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**INVESTIGATING THE CORRELATION BETWEEN THE HUMAN RESOURCES'  
EFFICIENCY AND CULTURAL CAPITAL AMONG THE EDUCATION  
EMPLOYEES IN TEHRAN CITY**

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**ABSTRACT**

This study aims at investigating the correlation between the human resources' efficiency and cultural capital among the education employees in Tehran during the school year of 2014-2015. This study is applied in terms of objective and has the quantitative and qualitative method according to the conduction method, and has descriptive type (non-experimental) based on data collection, and it is particularly a correlative-causal research (covariance matrix analysis). The statistical population consists of 45000 education employees in Tehran. The sampling method is done based on the stratified random method. To determine the sample size, 202 employees in educational departments are selected by Kerjcie and Morgan sample size selection in order to investigate and collect data. From this number, 154 ones are men and 48 ones women.

This study utilizes two standardized questionnaires including Hersi and Goldsmith's human resources efficiency (1980) and cultural capital questionnaire by Alice Sullivan (2001). The linear multiple regression by LISREL software is utilized to investigate the impact of independent variables on the dependent variable. The results indicate that there is a significant correlation between the cultural capital and efficiency. According to the implemented model, it is concluded that 41 percent of variance in efficiency as the dependent variable is explained by dimensions of cultural capital; The activity variable indicates the highest rate of internal cohesion intensity and the family variable indicates its lowest rate.

**Keywords: Human resources' efficiency, cultural capital, education employees**

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## INTRODUCTION

The human resource of organization is the most important component and capital in any organization. The complexity of organizations is increased due to the expansion and development of human knowledge and diverse inventions in various sectors and its application in organizations. The human resource development of a country is considered as the most important factor of development in that country according to any considered aspect, both as decision-makers and legislators at the macro level and as the managers and staff at the micro level. (Givarian and Rabiei, 2002)

The knowledge about the level of efficiency in employees improves their status on the one hand, and increases the volume of production and service of organizations on the other hand, and thus makes great changes in their progress and this flow will finally help the process of achieving the macro organizational goals. Evaluating the employees' efficiency is one of the most critical and difficult measures (ibid).

According to all implications of efficiency, it is believed that the method and tool are not what provide the contexts for improving the efficiency, but the human does it.

The efficiency components are as follows:

The efficiency can be investigated as one of the measurement criteria of activities by taking into account the intended purpose from two distinct points of views. On the one hand, the effective role of activity is evaluated in achieving the target purpose, and on the other hand, the efficiency of activities.

According to Sedghiani et al (2009), the changes in human resource efficiency are due to the changes in organizational culture; and the organizational factors such as the organizational culture and employee training and involvement, organizational structure, personnel selection and leadership style have a direct impact on the rate of efficiency.

Hoji and Molavi (2008) have argued that an appropriate model with a set of applied and comprehensive solutions should be designed for improving the efficiency and in order to develop the future status and for economic and competitive challenges.

According to Shirvani (2006), the human resource is the most important factor for increasing the efficiency and the employees become motivated by increasing the morale and job satisfaction in them. Therefore, the main aim of this research is to find the correlation between the human resources' efficiency and cultural capital among the educational employees in Tehran.

## RESULTS

### Data analysis for research questions

- Cultural capital regression and dimensions of efficiency

#### 1- Is there a correlation between cultural capital and ability?

The regression is utilized to respond to the first research sub-question whether there is a correlation between cultural capital and ability. The results of regression are presented in the following table 1.

The table 1 represents the correlation coefficient, the square of correlation coefficient or the coefficient of determination in a way that the correlation between the variables above is equal to 0.31 and at a low level. Furthermore, the coefficient of determination indicates that 10 percent of variance in ability as the

dependent variable can be covered by organizational learning variable.

The significance level in the table 2 is less than 0.01 and the F-value equal to 22.6, and thus the regression is approved and the independent variable is able to predict the variance in dependent variable.

