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Organizational Citizenship Behavior In Relation To Social Capital in North West Region of Ethiopian Electric Power Corporation: A Case of Amhara Regional State

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Abstract

The aim of this study was to investigate the relationship between employee's organizational citizenship behavior and organizational social capital in North West Region of Ethiopian Electric Power Corporation. First, the study area was clustered in to five zones and three zones were selected through simple random sample. All study samples (359) were planned to collect out of 860 employees. However, only 347 questionnaires were distributed because 12 (3.3%) of participants were involuntary to fill the questionnaire so that they were excluded from the study. The response rate was 245 (70.6%). The remaining 102(29.39%) was either wrongly filled or unreturned so that only 237 (68.3%) were used for analyzing the data. The data was analyzed with the help of SPSS version 20 and AMOS was used to investigate whether the model fits to the data or not. Through the help of AMOS, the value greater than 0.90 exhibits a good fit for the model so that for this study i.e., comparative fit index, Normed Fit Index, Relative Fit Index, Incremental Fit Index and Tucker-Lewis index was consider and the result confirms all this fit indexes was greater than .90. The correlation result revealed that OCB has significant relationship with social capital. All dimensions of OCB except sportsmanship show significant relationship with social capital. Furthermore, nearly 6.2 percent variance of the current level of employees' social capital is accounted for the manifestation of organizational citizenship behavior and OCB was a significant predictor of social capital at ($\beta=.253, p<.01$).

Keywords: Consciousness, Sportsmanship, Civic virtue, Courtesy, Altruism, Social Capital

1. Introduction

It is obvious that today's organizations are operating and become successful because of their own ample resources such as physical, material, financial, human and information, as well as social capital resources. "Previous research scientists defined physical, monetary, and financial capital as the only capital of life, but at present, they add new capitals including human and natural capital (natural resources) and, more recently, social capital" (Amintojjar *et al*, 2015) ^[5]. However, it is difficult to think without employee's who plays extra role behavior that is organizational citizenship behavior. For instance, Baghersalimi *et al* (2011) ^[9] confirmed from the original work of Organ 1988 that "citizenship behaviors can help the organization to the forming of social capital. Citizenship behaviors that encourage the establishment of contact between employees can develop the structural aspects of social capital. Also the citizenship behavior can enhance the communication aspects of social capital by encouraging others to love and trust." According to Bolino and Blodgood (2001) ^[12] the development and maintenance of social capital within the firm is assisted by OCB and which, in turn, it can produce better organizational performance. In few organizations, OCB should create suitable environment that can motivate their employees to realize high levels of social capital (Ellinger *et al.*, 2010) ^[22]. Bolino *et al.* (2002) ^[13] also asserted that citizenship behaviors contribute to the formation of structural, relational, and cognitive social capital. This clearly indicates that citizenship behavior which requires extra role behavior is the back bone of social capital and its dimensions such as structural, relational and cognitive aspects. A behavior which needs extra role commitment should be required from employees working in a given organization, extra-role behavior to mean an organizational citizenship behavior. Koster and Sanders (2006) ^[27] notified that employees are engaged in-role behavior and extra role behavior. Employees should exert their effort beyond what is expected from their normal

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working hours set by the organization(s). Therefore, organizations like EEPKO, a state utility monopoly, was responsible to electric power generation, transmission, distribution and sales service in the country since 1956 (www.eepko.gov.et). Clients expected to have electric power service without any interruption or power cut even in seconds. In order to render such service and avoidance of customer complaining, committed employees who have playing extra role behavior, employees who have working beyond their normal working hours even in the weekends, and sociable, trustworthy and communicated with their peers and trusted each other, shared common goals or vision with their stakeholders or supervisors while they are performing their common duties would be required. The service rendered by the organization requires such kind of extra committed employees.

