AN INVESTIGATION INTO THE EFFECT OF MANAGERIAL SOCIAL CAPITAL ON ORGANIZATION CITIZENSHIP BEHAVIOUR IN SELECTED SERVICE ORGANIZATIONS

By

Bediako Veronica Asare, Bachelor of Business Administration (Hons)

KNUST

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DECLARATION

'I hereby declare that this submission is my own work towards the Master of Business Administration (Management and Organization Development Option). Degree and that, to the best of my knowledge, it contains neither material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text".

Veronica Asare Bediako: …………………………….. ……………………

PG7633012 Signature Date

Mrs. Felicity Aseidu-Appiah: ………………………………… ……………………….

Supervisor Signature Date

Certified by:

Mr. J. K. Turkson: …………………………….... ……………………

Head of Department Signature Date
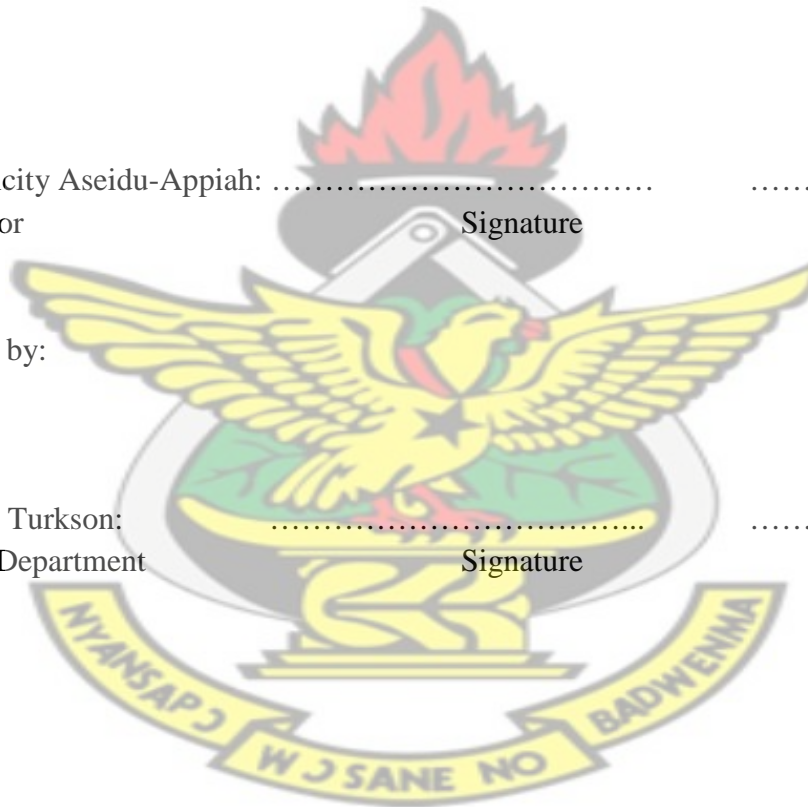
DEDICATION

This thesis is dedicated to my parent, husband and siblings.

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First thanks go to my supervisor Mrs. Felicity Aseidu-Appiah for her constructive criticism, time and knowledge shared. Secondly to friends, families and colleagues who helped in diverse ways to bring this project work to a successful completion.

ABSTRACT

Social Capital is the connections between individuals in an organization which is built on trust, cooperation and team work. This connection enables individuals to solve collective action problems. The study sought to investigate into the effect of Managerial Social Capital on Organizational Citizenship Behaviour in selected service organization. Both primary and secondary data were used. Questionnaires enabled the researcher to obtain the primary data. Both stratified sampling techniques and purposive sampling techniques were also used to sample the fifty-four (54) respondents. The findings of the study showed that, there is a high level of social capital in the selected service organizations. The high level of social capital is depicted by high level of trust among staff, shared vision and ideas for achieving organizational goals, observance of organizational ethics and respect for each other. The findings further showed that the relationship between management and staff in the selected service organizations was not strong. The study also revealed that, organizations do not reward staff who performs extra roles. On the basis of the findings, it was recommended that, to encourage staff to exhibit Organizational Citizenship Behaviour and to improve the relationship between management and staff, organizations should have reward packages in the form of recognition for staff who exhibit extra roles. It was also recommended that management and staff should build and improve upon their trust for each other. Again, civic virtue and altruism should be encouraged to enable staff to be committed to their organization and help each other when one is having a problem.

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LIST OF ACRONYMS & ABBREVIATIONS

ADB   Agricultural Development Bank

GCB   Ghana Commercial Bank

GDP   Gross Domestic Product

MSC   Managerial Social Capital

MTN   Mobile Telephone Network

NIB   National Investment Bank

OCB   Organizational Social Capital

SC   Social Capital

SSPS   Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

The concept of social capital has received considerable attention recently among sociologists, economists, and political scientists. Irrespective of disciplinary focus, there is growing consensus among researchers that three leading figures, Bourdieu (1986), Coleman (1988), and Putnam (1993), have made great contributions to individuals and the organization. These three writers have been described as having created "relatively distinct tributaries" Bourdieu (1986) and Coleman (1988) emphasize the role of individual and organizational social ties in predicting individual advancement and collective action. By contrast, Putnam has developed the idea of association and civic activities as a basis for social integration and well-being (Edwards, 2001). Despite these differences, Bourdieu (1986), Coleman (1988), and Putnam (1993) all the three scientists argue that social capital inheres in personal connections and interpersonal interactions, together with the shared sets of values that are associated with these contacts and relationships. Lin (2001) refers to these connections as social networks which constitute the social relationships between individual actors, groups, organizations, communities, regions and nations that serve as a resource to produce positive returns.

However, social capital has commonly been studied in recent years from the perspective of sociology and political science. Through the very different works of Bourdieu (1986), Coleman (1988), and Putnam (1993), the social capital construct has evolved rapidly into a complex account of people's relationships and their values. Having achieved considerable, even worldwide silence, it has been regarded as a constructive element in

the creation and maintenance of economic prosperity (Fukuyama, 1995), regional development (Grootaert & Bastelaer, 2002), collective action (Burt, 1992) and democratic governance (Putnam, 1993; 2000). Much more needs to be known about how social capital is relates to relationships and networks, shared norms among individuals in organizations so as to clarify its role to enable an organization to achieve its objective. In order for people to cooperate to achieve their goals, they need not only to know one another, but also to trust each other so that they will not exploit or cheat in their relationship, and can expect truly to benefit from their cooperation (Field, 2003). This means the concept of trust plays an important role in social capital and for that matter it cannot be neglected.

Social capital has focused on individuals (Baker, 2000), nations (Putnam, 1993), cultures or regions (Fukuyama, 1995), rather than on organizations. Analysts often see organizations as machines producing goods, services or knowledge or as companies that manage resources and coordinate individuals to accomplish a task. Some point to many organizations with high social capital that have survived for a long time without paying much attention to what social capital means Woolcock (1998) and Field (2003) Trust is an integral element of social capital espoused by scholars like Coleman (1988), Putnam (1993), and Fukuyama (1995); and one of social capital's products and consequences, also championed by scholars like Woolcock (1998) and Field (2003). The close relationship between trust and social capital is partly due to their similar origins or sources. Thus, drawing an analytical distinction between trust and social capital makes it possible to examine their relationship more closely and prudently. For an organization's

social capital to be effective, the concept of trust should be acknowledged. Dasgupta (2000) admitted that it is difficult to model the link between personal, groups and institutional trust. This notwithstanding, the link needs to be studied if the ideal of social capital is to be understood.

Trust and context are inextricably linked. Trust can be experienced in numerous contexts, within family, between and among friends, and colleagues, with organizations and institutions. Any discussion of trust must be contextualized to have meaning and relevance. Trust within the context of family differs from the trust we experience within civil society. Organizational trust is more than simply the personal trust that exists between individuals based on reputation and experience (Cohen, 2001). It can be seen as deriving as well at least partly from the roles, rules, and structured relations of the organization (McCauley & Kuhnert, 1992). This means trust and social capital are mutually reinforcing with social capital generating trusting relationships that in turn produces an effective managerial social capital. For this reason, Nahapiet and Ghoshal (1998) defined social capital as encapsulating "the sum of the actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or social unit. Social capital thus comprises both the network and the assets that may be mobilized through that network (p. 243)." This means social capital arises from the positive interaction that occurs between individuals in a network. For social capital to be effective there should be certain set of values or norms shared among members of a group that permit cooperation among them. These values are information, trust, and norms of reciprocity inhering in one's social networks. In the organization managers does not only bring out their expertise rather their networks

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which enables them to achieve their goals and that of the organization. This informal relationship which helps members of the organization to go above and beyond the call of duty is known as Organizational Citizenship Behaviour.

Organizational Citizenship Behaviour (OCB) also plays a significant role in an organization to achieve its objective. OCB's can be described as behaviours that go above and beyond the call of duty. Thus, going beyond one's duty can improve and make managerial social capital more effective. Organ (1988) explained OCB as encapsulating individual behaviours that are discretionary that are not directly or explicitly recognized by the formal reward system and which in aggregate end up promoting the effective functioning of an organization. Such behaviours play the role of lubricating the social machinery of the organization (Bateman and Organ, 1983). Examples of OCB include acts of helpfulness, gestures of goodwill and cooperation among organizational members. OCB benefits organizations in a number of ways. According to Cohen and Vigoda (2000), these benefits include improved co-worker and managerial productivity, superior efficiency in resource use and allocation, reduced maintenance expenses, and improved organizational attractiveness for high-quality new recruits.

OCBs are more influenced by what individuals think and feel about their jobs (Organ & Ryan, 1995) and that job involvement reflects a positive attitude towards the job, it follows that those high in job involvement would engage in these behaviors to a greater extent than less involved individuals.

OCB is discretionary; it is more strongly influenced by personality and attitudinal factors than by ability, knowledge, or training (Podsakoff, Mackenzie, Moorman, and Fettere,

2000). Specifically, agreeableness and conscientiousness are dispositional aspects of personality that predict performance of OCB in a wide variety of settings (Barrick Stewart, Neubert, and Mount, 1998; Organ and Ryan, 1995; Podsakoff et al., 2000). According to Katz and Kahn (1978), effective organizational functioning requires employees to not only perform their prescribed role, but also to engage in behaviours that go beyond these formal obligations. Organizational citizenship behaviours are discretionary workplace behaviours that exceed one's basic job requirements. OCB involves individuals placing value in their job. This means individuals who display high involvement in their jobs consider their work to be a very important part of their lives and whether or not they feel good about themselves is closely related to how they perform on their jobs. In other words for highly involved individuals performing well on the job is important for their self-esteem (Lodahl & Kejner, 1965). For this reason people who are high in job involvement truly care for their work and by so doing can increase productivity.

This study will focus on some selected service industry namely; Mobile Telephone Network (MTN), Vodafone Ghana, Ghana Commercial bank and Agricultural Development Bank all in the Sunyani municipality of the Brong Ahafo region. MTN Group, formerly M-Cell, is a South Africa-based multinational mobile telecommunications company, operating in many African, European and Middle Eastern countries. Its head office is in Johannesburg South Africa. MTN, the leading telecommunications company in the emerging markets of Africa and the Middle East, entered the Ghanaian market following the acquisition of Investcom in 2006.

Vodafone Ghana, formerly Ghana Telecom, is the national telecommunications company of Ghana. In 2006, it had around 400,000 customers for fixed and mobile telephony and Internet services. On 3 July 2008, the sale of the company for $900 million to Vodafone group was announced. After the transaction closed, Vodafone had a 70% stake in the company, while the Ghanaian government retained a 30% stake. On 16 April 2009, the company was rebranded as Vodafone Ghana.

Ghana Commercial Bank Limited (GCB) is a Ghanaian-based bank founded in 1953 and is headquartered in Accra, Ghana as of July 2008; the Company had 141 branches distributed throughout the country. The Company's services include GCB XPRESS, personal loans, GCB fast international money transfer, GCB MONEYGRAM, trade services and automated teller machine (ATM) services.

Agricultural Development Bank (ADB) was set up by an Act of Parliament in 1965 to promote and modernize the agricultural sector through appropriate but profitable financial inter-mediation. The Government of Ghana owns 51.83% shares while the Bank of Ghana owns 48.17% shares.

Again, this study will find out how social capital and OCB have evolved in these service organizations and if it has not evolved how it can be evolve, encouraged and sustained. Sustainability of social capital (SC) and OCB is important because social capital and OCB can be a competitive advantage for firms which will enhance the organizations

efficiency and productivity therefore SC and OCB should be encouraged. (Malik, Ghafoor and Iqba, 2012).

Furthermore, ADB and GCB have contributed and are still contributing immensely to the Gross Domestic Product (GDP) in Ghana by the providing loans to individuals, and institutions to expand their business and on a whole create employment. Again, MTN and Vodafone are contributing significantly to GDP because, MTN was the sponsor of the most-popular football fiesta on the continent-the African Cup of Nations, CAN 2008-which was hosted by Ghana. It was also the sponsor of the World Cup Tournament (2010) to be staged in South Africa, where MTN is headquartered. MTN and Vodafone create employment to citizens in the nation. One significant contributor to GDP is the payment of taxes by these services organizations which are used in the development of the nation.

The major players of managerial social capital and OCB in the service industry are the employees. This is because good connections, relationships, network and trust among employees can improve the efficiency of the organization. On the other hand where an employee goes beyond his or her prescribed roles or behavior for the common good of the organization can be a competitive advantage to the organization and by so doing the organization can meet its target.

In line with the above, where an organizations exhibits social capital and OCB can be seen as an added advantage because the level of competition in the telecommunication

and the banking industry is so keen that they all provide the same services and the organization that practices these virtues can attract more clients and customers.

Moreover, for organizations to achieve OCB there should be good leadership, personality and motivation.

