

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

**EXPLORING THE EFFECTS OF SOCIAL CAPITAL ON MANAGERIAL
EFFECTIVENESS: A CASE STUDY OF GHANA STATISTICAL SERVICE**

By

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A thesis submitted to the Department of Managerial Science, Kwame Nkrumah
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of Master of Business Administration (Management and Organizational Development)

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DECLARATION

STUDENT'S DECLARATION

I declare that, with the exception of quotations and references contained in published works which have all been identified and acknowledged, this theses is entirely my own original work, and it has not been submitted, either in part or whole for another degree elsewhere.

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Supervisor	Signature	Date
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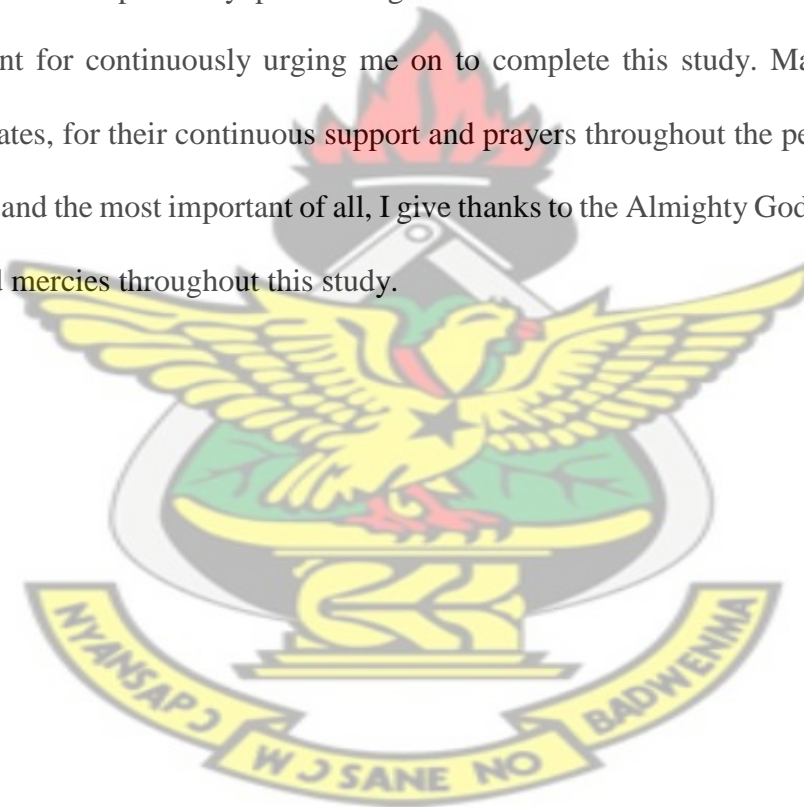
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DEDICATION

This work is dedicated to Mr. Michael Mensah (husband), Kofi Yeboah Mensah (son) and Comfort Dadzie Mensah (daughter).

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ABSTRACT

The study sought to explore the effects of social capital on managerial effectiveness in the Ghana Statistical Service. The research design adopted was exploratory. The population was comprised of staff and management of Ghana Statistical Service in six regions of Ghana, namely, Ashanti, Western, Central, Eastern, Brong-Ahafo and Greater Accra regions. Convenience sampling was used to select staff and purposive sampling for six managers. Data were analysed using frequencies, mean, standard deviation, t-test and a multiple regression analysis. It was found out that multiple sources of social capital exist at the GSS. Some of these sources are; organizational norms, effective collaboration among members, managements' respect for subordinates, willingness to share knowledge, among others. These had a positive impact on the three dimensions of social capital, namely, cognitive, relational and structural. The study also showed a high level of all the three dimensions of social capital at the GSS. However, the study revealed a weak correlation between the antecedent factors and the cognitive dimension of social capital. The study also revealed a moderate relationship between the antecedent factors and relational dimension on one side and the antecedent factors and structural dimensions on the other side. The social capital further affected positively the level of managerial effectiveness, namely, subjective performance, organizational context performance and managerial behavior performance. It was therefore concluded that social capital had a positive impact on the managerial effectiveness of GSS. Based on the findings of the study it was recommended that an effective collaboration between the staff and management must be enhanced. Sufficient funds must also be made available to carry out programs geared towards enhancing social capital staff and management of GSS.

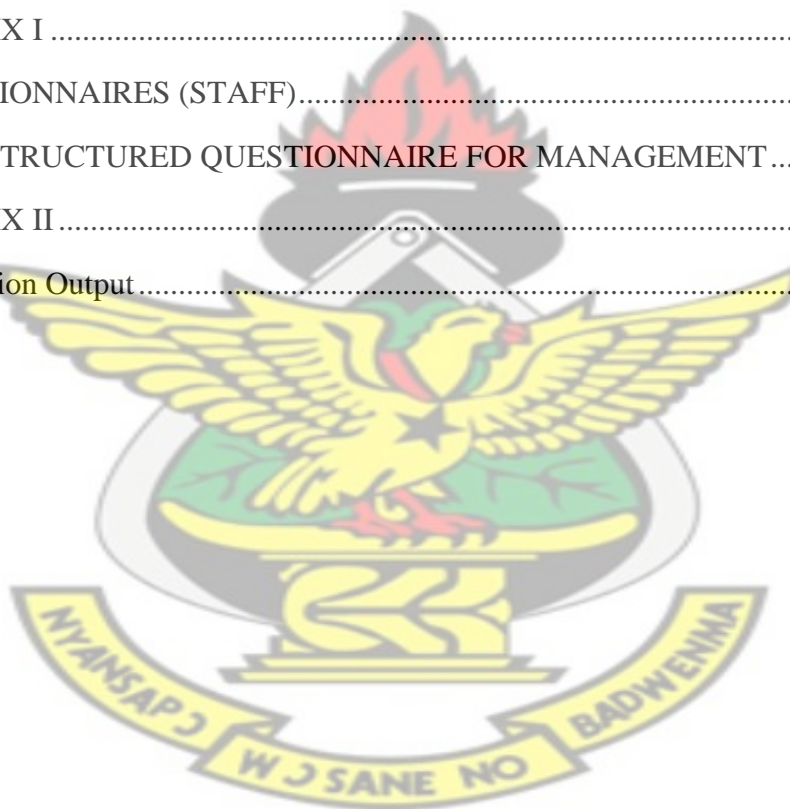
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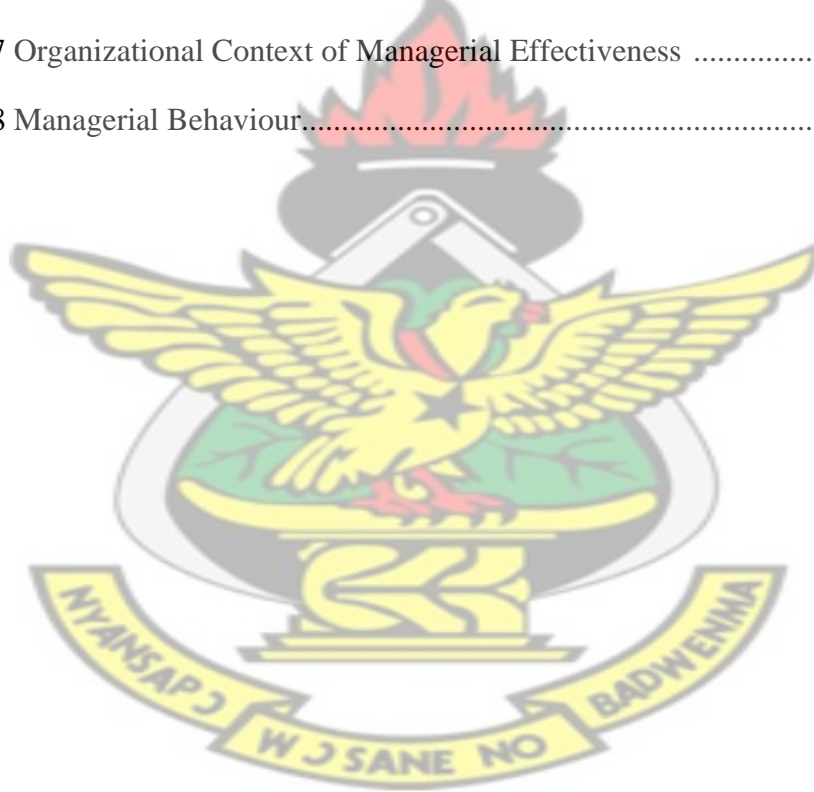
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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Social capital is a modern concept which plays a more important role in organizations and societies as compared to human and physical capital. It is applied in the fields of sociology and economics, and recently in organization and management. This concept points to relationships available between members of a network as a valuable resource which results in realization of members goals through creating norms and mutual trust (Azarhoush, et al, 2006, p56). “The World Bank defines social capital as the ‘norms and social relations embedded in Social structures that enable people to coordinate action and to achieve desired goals” (Cohen and Prusak, 2001, p. 3). “It refers to the collective value of all social networks and then trust, reciprocity, information, and cooperation generated by those social networks” (Timberlake, 2004, p.35). Social capital relies on people coming together for a common purpose and helping one another to help them. Social capital is built by “helping people understand how to tolerate others, coordinate their efforts, build commitments, and develop extended social networks by applying self-understanding to social and organizational imperatives” (Day, 2001, p. 591).

Social capital is a resource that must be managed appropriately if its value is to be realized. There is the need for managers to create an organization that facilitates the development and maintenance of social capital (e.g., Leana and Van Buren, 1999).

The central idea of social capital, to the researcher’s opinion is that networks and the associated norms of reciprocity have productive benefit and value. They have value for

people who are in them, and they have at least in some instances, demonstrable externalities, so that there are both public and private faces to social capital. The researcher's view is on how it relates directly to managerial effectiveness, but thinks this is not at all inconsistent with the fact that there are also private returns.

Some forms of social capital are highly formal, like a PTA (Parent-Teacher Association) organization or a national organization of any sort, or a labour union, formally organized with a chairman and a president, and membership dues and so on. Some forms of social capital, like the group of people who gather at the bar every Friday evening, are highly informal. And yet, both of those constitute networks in which there can easily develop reciprocity, and in which there can be gains. Some forms of social capital are densely interlaced, like a group of steelworkers who work together every day at the factory, go to Catholic Church every Sunday, and go out bowling on Saturday. That is a very dense, interconnected, multiplex form of social capital. There are also very thin, almost invisible forms of social capital, meaning networks and the associated norms of reciprocity, like the nodding acquaintance you have with the person you occasionally see at the supermarket, while waiting in line.

Despite problems with its definition as well as its operationalization, and despite its (almost) metaphorical character, social capital has facilitated a series of very important empirical investigations and theoretical debates which have stimulated reconsideration of the significance of human relations, of networks, of organizational forms for the quality of life and an increase in managerial effectiveness. Requena (2003) suggested that the importance of social capital lies in that it brings together several important sociological concepts such as social support, integration and social cohesion. This view is supported by

Rothstein (2003) who stated that the real strength of social capital theory is the combination of macro-sociological historical structures with micro-level causal mechanisms, a rare feature in the social sciences. The study recognizes social capital as important to the efficient functioning of modern economies, and stable liberal democracy (Fukuyama, 2001; Kenworthy, 1997), as an important base for cooperation across sector and power differences, and an important product of such cooperation (Brown and Ashman, 1996), and Lyon (2000) described the importance of social capital in shaping regional development patterns. It is clear that social capital is of importance in societal wellbeing. Some aspects of the concept, such as inter-personal trust, are clearly desirable in themselves while other aspects are more instrumental (Bankston and Zhou 2002).

Optimism, satisfaction with life, perceptions of government institutions and political involvement all stem from the fundamental dimensions of social capital (Narayan and Cassidy, 2001). Social capital is charged with a range of potential beneficial effects including: facilitation of higher levels of, and growth in, gross domestic product (GDP); facilitation of more efficient functioning of labour markets; lower levels of crime; and improvements in the effectiveness of institutions of government (Aldridge et al., 2002; Halpern, 2001; Kawachi et al., 1999; Putnam et al., 1993). Social capital is an important variable in educational attainment (Aldridge et al., 2002; Israel et al., 2001), public health (Coulthard et al., 2001; Subramanian et al. 2003), community governance, and economic problems (Bowles and Gintis, 2002), and is also an important element in production (Day, 2002). Economic and business performance at both the national and sub-national level is also affected by social capital (Aldridge et al., 2002). Others have emphasized the

importance of social capital for problem solving and how only certain types of social capital contribute to this (Boyte, 1995; Sirianni&Friedland, 1997).