Despite the fact that employees played an extra role behavior or citizenship behavior have a paramount importance for the institution's effectiveness in offering quality type services. For instance, electric power interruptions are observed here and there for a couple of days which demands an extra commitment, the corporation customers are forced to stay a long hours on the queue in order to pay the power bill they used, again customers are forced to pay extra charge due to the negligence reading of employees to their customers power usage and so on. The researcher has witnessed to the real problem where employees of EEPKO have no eager to stay and dedicate their effort for the achievement of the corporation's goal which shows low level of organizational citizenship behavior. Therefore, understanding the link between employee's attitudes towards citizenship behavior with respect to social capital is a precise and missing element by researchers particularly in our context.

A great number of recent studies conducted in Iran and few are in India, Indonesia...revealed that the link between organizational citizenship behavior and social capital is direct and positive. For instance, Ariani (2012) [7] in Indonesia, Ahmadpoor (2014) [3], Askarian, & Keramati (2014) [8], Nopasand Asil (2013) [28], Zarea (2012) [56] all these studied in Iran and others shows that there is a significant relationship between citizenship behavior and social capital. If someone is looking where most studies were conducted, it is clear to indicate that most of them are concentrated in some Asian countries particularly in Iran. However, no study was conducted in Africa particularly in the study area. Therefore, it is most appropriate to study on the relationship between organizational citizenship and organizational social capital Ethiopian Electric Power Corporation in which no one studied in this context.

2. Objective of the Study

The main objective of this study was to examine the relationship between organizational citizenship behavior and organizational social capital.

a. Specific objectives

- To identify the relationship between OCB and organizational social capital.
- To identify the relationship between OCB components and organizational social capital.
- It examines the influence of OCB on social capital.

b. Hypothesis

- H₁: there is a positive relationship between organizational citizenship behavior and social capital.

- H₂: there is a positive relationship between consciousness and social capital.
- H₃: there is a positive correlation between altruism and social capital.
- H₄: there is a positive correlation between sportsmanship and social capital.
- H₅: there is a positive correlation between civic virtue and social capital.
- H₆: there is a positive correlation between courtesy and social capital
- H₇: OCB has a significant predictor of social capital.

3. Research Methods

3.1. Study Design

In view of the relational point of reference, an appropriate design was co-relational design. A co-relational design handles all participants of the study in the same manner; it is not like experimental designs in which sample groups are treated differently (Creswell, 2003) [19].

3.2. Population, and sample size

a) Population

The total population of study was 860 employees of the Ethiopian Electric power corporation from five zones and their nearby sub-stations of North West region of Amhara regional state.

b) Sample size

To select final respondents Cohen, Manion & Morrison (2000) [18] sample size determination technique (it is a table) was applied. Accordingly, the final respondents of this study were 278. Since the amount of samples in those three zones is larger than the determined sample size which is 278, this study has considered all 359 employees according to Sakaran and Bougie (2010) [48] recommendation. Sekaran and Bougie (2010) [48] suggested that the target population is divided into clusters and after that a random sample of clusters is drawn and for each selected cluster all the elements or a sample of elements are included in the sample. That is why all the elements within a cluster are taken into account.

Out of these total employees in the three selected areas 12 (3.33%) of the respondents were excluded from the study because they were involuntary to fill the questionnaire. The remaining 347 individual workers was the major participants of the study and this much amount of questionnaire was distributed to them. Out of these (347 questionnaires) the response rate was 245(70.6%). The remaining 102(29.4%) was either wrongly filled or unreturned. Finally, 237(68.3) usable questionnaires were used to analysis the data.

3.3. Instrumentation

George and Mallery (2003) [24] put a rule of thumb for the Cronbach's alpha reliability coefficient, i.e., .7, .8 and .9 are good, acceptable and excellent respectively where as > .6 is questionable but >.5 is poor and < .5 is unacceptable.

