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The Role of Social Capital, Commitment, and Organizational Citizenship Behavior in Improving Job Performance (Case Study: Khoy Municipality)

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Abstract: Today, municipality is counted as one of the largest social bodies. Its effectiveness requires appropriately organizational structure and employees' commitment to increase performance. Managers should concentrate on attitude and behavior of service staff through cultural background, behavioral patterns, and managerial styles in order to obtain higher quality services. Thus, social capital results in achievement of members' objectives by creating norms and mutual trust and it prepares a suitable ground for efficiency of human, financial, and economic capital. In this regard, this research investigates the impact of social capital on job performance by considering issues such as employees' commitment and organizational citizenship behaviors. Statistical population includes 140 headquarters staff of Khoy Municipality. This research method is descriptive and correlational. Data were collected by questionnaire. In order to measure validity, the first and second order confirmatory factor analysis was used. To determine reliability, Cronbach's alpha was used. Data were analyzed by Structural Equation Modeling. The results indicated positive impact of social capital on employees' commitment, organizational citizenship behaviors, and job performance. However, the positive impact of employees' commitment and organizational citizenship behaviors on their job performance was confirmed. As a result, it can be stated that improvement of processes related to employees' commitment and organizational citizenship behaviors, affected by factors such as social capital, results in improvement of employees' job performance.

Keywords: Social capital, commitment to quality of services, commitment to organization, organizational citizenship behaviors, job performance
JEL Classification: O16, J21, D23, L84

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1- Introduction

Today, municipality and its management are one of the most important affairs in any country. Performance improvement in municipality would not be achieved without considering its organizational role, position and factors including commitment, organizational citizenship behavior, and social capital. On the other hand, the importance of urban management is highlighted once citizens are proposed as main economic actors in economy; therefore, city management and municipality problems and issues should be regarded for economic growth and development.

On the other hand, organizational success cannot be only assessed in terms of capital accumulation and having the best physical facilities and ITC technologies since physical, financial, and human capital will not be efficient without social capital; a capital that is useful both for organization and staff (Gelderman et al., 2016).

Social capital is an asset. Unlike other resources and assets, it will be destroyed in case of improper use. Thus, any society looking for favorable order and development should try to generate, maintain, improve, and strengthen the capital (Barron et al., 2016).

Social capital increase in society means reducing social damages, exchange and interaction costs in social, economic, cultural and political areas, expanding citizens and civil organizations' social participation and interaction, and finally facilitating and organizing municipal services (Gooderham et al., 2011).

Policy-making to improve urban management and development requires designing a favorable space and situation of social capital. Thus, social capital should be considered like other aspects of capital by managers and ground should be prepared to maintain and develop it in organizations. Social capital leads to change in groups and organizations and it consequently results in more sharing in knowledge and affects organization and job performance positively (Noroozi et.al, 2015). Once organizations strive for survival and require their presence in different arenas should deal with performance improvement. This would not be achieved unless the ground to be prepared to fulfill social capital improvement (Arman et.al, 2016). Thus, in order to have growth and development that its prerequisite in improving organization performance, social capital variables should be identified in order to be used in the best way.

This issue is highlighted once it is considered from perspective of internal marketing. Today, by proposing internal marketing idea and concept, internal customers of organizations' (staff) determining role and importance have been evident more than before in external marketing programs success. Internal marketing aims to ensure satisfaction among organization staff and develop quality of products and services to achieve external customers' satisfaction of organizations. This strongly depends on supports and guides that employers receive by their organizations and managers (Ellinger et al., 2013). Studies indicated that allotted time and resources by organizations' managers to meet active staff needs in service sector influence greatly on increasing provided services to customers and helping partners (Rastegar & Akbarzadeh Safouei, 2014).

In order to achieve high-quality services, managers should influence service staff's attitude and behavior by cultural background, behavioral patterns,

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and management methods. In this regard, social capital fulfills members' goals by creating norms and mutual trust and prepares the ground for human, financial, and economic capital efficiency counted as a solution to realize success (Hau & Kang, 2016).

Managers and those who can create social capital in organization prepare the ground for their occupational and organizational success. Regarding this concept, social capital includes issues such as unity, cooperation and collaboration among community or group members that forms a targeted system and guides it toward achieving a valuable goal (Noroozi et.al, 2015). Since municipality is one of service organizations that in case of any problems, it will face with people's dissatisfaction and complaints (Shamsi et.al, 2015), this research designed and tested a model by considering internal marketing concept and according to social capital and reasoned action theories, and investigated the impact of human resources development plans-organizational investment in social capital- on service staff's attitudes and norms toward their jobs and behaviors. The main research question is "how social capital can influence on staff performance and behavioral attitudes?"