The correlation between cultural capital and ability is equal to 0.31 and the coefficient of determination is equal to 0.102. Accurately, 10 percent of variance in ability as the dependent variable can be covered by independent variable. The beta of cultural capital variable with significance level of less than 0.01 is equal to 0.55 in predicting the dependent variable. In other words, the increase in cultural capital will lead to the increase in ability (Table 3).

Table 1: Regression of cultural capital and ability

Correlation coefficient	Square of correlation coefficient	Square of adjusted correlation coefficient	Standard error of approximation
0.319	0.102	0.097	1.883

Table 2: ANOVA

	Sum of squares	Degrees of freedom	Mean square	F	Significance level
Regression	80.400	1	80.400	26.667	0.000
Residual	709.105	200	3.546		
Sum	789.505	201			

Table 3: The rates of coefficients of independent variables in terms of standardized and non- standardized values

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Constant value	25.301	1.340		18.880	0.000
Cultural capital	0.248	0.052	0.319	4.762	0.000

## 2- Is there a correlation between the cultural capital and role perception?

The regression is utilized to respond to the second research sub-question whether there is a correlation between cultural capital and role perception. The results of regression are presented in the following table 4.

The table 4 represents the correlation coefficient, the square of correlation coefficient or the coefficient of determination in a way that the correlation between the variables above is equal to 0.316 and at a low level. Furthermore, the coefficient of determination indicates that 10 percent of variance in perception as the dependent variable can be covered by organizational learning variable.

The significance level in the table 5 is less than 0.01 and the F-value equal to 22.12,

and thus the regression is approved and the independent variable is able to predict the variance in dependent variable.

The correlation between cultural capital and role perception is equal to 0.31 and the coefficient of determination is equal to 0.10. Accurately, 10 percent of variance in role perception as the dependent variable can be covered by independent variable. The beta of cultural capital variable with significance level of less than 0.01 is equal to 0.55 in predicting the dependent variable. In other words, the increase in cultural capital will lead to the increase in role perception.

**Table 4: Regression of cultural capital and role perception**

Correlation coefficient	Square of correlation coefficient	Square of adjusted correlation coefficient	Standard error of approximation
0.316	0.100	0.095	2.013

**Table 5: ANOVA**

	Sum of squares	Degrees of freedom	Mean square	F	Significance level
Regression	89.688	1	89.688	22.125	0.000
Residual	810.747	200	4.054		
Sum	900.436	201			

**Table 6: The rates of coefficients of independent variables in terms of standardized and non- standardized values**

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Constant value	11.620	1.433		8.109	0.000
Cultural capital	0.262	0.056	0.316	4.704	0.000

**3-Is there a correlation between cultural capital and support?**

The regression is utilized to respond to the third research sub-question whether there is a correlation between cultural capital and support. The results of regression are presented in the following table 7.

The table 7 represents the correlation coefficient, the square of correlation coefficient or the coefficient of determination in a way that the correlation between the variables above is equal to 0.283 and at a low level. Furthermore, the coefficient of determination indicates that 8 percent of variance in support as the dependent variable can be covered by cultural capital variable.

The significance level in the table 8 is less than 0.01 and the F-value equal to 17.39, and thus the regression is approved and the independent variable is able to predict the variance in dependent variable.

The correlation between cultural capital and support is equal to 0.283 and the coefficient of determination is equal to 0.08. Accurately, 8 percent of variance in support as the dependent variable can be covered by independent variable. The beta of cultural capital variable with significance level of less than 0.01 is equal to 0.283 in predicting the dependent variable. In other words, the increase in cultural capital will lead to the increase in support (Table 9).

**Table 7: Regression of cultural capital and support**

Correlation coefficient	Square of correlation coefficient	Square of adjusted correlation coefficient	Standard error of approximation
0.283	0.080	0.075	4.613

**Table 8: ANOVA**

	Sum of squares	Degrees of freedom	Mean square	F	Significance level
Regression	370.114	1	370.114	17.393	0.000
Residual	4255.787	200	21.279		
Sum	4625.901	201			

**Table 9: The rates of coefficients of independent variables in terms of standardized and non- standardized values**

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Constant value	23.070	3.283		7.027	0.000
Cultural capital	0.531	0.127	0.283	4.171	0.000

**4- Is there a correlation between cultural capital and motivation?**

The regression is utilized to respond to the fourth research sub-question whether there is a correlation between cultural capital and

motivation. The results of regression are presented in the following table 10.