OCB questionnaires which measured OCB and its sub dimensions was taken and modified from a study of Podsakoff *et al.*, (1990) [45]. The items included in this scale were based on the definitions and concepts of the five dimensions of OCB illustrated by Organ (1997) [42], namely, (1) conscientiousness; (2) sportsmanship; (3) courtesy (4) civic virtue; (5) altruism. To determine the level of organizational citizenship behavior among individuals working in the organization twenty four items questionnaire

were used which bases the five main dimensions and each dimension has five items. Five-point Likert scales ranging from (0) “Strongly Disagree” to (4) “Strongly Agree” were applied to evaluate all of the constructs measured in the current study. Furthermore, the reliability of the scale such as altruism (helping others) ($\alpha = .87$), civic virtue ($\alpha = .70$) and sportsmanship ($\alpha = .77$) which was approved by Podsakoff, *et al*, 1997 [46]. Lee, Kim, & Kim, (2013) [34]. in their study also indicated that the Cronbach’s alpha of the overall OCB dimension was 0.81. The other phd scholar Trivers (2009) [51]. Asserted that the reliability of consciousness, sportsmanship, civic virtue, courtesy and altruism respectively shows 0.89, 0.88, 0.79, 0.88, and 0.85. Therefore, this shows that the measurement scale OCB has reliable to apply in this study.

In order to check the reliability of the OCB instrument in this study, a pilot survey was applied and the Cronbach’s alpha value shown as .866 for consciousness, .994 for sportsmanship, .857 for civic virtue, .747 for courtesy, and for altruism .748. The overall reliability of OCB was .861.

Reliability of Organizational Social Capital

The other variable of this study was the organizational social capital which integrates three major dimensions namely relational, structural and cognitive dimensions. For this study, the researcher used an operational meaning to relational and structural social capital i.e., trust, and information sharing respectively. All dimensions have used a five-point Likert scale (0: Strongly Disagree, 1: Disagree, 2: Neutral, 3: Agree, and 4: Strongly Agree) so that respondents have asked whether they have agreed in the given statement or not. Structural and relational social capital scales was originally developed by Hyatt and Ruddy (1997) [26]. ($\alpha = .89$). Later, these scales were also used by Leana and Pil (2006) [36] and their Cronbach's alpha value in their study was 0.90. For this study purpose, the researcher was modified and taken the social capital scales from these scholars even if the originator was Nahapiet and Ghoshal (1998) [40]. The reliability test of relational social capital instrument was tested by Cronbach's alpha and the result of the test shows .952.

3.4. Method of Data Analysis

After collecting the necessary data, the researcher employed statistical techniques to analyze the already collected data since the nature of this study was quantitative. Using SPSS (version 20.0) the researcher carried out both an inferential statistics. To implement inferential statistics, the researcher used regression analysis and Pearson’s Product Moment Correlation in order to test the effect and association of OCB on social capital.

3.4.1. Confirmatory Factor Analysis (CFA)

The purpose of CFA is to validate the constructs, and the evaluation of measurement invariance (Brown & Moore, 2012) [14]. CFA allows researchers to test hypotheses about a particular factor structure. CFA also allows to produce many goodness-of-fit measures to evaluate the hypothesis model (Albright and Park, 2009) [4]. For this study, CFA was also applied to measure the goodness of fit of the model of this data.

3.4.2 Model Fitness

To assess the general model fit, the chi-square value (χ^2), comparative fit index (CFI), goodness-of-fit index (GFI), and

Tucker-Lewis index (TLI). The GFI and AGFI values greater than 0.9 and 0.8 respectively indicate a good fit of the model (Brown and Cudeck, 1993) [15]. Others also recommended that the model indicate a good fit when it achieves an acceptable fit to the data i.e., CFI, and TLI equal or exceed 0.90, and RMSEA values below 0.08 (Byrne, 2001; Vandenberg and Lance, 2000) [17, 55]. Chi-square ratio is equal to the chi-square value divided by the degree of freedom (χ^2 / df). Byrne (1989) [16] suggested that the chi-square ratio value less or equal to 3.00 indicated an adequate fit.

