

ORGANIZATIONAL CITIZENSHIP BEHAVIOR CREATES SOCIAL CAPITAL IN ORGANIZATION: CASES OF WOMEN EMPLOYEES

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ABSTRACT

In this paper we investigated whether or not the social capital of employees in banking industries in Indonesia have an impact on organizational citizenship behavior (OCB), using a sample of 531 women from branches of the bank industry located in big cities in Java, Indonesia. Bolino, Turnley, and Bloodgood (2002) argued that social capital may result 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 organization, and to take a genuine interest in the organization's activities and overall mission. In short, when a firm is composed of good organizational citizens, it is likely to accumulate higher levels of social capital. Based on their work, I examine that OCB enhance social capital. Specifically, altruism dimension of citizenship behaviors contribute to the creation of structural, relational, and cognitive forms of social capital.

Keywords: organizational citizenship behavior, social capital

JEL classification: D23, E24, J24

INTRODUCTION

Literatures reviews show that are very hard to establish the causal relationship between organizational citizenship behavior (OCB) and social capital. OCB can possess various roles in organization. One of the most important of them is creation and enhancement of social capital (Zarea, 2012). This can be said that OCB lead to social capital and social capital has relationship with OCB. The effects of OCB in recent years have increasingly received attention by researchers and scholars of organization and management field. One of them can be named as creation and enhancement of social capital. Just as the good citizen within an organization contribute the development of social capital within that organization. Good OCB is likely to be important for the creation of social capital within that organization. Researchers have suggested that OCB enhance organizational effectiveness because they lubricate the social machinery of the organization. Bolino, Turnley, and Bloodgood (2002) concluded that citizenship behavior led to development of relation and affective shared between the employees. OCB may have an important role in establishing relationships and OCB can help the organization to the forming the

social capital.

Social capital also led to OCB. Previous research indicates that social capital is an important resource because individual work together more effectively and efficiently when they know one another, understanding one another, and trust with one another (Bolino *et al.*, 2002). Social capital is also the source of increasing knowledge, retaining of organizational knowledge, making relations according to confidence, and feeling cooperation. Relationship between OCB and social capital is positive (Ebrahimi, Karimi, Zargar, Gholami, & Emadzadeh, 2013). According to Hitt, Lee, and Yucel (2002), social capital is one of the most interpersonal factors that impact on improving OCB. Social relations between people are the important factor for the formation of OCB. According to this approach, organizations are a set of resources which provide various capabilities for the organization which give organization an enduring competitive advantage against the competitors.

Organ said that consistent with the social exchange view of OCB, it is likely that individuals who know each other, who like, trust and identify with each other, and who understand one another will be more likely to behave in ways that support the groups' or organizational structure by engaging in OCB (Bolino *et al.*, 2002). Social capital as an organizational phenomenon has proved to be a powerful factor explaining several organizational concerns (Adler & Kwon, 2002), like cooperative behavior, solidarity benefits, higher levels of trust or diminishing the probability of opportunism (Cohen & Prusak, 2001). Research on social capital is very important today. Considering the feature of today world, increasing competitive advantage is absolute challenge of firms because more emphasis on natural resources and relative advantages may not lead to value creation. An organization that has social capital will benefit from a competitive advantage that can be surpassed competitors. Social close is also a close relationship between the individual and the organization with people outside the organization formed.

While interest in the effects of gender on OCB and social capital is growing, extant studies treat gender primarily as a variable and not as an analytical framework. Previous researchers tend to focus on the study of gender differences in OCB and social capital. A gen-

der perspective is adopted as many prominent authors in the field have ignored this important issue (Adler & Kwon, 2002 and Seibert, Kramer, & Liden, 2001). Previous articles have generated interest in investigating discrimination such that men and women are differentially rewarded in performance appraisals based on their participation in OCB (Kidder & McLean Parks, 2001). Women are expected to participate in certain dimensions of OCB, whereas men are expected to participate in others (Farrell & Finkelstein, 2007). Allen and Rush (2001) hypothesized that individuals perceive women to participate in OCB in general more frequently than men. Women were seen as more likely than men to engage in OCB. Researchers have suggested that employee gender may influence cooperative behavior. According to the gender socialization theory, women tend to be more relationship oriented (Cloninger, Ramamoorthy, & Flood, 2011). This study attempts to broaden existing gender by examining the relationship between social capital and OCB.