The empirical research indicates that network density was associated with profitability of new ventures whereas network accessibility was positively correlated with business founding (Aldrich, Rosen and Woodward, 1987). In a study of sales managers in a Fortune 100 firm, Galunic & Moran (1999) found that network size was positively associated with sales whereas network density was negatively correlated with performance although the latter was not statistically significant. Ghana Statistical Service (GSS) came into existence with the establishment of the office of the Government Statistician in 1948. The Statistical Service is currently governed by PNDC Law 135, which established it as an autonomous public service. The law, which was passed in 1985, replaced the Statistics Act of 1961 (Act 37) that established the then Central Bureau of Statistics. The nature of work comprises collection, compilation, publication, and dissemination of relevant and timely official statistics. The current focus of the research is to determine the extent of social capital utilization at GSS and how it affects the managerial effectiveness.

1.2 Statement of the Problem

Social capital has been argued to lead to a more flexible work organization (Gargiulo and Benassi, 2000), higher pace of innovation and knowledge exchange (Putnam, 1993; Hansen, 1999; Tsai and Ghoshal, 1998), and reduction of transaction costs, incentives and monitoring mechanisms (Lazerson, 1995; Fukuyama, 1995). Due to these enormous benefits, many organizations are now investing in social capital. However, observations indicate that this is not the case in GSS. The research is being conducted on the grounds

that social capital is not efficiently managed and as a result its value is not realized. Also, less attention is given to how managers can create an organization that facilitates the development and maintenance of social capital. Again, social capital is depleted, squandered and there is no investment in interpersonal connections as compared to other more tangible forms of capital and without social capital the organizations simply cannot function. Moreover, there is the problem of hidden networks of connection, influence, and commitment that deeply influence social capital. The more sophisticated knowledge age model that identifies people, process, and technology as a linked element of work ignores the social capital and therefore threatens the human connections that collaborative endeavor depends on the social capital. The current study therefore looked at the extent of usage of social capital and how it impacts on organizational performance at GSS.

1.3 Objectives of the study

The general objective of the study was to explore the effect of social capital in the Ghana Statistical Service on managerial effectiveness. The specific objectives were as follows;

- i. To examine the level of existing social capital between employees and management at the Ghana Statistical Service.
- ii. To assess the dimensions of managerial effectiveness at Ghana Statistical Service.
- iii. To examine the role of social capital in achieving managerial effectiveness at Ghana Statistical Service.
- iv. To investigate challenges associated with building managerial effectiveness through social capital at Ghana Statistical Service.

- v. To identify ways of enhancing the sources of social capital among employees in Ghana Statistical Service.

1.4 Research questions

- i. What is the current level of existing social capital between employees and management at the Ghana Statistical Service?
- ii. What are the dimensions of managerial effectiveness at Ghana Statistical Service?
- iii. What role does social capital play in achieving managerial effectiveness at Ghana Statistical Service?
- iv. What are the challenges associated with building managerial effectiveness through social capital at Ghana Statistical Service?
- v. What are the ways of enhancing the sources of social capital among employees in Ghana Statistical Service?

1.5 Justification of the study

The research being conducted is as a result of the need to add to the existing literature on how well managed social capital enhances managerial effectiveness in work organizations and also enhance students' abilities as both skill builders and skilled users in the study of social capital. Also, the research seeks to draw the managers and employees attention to the need to build trust, give employees time and space to connect, improve network ties, human relations of firms and organizations in promoting quality of work life and increase managerial effectiveness.

Again, the research addressed the importance of bridging the structural gap for effective flow of communication in organizations; to effectively communicate aims and beliefs or in

order to achieve varied organizational goals, there is need to promote associability which is mostly alienated in work places.

Moreover, the implementation of social capital nurturing and adoption as part of organizations approach, strategies and techniques by managers and employees towards the attainment of their objectives and goals would contribute to the much needed connection supports, collaboration , commitment, ready access to knowledge, talents, coherent organizational behavior and empower employees.

1.6 Overview of Research Methodology

To achieve the above objectives, the researcher sampled six regions of the Ghana Statistical Service. The research instrument used in gathering primary data was questionnaires and interviews. Questionnaires were administered by convenient sampling to managerial staff, line employees, interviews were conducted with the help of an interview guide and the response documented to help them to participate effectively in the research. Secondary sources of data were journals, books, published articles and company reports. The data collected were analysed using frequencies, mean, standard deviation, t-test and a multiple regression analysis.

1.7 Scope of the Study

The research was to explore the effects of social capital on managerial effectiveness. The scope was limited to employees of Ghana Statistical Service, and due to inadequate resource and time the research will target six regions in Ghana. The target regions are Ashanti, Western, Central, Eastern, Brong-Ahafo and Greater Accra regions. The Ghana Statistical Service head office is located in the Ministry of Finance building in Accra.

Ashanti regional office is situated in Kumasi ministries block D exactly opposite Controller and Accountant's general Department. Greater Accra regional office is behind head office building. Western, Central, Eastern and Brong-Ahafo are all located at their respective ministries in the regions.

1.8 Limitations of the Study

The first limitation was the time scope for the project. The time limit for the research will not be quite sufficient. The study was therefore confined to six regions in Ghana. Difficulty in obtaining relevant information from the GSS and difficulty in getting respondents' full attention due to their busy schedules, fears of releasing confidential information without prior approval from the higher authority and lack of many current books and articles on the topic in libraries was also be a challenge. Financial constraints in printing questionnaires, searching for information from relevant sources, as well as travelling to the branches and contacting other the research work were also a very big challenge to the researcher.

1.9 Organization of the Study

The research work was organized into five chapters. Chapter one presents the general introduction, the problem statement, the objective, research questions, justification, and the scope, limitation of the study and the organization of the study. The second chapter reviewed existing literature that primarily deals with discussions and review of literature related to the concepts of the research. Chapter three presented the research procedure. It contained research the method selected, case study designs, discussion of validity and reliability issues and the method of data analysis. This chapter also presented the profile of the case study, Ghana Statistical Service. The fourth chapter comprises compilation,

analysis, and presentation of data collected from the field work. Chapter five presents the summary and concise highlights of the various findings of the study and the conclusion of the research. Appropriate recommendation on managerial practices and managerial context were also made in this chapter base on the research. Finally, a conclusion was drawn for the whole research work.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Social capital has been extensively discussed as a developmental tool for understanding the social relations that underlie effective social systems, including work places (Gibson and Birkinshaw, 2004). In addition, many research projects show the influence of social capital on the positive consequences of sociability. Moreover, the concept of social capital has placed these positive consequences in the middle of the wide discussion about the concept as it calls attention to how non-monetary forms of capital can be important sources of power and influence. However, over the last couple of years, managers and consultants discovered social capital as an important asset for firms and ultimately for any type of organisation (Nahapiet et al., 2005). Social capital can be considered as the results of such phenomena as mutual reliance, mutual social interactions, social groups, the feeling of individual and group identity, feeling the existence of a common image of future and group work in a social system. Because of having different features from other types of capitals this type of capital separates itself from them. Paying attention to these features by organizations, thus, affects their competitive advantage and their success.

2.2 Definition of Key Concepts

This section seeks to define some key concepts of the study. This would help better appreciate them when used in the study.

2.2.1 Capital

Capital is the amount of cash and other assets owned by a business. These business assets include accounts receivable, equipment, and land/buildings of the business. It can also represent the accumulated wealth of a business, represented by its assets less liabilities.

2.2.2 Social capital

Social capital is considered as aggregate of tangible, intangible assets and resources available at the disposal of an organisation. It usually reflects socio-economic gain in its interaction with internal and external constituents of network. In organizational context, it can be defined as the set of administrative and social mechanisms of influence, over which top management has direct or indirect control, that shape the behaviour and attitudes of employees (Doz and Prahalad, 1981; Bartlett and Ghoshal, 1994; Gibson and Birkinshaw, 2004). Social capital has three dimensions, which include Structural Dimension (extent to which people in an organization are connected and access to the intellectual capital of others), Relational Dimension (nature and quality of the connections among employees; referred as well as generalized trust among individuals) and Cognitive Dimension (extent to which employees share a common perspective and understanding of how to interact with one another).

2.2.3 Internal social capital

Defined as a resource reflecting the character of social relations within the firm (Leana and Van Buren, 1999), it has proved to be a powerful factor explaining several organizational concerns, such as intellectual capital creation, solidarity benefits, higher levels of trust, or firm performance.

2.2.4 External social capital

This refers to the links between organisations and its external stakeholders (Leana and Van Buren, 1999).

2.3 Sources of Social Capital

Studies indicate there are various sources of social capital. One is the network. Networks are incubators of collaboration, especially voluntary collaboration that does not rely on external incentives to spur it. A look at how service firms try to encourage participation in collaborative intellectual capital systems throws light on this process and its social capital implications. 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 socio-centric perspective.

Egocentric perspective is also another source of social capital. This focuses on the connections that individual actors have with one another. The socio-centric perspective also suggests that social 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). Shared norms refer to a group-held belief about how members should behave in a given context. Sociologists describe norms as informal understandings that govern society's behaviors. It is basically a rule that is socially enforced.

Shared beliefs also known as "bounded solidarity" are a sense of community solidarity which results from collective shared experiences of community organisation (Portes, 1998). Trust is also both an emotional and logical act. Emotionally, it is where you expose your vulnerabilities to people, but believing they will not take advantage of your openness.

Logically, it is where you have assessed the probabilities of gain and loss, calculating expected utility based on hard performance data, and concluded that the person in question will behave in a predictable manner. In practice, trust is a bit of both. Reciprocity is a mutual or cooperative exchange of favors or privileges. And it is directly contrary to rational choice theory. Rules can also be a source of social capital. They are the formal institutions which serve as indirect source of social capital.

2.4 Social Capital Explored

To measure the quality of social networks towards organizational performance, the amount of integration, coordination, connectedness, and cohesiveness was summated into social capital. The phenomenon of social capital is nothing new, as researchers have used past literature to connect the social capital construct to effective and functioning groups. Coleman (1988, p.98), for one, compared the benefits of social capital to that of any other form of capital since “social capital is productive, making possible the achievement of certain ends that in its absence would not be possible”. In fact, researchers have discovered social capital as a solution to problems of coordination, high transaction costs, and problems of information communication between and among individuals (Lazega and Pattison, 2001; Lin, 2001). Each of these outcomes is by-products of quality social networks within groups and teams of organizations. These networks are more aligned, more efficient, and are thought to be more productive overall. This impact is explained in the three specific aspects to social capital, in which each specific dimension utilizes distinct processes to enhance social network quality (Nahapiet and Ghoshal, 1998).

The cognitive dimension of social capital refers to the shared, collective conscience of the group. Here, similar experiences of the group create a collective identity of the group – one in which individuals draw a portion of their own identity. Key to these shared experiences are the existence of a shared language and shared narratives in which individual members continually draw closer to the idea of the group or team (Nahapiet and Ghoshal, 1998). If social capital were defined as “one heart, one mind, one body” of the group, the cognitive dimension would be the extent to which the group functions as “one mind.” Conversely, the group’s “one body” would be exemplified by Nahapiet and Ghoshal’s structural dimension of social capital. This dimension focuses on the overall pattern of relationships within groups and organizations, which directly impacts all outcomes related to coordination and communication.

Strong structural social capital of a group enables individuals to perform their jobs more efficiently and effectively (Ibarra, 1992). The structural dimension is explored through the number of direct and indirect ties, the frequency of interaction, the number of structural holes, and the structural equivalence of the organization – each of which is directly connected to overall performance (DeWever et al., 2005). Beyond the “mind” and “body” of the group, though, lies the “heart” of the group – or the relational dimension of social capital. Through this perspective, social capital within the group is exhibited by the characteristics of the relations among the group members, specifically trust, norms of behavior – in particular, norms of reciprocity – obligations and expectations, and one’s affective connection to the group and organization (Nahapiet & Ghoshal, 1998).

The relational dimension echoes elements of Granovetter’s (1973) notion of strong ties, which are relationships between individuals in a group highlighted by trust, reciprocity,

and emotional intensity. This dimension also echoes Putnam's (2000) bonding social capital where relationships are thick and tight; and trust and similarity are key components to the quality of interaction among individuals. From these strong ties and bonding social capital come numerous group benefits. The relational dimension, while connected to coordination and communication, centers on the social integration of the group members, where trust and interaction are most salient.

Notably, relational social capital improves both functional participation and social participation of members to the group (Bolino et al., 2002), which explains, in part, the premise through which relational social capital has been seen to improve group performance (Bouty, 2000). Specifically, relational social capital's element of trust is what separates the dimension from others. Myriad economic outcomes within an organization are impacted by trust, yet the need for trust in inter organizational networks remains relatively high (DeWever et al., 2005). Trust is linked with improved work performance (Martinez-Tur and Peiro', 2009) – of which much is accounted for with an increase in citizenship behaviors based upon this trust (Robinson, 1996). Like overall social capital within a group, organizational, or community context, citizenship behaviors facilitate organizational performance by “lubricating” the social machinery of organizations (Bolino et al., 2002; Borman and Motowidlo, 1993). This notion also reverberates to a larger scale as Putnam (2000) has explicated social capital as a “social lubricant” within communities; thus, facilitating coordinated, collective action of communities and lowering the overall transaction costs of functioning communities. The impact of trust upon the social capital of the group is also explained by the extent to which trust improves organizational commitment (Aryee et al., 2002) and well-being at work (Rich, 1997).

