

# The Impact of Capital Intellectual and Social on Models of Manager's Decision

Case Study: Ghavamin Bank of Mazandaran province

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**Abstract:** The overall objective of this study is to evaluate the effect of intellectual capital and social on models of decision-making managers in Mazandaran province of Ghavamin in bank branches. This study is applied and the method a description of the survey. Population to all the managers, deputies and experts Ghavamin bank branches in Mazandaran province, 345 people are based on the sample of 186 patients with cluster random sampling method were selected as samples. For data collection Inventory intellectual capital with 24 questions and three dimensions (human, structural and relational), social capital questioner with 27 questions and three dimensions (structural, relational and cognitive) and inventory decision models Daft (2010) with 27 questions and four dimensions (Science management, Carnegie, stage and trash) is used. Face and content validity of the instrument was confirmed by experts and its reliability using Cronbach alpha coefficient 0.89 intellectual capital, social capital questionnaire 0.868 and 0.805 respectively questionnaires decision models. To analyze the data from t-tests, t Independent and structural equation model was used. The results showed that intellectual capital and social situation in the province Ghavamin bank branches Mazandaran is above average. Status of decision models (Management Science, Carnegie stage) managers in bank branches Ghavamin Region above average but the model the decision trash is lower than average. Gender in intellectual and social capital and models of decision making managers in bank branches Ghavamin there is no significant difference. Structural equation test results also showed that intellectual capital and social decision-making models (Management Science, Carnegie stage) managers in bank branches Ghavamin direct and significant influence, but do not have a significant impact on the decision-making trash.

**Keywords:** Intellectual Capital, Social Capital, Decision Model, Ghavamin Bank.

## Introduction

The decision is an important part of every human life, because we have to decide our choices. The life of every person is the set of decision being effected in different situations (Rezaeian, 2010). Professional organizations and managers of necessity, the closest concept to human life and organizational decisions, on the basis of some theorists,

management considered synonymous with the decision. In general, any person, whether an employee or director is to seek to achieve different goals and objectives of the party organizations, ultimately, solve problems and meet the needs of human beings. In other words, organizations, decision-making centers in solving community problems (Khorshidi, 2009).

The most significant task management, decision making. Decision-making process through which solution is chosen specific question. The decision means organized efforts for the workshop please save the organization from self-centered and group decision-making and organizational replace it makes (Alvani, 2010). In terms of complex environmental conditions inside and outside the organization needs to adopt important decisions. Decision making strategies requires a connection to the goals of the organization. Making rational, wise and purposeful, to develop a strategy decision-making begins later stages, the evaluation is done. Despite the differences in the structure of this process in all organizations and products and services. So far, multiple patterns of decision-making by various theorists that each of them in certain situations, such as reliability or unreliability of their effective application. Daft (1998) with the patterns of decision-making "Rational, Carnegie, Incremental and Garbage Can" announced and presented (Daft, 2010).

Also in the evening present, evening change And changes severe and accelerator named. Various organizations including organizations financial also at direction fast wind this changes and changes they have taken. This organizations should for durability, survival and development your philosophy although own the researcher formation. Organizations from sentence Ghavamin Bank to the subject systems open social with environment background of and environment interactive at interaction increasing the have taken, For research fellow goals considered self must own and with these changes and changes surging and Record time Music A and for survival meaningful at direction adjustment (change own and environment at desired direction) each what more step stop (Jafari, 2012). Also, new conditions and complex environment. Today that with development technology, day to day at now transformation and change is conducive to transformation many from meanings from sentence human resources and role it at organization sent is. in this kind of circumstances what for organization creates value, creation relationship dynamic and continuous staff from way response bounce to needs, demands and their comments (Bidokhti Amin et al., 2013).

In the era of knowledge, what that because organizational success is knowledge is. This property intangible the subject is known is and spread it, area vital interest in organizations. Intellectual capital assets that measures the organization's ability to create wealth. Bontis (1998), made up of intellectual capital (human, structural and relational capital) knows (Veltri, 2010).

