

THE RELATIONSHIP BETWEEN SOCIAL CAPITAL AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (CASE STUDY: YASOUJ EDUCATION AND TRAINING)

***Roham Yazdanpanah¹ and Abolhasan Pordal²**

¹Department of Management, Allamehatabatabaie University College, Iran

²Department of Management, Science and Research Branch of Kohgiluyeh and Boyer-ahmad, Islamic Azad University, Yasouj, Iran

**Author for Correspondence*

ABSTRACT

Social capital results from shaping and establishment of values, norms, traditions, conventions and rules in self realization manner and in the context of social interactions and it produces hypothesis in different fields such as empathy, cooperation, humanism, loyalty and conscience in people's social lives. The relationship between social capital and citizenship behavior is explored in this paper. The aim of the article is to examine the effect of social capital in citizenship behavior. The population includes all employees of Education and Training in yasouj. Sampling was performed randomly based on different fitted classifications and 130 employees were selected out of the population. The method of the study is descriptive with correlation. The relationship between the two variables was analyzed by using SPSS and Amos software. Data is collected using questionnaire. The conclusions show that there is a relationship between social capital and organizational citizenship behavior and all parameters of social capital (structural dimension, cognitive dimension, relational dimension) are directly related with organizational citizenship behavior.

Keywords: *Social Capital, Organizational Citizenship*

INTRODUCTION

In Management science and organizational sociology, organizational citizenship behavior, has appeared as a Emerging phenomenon; A phenomenon which the employee as a corporate citizen is expected, over and above the requirements of their official duties, act in the service of organizational goals.

But other phenomena, like other social phenomena, are affected by numerous factors and one of the most important factors affecting on organizational citizenship behavior is social capital.

Organizational citizenship behavior can help organizations create knowledge sharing and cooperative action; because social capital is crucial to the rich networks of relationships based on trust and cooperation in communities reveals. Thus, social capital and organizational citizenship behavior are two important issues that have an increasing role in organizational efficiency

Social capital can be broadly as a function of social structure and a set of social resource producing advantage through personal relationships.

Social capital creates value and facilitates the actions of the individual within that structure. It refers to the collective value of all social networks, trust, cooperation, and information generated by those social networks.

Social capital perspective provides a useful argument for the mechanisms through which proactive employees may achieve heightened performance (Thompson, 2005). Social capital theory argues that one's relationship network determines the extent to which one can gain access to data and information, fine influence, and effect change within incorporation (Burt, 1997).

one of the most important features for working in any organization in changing conditions having people that willing to participate in successful change of organizations without formal requirements of jobs, behaviors that go beyond role formal expectations but is more important and even essential for survival of the organization and are defined as organizational citizenship behavior (Steven *et al.*, 2004).

Research Article

Corporations need staffs that worked over their normal duties and have performance beyond expectations of corporations. OCB describing actions that the staff works more than predetermined needs of their role and this causes an increase in organizational effectiveness (Asil, 2013).

In this article, purpose of calculation is the effect of citizenship behavior on the social capital. Citizenship behavior can be influence on the kinds of dimensions of social capital and can be improve of organization's function.

Social Capital

Adler and Kwon (2002) provide this definition, "Social capital is the goodwill available to individuals or organizations. Its source lies in the structure of the actor's social relations.

Social capital is a set of informal values and norms and subjectively-felt obligations that group members share, which are instrumental in shaping the relationships that make organizations work effectively (Adler and Kwon, 2002; Nahapiet and Ghoshal, 1999).

The essence of social capital theory is that personal and interpersonal relationships are the underlying drivers of measurable performance consequences, and that fostering vigorous connections within social networks by creating environments that promote trust, rapport and goodwill yields positive outcomes (Ebers and Maurer, 2006).

Research is tassels relational, cognitive and structural aspects of social capital in multiple contexts including national (Fukuyama, 1995), strategic (Hitt and Ireland, 2002), organizational (Cohen and Prusak, 2001), and retail store level (Merlo *et al.*, 2006). As the need to identify developmental approaches to improve employee commitment and performance becomes more apparent, researchers increasingly examine aspects of social capital (Arregle *et al.*, 2007).

Social capital is defined as valuable capital which can be made by achieving to the social relationships. Different aspects of social capital are described in Table 1.