4. Literature Review

4.1. Organizational Citizenship Behavior (OCB)

Organizations could strive to improve their performance as well as their effectiveness in order to sustain and survive in this globalized world. To become survive and continuously grow extra role behavior should be required from employees working in a given organization, extra-role behavior to mean an organizational citizenship behavior. Koster and Sanders (2006) [27] notified that employees are engaged in-role behavior and extra role behavior. Employees should exert their effort beyond what is expected from their normal working hours set by the organization (s). Employees engaged their tasks already specified by their organization on the basis of their job description and they have obliged to perform their task the so called in role behavior. The extra role behavior is beyond their normal working task as well as their normal working hours. It requires an exerted effort from the workers side and it is outside of their job description.

To retain and satisfy customers with high quality service, employees have required performing standard citizenship behavior (Unni, 2014) [53]. Bateman and Organ (1983) [10] was initially introduced the term “OCB”. Organ originally described OCB as “*an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization*” (Organ, 2002) [43].

Components of OCB

The dimensions of OCB were first identified by Smith *et al* (1983) [51]. and these were altruism and generalized compliance (Smith *et al.*, 1983 [51]. as cited in Gonzalez & Garazo, 2006) [25]. According to Podsakoff *et al*, (2000) [48] there are seven common themes or dimensions of OCB such as: (1) Helping Behavior (it involves voluntarily helping others in a voluntary manner, or protecting the incident of, work related problems), (2) Sportsmanship (a willingness to tolerate burden of works without complaining), (3) Organizational Loyalty (organizational loyalty involves make to recognize the organization to others which are outside partners, keep and protect it from external threats, and demanding commitment even if unpleasant situations are created), (4) Organizational Compliance (it entails an employee should accept the rules, regulations, and procedures of the organization and is expected to abide by such regulations), (5) Individual Initiative (describes employee commitment to exceeds required work standards or to play beyond extra-role behavior (e.g., voluntary taking of extra tasks or responsibilities, make extra effort and commitment to accomplish one’s job), individual initiative is related with consciousness dimension), (6) Civic Virtue (willingness to participate actively in organizational affairs), and (7) Self Development (this is related with improving/upgrading/ oneself through formal education and

employees attempt to increase the level of knowledge, skill and their abilities).

A great deal of research writers agreed based on Organ (1988)^[41]. That there are five basic personality factors which affect the variance of personality, particularly with reference to OCB. Most researchers acknowledged that the five dimensions of OCB proposed by Organ (1988)^[41] are the most widely used in organizational related studies (Gonzalez & Garazo, 2006)^[25]. This big five dimensions are Consciousness, altruism, courtesy, sportsmanship and civic virtue. These components are similar with the above seven dimensions described by Podsakoff *et al.*, (2000)^[48] except very few.

Consciousness: this behavior is related with working beyond the normal working hours, taking responsibility and accountability while someone has given an assignment or task, voluntariness to perform a given job and so on. For instance, an employee may start his/her job early in the morning (before the normal starting time) and leave the working place late or an employee may not want to waste his or her working hours through break, wasting his/her time through talking trivial issues within the working place and so on.

Altruism: this is related with helping or cooperating a friend or colleague while someone has doing his or her job. Organ (1997)^[42] stated that those contributions associated with assisting a specific person such as friends, colleagues or a boss for the sake of performing their job effectively. Podsakoff *et al.* (2000)^[48] also stated altruism (called helping behavior) involves willingly helping others with, or preventing the incidence of, work related problems; or helping a co-worker if someone is behind the work schedule (Bolino and Blodgood, 2001)^[12].

Courtesy: Courtesy includes prior efforts made to prevent problems with others and not to abusing other individuals right (Ariani, 2012)^[7]. It includes a behavior which is most likely positive among members who have interacted each other in a continuous manner due to their responsibilities and gets influenced by the decisions (Ozdem, 2012)^[44].

Sportsmanship: when employees are working a certain task willingly without a complaining behavior (Mester, Visser and Roodt, 2003)^[38]. Avoiding compliance and tedious behavior, the amount of time spent on productive activities has to improve in the organization (Jahangir, Muzahid and Haq 2004)^[33].

