A Study of Relationship between Social Capital and Organizational Citizenship Behavior

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Abstract: *Today, in organisations, tasks are increasingly done in teams and hence, there is a need for employees who exhibit citizenship behaviour such as helping others, organisational loyalty, individual initiative, civic virtue, self development, etc. Good organisational citizens are likely to be important for the creation of the Social Capital within the organisation. Social Capital results from the willingness of employees to exceed their formal job requirements in order to help each other, to subordinate their individual interests for the good of the organisation and to take a genuine interest in the organisation's activities and overall mission. The understanding of how Social Capital is related to Organisational Citizenship Behaviour will contribute to the body of knowledge on how to improve performance and effectiveness of both the individuals and the organisation. Hence, the study was undertaken to understand Social Capital and Organisational Citizenship Behaviour.*

Keywords: *Social Capital, Organizational Citizenship Behaviour*

1. INTRODUCTION

Organisational Citizenship Behaviours must be a voluntary action of any employee in an organisation. It is not enforced by law or regulations. A good organisational citizen must be aware of the deficiencies among his fellow-colleagues and must be ready to assist him in achieving their goals. It is an area which is being highly recognised and the interest in studying these behaviours has increased substantially over the past decades. Organ (1988) suggested that an organization can be considered to have acquired a higher level of Organizational Citizenship Behaviour and achieved efficiency only when it help in bringing new resources into the organization which includes the tangible factors like raw materials and members of the organization and the intangible factors like the company goodwill, company image, its reputation, etc.

With the technological advancements booming over the past decades, it is very evident that the density of social networks and institutions and the nature of interpersonal interactions that underlie them, affect the efficiency and sustainability of development programs in an organisation to a much greater extent. Good organisational citizens are likely to be important for the creation of the Social Capital within the organisation. Social capital of individuals has drawn much attention in the recent years. Social Capital results from the willingness of employees to exceed their formal job requirements in order to help each other, to subordinate their individual interests for the good of the organisation and to take a genuine interest in the organisation's activities and overall mission. Social capital therefore provides a new understanding into the corporate human behaviour.

With the advent of internet facilities, networking has become a cake walk for people to communicate and build social relationships with others in virtual communities and obtain knowledge to resolve problems in the work place from various communities. Despite many arguments and verifications for the concept of Social Capital, only a very few attempts were made to explore the factors that influence the creation of Social Capital in relevance to the impact of it on the Organisational Citizenship Behaviour. In the initial days, Human Resources used to focus only on the factors within the employees that benefit the organisation. Today, the new competitive

landscape requires to read between the lines and thereby to undergo a major shift by focusing on the factors between the employees to cope up with the spearheading technological advancements.

1.1. Social Capital

Social capital is a sociological concept, which refers to connections within and between social networks. The concept of Social Capital was found by Government of Denmark in 1996 to assess the impact of Social Capital on the effectiveness of development projects and to contribute to the development of indicators for monitoring Social Capital and methodologies for measuring its impact (Grootaert der Bastelaer et al, 2001).

According to John Field (2003) the central thesis of Social Capital theory is that 'relationships matter'. The central idea is that 'social networks are a valuable asset'. Looking at Social Capital in firms and organisations is relatively a new idea being implemented. This may be because of the way in which the dominance of more mechanistic and system-oriented conceptions of organisational activity has 'masked their deeply social nature. (Cohen der Prusak et al, 2001). The networks that constitute Social Capital serve as conduits for the flow of helpful information that facilitates in achieving our goals and work for organisational and self development. The basic idea of Social Capital consists of the belief that individuals' lives can be made easier and be qualitatively improved by personal networks, or rather by the social resources that these relationships manage to mobilize (Hanifan, 1920; Jacobs, 1961; Bourdieu, 1986; Coleman, 1988). The factors of Social Capital include informational support, instrumental support, emotional support and collective efficacy. The Social Capital instrument provides a new tool for cross-cultural research to assess personally owned Social Capital among the employees. 'Social capital is the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition' (Bourdieu, 1983)

1.1.1. Types of Social Capital

Social Capital can be broadly classified into three main categories namely Closed, Bridging and Bonding Social Capital.

