

Probing the effect of Organizational Citizenship Behavior (OCB) on Social Capital (SC)

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ABSTRACT

The recent of studied were illustrated that there is a relationship between Social capital and OCB in organization. According to be importance of social capital in every organization, this study tends to probe of relationship between social capital and OCB by survey perspective in East Azerbaijan corporative organization in Iran. The sample size of the present study is 196 that selected from East Azerbaijan corporative organization. Social capital questionnaire was designed by Nahapiet and Ghoshal and questionnaires of OCB that has developed by DiPaola, The results illustrated that there is positive significant correlation between the mean scores of social capital and OCB on 95 percent confidence level ($p < 0.05$), and increases or decrease in social capital have direct effect on OCB.

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Introduction:

One of challenge of recent for management and employee at present age in organization is who should use social capital. Also, the management and employee try to use human capital and organizational capital for development utility organization. So, this aim will not available unless all of them in organization, to be used intellectual and social capital together as optimum.

A growing body of empirical evidence suggests that the density of social networks and institutions, and the nature of interpersonal interactions that underlie them, significantly affect the efficiency and sustainability of development programs. Yet the exact channels through which this “social capital” impacts developmental outcomes have only begun to be explored, and many lessons to be drawn from these observations for program design and implementation remain to be formulated. The Social Capital Initiative aims to improve our understanding of this contribution and suggest ways through which the donor community can invest in social capital and create an enabling environment in which social capital can be strengthened. To do this successfully requires an interdisciplinary approach which attempts at bridging some of the current different disciplinary perspectives on social capital (Olson, 1998).

Literature Review:

Social capital:

The concept of social capital was funded 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 and Bastelaer, 2001).

Paldam (2000) has definite social capital as “the glue that holds societies together.” He divides the theoretical approaches into three families of social capital, namely trust, cooperation, and network. Putnam (1993), concept of social capital has three components: moral obligations and norms, social values (especially trust) and social networks (especially voluntary assoc actions).

The social capital of a society includes the institutions, the relationships, the attitudes and values that govern interactions among people and contribute to economic and social development. Social capital, however, is not simply the sum of the institutions which underpin society; it is also the glue that holds them together. It includes the shared values and rules for social conduct expressed in personal relationships, trust,

and a common sense of “civic” responsibility that makes society more than a collection of individuals. Without a degree of common identification with forms of governance, cultural norms, and social rules, it is difficult to imagine a functioning society (Olson, 1998).

Nahapiet and Ghoshal (1998) were definite that there are three elements that are proposed as encompassing social capital, as follow: cognitive capital, relation capital and structural capital. The cognitive aspect of social capital can be description as share of language and stories that there are in organization and society. The relation capital refers to trust, norms, religions, obligations and exceptions and identity that exciting or current in organization. The structural aspect of social capital can be defined as network relation between people, formulated of network and adopt an organization.

Organizational Citizenship Behavior (OCB):

It is a personal and volunteer behavior that is not mentioned directly in official rewards system of an organization. However, it contributes to effectiveness and efficiency in an organization (Appelbaum, Bartolomucci, Beaumier, Boulanger (1938). A collection of volunteer and non-obligatory behavior that is not defined in the official employee job descriptions but contribute to effective improvement of duties and roles in an organization (Cohen & Kol, 2004). These definitions emphasize on three main characteristics of citizenship behavior. The behavior should: 1) be voluntary (they are not predefined obligations and are not included in official job descriptions), 2) be beneficial to organization and 3) be multi-dimensional A good organizational citizen not only should be aware of current issues of an organization but also should express an opinion about them and actively participate in solving organizational problems (Organ , 1998; Bell and Menguc, 2002).,This set of behaviors is not explicitly and directly mentioned in official rewards system of an organization but it contributes to effectiveness of organizational operations (Moorman & Blakely, 1995). This background identifies two main approaches related to the definition of OCB.