Given mentioned discussions, research hypotheses are:

H1: Social capital has positive and significant impact on staff commitment to organization.

H2: Social capital has positive and significant impact on staff commitment to quality of services.

H3: Social capital has positive and significant impact on organizational citizenship behaviors.

H4: Staff commitment to organization has positive and significant impact on organizational citizenship behaviors.

H5: Staff commitment to quality of services has positive and significant impact on organizational citizenship behaviors.

H6: social capital has positive and significant impact on promoting staff's job performance.

H7: Staff commitment to organization has positive and significant impact on staff's job performance.

H8: Staff commitment to quality of services has positive and significant impact on promoting staff's job performance.

H9: Organizational citizenship behavior has positive and significant impact on promoting staff's job performance.

2- Literature Review

a) Foreign Researches

Chinomona and Dhurup (2015) investigated the role of organizational commitment in small and medium companies. However, they also evaluated mediated impacts of organizational commitment on OCB[1] and staff's intention to stay in SMEs[2]. The results indicated positive relations between OCB, organizational commitment, and staff's intention to stay.

Yeh Ying (2016) argued that there was a significant and positive relationship between, job satisfaction, organizational commitment, and OCB.

Weiqi et.al, (2015) investigated the relationship between social capital and financial performance in hoteling industry. In this research, moderator role of entrepreneurial activities in firm innovation in service, audacity to participate, and strategic renewal were studied. The

1- Organizational Citizenship Behavior
2- Small-Medium Enterprises

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results indicated that the interaction of internal and external capital has a positive impact on financial performance. However, the results indicated that to obtain a competitive advantage, active tourism companies can use the potential of social capital more than before by increasing entrepreneurial activities.

Dai et.al, (2015) noted the relationship between social capital and corporate performance by focusing on the role of age of company and industry characteristics. They considered the relationship between social capital and financial performance as an innovative aspect of this work. However, they argued that the interaction between internal and external social capital has a positive impact on financial performance. Moreover, innovation and large companies' audacity lead to improve and strengthen the relationship between social capital and financial performance.

Ellinger et.al, (2013) evaluated the role of social capital on service staff's norms and attitudes as well as their job performance. The results indicated that organizational investment on social capital might lead to more active service staff's commitment and their performance. However, the positive and significant impact of commitment on organizational performance was confirmed and indirect impact of social capital on company's performance was estimated stronger than its direct impact.

b) Iranian Researches

Noroozi et.al, (2015) investigated the impact of social capital on organizational performance and evaluated indirect relationship of organizational atmosphere on organizational performance. The results indicated that organizational atmosphere has positive and significant impact on social capital directly and on organizational performance indirectly. It also has positive and direct impact on organizational performance.

Shamsi et.al, (2015) evaluated the impact of social capital on OCB and realized that social capital had positive and significant impact on OCB. They believed that social capital was formed based on close relationships among people and behaviors such as cooperation and participation in organization. These relations refer to OCB leading to create trust, affection and mutual understanding between staff. However, this research confirmed positive and significant impact of three aspects of social capital i.e. structural, relational, and cognitive aspects on OCB.

Bavarsad & Rahimi (2016) evaluated the relationship between social capital and OCB by emotional intelligence. The results indicated direct and positive relationship between emotional intelligence and social capital. However, they believed that citizenship behavior was improved by increasing emotional intelligence.

Dehghani et.al, (2015) investigated the relationship between social capital and OCB among educational staff of hospital and significant relationship between citizenship behavior and social capital was confirmed. Furthermore, the relationships between demographic variables including education, organizational situation, changing shift, and gender were confirmed with social capital and OCB.

Tavakoli et.al, (2015) evaluated the mediator role of job effort in influencing social capital on OCB. The results indicated that social capital and hob effort had positive impacts on citizenship behavior, but social capital could not affect job effort.

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4- Theoretical Principles

Social Capital

Social capital contains information, trust, and norms of mutual relationships in social networks (Ferris et al., 2017). Francis (2000) defined social capital as joint knowledge, understanding, norms, rules, and regulations about interaction patterns that people bring with them to organization in dealing with complicated social problems and collective action situations. Ellinger et.al, (2013) defined social capital as a set of formal values, norms, and emotional-mental commitments that group members share them and these tools are useful in forming relations that lead to organizational performance effectiveness.