This study investigates how positive interaction and network that occurs between individuals in an organization can be improved and its effects on the organization either positive or negative. In line with this, the study goes further to examine why individuals perform beyond their duties and how they are rewarded. These are but some of the issues the researcher is seeking answers to.

1.1   Statement of the Research Problem

Managerial social capital (MSC) is a new concept which plays an important role in organizations and societies and today, it is used in sociology, economy and recently in management and organizational behavior. MSC can have great influences on management and organizational behavior as an intangible capital and can provide an understanding of economic and social system. However, it appears there is a poor and weak relationship among employees in organizations. This can be attributed to lack of trust, poor network among employees and lack of norms even though personality and leadership plays an important role towards OCB. Due to this weak and poor relationships among employees, it makes it difficult for personalities to represent means through which an individual can think, feel, and behave in certain ways and as organizational

citizenship behaviour is discretionary, there is a weak relationship between organizational citizenship behaviour and MSC.

Several reports and publications have suggested that individuals who perform extra roles which go beyond the prescribed formal role are not motivated. This support the assertion made by Bateman and Organ (1983) that individual behaviour that is discretionary, not directly or expressly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.

From the above analysis, it is obvious that, individuals who perform OCB are not motivated. Why they are not motivated and why is there no trust among employees? This has become the reason for conducting this study to know how employees whom perform discretionary behaviours can be motivated and can trust each other.

1.2   Objectives of the Study

The study objectives have been categorized into two namely general objective and specific objectives.

1.2.1 General Objective

The general objective of this study is to determine how managerial social capital affects organizational citizenship behaviour in selected services organizations.

1.2.2 Specific Objectives

To arrive at the general objective, the following specific objectives have been designed to guide the study:

a). To determine the sources and level of managerial social capital in the selected organizations.

b). To assess how the organization context contributes or erodes managerial social capital in the selected organizations.

c) To examine the relationship between managerial social capital and organizational citizenship behaviour in the selected organizations.

d) To ascertain how managerial social capital affects employees' OCB.

1.3   Research Questions

The following research questions have been designed to guide the study as well:

a) What are the sources and levels of managerial social capital in the selected organizations?

b) How does organizational context contribute to managerial social capital in the selected organizations?

c) What relationship exists between managerial social capital and OCB in the selected organizations?

d) How managerial social capital does affect employees' behaviour?

1.4   Significance of the Study

Various studies have come out with how managerial social capital can be built in organizations and how good relationships can be strengthened between co-workers, subordinates and managers. For managerial social capital to be effective and improved in organizations, the citizenship behaviour should be encouraged thus individuals doing more than their duty or task.

The outcome of this research will provide information for the selected services organization with respect to the importance of social capital. Since these organizations have a direct contact with customers (people). Their understanding with social capital will help all levels of management to manage their employees and customers well to achieve organizational goals.

Also, the study will seek to help senior level management and operational level management to improve upon their social relationship with their subordinates, improve the quality of interpersonal relationship, intensify friendship and improve leadership behaviour.

Furthermore, the outcome of this research will help stakeholders to have some knowledge on managerial social capital which will translate this learning into organizational

citizenship behaviour. Since a good and healthy managerial social capital can encourage employees to perform beyond their duty. Finally, the outcome of this research will add to the existing body of knowledge on managerial social capital and organizational citizenship behaviour.

1.5   Brief Overview of Research Methodology

In this study the researcher used questionnaires to collect data from selected services institutions. The questionnaires was divided into two parts where part one was to assess managerial social capital whiles part two is to determine organizational citizenship behaviour among employees. The target population was senior level management and operational level management. This study used both secondary and primary data with a sample size of 78 respondents.

1.6   Scope of the Study

This study is limited in scope in the sense that, it considered how managerial social capital and organizational citizenship behaviour can be encouraged and builds in telecommunications and financial services .The researcher chose these organizations because they provide services to their client.

1.7   Limitations of the Study

The major constraints the researcher encounter in the course of the study were time, finance and access to data. In terms of time, the researcher had to work within limited

time of one year. In fact, combining this thesis with normal academic work was not easy at all. On the issue of finance, the entire work put a serious strain on the researcher's finances. Apart from these access to data especially primary data was a bit challenging. This is because most the respondents were unwilling to participate. In spite these challenges, external funding such as the research grant and proper time management enabled the researcher to overcome some of these challenges. As a result, they did not affect the outcome of the study adversely.

1.8 Organisation of the study

The thesis is organized into five chapters. These are Chapter One; Introduction, Chapter Two ; Literature Review, Chapter Three; Methodology and Organizational Profile, Chapter Four; Data presentation, analysis and discussion of findings, and finally Chapter Five; Summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0   **Introduction**

This chapter establishes historical precedence as well as the concepts of managerial social capital and organizational citizenship behaviour by reviewing the views together with the research work done by various authors on this topic and points out how it can be encouraged in organizations. It touches on areas like sources of managerial social capital, how organizational context contributes to Managerial Social Capital (MSC), the relationship between managerial social capital and organizational citizenship behaviour and how organizational citizenship behaviour can be sustained. Further, the researcher narrows the concept down to some selected service organization in the Sunyani municipality.

2.1 **Theoretical Framework**

2.1.1 Concept of Social Capital

The term "capital", according to the Merriam--Webster Dictionary refers to "accumulated wealth, especially as used to produce more wealth (p. 115)." It is usually identified with tangible, durable, and alienable objects, such as buildings and machines, whose accumulation can be estimated and whose worth can be assessed (Newton, 1997). In economics the term 'capital' originally described an accumulated sum of money, which could be invested in the hope of profitable return in the future (Field, 2003). The term capital is used in different fields like in finance; it is the economic resources of the

organization. Social capital was introduced by different scholars namely; Bourdieu, Coleman, and Putnam.

The term human capital is used for the manpower of the organization and is the most important assets for the organization According Bourdieu, (1986), capital exists in three fundamental forms namely economic capital that can be directly convertible into money and institutionalized in the form of property rights; cultural capital that may be convertible into economic capital and institutionalized in the form of educational qualification; and social capital, made up of social obligation that can be convertible into economic capital and institutionalized in the form of a title of nobility (Bourdieu, 1986).

According to Coleman (1994, p.302) "social capital is defined by its function". It is not a single entity, but a variety of different entities having two characteristics in common. They consist of some aspect of social structure and they facilitate certain actions of individual who are within the structure. Some features of social organization are trust, norms, and networks that can improve the efficiency of society by facilitating coordinated action (Putnam, 1993). Social capital is an attribute of individuals and their relationships that enhances their ability to solve collective action problems (Ostrom & Ahn, 2003).

Also, Adler & Kwon (2002) shared their view that social capital is the goodwill available to individuals or groups. Its source lies in the structure and content of the actor's social relations. Its efforts flow from the information, influence and solidarity it makes available

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to the actor. Again, social capital is the sum of resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition (Bourdieu, 1992). Dess and Shaw (2001) went further to say, social capital theories expand the factors, such as trust, networks and norms, which we can use to explain the trouble of some human behaviour such as cooperation. From the above statements, it is clear that Putnam and Bortkus share the view that trust, norms and network are the features of organizations and these features can improve the efficiency of organization by facilitating co-ordinated actions. Putnam again referred to social capital as "connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them (Putnam, 2000: 19)." In addition, to treating social capital as the relations that characterize the structure of social networks, Putnam regarded trust as an essential element of the norms that arise from social networks; Putnam contradicted himself saying social capital had two primary components for him; networks and norms, rather than three components: networks, norms, and trust.

Similarly, Fukuyama defined social capital as "the ability of people to work together for common purposes in groups and organizations (Fukuyama, 1995: 10)." He further expanded the definition of social capital "as the existence of a certain set of informal values or norms shared among members of a group that permit cooperation among them (Fukuyama, 1999, p. 16)." Woolcock (1998) also referred to social capital as "the information, trust, and norms of reciprocity inhering in one's social networks (p. 153)."

From the above discussions it can be inferred that social capital is built on network, norms and trust which can improve the efficiency of an organization.

2.1.2 **Conceptual framework**
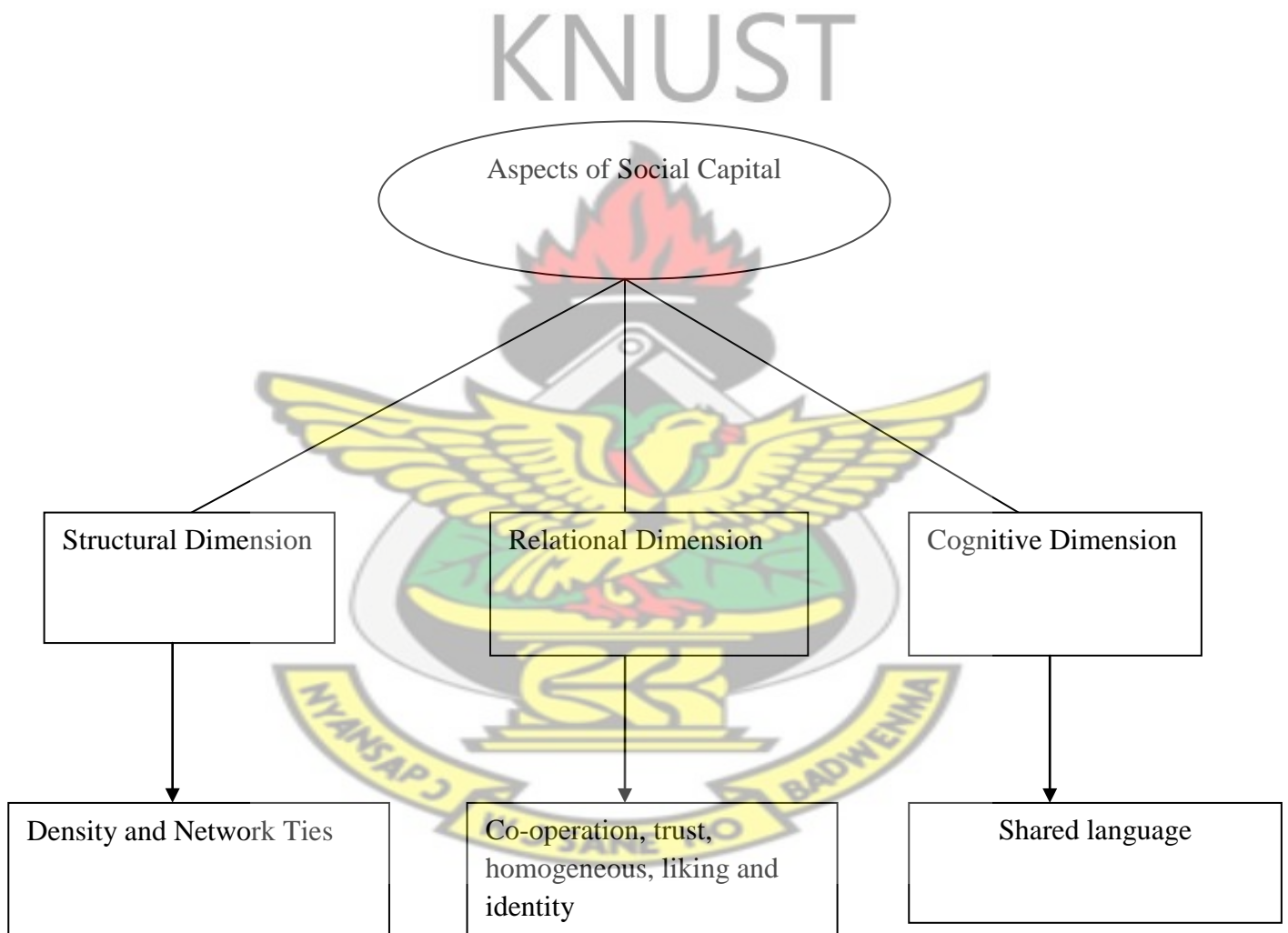
Figure 1 Aspects of social capital and it dimensions

Source: Author's own construct, 2013

2.1.3 **Dimensions of Social Capital**

Nahapiet and Ghoshal (1998) suggest that there are three aspects of social capital: a structural dimension, a relational dimension, and a cognitive dimension. The framework above illustrates the dimensions of social capital and it features.

2.1.4 Structural dimensions

From the framework above, structural dimension is the communications among actors which share information. Nahapiet and Ghoshal argued that such information results in the improvement of organizational ability in attracting and integrating knowledge and this provides competitive advantage. It includes warm personal relationships, firm work relationships and facilitating relationship structure (Kari R, Friets K, 2006). Nahapiet and Ghoshal went further to say structural dimension of social capital concerns the overall pattern of relationships found in organizations. This dimension involves the extent to which people in an organization are connected (do employees know one another). Additionally, Nahapiet & Ghoshal, 1998; Adler & Kwon (2002) suggested that tie strength is a frequent and close social interaction which provides individuals with enhanced opportunities to acquire and exchange information and knowledge.

However, ties embody information benefits in the form of access, timing and referrals (Burt, 1992). Nahapiet & Ghoshal (1998) suggested that ties influence primarily actors' opportunities to combine and exchange knowledge but also their anticipation that 'interaction, exchange, and combination will prove worthwhile, even if they remain

uncertain of what will be produced or how' (ibid: 249). In contrast to weak ties, strong ties are more accessible (Granovetter, 1983) and, therefore, provide additional opportunities for parties to exchange knowledge resources (Krackhardt, 1992). It is also likely that individuals can anticipate the value of knowledge resources held among network partners with strong ties (Burt, 2001). Moran (2005) suggests that strong ties can also reduce the uncertainty of an exchange and, as a result, enhance the likelihood of obtaining information from others. From the above statements, one can conclude that, structural dimensions involve the extent to which people in an organization are connected and how employees know one another. The framework concludes that density and network ties are the main features.