It should be noted that provide to bring networks widespread from relations positive and collaborative between competent the beneficiaries referred to as social capital, another key factor in the success of communication. Bourdieu's concept of social capital ideas and Coleman and Bourdieu comes to the importance of social relationships and common norms of social welfare and economic efficiency are emphasized. Based on the comments Nahapiet and Ghoshal (1998), social capital has three dimensions (structural, relational and cognitive) is (Dinga, 2014).

According to the explanations given on intellectual capital and social importance, and models of management decision making and the role of these decisions in advance organizational goals and help solve decision-making in organizations is necessary in bank branches Ghavamin province as one of financial authorities at the provincial level that it has been little studied, studied and investigated. The main question is: Is intellectual capital and social effect on models of decision making managers in bank branches of Ghavamin Mazandaran Province?

## **Research questions**

### ***The main question***

Is intellectual capital and social effect on models of decision making managers in Ghavamin bank branches Mazandaran Province?

### ***Subsidiary questions***

What is the status of intellectual capital in Ghavamin bank branches in Mazandaran?

What is the state of social capital in Ghavamin bank branches in Mazandaran?

How is the models of decision making managers in Ghavamin bank branches Region Mazandara?

Is intellectual capital managers in Ghavamin bank branches influence on decision-making models?

Is social capital managers in Ghavamin bank branches impact on decision models?

Is there difference in terms of gender, social and intellectual capital models of decision making managers in Ghavamin bank branches Region of Mazandaran?

**The definition of variables**

**The independent variable**

**Intellectual Capital**

**Theoretical definition:** To knowledge, information, property intellectual and experience that can at creation wealth used there, according to the walk. Bontis (1998) capital intellectual and to the subject collection from assets intangible (references, ability, competition) definition he does that from operation organizational and creation value (Martinez & Garcia, 2005).

**Operational definition:** In this research, intellectual capital has three dimensions (human, structural and relational) and using intellectual capital questionnaire, with 24 questions is, is measured. After 1 to 8 human questions, structural questions after 9 to 16 and 17 to 24 questionnaires with questions of intellectual capital is measured.

**Social capital**

**Theoretical definition:** the set of real and potential resources are put to work within a network of relationships an individual or social unit, available through them and emanates from them is said (Rehman et al., 2011).

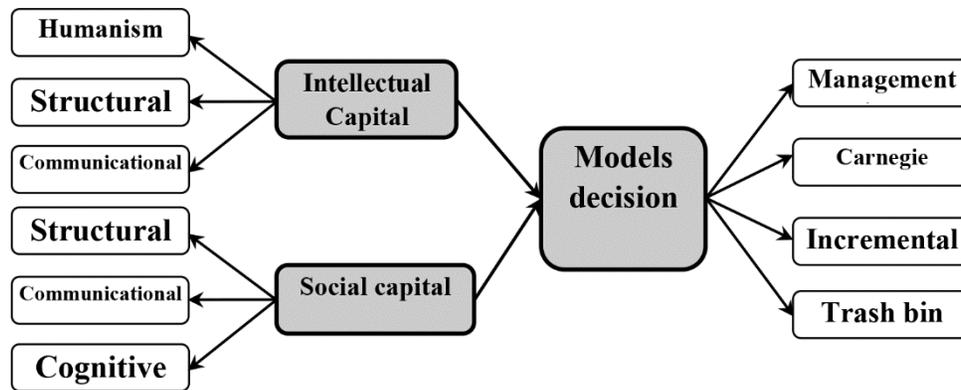
**Operational definition:** In this study, social capital has three dimensions (structural, relational and cognitive) and using a questionnaire with 27 questions is social capital, is measured. Structural dimension to questions 1 to 9, the cognitive questions with questions 10 to 18 and 19 to 27 measured social capital questionnaire.

**Dependent variable**

**Models of decision-making**

**The definition of theoretical:** models to predict that, making decisions and analyzing management practices are used. Each has a special degree and in particular fields used (Alvani, 2010).

**Operational definition:** In this study, decision models has four components (Management Science, Carnegie, stage and trash) and using questionnaires decision models Daft (2010), which has 27 questions and is measured. decision making model of management questions 1 to 7, the decision Carnegie questions 8 to 13, the decision-making stage questions 14 to 19, and the decision trash questions 20 to 27 questionnaires decision models Daft (2010) is measured.



