

The Study of Effect of Social Capital of Staff on Creation of Organizational Citizenship Behavior

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Abstract

Successful organizations are organizations that have experienced and efficient manpower; the individuals that do not spare any effort in order to achieve the predetermined goals. Presence of indicators in staff of successful organizations has brought the concepts such as organizational citizenship behavior into the field of science. In this study we are to examine how social capital of staff affects on creation of strengthening organizational citizenship behavior. The most important findings of the study are: 1. Social capital rate of individuals has a significant impact on organizational citizenship behavior of them. 2. The level of awareness of individuals has a significant impact on organizational citizenship behavior of them. 3. The extent of participation of individuals with each other has a significant impact on organizational citizenship behavior of them.

Keywords: Social capital, awareness, trust, partnership, organizational citizenship behavior (OCB)

Introduction and expression of issue

Use of efficient and effective human resources in the world today is one of the issues that various organizations are involved with that. The success of any organization depends largely on this issue that the workers carry out their duties properly; especially if they help achieve the goals of organization by behaviors beyond their duties. Due to the special importance that these actions have in furtherance of objectives, the experts have done special studies on such behaviors. In short, such behaviors are called organizational citizenship behaviors.

Wat and Schaffer (2005) believe that citizens who have good organizational behavior enable organizations to effectively allocate scarce resources; such employees would increase and improve the abilities of colleagues and managers to perform tasks. Organizations that develop their citizenship behaviors are attractive places to work and will be able to hire the best people (Wat and Shaffer, 2005).

Given the importance that organizational citizenship behavior has for all organizations, study in this area will be considered by organizations. In fact, several organizations are interested in examining how to create and influence of such behaviors on performance and optimizing of the organizations. One of the important factors in this field is examining the effective factors on creating and increasing the organizational citizenship behaviors. This study intends to study how social capital affects relations of staff in non-profit institutions of Isfahan city on outbreak of their organizational citizenship behaviors.

As the social capital literature review suggests, social capital can help contributing to the development of human capital (Share Poor, 2001) facilitating economic transactions at different levels (Putnam, 2005) and the reduction of transaction costs (Share Poor, 2001) and then provides an atmosphere that would lead to more organizational citizenship behaviors. Therefore, this article intends to study how the social capital affects organizational citizenship behavior and presents practical solutions to increase these behaviors with respect to social capital variable.

Theoretical Foundations

OCB concept first was proposed by the Organ and Batman in the 1980s. After the introduction of this concept by the Organ and colleagues, experts with the use of concepts such as ((cross-role conduct)), Van Diane, Cummings and Parks (1995) ((aid organizational behavior)), ((organizational spontaneity)), (George and Brief 1992, George and Joner 1997) and ((the field function)), (Borman and Moto Vidlo 1993, Borman, White and Durrelli, 1995 and Motoroid Louvenastar 1994) began to explain it over two decades. After that the OCB in the field of its organization and management, attracted special attention of experts and the determinants and consequences of this phenomenon in environment were investigated by many. OCB are behaviors such as volunteering to do things that are not necessary, new proposals for improving the organization, not violating the rights of workers and voluntary participation in the group's expert committee. Some consider OCB as a set of voluntary and optional behaviors that are not part of the official duties performed by person, but however, it is done by that person and improves organization's tasks and roles (Setaieshgar and Qosdi, 2008). In addition, OCB is informal assistance that employees can freely do or refrain from doing it regardless of formal rewards, as a person.

Organ considers citizenship behavior as positive efforts to improve efficiency and solidarity and cohesion in the workplace that is beyond organizational requirements (hodson, 2008). He believes that organizational citizenship behavior is a voluntary individual behavior that is not designed directly by the formal

reward system at organizations however, improves effectiveness and efficiency of the organization. This definition emphasizes again the main feature of citizenship, first, be voluntary, not a predetermined task and not as part of official duties; secondly the benefits of this behavior, has organizational aspects and the third is organizational citizenship behavior is multifaceted in nature (Gholamhoseini quoted organ, 2010).