Table 1: Aspects of social capital: Nahapiet and Ghoshal (1999)

Dimensions	Defintion
structural dimension	Concerns the overall pattern of relationships found in organizations. the structural dimension focuses on whether employees are connected at all
relational dimension	Involves the extent to which people in an organization are connected. the relational dimension focuses on the quality or na-ture of those connections
cognitive dimension	The connections between individuals in an organization. The cognitive dimension concerns the extent to which employees within a social network share a common perspective or understanding.

Organizational Citizenship Behavior

Organ defined OCB as individual behavior that is discretionary, not straightly or Expresslyrecognized by the formal reward system and that in the totality promotes the effective functioning of the corporation. Organizational citizenship behavior is behavior that is voluntary and not part of formal role requirements and not directly recognized by the formal reward system.

Organizational citizenship behavior is an important concept in the field of management; therefore, it has received a great attention in the literature (Koff *et al.*, 2000). According to Organ (1988), organizational citizenship behavior is an important issue that contributes in the survival of an organization. Therefore, it is essential to know the factors that significantly and positively help in creating this good behavior within the corporation. In addition, higher levels of organizational citizenship behavior lead to increased productivityand Profit and, in conclusion, higher success.

A set of voluntary and optional behaviors which are not part of individual's official duties; however, they are carried out and lead to effective improvement of tasks and roles at the organization (Baum *et al.*, 2004). The five dimensions of citizenship behavior as follows (Khani *et al.*, 2013).

Benevolence: Implies the helpful and beneficial behaviors such as: intimacy, sympathy and compassion between the colleagues

Research Article

Dutifulness: THIS aspect includes various samples, and the organization members in this aspect, behave in certain ways, beyond the least necessary task level for the job, such as: helping other members of the organization.

Citizenship Virtue: Includes the behaviors like presence in the extracurricular and additional activities, while this presence is not obligatory.

Chivalry: Implies the patience in the face of adverse and unfavorable situations, without protest, dissatisfaction and complaint.

Respect and Honor: This aspect indicates the people's special way of behavior toward their colleagues, supervisors and audiences of the organization and doing what are not obligatory in the organization but are helpful to the organization.

Organizational citizenship behaviors (OCB) have been associated with positive outcomes for organizations, such as improvements in goals attainment, productivity and overall performance and effectiveness (Wright and Sablinski, 2008).

Social Capital and Organizational Citizenship Behavior: A Literature

Ellinger *et al.*, (2013) investigated "Influences of organizational investments in social capital on service employee commitment and performance. Results from a field study of 407 customer facing employees from multiple service organizations suggest that making organizational investments in social capital favorably influences service, employee performance, employees' commitment, loyalty and organizational citizenship behavior.

Asil *et al.*, (2013) in article "The Relationship between Organizational Citizenship Behavior and Social Capital in Higher Education Centers (Public, Private and Azad) of Guilan Province" indicate that there is significant relationship between organizational citizenship behavior and social capital in Guilan Province University.

Askarian *et al.*, (2013) investigated the Relationship between Social Capital and Organizational Citizenship Behavior Categories of Girls' State High Schools of Tehran during Academic Year of 91-92. The results of this research showed that there is a significant relationship between the six categories of social capital and organizational citizenship behavior.

Geo and Yanhan (2010) in the empirical study titled "Understanding the relationship between citizenship behavior and social exchange mechanism: An empirical study in China "Showed that job satisfaction mediates stable and strong emotional impact on organizational citizenship behavior.

Ariani (2012) investigated "The Relationship between Individual Performance, Organizational Citizenship Behaviors, and Social Capital: An Empirical Study from Banking Industry in Indonesia". The finding indicates altruism and courtesy affect cognitive, relational, and structural social capital, but sportsmanship doesn't. The relationship between Organizational Citizenship Behavior and employee performance are partially mediated by three dimensions of social capital comprise cognitive, relational, and structural.

Ebrahimi *et al.*, (2013) Investigated The Effect of Organization Citizenship Behavior on Social Capital in Iran's Cement Factories. According to the conclusions, the effect of administrative citizenship behavior on the employees' social capital has positive and meaningful influence.