Civic virtue: this is related with serving on committees and voluntarily attending functions, promotes the interests of the organization and they stand towards it (Jahangir, Muzahid and Haq 2004)^[33]. Behavior on the part of individuals indicating that they responsibly participate in, are involved in, or are concerned about the life of the organization (Organ 1988^[41], Podsakoff *et al.* 1990)^[46].

4.2. Organizational Social Capital

Social capital as a concept is dated back to the eighteenth century and even before that in recent times a debate has risen on the part of civil society (Kilby, 2002)^[29]. The operation of an organization has influenced and emerged from economics theories during the past decades. Social capital is a social science thought that is used in Business,

Organizational behavior, Economics, political science, and sociology (Adler and Kwon, 2002)^[2].

Social capital is a newly emerging concept which is extensively used in sociology, economics and recently in the discipline of management science as stated in the first part of this paper. Recently many scholars view social capital as glue and lubricant in social relations in the sense that it makes social interaction easier and simple (Paldam, 2000; Anderson and Jack, 2002)^[45, 6].

Leana & Van Burn (1999)^[35] defined "*OSC as a resource reflecting the character of social relations within the firm. Organizational social capital as a resource reflecting the character of social relations within the organization realized through members' levels of collective goal orientation and shared trust.*"

Dimensions of Social Capital

The three interrelated components of social capital are well expressed in Nahapiet and Ghoshal (1998)^[40]. These are cognition dimension (shared goals and values among actors), relational dimension (trust among actors), and structural dimension (connection among actors).

Cognition dimension (*shared goals or communication, shared vision*): Leana and Van Buren (1999)^[35] label this as *associability* to mean that "*the willingness and ability of participants in an organization to subordinate individual goals and associated actions to collective goals and actions*". The cognitive dimension concerns the extent to which employees within a social network share a common viewpoint or understanding. When we say social network, it describes an informal connection among individuals in order to share their experience, knowledge, trust, beliefs and similar constructs. It is possible to gain common understanding about this issue among the workforce through generating familiar and common language. If people have a common language within an organization it is possible to understand each other and tasks are performed more effectively. In cognitive dimension, this study attempts to emphasize the shared vision variable under it. A shared vision represents the collective goals and desires of individual members in an organization. When individual members existed in an organization have shared a similar view about how to interact among them, they can keep away from possible misconceptions in their communications and have more opportunities to exchange their thoughts or resources freely (Nahapiet and Ghoshal, 1998; Tsai and Ghoshal, 1998)^[40, 53].

Structural social capital (*information flow*): It is related with the overall relationship between people within an organization. This relationship goes to the extent of members linked in an organization and knows each other (this dimension answers the question "do employees know each other?") These scholars stated that structural social capital comprises of network ties and network configuration. When members of an organization have connected each other, it is referred to as network ties. Connection of members in organization has its own influence in transferring information among themselves (Krackhardt & Hanson, 1993)^[31], their connection is not only an impact on transfer of information but also the implementation of organizational activities (Shah, 2000)^[50]. It is also an important element in which competitive advantage is created because of information flow and it enhances the organization's capability to adopt and assimilate knowledge (Nahapiet and Ghoshal, 1998)^[40]. In

this instance, members created a link among each other implies there is a high probability of knowing each other and this can enhance the efficiency of an organization (Bolino *et al*, 2002) [13].

Relational dimension (trust among actors): Leana and Pil (2006) [36] contended that “trusting relationships allow transmission of more information as well as richer and potentially more valuable information”. According to Leana and Van Buren (1999) [35] trust is an essential element for people to work together on common projects. If individual’s relationship is full of trust, they can achieve a common goal and bring their values in to their organization (Tsai and Ghosal, 1998) [53]. This dimension considers the nature of the relations between members in an organization. It demonstrates the types and characteristics of personal relations based on trust (Whitener *et al.*, 1998) [56].