**Figure 1.** Conceptual Model Research.

Model study is based on intellectual capital Bontis and the Netherlands (2002), which has three dimensions "Human, structure and communication," a model of social capital Nahapiet and Ghoshal (1998), which has three dimensions "structural, communication and recognition" and model making Trade office (1998), which has four decision model "management science, Carnegie, stop and trash", are designed and developed.

**Materials and Methods**

This study is applied and In terms of methodology, the research is a descriptive survey. Because this study was to examine the situation existing in the row is descriptive research with regard to the use of questionnaires and

surveys to evaluate the effect of intellectual capital and social models of decision making managers in survey research row.

### ***The population***

The population of this study, managers, deputies and experts of Ghavamin bank branches province up to 345 people.

### ***Samples and sampling***

Based on a sample of measurement error at 95% confidence level and  $0.05 = \alpha$  cluster random sampling method 186 persons were chosen as samples. Thus at the province into three clusters: Western, Central and Western were divided randomly filled city as the sample were selected from each city randomly with respect to the sample of 186 subjects were selected.

**Table 1.** Sample breakdown of community and city.

Cluster City	East			Central				The West		Total
	Galougah	Neka	Behshahr	Sari	Babol	Amol	Noor	Chalus	Ramsar	
Society	8	10	12	115	35	25	8	20	8	241
Ratio	0.033	0.041	0.05	0.479	0.145	0.103	0.033	0.083	0.033	1
Sample	6	8	9	89	27	20	6	15	6	186

### ***Data collection methods***

- Library method: This method library in the theoretical foundations and the views of experts and literature on the subject has been developed.

- Field method: using questionnaires to evaluate and test research questions (intellectual capital, social capital and decision models) from the field method is used

### ***Data collection tools***

Data for this study were collected through questionnaires following:

1- intellectual capital questionnaire: the questionnaire Based on Bontis and the Halend (2002) in the field of intellectual capital built in the Benevolent study (2011), Hadizadeh (2013) and Zabihi Atrgoleh (2014) was used, IC Inventory 24 questions in three dimensions (human, structural and relational) and in the range of five options (strongly disagree, disagree, no, I think, agree and strongly agree) that is in the order of 1 to 5 scoring.

2- The social capital questionnaire: the questionnaire based on the model Nahapiet and Ghoshal (1998) in the field of social investment made in research Kheyrkhah (2011), Homa Nikfar (2011) and Khalegh Zadeh (2014) was used questionnaire of social capital has 27 questions in three dimensions (structural, relational and cognitive) and in the range of five options (very low, low, medium, high and very high) that as of 1 5 is scoring.

3- Inventory decision models Daft (2010): This questionnaire study Parsley (2012) has been used and has 27 questions that decision-making model based on Daft (2010) in four dimensions (Management Science, Carnegie, stop and trash) and options Likert scale (strongly disagree, disagree, no, I think, agree and strongly agree) is designed and developed.

### ***Validity and reliability of measurement***

- Narrative: Given that the tools used in different investigations have been used and the validity of the need to have the self-confidence questionnaires to the experts, and thus face and content validity they have been approved.

- Reliability: researcher to assess the reliability test using Cronbach's alpha coefficient. The questionnaire was given to a group of the sample 30 and obtained through SPSS software. Calculated values are presented in Table 3-2 and the amounts approved were statistically significant.

**Table 2.** The reliability of data collection tools.

Row	Variable	Alpha
1	Intellectual Capital	0.89
2	Social capital	0.868
3	Decision models	0.805

**Methods of data analysis**

For data analysis, descriptive and inferential statistical methods were used.

The inferential statistics to assess the normal distribution of data Kolmogorov-Smirnov test was used to evaluate Questions 1, 2 and 3 of the t-test one sample, Questions 4 and 5 and the question of structural equation model and Question 6 t-test is independent.

- Analyze the data using SPSS <sub>19</sub> software. And LISREL <sub>8.8</sub> software was performed.