In this regard, the related theoretical foundations presented in the three dimensions social capital, five dimensions citizenship behavior, and explain the relationship between these variables, which provide the formation of research model. Then the hypothesis based on the model introduced and described the research methodology includes variables measurement tools, population and sample. My previous research proved that three dimensions of social capital did not influence OCB. In the previous research, women are expected to participate in certain dimensions of OCB, whereas men are expected to participate in others (Allen & Rush, 2001, Podsakoff, MacKenzie, Paine, & Bachrach, 2000). In this research, I examine that each dimension of OCB has positive relation and influence each dimension of social capital. Finally, I present the results and discussion.

MATERIALS AND METHODS

OCB is a unique aspect of individual activities in a workplace, however the activities are not formally required by their jobs, independent, and not explicitly and formally stated in work procedures and reward system. OCB is not one of the issues that have been considered by several researchers. One of the primary definitions that have been accepted by many research-

ers was proposed by Organ. Organ said that OCB includes optional behavior of employees that are not among their formal tasks and are not directly considered by formal reward system of the organization but increases its general competitiveness (Esfahani, Nourian, & Badya 2012). OCB improves organizational effectiveness and performance and helps the organization achieve its purposes.

Based on their review of theoretical and empirical OCB research, Podsakoff *et al.* (2000) conclude that citizenship behaviors most typically stem from positive job attitudes, task variables, and leadership behaviors. There has been very little theoretical work explaining why OCB is essential to the effective functioning of organizations and how OCB might ultimately relate to organizational performance. Researchers have suggested that citizenship behavior enhance organizational effectiveness because they “lubricate the social machinery of the organization”, a clear theoretical basis for making such claims is lacking.

OCB is complicated and multi-dimensional concepts. There is no agreement among the researchers regarding dimensions of OCB. Researchers have proposed a variety of specific dimensions of OCB including obedience, loyalty, advocacy participation, and social participation, and functional participation, helping and voice, organizational-focused and interpersonal-focused, interpersonal facilitation and job dedication, and interpersonal citizenship performance and organizational citizenship performance (Coleman & Borman, 2000). Organ believes that OCB has five areas, altruism, courtesy, sportsmanship, civic virtue, and generalized compliance or conscientiousness.

Altruism is helping behaviors by individual in order to help employees and connected with specific tasks and organizational issues. High altruism individual will help the others that their work is heavy and spend his time with high interest for helping the others for solve their problems. Courtesy indicates respectful behaviors that avoid creating the problem and difficulty in the workplace. An individual tries to avoid create problems to colleagues or will consult with others before doing action. Sportsmanship is behavior that prevents the high creak in the workplace. A person doesn't spend a lot of time for significant issues and will never search for organization fault. Civic virtue is behavior that indicates the persons' responsible par-

ticipation related to organization activities. Generalized compliance or conscientiousness is behavior guidance the individual for doing their duties in somewhat higher than expected levels.

Some organizations show that OCB could create an environment that can inspire employees to achieve high levels of social capital. The World Bank defines social capital as the norms and social relations embedded in social structures that enable people to coordinate action and to achieve desired goals (Cohen & Prusak, 2001). Over the last ten years reviewers of social capital research and theories have observed no emerging agreement on a precise definition of social capital. Cohen and Prusak (2001) state that social capital consists of the stock of active connections among people, that is the trust, mutual understanding, and shared values and behaviors that bound the members of human networks and communities and make cooperative action possible.