The table 10 represents the correlation coefficient, the square of correlation coefficient or the coefficient of

determination in a way that the correlation between the variables above is equal to 0.134 and at a low level. Furthermore, the coefficient of determination indicates that 1 percent of variance in motivation as the dependent variable can be covered by cultural capital variable.

The significance level in the table 11 is more than 0.05 and the F-value equal to 3.63, and thus the regression is not approved and the independent variable is not able to predict the variance in dependent variable.

**Table 10: Regression of cultural capital and motivation**

Correlation coefficient	Square of correlation coefficient	Square of adjusted correlation coefficient	Standard error of approximation
0.134	0.018	0.013	5.738

**Table 11: ANOVA**

	Sum of squares	Degrees of freedom	Mean square	F	Significance level
Regression	119.674	1	119.674	3.634	0.058 (a)
Residual	6585.672	200	32.928		
Sum	6705.347	201			

**Table 12: The rates of coefficients of independent variables in terms of standardized and non- standardized values**

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Constant value	27.035	4.084		6.620	0.000
Cultural capital	0.302	0.159	0.134	1.906	0.058

**5- Is there a correlation between cultural capital and evaluation?**

The regression is utilized to respond to the fifth research sub-question whether there is a correlation between cultural capital and evaluation. The results of regression are presented in the following table 13.

The table 13 represents the correlation coefficient, the square of correlation coefficient or the coefficient of determination in a way that the correlation between the variables above is equal to 0.559 and at a high level. Furthermore, the coefficient of determination indicates that 31 percent of variance in evaluation as the

dependent variable can be covered by cultural capital variable.

The significance level in the table 14 above is less than 0.01 and the F-value equal to 90.8, and thus the regression is approved and the independent variable is able to predict the variance in dependent variable.

The correlation between cultural capital and evaluation is equal to 0.559 and the coefficient of determination is equal to 0.312. Accurately, 31 percent of variance in the evaluation as the dependent variable can be covered by independent variable. The beta of cultural capital variable with significance level of less than 0.01 is equal

to 0.55 in predicting the dependent variable. In other words, the increase in cultural capital will lead to the increase in evaluation (Table 15).

Table 13: Regression of cultural capital and evaluation

Correlation coefficient	Square of correlation coefficient	Square of adjusted correlation coefficient	Standard error of approximation
0.559	0.312	0.309	3.159

Table 14: ANOVA

	Sum of squares	Degrees of freedom	Mean square	F	Significance level
Regression	906.749	1	906.749	90.868	0.000
Residual	1995.746	200	9.979		
Sum	2902.495	201			

Table 15: The rates of coefficients of independent variables in terms of standardized and non- standardized values

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Constant value	3.170	2.248		1.410	0.000
Cultural capital	0.832	0.087	0.559	9.532	0.000

**6- Is there a correlation between cultural capital and validity?**

The regression is utilized to respond to the sixth research sub-question whether there is a correlation between cultural capital and validity. The results of regression are presented in the following table 16.

The table 16 represents the correlation coefficient, the square of correlation coefficient or the coefficient of determination in a way that the correlation between the variables above is equal to 0.177 and at a low level. Furthermore, the coefficient of determination indicates that 3 percent of variance in validity as the dependent variable can be covered by cultural capital variable.

The significance level in the table 17 is less than 0.01 and the F-value equal to 6.43, and thus the regression is approved and the independent variable is able to predict the variance in dependent variable.