Organ (1988) considers citizenship behavior based on indicators of conscientiousness, altruism, civic virtue, chivalry and respect and reverence. As can be seen on the indicators of OCB there is no unique consensus among the experts. For example, aspects like donor behavior, sportsmanship and over, loyalty to the organization, follow the instructions, individual innovation, conscience, personal development, polite and thoughtful, civic virtue, altruism, in several studies as OCB have been considered.

Conscientiousness dimensions includes Behavior in which members of the organization do beyond the minimum level required to perform their duties; People with progressive citizenship behavior in the worst conditions, even in the case of illness and disability to continue to work, which represents the top of their duty. Altruism is a behavior useful and profitable such as intimacy, empathy and compassion among the staff, whether directly or indirectly helps employees with problems. Civic virtues, including behaviors such as participation in extracurricular activities even when this presence is not required, support the development and changes in the organization and management provided by the tendency to stress the importance of reading and increase public information posters and announcements to inform the others.

Generosity, is a kind behavior that tolerance against the different situations and unfavorable without protest, dissatisfaction and complaints. Reverence, is the index indicates how people behave with colleagues, supervisors and clients of the organization. People who treat others with the respect and reverence with progressive citizenship behavior (Islamic and Mobile, quoted by organ 2008). podsakoff and other considered indicators of relief conduct, chivalry, organizational commitment, personal initiative, civic virtue and self-healing for OCB (podsakoff, 2000).

Net Mir considered indices of chivalry, socially, conscious and altruism that characterize organizational citizenship behavior (Castro, 2004). Markuzy also considered OCB as two kinds of active help and assistance and avoiding behavior which is damaging to the employees and the organization. One of the concepts that can help an organization to achieve organizational citizenship behavior is social capital. The concept of social capital was raised first by Lida Hanyfan In 1961, John Jacob used the term and he believes for a city network is a social capital. Then the concept used in the economy Grft.patnam, Bourdieu and Coleman are the most important people in this area have a theory. The definition of social capital can be said is that if physical capital in the building, there is a ground-generating equipment, financial capital is what a person has in the bank (money), and human capital is what is in the minds of people; (Education and different skills), social capital is something that the networks of relationships with others. (Tajbakhsh, 2005).

Social capital has two features, First, it includes the aspect of social structures Secondly some specific actions within the structure will facilitate actors. Social capital like other forms of capital, is productive it means it makes possible the certain objectives cannot be achieved in the absence of it. Social capital as leverage the success of entrepreneurs in the organization and is popular; Social capital is a suitable for the productivity of human and physical capital and a way to achieve success is viewed (Alvani and Shirvani 2006). Social capital has the potential to form networks of social relations and increase solidarity between the staff and thereby provides faster and easier achievement to the goals.

Putnam believes that the basic idea of social capital theory is that social networks have value and social relations are effective at productivity of individuals and groups. But some say the greatest contribution at the literature of social capital is for Putnam that brought this term from social and economic theories to public literature and has a very large share in its introduction to the public. Some considers social capital as aspects of social structure (Coleman 1998 Vinstra, 2005 Velin, 2005). Some consider it as values and norms governing the relations (Hani fan 1385.fookuya 1379). Some emphasize on available sources in social relations. (Bourdieu, 1384, Lori 1385 and, 2003, fiehd, Ports 2005, Vinstra, 2005 and Lory 2003). Some in the definition of social capital focus only on the network of social relations (Pratt, 2003 and bullen and onyx, 1818).

On the other hand, social capital can be divided in two dimensions of subjective and objective. The mental (cognitive) points to more abstract manifestations of social capital, such as norms and values such as trust that affect people's interactions and structural dimension (institutional), which is visible and tangible aspects of the concept of social capital such as available networks among people who are able to pursue economic, social, cultural or political objectives.

Velkak divided social capital in three categories: Social capital within the group that represents the correlation between the same people who have similar situations, such as family, close friends and neighbors, Social capital outside the group that contains greater solidarity among people, such as colleagues and friends and strangers, and Communication social capital representing the correlation between the non-identical positions such as people outside of society and so these people can take advantage of the wider sources of them (wool cock, 2001).

Roopertez distinguishes the social capital in terms of quality as the rights of the citizens from has a individual social capital and his view of personal social capital, is kinship right providing this possibility that public works contracts would be transferred certain individuals and rules to be set aside but the collective social capital is defined as a civic morality that is based on the application of fair and equitable rights (Abdullahi quoted by Roopertez).