The concept of social capital is being utilized increasingly as a tool for understanding the social relations that underlie effective social systems, including workplaces (Hudson, 2005). In general, social capital theory explores the benefits and costs derived from social ties and relationships. Social capital concerns social structures such as networking and ties and their associated norms and values as they affect the firm and its performance (Chisholm & Nielsen, 2009). Social capital is a concept that is notoriously difficult to define and operationalize. When social capital are broadly viewed in terms of what they are comprised of, it may be concluded that social capital theory is a relevant term to human resource development at the macro, meso, and micro level (Akdere, 2005). This research use social capital term at micro level. At micro level, social capital emphasis the individual's ability to mobilize resources through local network institution such as community-based organizations, extended families, and social organizations (Akdere, 2005). Akdere (2005) said that in organizations, micro level social capital refers to recognition, cooperation, and personal trust, solidarity, loyalty, reputation, and access to sensible information.

Social capital is considered as ability of persons for relation between them. Social capital is seen as having beneficial effects on factors such as inter firm resource exchange, creation of new intellectual

capital, collective goal orientation and shared trust, and OCB (Bolino *et al.*, 2002). Social capital is the sum of the active and potential resources that social actors can mobilize for achieving their goals and that are available to actors because of their social relationship with others (Kostova & Roth, 2003). Adler and Kwon (2002) noted that social capital represents a long term assets that can be invested in with the expectation of a future but certain flow of benefits. Although the definition of social capital is vary in different scientific, but the important component of all definitions is have a relationship especially the relationship between individual (Hitt *et al.*, 2002). Social capital is defined as valuable capital which can be made by achieving to the social relationships.

Social Capital is also complicated and multi-dimensional concepts. Bourdieu suggests that social capital is expressed by the size of the group or network and the volume of capital possessed by the members of the network (Zarea, 2012). There are three specific aspects of social capital: a structural dimension, a relational dimension, and a cognitive dimension. A structural dimension of social capital involves examination of the extent to which individuals in an organization connected, description of the patterns of connection among employees, and examination of the usefulness of such connection across contexts. Structural dimension of social capital concerns the overall patterns of relationships and in organizations. The structural dimension focuses on whether employees are connected at all. A relational dimension of social capital describes liking, trust, and identification among individuals in an organization. The relational dimension of social capital concerns the nature of the connections between individuals in an organization. The relational dimension focuses on the quality or nature of those connections. A cognitive dimension of social capital concerns the agreement to which employees possess a common language and share narratives. The cognitive dimension concerns the extent to which employees within social networks share a common perspective or understanding. The cognitive dimension concerns the nature of the connections between individuals in an organization.

Social capital is a set of social resources that is created through personal interactions and social networks that create values and facilitate persons' activi-

ties. Social capital is an attribute of individual and their relationships that enhances their ability to solve collective action problems. Social capital is the goodwill available to individuals or groups. Putnam argues that communities with high levels of social capital are typically characterized by high levels of civic participation among its citizens (Bolino, Bloodgood, & Turnley, 2001).

Few researchers have actually sought to untangle the causal relationship between OCB and other variables such as social capital, but it is unclear whether such variable is actually antecedents or consequences of OCB. According to the resource based perspective, successful organizations have unique capabilities or resources that give them an advantage over their competitors (Bolino *et al.*, 2002). The development of social capital within organization is likely to be a source of competitive advantage for a firm. OCB can be influence on the kinds of dimensions of social capital and be improved of organization's function.

Behaviors such as citizenship behaviors can improve social capital in organization. In other words, just as the "good citizens" within a community contribute to the development of social capital within that community, "good organizational citizens" or "good soldiers" are likely to be important for the creation of social capital within their organizations. Social capital may result 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 organization, and to take a genuine interest in the organization's activities and overall mission (Bolino *et al.*, 2001). When a firm is comprised of good organizational citizens it is likely to accumulate higher levels of social capital. OCB assists the creation, development and maintenance social capital within organization.