Hasanah (2015) regarded social capital as a tool to achieve political and social development in different political systems and emphasized on trust concept. According to him, trust can lead to political development. On the other hand, researchers such as Dasgupta (2000), Schneider (2006), Ferris et.al, (2017) indicated the importance of social capital in fields including economics, psychology, sociology, politics while the importance of this variable was proposed in positive advantages such as trust in Clarke (2016) that social capital brings for the organization that these advantages in hypotheses and trends were confirmed repeatedly in academic debates. The researchers evaluated social capital with cognitive, structural, and relational aspects in national, strategic, organizational and retailing level (Fukuyama, 1995), (Hitt & Duane, 2002), (Cohen, & Prusak, 2001), and (Merlo et al., 2006).

Estrin et.al, (2016) defined three types of capital including economic, cultural, and social capital. Economic capital is one able to change into money, but cultural one is like higher education that exists as an intangible asset in an organization. Finally, social capital that considers communication and participation of members of an organization can be a tool archive economic capital. In this research, to measure social capital variable for managers, indicators such as providing fair opportunities to employees by mangers, encouraging staff, suitable behavior, honesty with employees, and respect in dealing with staff were used.

According to Eisenberger et.al, (2001), employees' commitment and engagement to compensate the employer's favor creates emotional commitment in employees.

Due to the nature of municipalities' tasks (separation license, land use change, issuing construction license, and creating urban infrastructures that lead to citizens' comfort and welfare), direct staff interaction with customers and determining role of their behaviors, as a part of provided services to clients are undeniable. Thus, to have a premier quality of services and finally customers' satisfaction, staff should be committed to organizational goals and visions (Putnam, 2001), as it was mentioned before, the role of social capital has been highlighted.

On the other hand, Podsakoff et.al, (2009) acknowledged that behaviors like OCB prepare the ground that can help to create and maintain social capital in organization. However, the degree and level of staff's OCB help staff to trust each other and find identity. These behaviors help to create communicative aspect of social capital (Ellinger et al., 2013). In fact, social capital is the main source of sustainable competitive advantage and premier organizational performance. Thus, there is a direct relationship

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between social capital and organizational performance since social capital prepares the ground for individual growth and organizational learning leading to share knowledge between organizations (Lefebvre et al., 2016) and increase trust in organization. By increasing trust, organizational performance will be more efficient and effective (Clopton, 2011).

Organizational Commitment

Organizational commitment refers to staff's relationship and dependence on their organizations (Asrar-ul-Haq et al., 2017). Bentein et.al, (2005) believed that organizational commitment is a psychological state that represents employer relation with one's organizations and makes one committed to organization leading to stay in organization. According to this relationship, a kind of psychological stability, sense of cooperation, and helping to organization are created in employee. As a result, it makes the employee committed leading to achievement of organizational goals. Organizational commitment is one of the most popular investigated issues in organizations that different interpretations have been presented for it (Dosstar et.al, 2015). Porter et.al, (2014) regarded organizational commitment as simulation of staff's motivation with organizational values and their willingness to stay in organization.

Lack of organizational commitment among staff is one of the most important organizational issues in most of today's organizations. Organizational commitment may lead to find and provide effective solutions that organizational managers improve their staff's performance with the help of them and it helps to promote organizational goals and success. With improving staff's performance, organizations' competitive advantage, profitability, and survival is kept in today's competitive world; therefore, individual and organizational goals will be parallel (Perry et al., 2016). In this research, commitment has been measured in the form of two components of commitment to organization and staff's commitment to quality of services. Staff's commitment to organizations has been evaluated with indicators such as linking employees' future with organization, similarity between employee's values with organization, employee's pride to work in organization, and staff's concerns about company's fate (Mowday et al., 1979). However, employees' commitment to quality of services are evaluated with indicators such as staff's attempt to improve quality of services, satisfying customers about quality of products, sense of personal success in case of providing high-quality services to customers and looking at quality of services as a priority of company (Hartline & Ferrell, 1996).

Studies indicate that staff's commitment to organization will be followed by many benefits for organization such as meta-role behaviors. In fact, when individuals having organizational commitment accept organizational goals and try to archive them extraordinarily. This type of extra effort is categorized in OCB area. However, it may have positive and several outcomes. Committed staffs are more disciplined and accurate in their performance than others. Because of their commitment, they spend much time in organization. Thus, managers should try to maintain and educate staff's commitment to organization (Dehghan et.al, 2012). New experimental evidences indicate that organizational commitment has significant relationship with job performance.