4.3. Relationship between OCB and OSC

In this volatile and changing environment organizations try to use their own techniques to become competent from their competitors and maintain it from the decline of its profitability and continued to survive. Citizenship behaviors can facilitate the operations of organizations through the development of social capital or the formation of social capital (Bolino, Turnley, and Bloodgood, 2002; Bolino and Bloodgood, 2001) [13, 12]. Social capital plays an important role in providing organizational needs and extending the goals and its sustainability (Askarian and Keramati, 2014) [8]. According to Bolino and Bloodgood (2001) [12] the development and maintenance of social capital within the firm is assisted by OCB and which, in turn, it can produce better organizational performance. Bolino *et al* (2002) [13] also asserted that citizenship behaviors contribute to the formation of structural, relational, and cognitive social capital. When people meet together in the form of social participation or social contact, it is a must to share information’s among each other and it increases the likelihood of employee’s network in the organization (Bolino *et al*, 2002) [13].

The other important element that is contributed by citizenship behavior is *relationship*. Social participation behavior is supportive to create the link between employees of a given organization, other citizenship behaviors are likely to promote the growth of liking, trust, and identification within employees. If OCBs initiate employees to like, trust, and identify with each other, then, OCB increases the likelihood to be allied with relational social capital (Bolino *et al*, 2002) [13]. In the higher organizational behavior it is possible to obtain better performance. It implies that OCB can increase the performance and efficiency of organizations and in return it leads to the formation of social capital (Ibid). Empirical studies studied that OCB as a dependent variable and OSC as an independent one so that both shows a positive relationship, for instance, Bolino *et al* (2002) [13] indicated that the dependent variable in the past researches was organizational citizenship behavior and it is assumed that social capital can improve organizational citizenship behavior, but social capital can also be considered as its result or outcome. Of course, studies have still continuing in which social capital as an independent variable, for example, Askarian and Keramati (2014) [8] studied the relationship between social capital dimensions with respect to organizational citizenship behavior and in their finding concluded that there is a positive relationship between the

two variables. However, most studies were carried out OCB as an independent variable. Mohammed *et al* (2013) [39] in their study indicated that organizational citizenship behavior and social capital have a significant relationship, which implies that all the components of OCB such as consciousness, courtesy, sportsmanship, civic virtue and altruism have positive relationship with social capital. Ariani (2012) [7] also contended that altruism, courtesy, and sportsmanship dimensions of OCB also improve the relational dimension of social capital through the development of liking, trust, and identification among employees. Keldbari and Alipour (2011) [30] further found that all dimensions of citizenship behavior have a meaningful relationship with social capital. In few organizations, OCB should create suitable environment that can motivate their employees to realize high levels of social capital (Ellinger *et al.*, 2010) [22]. Most studies indicated that the link between OCB and social capital are positive and significant, however, Abdollahi and Jorji (2014) [1] in their study result pointed out that there is no any statistically significant and direct correlation among social capital components (i.e. cognitive, relational and structural) and organizational citizenship behavior. Therefore, studding the link between these two constructs in the different context needs further clarification.

5. Finding And Discussion

The leadership indicators were significant association to mean that their factor loadings were exceeded the > 0.30 level which is the standard threshold (Hair *et al.*, 2006 as cited in Mahembe and Engelbrecht, 2013) [37] Considering the indicators of OCB, the standardized loadings of consciousness, sportsmanship, civic virtue, courtesy and altruism was .70,.36,.67,.62,and .69 respectively. On the basis of standardized factor loadings consciousness has the highest standardized factor loading 70; which appears to be a reliable indicator of OCB and the lowest is sportsmanship (.36), which is a poor indicator.

On the other hand, the standardized factor loading of social capital indicators were .58 for trust (relational), .96 information sharing(structural) and .53 (cognitive social capital. Structural social capital (information sharing) was the highest factor loading followed by relational social capital. All are reliable indicators of the latent variable so that appropriate to apply in this study (see Figure 1).