Structural dimension of social capital includes of the relationships between structural. OCB has the capacity to bring people in ways that are likely to increase the number of ties among individuals in an organization, to alter the configuration of connections and contracts within an organization in important ways, and to facilitate the development of contract between individuals in some settings that may ultimately prove useful in other contexts (Bolino *et al.*, 2002). Specific citizenship behaviors are likely to en-

courage the creation of structural aspects of social capital. That is, certain types of OCB facilitate the establishment of links and connections between different individuals in the organization. OCB that encourages establishment of contact between employees can develop the structural aspects of social capital

Relational dimension is related to the confidence, friendship, and mutual relationship with deployment of cooperation. OCB plays an important role in infusing the connections among employee with an affective component. When individuals go beyond their role requirements, they likely help produce a workforce of employees who like one another, trust one another, and identify with one another (Bolino *et al.*, 2002). Citizenship behaviors are likely to be especially important in contributing to the relational dimension of social capital. Several different types of OCB are likely to contribute to the development of trust, norms, mutual obligations and expectations, and identification among employees in organizations (Bolino *et al.*, 2001). OCB can enhance the relational aspects of social capital by encouraging others to love and trust.

Cognition dimension is the symbol of the shared meanings and the mutual understanding factors. The ability of individuals in organizations to understand one another is enhanced through OCB. Good citizenship increases the likelihood that a common language will develop among employees and that organizational members will share myths, stories, and metaphors (Bolino *et al.*, 2002). Citizenship behaviors provide increased opportunities for organization members to share languages and narratives. This research suggests that specific citizenship behaviors are likely to build cognitive social capital among organizational members.

Lin classified capital in organization into two main types: human capital and social capital (Broadbridge, 2010). Human capital consists of resources possessed by the individual such as education, training, and experience. Social capital is the ability of people to acquire benefits through their membership in social networks or other social structures and the reputation they have because of their connections. Social capital is the contextual complement to human capital in explaining advantage. Organ discussed the citizenship behaviors may have an important role in establishing relationships, so citizenship behaviors can

help the organization to the forming the social capital (Keldbari, 2011). Based on the propositions in Bolino *et al.* (2002), Bolino *et al.* (2001), and using guidelines stated above, the hypothesis of this study is:

- H1:** Altruism, courtesy, sportsmanship, civic virtue, and generalized compliance are positively related to structural social capital in organizations.
- H2:** Altruism, courtesy, sportsmanship, civic virtue, and generalized compliance are positively related to relational social capital in organizations.
- H3:** Altruism, courtesy, sportsmanship, civic virtue, and generalized compliance are positively related to cognitive social capital in organizations.

Men and women may enter an organization with similar levels of human capital. However, their success will not be determined by human capital alone. Previous research indicates that women achieve greater success in an environment with more information sharing and closer relationships while men succeed in an entrepreneurial network with less constraint and more opportunity to broker power and information (Timberlake, 2005). Good behavior like higher level of OCB contributes to the build up of social capital (Timberlake, 2005).

In recent years, the issue of competitive advantage in companies has been considered specially. The current business environment is very different from the past and the competition has a special role. Banking is one of the many service industries and is changing. Forty percent of customers have changed their financial institution (banks) in the United States because service quality in banking as a route to competitive advantage and profitability of banks is difficult (Gilania, Ganjinia, & Ghobadi, 2012). The same cases in Indonesia, customer changed their banks because of service quality, price or interest rate of that banks, and uncomfortable of that banks. Bank's tellers are traditionally female sectors because the job as tellers that need high concentration and carefulness. Men and women who works in male sectors exhibit lower level of social capital, measured in terms of trust, community engagement, and social networks (Sapleton, 2009). Women who work in traditionally female sectors such as personal services are found to have highest levels of social capital. Men and women are equally aware of the importance of accumulating social capital factors.

Gender socialization and social role theory suggests that women are inherently more relationship-oriented than success-oriented and may engage in greater OCB than men (Cloninger *et al.*, 2011). More women than men appear to have an internalized care orientation that make them more concerned with human welfare (Bampton & MacLagan, 2009). Under certain conditions such as traditionally female sector characteristics, evidence suggests women may tend to engage in more cooperative behaviors than men. Some researchers have suggested that women may be more sensitive to expectations for citizenship behaviors, even if engaging in such behaviors requires a lot of effort on their part (Vigoda-Gadot, 2007).