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Organizational Citizenship Behaviors (OCB)

OCB is a set of optional behaviors that are not a part of one's formal duties, but it helps to improve organizational responsibilities and roles effectively by doing them (Mesbahi Jahromi, et.al, 2015). Farh et.al, (1997) investigated OCB aspects in the form of social customs, altruism, work ethic, interpersonal coordination, and protecting organizational resources. However, Graham (1991) referred to three aspects of obedience, loyalty and participation in the literature of citizenship behavior. The most prestigious division of OCB components was presented by Organ used in different studies. These components include social customs, altruism, work ethics, chivalry and courtesy (Rastegar & Akbarzadeh Safouei, 2014). In this research, OCB was evaluated by indicators including helping colleagues in doing their jobs when they are absent, they are busy, or they have problems in doing their tasks (Settoon & Mossholder, 2002).

Job Performance

Job performance is one of the variables considered much in many developed countries. Psychologists regard job performance as the output of human behaviors and they believe that motivations and needs are effective on people's performance, and finally, economic development (Ahadi, et.al, 2014). Job performance is a combined structure. Based on that, successful employees can be detected from unsuccessful ones through a set of certain criteria. In fact, the word performance means quality of function and job performance means people's output in relation to the tasks they do. In other words, performance is people's actual work regarding their job descriptions (Ohme & Zacher, 2015). Receiving positive feedback from customers, meeting their needs from received services, effective management during performing tasks, awareness of customers' expectations, and having sufficient skills to do the job are some of the indicators to measure job performance in this research (Babin & Boles, 1996).

By influencing on inter-organizational factors such as organization atmosphere, maintaining qualified staff, improving spirit, increasing organizational commitment, job satisfaction, reducing turnover intention, reducing absence, and reducing destructive occupational behaviors, OCB helps to improve organizational job performance. However, by improving external organizational factors like customer's satisfaction, quality of services, and customers' loyalty, OCB helps to promote quality of employees' performance at advanced level (Kasa & Hassan, 2015). By creating citizenship behavior in organization, the ground is prepared to attract and maintain qualified forces. As a result, by OCB achievement in work environment, you can be sure that job satisfaction will increase and OCB increase in organization helps organization to change into an attractive environment for activity. In other words, it can be sated that better employees' performance can be seen with favorable level of OCB (Feyz, et.al, 2015).

According to the research literature, following conceptual model can be designed as figure1. Generally, this research indicates that job performance is supported by investment variables in social capital, commitment to organization, commitment to quality of services, and citizenship-organizational behavior.

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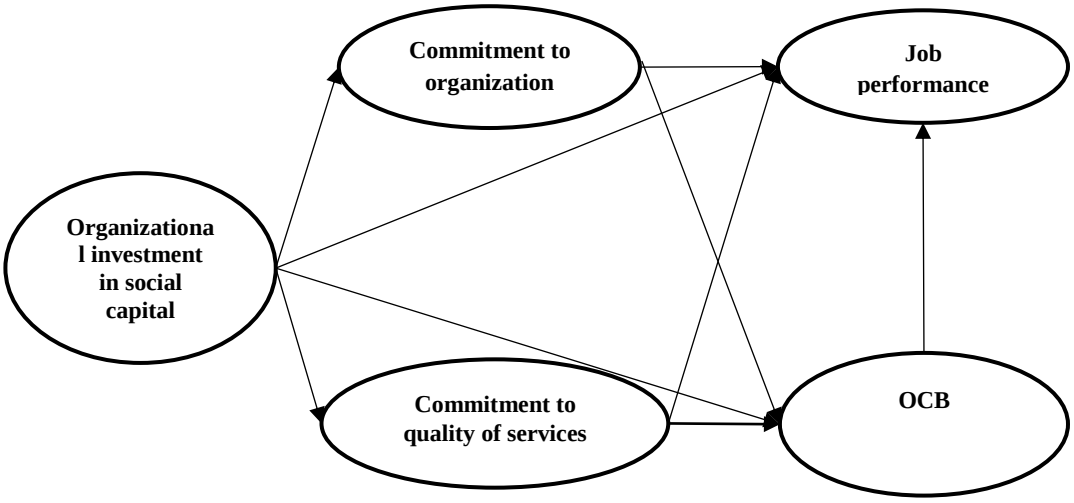

Fig1. Conceptual model

Reference: (Researchers' findings)

4- Research Method

In terms of purpose, this research is applied and it is descriptive and correlation in terms of data collection, particularly based on Structural Equation Modeling (SEM).