2.1.5 Relational dimension

According to Nahapiet & Ghoshal (1998) this dimension concerns the nature of relationships within an organization. In other words, relational dimension concentrates on the nature and quality of communications in an organization. This dimension includes relationships based on mutual honesty and trust, cooperation, team work, criticisability, commitment to goals, preference of organizational benefits, and being a member of shared family. In line with the above, Nahapiet & Ghoshal went further to emphasize the fact that relational dimension of social capital concerns the nature of the connections between individuals in an organization.

In other words, while the structural dimension focuses on whether employees are connected at all, The relational dimension focuses on the quality or nature of those connections (are they characterized by trust, intimacy, liking. and so forth?). This means relational dimensions focuses on the quality of the relationship which should be built around trust, intimacy and liking. The framework concludes that co-operation, trust, homogeneous, liking and identity are the features of relational dimension.

2.1.6 Cognitive dimension

According to Bolinio (2002) cognitive dimension includes the level of employees' participation in a social network or shared understanding among them and deals with individual's communications like relational dimension. Bolinio went further to say, common language; goals, recognition and cooperation are based on common values. However, Nahapiet and Ghoshal, (1998) admitted that cognitive dimension concerns the extent to which employees within a social network share a common perspective or under-standing, like the relational dimension. Then, the cognitive dimension of social capital also concerns the nature of the connections between individuals in an organization. In summary, while the structural dimension describes the mere existence of connections between employees and the relational dimension describes the extent to which there is an affective quality to these connections, this final aspect of social capital focuses on whether these connections have a cognitive component to them as well or do employees truly understand one another? However the framework concludes that shared language is the bases of cognitive dimension.

Bourdieu (1986) suggests that social capital is expressed by; the size of the group or network (how many individuals are represented by the collective) and the volume of capital possessed by the members of the network (the cumulative resources of the networked individuals). Coleman (1988) identifies three forms of social capital namely: obligations, expectations, and trustworthiness (individuals can depend on each other) is the first form; the second form consist of information channels (individuals can obtain information from each other) and the third form involve norms and effective sanctions (individuals are expected to act in the interests of the group or collective). Lean and Van Buren (1999) posit two components of social capital: first component is associability (willingness of networks members to subordinate individual interests for the good of the collective) and the second form is trust (willingness of members to be vulnerable). From the above discussions it can be concluded that, Bourdieu, Coleman, Lean and Van Buren have identified network, trust, information and norms as components of social capital.

2.1.7 Sources of Social Capital

Many researchers refer to networks as an important source of social capital. This view of social capital is influenced by network theorists and reflects both egocentric and sociocentric perspectives (Lesser, 2000). The egocentric perspective focuses on the connections that individual actors have with one another in a network. Sandefur and Laumann (1998) define social capital from an egocentric perspective, in which "an individual's social capital is characterized by her direct relationships with others and by the other people and relationships that she can reach through those to whom she is directly tied (p. 484)." The sociocentric approach, meanwhile, suggests that social capital

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is based on a person's relative position within a given network, rather than the individual's direct relationship with people in it (Burt, 1997). Burt (1992) has argued that the concept of 'structural holes' explains how social capital is a function of brokerage opportunities in a network. For him, "the structural hole is an opportunity to broker the flow of information between people and control the form of projects that bring together people from opposite sides of the hole (Burt, 1997: 340)." This argument suggests that social capital is created by a network in which people can broker connections between otherwise disconnected segments (Burt, 2001). That is structure is permanent but may be mediated by human agency. Bourdieu and Coleman argue that a network tends to reproduce an inherited pattern of relationships via individuals' efforts to preserve social capital. Coleman (1988), in particular, argues that a closed social network thus the existence of strongly interconnected and mutually reinforcing relations between different actors and institutions, maintains the existence of effective norms and the trustworthiness of others, hence strengthening social capital. By contrast, a more open structure is less likely to allow individuals within it to detect a violation of norms, which may result in less trust among network members and thereby weaken social capital. Putnam (1993) argues that dense networks in a community foster norm of reciprocity facilitate communication and strengthen trust, which results in citizen cooperation for mutual benefit.

Lin (2001) defines social capital as "resources embedded in a social structure which are assessed and mobilized in purposive actions (p. 12)." Thus for Lin, structure itself serves as a source of social capital. He proposes that access to, and us of social resources

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(resources embedded in social networks), that are in part determined by positions in the hierarchical structure, can lead to higher socioeconomic status. Hence, for these researchers, social capital is an attribute of networks.

On the contrary, a number of theorists argue that social capital is based on shared norms, mainly generalized reciprocity. Generalized reciprocity is based on the assumption that today's good turns will be repaid sometime in the future and is directly contrary to rational-choice theory. Putnam (1993), for example, argues that each individual act in a system of reciprocity is usually characterized by a combination of "short-term altruism (benefiting others at a cost to the altruist)" and "long-term self-interest (making every participant better off) (p. 172)." He believes that reciprocity can resolve problems of collective action and reconcile self-interest and solidarity. Portes (1998) sees social capital as "primarily the accumulation of obligations from others according to the norms of reciprocity (p. 7)." He divides reciprocity into consummators motivation that is bounded by the limits of specific community and instrumental motivations that emphasize reciprocal exchanges (Portes, 1988).

 Reciprocity can bind the community via shared interests, create the environment that encourages voluntary collective behavior and generate the good will necessary for peaceful resolution of conflict (Newton, 1997). Shared belief is another source of social capital. Portes (1998) refers to it as "bounded solidarity", a sense of community solidarity which results from collective shared experiences of community. "Identification with one's own group, section, or community can be a powerful motivational force (p.8)."

Nahapiet and Ghoshal (1998) suggest that this shared cognitive dimension serves as a resource and provides shared representations, interpretation, and systems of meaning among parties (p.123). The shared ways of thinking and interpreting events support the generation of social capital that helps people exchange ideas, understand each other better, and more effectively share views and expectations. These together, meanwhile, facilitate joint action in communities. Adler and Kwon (2000) argue that formal institutions and rules which help to shape network structure and influence norms and beliefs have a strong effect on social capital. Transparent governments that are responsive to people's needs are a key factor in establishing formal community rules and institutions in government.

As Levi (1996) has argued "governments provide more than the backdrop for facilitating trust among citizens; governments also influence civic behavior to the extent they elicit trust or distrust towards themselves (p. 51)."

2.2 How Organizational Context contributes to MSC

According to Bartlett and Ghoshal (1995 & 1996) organizational context of MSC refers to how some organizations manage to instill in their employees a high level of emotional commitment and enthusiasm beyond that justified by employment practices alone. The organizational context aims to alter not only the behaviours of individuals, but also their motivational and attitudinal state (Ghoshal and Bartlett, 1995). This means a positive organizational context does not dictate specific types of actions; rather, it creates a supportive environment that inspires employees to do an extra effort for the good of the organization.

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Again, Bartlett and Ghoshal (1994), in defining "organizational context", draw on Barnard (1938) to suggest that; the most important role of managers is to create a context that inspires faith or trust on employees "faith in the integrity of the objective authority, faith in common understanding, faith in the ultimate satisfaction of personal motives, faith in the superiority of common purpose as personal aim of those who partake in it" (Barnard, 1938: 259).

From the above discussions, it can be inferred that, the organizational context exists as a set of guiding norms, values and beliefs (the development of which is the responsibility of management), as well as the set of management practices and behaviors that exemplify and reinforce those principles.

Birkinshaw (1999) made an assertion that, organizational context is a function of the sum of managerial actions taken over a long period of time, so it can only be changed through consistent and purposeful management efforts. This means organizational context of MSC is a set of administrative and social mechanisms of influence over which top management has direct or indirect control that shape the behaviors, motivations and attitudes of employees. In line with what Birkinshaw said, one can suggest that, for organizational context to contribute to MSC then it should be under the control of top management and should introduce some systems like reward systems, development programs, report relations, set of beliefs, access to resources, hierarchical relations. However, these systems should be constituted by managerial actions and organizational processes not included in the existing employment practices approach. When this is done, it can lead to a positive organizational context.

2.2.1 How managerial behavior can erode MSC

Managerial behavior can erode MSC. Eroding of MSC can be caused by factors such as infighting among co-workers, average job satisfaction in work group and management abuse.

According to Anderson and Pearson (1999), negative relations can be a source of frustration and chronic dissatisfaction and can undercut productive activities. Co-worker relations are an important part of the 'social climate' at work and a foundation for workers' positive experiences of meaning and identity at work. One important type of conflict in the workplace arises when a worker avoids work by shifting it to others.

Perceived unfairness in rewards is another source of intra-group conflict. A distribution of rewards that is perceived as unfair is likely to generate a good deal of verbal undercutting of anyone whom the group perceives as receiving more than their just share. Workers are highly sensitive to the slightest nuances of perceived favoritism.

On the other hand, failure by management to abide by workplace norms of competent technical leadership and respect for workers' rights results in chaotic and ineffective production systems.

Also, where management shows disrespect to workers' rights and interests. Which may include the provision of unstable and insecure employment, inadequate pay and benefits, and lack of opportunities for training and advancement? The lack of provision of such benefits and guarantees may constitutes an important component of injustice in the

workplace an essential element of dishonest management behavior and a key to the breakdown of mutual respect and concern. All these may lead to average job satisfaction. From the above statements, it can be inferred that, infighting among co-workers, average job satisfaction in work group and management abuse can erode MSC in organizations.

2.3 **Concept of Organizational Citizenship Behaviour**

Organizational citizenship behaviours are discretionary, extra-role behaviours of employees which go beyond the prescribed formal roles, are not directly or explicitly recognized by the formal reward system and are known to be contributing factors of organizational performance (Organ, 1988; Organ, Podsakoff, & MacKenzie, 2005) However, Organ argues that good citizenship behaviour is characterized by traits of altruism, conscientiousness, sportsmanship, and courtesy among the employees. Organ however recognizes that in isolation any one instance of OCB may be insignificant, but in the aggregate this discretionary behaviour has a major beneficial impact on organizational operations and effectiveness. Again, Organ acknowledged the conceptual difficulties and ambiguities associated with OCB being discretionary and unrewarded. Organ contradicted himself and re-defined OCB as a performance that supports the social and psychological environment in which task performance takes place. From the above definitions it is clear that OCB aims at identifying a work behaviour among employees that leads to organizational effectiveness.

In addition, Organizational citizenship behaviours (OCBs) performed by the employees of an organization surpass the minimum role requirements expected by organizations and

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promote the welfare of co-workers, work groups, or the organization. At the same time, organizations rely on the employees" practice of OCBs so as to help their colleagues with problems, promote a positive work climate, tolerate inconveniences without complaint, and protect organization resources (Witt, 1991). Furthermore, positive employee voluntary behaviours like acting cooperatively, suggesting ways to improve the product, and promoting a positive climate, which Organ termed as OCB are manifested by the activities directed toward other members in the workplace or the organization, and may include helping co-workers, communicating new and critical information, maintaining a conscientious attitude toward the work environment, actively participating in decision processes and discussions, and refraining from complaining about minor irritants (Yen, Li, & Niehoff, 2008).

According to Katz & Kahn (1978), three main types of behaviours are required for high organizational effectiveness: one, people must join and remain in the organization (employee retention rate); two, employees must stick to the in-role behaviour which is performed in accordance with formal role descriptions; and three, extra-role behaviour which goes beyond the formal requirements of the role must be practiced. This means, in-role behaviour expected of an employee is usually codified in job description or role requirement. However, for increased organizational effectiveness, the employees must also practice the extra-role and engage in cooperative behaviour which goes beyond what is stated in their role descriptions. OCB is a term used to describe such extra-role and employee cooperation.

2.3.1 Dimensions of Organizational Citizenship Behaviour

OCB has been given several nomenclatures; it has also been variously dimensionalized and operationalized. Smith *et al.,* (1983) proposed altruism and generalized compliance as the components of OCB. In 1988, Organ proposed altruism, conscientiousness, courtesy, civic virtue, and sportsmanship as the five dimensions of OCB (Organ, 1988). Van Dyne (1990) proposed organizational obedience, interpersonal helping, organizational loyalty, and organizational participation as the OCB dimensions. Podsakoff *et al.,* (1994) proposed helping behaviours, sportsmanship and civic virtue. However the dimensions of OCB as proposed by Organ (1988) have become widely accepted as they comprehensively represent the constructs on extra-role behaviour or voluntary behaviour proposed in previous studies (Yoon, 2009). To operationalize the construct of OCB, this study uses the OCB dimensions proposed by Organ (1998). These dimensions of OCB have been found to be widely used by most of the researchers investigating this construct and are considered the standard measures of this construct. The five dimensions are:

2.3.2 Altruism

According to Organ (1988) altruism is a voluntary behavior. It occurs when one employee aids another employee in completing his/her task under unusual circumstances. For instance, being cooperative, helpful and other instances of extra-role behavior, which helps a specific individual with a given work related problem (Podsakoff, Scott & Philip, 1990).

2.3.3 Conscientiousness

This refers to the extent of behaviors to which someone is punctual, high in attendance and goes beyond normal requirements or expectations. In other words it refers to an employee performing his/her assigned tasks (in-role behavior) in a manner above what is expected (Podsakoff, *et al.,* 1990)

2.3.4 Courtesy

This refers to behaviors aimed at preventing future problems, which is different from altruism because altruism is helping someone who has a problem, while courtesy is helping to prevent problems, performing thoughtful or considerate gestures towards others (Podsakoff, *et al.,* 1990). In the words of Organ (1988), added that courtesy includes behavior such as helping someone prevents a problem from occurring, or taking steps in advance to mitigate the problem".