This research focuses on OCB and social capital of women employee of industrial banking in Indonesia. The sample is composed of 531 women tellers of banking industries in big cities in Java such as Jakarta, Bogor, Bandung, Semarang, Yogyakarta, Surakarta, Kudus, Surabaya, and Malang. After deciding the research locations, based on the data taken from Data Department of The Information and Clearance of Indonesian Central Bank in Jakarta, general bank branches are chosen. Tellers throughout the banking industries in Indonesia, especially in 9 big cities in Java received per-and-paper surveys. All of tellers in this research are women. Data were collected by holding with supervisor (head teller) of each banking branch office and asking their subordinate (teller) to fill out the questionnaire. If tellers needed more time, they took them home. The completed forms were returned directly to the researchers in self-addressed, stamped envelopes. Respondents were assured of anonymity and their responses were confidential. All employees completed the survey during the working hours.

This research uses questionnaires that are developed by some previous researchers by translating from and retranslating it to the original language. Each respondent in this study was required to complete two measures: OCB and social capital. OCB and social capital were measured using a scale developed by previous researchers. Questionnaires on the OCB are taken from those developed by previous researchers, such as Vey and Campbell (2004). The OCB scale contains 37 items and uses a five point response format.

Social capital variables used questionnaires developed by Chua (2002), Bolino *et al.* (2002), and Inkpen

and Tsang (2005). The social capital scale contains 18 items and also used a five point response format. Most OCB research is cross sectional rather than longitudinal or experimental, so it is almost impossible to determine conclusively the direction of causality between OCB and its correlates.

RESULT AND DISCUSSION

To assess the validity of the measurement items of all variables, content validity and construct validity check was carried out. Content validity that is used to assess for the measurement instruments was done in the pre-test stage by soliciting the expert opinion of professor from university who are research specialists in quantitative methodology and organizational behavior disciplines, especially for OCB and social capital topics. I used factor analysis to check the construct validity. Factor extraction was executed for five factors of OCB and three factors of social capital. To further simplify the interpretation and seek a simpler structure, the orthogonal technique and the varimax rotation was then performed. The varimax rotated principal component factor revealed five structure factors of OCB and three structure factors of social capital. The factor loading recorded loading is above 0.50. Given all the items extracted were recorded above 0.50. With varimax rotation and factor loading 0.50 as suggested by Hair, Black, Babin, Anderson, and Tatham (2006) the result of construct validity testing are practically significant.

To assess the reliability of the measurement items of all variables, an internal consistency check was carried out. The Cronbach's alpha from the test yielded a record of 0.7494 for altruism, 0.7222 for courtesy, 0.7590 for sportsmanship, 0.6765 for civic virtue, and 0.7208 for generalized compliance. Social capital variables have three dimensions. The Cronbach's alpha from the test yielded a record of 0.8220 for structural dimension, 0.7168 for relational dimension, and 0.8126 for cognitive dimension. The Cronbach's alpha from the test yielded is above the cut-off line of reliability as recommended by Hair *et al.* (2006).

I choose only women as respondents of this research. This choice is based on the previous research about different characteristics between men and women. Women's experience of organizational practices and norms are offer different from men's. Based

on my previous research, women have higher affiliation motive than men. Inter correlations among variables of this study are provided in Table 1. Inter correlations among five dimensions of OCB and among three dimensions of social capital is positively significant. Inter correlations as shown in the Table 1 indicate the positively significant relationship between OCB and social capital. All of the obtained correlations are not very strong. The greatest correlation coefficient is between relational dimension of social capital and cognitive dimension of social capital. The least correlation coefficient is between courtesy and relational dimension of social capital. Correlations between each dimension of OCB and each dimension of social capital are not strong. It can be claimed that in general, the relationship between these two variables of the research is accepted but this relationship is not strong. Table 1 provides descriptive statistics for the study variables. Results shown in Table 1 provide initial evidence of the positive associations suggested in our hypotheses. The coefficient and critical ratio for each dependent constructs are shown in Table 2.