The manifestation of social capital into increased performance of groups and teams echoes previous research utilizing a public-good view of social capital and connecting it to a meso-level perspective of group effectiveness. The dichotomy of public-private value is one of the aspects that sets social capital apart as a measurable construct in organizational management, though few studies have been able to measure social capital or an explicit connection between social capital and team performance (Kostova and Roth, 2003). Individuals within groups having high-quality social networks derive a distinct private good in social capital, as each individual will garner numerous social and psychological benefits from increased trust, cohesion, and social integration (Belliveau et al., 1996). According to Fukuyama (1995), social capital can also be viewed as a public-good, as social capital accumulation benefits the group, the organization, and the system altogether. Here, individuals do not need to participate directly or equally in the process of social capital generation, yet everyone benefits – to a varied extent – when the group and organization (at the meso-level), or community social capital (at the macro-level) is high. It is the public-good perspective that Nahapiet and Goshen (1998) alluded to in supporting the concept that social capital exists as a significant source of sustainable organizational advantage. This advantage stems from social capital's ability to make collective work easier and to facilitate both economic and community development (Putnam, 2000). Extant literature currently suggests that the direct link between social capital and organizational advantage is a significant one (Adler and Kwon, 2002), and that the advantage arises from the fact that individual group members work more effectively and efficiently when they operate within high-quality social networks where they know one another, understand one another, and trust one another (Bolino et al., 2002).

Because of this impact, the perspective of social capital as an organizational resource is derived from the resource-based view of the organization, a view also incorporated by past research (Nahapiet and Ghoshal, 1998). The resource-based view, or RBV, of the firm views organizations as heterogeneous bundles of resources that are the source of various capabilities (Barney, 1991). The RBV's focus, rather than on external opportunities and threats, centers on the role of organizational resources – including tangible and intangible – and their attributes (Duncan et al., 1998). The RBV stipulates that firms are endowed with these bundled resources and that competitive advantage occurs if a resource is valuable, rare, and imperfectly imitable. Thus, the resource(s) of the organization must be firm, specific, and not tradable (Hall, 1992). The value, then, of high-quality social networks, or social capital, becomes a resource that has the potential to contribute to the competitive advantage of the group or organization. This argument is supported by Nahapiet and Ghoshal (1998), who suggest that organizations high in social capital are significantly more likely to be more successful than competitors with relatively lower levels of social capital. Because social capital, then, is one organizational attribute that is not easily formed – and difficult to imitate – the presence of it will be likely to give organizations a sustainable edge over their competitors (Bolino et al., 2002).

2.5 Functional Diversity and Social Capital

In this section, the researcher sought to explore in detail the various dimensions of social capital.

2.5.1 Structural social capital and communication

The structural dimension of social capital involves the network of ties and relationships possessed by group members. When resources are held by individuals, Nahapiet and Ghoshal (1998) indicate that exchange must occur for resources to be combined. Group member relationships, or interpersonal ties, function as conduits for the flow and exchange of information. First, internal communication is important for group performance as it ensures consideration of different points of view from functionally diverse members through the open discussion of task related differences (Bunderson and Sutcliffe, 2002; Campion et al., 1993). Internal communication may lead to achievement of technical and financial goals (Keller, 2001) or more thorough decision evaluations (Simons et al., 1999). Secondly, ties beyond the focal group that allow for external communication are also important. Functionally diverse teams perform better in an open communication environment (Magjuka and Baldwin, 1991) and when team members utilize their external network ties to draw upon the diverse expertise from their respective areas (Ancona and Caldwell, 1992; Keller, 2001). Therefore, the overall pattern of relationships in functionally diverse groups creates a network that allows for both internal and external communication. Without the structural dimension of social capital linking group members internally with one another and externally beyond the focal group, little to no information exchange may be expected.

2.5.2 Relational social capital and social integration

The second dimension of social capital is the relational dimension and concerns the nature and quality of the relationship ties (Nahapiet and Ghoshal, 1998). For example, a shared norm that members should subordinate their personal interest to the interests of the group

is an important and powerful form of social capital (Coleman, 1990). Additionally; Coleman indicates that an expectation of reciprocity between members is another powerful facet of social capital. Group members expect that action taken on behalf of another member will be repaid at sometime in the future. Underlying norms and expectations is the critical notion of trust. Indeed, trust is heavily emphasized in the social capital literature (Bolino et al., 2002; Coleman, 1990; Kramer et al., 2001; Leana and Van Buren, 1999). The willingness to cooperate and engage in collective action is significantly related to the trust level in relationships (Gambetta, 1988; Kramer et al., 2001; Ring and Van de Ven, 1994). Groups with a high level of trust among members are likely to be pleased with their group relationships and thus, more socially integrated.

Identification with a social system enhances the anticipated value and motivation for developing relationships that allow the exchange and combination of resources and is a key characteristic of the relational dimension (Nahapiet and Ghoshal, 1998). Similarly, Kramer et al. (2001) argue that the strength of group identification is strongly related to group members' beliefs about trust and distrust, which results in affective consequences. Salient group identification may also increase the frequency of cooperative behaviors (Lewicki and Bunker, 1996). Engaging in trusting behavior and benefiting from trusting behavior is likely to result in pleasurable feelings. Overall, the relational dimension concerns the affective relationship among groups in which members like one another, support one another, trust one another, and identify with one another as part of the group.

The current model argues that these affective facets of the relational dimension (norms, trust, and identification) are important for functionally diverse groups to experience successful social integration. Social integration is characterized by member attraction to

the group, satisfaction with other group members, and social interaction among the group members (O'Reilly et al., 1989). In other words, social integration and the relational dimension of social capital are distinct but share significant conceptual overlap – both being characterized by high quality relationships with positive affect among group members. On the other hand, group conflict produces tension, antagonism and is a distraction to group members that results in performance impairing process losses (De Dreu and Weingart, 2003). Therefore, while the varied cognitive perspectives of functionally diverse groups may inhibit social integration (Ancona and Caldwell, 1992), high levels of relational social capital may attenuate, or possibly eliminate, the negative aspects of such diverse cognitive perspectives. A second process loss that groups may experience is social loafing. Social loafing may occur under a number of conditions, including when working with strangers, when there is a perceived low meaningfulness of a task, or when there is low personal involvement (Karau and Williams, 1993). Since key facets of the relational dimension of social capital are group identification and relationships based on trust, the propensity to engage in social loafing should be reduced. Overall, groups with high levels of the relational dimension of social capital should experience greater social integration.

2.5.3 Cognitive social capital and coordination

Social capital's third dimension is the cognitive dimension, which is described as a shared language and shared narratives that create shared systems of meaning (Nahapiet and Ghoshal, 1998). Having a shared language and narratives allows group members to more easily integrate knowledge and provide better support to one another (Klimoski and Mohammed, 1994; Nahapiet and Ghoshal, 1998). A common perspective and understanding among team members allows members to anticipate the behavior of other

members, thus promoting efficiencies and effectiveness (Klimoski and Mohammed, 1994). The cognitive dimension of social capital should facilitate the dissolution of the different thought worlds inherent in functionally diverse teams.

While functionally diverse teams provide a number of cognitive viewpoints, it may be difficult to integrate the different perspectives (Ancona and Caldwell, 1992; Hambrick et al., 1996). Therefore, teams with a mutual understanding, or shared mental model, have an interpretation mechanism that organizes knowledge allowing for easier coordination of group activities. Further support for the assertion that the cognitive dimension enhances the coordination process is found in the concept of group identification. As indicated by Nahapiet and Ghoshal (1998), identification is a facet of the relational dimension of social capital. Identification is described as “the perception of oneness with or belongingness to some human aggregate” (Ashforth and Mael, 1989, p. 21). Oneness with a group (i.e. a human aggregate) increases the tendency to subordinate personal goals in favor of the group with increases in the likelihood of collective action based on a shared understanding (Kramer and Brewer, 1984; Kramer et al., 1996). In other words, group identification is characterized by associability (Leana and Van Buren, 1999, p. 41) that allows for collectively coordinated action. Associability involves a mutual willingness to pursue collective goals (Leana and Van Buren, 1999), which serves as a norm to guide group behavior (Guzzo and Shea, 1992). Thus, the cognitive dimension of social capital serves as a mechanism for collective action.

2.6 Antecedents of Internal Social Capital

Social capital is a resource that must be managed appropriately if its value is to be realized (Moran, 2005). While there are studies that focus on the individual social capital of managers (Belliveau et al., 1996; Burt et al., 2000; Moran, 2005), research has paid relatively less attention on how managers can create an organization that facilitates the development and maintenance of social capital (Adler and Kwon, 2002; Bolino et al., 2002). Leana and Van Buren's (1996) employment practices approach offer a comprehensive framework for categorizing the existing contributions. Their framework is composed by three categories of antecedents: First, implementing "human resource practices that promote stability"; which is consistent with the work of Prusak and Cohen (2001), Leenders and Gabbay (1999), and Ghitulescu (2005). Second, "norms of generalized reciprocity is a way of binding communities; which has been supported by the work of Portes (1998), Putnam (1993) and Uzzi (1997). And third, "bureaucracy and specified roles" that define the organization in terms of positions rather than people, which is consistent with the idea of hierarchy as a mode of enhancing social capital (Leenders and Gabbay, 1999).

While the design and implementation of these employment practices may be certainly influential, several authors have pointed out the necessity of studies finding empirical evidence of organizational and managerial factors that influence the motivations and abilities of relevant actors for activating social capital in the firm. Is internal social capital fully achieved by the mere implementation of those employment practices? Why are individuals willing to identify with the goals of the organization and share their knowledge? On what basis are individuals disposed to share their knowledge? How is it that they are

going to develop a strong form of trusting relationship with the firm? (Simon, 1991; Nahapiet et al., 2005). If the components of internal social capital are strictly adhered to, it would be realized that the processes of sharing one's own knowledge, subordinating parochial interests to collective goals, and developing a strong form of trust imply a commitment of the employee with the organization (Mowday et al., 1982; Allen and Meyer, 1996) that may be hardly facilitated by the mere implementation of hierarchy, norms and employment stability practices. If a deep look at the nature of internal social capital components is been taken, it would be realized that it reflects the organic growth of variables that need time to be developed, so the mere fact of switching towards compensation policies that incentive group-base collaboration or setting procedures that promote stability may not generate internal social capital overnight¹. It is the deliberate and consistent effort of management to invest in a positive institutional context what ends creating internal social capital (Araujo and Easton, 1999; Leana and Firts, 2006).

2.6.1 Organizational context as antecedent of internal social capital

It was therefore propose that internal social capital, understood as a by-product of other organizational activities (Coleman, 1990; Nahapiet and Ghoshal, 1998), is a function of the organizational context in which employees are embedded. Organizational context is a concept borrowed from the strategy process literature (Bower, 1970; Burgelman, 1983; Ghoshal & Bartlett, 1994), and it can be defined as the 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 (Burgelman, 1983a & 1983b; Denison, 1990; Birkinshaw, 1999). A supportive 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 (Birkinshaw, 1999). In essence, first the internal social capital of an organization is partly a function of the setting in which employees are embedded; second, that many of the key factors of that setting are under control of top management -e.g., reward systems, development programs, report relations, set of beliefs, access to resources, hierarchical relations (Bower, 1970; Doz and Prahalad, 1981); and third, that this setting is constituted by managerial actions and organizational processes not included in the existing employment practices approach.

The organizational context is a term employed by Bartlett and Ghoshal (1995 *and* 1996) to refer to fact that 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 behaviors of individuals, but also their motivational and attitudinal state (Ghoshal and Bartlett, 1995). 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. The organizational context exists as a set of guiding values and beliefs -the development of which is the responsibility of top management-, as well as the set of management practices and behaviors that exemplify and reinforce those principles (Birkinshaw, 1999; Denison, 1990). 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 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” (1938: 259; quoted in Bartlett and Ghoshal, 1994). Indeed, the ability of management to shape supportive organizational context has been referred to as a good measure of the quality of management (Doz and Prahalad, 1988; Ghoshal and Bartlett, 1994).

The organizational context does not rely merely on traditional management tools like human resource systems, hierarchies or formal structures, but in a variety of macro and micro level actions - some formal and other rather informal- taken by managers at all levels of the organization (Ghoshal & Bartlett, 1994). It is not so much about which systems and structures are designed, but how they are implemented through the ongoing managerial activity (Bartlett and Ghoshal, 1994; Ghoshal and Moran, 1996). Ghoshal and Bartlett (1994) enumerate the variety of managerial actions that constitute the essential mechanisms to create a positive organizational context. Gibson and Birkinshaw (2004) have grouped those mechanisms in two interdependent and complementary behavior-framing attributes: performance management context and social context.