**Results**

Descriptive findings of this study show that:

- 8.97 per cent of men and 2.2 percent of the participants are women.
- 8.4% of subjects with an associate degree, a bachelor 5.56 and 7.38 percent have a bachelor's degree or higher.
- 15.6% of subjects aged less than 30 years, 2.81% between 30 to 40 years and 2.3 per cent in the age group above 40 years respectively.
- 9.62 percent of participants with work experience less than 10 years of experience 10 to 20 years is 1.37 percent.

**Inferential analysis of data****Normality test (Kolmogorov-Smirnov)**

To review and Kolmogorov-Smirnov test was used to test the normal distribution of data, the results of which are presented in Table 3.

**Table 3.** Analysis of normal distribution of data.

Variables	Average	SD	Sample size	Statistics z	Sign.
Intellectual Capital	3.237	0.563	186	1.136	0.151
Social capital	3.562	0.506		1.251	0.082
Decision models	3.427	0.389		1.237	0.076

Table 3 because the measurement error at 95% confidence level and  $0.05 =$ , the significance level for all variables.  $\text{Sig} > 0.05$  Calculated, so the data follow a normal distribution for inferential analysis of data using parametric statistical tests allowed.

**Evaluation Research questions**

**Question number one:** What is the status of intellectual capital in Ghavamin bank branches in Mazandaran?

For one sample t-test was used to examine questions that the results presented in Table 4.

**Table 4.** One sample t-test results in question number one.

Variable	Sample size	AS	SD	Average comments	The amount of t	df	Sign.
Human Capital	186	3.291	0.631	3	6.289	185	0.001
Structural capital	186	3.282	0.634	3	6.068	185	0.0001
Capital Communication	186	3.14	6.10	3	3.138	185	0.002
Intellectual Capital	186	3.237	0.563	3	5.755	185	0.0001

As shown in Table 4, because the measurement error at 95% confidence level and  $\alpha = 0.05$  the degree of freedom  $185 = df$  The significance level for intellectual capital and its dimensions (human, structural and relational)  $Sig < 0.05$  Was, therefore, a significant difference in the mean with a theoretical mean is 3. Mean show that the average calculated by the average theoretical. So it can be concluded with 95% confidence that "the status of intellectual capital and its dimensions (human, structural and relational) in Ghavamin bank branches province is above average."

**Question number two:** how is the state of social capital in Ghavamin bank branches in Mazandaran?

For one sample t-test was used to examine questions that the results presented in Table 5.

**Table 5.** One sample t-test results in question number two.

Variable	Sample size	AS	SD	Average comments	The amount of t	df	Sign.
Structural capital	186	3.308	0.544	3	7.719	185	0.0001
Capital Communication	186	3.862	0.714	3	16.449	185	0.0001
Cognitive capital	186	3.517	0.519	3	13.591	185	0.0001
Social capital	186	3.562	0.506	3	15.147	185	0.0001

As shown in Table 5, as measurement error at 95% confidence level and  $\alpha = 0.05$  the degree of freedom  $185 = df$  The significance level for social capital and its dimensions (structural, relational and cognitive)  $Sig < 0.05$  Was, therefore, a significant difference in the mean with a theoretical mean is 3. Mean show that the average calculated by the average theoretical. So it can be concluded with 95% confidence that "the state of social capital and its dimensions (structural, relational and cognitive) in Ghavamin bank branches Mazandaran province is above average."

**Question number three:** How the models of decision making managers in Ghavamin bank branches Mazandaran?

For one sample t-test was used to examine questions that the results presented in Table 6.

**Table 6.** One sample t-test results in question number three.

Decision Making Model	Sample size	AS	SD	Average comments	The amount of t	df	Sign.
Management science	186	3.521	0.542	3	13.114	185	0.0001
Carnegie	186	3.962	0.647	3	20.276	185	0.0001
Phase	186	3.773	0.553	3	19.042	185	0.0001
Trash bin	186	2.684	0.436	3	9.838	185	0.0001

As shown in Table 6 because the measurement error at 95% confidence level and  $\alpha = 0.05$  the degree of freedom  $185 = df$  The significance level for all variables  $Sig < 0.05$  Was, therefore, a significant difference in the mean with a theoretical mean is 3. Mean show that the average calculated for models of decision-making (Management Science, Carnegie stage) but more than the theoretical mean average calculated decision to trash less than the average theoretical model. So it can be concluded with 95% confidence that "the decision models (Management Science,

Carnegie stage) managers in Ghavamin bank branches Mazandaran province is above average but the model Trash decision making managers in Ghavamin bank branches Mazandaran below average. "

To determine which of decision models used in bank branches Ghavamin Mander Province of Friedmann test whose results are presented in Table 7.

