Evaluating the Effect of the Symbolic Capital Commitment: A Case Study among Staff in Razi University of Kermanshah

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Abstract
Organizational commitment implies a positive sense which can be achieved through the staff’s loyalty to the organization, and can be manifested by their participations in organizational decisions, paying attention to the organization’s staff, and their success and prosperity. Since human capital in an organization is the most important and valuable assets of the organization and regarding it has a significant effect on the organization’s success or failure, attempts to develop the commitment among the staff is an important issue which should be highly considered by the managers. Accordingly, the aim of this study is to evaluate the effect of symbolic capital on organizational commitment. This model consisted of independent variables including: human symbolic capital, inhuman symbolic capital on dependent variables such as affective commitment, normative commitment, and continuous commitment. To test the hypothesis, the Likert scale questionnaire with 25 questions was designed and randomly distributed among the 262 employees and managers at Razi University of Kermanshah Province. The method used in this research was descriptive-survey method. Path analysis was used to test hypotheses and AMOS software was used for statistical analysis of data.

Keywords: human symbolic capital, inhuman symbolic capital, affective commitment, normative commitment, continuous commitment

Introduction
Organizational commitment, highly considered recently, implies a positive sense which can be achieved through the staff’s loyalty to the organization, and can be manifested by their participations in organizational decisions, paying attention to the organization’s staff, and their success and prosperity. Since human capital in an organization is the most important and valuable assets of the organization and regarding it has a significant effect on the organization’s success or failure, attempts to develop the commitment among the staff is an important issue which should be highly considered by the managers (Bazargan, 2014). More committed individuals are more adherent to the organization’s values and goals and actively plays roles in the organization and is less willing to leave the organization and find new job opportunities (Bazaz Jazayeri, 2011). Payban (2010) defined organizational commitment as a mean leading to accepting the organization’s values and the staff’s willing to be involved in the organization which can be measured by the criteria including motivation, willing to continue the activity and accepting the organization’s values. In fact, most of the studies conducted in the field of organizational commitment, three general issues were considered: affective dependence to the organization, expected costs due to leaving the organization, and obligation to stay in the organization which imply in order on affective commitment, normative commitment, and continuous commitment. It is common for all three views that commitment is a mental state which a) determines the relationship between the staff and the organization; b) implicitly refers to the continuation or termination of membership in the organization (Taslimi, 2011).
Affective commitment represents an employee’s affective continuity and identification with the values and goals of the organization and their involvement with the organization. The staff with high affective commitment keeps their membership in the organization and continues their activities in the organization because they are deeply interested in doing such actions. Continuous commitment has an effect on the costs of leaving the organization and it is assumed that the staff whose first relationship with the organization is based on continuous commitment will stay in the organization because staying in the organization is a must for them and need it. Normative or assignment commitment implies on the sense of owing and obligation to stay in the organization. The individuals with such a commitment believe that continuing to act in the organization is their tasks and feel that they need to stay in the organization (Jabari, 2013). Occupational and organizational commitment is an important attitude in recent years has been of interest to many researchers in the field of organizational behavior. This attitude has changed over the past three decades that the most significant change was in the scope of a multi-dimensional approach to this concept to one dimensional approach to it (Bell, 2013). Also given the recent changes in the field of business including downsizing and combining the companies and organizations in each other made some experts suggest that the effect of organizational commitment in the field of management on other important variables such as turnover, absenteeism and performance was decreased and therefore it is not the case to review. On the contrary, some other experts did not this view and believed that organizational commitment has not lost its importance and can be taken into the consideration as well (Carnival, 2012).