Performance management context, on the one hand, reflects how an organization needs to induce in the employees that they must live by their promises, and to voluntarily strive for more ambitious goals. The mechanisms that allow for the establishment of an appropriate performance management context are the establishment of clear standards of performance and behavior, open and candid feedback to employees, consistency and credibility in sanctioning, creating a shared ambition, developing a collective identity, and giving personal meaning to employee's individual contribution to the overall purpose of the firm (Bartlett and Ghoshal, 1994: p.100).

Social context, on the other hand, reflects the necessity of ensuring that individuals push for ambitious goals within a cooperative work environment, inducing employees to lend assistance and countenanced others, and inducing members to rely on the commitments of each other. The mechanisms that allow for the establishment of an appropriate social context are the transparency in the access to resources, autonomy to take initiatives, manager' s emphasis in providing help and guidance to employees, equity and fairness in decision making processes, involvement of individuals collective decisions affecting them, and fairness in staffing policies (Bartlett and Ghoshal, 1994:p.102).

Regarding the relationship between these behavior framing attributes and the three dimensions of internal social capital, Ghoshal and Bartlett (1994) argued explicitly that the creation of a supportive organizational context would induce: Firstly, actions in its members in furthering the interests and the welfare of the organization as an end in itself, not just a mean to their personal end -cognitive dimension-. Secondly, enhance the diffusion of information and mutual cooperation -structural dimension-. And thirdly, it would engender individual-level behaviors that facilitate the development of trust among organizational members -relational dimension-.

There is a rather intuitive relationship between the social context dimension of organizational context and internal social capital. Nevertheless, performance management is crucial as well for social capital creation. With this respect, Leana and Van Buren (1999) underlined that to create social capital and manage collective action efficiently it is vital to foster strict norms that enhance hard teamwork and ensure every individual competently performs his role. In this vein, Hodson (2005) provided evidence of how demotivating is

for workers the lack of competence and inefficiency in the organization of production. These authors showed how the workers are interested in a coherently organized and effectively run workplace. In sum, the provision of a coherent organization of production provides workers with a context of satisfaction and incentive them to invest in the organization through citizenship behavior and cooperation towards organizational goals. For all these reasons, we argue that an organizational context characterized by a supportive social context and performance management, it is a key driver of internal social capital.

2.6.2 Managerial behavior as antecedent of internal social capital

There has been little explanation of how individual behaviors within organizations might also facilitate the development of social capital (Bolino et al., 2002). While authors like Coleman (1990) or Putnam (1993) addressed the importance of individual behaviors in communities, the impact of individual actions on the social capital of organizations has been scarcely addressed. However, research may benefit from multilevel theories that explain how managerial behavior might ultimately explain organizational-level phenomenon such as internal social capital. Indeed, Rosanas and Velilla (2003) affirm that the process through which the employee trusts and commits with the goals of the organization rarely starts from a mere abstract analysis of the organization and its goals. This process of personal commitment occurs, they argue, as a result of employees' identification with the immediate manager. Thereafter, the identification between the manager and the employee is likely to transcend to the organization (Lewicki and Bunker, 1996; Sheppard and Tuchinsky, 1996).

In other words, managerial close interaction with employees mediates to ease the process through which employees identify with the firm. Through the successive interactions

between the manager and the employee, relational closeness arises as the employee is more convinced that the manager is honest (Lieberman, 1981; McFall 1987), fair (Butler, 1991; Korsgaard et al., 1995), and shows concern for his needs and personal development (Bass, 1985; Hosmer, 1995; Mishra, 1996). These ideas coincide with the work of Pastoriza et al., (2007), who argue that a managerial behavior based on the true concern for the wellbeing of employees and their personal development can be particularly important for the generation of internal social capital. According to these authors, supervisor's concern for employees' welfare should be manifested in: First, the manager following an exemplary behavior by behaving consistently over time and across situations (Robinson and Rousseau, 1994), showing honesty and moral character (Lieberman, 1981; McFall, 1987 and Dasgupta, 1998), and showing integrity (Hosmer, 1995; Becker, 1998).

Second, the manager must show his the employees that they should value the consequences that their decisions have in other persons. This statement coincides with the work of Chen and Williams (1997) and Sims and Brinkmann (2002), who argue that managers not only must live up to the ethical standards they are espousing, but they also must suggest ethical behaviors to employees.

And third, the manager should behave ethically (see, e.g., Sims, 1992; Sims and Brinkmann, 2002), fulfilling his obligations (see, e.g., Robinson and Rousseau, 1994; Morrison and Robinson, 1997; Elangovan and Shapiro, 1998), and showing respect for workers rights and interests (Ashforth, 1994; Jermier, 1998; Hodson, 2005). Ghoshal and Bartlett (2005) agree with this view, stressing the importance of the managerial role of

transforming employees from self-seeking agents with little sense of obligation into members of a community identified and committed to the common good of the firm.

2.7 Managerial Effectiveness

To varying degrees, the aim of organization and management theory has always been to gain practical knowledge, or to generate normative theories. This is also manifested in the effectiveness concept, which lies at the heart of many organization theories (Lewin and Minton, 1987). At the same time the literature shows uneasiness with the fact that, when scrutinized more closely, effectiveness keeps proving to be an elusive concept.

Difficulties pertain to definitions, levels of analysis, criteria for measurement, and predictors for effectiveness (Goodman, Atkin and Schoorman, 1983; Shenhav, Shrum and Alon, 1994). The quest for universal theories of effectiveness seems doomed to failure in the face of the complexity of organizations.

According to the principal agents theory (MacDonald, 1984) managers pursue value-maximizing ends in proportion to the buffers they can secure for themselves against the demands and pressures put on them. Here, managerial effectiveness is evaluated from an external, economic perspective. Managerial leadership theory stresses the competing values that are concurrently put forward. This approach (Quinn, Faerman, Thompson, and McGrath, 1990) does explicitly acknowledge different (competing) effectiveness criteria and specifies accompanying effective managerial roles, but exclusively focuses on shifting managerial emphasis among these roles. Neither theory generates insights into why or how the concept of managerial effectiveness changes.

A social constructivist view approaches effectiveness from a different point of view. It helps to concentrate on the ways in which skillful practitioners make sense of their organizational situation, and how they come to define the content of effectiveness. From this perspective, the body of knowledge is to be seen as part of the institutionalized context in which managers operate. Effectiveness is no longer considered as a predetermined, externally defined construct, independent of the subject. Instead it is seen as emerging and developing within a specific social context through interaction processes (Maas, 1988). In the terms of Weick and Daft (1983), the content of effectiveness is socially negotiated.

Nevertheless, while on the one hand the outcome of this negotiation is not predetermined, on the other the negotiation itself is not value- and power-free, and will influence the interaction. In the appraisal of managerial effectiveness a great deal of attention is generally paid to the positive choices of managers, while in reality the individual, societal and institutional webs of relations they are embedded in influence, constrain, and even define their range of choices (Neu, 1992). A structurationist framework acknowledges both the socially constructed nature of effectiveness' and the institutional influences on this construction process.

2.8 Social Capital and Managerial Effectiveness

Considerable attention has already been directed at understanding social capital and its various outcomes at individual-level social capital. Nearly all of this work, however, has been directed at explaining and demonstrating the personal value of individual level social capital. For example, social capital has been shown to enhance an individual's job search (Granovetter, 1973; Lin, Ensel, and Vaughn, 1981), advancement potential and speed

(Burt, 1992a; Ibarra, 1995; Podolny and Baron, 1997), compensation (Belliveau *et al.*, 1996; Burt, 1997), and power and influence (Krackhardt, 1990; Brass and Burkhardt, 1993). The value of individual-level social capital to outcomes that are more directly linked to the firm's strategic objectives remains an open question. The researcher therefore sought to discuss how social capital could enhance managerial effectiveness.

2.8.1 Structural embeddedness and managerial task performance

The structuralist conception of social capital focuses on the advantages conferred by the configuration of an actor's network of contacts. Among these advantages, those that come from having contacts who are more or less connected to each other have received perhaps the most attention (Simmel, 1950 (1923); Bonacich, 1987; Coleman, 1990; Burt, 1992a). The argument within this perspective that has been most systematically addressed is that those who have sparse networks of contacts who are not connected to one another benefit most. As developed extensively by Burt (1992a, 2000), the instrumental value to managers of having such sparse social networks accrues largely from privileged access to information and greater control over its use. Both advantages should also enable managers to create more value for their firm.

2.8.1.1 Information and Control advantage

The information advantages of sparse social networks are well established. The less one's contacts know and interact with each other, the more likely the information and knowledge available to these contacts will be non-redundant. A manager with such non-redundant contacts has access to a broader range of people who typically will have access to more diverse information and knowledge. Whether it takes the form of current news and gossip

or more substantive data or know-how, the information's non-redundancy makes it more valuable as it positions the manager to learn of the information sooner, discover discrepancies or inconsistencies more easily, and to control its diffusion more selectively. To the extent such broad access to valuable information permits the manager to learn of more opportunities, see them faster and assess their value more broadly, it should enable him or her to boost sales. Greater access to diverse perspectives and know-how should also aid task innovation (Hargadon and Sutton 1997).

Whereas the information advantages of sparse networks stem from the diversity associated with unconnected ties, control advantages come from the relative scarcity of the information and from the autonomy or freedom from constraint that accompany such ties. A lack of ties among a manager's contacts means that the diverse information available from any one contact is likely to be scarce and therefore more valuable to the others, who depend upon the manager to channel the information to them. This gives the discretion over deciding what to do with the information and resources within her reach.

As Simmel (1950 (1923)) pointed out, the value of being a *tertius*, the third player among unconnected others, is the competition it engenders for the *tertius*'s time, energy, and other resources. Such competition, increases the scarcity of the *tertius*'s resources, enhancing their value and elevating the prestige and power of the *tertius* (Cialdini, 1988: 226). Moreover, by suitably channeling communications, the manager is better able to attract positive attention and other scarce resources. As 'accurate, ambiguous, or distorted information is moved between contacts by the *tertius*' (Burt, 1992a: 33), *tertius* attains greater maneuverability, influence, and control (Padgett and Ansell, 1993). Concretely, managers can use this 'multi-vocal' position of the *tertius* to frame issues in such a way so

as to enhance the appearance of competition for their time and resources, and so engender greater prestige and power (Burt, 1992a: 31). They may even choose to bring together two or more distant contacts, while maintaining considerable control over whose interests will be served through the union. Even though bringing contacts together lessens their dependence on the manager, the engendering of good favor, deference, and a sense of obligation toward the manager—all useful resources—may offset any reduction in control. Greater autonomy and control should help managers execute their various ongoing tasks and responsibilities, as well as those required for innovation. As both Bower (1970) and Burgelman (1983) have pointed out, greater autonomy and maneuverability among managers allows them to disguise entrepreneurial activity, making it possible to commit to projects that may initially be hard to justify, and to pursue them longer, while shielding them from premature exposure and scrutiny. All these advantages of structural embeddedness are enhanced by network size. As Emerson (1962) suggests, having more contacts creates more alternatives for obtaining a valued resource and more ideas, and control over, the use of those resources. Burt too agrees that ‘bigger is better’ but notes that ‘size is a mixed blessing’ (Burt, 1992a: 16). To the extent that very large networks can be difficult to maintain and could suffer from diminishing returns, managers have an incentive to keep their networks a manageable size and to choose their key contacts carefully.

To summarize, information and control advantages should accrue to managers who have more contacts who are themselves unconnected to each other. Notwithstanding the added leeway that greater autonomy and control create for a manager to benefit herself at the expense of the firm, these information and control benefits should also be reflected in the manager’s performance in both sales and innovation tasks. Operationalizing these

arguments, the researcher follows Podolny and Baron (1997) in their use of the term direct ties to refer to ties between a manager and his or her contacts and the term indirect ties to refer to the ties among a manager's contacts.

Although there is consensus that larger networks of non-redundant contacts provide advantages for accessing and controlling information and other resources, there are also compelling arguments in favor of closure. Closed (and so entirely redundant) networks may also have advantages for execution and innovation-oriented tasks (Coleman, 1988, 1990: 275–278, 318–320). Whereas structural whole theory focuses on the benefits of one's ability to exploit unconstrained network positions, the closure argument emphasizes the benefits of that very constraint. Closure, Coleman argues, introduces useful constraint in the form of exchange-inducing social norms and supporting sanctions which amount to 'public goods' (Coleman, 1990: 116). These public goods engender a high degree of mutual obligation, to the point where favors are done freely, naturally, and without any accounting. Such effects, he argues, ensure the 'opposite of free riding,' not only through more efficient cheater detection and sanctions, but also via the generation of 'excessively zealous activity,' as a group identity is formed and cooperative routines are solidified (Coleman, 1990: 277).