Scholars hold different views with respect to the dimensionality of OCB. Smith, Organ (1998) conceptualized OCB with two dimensions: altruism (behavior targeted specifically at helping individuals) and generalized compliance (behavior reflecting compliance with general rules, norms, and expectations). Organ (1988) identified five dimensions belonging to OCBs:

- 1) Altruism: the helping of an individual coworker on a task;
- 2) Courtesy: alerting others in the organization about changes that may affect their work;
- 3) Conscientiousness: carrying out one’s duties beyond the minimum requirements;

- 4) Sportsmanship: refraining from complaining about trivial matters and;
- 5) Civic virtue: participating in the governance of the organization.

Social capital and OCB:

Vilela, Varela González & Fernández Ferrín (2008) were studied about Person–organization fit, OCB and performance appraisal. The finding indicated that the positive effect of OCB on the supervisor's evaluation of the sales agent's performance, both directly and indirectly, through the impact OCB had on the supervisor's fondness of the salesperson. Certain implications of this study, as well as directions for future research, are also addressed.

Yi, Natarajan & Gong (2011) were studied about Customer participation and citizenship behavioral influences on employee performance, satisfaction, commitment, and turnover intention. The results showed that managers how to strengthen the positive effects of customer participation behavior on employee satisfaction, as well as those of customer citizenship behavior on employee satisfaction. This study reveals that these positive relationships may change, depending on similarity and likeability of customers.

Mahdiun, Ghahramani & Rezaii (2010) were studied about Explanation of organizational citizenship behavior with personality. The Results indicated that: 1) OCB and personality dimensions take a place higher than average position. 2) Results of Pearson Correlation show that OCB has positive relations with personality dimensions including: agreeableness, consciousness, openness, and extraversion; however, the relation between neuroticism and OCB seems negative. 3) Result of Regression analysis demonstrates that consciousness, agreeableness and openness predict the OCB.

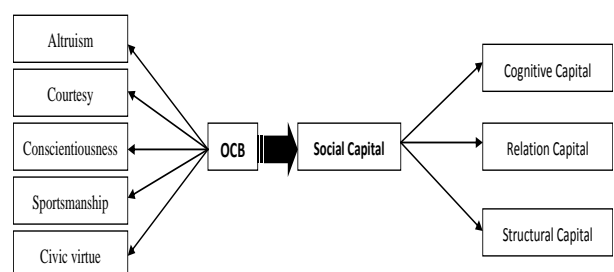


Fig. 1: The Conceptual Framework of present study

Questions of present study:

Whereas, present study was going to review the relationship between OCB and social capital and how to promote it by social capital, so according to above context and subject of this study, the questions of present study is as follows:

- 1) Is there the significant relationship between OCB and social capital and its dimensions?

- 2) Is the model used in this article according to the data collected goodness of fit?

Methodology:

This Study Was Survey research. The sample size of the present study is 196 that selected from East Azerbaijan corporative organization. Social capital questionnaire was designed by Nahapiet and Ghoshal (1998). It contains 35 items and it has three dimensions namely: Cognitive capital, Relation capital and Structural capital. Its reliability of this questionnaire was reported 0.873.

Also, for assess Organizational Citizenship Behaviors of employees, be used the questionnaires of OCB that has developed by DiPaola, Tarter & Hoy (2004) that contained 17 items that was respondent by employee of present organization. The questionnaires used 5 point Likert scales (1 represent strongly disagree and 5 represent strongly agree) to measure the construct. Cronbach's α for this scale was 0.874 to Organizational Citizenship Behaviors questionnaire and 0.893 to Social Capital questionnaire respectively. Data analysis was carried out by using the statistical program packages SPSS 17.0 and LISREL 8.54.

Result:

The Pearson correlation for the study variables is given in Table-1. Social Capital and its dimensions of were correlated with OCB. The dimensions of Social Capital and itself were significantly related to OCB. The results of table-1 illustrate that there is positive relationship between all items except relation factor of SC.

Table 1: shows Pearson correlation coefficient between Social Capital and OCB and (n=196).