The correlation between cultural capital and validity is equal to 0.177 and the coefficient of determination is equal to 0.031. Accurately, 3 percent of variance in validity as the dependent variable can be covered by independent variable. The beta of cultural capital variable with significance level of less than 0.01 is equal to 0.17 in predicting the dependent variable. In other words, the increase in cultural capital will lead to the increase in validity (Table 18).

Table 16: Regression of cultural capital and validity

Correlation coefficient	Square of correlation coefficient	Square of adjusted correlation coefficient	Standard error of approximation
0.177	0.031	0.026	3.537

Table 17: ANOVA

	Sum of squares	Degrees of freedom	Mean square	F	Significance level
Regression	80.469	1	80.469	6.433	0.000
Residual	2501.630	200	12.508		
Sum	2582.099	201			

Table 18: The rates of coefficients of independent variables in terms of standardized and non- standardized values

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Constant value	17.808	2.517		7.075	0.000
Cultural capital	0.248	0.098	0.177	2.536	0.012

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### Is there a correlation between cultural capital and the environment?

The regression is utilized to respond to the seventh research sub-question whether there is a correlation between cultural capital and environment. The results of regression are presented in the following table 19.

The table 20 represents the correlation coefficient, the square of correlation coefficient or the coefficient of determination in a way that the correlation between the variables above is equal to 0.353 and at a low level. Furthermore, the coefficient of determination indicates that the variance of environment as the dependent variable can be covered by cultural capital variable.

The significance level in the table 20 is less than 0.01 and the F-value equal to 28.44, and thus the regression is approved and the independent variable is able to predict the variance in dependent variable.

The correlation between cultural capital and environment is equal to 0.353 and the coefficient of determination is equal to 0.125. Accurately, 12 percent of variance in environment as the dependent variable can be covered by independent variable. The beta of cultural capital variable with significance level of less than 0.01 is equal to 0.35 in predicting the dependent variable. In other words, the increase in cultural capital will lead to the increase in environment (Table 21).

Table 19: Regression of cultural capital and environment

Correlation coefficient	Square of correlation coefficient	Square of adjusted correlation coefficient	Standard error of approximation
0.353	0.125	0.120	2.279

Table 20: ANOVA

	Sum of squares	Degrees of freedom	Mean square	F	Significance level
Regression	147.730	1	147.730	28.448	0.000
Residual	1038.607	200	5.193		
Sum	1186.337	201			

Table 21: The rates of coefficients of independent variables in terms of standardized and non- standardized values

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Constant value	8.749	1.622		5.394	0.000
Cultural capital	0.336	0.063	0.353	5.334	0.000

## DISCUSSION

To answer the first question whether there is a correlation between the cultural capital and ability, we have concluded that there is a significant correlation between the cultural capital and ability. The results of this research are consistent with the findings of research by Jamali (2013), Esmaeili (2012), Balaghi (2012), Najafi (2012), Heidari (2012), Yaserian (2011), Wu (2008), Jaeger (2009), Tondeur, Houtte & Braak (2010), Tramonte & Willms (2010), Tramonte, Karimi, and Pirasteh (2004), Hosseini (2005), Omidvari and Babaei (2006), Habib (2006), Tavari (2008), Ansari and Sabzali (2009), Mehrabian (2010), and Vaezi and Vosoughi (2010).

To answer the second research question whether there is a correlation between the cultural capital and role perception, we have concluded that there is a significant correlation between the role perception and cultural capital. The findings of this research are consistent with the results of

research by Esmaeili (2012), Balaghi (2012), Najafi (2012), Heidari (2012), Yaserian (2011), Wu (2008), Jaeger (2009), Tondeur, Houtte & Braak (2010), Tramonte & Willms (2010), Bordbar (2012), Bordbar (2012), Sheydaei (2013), Samadi and Karimi (2014), Rezaeian and Ghasemi (2014).