The formation of a group identity and shared contextual understanding is especially likely to facilitate the transfer of less tangible resources and tacit knowledge. For example, Hansen (1999) finds that dense, intertwined networks improve the actual transfer of (as opposed to simply the search for) rich, non-codified information. The cohesion created by closure not only increases the extent and speed of information transfer among group members, but also gives them additional assurances on how such information will be used.

As Granovetter (1992) suggests, to the extent that a dyad's mutual contacts are connected to one another, there is more efficient information spread about what members of the pair are doing, and thus better ability to shape that behavior. Such cohesive groups are better not only at spreading information, but also at generating normative, symbolic, and cultural structures that affect our behavior (Granovetter, 1992: 35). Podolny and Baron (1997: 676), argue that such a redundant network of ties is often a precondition for 'internalizing a clear and consistent set of expectations and values in order to be effective in one's role.' Closed networks reduce both the uncertainty surrounding exchange and the risk that resources offered in exchange will be used in ways that may be detrimental to the offering party or others in the network. Coleman concurs and further sharpens the argument by suggesting that even nearly closed networks may be not be sufficiently cohesive to induce the necessary level of constraint—or group identity—required for such norms to be effective. In comparing a structure with full closure to one that is nearly closed, he argues, 'When there is closure, norms and reputations can develop that keep the actors in the system from imposing externalities on one another. When closure is not present, those norms and reputations cannot develop' (Coleman, 1990: 320). Both execution and innovation-oriented task performance are likely to benefit from network closure (Walker *et al.*, 1997).

As others have suggested (Portes, 1998; Rowley *et al.*, 2000), it is important to distinguish the structural mechanisms at play from the relational (interpersonal) ones. For this reason, the structural and group-induced advantages of closed networks—provided through the formation of exchange norms, routines, sanctions, and even a common cognitive context (Walker, 1985)—are considered separately from the strictly dyadic or interpersonal factors,

such as the quality of the specific relationship, manifesting interpersonal closeness and relational trust.

In sum, there are arguments and evidence suggesting that network closure can be a facilitator of both execution and innovation-oriented task effectiveness. The few studies that have compared network closure and structural holes arguments (Podolny and Baron, 1997) have relied on reversing the expected sign of the relationship hypothesized for structural holes—that is, evidence for closure amounts to performance *increasing* with the presence of indirect ties. However, such a test presupposes that the benefits from one—either non-redundancy or closure—dominate the benefits from the other. This need not be the case—either strategy may be viable. Some managers may derive benefit from the non-redundancy of information and brokering opportunities of networks full of structural holes, while others may gain from the exchange speed and reliability that comes from participating in a closed, cohesive group. Specifically, managers with many unconnected contacts are expected to perform well and performance should deteriorate for managers with more indirect ties (which is consistent with Burt's structural holes argument) but, following Coleman (1990), there should also be a marked increase in task performance upon network closure.

2.8.2 Relational embeddedness and managerial task effectiveness

While structural embeddedness determines the extent and range of resources that are within a manager's reach, relational embeddedness establishes how much of this potential will be realized. In other words, the quality of social relations influences which of those resources that are within reach will be accessed, and to what extent. Although an actor may have access to several people who are potentially critical sources of information, personal

experience and the quality of past interactions will often influence whom he or she is likely to approach and engage. As Granovetter suggests, ‘better than the statement that someone is known to be reliable is information from a trusted informant that he has dealt with that individual and found him so. Even better is information from one’s own past dealings with that person’ (Granovetter, 1985: 490).

Two attributes of social relations that are used to characterize the relational embeddedness of social capital are closeness and trust. These represent progressively deeper degrees of relational quality: from proclivity to provide resources *vis-a-vis* personal familiarity (relational closeness) to a deep sense of the contact’s reliability and faithfulness in resource exchange (interpersonal trust).

2.8.2.1 Relational closeness

Relational closeness refers to the extent of personal familiarity in a relationship. Uzzi (1996, 1997) notes that all the accounts of exchange relationship she compiled through his ethnographic study of 23 apparel firms can be classified at one of two ends of a single closeness continuum: ‘arm’s length’ relationships or ‘close’ relationships. Similarly, Bourdieu’s original designation of social capital emphasizes that the usefulness of social capital rises from ‘lasting’ and ‘durable’ social relations, which require the expenditure of significant time and energy’ (Bourdieu, 1986: 249–250), implying relations that have a considerable degree of familiarity and mutual regard. Whereas the existence of a tie provides the potential for either party to access the resources available from the other, relational closeness shapes the willingness of either party to actually provide those

resources; he or she is more likely to offer information, know-how, or aid to others who are close, than to those more distant.

Granovetter appears to concur; as we can see from this clarification of his weak tie argument strong ties can also have value. Weak ties provide people with access to information and resources beyond those available in their own social circle; but strong ties have greater motivation to be of assistance and are typically more easily available (Granovetter, 1983: 209). In fact, argues Podolny, ‘controlling for the extent to which a tie serves as a bridge to distinctive sources of information, stronger ties are actually more beneficial than weak ties since they allow a greater volume of resources to move between actors’ (Podolny, 2001: 34). It follows, then, that once we have controlled for the bridging effect of weak ties (i.e., Burt’s structural holes reinterpretation of weak ties), greater relational closeness is likely to increase the transfer of resources, in general, and the transfer of tacit and complex knowledge, in particular—as close contacts are generally more willing to take the time to carefully explain, detail, or listen to novel or complex, ideas (Granovetter, 1985; Uzzi, 1996; Hansen, 1999), enjoying the ‘emotional buzz’ of a cohesive dyadic relation (Lawler and Yoon, 1998). As Nohria (1992) suggests, close contacts are also more willing to support and encourage innovative ventures, giving the entrepreneurial manager the confidence he or she needs to turn ideas into successful projects. Hence, relational closeness should have a positive impact on both execution-oriented and innovation oriented activities and their performance.

2.8.2.2 *Relational trust*

Trust is an essential prerequisite for most forms of interdependent relationships. It establishes some form of assurance that ego can rely on the intentions and behavior of specific others—in the face of uncertainty and vulnerability—in order to make decisions and act (March and Simon, 1958). Implicit in the notion of social capital is that people often require resources that are controlled by others, and so some degree of uncertainty and reliance upon others is natural. Indeed, Coleman's view of social capital is particularly sensitive to uncertainty and emphasizes the role of trust in facilitating exchange (Coleman, 1990: 306–308). Trust can be viewed as the basic active ingredient of social capital, the condition that allows an actor to reliably expect to obtain and use the resources made available through one's contacts (Gambetta, 1988; Ring and Van de Ven, 1994; McAllister, 1995; Nahapiet and Ghoshal, 1998). Such expectations are vital for the initiation of exchange, enabling an actor to engage (trusted) others when judging ideas, tackling thorny problems, seeking perspective or feedback, and so on. Such confidence in others is also essential if managers are to accept at face value or act upon the information, referrals, and promises of support or cooperation that others provide (see Uzzi, 1996). More generally, where there is high relational trust, more interactive and adaptive exchanges may result, permitting, for example, the discovery of greater novelty (see Moran and Ghoshal, 1999)—this is the difference between a short and possibly guarded hallway conversation about a new idea and active and open brainstorming and tweaking of a new initiative.

Trust stimulates in particular those exchanges that may serve to reinforce and build social capital (Coleman, 1990). As Nahapiet and Ghoshal (1998:251) argue, trust creates anticipation of value through social interaction with others and thus motivates actors to

deepen relations and pursue interactions. As a result, trust not only promotes freer access to people (and acceptance of access) but it also encourages the building of further social capital.

Although trust is multifaceted and visible in many forms—including deterrence-based trust, where the presence of sanctions reduces opportunistic behavior, and reputation-based trust, where referrals and gossip are used to gauge the other party (Rousseau *et al.*, 1998)—the focus here is on relational or interpersonal trust (McAllister, 1995; Rousseau *et al.*, 1998: 399). Such trust is constructed through personal interactions and experiences with the other party, and so is particularly germane to discussions of social capital. Conditions for this form of trust include the assessed integrity of the contact, their competence in ongoing exchanges, and their predictability through the alignment of goals and values (see Butler, 1991; Hosmer, 1995; Rowley *et al.*, 2000).

Notwithstanding the importance of trust to social capital, there is some debate over whether or not it is necessary to establish its existence. For example, even though Burt acknowledges that ‘providing a reliable flow of information is a matter of trust, of confidence in the information passed and the care with which contacts look out for your interests’ (Burt, 1992a: 15), he concludes his consideration of trust (and relational embeddedness in general) by noting, ‘the operational guide to the formation of close, trusting relations seems to be that a person more like me is less likely to betray me. For the purposes here, I set the whole issue to one side as person-specific and presume that it is resolved by the able player’ (p. 16). Consequently, establishing the presence of trust has not been considered to be a central issue in the structuralist conception of social capital.

Those studies where trust has been explicitly considered in social capital research concern redundant, cohesive networks, where the visibility of actions places enormous sanctions on opportunistic behavior and thus engenders a form of calculated trust (Coleman, 1988). What has been considered, in other words, is network structure (closure) as a substitute for trust and not the trust associated with interpersonal relations. Trust, then, is either left unmeasured or else its presence is assumed to be associated with a certain structural form. To the extent that trust is an important element of social capital and is engendered through interpersonal experiences (see Granovetter, 1985; Uzzi, 1996; Rowley *et al.*, 2000), it is important to measure it and determine its value, independent of structure.

2.9 Conceptual Framework on Social Capital and Managerial Effectiveness

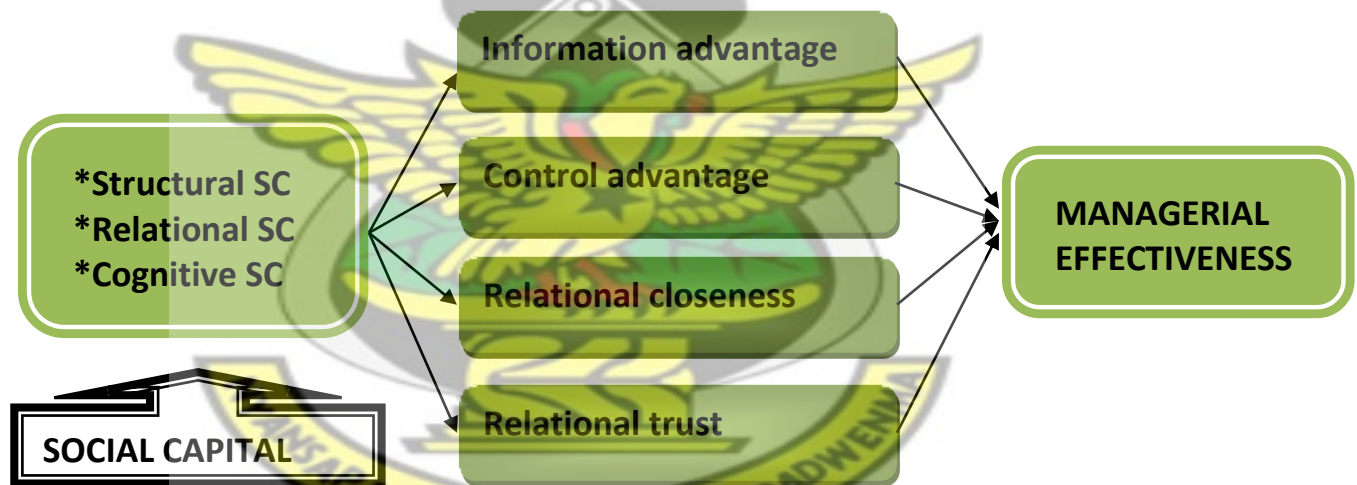


Figure 2.1 Conceptual Framework

Source: Researcher's Construct

The above conceptual model was designed to indicate the relationship between social capital and managerial effectiveness. There are three main elements of social capital viz. structural social capital, relational social capital and cognitive social capital. These combined, gives four main advantages namely, information advantage, control advantage,

relational closeness and relational trust. And these factors lead to organizational effectiveness.

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CHAPTER THREE

RESEARCH METHODOLOGY AND ORGANISATIONAL PROFILE

3.1 Research Design

The research design determines which established convention has been chosen for conducting a piece of research. The choice of research approach is based on the research problems and questions of a study. Various approaches can be used to study a problem. According to Saunders *et al.* (2007), the most often used approaches are exploratory, descriptive and explanatory. In the case of this research an exploratory and explanatory approaches were used. First the research sought to explore the current state and issues regarding social capital at Ghana Statistical Service (GSS), and secondly to determine its impact on managerial effectiveness.

3.2 Sources of data

The data were basically drawn from primary source by administering questionnaires staff GSS in Ashanti, Western, Central, Eastern, Brong Ahafo and Greater Accra regions. Interviews were also used to solicit data from management members. The nature of the research required that data be gathered from a primary source. For Jankuwics (2002), primary data is defined as consisting of materials that you have gathered yourself through systematic observation, information from archives, the results of questionnaires and interviews and case study which you have compiled. Primary data has not been published yet and is more reliable, authentic and objective. Primary data has not been changed or altered by human beings and therefore its validity is greater than secondary data. Secondary data in the form of journals and publications were also used for the study.