Closed Social Capital refers to networks that include people or institutions that are similar to each other and participate in exclusive sharing relationships. It comes from social networks within communities. It involves strong ties within communities. The sense of community can come from shared interests, culture and values from neighbourhood, race, or other factors. Bridging Social Capital involves long-term trusting relationships, but crosses boundaries of class, race, ethnicity, religion, or type of institution. Once people in need come to the organisation through pre-existing Social Capital relationships in their closed communities, they will be more comfortable in accessing newer services and bridging to other organisations outside their communities for help. Researchers at the World Bank (2001) identify Bonding Social Capital as vertical ties between people in different power relations in a community. Linking relationships become important for marginalized communities attempting to improve conditions for their members. Linking relationships often depend on pre-existing Bridging Social Capital between key individuals in organisations situated in different parts of the power hierarchy of a city or town.

1.2. Organisational Citizenship Behaviour

Organisational Citizenship Behaviour is treated as an important constituent for an organisation's overall performance. It is an area which is being highly recognised and the interest in studying these behaviours has increased substantially over the past decades. Organisational Citizenship Behaviour can be considered as a helping behaviour which are neither written rules of an organisation nor contains directs rewards, but is 'extra-role behaviour' says Dyne (1995). In order to sustain the performance and retain the customers of any organisation, it requires employees to perform standard citizenship behaviour to its customers in order to satisfy them with high quality service. Dennis Organ (1998), who is considered as the father of Organisational Citizenship Behaviour, defines Organisational Citizenship Behaviour as 'individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organisation.... the behaviour is a matter of personal choice'.

1.2.1. Types of Organisational Citizenship Behaviour

Graham (1989) believes that citizenship behaviour is in three modes; which are Organisational Obedience, Organisational Loyalty and Organisational Participation. Graham describes these modes in the following manner. Organisational Obedience refers to those behaviours that are identified to be necessary and desirable. These behaviours are acceptable within reasonable arrangements and requirements. Indicators of Obedience are behaviours such as respecting organisational regulations, conducting job duties completely and performing responsibilities with consideration for organisational resources (Graham, 1989). Organisational Loyalty entails promoting the organisation to outsiders, protecting and defending it against external threats and remaining committed to it even under adverse conditions (Podsakoff et al., 2000). Loyalty consists of loyal 'boosterism' (enthusiastic support) (Graham, 1989); protecting the organisation (George der Brief et al., 1992); and endorsing, supporting and defending organisational objectives (Borman der Motowidlo et al., 1997). Organisational Participation represents employee involvement in organisation including attending meetings, sharing opinions and being aware of current organisational weaknesses (Bienstock et al, 2003). This can be broadly classified into three categories, namely: Functional Participation, Social Participation and Advocacy Participation.
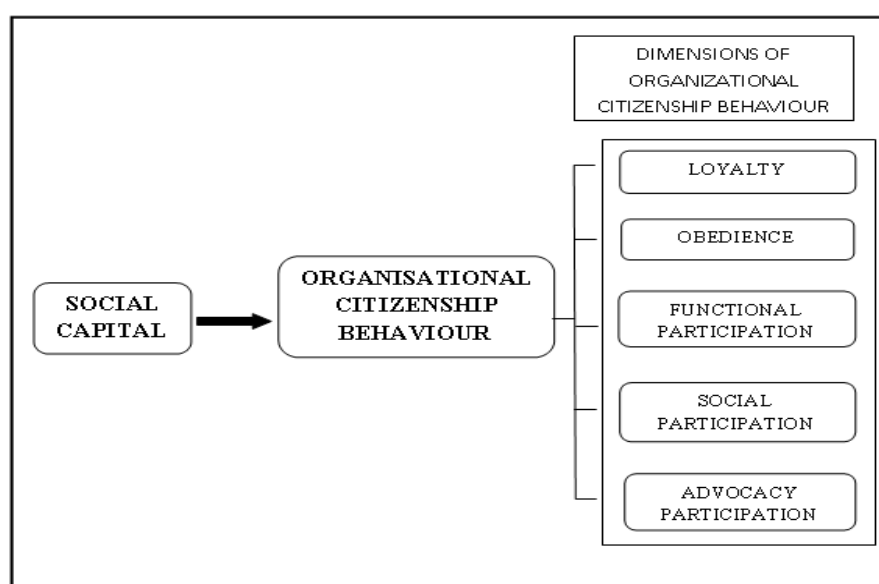
Fig. *Showing the Relationship between Social Capital and Organisational Citizenship Behaviour*

2. METHODS

The understanding of how Social Capital influences or is related to Organisational Citizenship Behaviour will contribute to the body of knowledge as to improve performance and effectiveness for both the individuals, as well as, the organisation. For the creation of Social Capital, the basic requirement is the need for organisational citizens. The research goal is:

'To investigate the relationship between Personal Social Capital and Organisational Citizenship Behaviour'.