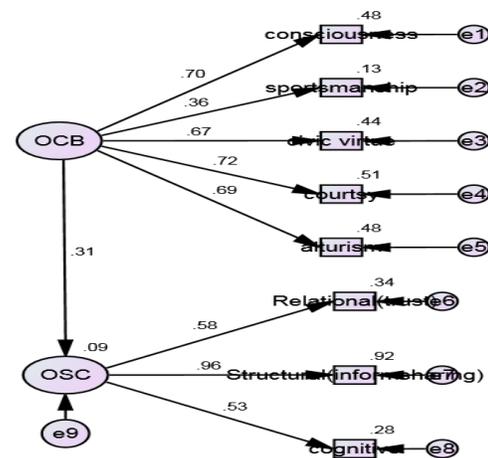


Fig 1: Structural Equation Modeling of OCB and OSC
 Note: Note: CFI=.971, GFI=.966, AGFI=.936, NFI=.933, RFI=901, IFI=.971, TLI=.957, RMR=.014, RMSEA=.055

Measuring Goodness Fit Index

The model is evaluated according to the goodness fit index measurements. In this regard, chi-square, RMR, GFI, CFI, NFI, RFI, IFI, TLI, RMSEA are the major evaluating methods of the given data. Accordingly, the first test to evaluate the model's fit is chi-square test. In the model (chi-square=32.362/19=1.703, probability level= .028), Byrne (1989)^[15] suggested that the chi-square values equal to 3.00 or less indicated an adequate fit. Furthermore, the value of GFI, AGFI, CFI, NFI, RFI, IFI, and TLI should be closer to 1 to the fit as it is indicated in the methodology part. In this instance the value of GFI, AGFI, CFI, NFI, RFI, IFI and TLI respectively was .966, .936, .971, .933, .901, .971, and .957. This value denotes that this model exceeds the conventional standard for acceptable fit of .90. An adequate fit of RMR and RMSEA was less than .05 and .08 respectively. In this study, RMR (.014) and RMSEA (.055) was satisfied the already specified threshold.

Zero Order Correlation between OCB (with its components) and OSC

H1a: there is a positive relationship between organizational citizenship behavior and social capital.

Correlation analysis conducted on these two variables resulted a weak, but positive and significant correlation ($r=.253, p<.01$). From this research finding one could see that the given hypothesis has accepted. Conversely, the null hypothesis has rejected.

The finding of the current study was supported by Keldbari and Alipour (2011)^[30] investigated that there is a significant relationship between citizenship behavior and organizational social capital ($r=.369$). Esfahani, Nourian and Bady (2012)^[23] also explored that the various dimensions of social capital has a significant relationship with organizational citizenship behavior. Zarea (2012)^[57], scholars like Nopasand Asil *et al*, 2013; ^[28] Abdohalli and Gorji, 2014; ^[1] Unni (2014); ^[54] Ahmadpoor, Yektayar and Nazari, 2014)^[3] further confirmed that there is a significant relationship between organizational citizenship behavior and social capital.

Table 2: Correlations between OCB (with its indicators) and OSC

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---------------|---|--------|--------|--------|--------|--------|--------|
| 1 | P. Correl. | 1 | .299** | .467** | .487** | .483** | .752** | .201** |
| | Sig. (2-tail) | | .000 | .000 | .000 | .000 | .000 | .002 |
| 2 | P. Correl | | 1 | .188** | .333** | .164* | .574** | .073 |
| | Sig. (2-tail) | | | .004 | .000 | .011 | .000 | .262 |
| 3 | P. Correl | | | 1 | .463** | .469** | .744** | .253** |
| | Sig. (2-tail) | | | | .000 | .000 | .000 | .000 |
| 4 | P. Correl | | | | 1 | .502** | .767** | .147* |
| | Sig. (2-tail) | | | | | .000 | .000 | .024 |
| 5 | P. Correl | | | | | 1 | .725** | .222** |
| | Sig. (2-tail) | | | | | | .000 | .001 |
| 6 | P. Correlat | | | | | | 1 | .253** |
| | Sig. (2-tail) | | | | | | | .000 |
| 7 | P. Correlat | | | | | | | 1 |
| | Sig. (2-tail) | | | | | | | |

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

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

Note: 1=consciousness, 2= sportsmanship, 3= civic virtue, 4= courtesy, 5= altruism, 6=OCB, 7= Social capital

H1b: There is a significant relationship between consciousness, sportsmanship, civic virtue, courtesy and altruism with social capital.