**Table 7.** Friedman test results in question number three.

Decision models	Sample size	Statistics C	df	Sign.	Average rating	Rank
Management science					2.54	Third
Carnegie	186	325.904	3	0.0001	3.4	First
Phase					2.93	Second
Trash bin					1.13	Fourth

As shown in Table 7, because the measurement error at 95% confidence level and = 0.05 The degree of freedom 3 = df P 0.05 > Sig Was, therefore, a significant difference between mean scores Carnegie groups and decision-making model with mean scores of 4.3 in the first place and the decision trash with mean scores of 1.13 is in last place. Therefore it can be concluded that, "the Ghavamin bank branches province of Mazandaran province Carnegie used more decision making." This finding is consistent with results Jafari (2012), which showed that school principals are statistically Carnegie use decision making. Carnegie decision model in the first place and last place trash in the decision-making model, is consistent.

**Question four:** Is intellectual capital managers in bank branches Ghavamin influence on decision-making models?

Structural equation modeling was used to examine the question of test results based on the relationships between variables were calculated using LISREL software. The results in Table 8 at a significance level model is offered 0.05.

**Table 8.** The results of the model at a significance level of 0.05.

Row	Assumptions	T statistic	Standard factor	Result Test
1	Intellectual Capital A significant impact on the decisions of management.	3.21	0.52	Confirmation
2	Carnegie has a significant impact on decision-making intellectual capital model.	7.26	0.89	Confirm
3	Intellectual capital has a significant effect on the decision-making stage.	5.65	0.69	Confirmation
4	Intellectual capital has a significant effect on the decision-making trash.	1.19	0.19	Rejection
$X^2 = 464.26$ df = 401 RMSEA = 0.029 CFI = 0.99 IFI = 0.92 NNFI = 0.99 RFI = 0.91 GFI = 0.96 P < 0.05				

The results in Table 8 shows that the value of chi-square statistic 464.26 and 401 degrees of freedom to estimate the square of the degree of freedom is equal to 15.1. Because this index value of less than 3 indicates that model, so the model is a good fit to the show. The root mean square errors approximation 0.029 estimate that the index values of less than 0.08 express fitness model. Good indicators of the model include: comparative fit index 0.99, 0.91 comparative fit index and the index of goodness of fit is 0.96. The parameters mentioned, values above 9.0 indicates a perfect fit model. Thus, generally speaking, the proposed model was good, and the relationship between the variables are significantly different.

The measurement error at 95% confidence level and 0.05 = □ If you  $t > 1.96$  Calculated, path analysis confirm attention to standardized coefficients route numbers, significantly, is approved and indicated that "intellectual capital based decision models (Management Science, Carnegie stage) managers in Ghavamin bank branches significant effect directly but funds thought no significant impact on the decision-making trash. " This is consistent with the results of Zabihi Atrogoleh (2014) showed that the intellectual capital model of decision-making contingency in the principals city of Sari positive and significant correlation exists, Dastgir and colleagues (2014), a clear principle and colleagues (2013), the Ahmadi and Sacrifice (2013), Hosseinpur and Azar (2011), Fotros and Beigy (2010), Klkan

and colleagues (2014), Dewi Fariha and Sofian (2012) and Chang Wang et al (2012) that showed between intellectual capital and organizational performance significantly there is a way. In explaining the findings can be said that intellectual capital thought an effective way to improve effective strategies and managers to improve decision making and ultimately helps performance.

**Question five:** Is social capital managers in Ghavamin bank branches impact on decision models?

Structural equation modeling was used to examine the question of test results based on the relationships between variables were calculated using LISREL software. Table 9 presents the results of the model at a significance level of 0.05.