3.3 Unit of Analysis

The unit of analysis for this research was staff and management of GSS in the selected regions. The study was based on the antecedents and consequences of social capital on managerial effectiveness. The research in its outlook reflects the entire country but the survey was limited to Ashanti, Western, Central, Eastern, Brong- Ahafo and Greater Accra regions.

3.4 Population and Sampling frame

The population of any research is made up of the individual units or an aggregate, that is the unit or the individuals that form the population whereas a sample is a section of the population selected randomly or otherwise to represent the population (Punch, 2000). The sampling frame on the other hand, is the list of all the elements in the population. The adequacy of sampling frame is vital in shaping the quality of sample drawn from it. The population of this research comprises staff and management of GSS in Ashanti, Western, Central, Eastern, Brong-Ahafo and Greater Accra regions.

3.5 Sampling Size

A sample consists of one or more elements selected from the population. The sample size for the study was limited to 6 management members (1 each from the the selected regions) and 93 staff (15 each from the selected regions, except Ashanti region which was 18). The total sample size was therefore 99.

Table 3.1 Sample Size distribution

Region	Staff	Management	Total
Ashanti	18	1	19
Western	15	1	16
Central	15	1	16
Eastern	15	1	16
Brong-Ahafo	15	1	16
Greater Accra	15	1	16
Total	93	6	99

3.6 Sampling technique

Due to limited resources for the study, the researcher could not cover all the members in the population. A convenient sampling technique, which is a non-probabilistic sampling technique, was used in collecting information staff while purposive sampling was used for management members. The researcher is working within the demands of an academic schedule so very limited time and resources to conduct the study.

3.7 Pre-testing of Survey Instruments and Procedures

A pilot study was conducted in the Kumasi metropolis to pre-test the questionnaire. This helped in determining whether questions were properly framed, correctly ordered, and complete. Besides, it allowed closure of some open-ended questions and identified pre-coded responses that were not useful. It also allowed testing of the validity and reliability of the questions.

The pilot study also offered the researcher opportunity for further practice. Through real life scenarios, the researcher was able to master the questionnaire and sharpen his interviewing and sampling skills. The researcher was able to identify probable challenges and prepared for them.

3.8 Data Collection Instrument

Primary data was collected from the field in order to solicit responses directly from the field. Questionnaires were used to gather information from the staff. The questionnaires were basically closed-ended questions with few open-ended questions. Closed question provided precise answers whilst the open questions offered richer and deeper responses. The questionnaires were administered to respondents after they were informed about it and were fairly answered. This method of data collection was used because of its advantages encompassing high confidence in the right person responding, high response rate, and response to all questions could be entered for better data input (Saunders *et. al.*, 2007). Interviews were also conducted with the management members of the selected regions.

3.9 Reliability and Validity

The reliability tests the consistency of items when using multiple measurements of variable (Hair et al., 2010). The study ensured validity by reducing errors. Validity is the degree to which a test measures what it is supposed to measure. Reliability indicates certainty in the answers provided by the interviewee. It concerns the extent to which the research instrument yields the same results on repeated trials. The way of acquiring and interpreting data gained must also be consistent in both judgment and result.

To increase the validity and reliability, questionnaires were pilot-tested on some staff and registrars of Judicial Service. Their results enabled the researcher to restructure questions so as to obtain the same results on repeated trials to ensure that the questions gathered are consistent with the responses.

3.10 Data Analyses

In the broadest sense, data analysis consists of systematically looking for patterns in recorded observations and formulating ideas that account for those patterns (Bernard, 1998). Plausibility checks were conducted and inconsistent data was cleaned appropriately. Analyses based on the objectives of the study were appropriately run. The data were analysed using frequencies, mean, standard deviation, t-test and a multiple regression analysis. This was done with the aid of SPSS.

3.11 Organisational Profile of Ghana Statistical Service

The study picks Ghana Statistical Service (GSS) as a case study, which has its headquarters in Accra, and has regional and district offices across the length and breadth of the country. This institution bases on scientific principles and sound methods, to offers a continuous programme to harmonize and standardize procedures to documents, disseminate and achieve key statistical outputs and research works. Our activities include the acquisition, documentation, anonymization, dissemination, and preservation of micro-data and related metadata (<http://www.statsghana.gov.gh/>).

The Statistical Service of Ghana came into existence with the establishment of the office of the Government Statistician in 1948. The Statistical Service is currently governed by PNDC law 135.

The vision of GSS is “in the next decade, Statistical Service will be the centre of excellence in the management and provision of quality statistical information in Ghana.”

The mission of GSS is to “Collection, compilation, publication, and dissemination of relevant and timely official statistics. The effective coordination of the National Statistical System. Release of timely and relevant statistics to users and stakeholders for good governance and business decisions.”

The core values of GSS are “Professionalism, Objectivity and neutrality, Respect for privacy and Commitment to excellence.”

3.11.1 Role of GSS in the National Statistical System

As the national body responsible for coordinating the development of statistical activities in the country, the GSS has a keen interest in and a long-standing policy of collaborating with individuals and institutions to find ways of addressing statistical coordination and other statistical data issues. The GSS, in the discharge of its mandate of compiling routine statistical data often depends on MDAs as secondary sources of information. It also collaborates with specific sector agencies to implement special and periodic national projects. The routine data collection and publication activities relate to industry, trade (internal and external), labour, consumer price index (inflation), national accounts, public finance, fiscal and monetary, agriculture, health and environmental sanitation, education, crime, vital events (births, deaths, nuptiality), migration, transport and communications. The special statistical enquiries include censuses and national surveys. As producers of a public good, the GSS has as its clientele, local and international data users. These include government institutions, researchers and research institutions, donor agencies, NGOs,

private sector institutions/businesses and individuals. Data users outside the borders of Ghana include the sub-regional (ECOWAS), regional (ECA) and international (outside Africa) bodies. Data request that do not fall within the existing table formats are satisfied by recompiling and analyzing the raw data to meet the needs of the client. To be able to satisfy the increased and complex demand for data, the GSS is in constant consultation with major users to know more precisely the type of data and nature of publication that its clientele need to be able to serve them better (<http://www.statsghana.gov.gh/>).



CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

This chapter contains the analysis of primary data gathered from 99 employees (6 management and 93 junior staff) of Ghana Statistical Service (GSS), across 6 regions (Ashanti, Eastern, Central, Western, Brong-Ahafo and Greater Accra regions). The response rate was 100%, since the researcher received all questionnaires administered. Analysis were made around the objectives of the study, thus to examine the level of existing social capital between employees and management at the Ghana Statistical Service, to assess the dimensions of managerial effectiveness at Ghana Statistical Service, to examine the role of social capital in achieving managerial effectiveness at Ghana Statistical Service, to investigate challenges associated with building managerial effectiveness through social capital at Ghana Statistical Service and to identify ways of enhancing the sources of social capital among employees in Ghana Statistical Service. Percentages, one sample t-test and mean were used in the analysis. This analysis was done with the aid of SPSS (v.17).

4.2 Demographics of the Respondents

Demographic information provides data regarding research participants and is necessary for the determination of whether the individuals in a particular study are a representative sample of the target population for generalization purposes. Usually demographics or research participant characteristics serve as independent variables in the research design. Demographic variables are independent variables by definition because they cannot be manipulated. In research, demographic variables may be either categorical (e.g., gender,

race, marital status, psychiatric diagnosis) or continuous (e.g., age, years of education, income, family size). Demographic information describes the study sample, and demographic variables also can be explored for their moderating effect on dependent variables. For this study, the demographics used were region of staff, gender, number of years working with GSS, age of respondents and the level of education.

Table 4.1 Demographic

Demographics	Responses	Percentages (%)
Region	Ashanti region	19.4
	Eastern region	16.1
	Central region	16.1
	Western region	16.1
	Brong-Ahafo region	16.1
	Greater Accra region	16.1
Gender	Male	67.9
	Female	32.1
Number of years worked with GSS	Less than a year	17.6
	1-4 years	20.9
	5-8 years	26.4
	8-10 years	19.8
	Above 10 years	15.4
Age of respondents	18-25 years	22.1
	26-35 years	28.6
	36-45 years	27.3
	46-55 years	15.6
	Above 55 years	6.5
Level of education	Basic education	2.2
	SHS	4.4
	Diploma	9.9
	1st degree	75.8
	Master	7.7

Source: Field Survey 2014.

The analysis presented in Table 4.1 above represents the demographics of the junior staff sampled for the study. The researcher was in Ashanti region, thereby making data collection quite simple. The data gathered from Ashanti region dominate by having 19.4%,

with the other regions having 16.1% each. The other regions were Eastern, Central, Western, and Brong-Ahafo and Greater Accra regions.

The mail respondents dominated the study. The males constituted 67.9% and the females 32.1%. This may be as a result of the fact that male are more mathematically and statistically inclined than females. And GSS basically deals with figures.

With regards to the number of years worked, 17.6% of respondents had worked for less than a year and 20.9% of the respondents had worked for 1-4 years. Employees who working for the past 5-8 years represented 26.4%, those working for 8-10 years represented 19.8% and those working above 10 years were 15.4%. The distribution shows that most of the respondents had been working for over 5 years. The researcher believes they would therefore have the knowledge to make reliable contributions towards the study.

Staff aged 18-25 years were 22.1%, those aged 26-35 years were 28.6%, those aged 36-45 years were 27.3% and those aged 46-55 years were 15.6%. The staff aged over 55 years were 6.5%. The distribution shows that most of the staff were youthful, that is below the age of 30 years.

Only 2.2% of the respondents had a basic level educational qualification as the highest. 4.4% were SHS certificate holders. 9.9% were diploma holders and 75.8% were 1st degree holders. The masters were also 7.7%. This indicates that most of the staff were 1st degree holders.

4.3 Descriptive analysis using Mean and One Sample T-Test

The one sample t-test was used to ascertain the relative significance of the variables. For a single sample test, the hypothesis was set as: $H_0: U = U_0$ and $H_a: U <, > U_0$. With H_0

representing the null hypothesis, H_a representing the alternative hypothesis and U_o representing the hypothesized mean.

A statistical test of the mean was done to decide whether the population considered a particular variable to be important or not. The mean ranking of each criterion was compiled to in order to articulate the decisions that the respondents expressed. For each variable, the null hypothesis was that this variable was not significant ($H_o: U=U_o$). The U_o is the critical rating above which the variable is considered important.

The Likert scale was, 1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree and 5=Strongly disagree. Under this section, the lower ratings of 1 and 2 were chosen for the rating scale as strongly agree and agree respectively while the U_o was set at 2.5, with 95% as the significance level in accordance with the antecedent. This is premised on the five point Likert scale rating where a success variable is deemed important if its mean was less than 2.5 (Field, 2005).

4.3.1 Antecedents of Social Capital at the Ghana Statistical Service

Table 4.2 Antecedents of Social Capital

Antecedents of Social Capital	Test Value = 2.5			
	Mean	T	Sig. (2-tailed)	Mean Difference
Existence of shared norms at GSS that defines how members should behave in a given context	1.7444	-8.254	.000	-.75556
Effective collaborations among members at GSS	1.9780	-5.350	.000	-.52198
Management show respect for workers right and interest	2.0444	-3.891	.000	-.45556
Existence human resource tools that promote the stability as a way of binding communities	2.1429	-3.633	.000	-.35714
Existence of voluntary collaboration at GSS without external incentives to spur it	2.1461	-2.656	.009	-.35393
Management create a context that inspires faith in the superiority of common purpose as personal aim of those who partake in it	2.2022	-2.657	.009	-.29775

Have share belief serving as a source of community solidarity which results from collective shared experiences of community	2.2366	-2.294	.024	-.26344
I share my knowledge with other members at GSS	2.2386	-2.181	.032	-.26136
There is a personal meaning to employees individual contribution to the overall purpose of the firm	2.2418	-2.906	.005	-.25824
Management create context that inspires faith on employees in the integrity of the objective authority	2.2747	-2.037	.045	-.22527
I identify with my immediate manager	2.2796	-2.141	.035	-.22043
There is the development of a collective identity	2.2857	-2.342	.021	-.21429
There is creation shared ambition	2.2967	-2.020	.046	-.20330
Existence of bureaucracy and specified roles that define the organization in terms of positions rather than people	2.3187	-1.643	.104	-.18132
High level of emotional commitment and enthusiasm in employees	2.3187	-1.463	.147	-.18132
There is an open and candid feedback to employees	2.3626	-1.566	.121	-.13736
Employees are induced to voluntary strive for more ambitious goals	2.3736	-1.210	.229	-.12637
there is involvement of individuals collective decisions affecting them	2.3871	-1.100	.274	-.11290
I subordinate my parochial interest to the collective goals of GSS	2.4070	-.835	.406	-.09302
There is fairness in staffing policies	2.4086	-.843	.401	-.09140
Employees are induced to live by their promises	2.4176	-.717	.475	-.08242
There is an autonomy to take initiatives	2.4176	-.777	.439	-.08242
Management create context the inspires faith in the ultimate satisfaction of personal motives	2.4286	-.652	.516	-.07143
Easy to predict the behaviour of members in a given situation	2.4607	-.404	.687	-.03933
Exposure of vulnerabilities to people without them taking advantage of your openness	2.4839	-.141	.888	-.01613
Existence of supportive environment that inspires employees to put in extra effort for the good of the organization	2.5169	.135	.893	.01685
There is consistency and credibility in sanctioning	2.5275	.075	.940	.02747
There is equity and fairness in decision making processes	2.5591	.524	.601	.05914
Management create context that inspires faith in the common understanding	2.5604	.472	.638	.06044
Existence of reciprocity of favors or privileges at GSS	2.5699	.671	.504	.06989
There are norms of generalized reciprocity as a way of binding communities	2.5714	.731	.467	.07143
The managers emphasize providing help and guidance to employees	2.6264	1.084	.281	.12637

Source: Field Survey 2014.

