–1880*. Routledge, New York.
- [13] Sunderland, D. (2007). *Social Capital, Trust and the Industrial Revolution, 1780–1880*. Routledge, New York.
- [14] 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. <https://doi.org/10.1016/j.ijintrel.2012.04.016>.