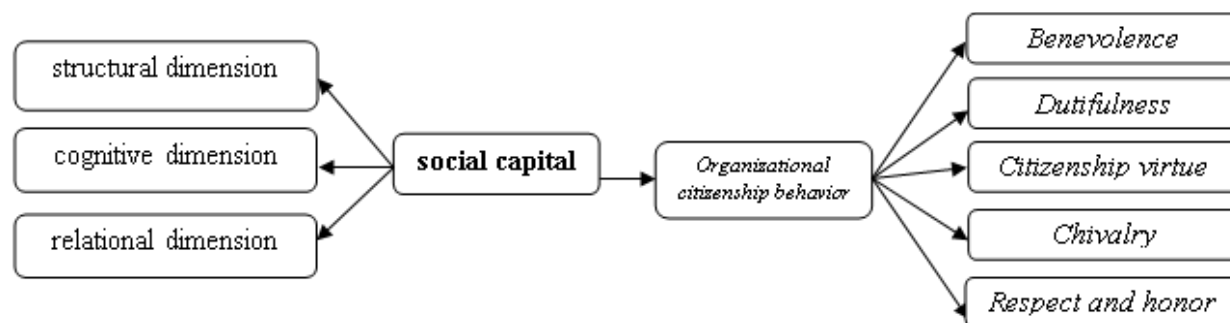


Figure 1: Conceptual Model

Research Article

Hypothesis

- 1- There is a positive and significant relationship between social capital and Organizational Citizenship Behavior among Education and Training employees in yasouj.
- 2- There is a positive and significant relationship between structural dimension of social capital and Organizational Citizenship Behavior among Education and Training employees in yasouj.
- 3- There is a positive and significant relationship between cognitive dimension of social capital and Organizational Citizenship Behavior among Education and Training employees in yasouj.
- 4- There is a positive and significant relationship between relational dimension of social capital and Organizational Citizenship Behavior among Education and Training employees in yasouj.

MATERIALS AND METHODS

Methodology

Statistical population includes employees of Education and Training yasouj in Iran. Therefore, 130 questionnaires were distributed among members of statistical community.

The tool that was used to measure the quantitative data is SPSS 19 and Structural equation modeling technique (Amos Software). All constructs were measured using five-point likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded.

In order to evaluate the validity of the data achieved through instrument (questionnaire) readers, advisors, and experts, and also factor analysis is used.

To get reliability coefficient before final implementation, a sample was randomly chosen and the questionnaire was conducted. Cronbach's alpha was assigned to be 0.936 which is an evidence for reliability of the questionnaire. In table 2 our research the reliability of the items is checked through Cronbach's alpha which shows that our research variables are reliable and there exists internal consistency between them.

Table 2: Reliability coefficient of research variables related to given hypotheses

Feature	Number of Questions	Cronbach's Alpha Coefficient
social capital	18	87.2
structural dimension	6	86.4
cognitive dimension	6	85.2
relational dimension	6	83.1
Organizational Citizenship Behavior	15	90.7
Total	33	0.936

Descriptive Data

This study attempts to understand the relationships among brand personality, Perceived service quality and brand loyalty. Table 3 shows Descriptive statistical data the relation to the customers participated to the research (n = 130).

The social demographic qualification of the participants is as follows: 68 male (52 %) and 62 female (48%) participated to the research:

Table 3: Demographic qualifications of participants: Gender

Gender	Frequency	(%)
Male	68	52
Female	62	48

The educational background of the participants are; 17 people (% 13) diploma, 33 people (% 25) have Associate course, 68 people have b.sc degree (% 52), 22 people (% 16) have m. sc degree:

Research Article

Table 4: Demographic qualifications of participants: Education

Education	Frequency	(%)
Diploma	17	13
Associate course	33	25
b.sc	68	52
m. sc	22	16

The age classification of participants are; 8 people (% 6) are between 15 - 20; 33people (% 25) are between 21-30; 50 people (% 38) are between 31-40; 37 people (% 28) are between 41-50 and 2people (% 1) are more than the age of 50:

Table 5: Demographic qualifications of participants: Age

Age	Frequency	(%)
<20	8	06
21 – 30	33	25
31 – 40	50	38
41 – 50	37	28
50 <	2	01

Table 6: Correlation Between research variables was examined:

Variable	1	2	3	4	5
social capital	*	.810	.799	.731	.660
structural dimension	-	*	.613	.337	.599
cognitive dimension	-	-	*	.291	.495
relational dimension	-	-	-	*	.461
Organizational Citizenship Behavior	-	-	-	-	*

Structural relationships in the conceptual model were tested with AMOS. The maximum likelihood fitting function was used to estimate parameters. The CFI comparative index could be used to determine the properness of the model.