The importance of symbolic capital is even more than symbolic capital. Capital is any valuable resources creating new, durable and lasting values, not consumable and gradually gets depreciated, it can be stored and self- increased. Symbolic capital is a capital with the ability to draw the other forms of capitals which means it itself is the capital and can draw or produce other capitals (Dale, 2013). Development means the ability of an organization in producing, reproducing and protecting the symbolic capital. An organization that fails to produce, reproduce and protect symbolic capital cannot develop. In fact, the symbolic capital is one of the economic, human and social capitals reached the border of reputation, the border of public awareness. It is one of the capitals when heard by a group or one organization they feel the sense of honor and respectfulness (Cheng, 2014). Jalali (2013) proved that there is a positive and strong relationship between the variable of understanding the organizational support and general organizational commitment (including emotional, normative and continuous commitment) and the variable of the sense of organizational justice has a quite strong direct correlation with organizational commitment and the variable of the sense of job security has quite low direct correlation with organizational commitment (Salehi, 2012). Due to the importance of the organizational commitment, the factors affecting the factor were always being looked for. This study aimed to consider this issue if symbolic capital can effect on organizational commitment. Symbolic capital in terms of instability and crisis maintains social cohesion. This means that at the time of instability and crisis the organization’s staffs are the authority. Lack of comprehensive symbolic capital has led to the collapse of many organizations (Baghban, 2014). The main function of symbolic capital is reproduction and absorption of other symbolic capital. Symbolic capital is the engine of other capital. Development in a sentence is the ability to attract, produce and promote the symbolic capital. If an organization fails to produce a cause for symbolic capital, the organization will not develop (Marjani, 2012). Razi University, like any other organization needs its employees’ organizational commitment to grow and improve and achieve relatively ideal position in the competition with other banks. Hence, according to all issues mentioned, the aim of this study is to answer the question that if the symbolic capital affects organizational commitment in Razi University?

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**Research objectives**

Main objective: Determining the impact of symbolic capital on organizational commitment in the staff of Razi University.

**Minor objectives**

- Determining the impact of human symbolic capital on affective commitment in the staff of Razi University.
- Determining the impact of human symbolic capital on normative commitment in the staff of Razi University.
- Determining the impact of human symbolic capital on continuous commitment in the staff of Razi University.
- Determining the impact of inhuman symbolic capital on affective commitment in the staff of Razi University.
- Determining the impact of inhuman symbolic capital on normative commitment in the staff of Razi University.
- Determining the impact of inhuman symbolic capital on continuous commitment in the staff of Razi University.

**Research hypotheses**

Main hypothesis: symbolic capital has a positive and significant impact on organizational commitment in the staff of Razi University.

**Secondary hypotheses**

- Human symbolic capital has a positive and significant impact on affective commitment in the staff of Razi University.
- Human symbolic capital has a positive and significant impact on normative commitment in the staff of Razi University.
- Human symbolic capital has a positive and significant impact on continuous commitment in the staff of Razi University.
- Inhuman symbolic capital has a positive and significant impact on affective commitment in the staff of Razi University.
- Inhuman symbolic capital has a positive and significant impact on normative commitment in the staff of Razi University.
- Inhuman symbolic capital has a positive and significant impact on continuous commitment in the staff of Razi University.

**Research conceptual model**

<table>
<thead>
<tr>
<th>Organizational commitment</th>
<th>Symbolic capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective commitment</td>
<td>Human capital</td>
</tr>
<tr>
<td>Normative commitment</td>
<td></td>
</tr>
<tr>
<td>Continuous commitment</td>
<td>Inhuman capital</td>
</tr>
</tbody>
</table>

**Figure 1: The effect of symbolic capital on organizational commitment (Chang, 2014)**

**Methodology**

The study in the term of research objective is applied research trying to explore the relationship between qualitative variables and explain them. Therefore, the current study is kind of descriptive-survey research analyzing the correlation between the variables. According to the topic of the study, it is tried to investigate the effect of symbolic capital on organizational commitment in
Razi University of Kermanshah. In this study all the staff and the managers of administrative-educational units of the university in 2015 were the population of the study including 820 individuals selected through simple randomly sampling. In this study, a researcher made-questionnaire with Likert scale value was used and Amos software was used to analyze the data and Chi-square test and independent and proposed comparison test were used to confirm the appropriateness of the model.

Kolmogorov-Smirnov test
To use path analysis and regression methods the hypotheses should be normally distributed. Kolmogorov-Smirnov test was used to investigate the matter. P-value shown in the last line equals to 0.07 and since it is more than significance level of 0.05 the hypothesis of being normal was accepted.