A review on previous research

In a study by Zeraee and colleagues (2006) entitled "Understanding the meaning of citizenship behavior and its relationship with health performance" that the results show that at the organizations studied, there was no significant difference in terms of human sacrifice citizenship but in terms of the organization and its components and organizational citizenship behavior show that from among organizational intelligence components, elements of a shared destiny and the spirit of organizational citizenship behavior have a significant positive correlation and component of the desire to change with the organizational citizenship behavior showed a negative relationship.

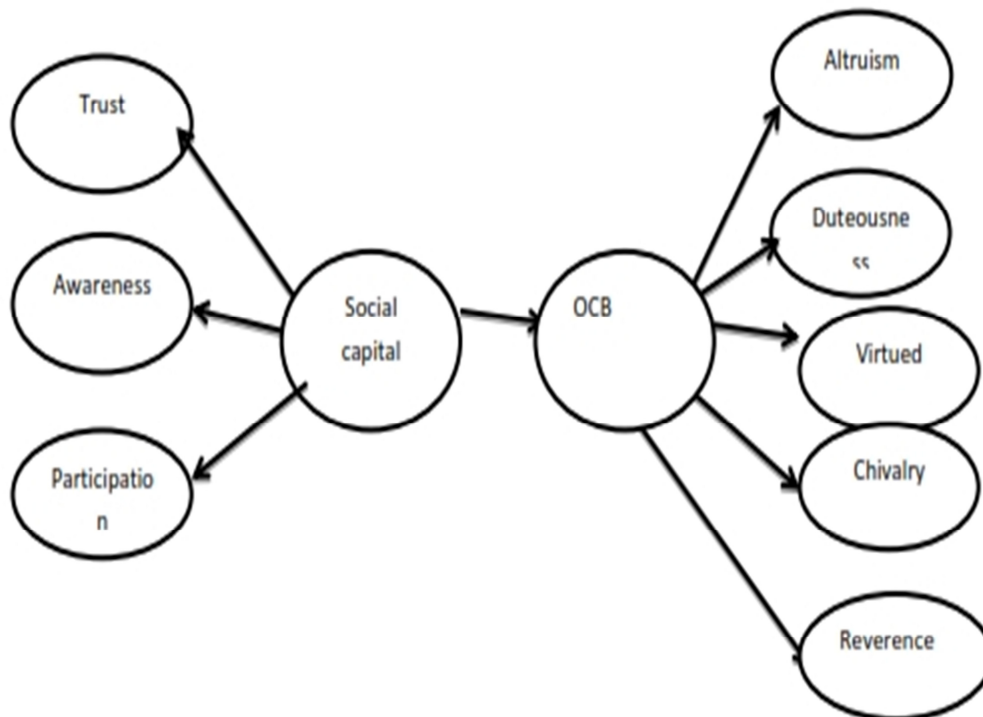
In a research by Petingtone and colleagues (2004) as "transformational leadership, job design goals and challenging the efficiency of the staff," the researchers concluded that employees, who work for transformational leadership often beyond the official duties for the benefit of the entire organization, find motivation. In addition, if the leaders of the close, warm, supportive and developed are fostered, employees will be willing to engage in high levels of citizen behavior. In the Moqimi research (2005) called "organizational citizenship behavior theory to practice" The results showed that organizational citizenship behavior in organizations has no desirable situation and altruism points are better than the other components of organizational citizenship behavior, however, the situation is far from ideal.

Rezaeian and Rahimi (2008) in a study examined "assess the effectiveness of the justice spirit of OCB with regard to the role of organizational trust". The study sample consisted of 154 bank employees. This research was a survey one and the results of the study showed that procedural justice is based on the path analysis model affected on citizenship behavior of staff. As can be seen there is no research that examines the impact of social capital on organizational citizenship behavior and this research is trying to take practical steps for scientific vacuums as much as possible.