2.3.5 Civic virtue

This involves support for the administrative functions of the organization. It consists of those behaviors that are concerned with the political life of the organization (attend meetings, engage in policy debates, and express one's opinions in implementing a new policy). Derived from Graham's concept of organizational citizens who are willing to participate actively in organizational governance and monitor the environment for possible threats and opportunities even at personal cost, Civic virtue refers to employees' commitment to the organization as a whole (Graham, 1991; Yen, *et al.,* 2008)

2.3.6 Sportsmanship

This refers to stressing the positive aspects of the organization instead of the negative. In other words, sportsmanship describes those individuals who tolerate the annoyances that are inevitable in the workplace thus a set of behaviours that demonstrate tolerance of less than ideal conditions at work without complaining (Podsakoff, *et al.,* 1990). Sportsmanship refers to maintaining a positive attitude by employees even when things go wrong or when there are minor setbacks, and their willingness to give up personal interests for the good of the organization by, for example, not complaining about trivial matters or not finding fault with other employees.

In line with the above dimensions of OCB, it can be deduced that OCBs can contribute to organizational performance as these behaviours provide an effective means of managing the interdependencies between members of a work unit and resultantly increase the collective outcomes achieved. OCBs also enhance organisational performance in the sense that practising the dimensions of OCB lubricates the social machinery of the organisation, reducing friction, and increasing efficiency (Bateman & Organ, 1983; Smith, *et al.,* 1983). OCBs may also reduce the need of organizations to devote scarce resources to maintenance functions. Fewer resources devoted to maintenance mean more resources available for immediately productive purposes.

In consistent with the above, managerial behaviour is focused on as a foundation for social capital in the workplace (Whitener, Brodt, Korsgaard and Werner 1998). Social

capital within organizations can be seen as serving functions analogous to those served in a community. Dense social capital within organizations is a precondition for productivity and meaning in work, just as social capital in communities is a precondition for social cohesion and functioning. And, just as stable and predictable neighbourhoods with high levels of social capital generate effective informal control and low levels of crime, so does operation and facilitative work practices (Leana & Van Buren, 1999).

According to Coleman (1994) some aspects of social capital can facilitate certain actions of individual who are within the organization. For there to be a good relationship between managerial social capital and OCB there should be features of social organization such as trust, norms, and networks that can improve the efficiency of society by facilitating coordinated action

In line with the above, the researcher has uncovered a positive relationship between managerial social capital and OCB. This is because OCBs are influenced by what individuals think and feel about their jobs (Organ & Ryan, 1995) (Putnam, 1993)

To sum up, the close relationship between trust, social capital and OCB is partially explained by the fact that the four primary sources of social capital also influence trust, social networks and norms appear to be determinants of both; calculative trust rests on shared beliefs, and the role of system trust is similar to the roles that formal rules and institutions play in the constitution of social capital.

2.4 The relationship between trust, social capital and OCB

A number of researchers offer different arguments on the relationship between trust, social capital and OCB. One school of thought considers trust a precondition of social capital while a second one regards trust as a product or a benefit of social capital. For many researchers, social capital depends on trust. This means where there is trust, employees can go beyond their duty which can increase productivity. The relationships, communities, cooperation, and mutual commitment that characterize social capital and OCB could not exist without a reasonable level of trust. Without some foundation of trust, social capital and OCB cannot develop. While Bourdieu (1986) does not specifically mention trust, it is clearly implicit in his argument concerning social reproduction "the reproduction of social capital presupposes an unceasing effort of sociability, a continuous series of exchanges in which recognition is endlessly affirmed and reaffirmed (p. 250)" people must base their commitments on trust to expand their useful connections.

Both Coleman (1988) and Putnam (1993) define trust as one key component of social capital and OCB. Trust also plays an important role in Fukuyama's concept of social capital. He defines trust as a basic feature of social capital, "social capital is a capability that arises from the prevalence of trust in a society or in certain parts of it (Fukuyama 1995: 26)." Likewise, Francois (2003) argues that trustworthiness is the economically relevant component of a society's culture and hence comprises its social capital. Trust is considered to be a precondition of healthy social capital for these researchers.

A number of analysts, however, doubt whether trust should be treated as an integral component of social capital. They argue that trust itself is a complex and varied phenomenon. For these analysts, the integration of trust, network, and norms make the concept of social capital an extremely complicated one. Mishira has accused Putnam of adopting a "rather circular" definition of social capital and lacking theoretical precision by incorporating the concept of trust into his definition of social capital (Mishira 1996: 121). In Putnam's model, trusting relationships among economic actors evolve from shared cultures and become embedded within a localized economy, which then forms the possibilities and result in the fact of networks of civic engagement. This thought "takes for granted" the "causal link that connects trust and a rich network of associations (Sztompka 1999: 196).

2.4.1 How Organizational citizenship behaviour can be encouraged and sustained

OCBs are behaviours that immediately benefit specific individuals within an organisation and, thereby, contribute indirectly to organisational effectiveness (Lee & Allen, 2002; Williams & Anderson, 1991). For OCB to be encouraged employees should be satisfied with their job.

This means job satisfaction is a contributing factor to the physical and mental well-being of the employees; therefore, it has significant influence on job-related behaviours such as productivity, absenteeism, turnover rates and employee relations (Becker, 2004). Job satisfaction plays an important role in improving the financial standing of employees (Ashforth, 1994). Thus, understanding job satisfaction of employees is an important organisational goal (Ashforth, 1994).

According to Locke (1983), job satisfaction is a pleasure of positive emotional state resulting from the appraisal of one's job experience. This definition consists of both cognitive (an appraisal of one's job) and affective (emotional state) elements, denoting the degree to which individuals feel positive or negative about their jobs. Job satisfaction also indicates the degree to which the expectations in someone's psychological contract are fulfilled (Locke, 1983).

According to Smith, Kendall and Hulin (1969), all sources of job satisfaction fall into two categories: intrinsic and extrinsic satisfaction. Intrinsic sources originate from within the individual and have psychological value. Such satisfactions are essentially self-administered. In contrast, extrinsic sources of satisfaction originate from the environment (outside the individual). Forces beyond the individual's control (job security and fringe benefits) determine the frequency and magnitude of extrinsic satisfaction. In addition, some sources of satisfaction serve a dual purpose; that is, they can be extrinsic or tangible in nature while having intrinsic or psychological value because of what they symbolise. For example, both 'a high salary' and 'rapid career progress' would offer dual sources of satisfaction. From the above discussions it is clear that when employees are satisfied with their job in terms of fringe benefit, high salary and job securities they can perform OCB.

Also, leadership and personality, influences employee's willingness to engage in OCB Smircich and Morgan (1982).They went further to say leadership is positively related to OCB. Leadership as one of the determinants of OCB enhances team spirit, morale and

cohesiveness of the employees which in turn leads to organizational commitment. It also indirectly influences employee perception of fairness or justice in the workplace.

Podsafoff (1990) added his voice saying leadership has an important role in organizational citizenship behavior. He went further to say, directive leadership is negatively associated, and supportive leadership is positively associated to OCB. Organ, Podsakoff and Mackenzie (2005) suggested that there is also a positive relation between supportive leadership and different forms of OCB. Additionally, transformational leadership, charismatic leadership, and quality of leader-member exchange all endorse OCB.

According to Smircich and Morgan (1982) as leaders define and shape the "reality" in which followers work, "management of meaning" is one of the more commanding influences a leader can have on followers. Variety, identity, significance, autonomy, and feedback which are the five core job characteristics offer one means of capturing key facets of that reality. The level of human conduct of both leader and follower is increased by transformational leadership. Podsakoff, Philip and Scott (1990) reaffirmed their position saying transformational leadership predominantly has attained a lot of attention because it has emerged as one of the accepted approach in understanding the effectiveness of a leader.

According to Podsakoff *et. al.* (2000) personality plays an important role towards OCB. Personalities represent those means through which an individual can think, feel, and behave in certain ways and as organizational citizenship behavior is discretionary, there

is a strong relationship between organizational citizenship behavior and personality characteristics. Personality can produce organizational citizenship behaviors in the working environment through various interdependent processes. First, difference in personality produces effect on how the individuals are motivated. Thus, motivation is another way by which personality gives creation to organizational citizenship behavior. Personality characteristics are also affected by the way through which an individual interprets a particular situation that arises and obviously one will tackle and interpret that situation according to his personality. Those individuals who are low in emotional stability will view situations in a negative light. (McCauley and Kuhnert, 1992).

Personality is directly related to the factors like efficiency, organizational, reliability, and thoroughness, which manages and controls the behaviors. Personality has dimensions like extraversion and introversion. Individuals having extraversion personality can be defined as "active, assertive, energetic, sociable, enthusiastic, and outgoing (McCrae and John 1992) Though, there is some evidence that extraversion is attributed by assurgency to a much greater degree than sociability so those individuals having high degree of extraversion tend to be highly social, talkative, and affectionate and commonly have numerous friendships and good social skills. An extraversion individual has been found to relate positively to training proficiency (McCauley and Kuhnert, 1992)

From the above discussions it can be inferred that for OCB to be encouraged in organizations, there should be good leadership, personality and motivation.

2.4.2 Impact of MSC on employee's OCB

According to Pennar (1997) network of social associations influences individual actions and thereby affect economic expansion. This means, it is very important for service organization to invest in social capital because in service organization the employee are facing customers. If they invest in employee so they will automatically improve the service which lead to employee as well as contribute to organization performance. Ellinger (2012) argued that organizational social capital is resources that show the character of social relation within the organization.

However, Maurer and Ebers, (2006) made an assertion that MCS provides opportunities for corporation and groups to way in information, knowledge, and capital existing in their social net. From the above discussions, it can be inferred that MCS brings about corporation and influences individuals actions when dealing with customers. Again MCS contributes to the performance of the organization.

Lin, 2001 argued that social capital is valuable because it solves problems of coordination, reduces transaction costs, and facilitates the flow of information between and among employees. On the other hand, Organ, 1988; Podsakoff & MacKenzie, 1997, suggested that, MSC might positively influence employee performance; MSC may enhance co-worker or managerial productivity, MSC may free up resources for more productive purposes, MSC may reduce the need to devote scarce resources to purely maintenance functions, MSC may facilitate the coordination of activities between team members and across workgroups, MSC may enable organizations to attract and retain high-quality employees by making the work environment a more pleasant place to work, MSC may enhance the stability of organizational performance by reducing the variability

in a work unit's performance, and MSC may enhance an organization's ability to adapt to environmental change. From the above statements it can be deduced that MSC seeks to improve employee performance in organizations.

In line with the above, Evans and Davis (2005) shared their view saying in all organization high performance work system of organization is due to the managerial social capital interaction supportive environment, which leads to high financial performance and sustainable performance of organization .

A study by Kartep (2012), suggested that in service industries just like hotel the high performance wok practices like training, empowerment and rewards improve the job performance and work engagement perform as a mediator in this relation. On the other hand, Edelman, 2004 made an assertion saying, the causal relationship between internal social capital and some measure of organization performance found that the accumulation of social capital has a positive effect on employee performance

According to Nahapiet and Ghoshal (1998) and Moran and Ghoshal, (1996) high stocks of social capital can lead to; development of intellectual capital more flexible work organization, higher pace of innovation and knowledge exchange, and reduction of transaction costs, incentives and monitoring mechanisms. They concluded by saying all the above resources may provide unique competitive advantage for the organization. This means MSC can improve the relationship of trust and co-operation among employees in an organization and also provide a foundation for effective action within social groups.

From the above statements, it can be deduced that, MSC can improve organizational performance, can serve as a competitive advantage, improve co- worker relations, employee citizenship and job satisfaction.

2.5 Theories on Trust, Social Capital and Organizational Citizenship behaviour

A study on "Trust, Social Capital, and Organizational Effectiveness" by Qianhong Fu (2004), identified the relationship between social capital and trust, namely whether trust is a precondition of social capital or a product of it. The paper concludes that trust and social capital are mutually reinforcing and for that matter social capital generates trusting relationships that in turn produce social capital. However, the concept of trust should not be neglected in social capital.

In their Investigation of the "Relationship between Social Capital Dimensions and Intellectual Capital", Asgari and Khahm (2013) admitted that SC has an inevitable role in producing competitive advantage for organizations in today's turbulent environment. Many organizations should try to use new managerial techniques and principles in order to achieve competitive advantage. The two papers make it clear that, social capital is inevitable and organizations that exhibit social capital has a competitive advantage over it competitors.

Again, a study on "the relationship between OCB and social capital in public organization" by Zarea (2011) identified that, the outcome of OCB has led to the creation and enhancement of social capital. The paper went further to say, if OCB get improved,

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to achieve organizational efficiency and effectiveness should be expected. The paper concluded that organizational citizenship behaviour can maximize the efficiency and productivity of both the employee and the organization that ultimately contribute to the effective functioning of an organization. A working paper on "Leadership and Personality Traits as Determinants of Organizational Citizenship Behavior (OCB) in Banking Sector of Pakistan" by Malik, Ghafoor and Iqba (2012) showed that leadership qualities and positive personality traits significantly enhance Organizational Citizenship Behavior. Their findings further proved that, employees who are involved in Organizational Citizenship Behaviors (OCB) and do work without considering their schedules are necessary for every firm in order to remain competitive. So behaviors regarding OCB can be the competitive advantage for firms in the present era.

In conclusion, Asgari and Khahm (2013) and Malik, Ghafoor and Iqba (2012) share the view that social capital and OCB can be a competitive advantage for firms which will enhance the organizations efficiency and productivity therefore SC and OCB should be encouraged.