The population includes 140 employees of Khoy Municipality staff sector. Finally, 140 full questionnaires were collected by census.

5-point Likert scale was used in this research for respondents' agreement or disagreement about research questions. For social capital, Elinger et.al, (2013) was used that included providing fair opportunities to employees by managers, encouraging staff, suitable behavior, honesty with staff, and respect in dealing with staff. (Jaworski & Kohli, 1993), Mowday et.al, (1979) were used to measure organizational commitment. Hartline & Ferrell (1996) framework was used to commitment to quality of services. In this study, OCB criteria were taken from Settoon & Mossholder model. To evaluate job performance, Babin and Boles (1996) questionnaire was used.

To evaluate model reliability, internal consistency and to measure validity, convergent and divergent validity were used. One of the most applicable methods to evaluate reliability of measurement models is internal consistency. To analyze internal consistency, the proposed method is to compare three-consistency indicators (composite reliability, Cronbach's alpha, and the Average Variance Extracted (AVE)) were used.

Table1. The results related to composite reliability, Cronbach's alpha, and AVE of research variables

Latent variables	Cronbach's alpha (0.7)	composite reliability (0.7)	AVE (0.5)
Social capital	0.88	0. 9113	0. 598140
Commitment to organization	0.80	0. 8670	0. 547151
Commitment to quality of services	0.79	0. 8573	0. 572282
OCB	0.86	0. 8958	0. 556878
Job performance	0.77	0. 8533	0. 549313

Reference: (Researchers' findings)

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Table1 represents coefficients of internal consistency indices. Given composite reliability and Cronbach's alpha, it can be stated that reliability of measurement models are at acceptable levels. Then, validity of measurement models was investigated. A common method for measurement is to investigate divergent and convergent validity. Convergent validity examines the scores of indices that were defined to measure a structure. Divergent validity means a set of referrals explain main structure. If indicators show same results, there will be convergent validity (Azar, et.al, 2012)

Table2. Combined and mutual factor loads

Items	Job performance	Citizenship behavior	Commitment to quality	Commitment to company	Social capital
Q1	0. 547872	0. 573112	0. 631765	0. 522687	0. 744517
Q2	0. 455914	0. 572011	0. 589418	0. 491474	0. 717854
Q3	0. 535454	0. 647529	0. 540881	0. 568051	0. 705134
Q4	0. 584836	0. 754910	0. 668155	0. 661625	0. 831157
Q5	0. 659728	0. 747062	0. 722653	0. 810391	0. 855348
Q6	0. 637122	0. 845434	0. 708541	0. 834709	0. 900836
Q7	0. 487298	0. 510197	0. 625159	0. 545678	0. 641447
Q8	0. 767	0. 839	0. 760686	0. 790682	0. 767700
Q9	0. 446	0. 568	0. 559595	0. 788514	0. 684305
Q10	0. 594	0. 722	0. 582777	0. 681834	0. 491625
Q11	0. 52833	0. 61122	0. 302782	0. 695759	0. 387504
Q12	0. 659565	0. 707236	0. 537214	0. 831791	0. 605962
Q13	0. 749695	0. 635698	0. 756730	0. 687956	0. 729650
Q14	0. 822984	0. 735652	0. 866103	0. 694762	0. 673213
Q15	0. 765621	0. 666520	0. 786099	0. 569711	0. 721643
Q16	0. 517655	0. 468258	0. 597914	0. 570097	0. 479413
Q17	0. 789546	0. 765665	0. 809022	0. 457892	0. 541579
Q18	0. 776354	0. 829202	0. 765417	0. 669860	0. 651565
Q19	0. 565828	0. 644053	0. 446854	0. 535200	0. 580775
Q20	0. 615652	0. 855026	0. 594895	0. 714768	0. 798308
Q21	0. 676524	0. 813369	0. 728968	0. 734017	0. 808646
Q22	0. 846956	0. 879029	0. 756859	0. 625898	0. 695246
Q23	0. 526987	0. 579029	0. 449356	0. 466208	0. 427901
Q24	0. 876600	0. 592144	0. 822958	0. 578499	0. 641662
Q25	0. 470322	0. 465228	0. 369642	0. 284165	0. 448527
Q26	0. 869493	0. 459598	0. 717650	0. 353612	0. 465054
Q27	0. 711924	0. 644529	0. 672684	0. 521445	0. 628369
Q28	0. 722079	0. 654222	0. 514326	0. 568198	0. 509091