Structural Equation Models in the present study were designed and tested using AMOS 4.0 software (Byrne, 2001). The structural model was specified by allowing the individual items of each measure to load on a latent factor. I first conducted a dimension-level confirmatory factor analysis (CFA) that included all

measures to assess the relationship between the latent variables and the manifest items that served as their indicators. Results showed that the hypothesized seven-factor model fit the data well ($\chi^2 = 714.905$; $df = 335$; $p = .000$; $GFI = 0.912$; $AGFI = 0.893$; $CFI = 0.911$; $RMR = 0.026$; $RMSEA = 0.046$ for hypothesis 1; $\chi^2 = 683.988$; $df = 335$; $p = .000$; $GFI = 0.917$; $AGFI = 0.900$; $CFI = 0.907$; $RMR = 0.026$; $RMSEA = 0.046$ for hypothesis 2 and $\chi^2 = 645.804$; $df = 335$; $p = 0.000$; $GFI = 0.919$; $AGFI = 0.902$; $CFI = 0.927$; $RMR = 0.026$; $RMSEA = 0.046$ for hypothesis 3). Inspection of factor loadings and factor covariances showed that all factor loadings were significant (standardized loadings ranging from 0.503 to 0.875), providing evidence for convergent validity. As indicated above.

The findings of this research show that structural dimension of social capital is affected by altruism, courtesy, and civic virtue significantly. Relational dimension of social capital is only affected by altruism dimension of OCB significantly. Cognitive dimension of social capital is also affected by altruism dimension of OCB significantly. All of dimensions of OCB (altruism, courtesy, sportsmanship, civic virtue, and generalized compliance) have weak relation to all dimensions of social capital. These findings indicate that H1, H2, and H3 is partially supported.

The findings of this research as show on the Table 1 indicate the significant relationship between

Table 1
Means, Standard Deviations, and Inter Correlations among Variables of This Study

	<i>Mean</i>	<i>SD</i>	1	2	3	4	5	6	7	8
Altruism	3.6051	0.5984	1.000	0.201**	0.282**	0.433**	0.250**	0.275**	0.219**	0.276**
Courtesy	4.7126	0.4118		1.000	0.438**	0.195**	0.399**	0.202**	0.117**	0.202**
Sportsmanship	4.4045	0.4497			1.000	0.356**	0.454**	0.229**	0.168**	0.223**
Civic Virtue	3.4266	0.6593				1.000	0.277*	0.258**	0.152**	0.235**
Generalized Compliance	4.5932	0.4223					1.000	0.223**	0.135**	0.174**
Structural Social Capital	4.2294	0.4020						1.000	0.441**	0.566**
Relational Social Capital	3.7495	0.4933							1.000	0.583**
Cognitive Social Capital	4.0712	0.4182								1.000

Notes: correlation is significant at the 0.01 level (2-tailed).

Table 2
Hypothesis Testing Result

Hypothesis		Path	Path Coefficient	Critical Ratio
H1 $\chi^2 = 714.905$ GFI=0.912 CFI=0.911 RMR=0.026	D.f.= 335 AGFI=0.893 p=0.000 RMSEA=0.046	Altruism → Structural Social Capital	0.186	2.358**
		Courtesy → Structural Social Capital	0.147	2.012**
		Sportsmanship → Structural Social Capital	0.047	0.736
		Civic Virtue → Relational Social Capital	0.158	1.99**
		Gene. Compliance → Structural Social Capital	0.018	0.243
H2 $\chi^2 = 683.988$ GFI=0.917 CFI=0.907 RMR=0.029	D.f.= 335 AGFI=0.900 p=0.000 RMSEA=0.044	Altruism → Relational Social Capital	0.246	2.756**
		Courtesy → Relational Social Capital	0.033	0.420
		Sportsmanship → Relational Social Capital	0.059	0.822
		Civic Virtue → Relational Social Capital	0.031	0.345
		Gene. Compliance → Relational Social Capital	0.021	0.251
H3 $\chi^2 = 645.804$ GFI=0.919 CFI=0.927 RMR=0.026	D.f.= 335 AGFI=0.902 p=0.000 RMSEA=0.042	Altruism → Cognitive Social Capital	0.218	2.749**
		Courtesy → Cognitive Social Capital	0.122	1.757
		Sportsmanship → Cognitive Social Capital	0.063	0.997
		Civic Virtue → Cognitive Social Capital	0.136	1.662
		Gene. Compliance → Cognitive Social Capital	-0.017	-0.235