Table 1: Test of homogeneity

<table>
<thead>
<tr>
<th>Variable</th>
<th>Human symbolic capital</th>
<th>Inhuman symbolic capital</th>
<th>Affective commitment</th>
<th>Normative commitment</th>
<th>Continuous commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample size</td>
<td>4.08</td>
<td>262</td>
<td>262</td>
<td>262</td>
<td>262</td>
</tr>
<tr>
<td>Normal distribution parameters</td>
<td>Mean</td>
<td>4.08</td>
<td>4.11</td>
<td>3.95</td>
<td>3.52</td>
</tr>
<tr>
<td></td>
<td>Standard deviation</td>
<td>2.019</td>
<td>2.027</td>
<td>1.987</td>
<td>1.876</td>
</tr>
<tr>
<td>Kolmogorov statistics</td>
<td>1.362</td>
<td>1.085</td>
<td>1.652</td>
<td>1.147</td>
<td>1.582</td>
</tr>
<tr>
<td>Significance level</td>
<td>0.051</td>
<td>0.058</td>
<td>0.055</td>
<td>0.054</td>
<td>0.056</td>
</tr>
<tr>
<td>Test result</td>
<td>Normal</td>
<td>Normal</td>
<td>Normal</td>
<td>Normal</td>
<td>Normal</td>
</tr>
</tbody>
</table>

Research structural model

Figure 2: Symbolic regression model of human capital
The above diagram shows the estimated regression coefficients of the independent variables on the dependent variable. The regression coefficients of variables are shown in the table below.

**Table 2: Regression coefficients of the independent variables**

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Relation</th>
<th>Independent variables</th>
<th>Estimate</th>
<th>S.E</th>
<th>C.R</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective commitment</td>
<td>..&gt;</td>
<td>Human symbolic capital</td>
<td>0.582</td>
<td>1.292</td>
<td>0.352</td>
<td>0.003</td>
</tr>
<tr>
<td>Normative commitment</td>
<td>..&gt;</td>
<td>Human symbolic capital</td>
<td>0.631</td>
<td>1.417</td>
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<td>0.000</td>
</tr>
<tr>
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<td>..&gt;</td>
<td>Human symbolic capital</td>
<td>0.715</td>
<td>1.389</td>
<td>0.496</td>
<td>0.007</td>
</tr>
<tr>
<td>Affective commitment</td>
<td>..&gt;</td>
<td>Inhuman symbolic capital</td>
<td>0.812</td>
<td>1.315</td>
<td>0.297</td>
<td>0.026</td>
</tr>
<tr>
<td>Normative commitment</td>
<td>..&gt;</td>
<td>Inhuman symbolic capital</td>
<td>0.752</td>
<td>1.039</td>
<td>0.528</td>
<td>0.011</td>
</tr>
<tr>
<td>Continuous commitment</td>
<td>..&gt;</td>
<td>Inhuman symbolic capital</td>
<td>0.953</td>
<td>1.240</td>
<td>0.371</td>
<td>0.031</td>
</tr>
</tbody>
</table>

**Standardized coefficients of the research variables**

Standardized coefficients of independent variables are shown in the diagrams below:

**Figure 3: Symbolic regression model of inhuman capital**

The above diagram shows the estimated regression coefficients of the independent variables on the dependent variable. The regression coefficients of variables are shown in the table below.

**Table 2: Regression coefficients of the independent variables**

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Relation</th>
<th>Independent variables</th>
<th>Estimate</th>
<th>S.E</th>
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<tbody>
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<td>..&gt;</td>
<td>Inhuman symbolic capital</td>
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<td>1.240</td>
<td>0.371</td>
<td>0.031</td>
</tr>
</tbody>
</table>

**Standardized coefficients of the research variables**

Standardized coefficients of independent variables are shown in the diagrams below:

**Figure 4: Standardized coefficients of human symbolic capital**
As seen in the above diagram human symbolic capital had the most impact on the variable of affective commitment and the least impact on the variable of continuous commitment.

![Figure 5: Standardized coefficients of inhuman symbolic capital](image)

As seen in the above diagram human symbolic capital had the most impact on the variable of affective commitment and the least impact on the variable of continuous commitment.

**Comparing independent and proposed models**

In order to investigate the appropriateness of the model the following criteria are used. The closer the values of the criteria are to 1 the more suitable the model is. Independent model is a model in which there is no relationship between variables. The model is sometimes called based-model

| Table 3: Comparing independent and proposed models |
|---|---|---|---|---|---|---|---|
|   | RMSEA | AGFI | GFI | CFI | IFI | RFI | NFI |
| Proposed model | 0.027 | 0.936 | 0.901 | 0.832 | 0.881 | 0.925 | 0.862 |
| Independent model | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

As can be seen the values obtained indicate the appropriateness of the model.