Reference: (Researchers' findings)

Table2 represents that factor load within each structure allocate more value to itself than its external structure. This can indicate convergent validity among indicators of each structure. Thus, in order to investigate divergent validity,

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Fornell and Larcker (1981) method was used based on AVE with remaining correlations between latent variables. Divergent validity deals with whether structures are different from themselves or not. If the square root of the average variance extracted is more than any correlations between other modes, it can be concluded that there is a good divergent validity among structures.

Table3. The results related to correlation between variables with the square root of AVE

Variables	Job performance	Citizenship behavior	Social capital	Commitment to quality	Commitment to organization
Job performance	0. 741156				
Citizenship behavior	0. 648891	0. 746242			
Social capital	0. 727811	0. 770877	0. 773395		
Commitment to quality	0. 728793	0. 733103	0. 734358	0. 756493	
Commitment to organization	0. 630550	0. 723363	0. 735348	0. 725063	0. 739696

Reference: (Researchers' findings)

As it can be seen in table3, the square root of AVE of job performance structure (0.741) is more than correlation among citizenship behavior, social capital, commitment to quality, and commitment to organization structures with job performance. Thus, it can be stated that latent variables have more interaction with their indices. In other words, divergent validity is acceptable. However, SEM method and Smart PLS software were used in this research for overall and partial fitness.

5- Research Findings

Descriptive statistics of demographic variables indicated that 76.6 of respondents were men and 23.4 percent are women. Nearly 20.6 percent of respondents have master degree, 3.7 percent Ph.D., and 63.6 percent B.A. In order to investigate research hypotheses, path analysis was used. Figures 2 and 3 represent SEM related to research hypothesis in the form of significant values and corresponding standard coefficients. Table 4 represents the summary of results related to research hypotheses.

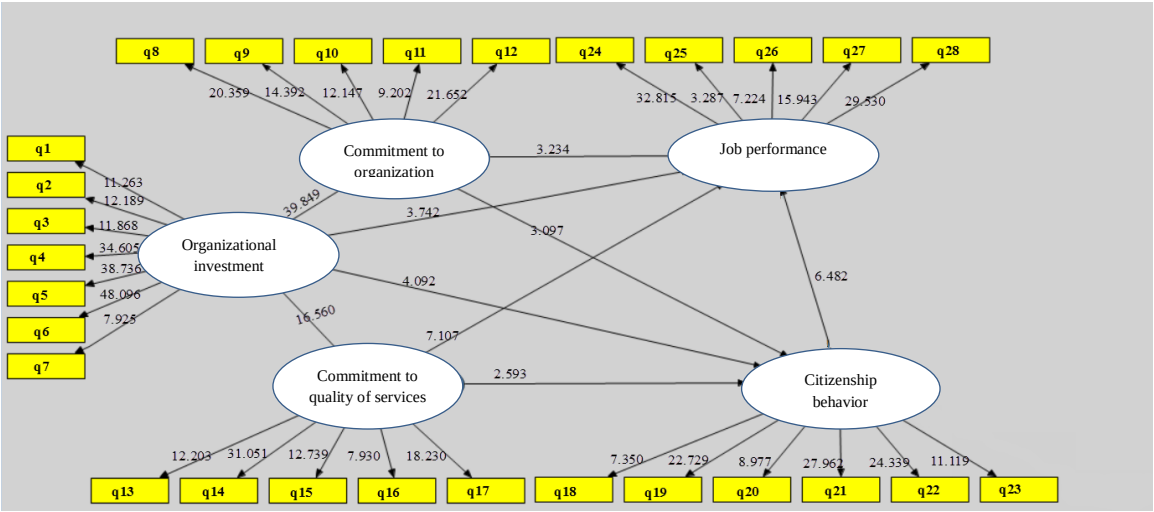

Fig2. SEM in the form of significant values (final output of Smart PLS software)

Reference: (Research findings)