In this study, CFI equals.872 since this value is more than the standard value, this could be argued that the designed model suits the collected data. The PCFI Index is also another index whose value is between 0/5 and one and indicates an acceptable value and.

In the current study PCFI is.53. The Tier Luis Index (TLI) is another index which indicates the suitability of the selected variables for the properness of the mode and its value is .793 in the current research. Finally, the concept validity of the research is approved from statistical point of view.

According to the indexes it can be concluded that the model have a relatively good fitness.

Table 7: Results of the best fitting model

Index	PCFI	AGFI	NFI	CFI	TLI
Acceptable value	Acceptable value	Between zero and one	Between zero and one	Between zero and one	Between zero and one
Amount	.53	.591	.871	.872	.793

Findings Analysis

1 Hypothesis: There is a meaningful relationship between social capital and Organizational Citizenship Behavior among Education and Training employees in Yasouj.

Research Article

Table 8: 1 Hypotheses

Hypothesis	Independent variable	Dependent variable	Beta	T	Sig	Result
1	social capital	Organizational Citizenship Behavior	.660	9.263	.000	Accepted

As shown in table 8, since observed value is equal to P-value and 0.000 is less than Sig level ($\alpha=0.5$), so there is a relationship between social capital and Organizational Citizenship Behavior among Education and Training employees in Yasouj City with 95% confidence.

2 *Hypotheses*: There is a meaningful relationship between structural dimension of social capital and Organizational Citizenship Behavior among Education and Training employees in Yasouj.

Table 9: 2 Hypotheses

Hypothesis	Independent variable	Dependent variable	Beta	T	Sig	Result
2	structural dimension	Organizational Citizenship Behavior	.599	7.955	.000	Accepted

As shown in table 9, since observed value is equal to P-value and 0.000 is less than Sig level ($\alpha=0.5$), so there is a relationship between structural dimension of social capital and Organizational Citizenship Behavior among Education and Training employees in Yasouj with 95% confidence.

3 *Hypotheses*: There is a meaningful relationship between cognitive dimension of social capital and Organizational Citizenship Behavior among Education and Training employees in Yasouj.

Table 10: 3 Hypotheses

Hypothesis	Independent variable	Dependent variable	Beta	T	Sig	Result
3	cognitive dimension	Organizational Citizenship Behavior	.495	6.049	.000	Accepted

As shown in table 10, since observed value is equal to P-value and 0.000 is less than Sig level ($\alpha=0.5$), so there is a relationship between cognitive dimension of social capital and Organizational Citizenship Behavior among Education and Training employees in Yasouj city with 95% confidence.

4 *Hypotheses*: There is a meaningful relationship between relational dimension of social capital and Organizational Citizenship Behavior among Education and Training employees in Yasouj.

Table 11: 4 hypotheses

Hypothesis	Independent variable	Dependent variable	Beta	T	Sig	Result
4	relational dimension	Organizational Citizenship Behavior	.461	5.466	.000	Accepted

As shown in table 11, since observed value is equal to P-value and 0.000 is less than Sig level ($\alpha=0.5$), so there is a relationship between relational dimension of social capital and Organizational Citizenship Behavior among Education and Training employees in Yasouj city with 95% confidence.

CONCLUSIONS

This study provides a foundation for better understanding how social capital may help organizations to more effectively support and develop Citizenship Behavior in employees' to the firm. The findings confirm most of our hypothesis. We found that social capital in organizations was given to develop Organizational Citizenship Behavior in employees. Secondly, we found that the structural dimension of social capital was linked with Organizational Citizenship Behavior in employees. Thirdly, the relationship between cognitive dimensions of social capital And Organizational Citizenship Behavior is positive. Fourth, our findings also suggest that relational dimension of social capital is related to Organizational

Research Article

Citizenship Behavior in employees. The results of the study are in line with studies of Ariani (2012), Yaghoubi and colleagues (2012), Ahmadi (2010), Amiri and Arefnejad (2013) and JebeliSinki (2012).

An organization that has social capital will benefit from a competitive advantage that can be surpassed by opponents. It should be noted that the social capital of individuals, relationships, corporations, and communities arises. Social capital is also a narrow relationship between the individual and the organization with people outside the organization formed. The results of this study provide actionable implications for corporations. Encouraging managers to embrace behaviors consistent with the notion of making investments in social capital appears to be a viable approach for improving the work-related attitudes, cultural norms and organizational citizenship behavior of employees. Such research would help to broaden what service researchers know about the role of social capital, and help service corporations to better serve customers by more effectively addressing the needs of employees who serve those customers.