Figure 1. Theoretical model of research

Method of research

The research is based on two methods of document and survey. In the documentary stage, the theoretical



foundations of two variables organizational citizenship behavior, and social capital have been investigated by means of books, magazines and Internet sites and thereby degrees and backgrounds of these two variables were

studied and organizational citizenship behavior were operational with indicators of altruism, conscientiousness, sportsmanship and civic virtue and social capital indicators awareness, confidence and participation and items made in this area in the form of questionnaires were collected. The population studied included all employees at non-profit organizations in Isfahan city. The sample size using formula Cochran and confidence 95% is estimated to be 170. Cluster sampling method was multi-stage; questionnaires were collected in interview method.

Indexing of variables

Table 1. Indexing of OCB

Variable name	Index	Operational definition
OCB	Altruism	Cooperation with freshman to adapt to the environment. Helping partners to solve business problems Doing working practices of partners in an emergency Positive interaction and cooperation with partners
	Duteousness	Doing work tasks despite all the difficulties Doing new challenge work tasks What in the best way Trying to do the job with the least mistakes
	Chivalry	Refrain from complaining of minor problems Avoid of grandiosity of problems Focus on the positive aspects of work Making help outside the scope of the duty to colleagues
	Civic virtue	Participation in extracurricular activities without any expectations, install posters and announcements in the field of books and magazines related to career development to inform others

Table 2. Indexing of social capital; Source: author

Variable name	Index	Operational definition
Social capital	Awareness	Awareness of the problems with colleagues, Awareness of the working status of colleagues,
	Trust	Trust of employees to each other, trust of employees to managers, trust of managers to staff
	Participation	Involvement of employees in solving problems of each other, the participation of employees to replace interchangeably, participation in team meetings and group discussions, participation in the establishment of organizational loan

Validity of questionnaire

To ensure the validity of the questionnaire, the content validity was used. To ensure of the example validity, after studying and taking notes from various books, articles and leaflets, the notes were reviewed with approach of the question, and several questions were designed and these questions were place beside other questions that had been extracted from validating questionnaires in connection with organizational citizenship behavior, and social capital variables. Finally, by preliminary study and review we removed and modified some questions so as to meet the remaining questions raised hypotheses in this study, also, the questionnaire was placed at the disposal of researchers and scholars and by applying their views and some modifications we ensured of validity of the questionnaire items. So generally we have a validated questionnaire content that shows exactly what will be measured, which is needed by the scholar.

Reliability of the questionnaire

Table 3. Calculating reliability coefficient for the sub-dimensions of organizational citizenship behaviors and social capital

Variable name	Index	Reliability coefficient	Coefficient value
Social capital	Awareness	Cronbach's alpha	0/6
	Trust	Cronbach's alpha	0/5
	Participation	Cronbach's alpha	0/7
OCB	Altruism	Cronbach's alpha	0/8
	Duteousness	Cronbach's alpha	0/8
	Chivalry	Cronbach's alpha	0/7
	Civic virtue	Cronbach's alpha	0/6
	Reverence	Cronbach's alpha	0/7

We see that the sub-scale of questionnaire has a good reliability so that the sub-scale of questionnaire have a reliability coefficient higher than 0.5.

Findings of study

The descriptive findings

Table 4. Distribution of frequency of respondents by gender

Gender	Frequency	Percentage
Female	102	60
Male	68	40
Total	170	100

Table 5. Distribution of frequency of respondents according to education

Education	Frequency	Percentage
MA	34	20
Bachelor's degree	119	70
Diploma	17	10
Total	170	100

Table 6. Frequency distribution of respondents according to the level of social capital

Social capital	Frequency	Percentage
High	51	30
Medium	85	50
Low	34	20
Total	170	100

Table 7. Frequency distribution of respondents according to the level of organization citizenship behavior\

OCB	Frequency	Percentage
High	51	30
Medium	85	40
Low	34	20
Total	170	100

Illative findings

Sub-hypotheses are as follows

- There is a relation between the level of awareness and the extent of their citizenship behavior.
- There is a relation between trust between people and their citizenship behavior rate
- There is a relation between the extent of their participation and citizenship behavior

Statistical hypothesis for each sub-hypothesis is as follows. Ho: $p=0$, H1: $p\neq 0$

At the null hypothesis, it is assumed that there is no correlation between dependent and independent variables and at other hypothesis it is assumed that there is a correlation between the independent and dependent variables.