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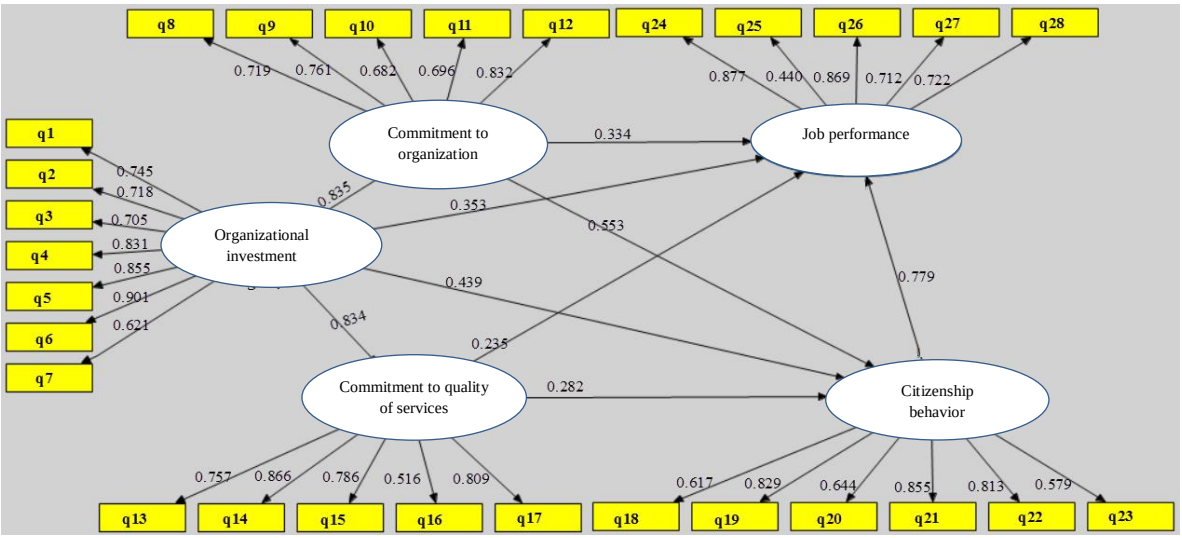

Fig3. SEM in case of standardized coefficients (Final output of Smart PLS software)
Reference: (Research findings)

As it can be seen in figs 2 and 3, all research hypotheses were confirmed. Research criterion is to confirm or reject significant values. If a path significant value is more than 1.96 or less than -1.96, mentioned hypothesis is confirmed and if it is not in this range, it will be rejected. However, in SEM, standardized coefficient means binary correlation values (between two variables) and it is used to compare the impacts of model components. As the coefficient is more, the impact of independent variable on dependent one is more.

Table4. The results of confirming or rejecting hypotheses in direct and indirect relationships between variables

H	Relationship in conceptual model	Standardized coefficient	Explained variance	t	sig	Result
1	Social capital → staff commitment to organization	0.835	0.679	39.849	0.00	confirmed
2	Social capital → staff commitment to quality services	0.834	0.695	16.650		confirmed
3	Social capital→ OCB	0.439	0.192	4.092		confirmed
4	Staff commitment to organization → OCB	0.553	0.305	3.097		confirmed
5	staff commitment to quality services → OCB	0.282	0.079	2.593		confirmed
6	Social capital → job performance	0.353	0.124	3.742		confirmed
7	Staff commitment to organization → job performance	0.334	0.111	3.234		confirmed
8	Staff commitment to quality services → job performance	0.238	0.056	7.107		confirmed
9	OCB → job performance	0.779	0.606	6.482		confirmed

Reference: (Research findings)

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The coefficient of determination, R^2 was measured to investigate structural model fitness and Q^2 was measured to determine model forecast power. For general model measurement, GOF was used as represented in table5.

Table5. The report on R^2, Q^2, and GOF criteria

Variable	R squares			Q^2			GOF		
	0.19 poor	0.33 medium	0.67 strong	0.02 poor	0.15 medium	0.35 strong	0.01 poor	0.25 medium	0.36 strong
Commitment to organization	0. 697807			0. 390032			0. 647		
Commitment to quality of services	0. 696153			0. 34657					
OCB	0. 811018			0. 423739					
Job performance	0. 812173			0. 395867					

Reference: (Research findings)

As it can be seen in table5, R squares value is 0.812 for endogenous variable of job performance. Given three values of the criterion, suitability of model structure fitness is confirmed. However, in Q^2 measurement, it was specified that the power of model forecast about these two latent variables are high and suitable fitness of structural model is confirmed. 0.647 for GOF represents a very suitable fitness for general model.