2.5.1 Conceptual framework
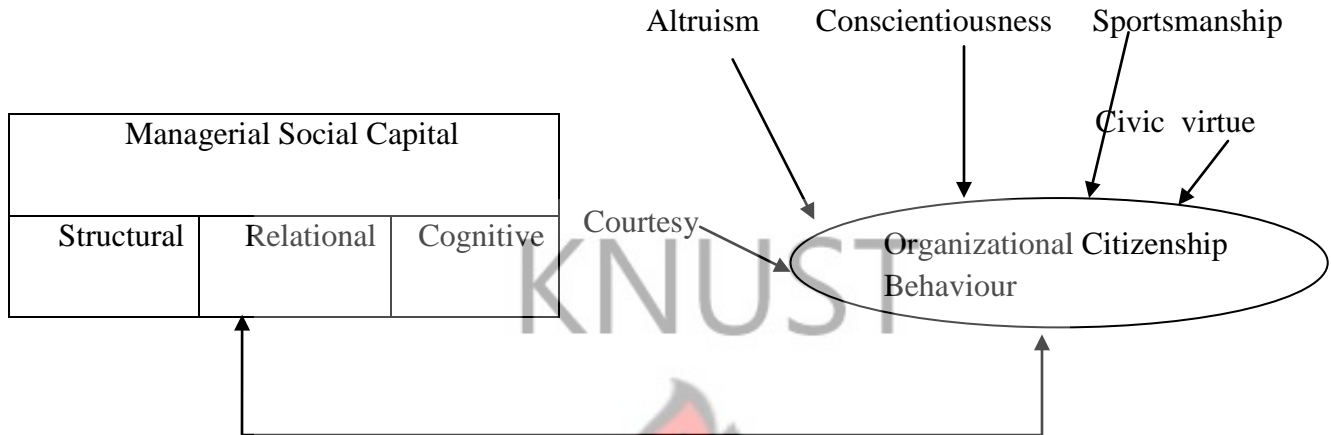
Figure 2: Relationship between Managerial Social Capital and Organizational Citizenship Behaviour

Source: Author's Own Construct, 2014

The framework above shows a relationship between Organizational Citizenship Behaviour (OCB) and Managerial Social Capital (MSC). It means OCB will help to the making of MSC and this supports the assertion made by Organ (1988) that the citizenship behaviors may have

an important role in establishing relationships, so citizenship behaviors can help the organization to the forming the social capital. For example, citizenship behaviors that encourage the establishment of contact between employees can develop the structural aspects of social capital.

A good relationship between OCB and MSC can improve network in the workplace and make it more stable, can bring tolerance and patience in problematic situations, help

employees to express opinions even if there is a risk to reject views, help employees to show respect and reverence to others in the society and show respect when confronted by clients.

From the statements, it can be concluded that a good relationship between MSC and OCB can help organizations to achieve it goals.

CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0   Introduction

This chapter focuses on the various approaches adopted to actually achieve the research objectives set in chapter one. This study is an investigation into the effect of managerial social capital on organizational citizenship behaviour in selected service organizations in the Sunyani municipality. It spells out how the study is designed as well as the sampling techniques and the various methods used to collect data for the study. Again, it gives an overview of the study area specifically, the district profile, location, area size and population. This chapter further touch on the method used to analyse the data collected, the forms presented and also issues bothering on ethics as far as this study is concerned.

3.1 Research Design

Research design as explained by (Saunders, Lewis and Thornhill, 2007) is "regarded as the vehicle that transports the researcher from the state of ignorance to a state of knowledge". In fact, it describes the strategy the researcher adopts in collecting, analyzing and reporting the research. Thus, a research design is the general plan or blueprint of how the researcher will go about answering the research questions (Saunders *et al.,* 2009). This research adopted an explanatory approach. Saunders *et al*. (2009:79) explained explanatory study to be a study that establishes a "causal relationship between

variables". In other words, it enabled the researcher to examine and explain relationships that exist between management and non management. This study is explanatory because it studies how good connections, network and trust among individuals in an organization can improve efficiency and how employees can as well perform beyond their duty. Additionally, as a result of the quantitative nature, the study also employed a case study. A case study is a study that focuses on a particular event, person, people or situation. One feature about it is that the researcher's viewpoint can be infused into the study. This research approach was considered necessary because of its ability to enable analyse broadly the major suggestions raised. The researcher employed the case study because it places more emphasis on a full contextual analysis of fewer events and their interrelations (Saunders *et al.,* 2009).

The organizations under study are Mobile Telecommunication Network (MTN), Vodafone Ghana, Ghana Commercial bank Sunyani branch, National Investment bank Sunyani branch and Agriculture Development bank Sunyani branch. The researcher chose these organizations because they deal directly with clients and exhibiting organizational citizenship behaviour (OCB) is imperative to these organizations. However, OCB cannot take place without a good connections and network between employees.

3.2 Sources of data

This section concerns ways and means in which data were collected during the course of the study. The data used in this study came from two major sources namely primary and secondary data sources.

3.2.1 *Primary data*

Primary data are first-hand data or information that a researcher collects from original source. They are usually collected through the use of questionnaire, interview and observation. The main instruments used to collect the primary data were structured interview and questionnaire. Saunders *et al*. (2007) advises that the method of data collection must have a connection with the research questions and objectives. Hence, the researcher used questionnaire.

A questionnaire, is a document containing a number of questions on a particular problem or issue to be investigated (deVaus, 1991), in which each person is asked to respond to the same set of questions in a pre-determined order (deVaus, 1991). As a result, a questionnaire was used in this study because the researcher felt that was the appropriate technique to help understand the relationship between the variables. The use of primary data provide a better understanding of the factors at play in areas mentioned and allow for a deeper analysis to be done.

3.2.2 Secondary data

A secondary data consists of data which were collected by other people, have been used for the purpose for which they were originally collected and are readily available for use by any other persons often for other purposes (Saunders *et al*., 2009). Put differently, once the information has existed, it is secondary data. In this study, the source of secondary data came from internet sites and web pages, lecture notes, text books, journals on managerial social capital and organizational capital. It is important to emphasize that a number of merits exist for using secondary data. One of which is its availability and the readiness for people to get and analyze it. Again, secondary data has high quality and thus, offers useful information for researchers to carry out their investigations.

3.3 Population, Sample Size and Sample Technique/Method

3.3.1 Population

A population according to Saunders *et al.* (2009, p. 124) refers to the "full set of cases from which the sample is taken". The population under this research comprised all senior, junior and menial staff in the organizations under study in the distribution table below.

Table 1: Population and Sample Size

Population	Category	Sample Size
Management	Administrative and Technical	All the population
Non Management	Administration and Technical	All the population
		Total Sample size = **Total population**

Source: Author's Own Construct, 2014

These populations for the study were all management and non management staffs of MTN, Vodafone, Ghana Commercial Bank, National Investment Bank and Agriculture Development bank all in the Sunyani municipality. MTN has a management population of three (3) and six (6) non management; Vodafone has a management population of four (4) and nineteen (19) non management staffs. GCB has four (4) management staffs and nineteen (19) non management staffs. NIB bank has a management staffs of three (3) and non management staffs of eleven (11) and ADB has three (3) management staffs and four (4) non management staffs. This class of persons was chosen because they constitute the main stakeholders in the administration of the managerial social capital and OCB and as a result, could be in the position to provide the information needed for this study. The sample size for the thesis consists of all the population. The total population and sample size for the study was seventy eight (78) management and non management.

3.4 Sample Technique

According to Churchill (1991) as well as Zikmund (1994), there are two basic sampling techniques namely probability and non-probability samplings. While a probability sampling refers to a sampling technique or method in which every member of the population has a known, non-zero chance of selection, a non-probability sampling on the contrary, is a sampling technique or method in which there is no way one can estimate the probability that any population element will be included in the sample, and thus there is no way of ensuring that the sample is representative of the population (Zikmund, 1994). Unlike non-probability sampling, under probability sampling, the possibility of each case being selected from the population is known and is usually equal for all cases. For this reason, the researcher employed stratified sampling techniques and purposive sampling technique. The stratified sampling was used to put the stakeholders into two groups namely, management staff, and non management staff. Then followed by purposive sampling which was used for the entire population which consist the all the sample size. The purposive sampling technique was used purposeful for all administrative, technical and menial staff to find out whether MSC and OCB exist in their organization and if it does how effective is it.

3.5   Data Collection Methods

This section concerns ways and means in which data were collected during the course of the study. The data used in this study came from two major sources namely primary and secondary data sources. Primary data are first-hand data or information that a researcher

collects from original source. On the other hand, a secondary data consists are data which were written or collected by other people, have been used for the purpose for which they were originally collected and are readily available for use by any other persons often for other purposes (Saunders *et al*., 2009). Put differently, once the information has existed, it is secondary data. In this study, the source of secondary data came from internet sites and web pages, lecture notes, text books, journals. It is important to emphasize that a number of merits exist for using secondary data. One of which is its availability and the readiness for people to get and analyze it. Again, secondary data has high quality and thus, offers useful information for researchers to carry out their investigations.

On the other hand, the main instrument used to collect the primary data was questionnaire. Saunders *et al*. (2007) advises that the method of data collection must have a connection with the research questions and objectives. Hence, the researcher's employment of questionnaires was in the right direction.

A questionnaire on the contrary, is a document containing a number of questions on a particular problem or issue to be investigated (deVaus, 1991), in which each person is asked to respond to the same set of questions in a pre-determined order (deVaus, 1991). As a result, a questionnaire was used in this study because the researcher felt that was the appropriate technique to help understand the relationship between the variables. The use of primary data provide a better understanding of the factors at play in areas mentioned and allow for a deeper analysis to be done.

3.6 Data Analysis Techniques

Data analysis involves the process through which the data collected are organized, analyzed and presented. The nature of the issues and processes under discussion will necessitate the use of quantitative analysis for the data collected. The data analysis describes the process whereby the primary data gathered from the field work are organized, analyzed and presented in the form of tables and figures.

In this study, after the questionnaire has been collected, the researcher took time to go through to make sure that all the questions are answered. In this case questions that relate to the research objectives are to be analysed. The analysis is to be done using Statistical Package for Social Science (SPSS version 16.0), and the data represented in appropriate tables and figures. Also, chi-square was used to test for association between the two variables namely MSC and OCB.

3.7   Validity and Reliability

The issue of validity and reliability is of utmost importance in all research works as it serves as a quality check. Validity according to Saunders *et al.* (2009:373) involves "the extent to which a test measures what we actually wish to measure". Validity comes in two forms, namely, criterion-related and constructs validity. To ensure a good content validity, the data collection instrument must be appropriately chosen such that it relates to the topic. A perfect criterion-related validity possesses four qualities. These are relevance, freedom from bias, reliability, and availability. The construct validity also

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focuses on the theory and measuring tools (Saunders *et al*. 2009). After knowing the theory, the instrument can be adopted adequately. In this study, the researcher chose explanatory and case study research.

Reliability implies the research findings can be repeated by another researcher. It requires that the questions must be answered in high quality by respondents (Saunders *et al*. 2009). Thus, it is important for the researcher to conduct the interviews in an efficient way. This implies that reliability involves stability, equivalence and internal consistency of the research results. For improving reliability, some methods can be used, such as minimizing external sources of variation, standardizing conditions under which measurement arises (Saunders *et al.* 2005). The research result in this study was based on the data collected from the field work.

Consequently, from the five organizations in the Sunyani municipality, the researcher administered seventy eight (78) structured questions to seventy eight (84) respondents. To ensure good response, the researcher distributed the questionnaire personally and collected all by herself. In the case of respondents who were busy at the time, structure interview was administered to them to enable them respond appropriately. A ninety six percent (96.42%) rate was therefore obtained from the respondents. This therefore provides the assurance that the data obtained from the research would be reliable and valid.

3.8 Ethical consideration

Ethics refers to the appropriateness of one's behaviour in relation to the rights of those are affected by his or her work. To add to this, Wells (1994) defines ethics as a code of behaviour appropriate to academics and the conduct of research. The aptness of the researcher's behaviour is influenced by broader social norms of behaviour according to Wells, (1994) and Zikmund, (1994). In this regard, a social norm refers to the type of behaviour which a researcher ought to adopt in a particular situation (Robson, 1993; Zikmund, 1994).

As a result, the researcher had no choice than to consider ethical issues from the beginning to the end of this study and to remain responsive to the impact of work on those who were affected. To accomplish this, the researcher collected an introductory letter from the Dean of the Kwame Nkrumah University of Science and Technology (KNUST) Business School to notify and ask for permission from the institutions involved. Further, the researcher sought the consent of respondents before administering the questionnaires. Lastly, the researcher treated the information as confidential and used them solely for the purpose for which it was collected.

3.9   Organizational Profile

3.9.1   *Ghana Commercial Bank*

Ghana Commercial Bank Limited (GCB) is a Ghanaian-based bank founded in 1953 and is headquartered in Accra, Ghana as of July 2008; the Company had 141 branches distributed throughout the country. The Company's services include GCB XPRESS, personal loans, GCB fast international money transfer, GCB MONEYGRAM, trade services and automated teller machine (ATM) services.

Ghana Commercial Bank Limited provides banking products and services for individuals and corporate bodies in Ghana., The company's corporate banking products and services comprise current accounts, call deposit accounts, and cash management services; short and medium term credit facilities in local and foreign currencies; fixed deposits, treasury bills, negotiable certificate of deposits, and premium certificate of deposits; money transmission services, including telegraphic transfer, cash collection, and Internet banking; and international payments, foreign currency purchases, bills for collection, letters of credit, foreign exchange accounts, guarantees, pre-export finance, and post-shipment finance for importers and exporters. Ghana Commercial Bank also offers business advisory, customer service and product development, relationship management and market structuring, and business development services for small and medium sized enterprises. GCB Sunyani branch has a total staff population of twenty-three. This consists of both management and non management. From a few interactions between the researcher and the staffs of GCB Sunyani branch showed there exists a good relationship

among staffs in the bank but staffs do not perform extra roles because of lack of motivation. However, according to the staffs this is affecting the bank because they are losing customers (www.gcb.com).