five dimensions of OCB and three dimensions of social capital, but all of the obtained correlations are weak. Correlations of each dimensions of OCB and each dimensions of social capital are positively significant. These results indicate that OCB and social capital have reflective form of construct. In a Reflective model (Edwards and Bagozzi, 2000), the construct is viewed as the cause and the measures or indicators its manifestations. In a Formative model, the indicators determine or cause the construct (Edwards and Bagozzi, 2000). Characteristics of reflective models are: (1) measures expected to be correlated and should possess internal consistency reliability; (2) dropping an indicator from the measurement model does not alter the meaning of the construct (Jarvis, MacKenzie, Podsakoff, 2003). Other characteristics of reflective measures are: (1) if the measures are manifestations of the construct in the sense that they are each determined by it, a reflective-indicator model is appropriate; (2) if the measures are reflective, they should share a strong common theme, and each of them should capture the essence of the domain of the construct; (3) a reflective-indicator measurement model explicitly predicts that

the measures should be strongly correlated with each other because they share a common cause ; and (4) reflective indicators of a construct should all have the same antecedents and consequences because they all reflect the same underlying construct and are supposed to be conceptually interchangeable (MacKenzie, Podsakoff, & Jarvis, 2005).

The finding of this research shows that there are correlations among three dimensions of social capital. Various dimension of social capital are not mutually exclusive and, in fact, there are inter related (Liao & Welsch, 2005). Structural dimension of social capital considers general model of relations that are found in organizations. It means, this dimension includes amount of relations that people make in this organization with each other. Structural dimension of social capital in the micro level of social capital includes existing links or relationships in the network, desire to make the relationship with other person or make the network each other. Generally, structural dimension of social capital contains testing relationship of individual in organization. According to McFadyen and Canella (2004), structural dimension of social capital covers closeness and

the existence of relations between the members both directly or indirectly. The structural dimensions of social capital focus more on the strength of social relations and relation models (Seibert *et al.*, 2001). Altruism, courtesy, and civic virtue affect structural dimension of social capital. Individual with higher altruism, higher courtesy, and higher civic virtue will has higher structural dimension of social capital in organization.

The relational dimension of social capital refers to the characteristics and the quality between members based on trust, reciprocity, obligations, and group identification. Relational dimension covers individual exchanges, colleagues who know each other and discuss things together, sharing common language, norms, experience, obligation, and hopes (McFadyen & Canella, 2004). Relational dimension of social capital illustrate the types and characteristics of personal relations based on trust, which is in accordance with the social exchange theory. Altruism affects relational dimension of social capital. Individual with higher altruism will has higher relational dimension of social capital in organization. The cognitive dimension of social capital is the members' shared understanding and perceptions of the organization transmitted through shared language, codes, and shared narratives. The cognitive dimension of social capital also shows accessibility, distribution, interpretation, and denotation. Workers want to do something which is not their obligation if they understand each other. Altruism affects cognitive dimension of social capital. Individual with higher altruism will has higher cognitive dimension of social capital in organization.

Based on this research, I suggest that OCB, especially altruism dimension play important role in the development of social capital in organization. Specifically, altruism dimension of OCB contributes the creation of the structural, relational, and cognitive dimension of social capital. Altruism dimension of OCB involves attitudes and behavior that are related to helping other workers overcome the problems they encounter and contribute voluntarily to their performances and activities in an organization. When employee voluntarily helps another employee complete his/ her work and succeed in an activity and he/ she do not wish an overcome, that is altruism. These behaviors that are intended to increase the performance of colleagues, increase relationship between organizational members

such as communication, increase quality of that relation, trust, cooperation, shared language, and shared values.