To answer the third research question whether there is a correlation between the cultural capital and support, we have concluded that there is a significant correlation between the support and cultural capital. The findings of this research are consistent with the results of research by Najafi (2012), Heidari (2012), Yaserian (2011), Wu (2008), Jaeger (2009), Tondeur, Houtte & Braak (2010), Tramonte & Willms (2010), Karimi, and Pirasteh (2004), Hosseini (2005), Omidvari and Babaei (2006), Habib (2006), Tavari (2008), Ansari and Sabzali (2009), Mehrabian (2010), and Vaezi and Vosoughi (2010), and Mousavi and Mirmohammadi (2011).

To answer the fourth research question whether there is a correlation between the cultural capital and motivation, we have concluded that there is a significant correlation between the motivation and cultural capital. The findings of this research are consistent with the results of research by Heidari (2012), Yaserian (2011), Wu (2008), Jaeger (2009), Tondeur, Houtte & Braak (2010), Tramonte & Willms (2010), Jamali (2013), Esmaeili (2012), Balaghi (2012), Najafi (2012), Habib (2006), Tavari (2008), Ansari and Sabzali (2009), Mehrabian (2010), and Vaezi and Vosoughi (2010), and Mousavi and Mirmohammadi (2011), Bordbar (2012), Bordbar (2012), and Sheydaei (2013).

To answer the fifth research question whether there is a correlation between the cultural capital and evaluation, we have concluded that there is a significant correlation between the cultural capital and evaluation. The findings of this research are consistent with the results of research by Jamali (2013), Esmaeili (2012), Balaghi (2012), Najafi (2012), Karimi, and Pirasteh (2004), Hosseini (2005), Omidvari and Babaei (2006), Habib (2006), Tavari (2008), Ansari and Sabzali (2009), Mehrabian (2010), and Vaezi and Vosoughi (2010), and Mousavi and Mirmohammadi (2011), Bordbar (2012), Bordbar (2012),

Sheydaei (2013), and Samadi and Karimi (2014).

To answer the sixth research question whether there is a correlation between the cultural capital and validity, we have concluded that there is a significant correlation between the cultural capital and validity. The findings of this research are consistent with the results of research by Karimi, and Pirasteh (2004), Hosseini (2005), Omidvari and Babaei (2006), Habib (2006), Tavari (2008), Ansari and Sabzali (2009), Mehrabian (2010), and Vaezi and Vosoughi (2010), and Mousavi and Mirmohammadi (2011), Bordbar (2012), Bordbar (2012), Sheydaei (2013), and Samadi and Karimi (2014), Rezaeian and Ghasemi (2014), Wu (2008), Jaeger (2009), Tondeur, Houtte & Braak (2010), Tramonte & Willms (2010), Yamamoto & Brinton (2010), Dumais & Ward (2010), Jaeger (2011), Bennett, Lutz & Jayaram (2012), Painoand & Renzulli (2012), Gaddis (2013), Aghdasi and Khakzar (2006), Taslimi et al (2003), Hejazi and Roeisi (2004), Saedi and Yazdani (2007), Allameh and Moghaddami (2009), Javanmard and Raskhaei (2010), Khanlari et al (2011), Farhang et al (2012), Jamalzadeh and Younesi (2013), Fattah-Nazem (2014), and Sharifi and Eslamieh (2014).

To answer the seventh research question whether there is a correlation between the cultural capital and environment, we have concluded that there is a significant correlation between the cultural capital and environment. The findings of this research are consistent with the results of research by Hosseini (2005), Omidvari and Babaei (2006), Habib (2006), Tavari (2008), Ansari and Sabzali (2009), Mehrabian (2010), and Vaezi and Vosoughi (2010), and Mousavi and Mirmohammadi (2011), Bordbar (2012), Bordbar (2012), Sheydaei (2013), and Samadi and Karimi (2014), Rezaeian and Ghasemi (2014), Taslimi et al (2003), Hejazi and Roeisi (2004), Saedi and Yazdani (2007), Allameh and Moghaddami (2009), Javanmard and Raskhaei (2010), Khanlari et al (2011), Farhang et al (2012), Jamalzadeh and Younesi (2013), Fattah-Nazem (2014), and Sharifi and Eslamieh (2014).

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