The study showed that 25 items accounted for the source of social capital at the GSS. 32 items were given to respondent to choose from, out of which only 7 had their mean above the hypothesized mean of 2.5. The one sample t-test value for all 25 items were all negative (which indicates all had a mean below 2.5). However, only the 1st twelve items were statistically significant at 0.05.

From the study, the existence of shared norms defined how members should behave in a given context. This creates a source of common platform of operation and treating others. This shared norms at the GSS serves therefore as a source of social capital. According to Coleman (1990), a shared norm that members should subordinate their personal interest to the interests of the group is an important and powerful form of social capital. There was effective collaboration among members at the GSS. Working in a collaborative manner helps to enhance social capital in an organization. The management of GSS showed respect for workers right and interest. This imposes confidence in the in the management thereby enhancing social capital. There existed human resource tools that promote the stability as a way of binding communities. Staffs feel more relax and comfortable to work when they fell part of the community in the organization. Working voluntarily yields better results than being coerced. That explains why management now involve junior staff in decision making. When staff formulate policy, they are more likely to obey and achieve than being imposed on them. As indicated by Bartlett and Ghoshal (1994), the mechanisms that allow for the establishment of an appropriate social context includes the involvement of individuals' collective decisions affecting them. At the GSS, there existed voluntary collaboration without external incentives to spur it. Management of the organization create

a context that inspires faith in the superiority of common purpose as personal aim of those who partake in it.

Just as GSS had some norms, they also had some shared beliefs serving as a source of community solidarity which results from collective shared experiences of community. Employees were willing to share knowledge with other members of the organization and there was a personal meaning to employees' individual contribution to the overall purpose of the firm. This was in conformity with Mowday et al. (1982), who stated that the processes of sharing one's own knowledge with other employees imply a commitment of the employee with the organization. The study further indicates that, management create context that inspires faith on employees in the integrity of the objective authority and staff identified with their immediate manager or supervisors. As indicated by Barnard (1938), the most important role of managers is to create a context that inspires faith on employees. Rosanas and Velilla (2003) also indicates that the process of personal commitment occurs as a result of employees' identification with the immediate manager (as the case of GSS). All the items enumerated above constituted the source of social capital at the GSS, and responses were statistically significant at 0.05.

Comparing the mean, other items had a mean of less than 2.5 (hypothesized mean) but were not statistically significant at 0.05. The existence of bureaucracy and specified roles that define the organization in terms of positions rather than people, high level of emotional commitment and enthusiasm in employees, there is an open and candid feedback to employees, employees are induced to voluntarily strive for more ambitious goals, there is involvement of individuals collective decisions affecting them, employees subordinate their parochial interest to the collective goals of GSS, there is fairness in staffing policies,

employees are induced to live by their promises, there is an autonomy to take initiatives, management create context the inspires faith in the ultimate satisfaction of personal motives, easy to predict the behaviour of members in a given situation, exposure of vulnerabilities to people without them taking advantage of the openness, there is the development of a collective identity and there is creation shared ambition. Staff agreed to all these items that is mean was less than 2.5, but failed the significance test.

Employees disagreed on the existence of supportive environment that inspires employees to put in extra effort for the good of the organization, there is consistency and credibility in sanctioning, there is equity and fairness in decision making processes, management create context that inspires faith in the common understanding, existence of reciprocity of favors or privileges at GSS, there are norms of generalized reciprocity as a way of binding communities and that the managers emphasize providing help and guidance to employees. These items were however not statistically significant at 0.05).

4.3.2 Level of Social Capital at the Ghana Statistical Service

Table 4.3 Cognitive Dimension of Social Capital

Cognitive Dimension	<i>Test Value = 2.5</i>			
	Mean	T	Sig. (2-tailed)	Mean Difference
People will make sacrifice sometimes for the sake of the organization as a whole	1.9032	-7.797	.000	-.59677
They should realize they are not always going to get what they personally want	1.9247	-8.165	.000	-.57527
People should be willing to make sacrifices for the organizations well being	1.9247	-7.346	.000	-.57527
People are sometimes made to do things unwillingly if they want to part of the organization	1.9451	-5.273	.000	-.55495
I belong to a professional association	2.3226	-2.046	.044	-.17742
I attend conference, training and seminar	2.3333	-1.507	.135	-.16667
I have relationship with government agencies	2.3441	-1.464	.146	-.15591

Source: Field Survey 2014.

The cognitive dimension is described as a shared language and shared narratives that create shared systems of meaning. With the exception of the last two items, all the others were statistically significant at 0.05. However, all the items used had a t-value (the strength of the test) of negative. This shows a high level of cognitive social capital at the GSS. Nahapiet and Ghoshal (1998), identified cognitive dimension of social capital as the shared, collective conscience of the group. Here, similar experiences of the group create a collective identity of the group – one in which individuals draw a portion of their own identity. Employees of GSS were willing to make sacrifices sometimes for the sake of the organization as a whole. The result showed that, employees were more interested in the shared systems of leaving. Employees understand they are not always going to get what they personally want. Employees also agreed for the sake of the organization as a whole, they must do things contrary to what they had wanted to do. The staff of GSS were under a professional body, and also attend conference, training and seminar. Employees also had some relationship with government agencies. The shared systems from all these associations help enhance the level of cognitive social capital.

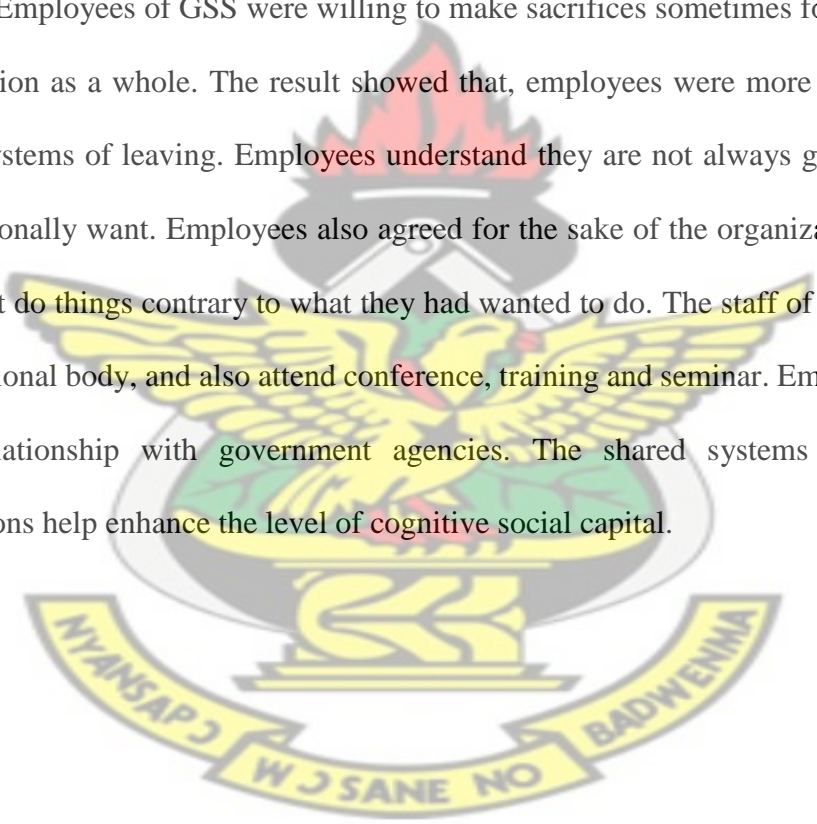


Table 4.4 Relational Dimension of Social Capital

Relational Dimension	Test Value = 2.5			
	Mean	T	Sig. (2-tailed)	Mean Difference
I believe my organization has high integrity	1.9355	-6.763	.000	-.56452
Organization's motives and intentions are good	2.0323	-6.605	.000	-.46774
This contact shares my overall goals and values	2.0430	-6.385	.000	-.45699
Contact is very competent in the areas in which we interact	2.0549	-5.547	.000	-.44505
I can expect my organization to treat me in a consistent and predictable fashion	2.0753	-5.763	.000	-.42473
Mutual trust among colleague staff	2.0968	-5.268	.000	-.40323
My organization is always honest and truthful	2.1720	-4.413	.000	-.32796
I am sure I fully trust the organization	2.2366	-2.711	.008	-.26344
My organization is open and upfront with me	2.2778	-2.376	.020	-.22222
I maintain close relationship with college staff	2.2796	-2.298	.024	-.22043
I think my organization treats me fairly	2.3656	-1.299	.197	-.13441
Contact is generally honest and truthfully in the information provided	2.3763	-1.389	.168	-.12366

Source: Field Survey 2014.

The relational dimension concerns the nature and quality of the relationship ties. This also was high at the GSS because the mean of all the items were below the 2.5 (accepted level), making the t-test values negative. Staff believe their organization has a high level of integrity. The conditions for trust in an organization include the assessed integrity of the contact, their competence in ongoing exchanges, and their predictability through the alignment of goals and values (Butler, 1991; Hosmer, 1995; Rowley *et al.*, 2000). At GSS, the staff believes organization's motives and intentions are good. Staff therefore put in much effort to give their best. The study also showed that staff share a common overall goals and values. This makes it easier to relate with each other. Staff agreed their colleagues are very competent in the areas in which they interact. This makes the workplace competitive, because staffs are competent. Employees expect GSS to treat them in a consistent and predictable fashion. There existed mutual trust among colleague staff. Trust

is very essential to the fruitfulness of every kind of relationship. Staffs agree organization is always honest and truthful and they fully trust the organization. There existed openness and upfront with employees. Staffs maintain a close relationship with each other. These items stated were all statistically significant at 0.05.

Other items had a lower than the hypothesized mean (mean), however, they results were not statistically significant. Staff of GSS believes their organization treats me fairly and contact is generally honest and truthfully in the information provided. This makes free flow of information in the organization.

Table 4.5 Structural Dimensions of Social Capital

Structural Dimension	Test Value = 2.5			
	Mean	t	Sig. (2-tailed)	Mean Difference
People combine their information, ideas, and other resources to accomplish joint tasks.	1.9341	-6.323	.000	-.56593
People take the time to assist and help another so that he could get his job done	2.0674	-5.549	.000	-.43258
When confronted with people discussed it openly and tried to resolve it together	3.0789	3.245	.002	.57895

Source: Field Survey 2014.

The structural dimension of social capital involves the network of ties and relationships possessed by group members. When resources are held by individuals, exchange must occur for resources to be combined to achieve synergy. All the three items had a mean of lower than 2.5 (hypothesized mean). At GSS staffs combine their information, ideas, and other resources to accomplish joint tasks. People take the time to assist and help another so that he could get his job done. Internal communication is important for group performance as it ensures consideration of different points of view from functionally diverse members through the open discussion of task related differences (Bunderson and Sutcliffe, 2002;

Campion et al., 1993). When confronted with a challenge, people discussed it openly and tried to resolve it together. All the items were also statistically significant at 0.05. According to Ibarra (1992), strong structural social capital of a group enables individuals to perform their jobs more efficiently and effectively.

4.3.3 Dimensions of managerial effectiveness at the Ghana Statistical Service

Table 4.6 Subjective Performance of Managerial Effectiveness

Subjective Performance	Test Value = 2.5			
	Mean	T	Sig. (2-tailed)	Mean Difference
This business unit does a good job of satisfying our clients	1.9080	-6.542	.000	-.59195
The unit gives me the opportunity and encouragement to do the best work	1.9655	-5.570	.000	-.53448
Business unit is achieving its full potential	2.1685	-3.119	.002	-.33146
People at my level are satisfied with the level of business unit performance	2.3793	-1.280	.204	-.12069

Source: Field Survey 2014.