Correlations				
	Structural Capital	Relation Capital	Structural Capital	Social Capital
Pearson Correlation	.263**	-.003	.163*	.211**
Sig. (2-tailed)	.000	.972	.022	.003

*. Correlation is significant at the 0.05 level (2-tailed).
 **. Correlation is significant at the 0.01 level (2-tailed).

In accordance with Byrne (1998), a ratio of X2 to df of less than 3 was generally considered an indicator of good model fit, and a ratio of less than 5 was considered acceptable. An adjusted goodness-of-fit index (AGFI) of more than 0.90, a root-mean-square error of approximation (RMSEA) of less than 0.08, and Root Mean Square Residual (RMR) of less than 0.045 and a normal fit index (NFI), Non-Normed Fit Index (NNFI), Comparative Fit Index (CFI) and Incremental Fit Index (IFI) of more than 0.90 were considered indicators of "good fit" Given their complementary features all four indexes were used to evaluate the path model. In this model we use abbreviation of both of

criteria's dimensions (e.g. com= competency, job= job satisfaction and etc.). Data of figure (2), (3) and table-2 illustrated that the exploratory model including all hypothesized variables provided an adequate fit ($\chi^2 = 53.96$; $df = 19$; $p = 0.0000$; a ratio of χ^2 to df of less than 2; goodness of fit index [GFI] = 0.92; adjusted goodness-of-fit index [AGFI] = 0.86; root-mean-square error of approximation [RMSEA] = 0.073 and [RMR] = 0.040) for the data and indicated that the relationship between OCB and Social because of the strong direct effects of Organizational Citizenship Behaviors on Social Capital. The following figures are respectively structural equation modeling (Standard solution) and T-value and table-2 is Model summary of Goodness of fit statistics.

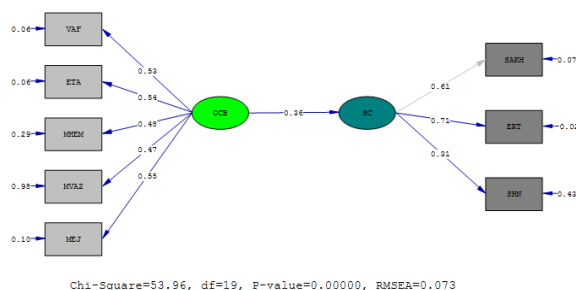


Fig. 1: structural equation modeling (Standard solution).

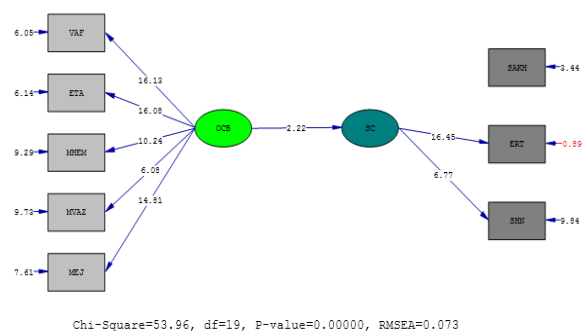


Fig. 2: structural equation modeling (T-value).

Table 2: Model summary of Goodness of fit statistics (n=183)

Chi-square	DF	RMSEA	GFI	AGFI	NFI	NNFI	CFI
53.96	19	0.073	0.92	0.86	0.93	0.93	0.95

Discussion:

The results of study are illustrated that there is the positive and significant relationship between Social Capital and OCB, hence it can be concluded that there is the direct relationship between these two items and increases or decrease in social capital have direct effect on OCB. Also, can be said that present model for measuring all items is favorable. So, the result of table-2 and figures 2,3 which represents the second question of present study is acceptable.

The findings of all questions of present study are in conformity with researches of Mahdiuon, Ghahramani and Rezaïi (2010), Yi, Natarajan and Gong (2011) and Vilela, Varela González and Fernández Ferrín (2008). Therefore, all of organizations, both generally and specially, enhance the level of Organizational Citizenship Behaviors, because with higher it, social capital increases too. Thus, the present organization and even other organizations should invest as acceptable social capital in their organization.

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