As it is clearly indicated in Table2, consciousness, sportsmanship, civic virtue, courtesy and altruism respectively have significant relationship with social capital at ($r=.201, p<.01$; $.073, p >.05$; $.253, p<.01$; $.147, p<.05$ and $.222, p<.01$).

The current study has supported by the previous scholars like Keldbari and Alipour (2011)^[30]. They examine that consciousness has a significant relationship with social capital ($r=.201, p<.01$). Nopasand Asil, Azadehdel, and Kiadei (2013)^[28] also suggested in their finding that the relationship between consciousness and social capital has statistically significant (at p value of .000).

On the other hand, analysis of sportsmanship did not result in a significant correlation ($r = .073$). The p-value .262

indicates that there is no significant relationship between employees sportsmanship and social capital. This suggests that employee's sportsmanship does not significantly correlate with their social capital. Therefore, this finding suggests that the given hypothesis is rejected, on the other side, the null hypothesis is accepted.

The finding of sportsmanship was not in line with other scholars. For instance, Ariani (2012)^[7] suggested that sportsmanship has a significant association with structural, relational and cognitive social capital ($r=.194, p<.01$; $.105, P<.01, .143, p<.01$) respectively. Keldbari and Alipour(2011)^[30] also investigated that sportsmanhip has a significant relationship with social capital ($.138, p<.01$). The study further confirmed by NopasandAsil, Azadehdel, andKiadei (2013)^[28]. They suggested in their finding that the relationship between sportsmanship and social capital has statistically significant (p value of .027).

Table 3: Summery of Hypothesis Tests

| Hypothesizes | Coefficients | p-value | Accepted/rejected |
|---|--------------|---------|-------------------|
| There is a positive relationship between OCB and OSC | .253** | .000 | Accepted |
| There is a positive relationship between consciousness and social capital | .201** | .002 | Accepted |
| There is a positive correlation between sportsmanship and social capital. | .073 | .262 | Rejected |
| There is a positive relationship between civic virtue and social capital. | .253** | .000 | Accepted |
| There is a positive correlation between courtesy and social capital | .147* | .024 | Accepted |
| There is a positive relationship between altruism and social capital. | .222** | .001 | Accepted |

5.2. Regression Analysis

To know whether OCB has a significant predictor or not, a regression analysis was employed. As it is indicated in Table 4 of the regression analysis ($R^2 = .064$, adjusted $R^2 = .062$) which is only 6.2 percent variance of the current level of employees' social capital is accounted for the manifestation of organizational citizenship behavior. The result of the Beta analysis in the following table revealed that OCB is a significant predictors at ($\beta = .253$, $p < .05$). In addition, all the goodness of fit indices such as CFI, GFI, AGFI, RMR...stated above confirmed that OCB has a significant influence on social capital. This finding was supported by Ebrahimi *et al* (2013) [21] they ensured that OCB has a significance effect on social capital.

Table 4: Coefficient of the Beta Analysis (Dependent variable social capital)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.315 | .344 | | 3.821 | .000 |
| | OCB | .411 | .103 | .253 | 4.006 | .000 |

a. Dependent Variable: social capital

Note: $R = .253^a$; $R \text{ SQUARE} = .064$, adjusted $R \text{ Square} = .062$, Std. Error of the Estimate = .53025

Conclusion

The present study investigated the relationship between organizational citizenship behavior and social capital. The goodness fit index of the study like chi-square, RMR, GFI, CFI, NFI, RFI, IFI, TLI, RMSEA are indicated a good fit to the given data. In addition, the Pearson product moment result revealed that there is a positive and significant relationship between OCB and social capital. It is also confirmed that all indicators of citizenship behavior except sportsmanship have significant relation with social capital. Employee's social capital is explained by organizational citizenship behavior only by 6.2 percent but OCB is a significant predictor of social capital at ($\beta = .253$, $p < .01$).

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