**Chi-square proposed model**

The following table shows the value of Chi-square for proposed model

| Table 4: Chi-square proposed model |
|---|---|---|---|
| CMIN | DF | CMIN/DF | P |
| 21.294 | 21 | 1.014 | 0.028 |

In the above table the value of Chi-square is that CMIN. For this model the value of statistics is $\chi^2 = 21.294$, degrees of freedom is 21 and significance level is 0.028. Since the significance level is less than 0.05 it can be concluded that fitted regression model between independent and dependent variables is suitable and significant.

**Conclusion**

In the following, p-value and the coefficients of regression are explained whose result is to accept or reject the hypotheses of the study:

Main hypothesis: symbolic capital has a positive and significant impact on organizational commitment in the staff of Razi University.

By emphasizing on the results obtained, the components of symbolic capital on organizational commitment is at the significance level of 0.003, 0.000, 0.007 (human symbolic capital) and 0.026, 0.011, 0.031 (inhuman symbolic capital) and with the coefficient of the
regression of 0.058, 0.63, 0.71 (human symbolic capital) and 0.81, 0.75, 0.95 (inhuman symbolic capital) indicating there is a significant and positive relationship between dependent and independent variables. Therefore, it can be said there is a strong relationship between symbolic capital and organizational commitment; therefore, the hypothesis is not rejected.

**Table 5. Results of the study based on research hypothesis**

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human symbolic capital has a positive and significant impact on affective commitment in the staff of Razi University.</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Human symbolic capital has a positive and significant impact on normative commitment in the staff of Razi University.</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Human symbolic capital has a positive and significant impact on continuous commitment in the staff of Razi University.</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Inhuman symbolic capital has a positive and significant impact on affective commitment in the staff of Razi University.</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Inhuman symbolic capital has a positive and significant impact on normative commitment in the staff of Razi University.</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Inhuman symbolic capital has a positive and significant impact on continuous commitment in the staff of Razi University.</td>
<td>Confirmed</td>
</tr>
</tbody>
</table>

**Secondary hypotheses**

**First hypothesis:** Human symbolic capital has a positive and significant impact on affective commitment in the staff of Razi University.

By emphasizing on the results obtained, human symbolic capital on affective commitment is at the significance level of 0.003 and has a positive and significant effect with the coefficient of the regression of 0.58. Therefore, it can be said there is a strong relationship between human symbolic capital and affective commitment and the coefficients of the regression between the two variables is positive and direct. Therefore, it can be said human symbolic capital effects the affective commitment and the more human symbolic capital gets improved the affective commitment moves towards positive more; therefore the hypothesis is not rejected. The results of the study are in line with the results of the studies carried out by Seyedi et al (2014), Atabaki (2012) and Macdonald (2010).

**Second hypothesis:** Human symbolic capital has a positive and significant impact on normative commitment in the staff of Razi University.

By emphasizing on the results obtained, human symbolic capital on normative commitment is at the significance level of 0.000 and has a positive and significant effect with the coefficient of the regression of 0.63. Therefore, it can be said there is a strong relationship between human symbolic capital and normative commitment and the coefficients of the regression between the two variables is positive and direct. Therefore, it can be said human symbolic capital effects the normative commitment and the more human symbolic capital gets improved the normative commitment moves towards positive more; therefore the hypothesis is not rejected. The results of the study are in line with the results of the studies carried out by Seyedi et al (2014), Atabaki (2012) and Macdonald (2010).

**Third hypothesis:** Human symbolic capital has a positive and significant impact on continuous commitment in the staff of Razi University.

By emphasizing on the results obtained, human symbolic capital on continuous commitment is at the significance level of 0.017 and has a positive and significant effect with the coefficient of
the regression of 0.71. Therefore, it can be said there is a strong relationship between human symbolic capital and continuous commitment and the coefficients of the regression between the two variables is positive and direct. Therefore, it can be said human symbolic capital effects the continuous commitment and the more human symbolic capital gets improved the continuous commitment moves towards positive more; therefore the hypothesis is not rejected. The results of the study are in line with the results of the studies carried out by Seyedi et al (2014), Atabaki (2012) and Macdonald (2010).

**Fourth hypothesis:** Inhuman symbolic capital has a positive and significant impact on affective commitment in the staff of Razi University.