A) Subsidiary hypotheses testing

Table 8. Table of Pearson correlation coefficient test to test the subsidiary hypotheses

Independent variable	Dependent variable	Organization behavior
Awareness	Pearson Correlation coefficient	0/46
	Impact coefficient	0/86
	Significance level	0/00
Trust	Pearson Correlation coefficient	0/22
	Impact coefficient	0/046
	Significance level	0/02
Participation	Pearson Correlation coefficient	0/32
	Impact coefficient	0/1
	Significance level	0/001

Results of Table show there is a correlation coefficient equal to 0/41 between awareness and organizational citizenship behavior and since the level of significance is less than 0/05 equal to zero so the coefficient obtained is significant and the results of the sample population can be extended to statistic population with 95% confidence and therefore we reject the null hypothesis and research hypothesis accepted. Also, due to the effect coefficient it can be expected to 0/16 of the variance in organizational citizenship behavior is related to

the variable of awareness.

The second hypothesis test results show that there is a correlation coefficient equal to 0/22 in sample population between trust of employees and organizational citizenship behavior; and because the significant level is less than 0/05 so the results with 95% confidence can be extended to the statistic population and therefore we reject the null hypothesis and accepted the other hypothesis. Also, due to the effect coefficient it can be expected to 0/46 of the variance of organizational citizenship behavior variable is related to variable of trust. The third hypothesis testing suggests that the correlation coefficient is equal to 0/32 between participation in the workplace and organizational citizenship behavior in the population sample; and because the significant level is less than 0/05 so the results with 95% confidence can be extended to the statistic population and therefore we reject the null hypothesis and accepted the other study hypothesis. Also, due to the effect coefficient it can be expected that up to 0/1 of the variance of organizational citizenship behavior is determined by participation.

B) Testing the main hypothesis

Hypothesis: the social capital of their employees and organizational citizenship behavior are related.

It is assumed in the null hypothesis that there is no relation between the two variables of OCB and social capital and the other hypothesis suggests such a relationship. Ho: $p = 0$ H1: $p \neq 0$ (Table 9)

Independent variable/ dependent variable		OCB
Social capital	Pearson correlation coefficient	0/32
	Impact coefficient	0/1
	Significance level	0/000

Hypothesis testing

The main hypothesis testing results indicate a correlation of 0/32 between the amount of social capital of personnel and organizational citizenship behavior; and since the significance level is less than 0/05 this value is significant and therefore the results of the sample population with 95% certainty can be extended to statistic population, also, due to the effect coefficient it can be expected that up to 0/1 of the variance of organizational citizenship behavior of staff would be determined by their social capital.

Conclusion

The increasing role of employees in value creation for organizations has brought concepts into the field of scientific and business of organizations. One of these concepts is organizational citizenship behavior. These behaviors include behaviors that people take beyond their designated duty and role in the organization and with indicators such as generosity, altruism, civic virtue, becomes clear. Because of the importance that such behaviors have for the continuity and consistency of their organizations, examining how these behaviors are formed, the rate and level of them and factors affecting organizational citizenship behavior get very important. This article examines one of the most important factors affecting organizational citizenship behavior namely social capital. Social capital is capital that there is at relationship is based on trust and awareness and participation according what is available at the literature of social capital. This concept is not old but it is so important that some have considered it the missing link in the development of underdeveloped countries (Behzad, 2001). When social capital is dominant at interactions, transactions would be facilitated and coordinating people will be easier for the public good (Tajbakhsh, 2005).

In fact, social capital by providing adequate space for the interaction of individuals makes collective goals more accessible and possible and this issue is of particular importance for organizations that are known based on pre-defined objectives and the means to achieve these organizational citizenship behaviors. The results of this study also reflect the positive and direct impact of social capital and its indicators on organizational citizenship behavior so it seems that one way to increase organizational citizenship behavior is increasing social capital in organizations. When the employee are aware of their circumstances, trust each other, and become volunteer to assist and help each other and contribute to solve the organization's problems of each other then it increases social capital and this increase would provide organizational citizenship behavior outbreak but now, as the results show the organizational citizenship behavior and also the level of social capital among studied workers is not desirable (the majority of respondents are in low and medium level). Since organizations are small communities that represent the society it seems that such problems reflect the problems in this area of the society which can be as an alarm for poor relations of people in the future of Iran.

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