6- Conclusion and Suggestions

In organizations such as municipality, after specifying goals, strategies are determined in line with legal duties and then they are planned. Thus, leading municipal administrative managers to fulfill urban development and services plans to increase economic growth is necessary. This is done by investigating job performance status of municipal employees and effective factors on promoting performance through improving staff commitment in municipality. However, one of the effective factors on economic growth and development is social capital that plays a crucial role in organizations and societies. In fact, in case of lack of social capital, organizations lose their effectiveness and the path of cultural development and evolution becomes difficult. On the other hand, high commitment in organizations results in efficiency. The results indicate that social capital is influential in improving organizational commitment. Therefore, municipal employees and managers can also take advantage of suitable methods like increasing trust among organizational members and units, training, encouraging and forming technical and professional groups and associations in organization to enhance social capital, and finally to improve their organizational commitment, leading to organizational excellence. The results confirmed the positive impact of social capital on employees' commitment to organization that are in accordance with Seyyed Naghavi and Askar Baharloo (2009) and Ellinger et.al, (2013). Given coefficient of determination, social capital predicts 69 percent of changes in employees' commitment to organization. However, positive impact of social capital on employees' commitment to quality of services was confirmed. Given coefficient of determination, the impact of social capital on employees' commitment to organization (0.69) was evaluated more

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than social capital impact on employees' commitment to quality of services since increasing staff commitment to quality of services depends on several other factors in addition to social capital. Moreover, the impact of social capital in relation with OCB (0.192) was investigated that is less than the impact factor between staff commitment to organization and OCB (0.305) indicating much and direct impact of staff commitment on OCB. Given the results, it can be stated that in organizations that organizational commitment is strong, members of the organization are aware of organizational goals and make much effort to improve OCB. It is worth mentioning that one of the most important factors related to OCB is a degree of organizational commitment since commitment is correlated with voluntary actions and it is not related to official rewards, and high degree of emotional and normative commitment lead to more favorable citizenship behaviors. Research findings are in line with Mesbahi Jahromi et.al, (2015), Tavakoli et.al, (2015), and Ellinger et.al, (2013) that confirm the impact of social capital on OCB. Furthermore, according to the findings, organizational commitment is effective on OCB that is in accordance with the studies of Harwiki (2016) and Liu and Cohen (2010). Additionally, the hypothesis of the impact of social capital, employees' commitment to organization, employee's commitment to quality of services, and OCB on job performance is confirmed in the intended organization and coefficient of determination of citizenship behavior (0.60) is more than other variables on job performance. Based on social capital, individuals maintain their relationships with each other and they can have collective and targeted performance for their organization. This leads to premier performance in organization. In such situation and in line with current results, social capital has positive and significant impact on promoting job performance of individual and even organization that is in accordance with the studies of Shamsi Gooshki & Nemati (2015), Noroozi et.al, (2015), Gelderman et.al, 2016), and Ellinger et.al, (2013).

Recent researches indicate positive impact of organizational commitment on job performance. However, these studies directly investigated the relationship between organizational commitment and organization performance like Perry (2016), Latorre (2016), and Elmadağ (2008).

What is more, studies indicate those staffs working with high performance than those ones working in low organizational performance units tend to show OCB more that is in line with current findings. However, the positive impact of OCB on job performance was confirmed in the studies of Feyz et.al, (2015) and Ellinger et.al, (2013).

According to the results of table4, social capital directly influences on employees' commitment to organization more. However, importance-situation matrix represents that social capital in Khoy Municipality enjoys proper condition while job performance and organizational commitment do not enjoy proper condition, despite high importance, since organizational commitment is attitude and attitudes do not enjoy stability; therefore, it is suggested to responsible managers and authorities in statistical population to create enriched jobs to increase organizational commitment and to maintain it among employees.

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According to the previous studies, it was specified when employees perceive their chance to control what they do, they will develop higher degree of commitment to organization. Actually, this issue indicates close relationship between organizational commitment, job satisfaction, and job dependence. On the other hand, by supporting employees, including financially or non-financially ones, an organization can affect in increasing their commitment toward organization. This issue is counted as one of the effective factors not only about commitment, but also about performance; therefore, organizations should support its employees as much as possible.

Although these studies indicated significant response to some of the raised issues in the research literature, this work had some limitations. For example, most respondents are only aware of their organization; therefore, we should be careful in generalizing these results. However, new subject of social capital and commitment to quality of services in Iran's organizations and finding such organization are some of the other limitations as well. Finally, regarding the extent and limitations of the research topic, it is recommended to researchers to investigate the role of social capital in relation with other organizational factors.

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