**Table 9.** The results of the model at a significance level of 0.05.

Row	Assumptions	T statistic	Standard factor	Result Test
1	Social capital A significant impact on the decisions of management.	3.30	0.56	Confirmation
2	Social capital has a significant impact on decision-making model Carnegie.	7.75	0.83	Confirm
3	Social capital has a significant impact on the decision-making stage.	5.58	0.67	Confirmation
4	Social capital has a significant impact on the decision-making trash.	1.27	0.11	Rejection
$X^2 = 412.25$ $df = 401$ $RMSEA = 0.012$ $CFI = 0.96$ $IFI = 0.95$ $NNFI = 0.90$ $RFI = 0.91$ $GFI = 0.96$ $P < 0.05$				

The results in Table 9 shows that the value of chi-square statistic 25.412 and 401 degrees of freedom to estimate the square of the degree of freedom is equal to 1.02. Because this index value of less than 3 indicates that model, so the model is a good fit to the show. The root mean square errors approximation 0.012 estimate that the index values of less than 0.08 express fitness model. Good indicators of the model include: comparative fit index 0.96, 0.91 comparative fit index and the index of goodness of fit is 0.96. The parameters mentioned, values above 9.0 indicates a perfect fit model. Thus, generally speaking, the proposed model was good, and the relationship between the variables are significantly different.

The measurement error at 95% confidence level and  $0.05 = \square$  If you  $t > 96.1$  Calculated, path analysis confirm attention to standardized coefficients route numbers, significantly, is approved and indicated that "social capital based decision models (Management Science, Carnegie stage) managers in Ghavamin bank branches significant effect directly but funds social no significant impact on the decision-making trash. " This is consistent with the results of Friendly and co-workers (2014), Hosseinpur and Azar (2011) and Emamgholi (2011), which showed a significant relationship between social capital and performance of employees and the organization is located in one direction. In explaining the findings can be said that one of the key factors in the success of communication. capital social to the subject potential from feeling the trust, cooperation and taking part at among people a group or society is that like one force communicational effective social, members of a group or community and to both connected he does. Also in the absence of social capital, other investments will not be efficient. The impact on decision making models makes sense.

**Question number six:** Is there any difference between gender in social and intellectual capital and models of decision making managers in Ghavamin bank branches?

To study the question, to comply with a condition of equality of variances between the two groups t parametric test which is independent of the results is presented in Table 10.

**Table 10.** Results of independent t test in question number six.

Variables	Gender	Number	Average	SD	F statistical significance (Homogeneity of variance)	The amount of t	df	Sign.
Intellectual Capital	Man	182	3.233	0.555	0.129	-0.678	184	0.499
	Female	4	3.427	0.961				
Social capital	Man	182	3.563	0.499	0.246	0.102	184	0.919
	Female	4	3.357	0.881				
Decision Making Model Management Science	Man	182	3.519	0.531	0.126	-0.318	184	0.75
	Female	4	3.607	1.052				
Carnegie decision-making model	Man	182	3.967	0.645	0.432	0.662	184	0.509
	Female	4	3.75	0.822				
Step decision-making model	Man	182	3.779	0.553	0.963	0.998	184	0.32
	Female	4	3.5	0.593				
Model making trash	Man	182	2.69	0.439	0.182	1.291	184	0.198
	Female	4	2.406	0.119				

Table 10 because the measurement error at 95% confidence level and  $0.05 =$  The degree of freedom  $184 = df$  The significance level for all variables of "intellectual capital, social capital, models Decision (Management Science, Carnegie, stage and trash)  $\gg 0.05 < Sig$  So it can be concluded with 95% confidence that "in terms of gender, social and intellectual capital models of decision making managers in Ghavamin bank branches Mazandaran no significant difference." This finding is consistent with research results Zabihi Atrgoleh (2014), which showed no significant difference intellectual capital between male and female managers, is consistent.

**The main question:** whether intellectual capital and social models of decision making managers in Ghavamin bank branches province has an impact?

Structural equation modeling was used to examine the question of test results based on the relationships between variables were calculated using LISREL software. Table 11 results in significant level model is offered 0.05.