3.9.2 National Investment Bank Limited (NIB)

National Investment Bank Ghana Limited commonly referred to as National Investment Bank, normally abbreviated to NIB, is a commercial bank in Ghana. NIB is a medium-sized financial services provider in Ghana. As of December 2007, the total valuation of the bank's assets was approximately US$226.4 million (GHS: 344.2 million), with shareholder's equity of approximately US$28.6 million (GHS: 43.5 million).

The bank was established by the Government of Ghana in 1963, as a national development bank. Later, the bank was granted a commercial banking license by the Bank of Ghana, the national banking regulator. The shares of stock of the National Investment Bank are 100% owned by the Government of Ghana. The bank operates 29 networked branches across the country at May 2011.

The bank operates 29 networked branches across the country at May 2011. NIB Sunyani branch has a total staff population of Seventeen which consists of three (3) management staffs and Eleven (11) non management staffs. From some views sampled by the researcher, some staffs said there is a good relationship and connections among workers

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and for that matter, workers perform extra roles even though they are not motivated (www.nib.com.gh)

3.9.3 Agricultural Development Bank (ADB)

Agricultural Development Bank (ADB) was set up by an Act of Parliament in 1965 to promote and modernize the agricultural sector through appropriate but profitable financial inter-mediation. The Government of Ghana owns 51.83% shares while the Bank of Ghana owns 48.17% shares.

The Bank accordingly supports improved technology adoption, marketing and processing activities, equity participation in innovative ventures and activities, which impact positively on the agricultural sector. The bank does not limit its operations to the agricultural sector alone. However, it allows for a balance in the distribution of its loanable funds between the agricultural sector and the rest of the economy. The bank provides small and large-scale agricultural and agro-industrial financing and related export financing for agricultural products to promote agricultural development. It also carries out commercial banking activities to spread the risks (commercial, corporate, international banking and treasury management). The bank offers a range of products and special financing schemes. Agricultural Development Bank has about 50 branches around the country. ADB operates one of the fastest funds transfers around the Globe. The bank is the sole agent for Western Union Service and is linked by Satellite to the Bank. Agricultural Development Bank has about 50 branches around the country. ADB operates one of the fastest funds transfers around the Globe. The bank is the sole agent for

Western Union Service and is linked by Satellite to the Bank. ADB has a total staff population of between Sixteen (13). This number consists of both senior level management and junior level management (www.adb.com)

3.9.4 Mobile Telephone Network (MTN)

MTN Group, formerly M-Cell, is a South Africa-based multinational mobile telecommunications company, operating in many African, European and Middle Eastern countries. Its head office is in Johannesburg. MTN acquired Investcom, thereby expanding to ten more countries, mainly under the Areeba and Spacetel brands. As of early 2007, MTN was active in Ghana and in: Afghanistan (Investcom), Benin (Investcom), Botswana (Botswana Mascom), Cameroon (MTN Cameroon) Republic of Congo (MTN Congo SA), Cote d'Ivoire (MTN Cote d'Ivoire), Cyprus (MTN Cyprus) Ghana (Investcom, MTN Ghana), Guinea Bissau (Investcom), Republic of Guinea (Investcom), Iran (MTN Irancell), Liberia (Lonestar Cell), Nigeria (MTN Nigeria), Rwanda (MTN Rwanda), South Africa (MTN South Africa), Sudan (Investcom), South Sudan (Investcom, since South Sudan independence 2011), Swaziland (MTN Swaziland), Syria (Investcom), Uganda (MTN Uganda), Yemen (Investcom, Spacetel), Zambia (MTN Zambia).

MTN has a total staff population of Nine (9) and this consist of three (3) management staffs and six (6) non management staffs. From some views sampled from MTN staffs, shows that staffs perform beyond their duties because they are rewarded. The staffs went

further to say they are required to perform extra roles because they went to continue to be the leader in the telecommunication industry in Ghana. (www.mtn.com).

3.9.5 Vodafone Ghana

Vodafone Ghana, formerly Ghana Telecom, is the national telecommunications company of Ghana. In 2006, it had around 400,000 customers for fixed and mobile telephony and Internet services. On 3 July 2008, the sale of the company for $900 million to Vodafone group was announced. After the transaction closed, Vodafone had a 70% stake in the company, while the Ghanaian government retained a 30% stake. On 16 April 2009, the company was rebranded as Vodafone Ghana. As at 2006 Vodafone Ghana has a total employee staff of 4,000.

Vodafone Ghana Sunyani branch has a total staff population of twenty-two (22) which consists of both management and non management staffs (www.vodafone.com).

3.10   Background of the Study Area

3.10.1 Regional and city profile

The Brong Ahafo Region is located within latitude 80° 40° and 70° 30° North of the Equator and Longitudes 0° 15 East and 3° West. It covers an area of about 39,557km^2, which constitute about 17 percent of the total land area of Ghana. Approximately 20.7km^2 of the land is inundated by the Volta Lake. The region shares boundaries with

the Ashanti Region on the south, on the south west with the Western Region, with the Volta Region on the East, the Eastern Region on the South east and Northern Region on the North. Sunyani is the administrative capital of the Brong Ahafo Region. The Sunyani municipality is one of the numerous municipalities within the Region which lies between latitude 7°, 35" North and longitude 2°, 5" West and 7°, 3" West and shares boundaries with Wenchi District in the North, Berekum and Dormaa Districts to the west, Asutifi District to the South and Tano North districts to the East (www.wikipedia.org/wiki/sunyani).

3.10. 2 Land size, Population, Topography and Climate

The municipality covers a total land area of 2,488 square kilometres (4,788 square miles) with the municipal capital Sunyani being the largest settlement in the region in terms of population and area coverage. Since 1970, the population of the municipality has been growing progressively. Between 1970 and 1984 the population of the municipality grew from 60,344 to 2098,183 at the rate of 3.5. However, the 2000 population and housing census put the population of the municipality at 179,165 with growth rate of 3.8% (2000 Census Statistics).

In terms of topography and climate the Sunyani municipality is characterized by a low elevation not exceeding 152 metres above sea level in the southern and eastern areas. The land rises to a height of 643 metres in other areas. Temperatures are generally high, averaging 25-30^c throughout the year. Rainfall ranges from 1.500 mm in the south to 1,000 mm in the north. Rainfall has a double high period in the south and a single high period in the north, with May to October generally being the rainier season. Humidity is

also high and averages 75 percent during the wetter months in the forest zone but lower during the drier season.

3.10.3 Administrative structure and municipal economy

The Sunyani Municipal Assembly is the highest political authority in the municipality. It comprises decentralized departments headed by the Chief Executive who is supported by the Municipal Coordination Director and other supporting staffs for instance the Municipal Planning and Coordinating Unit, Budget, Finance, Works, and Revenue Collectors. Agriculture, mining, quarrying, manufacturing, construction and services are the main economic activities. Agriculture is predominant activity. Employment statistics in 1984 indicated that 78.4 percent of the region's population was engaged in this sector. Quite apart from this, there a number of small-scale businesses taking on the manufacturing of clothes, leather products, carpentry and joinery metal fabrication and spare parts are scattered throughout the region. The majority of these are concentrated in the Sunyani municipality (www.wikipedia.org/wiki/sunyani).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter brings to the fore the data presentation, analysis and discussion of results of the field work carried out by the researcher. The data collected was analyzed using Statistical Package for Social Sciences (SPSS) version 16 and the results are presented in tables and figures supported with verbal description and explanations as well. The study considered a total of 13 management staffs and 41 non management staff of some selected service organizations in the Sunyani municipality. A total of 78 questionnaires were sent out and only 54 were returned. This represents a response rate of 96.42%.

4.1   Presentation and Analysis of Data

4.1.1   *Responses from management*

Table 2 Number of years in your org.

Number of years in your org.	Frequency	Percent
less than 5 yrs	8	61.5
5 - 10 years	3	23.1
11- 15 years	2	15.4
Total	13	100.0

Source: Field work, 2014

Table 1 represent the number of years respondents have been working in their organization. Out of 19 questionnaires sent out, 13 were returned. The result according to table 1 shows that 8(61.5%) of respondents have been working in their organization for less than 5 years. 3 (23.1%) of the respondents have been working in their organization between 5 – 10 years. Again, 2(15.4%) of respondents have been working between 11 – 15 years in their organization. It can be in inferred from table 1 that majority of respondents have been working in their organization for less than 5 years.

Table 3 Position of Respondents

Position	Frequency	Percent
Manager	1	7.7
Customer Service Engineer	1	7.7
Technician	1	7.7
Operations Manager	1	7.7
Customer Experience Engineer	1	7.7
Debt Monitoring Collection Officer	1	7.7
Branch Manager	2	15.4
Business Development Officer	1	7.7
No Answer	2	15.4
Assistant Manager	1	7.7
Customer Service Representative	1	7.7
Total	13	100.0

Source: Field work, 2014

Table 2 represent the various position respondents hold in their respective organization. The result according to table 2 shows that 1(7.7%) of respondents is a manager, customer service engineer, technician, operations manager, customer experience engineer, debt monitoring engineer, business development officer and customer service representative. Also, 2 (15.4%) of the respondents are branch managers and the other respondent did not answer. It can be deduced that majority of the respondents are branch managers.

Views from management regarding the sources and levels of Social Capital in the organization

Table 4

Responses	Agree		Disagree		Neutral	
	N	%	N	%	N	%
In this organization we respect each other competencies	12	92.3	1	7.7	0	0.0
In this organization every officer shows Uprightness	11	84.6	2	15.4	0	0.0
In this organization we trust each other	7	53.8	3	23.1	3	23.1
In this organization we count on each other to live up to the goals and objectives of the organization.	12	92.3	1	7.7	0	0.0
In this organization we share work related Ideas with colleagues	11	84.6	2	15.4	0	0.0
In this organization we communicate easily with each other at work	10	76.9	2	15.4	1	7.7
Management are able to work with co-work and collectively to solve problem	7	53.8	3	23.1	3	23.1
I socialize with co workers outside the work place	8	61.5	1	7.7	4	30.8
In the organization we share the same vision for achievement of orgnal goals	11	84.6	0	0.0	2	15.4
In the organization I am able to talk Informally with other workers	9	69.3	2	15.4	2	15.4
Management hold people accountable For their performance	11	84.6	0	0.0	2	15.4
Management work hard to develop the Capabilities needed to achieve the org vision and mission	9	69.3	2	15.4	2	15.4
Management use appropriate feedback to Improve work performance	8	61.5	5	38.5	0	0.0

Source: Field work, 2014

Table 3 present the views expressed by respondents about the sources and levels of social capital in their organization. Out of 19 questionnaires sent out, only thirteen were returned. From the table, 12(92.3%) of the respondents agreed that in their organization, they respect each other's competencies. On the contrary, 1(7.7%) of the respondent disagree saying in their organization they do not respect each other's competencies. On whether every member shows uprightness in the organization, 11(84.6%) of the respondents agree that every member shows uprightness. 2 (15.4%) of the respondents disagree to the statement that every member shows uprightness in the organization.

Again, the researcher wanted to find out whether members in their organization trust each other, 7 (53.8%) of the respondents agree that they trust each other in the organization. On the other hand, 3 (23.1%) of the respondents disagree to this statement. Again,3 (23.1%) of the respondents responded neutral. It is apparent in table 3 that 12 (92.3%) of respondents count on each other to live up to the goals and objective of this organization. 1 (7.7%) of respondents disagree that members count on each other to live up to the goals and objectives of the organization. Also, 11 (84.6%) of the respondents agree that they share work related ideas with colleagues whiles the remaining 2 (15.4%) of the respondents disagree to this statement.10 (76.9%) of respondents agree that they communicate easily with each other at work on the contrary, 2 (15.4%) of the respondent disagree to this statement and 1 (7.7) respondent was neutral. On whether management is able to work with co workers to collectively solve problem, 7 (53.8%) of respondents agree to this statement whiles 3 (23.1%) of respondents disagree to this statement and the remaining 3 (23.1%) were neutral.

Again, on whether staff socialize with co workers outside of the workplace, 8 (61.5%) of the respondent agree to this statement whiles 1 (7.7%) of the respondent disagree, the remaining 4 (30.8%) of respondent responded neutral. On whether members in their organization share the same vision for the achievement of organizational goals, 11 (84.6%) of the respondents agree to this statement whiles the remaining 2 (15.4%) of the respondent said the opposite thus disagree to this statement. Respondents were asked whether they are able to talk informally with other workers; 9 (69.3%) of the respondents agree to this statement whiles 2 (15.4%) disagree and the remaining 2 (15.4%) responded neutral. Management were asked whether they hold people accountable for their performance; 11 (84.6%) of the respondents agreed whiles 2 (15.4). Again, 9 (69.3%) of the respondent agreed that management work hard to develop the capabilities needed to achieve to achieve the organization vision and mission, 2 (15.4%) of the respondents disagreed to this statement and the remaining 2 (15.4%) of the respondents responded neutral. It is also clear that 8 (61.5%) of the respondents agree that management use appropriate feedback to improve work performance whereas the remaining 5 (38.5%) of respondents said the opposite thus disagree to this statement.