By emphasizing on the results obtained, inhuman symbolic capital on affective commitment is at the significance level of 0.026 and has a positive and significant effect with the coefficient of the regression of 0.81. Therefore, it can be said there is a strong relationship between inhuman symbolic capital and affective commitment and the coefficients of the regression between the two variables is positive and direct. Therefore, it can be said inhuman symbolic capital effects the affective commitment and the more inhuman symbolic capital gets improved the affective commitment moves towards positive more; therefore the hypothesis is not rejected. The results of the study are in line with the results of the studies carried out by Seyedi et al (2014), Atabaki (2012) and Macdonald (2010).

**Fifth hypothesis:** Inhuman symbolic capital has a positive and significant impact on normative commitment in the staff of Razi University.

By emphasizing on the results obtained, inhuman symbolic capital on normative commitment is at the significance level of 0.011 and has a positive and significant effect with the coefficient of the regression of 0.75. Therefore, it can be said there is a strong relationship between inhuman symbolic capital and normative commitment and the coefficients of the regression between the two variables is positive and direct. Therefore, it can be said inhuman symbolic capital effects the normative commitment and the more inhuman symbolic capital gets improved the normative commitment moves towards positive more; therefore the hypothesis is not rejected. The results of the study are in line with the results of the studies carried out by Seyedi et al (2014), Atabaki (2012) and Macdonald (2010).

**Fifth hypothesis:** Inhuman symbolic capital has a positive and significant impact on continuous commitment in the staff of Razi University.

By emphasizing on the results obtained, inhuman symbolic capital on continuous commitment is at the significance level of 0.031 and has a positive and significant effect with the coefficient of the regression of 0.95. Therefore, it can be said there is a strong relationship between inhuman symbolic capital and continuous commitment and the coefficients of the regression between the two variables is positive and direct. Therefore, it can be said inhuman symbolic capital effects the continuous commitment and the more inhuman symbolic capital gets improved the continuous commitment moves towards positive more; therefore the hypothesis is not rejected. The results of the study are in line with the results of the studies carried out by Seyedi et al (2014), Atabaki (2012) and Macdonald (2010).

**Recommendations of the study**

The suggestions with regard to the results of the research and testing hypotheses are divided into the forms of applied and proposed research suggestions:

- Focusing on the nature of the job instead of emphasizing only on the working environment and attempts to make occupations valuable and as a result to prevent self-alienation of the
individuals in the organization. Totally, it should be tried to keep qualified people interested in the organization and prevent them to be interested in the external environment.

- Trying to correct some encouraging principals based on following the organizational justice, following justice in some working programs, the level of payment, the volume of work assigned to each employee and the volume of responsibility of each employee carried out by the manager of the unit.
- Making the staff’s performance evaluation and distribution opportunities system and organizational benefits and advantages meaningful based on their performances.
- Equitable distribution of resources, facilities, salaries and benefits, understanding and praise the good work of employees by managers and giving appropriate feedback on performance, business decisions should be taken non-discriminatory by managers and employees could speak on the decisions taken by the managers.
- Reducing the bureaucratic aspects of the organization so that it can give the opportunity to grow and mature and the sense of power and contribution to the organization’s staff.
- Managers should encourage the staff to comment on the issues and business problems.
- Managers should poll the employees about new programs and new programs and make use of the comments in presenting new programs.
- Management attempts in creating coordination and alignment between organizational goals and individual goals using all effective factors and including the emphasis on the use of human skills in human management.
- Creating an independent working environment for employees, employee’s participation in corporate decision-making, creating an atmosphere of a sense of belonging among employees, accurate information from the organizational performance to win the confidence of employees.
- It is recommended to increase the level of organizational commitment by encouraging the staff to get things and work done as a group to create a sense of empathy in staff.
- Holding training courses for managers in order to introduce them to the principles of effective communication with staff to create motivation and commitment in them, creating integrated working groups, encouraging employees to group collaboration, sharing the staff in decision making.
- Holding regular communication with the aim of drawing the employees’ participation in decision-making, reducing organizational hierarchy so that the managers could communicate directly with lower-level employees of the organization.

Suggestions for the future research
- The relationship between social capital and the staff’s commitment in organizations;
- The relationship between organizational values and the staff’s job involvement;
- The effects of organizational culture on reducing communication evasion.

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