According to Organ (1988), Citizenship Behaviours are likely to play an important role in building relationships with others in a society. Consistent with this idea, the present study suggests the relationship between Social Capital and Organisational Citizenship Behaviours in organisations. Specifically, it has been argued here that Organisational Citizenship Behaviours facilitate the development of the personal connections among employees in any organisations. The Hypothesis formed is as follows; There is no significant relationship between Personal Social Capital and Organisational Citizenship Behaviour.

2.1. Sampling Details

A research setting can be defined as the natural or artificial field to carry out the research study. In the present study, the respondents included the permanent employees of an automobile sales and service industry which comprised the top management staff, executives and the functional level

employees. Among a total of around 368 employees of an automobile sales and service industry, the study was undertaken among 105 respondents. 28% of the total population was considered for this study.

2.2. Construction and Standardization of the Research Tool

The data collection was done with the aid of a questionnaire. The measurement instrument was divided into three parts. The questionnaire was distributed to the respondents and they were asked to complete it in a convenient location. The first part of the questionnaire consists of the Demographic Survey. The second part of the questionnaire included the Organisational Citizenship Behaviour Scale which was developed by Van Dyne et al., 1994. Approximately half of the items were reverse coded in this instrument. The present study uses the reconceptualised Organisational Citizenship Behaviour Scale which consisted of these 34 items measured using a five-point Likert scale. The third part of the questionnaire included the Personal Social Capital Scale developed by Chen, X., et al., (2008). It contained 42 items for assessing the Personal Social Capital which were measured using a five-point Likert scale.

2.3. Profile of the Participants

The following table describes the profile of the respondents of the study.

Table: *Showing profile of the participants*

		Frequency	**Percentage**
Gender	Male	78	74.3
	Female	27	25.7
Age	20-25 years	50	47.6
	26-30 years	29	27.6
	31-35 years	12	11.4
	36-40 years	9	8.6
	41 years and above	5	4.8
Educational Qualification	SSLC	10	9.5
	+2	8	7.6
	UG	43	41.0
	PG	34	32.4
	DIPLOMA	10	9.5
Functions	Sales	28	26.7
	Service	38	36.2
	Finance	16	15.2
	Human Resource	13	12.4
	Information Technology	10	9.5
Designations	Managers	12	11.4
	Executives	71	67.6
	Associates	22	21.0
Work Experience of the Respondents in the Current Organization	less than one year	33	31.4
	1-2 years	36	34.3
	3-4years	22	21.0
	5years and above	14	13.3

3. RESULTS AND DISCUSSION

Correlation Analysis was done to establish the relationship between Social Capital and Organizational Citizenship Behaviour. The following table explains the correlation between Social Capital and Organisational Citizenship Behaviour.

Table. *Correlation between Social Capital and Organisational Citizenship Behaviour*

Factors		N	Pearson Correlation	Significance**
Social Capital	Organisational Citizenship Behaviour	105	0.793	0.002

** Correlation is significant at the 0.05 level (2-tailed).

Dependent Variable: Organisational Citizenship Behaviour

Independent Variable: Social Capital

As given in the table the observed value of probability (0.002) is less than the alpha value (0.05). This indicates that the hypothesis is accepted and that there is a significant relationship between Social Capital and Organisational Citizenship Behaviour. Pearson Correlation Coefficient is 0.793. Hence, it can be seen that, there is a positive and high relationship between the two variables.

From the result it is understood that there is strong relationship between Social Capital and Organisational Citizenship Behaviour. This could be because when employees are encouraged to create a rapport among themselves and to be more spontaneous and have a positive attitude of willingness and curiosity to achieve the organisational goals despite exceeding their formal duties and responsibilities. When organisation tries to enhance Social Capital of their employees the Organisational Citizenship Behaviour will also improve.

4. CONCLUSION

This study points out to the need for looking deeper into the factors of these variables by future researchers. Past researches have focused on the organisational level determinants of the Social Capital (Leana der Van Buren et al, 1999). In contrast only very few studies have focused on studying the relationship between Organisational Citizenship Behaviour and Personal Social Capital. The present study needs to be conducted in various other industries with different characteristics of respondents participating, which would further expand and confirm the growing field of research in this area. Future research might also explore the implications of Social Capital on Organisational Citizenship Behaviour. The current study is subject to certain limitations. The present study focuses only on the correlation between the Social Capital and Organisational Citizenship Behaviour and did not involve deeper study of the factors of both the Social Capital and Organisational Citizenship Behaviour.

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