How organizational context contributes to MSC

Table 5

Statement	Agree		Disagree		Neutral	
	N	%	N	%	N	%
Your employees observe orgnal Ethics and respect each other	11	84.6	2	15.4	0	0.0
Your organization have systems That shapes the behaviour of your employees	9	69.2	2	15.4	2	15.4
Your organization have a system that rewards staff who volunteer to work after work hours	4	30.6	2	15.4	7	53.8
Your org reward staff who came in or stayed late without pay to complete a task	3	23.1	7	53.8	3	23.1
Your org allows staff to volunteer To attend meeting or work on committees on own time	3	23.1	5	38.5	5	38.5
Your organization allows staff to Lend money to a co worker	6	46.2	4	30.6	3	23.1
Your organization allows a worker volunteer to help a co worker deal with a difficult customer	2	15.4	9	69.2	2	15.4
Your organization has a system That holds staff accountable for their action	13	100.0	0	0.0	0	0.0

Source, field work; 2014

Table 4 shows how organizational context contributes to MSC. From the table, 11 (81.6%) of respondents agree that their employees observe organizational ethics and respect each other whiles the remaining 2 (15.4%) of the respondents said the contrary

thus disagreed to the statement that their employees observe organizational ethics and respect each other's belief. On the issue of whether organizations have a system that shapes the behaviour of employees; 9 (69.2%) of the respondents agreed that their organizations have systems that shapes the behaviour of employees, the remaining 2 (15.4%) of the respondents disagreed to this statement and another 2(15.4%) of respondents were neutral. Again, 4 (30.6%) of respondents agree to the statement that their organization have a system that reward staff who volunteer to work after work hours, another 2(15.4%) of respondents disagreed to this statement whiles the remaining 7(53.8%) of the respondents responded neutral to this statement. 3 (23.1%) of respondents agreed to the statement that their organization reward staff who come early or stayed late without pay to complete a project or task, as many as 7(53.8%) of respondents disagreed to this statement whiles the remaining respondents responded neutral to this statement.

On the other hand, 3(23.1%) of respondents agreed that their organization allows staff to volunteer to attend meetings or work on communities on own time, as many as 5(38.5%) of respondents disagreed to this statement whiles the remaining 5(38.5%) of respondents responded neutral to this statement. Again, majority of respondents thus 6(46.2%) agreed that their organization allows staff to lend money to a co-worker, another 4 (30.6%) of respondents said the opposite thus disagreed to this statement whiles the remaining 3 (23.1%) of respondents responded neutral. Furthermore, as little as 2(15.4%) of respondents agreed that their organization allows a worker to voluntarily help a co-worker deal with a difficult customer, vendor or co-worker, as much as 9 (69.2%) of respondents disagreed to this statement whiles the remaining 2(15.4%) of respondents

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responded neutral. Lastly all 13 (100.0%) of respondents agreed that their organization

has a system that holds staffs accountable for their action.

Relationship between MSC and OCB

Table 6.1: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.667[a]	12	.041
Likelihood Ratio	16.048	12	.189
Linear-by-Linear Association	9.302	1	.002
N of Valid Cases	13		

a. 21 cells (100.0%) have expected count less than 5. The minimum expected count is .08.

Source, field work; 2014

Table 6.2: Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	1.291	.041
	Cramer's V	.913	.041
N of Valid Cases		13	

Source, field work; 2014

The relationship between MSC and OCB was tested. The result of Cramer's value is 0.913 and the level of significance is 0.041. This means there is a correlation between MSC and OCB because the significance level is less than 0.05. Again there is a moderate relationship between MSC and OCB because the significance level is less than 0.05.

RESPONSES FROM NON MANAGEMENT STAFF

Table 7: Academic qualification

Responses	Frequency	Percent
SSSCE and below	9	22.0
Bsc,/HND	27	65.9
MBA	1	2.4
Banker	2	4.9
CIMA	1	2.4
ABCE	1	2.4
Total	41	100.0

Source, field work; 2014

Table 9 shows the academic qualification of non management. Out of 57 questionnaires sent out only 41 was returned. The result according to table 9 shows that 9 (22.0%) of respondents are SSSCE and below. Majority of respondents hold Bsc/HND thus 27 (65.9%) in their organization, again 2(4.9%) of respondents are bankers whiles 1(2.4%) of respondents hold MBA, CIMA and ABCE. From the table it can be inferred that majority of respondent hold Bsc/HND certificates.

Table 8: **Number of years in your organization**

Responses	Frequency	Percent
less than 5 years	25	61.0
5 - 10 years	5	12.2
11-15 years	8	19.5
16 years and longer	3	7.3
Total	41	100.0

Source, field work; 2014

Table 10 shows the number of years respondents have been working in their organization. From the table, as many as 25(61.0%) of respondents are working for less than 5 years, whiles 8(19.5%) of respondents are working between 11 to 15 years, again 5(12.2%) of respondents are working between 5 to 10 years and as little as 3(7.3%) of respondents are working over i6 years.

How MSC contributes to OCB

Table 9

Statement	Agree		Disagree		Neutral	
	N	%	N	%	N	%
Your org allow you to help a co worker with personal matter	29	70.7	1	2.4	11	26.8
Your org allows you to lend Lend money to a co worker	3	7.3	25	61.0	13	31.7
Your org has a system that Reward staff who volunteers to work after work hours	17	41.5	14	34.1	10	24.4
Your org allows you to lend a Compassionate ear when someone has Personal problem	26	63.4	5	12.2	10	24.4
Your org allows workers to help a co worker learn new skills or shared Job knowledge	41	100.0	0	0.0	0	0.0
Your org allows staff to lend Money to a co worker	9	22.0	28	68.3	4	9.8
Your org allows a worker Volunteer to help a co-worker deal with a difficult customer, vendor or co-worker	8	19.5	15	36.6	18	43.9
Your org allows you to give A written or verbal recommendation for a co-worker	16	39.0	16	39.0	9	22.0

Source, field work, 2014

Table 11 shows how MSC contributes to OCB among non management staff. Out of 57 questionnaires sent out, only 41 were returned. From the table, as many as 29(70.7%) of

respondents agreed that their organization allows a worker to help a co-worker with personal matter such as child care and car problems, only 1(2.4%) respondent disagreed to this statement where as 11(26.8%) of respondents responded neutral to this statement. On the issue whether their organization allows workers to lend money to a co worker, as little as 3(7.3%) of respondents agreed to this statement, whiles as many as 25(61.0%) of respondents disagreed and the remaining 10(24.4%) of respondents responded neutral to this statement. Respondents were asked whether their organization has a system that reward staff who volunteer to work after work hours; 17(41.5%) of respondents agreed to this statement, whiles 14(34.1%) of respondents said the opposite thus disagreed and the remaining 10(24.4%) of respondents responded neutral. Again, as many as 26(63.4%) of respondents said their organization allows a worker to lend a compassionate ear when someone has a personal problem, as little as 5(12.2%) of respondents said the contrary thus disagreed and the remaining 10(24.4%) responded neutral.

On the other hand, all respondents 41(100.0%) agreed that their organization allows workers to help co workers learn new skills or shared job knowledge. Furthermore, 9(22.0%0 of respondents said their organization allows staff to lend money to a co worker, whiles as many as 28(63.3%) of respondents disagreed to this statement and the remaining 4(9.8%) of respondents responded neutral. On the issue of whether their organization allows a worker to voluntarily help a co worker deal with a difficult customer vendor or co worker, as little as 8(19.5%) of respondents agreed to this statement whiles 15(36.6%) of respondents disagreed and as many as 18(43.9%) of respondents responded neutral. Again, 16(39.0%) of respondents agreed that their organization allows a worker to give a written or verbal recommendation for a co worker,

another 16(39.0%) disagreed to this statement whiles the remaining 9(22.0%) of respondents responded neutral to this statement.

4.2 Discussion of Results

This section discusses the field work collected and analysed to find its relationship with existing literature. From Table 3, it became clear that majority of the respondents agreed that some sources and levels of social capital in their organization are; respect for each others competencies, every officer shows uprightness and staff trust each other. This reason goes to support the assertion made by Nahapiet and Ghoshal (1998) that there are three aspects of social capital: a structural dimension, a relational dimension, and a cognitive dimension. However, relational dimension concerns the nature of relationships within an organization. In other words, relational dimension concentrates on the nature and quality of communications in an organization. Relational dimension includes relationships based on mutual honesty and trust, cooperation, team work, criticisability, commitment to goals, preference of organizational benefits, and being a member of shared family. Nahapiet and Ghoshal (1998) further emphasize the fact that relational dimension of social capital concerns the nature of the connections between individuals in an organization. This means relational dimensions focuses on the quality of the relationship which should be built around trust, intimacy and liking.

Again, Sandefur and Laumann (1998) found out that an individual's social capital is characterized by her direct relationships with others and by the other people and

relationships that she can reach through those to whom she is directly tied. Supporting this, Putnam (1993) states that dense networks in a community foster norm of reciprocity that facilitate communication and strengthen trust, which results in citizen cooperation for mutual benefit. Respondents said, they count on each other to live up to the goals of the organization, they communicate with each other and management is able to work with co workers to and collectively solve problems. According to Bolinio (2002) cognitive dimension includes the level of employees' participation in a social network or shared understanding among them and deals with individual's communications. Bolinio went further to say, common language; goals, recognition and cooperation are based on common values. These values have helped management to communicate with each other, share related ideas with colleagues and also work with co workers to solve problems. The views put forward by the respondents confirmed clearly Putnam's (1993) assertion that each individual act in a system of reciprocity is usually characterized by a combination of "short-term altruism (benefiting others at a cost to the altruist)" and "long-term self-interest (making every participant better off) (p. 172)." He believes that reciprocity can resolve problems of collective action and reconcile self-interest and solidarity. This clearly shows that organizational social capital helps management and co workers to collectively solve problem in their organizations.

In addition, the study revealed that management allows staff to volunteer to attend meetings or work on committees own time. This support the view shared by Graham (1991) saying civic virtue involves support for the administrative functions of the organization. It consists of those behaviours that are concerned with the political life of

the organization (attend meetings, engage in policy debates, and express one's opinions in implementing a new policy). This means Civic virtue refers to employees' commitment to the organization.

In addition, respondents talk informally with other workers, they hold people accountable for their performance and they use appropriate feedback to improve work performance. This confirms what Adler and Kwon (2000) said in their study that, formal institutions have rules which help to shape network structure and influence norms and beliefs have a strong effect on social capital. This means though management talks informally with other workers, there are rules which shape the network structure and behaviour of staff. Table 3 has revealed that network, trust, information, communication and norms among management in an organization contribute to organizational social capital.

On the other hand, the study revealed in table 4 that organizations have a system that reward staff who volunteer to work after work hours, reward staffs who came in early or stayed late without pay to complete a project or task. These responses helps organizational context contribute to MSC. This results confirms the submission by Bartlett and Ghoshal (1995 & 1996) that organizational context of MSC refers to how some organizations manage to instill in their employees a high level of emotional commitment and enthusiasm beyond that justified by employment practices alone. The organizational context aims to alter not only the behaviours of individuals, but also their motivational and attitudinal state. This means a positive organizational context does not

dictate specific types of actions; rather, it creates a supportive environment that inspires employees to do an extra effort for the good of the organization. This also support the view expressed by Barnard (1938) saying, the most important role of managers is to create a context that inspires faith or trust on employees. Table 4 further disclosed that employees observe organizational ethics and respect each other's belief, have a system that shapes the behaviour of employees. This reasons given by respondents support what Birkinshaw (1999) said in his study that, organizational context is a function of the sum of managerial actions taken over a long period of time, so it can only be changed through consistent and purposeful management efforts. This means organizational context of MSC is a set of administrative and social mechanisms of influence over which top management has direct or indirect control that shape the behaviors, motivations and attitudes of employees.

However, as many as 9(69.2%) of management disagree to allow their workers to volunteer to help a co worker deal with a difficult customer, vendor or co worker. This reason given by management may erode MSC because it can cause infighting among co-workers, average job satisfaction in work group and management abuse. The reason given by management supports the assertion made by Anderson and Pearson (1999), that negative relations can be a source of frustration and chronic dissatisfaction and can undercut productive activities. Co-worker relations are an important part of the 'social climate' at work and a foundation for workers' positive experiences of meaning and identity at work. One important type of conflict in the workplace arises when a worker avoids work by shifting it to others. It is therefore not surprising that all the respondents

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thus management 13 (100%) hold their staff accountable for their action. This reason confirms what Adler and Kwon (2000) said in their study that, formal institutions have rules which help to shape network structure and influence norms and beliefs have a strong effect on social capital.

In the quest to get more information about the relationship between MSC and OCB in some selected service organization in the Sunyani municipality, the researcher sought to find out whether there is a strong correlation or a weak correlation between MSC and OCB. Table 5and 5.1 shows that there is a moderate relationship between MSC and OCB in organizations. From the above discussions, it can be inferred that these moderate relationship between OCB and MSC can erode to MSC and OCB.

The study disclosed how MSC contributes to OCB among non management staff. Majority of respondents 29(70.7%) said their organization allows them to help a co worker with a personal matter however, as little as 1(2.4%) respondent disagreed to this statement. Again, respondents confirmed that their organization has a system that reward staffs who volunteer to work after working hours this was said by 17(41.5%) of respondents. Non management staffs admitted that MSC contributes to OCB in their organization by allowing staffs to lend a compassionate ear when someone has a personal problem, their organization allows workers to help a co worker learn new skill. The responses given by the respondents support the submission made by Coleman (1998) and Putnam (1993) saying trust is a key component of SC. In addition, Fukuyama's (1995) noticed that trust is a basic feature of social capital, Francois (2003) argues that trustworthiness is the economically relevant component of a society's culture and hence

comprises its social capital. From the above discussions it is clear that since non management staff trust each other in their organization, their organization allows staff to help a co worker with a personal matter, allows staff to lend a compassionate ear to someone who has a personal problem.