**Table 11.** The results of the model at a significance level of 0.05.

Row	Assumptions	T statistic	Standard factor	Result Test
1	Intellectual Capital A significant impact on the decisions of management.	2.56	0.52	Confirmation
2	Carnegie has a significant impact on decision-making intellectual capital model.	6.54	0.79	Confirm
3	Intellectual capital has a significant effect on the decision-making stage.	5.19	0.70	Confirmation
4	Intellectual capital has a significant effect on the decision-making trash.	1.15	0.13	Rejection
5	Social capital A significant impact on the decisions of management.	4.02	0.44	Confirmation
6	Social capital has a significant impact on decision-making model Carnegie.	6.93	0.84	Confirm
7	Social capital has a significant impact on the decision-making stage.	5.03	0.58	Confirmation
8	Social capital has a significant impact on the decision-making trash.	1.41	0.14	Rejection
$X^2 = 832.19$ $df = 486$ $RMSEA = 0.062$ $CFI = 0.95$ $IFI = 0.94$ $NNFI = 0.98$ $RFI = 0.93$ $GFI = 0.98$ $P < 0.05$				

The results in Table 11 shows that the value of chi-square statistic 19.832 and 486 degrees of freedom to estimate the square of the degree of freedom is equal to 71.1. Because this index value of less than 3 indicates that model, so the model is a good fit to the show. The root mean square errors approximation 0.062 estimate that the index values of less than 0.08 express fitness model. Good indicators of the model include: comparative fit index 0.95, 0.93 comparative fit index and the index of goodness of fit is 0.98. The parameters mentioned, values above 9.0 indicates a perfect fit model. Thus, generally speaking, the proposed model was good, and the relationship between the variables are significantly different.

The measurement error at 95% confidence level and  $0.05 = \alpha$  If you  $t > 1.96$  Calculated, path analysis confirm attention to standardized coefficients route numbers, significantly, is approved and indicated that "intellectual capital and social models of decision-making (Management Science, Carnegie stage) managers in Ghavamin bank branches direct impact and significant but the intellectual and social capital have a significant impact on the decision-making trash." This finding is consistent with research results Zabihi Atrgoleh (2014) Dastgir and colleagues (2014), Doustar and colleagues (2014), a Roshanie Asl and colleagues (2013), the Ahmadi and Sacrifice (2013), Hosseinpur and Azar (2011), Emamgholi (2011), Fotros and Beigy (2010), Kalkan and et al (2014), Dewi Fariha and Sofian (2012) and Chang Wang et al (2012) is located in one direction.

### Discussion and Conclusion

The most significant task management, decision making. Decision-making process through which solution is chosen specific question. The decision means organized efforts for the workshop please save the organization from self-centered and group decision-making and organizational replace it. In terms of complex environmental conditions inside and outside the organization needs to adopt important decisions. Decision making requires a connection to the organization's goals and strategies.

Also in the evening present, evening change and changes severe and accelerator named. Various organizations including organizations financial also at direction fast wind this changes and changes they have taken. This organizations should for durability, survival and development your philosophy although own the researcher formation. organizations from sentence Ghavamin bank to the subject systems open social with environment background of and environment interactive at interaction increasing the have taken, for research fellow goals considered self must own and with these changes and changes surging and record time music a and for survival meaningful at direction adjustment (change own and environment at desired direction) each what more step stop. In the era of knowledge, what that cause organizational success is knowledge. This property intangible the subject known intellectual capital is and spread it, area vital interest in organizations. Intellectual capital assets that measures the organization's ability to create wealth. From meanwhile, other, one from capability of important organizational that can to organizations at creation and sharing knowledge help it is and for them at comparison with organizations another advantage organizational stable slow, capital social is. So in this study, the impact of intellectual capital and social models of decision making managers in Ghavamin bank branches Mazandaran province is studied.