REFERENCES

- Adler PS and Kwon SW (2002).** Social Capital: Prospects for a New Concept. *Academy of Management Review* **27** 17-40.
- Ahmadi R (2004).** Investigating the social capital and its evaluation indexes in 28 states of the country. National plan office of Culture Ministry.
- Amirkhani T (2005).** Investigating the relationship between organizational justice sensitivity and social capital class in organization. M.A. thesis, Management Faculty of Tehran University.
- Arregle J, Hitt MA, Sirmon DG and Very P (2007).** The development of organizational social capital: Attributes of family firms. *Journal of Management Studies* **44**(1) 73–95.
- Askarian M and Keramati S (2014).** Investigating the Relationship between Social Capital and Organizational Citizenship Behavior Categories of Girls' State High Schools of Tehran during Academic Year of 91-92. *Nationalpark-Forschung in der Schweiz* **103**(2).
- Burt RS (1997).** The Contingent Value of Social Capital. *Administrative Science Quarterly* **42** 339-365.
- Cohen D and Prusak L (2001).** *In Good Company: How Social Capital Makes Organizations Work* (Harvard Business School Press) Boston.
- Ebrahimi R, Karimi A and Zargar S (2013).** The Effect of Organization Citizenship Behavior on Social Capital in Iran's Cement Factories. *International Journal of Academic Research in Accounting, Finance and Management Sciences* **3**(2) 104–109.
- Ellinger A, Carolyn M, Andrea D, Bachrach A and Yu-Lin W (2013).** Influences of organizational investments in social capital on service employee commitment and performance. *Journal of Business Research* **66** 1124–1133.
- Fukuyama F (1995).** *Trust: The Social Virtues and the Creation of Prosperity* (Free Press) New York.
- Hitt MA and Ireland RD (2002).** The essence of strategic leadership: Managing human and social capital. *Journal of Leadership and Organizational Studies* **9**(1) 3–14.
- Jebeli Sinki A (2012).** Investigation of the relationship between the social capital and organizational citizenship behavior in central office of Iran insurance. M.A thesis, Faculty of Psychology and Educational Science of Tehran University.
- Khani MH, Fallah MY and Ghasemi H (2013).** The Relationship between Religiousness and Organizational Citizenship Behavior among the Teachers of Abeyek City (IRAN). *Journal of American Science* **9**(3) 304 – 310.
- Maurer I and Ebers M (2006).** Dynamics of social capital and their performance implications: Lessons from biotechnology start-ups. *Administrative Science Quarterly* **51**(2) 262–292.
- Merlo O, Bell SJ, Menguc B and Whitwell GW (2006).** Social capital, customer service orientation and creativity in retail stores. *Journal of Business Research* **59**(12) 1214–1221
- Nahapiet J and Ghoshal S (1999).** Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review* **23**(2) 242–266.

Research Article

Nopasand Asil M, Azadehdel M, Rastgar A and Kiadei H (2013). The Relationship between Organizational Citizenship Behavior and Social Capital in Higher Education Centers (Public, Private and Azad) of Guilan Province.interdisciplinary. *Journal of Contemporary Research in Business* **5**(4).

Steven H, Appelbaum N, Bartolomucci, Beaumier E, Boulanger J, Corrigan R, Doré I, Girard C and Serroni C (2004). Organizational Citizenship Behavior: A Case Study of Culture, Leadership and Trust. *Management Decision* **42**(1) 13-40.

Thompson JA (2005). Proactive Personality and Job Performance: A Social Capital Perspective. *Journal of Applied Psychology* **90**(5) 1011-1017.

Wahyu Ariani D (2012). The Relationship between Social Capital, Organizational Citizenship Behaviors, and Individual Performance: An Empirical Study from Banking Industry in Indonesia. *Journal of Management Research* **4**(2).

Wright C and Sablinski C (2008). Procedural justice, mood, and prosocial personality influence on organizational citizenship behavior. *North American Journal of Psychology* **10**(2) 397-412.

Yaghoubi N et al., (2012). The Relation between Organizational Citizenship Behavior (OCB) and Social Capital (SC). *American Journal of Scientific Research* **24** 121-126.