On the other hand, as many as 25(61.0%) of respondents said their organization do not allow them to lend money to co workers. Again, 16(39.0%) of respondents said their organization do not allow them to give a written or verbal recommendation for a co worker. This means management does not want to bring infighting among co-workers, average job satisfaction in work group and management abuse which will at the end erode MSC in organizations.
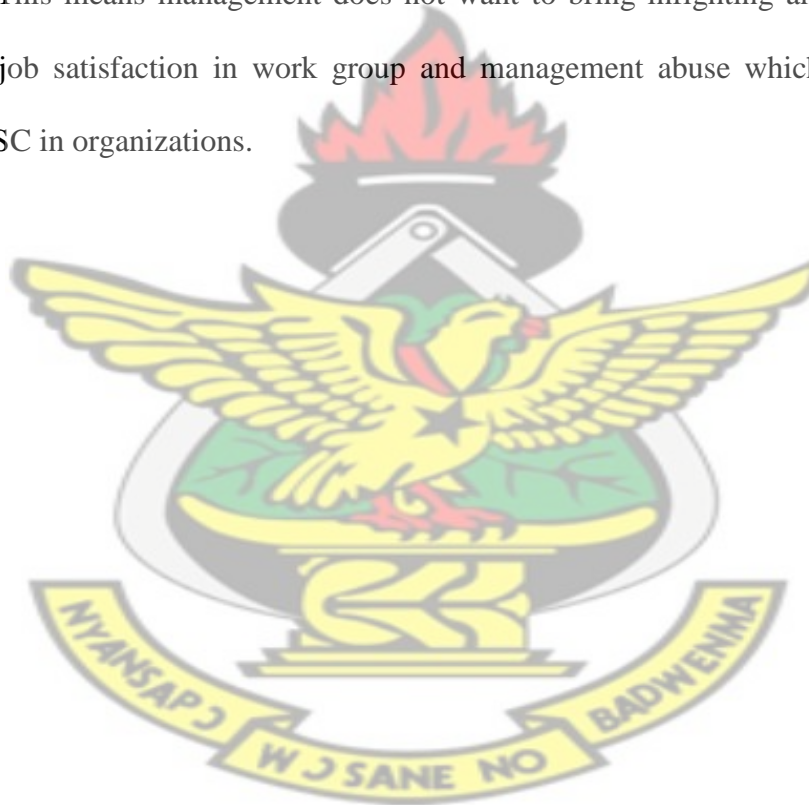
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes what the researcher has done so far and answered the research questions stated in the beginning. Results and findings generated from the research are presented in the chapter also. The researcher discussed the findings of the study and gave suggestions for future research and finally provided some recommendations to the both management and non management staffs.

5.1 Summary of key findings

The following are the summary of the findings of the study:

5.1.1: Sources and level of managerial social capital in the selected organizations

The study revealed that all respondents identified respect for each other competencies, trust one another, staff show uprightness, management socialize with co-workers outside the workplace, staff share same vision for achievement of organizational goals, management use appropriate feedback to improve work performance, management work hard to develop the capabilities needed to achieve organizations vision and mission, sharing work related ideas with each other, communicating easily with each other and work with co workers to collectively solve problems as the sources and levels of OSC.

5.1.2 How organization context contributes or erodes managerial social capital in the selected organizations

Again, respondents (management staff) identified employees observing organizational ethics, organization have system that shape the behaviour of employees, organization allow staff to lend money to a co-worker and organization holds staff accountable for their action as factors that contributes to MSC. Also, non management staff, revealed that their organization allows them to help a co-worker with personal matter, organization has a system that reward staff who volunteer to work after work hours and their organization helps a worker learn new skills or shared job knowledge as factors that contributes to MSC. Again, non management revealed that, they are not allowed to give or write a written recommendation to a co-worker and their organization do not allow them to lend money to a co-worker. These factors erode to MSC.

5.1.3 Relationship between managerial social capital and organizational citizenship behaviour in the selected organizations

Concerning the relationship between MSC and OCB, the study revealed that there is a moderate relationship between MSC and OCB. This moderate relationship between MSC and OCB prevents staff from lending money to co-workers. Again, this moderate relationship does not permit non management staff to give a written or verbal recommendation for a co-worker. If the relationship is not handled properly it can erode to OCB.

5.2: Conclusion

This research investigated into the effect of managerial social capital on organizational citizenship behaviour in selected service organizations in the Sunyani Municipality. It used five service organizations which include Mobile Telephone Network (MTN), Vodafone Ghana, Ghana Commercial bank, National Investment Bank and Agricultural Development Bank. The study has come out with a number of findings which include management do not reward staff who come to work early or stayed late without pay to complete a task, non management staff are not allowed to lend money to a co worker, organization do not allow a worker to volunteer to help a co worker deal with customer. Again, organization does not allow non management to give a written or verbal recommendation for a co worker and organizations do not allow non management staff to voluntarily attend meeting or work on committees own time. It can therefore be concluded that though there is a moderate relationship between management and non management, a lot needs to be done to strengthen the relationship between management and non management staff. If their relationship is not strengthened, then it may erode to MSC and OCB.

5.3: Recommendations

On the basis of the findings of the study, the researcher therefore provides the following recommendation to management, non management and organizations.

5.3.1 Reward for staff

Organizational citizenship behaviours are discretionary, extra-role behaviours of employees which go beyond the prescribed formal roles, are not directly or explicitly recognized by the formal award system and are known to be contributing factors of organizational performance. The study revealed that management do not reward staff who report to work early and perform extra roles. Hence the researcher recommends that organizations should have reward packages in the form of recognition for staff that perform extra roles. Again, when staffs are rewarded it can contribute indirectly to organizational effectiveness.

5.3.2 Civic virtue must be encouraged

The study discovered that non management staff are not allowed to attend meeting or work on committees own time. This non involvement of non management staff in attending meeting may erode OCB. For this reason the researcher recommends to management and organizations that civic virtue should be encouraged so it can help non management participate actively in organizational governance and monitor the environment for possible threats and opportunities. Again when civic virtue is encouraged it would help non management staff to be committed to their organization.

5.3.3 Altruism should be encouraged

Another issue which came up that seem to bother respondent's thus non management staff were not allowed to volunteer to help a co worker deal with a difficult customer, vendor or co worker. Again, non management staffs were not allowed to lend money to a co worker. For this reason the researcher recommends that altruism should be encouraged because altruism means helping someone with a problem. Again, with altruism, employee can aid another employee in completing his/her task under unusual circumstances. For instance, being cooperative, helpful and other instances of extra-role behaviour, which helps a specific individual with a given work related problem.

5.3.4 Relationship should be strengthened

The study discovered that there is a moderate relationship between MSC and OCB. This means the level of trust is very weak that is why non management are not allowed to meeting or work on committees own time. A good relationship between OCB and MSC can improve network in the workplace and make it more stable, can bring tolerance and patience in problematic situations, help employees to express opinions even if there is a risk to reject views, help employees to show respect and reverence to others in the society and show respect when confronted by clients. Hence the researcher recommends that management and non management staff should build and improve upon their trust.

5.4 Recommendation for further studies

The researcher recommends the following topics for further studies; an investigation into factors that erode to MSC and OCB in service organization, how OCB can be encouraged in organizations and how personality and leadership qualities can lead to MSC in organizations. MSC and OCB can be eroded if there is a weak and moderate relationship between staff. However, the study revealed that there is a moderate relationship between management and non management staff. The researcher observed that the relationship between staff in selected service organizations is moderate whiles administering questionnaires. The researcher also recommends that staffs should be encouraged to exhibit OCB. Staff who exhibit OCB should be given recognition either in cash or kind because exhibiting OCB is discretionary. Exhibiting OCB can lead to organizational effectiveness. The researcher's random interview revealed that some staff does not exhibit OCB because they are not given recognition. Again, personality and leadership qualities can lead to MSC. This is because where senior staff exhibit good leadership, it may enhance team spirit and morale of employees which will at the end lead to organizational commitment.

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KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY (KNUST)

KUMASI

QUESTIONNAIRE FOR MANAGEMENT

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to a thesis "An Investigation into the effect of managerial social capital on organizational citizenship behaviour in selected service organizations in the Sunyani Municipality. Your organization has granted me permission to use it as one of my case study organization. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions before you. You are assured that all the data/information you provide would be treated with utmost confidentiality. Thank you in advance for your co-operation.

SECTION A

Please tick where applicable in the box/space provided below:

1. Position at Work: _____

2. Number of years with your organization?   a. Less than 5 years [ ] b. 5 - 10 years [ ]
c. 11- 15 [ ]   d. 16 years or longer [

(Organizational Social Capital)

To what extent do you agree with the following statements regarding sources and levels of social capital in the organization? (Where SD= Strongly Disagree; D = Disagree; N = Neutral; A = Agree; SA= Strongly Agree)

Num.	Statement	SD	D	N	A	SA
3.	In this organization we respect each other's competencies					
4.	In this organization every officer shows uprightness.					
5.	In this organization we trust one another					
6.	In this organization we count on each other to live up to the goals and objectives of the organization.					
7.	In this organization we share work-related ideas with colleagues.					
8.	In the organization we communicate easily with each other at work.					
9.	Management are able to work with coworkers and collectively to solve problem					
10.	I socialize with coworkers outside of the workplace					
11.	In the organization we share the same vision for achievement of organizational goals					
12.	In the organization I am able to talk informally with other workers.					
13.	Management hold people accountable for their performance					
14.	Management work hard to develop the capabilities needed to achieve the organization's vision and mission.					
15.	Management use appropriate feedback to improve work performance					

SECTION B

How Organizational Context Contributes to Managerial Social Capital (MSC)

To what extent do you agree with the following statements about how your organization contributes to MSC? (Where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5= Strongly Agree)

Num.	Statement	SD	D	N	A	SA
16.	Your employees observe organizational ethics and respect each other's belief.					
17.	Your organization have systems that shapes the behaviours of your employees					
18.	Your organization has a system that rewards staffs who volunteer to work after work hours.					
19.	Your organization reward staff who came in early or stayed late without pay to complete a project or task.					
20.	Your organization allows staff to volunteer to attend meetings or work on committees on own time.					
21.	Your organization allows staff to Lend money to a co-worker.					
22.	Your organization allows a worker to volunteer help a co-worker deal with a difficult customer, vendor, or co-worker.					
23.	Your organization has a system that holds staffs accountable for their action.					

SECTION C (Relationship between Managerial Social Capital (MSC) and Organization Citizenship Behaviour (OCB)

To what extent do you agree with the following statements about the relationship that exists between MSC and OCB in your organization? Where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5= Strongly Agree)

Num.	Statement	SD	D	N	A	SA
24.	MSC helps employees to offer suggestions to improve how work is done.					
25.	MSC helps employees to offer suggestions for improving the work environment.					
26.	MSC enables employees to participate in decision making					
27.	MSC enables employees to be patience and tolerate one another in problematic situations					

28.	MSC helps employees to show respect and reverence to customers and staff members					
29.	OCB helps employees to pay attention to customers					
30.	OCB helps employees to provide the best and most valuable services to customers.					
31.	MSC and OCB enables employees to express their views even if there is a risk to reject their views					
32.	MSC and OCB have helped new employees to get oriented to the job.					

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY (KNUST)

KUMASI

QUESTIONNAIRE FOR NON MANAGEMENT

I wish to introduce myself to you as a Master of Business Administration (MBA) student of the School of Business, Kwame Nkrumah University of Science and Technology. As part of the programme, I am required to a thesis "An Investigation into the effect of managerial social capital on organizational citizenship behaviour in selected service organizations in the Sunyani Municipality. Your organization has granted me permission to use it as one of my case study organization. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions before you. You are assured that all the data/information you provide would be treated with utmost confidentiality. Thank you in advance for your co-operation.

SECTION A (Personal Data)

Please tick where applicable in the box/space provided below:

1. Sex. Male [ ]   b. Female [ ]

2. Academic and professional qualifications?   a. SSSCE and below   [ ]
b. B.Sc./HND holder [ ]   c. Other:_____

d. Professional (Please specify): _____

3. Number of years with your organization?   a. Less than 5 years [ ]   b. 5 - 10 years [ ]

c. 11- 15 [ ]   d. 16 years or longer [ ]

SECTION B

To what extent do you agree with the following statements about how? Managerial Social Capital (MSC) contributes to Organization Citizenship Behaviour (OCB) (Where SD = Strongly Disagree; D = Disagree; N = Neutral; A= Agree; SA= Strongly Agree

How Managerial Social Capital contributes to Employees' Behaviour

Num.	Statement	SD	D	N	A	SA
4.	Your organization allow you to help a co-worker with personal matter such as childcare, car problems, etc.					
5.	Your organization allows you to Lend money to a co-worker.					
6.	Your organization has a system that rewards staffs who volunteer to work after work hours.					
7.	Your organization allows you to lend a compassionate ear when someone has a personal problem.					
8.	Your organization allows workers to help a co-worker learn new skills or shared job knowledge.					
9.	Your organization allows staff to Lend money to a co-worker.					
10.	Your organization allows a worker to volunteer help a co-worker deal with a difficult customer, vendor, or co-worker.					
11.	Your organization allows you to give a written or verbal recommendation for a co-worker.					

SECTION C (Relationship between MSC and OCB)

To what extent do you agree with the following statements about the relationship that exists between MSC and OCB in your organization? Where 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5= Strongly Agree)

Num.	Statement	SD	D	N	A	SA
12.	MSC helps non managers to offer suggestions to improve how work is done.					
13.	MSC helps non managers to offer suggestions for improving the work environment.					
14.	MSC enables non managers to participate in decision making					
15.	MSC helps non managers to show respect and reverence to customers and staff members					
16.	OCB helps non managers to pay attention to customers					
17.	OCB helps employees to provide the best and most valuable services to customers.					
18.	MSC and OCB enables employees to express their views even if there is a risk to reject their views					
19.	MSC helps to defend a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.					
20.	MSC and OCB enables employees to comes early and stay late to complete a task without a pay					
21.	With MSC and OCB employees are willing to use cell phone or vehicle to do organization's work.					
22.	MSC and CB enables a worker to defend a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor					

Thank you