The results showed that intellectual capital and social situation in the province Ghavamin bank branches Mazandaran is above average. The status of decision models (Management Science, Carnegie stage) managers in bank branches Ghavamin Region Mazandaran above average but the model The decision trash Ghavamin managers in bank branches and Ghavamin bank branches below the average of Mazandaran province of Carnegie used more decision making. The intellectual capital and social decision-making models (Management Science, Carnegie stage) managers in Ghavamin bank branches Mazandaran direct and significant influence, but do not have a significant impact on the trash. This is consistent with the results of Allameh and Sheikh Abvmsvdy (2015) showed that the dimensions of intellectual capital (human capital And Structural), Each To Way Place on the Operation Organization the impact Positive Is Zabihi Atrgoleh (2014) showed that between intellectual capital (human, structural and relational) and the decision-making contingency managers a significant positive relationship exists, Doustar and colleagues (2014) that showed that social capital and its dimensions (structural, cognitive and communication) on human performance there were significant effects; Shabani et al (2013) which showed that social capital on indices of human development, there were significant effects and raise the level of human development measures. It is a Roshani Asl and colleagues (2013) that showed between capital Intellectual And Operation Organizational Bank People State Ardabil Relation Significant Existence Is the Ahmadi and Sacrifice (2013) showed that the relationship Between Components Capital Intellectual (capital human, Capital Structural And Capital Communication) with Operation Organizational There Jafari (2012) showed that school principals are

statistically model Carnegie-use decisions; Hosseinpur and Azar (2011), which showed a significant relationship between intellectual capital and social capital and organizational performance there; Emamgholi (2011) showed that between capital social And Operation Organizations in the management of branches of Tejarat Bank Qazvin positive and significant relationship exists Shahani and Khaef Elahi (2010), who showed each of the components of intellectual capital on the performance of Bank Sepah positive and significant effect is Kalkan and colleagues (2014) showed between their intellectual capital, innovation, organizational strategy and performance of firms in Antalya, Turkey there is a significant positive relationship. The intellectual capital is most relevant to corporate performance; Dewi Fariha and Sofian (2012) showed that capital intellectual with function organization relation positive there, Chang Wang et al (2012) showed that there is a positive relationship between intellectual capital and financial performance; Lu (2012) showed that intellectual capital thought an effective way to improve effective strategies to improve performance and to help managers and Zrnler et al (2008) showed that the accumulation of intellectual capital the impact Lot On Operation Export Business There, in line with. Therefore, it is suggested that officials and Ghavamin bank branches province has plans to promote scientific and coherent intellectual and social capital in the branches after deciding so that managers use models of decision making and ultimately improve organizational performance.

### **Limitations of the study**

#### ***Restrictions under control researcher***

- Limiting the population to managers, deputies and experts Ghavamin bank branches in Mazandaran province.
- To limit data collection to the questionnaire.
- The time limit research.

#### ***Constraints outside the control of the researcher***

- Note down some of the subjects in the study questions and answering them.
- interfere with the personal opinions of the subjects in question.
- Poor fellow participants to some reasons such as lack of motivations, not enough time, and so on.

### **Research proposals**

#### ***Recommendations based on findings***

1. According to question number one, the intellectual capital in Ghavamin bank branches province is above average, it is suggested that managers and officials of the bank, to strengthen capital Intellectual and its dimensions (human, relational and structural) in Ghavamin bank branches show the necessary steps.

2. According to the second question, the state of social capital in Ghavamin bank branches province is above average, it is suggested that managers and officials of the bank, to strengthen capital Social (structural, relational and cognitive) in Ghavamin bank branches show the necessary steps.

3. According to the third question, the decision models (Management Science, Carnegie stage) managers in Ghavamin bank branches of Mazandaran above average but the model The decision trash is lower than average, it is suggested that branch managers and officials agree to cooperate and work together in deciding their full attention and decision making, Carnegie use.

4. According to question number four, making intellectual capital models (Management Science, Carnegie stage) managers in Ghavamin bank branches direct and significant impact, it is suggested that:

- Pay special attention to the level of staff competence and organizational empathy and attention be emphasized.
- People Apt And mighty At Organization and compatible with missions And Goals Organizational attract and hire.
- From Teamwork And Culture Total Integration at Support organization.
- At Selection and Staff recruitment, People That Has skills Technical, Group and Employ a team.
- Education Behavior

### **Conflict of Interest**

The authors declare no conflict of interest.

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