Altruism also contributes to group efficiency and contributes to organizational performance on the whole. In previous research, scholars have proposed that OCB enhance organizational effectiveness because they "lubricate the social machinery of the organization". Altruistic behaviors can become an opportunity to form a personal relationship with strangers and strengthen the social relationship among colleagues. As result of this research, altruism may impact the structural aspect of social capital in an organization. Altruistic behaviors enhance the quality of personal relationships among members of an organization and provide an opportunity for members to develop that relationship. As result of this research, altruistic behaviors have a positive impact on relational dimension of social capital. Altruistic behaviors can also build the similarity in language, expressions, and values among organizational members. Cognitive social capital is built on structural social capital that needs the existence of task interdependence.

Civic virtue is the behaviors that are intended to protect the benefit of the organization at greatest level. Civic virtue refers to the highest level of active and involves voluntary participation in the organization. Civic virtue also reflects a situation where commitment and interest in the organization is at the highest level. Voluntary activities such as social activities in organization can be shown as an example of the civic virtue dimension of OCB. Individual participation in all activities in organization can enhance relations among members in organization. Civic virtue is a willingness to voluntarily attend and actively participate in meetings and support coordination among organizational members. This research result shows that civic virtue has a positive influence on structural dimension of social capital.

Courtesy involves the conscious behaviors of the employees that are preventive against the problems that may arise in the organization. Employees must act thoughtfully and carefully before performing actions that will affect the work. Employee must determine the problematic points beforehand and make the necessary efforts for resolution. Courtesy contributes the development awareness among employees, and has

effect on establishing the positive communication necessary for cooperation. Courtesy also involves behaviors that are intended to prevent organizational problems. Courtesy provides a possibility for organizational members to make relation with each other more effectively and to share social network, to use common language, to share their knowledge, and to exchange their ideas. In short, courtesy can increase the likelihood that a common language will develop among employees. Courtesy may serve as effective means of coordinating activities between organizational members and help members maintain good relationships.

Citizenship behaviors that encourage the establishment of contact between employees can develop the structural aspect of social capital. OCB can enhance the communication aspects of social capital by encouraging others to love and trust. The role behaviors or OCB that doing voluntary and does not exist formal requirement for its implementation, probably plays an important role in cross-organizational relation. Therefore, OCB will help to making social capital (Chow, 2009). Sociologists investigating social capital have stressed how good citizenship is important for building social capital within organization.

CONCLUSION

As Organ discusses, citizenship behaviors are likely to play an important role in building relationships with others (Bolino *et al.*, 2002). Consistent with this idea, the findings of this research suggests that OCBs contribute to social capital in organizations. OCB plays a critical role in facilitating the effective functioning of organizations. The results of these few empirical studies tend to provide some support for the idea that OCBs are related to social capital. Consistent with a resource-based view of the firm, and using the concept of social capital, this paper suggests that OCBs build social capital in organizations. This research result suggests that individual-level behaviors are critical for the development of social capital on altruism, courtesy, and civic virtue dimensions. This research result illustrates how good citizenship on the part of employees working in organizations is important for building organizational social capital. The present study has several limitations. Limitation of this study is the small sample size of method respondents may limit the generalizability

of my results. My research is relied on self-reported data. The exclusive use of self-reported data may create the potential for common-method bias, even when applying several procedures in order to reduce method biases. Using multiple measures for the variables would alleviate some of these concerns. My respondents came from a variety of organizations as opposed to a sample drawn from a single organization. Organizational differences may have cultural differences that affect OCB and social capital in organization.

Consistent with a resource-based view of the firm and using the concept of social capital, this finding suggest that OCB build social capital which in turn may contributes to the effective functioning of organizations. Just as the good citizens within an organization is likely to be important for the creation social capital within their organizations. Social capital may result from the willingness of employees to exceed their formal job requirements in order to help each other. When a firm is comprised a good OCB, it is likely to accumulate higher level of social capital.

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