Under the subjective performance measurement, four items were used, of which all had a mean within the acceptable range (less than 2.5). Staff agreed business units do a good job of satisfying its clients. The unit gives staff the opportunity and encouragement to do the best work and achieve full potential. Staff agreed their colleagues at same level are satisfied with the level of business unit performance. This indicates that, on the basis of subjective performance, GSS performed so well.

Table 4.7 Organizational Context of Managerial Effectiveness

Organizational Context	Test Value = 2.5			
	Mean	T	Sig. (2-tailed)	Mean Difference
Management hold people accountable for their performance	1.8851	-6.319	.000	-.61494
Management give ready access to information that others need	1.9885	-5.488	.000	-.51149
Management are more focused on getting their job done well than on getting promoted	2.0000	-4.835	.000	-.50000
Management are willing and able to take prudent risks	2.0690	-4.128	.000	-.43103
Management devote considerable effort to developing their subordinates	2.0805	-4.324	.000	-.41954
Management give everyone sufficient authority to do their jobs well	2.0920	-4.438	.000	-.40805
Management use their appraisal feedback to improve their performance	2.1059	-4.037	.000	-.39412
Management sets challenging and aggressive goals	2.1379	-4.329	.000	-.36207
Management treat failure as a learning opportunity	2.2529	-2.796	.006	-.24713
Management base decisions on facts and analysis, not politics	2.2874	-2.267	.026	-.21264
Management set realistic goals	2.3908	-.951	.344	-.10920
Management make a point of stretching their people	2.4483	-.453	.652	-.05172
Management work hard to develop the capabilities needed to execute our overall strategy	2.4713	-.269	.789	-.02874
Management push decisions down to the lowest appropriate level	2.4713	-.290	.773	-.02874
Management reward or punish based on rigorous measurement of business performance against goals	2.4828	-.159	.874	-.01724
Management issue creative challenges to their people, instead of narrowly defining tasks	2.7241	.611	.543	.22414

Source: Field Survey 2014.

Out of the 16 items used in measuring the managerial effectiveness in terms of the organizational context, only 1 had a mean outside the acceptable range (2.5). However, only the first 10 items were statistically significant at 0.05. Staff agreed management held people accountable for their performance. This puts staff on their toes, as they would not escape any responsibility for actions taken. According to Burt (1992a, 2000), the instrumental value to managers of having sparse social networks accrues largely from

privileged access to information and greater control over its use. At GSS, management give ready access to information that others need. Effective information flow is very essential for the success of a business. Communication barriers impede organizational performance. At GSS however, there is a free flow of information from management, which also helps in enhancing the social capital of the organization. Management are more focused on getting their job done well than getting promoted. This indicates management are focused on the wellbeing of the GSS as the expense of their own parochial interest. This helps in building the confidence imposed in them by the staff. Management is willing and able to take prudent risks. Calculated risk taken is a hallmark of any successful leader. Management devotes considerable effort to developing their subordinates. It is said that a successful manager is the one who is absent and his absence is not felt. This is because he has trained others to successfully accomplish what he would have done. Management give everyone sufficient authority to do their jobs well.

At GSS, staff were given room to operate and take responsibility for actions taken. Subordinates initiative abilities come alive when given room to operate. Most employees would perform better when given some level of authority to operate. Management use their appraisal feedback to improve their performance. Appraisal is a periodic measure of employees' performance on some specific dimensions. The purpose is for decision making, which may affect training policies, promotion, demotion, transfer, pay rise, etc. After performance appraisal, employees were communicated the outcome. This helps them to know their level or performance and the way forward. Management sets challenging and aggressive goals for employees. This helps employees to put in their best. Management treats failure as a learning opportunity. Human are fallible and bound to commit errors on

the job. The management of this mistake by both management and staff is very important. At GSS, management see it as a learning process. This is to encourage staff to become a better asset to the organization. Management base decisions on facts and analysis, not politics. This makes employees to trust and honour the decisions taken.

Staff agreed that management set realistic goals, make a point of stretching their people, work hard to develop the capabilities needed to execute our overall strategy, push decisions down to the lowest appropriate level and management reward or punish based on rigorous measurement of business performance against goals. Staffs were indifferent whether management issue creative challenges to their people, instead of narrowly defining tasks. However, all these items were not statistically significant at 0.05.

Table 4.8 Managerial Behaviour

Managerial Behaviour	Test Value = 2.5			
	Mean	t	Sig. (2-tailed)	Mean Difference
I never have to wonder whether top management will stick to its word	2.2529	-2.133	.036	-.24713
My supervisor will go out of its way to help me	2.3448	-1.179	.242	-.15517
My supervisor really looks out for what is important to me	2.4483	-.366	.715	-.05172
Supervisor is very concerned about my welfare	2.4483	-.363	.717	-.05172
My supervisor's actions and behaviours are not very consistent	2.4828	-.142	.887	-.01724
I like my supervisor's values	2.5402	.329	.743	.04023
My supervisor tries hard to be fair in dealings with others	2.5862	.734	.465	.08621
sound principles seem to guide my supervisor's behaviour	2.6024	.799	.427	.10241
My supervisor has a strong sense of justice	2.6552	1.345	.182	.15517
My supervisor will not knowingly do anything to hurt me	2.6782	1.307	.195	.17816
My needs are very important to my supervisor	2.7241	1.774	.080	.22414

Source: Field Survey 2014.

Managerial close interaction with employees mediates to ease the process through which employees identify with the firm. Through the successive interactions between the manager and the employee, relational closeness arises as the employee is more convinced that the manager is honest (Lieberman, 1981; McFall 1987). For the managerial effectiveness in terms of managerial behavior, 5 out of 11 of the items recorded a mean within the acceptable range (less than 2.5). Employees agreed they never have to wonder whether top management will stick to its word. In other words, employees were not so concerned about holding their superiors accountable. That was a bad one on the part of the employees. This was the only statistically significant (0.5).

Staff agreed supervisors will go out of its way to help them, supervisors really look out for what is important to staff, supervisor is very concerned about staffs' welfare and my supervisor's actions and behaviours are not very consistent. These items were not statistically significant at 0.05.

Staff were neutral on the appreciation of supervisor's values, supervisor tries hard to be fair in dealings with others, sound principles seem to guide my supervisor's behavior, supervisor has a strong sense of justice, supervisor will not knowingly do anything to hurt them and their needs were very important to supervisors.

4.4 Challenges Associated with Building Managerial Effectiveness at the Ghana Statistical Service

The management was asked to indicate the challenges faced in building the managerial effectiveness through social capital. It was identified that the ineffective collaboration between the staff and management was a challenge. Social capital is all about the value

created through relationships. If there is no effective flow of information among the players in an organization, then that value would not be ascertained.

Lack of sufficient funds to carry out programs geared towards enhancing social capital. For GSS to fully make aware to the members the necessity of building relationships, workshops and seminars must be organized. However, the management pointed out financial barrier to this progress.

4.5 Ways of Enhancing the Sources of Social Capital among Employees at the Ghana Statistical Service

The availability of social capital is a great asset to organizations. It is therefore imperative upon management to put in measures to realize that. From the management perspective, social capital could be achieved through the creation of a conducive working environment at the workplace. Relationship cannot be effective in a highly tensed environment. The creation of a cordial relationship therefore is a key to enhancing social capital. This must be between staff themselves and between staff and management.

The management suggest fairness in treating all staff as a way of enhancing social capital. Employees get more committed to an organization upon realizing they are fairly treated. Fairness breeds trust in relationship. And this source of social capital. Treating all staff alike would therefore increase the trust imposed in management by staff. This would lead to effective collaboration and a common understanding among parties in the organization.

Management were expected to lead by example. In other words, they must not preach virtue and practice vices. They must lead by what they instruct their subordinates to do. They

must first encourage relationship among themselves, then between them and staff, before expecting an effective relationship between staff.

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4.6 Impact of Social Capital on Managerial Performance

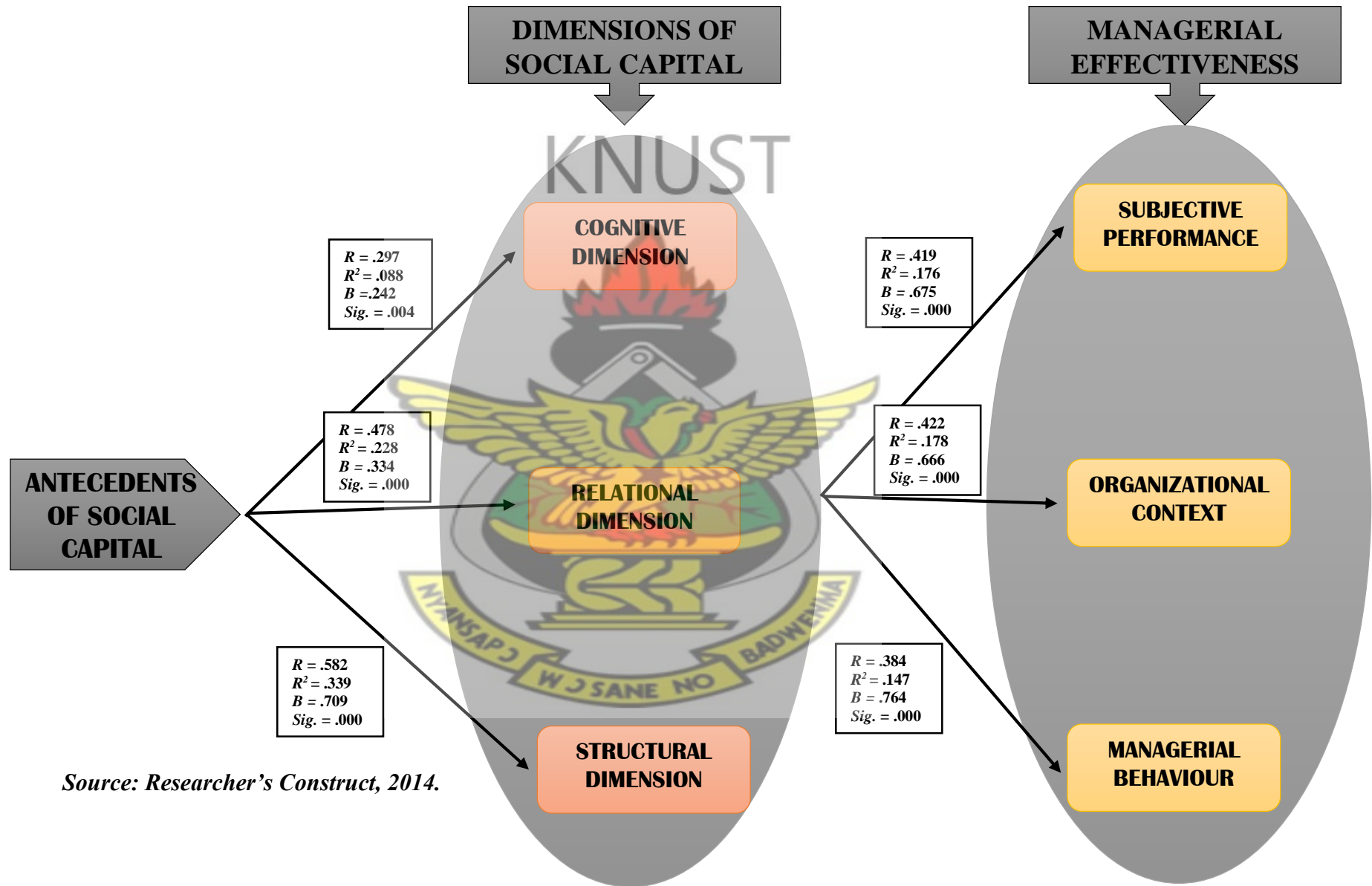


Figure 4.1 Impact of Social Capital on Managerial Performance

Note:

***R** represents the correlation or relationship between the dependent and the independent variables*

***R²** represents how much of the dependent variable can be explained by the independent variables.*

***B** represents the coefficients of the independent variables.*

***Sig.** represents the statistical significance level of the model (the acceptable level of significance for this research was 0.05).*

The model above represents the effect of social capital on managerial performance. The researcher identified three dimensions of social capital viz. cognitive, relational and structural dimensions. The managerial effectiveness was also divided into three namely, subjective performance, organizational context and managerial behaviour. Generally, the analysis indicated a high level of social capital and organizational performance (table 4.2-4.8). A regression model was developed to explain the effect or impact that the social capital had on the managerial effectiveness at the Ghana Statistical Service (GSS). Detail of the regression output was presented in appendix II.

Firstly, the researcher identified the impact of the antecedents of social capital on the various dimensions of social capital. The correlation (R) value between the antecedents and cognitive dimension was 0.297. This represents a weak correlation between these two variables (any correlation value that falls between 0 and 0.3 is considered a weak correlation). The R² value was 0.088, indicating the antecedents of social capital only explain 8.8% of the variation that occurs in cognitive dimension of social capital at the GSS. The coefficient (B) value was 0.242, indicating a 24.2% improvement in cognitive dimension of social capital as a result of 100% change in the antecedent factors. The result was statistically significant ($.004 < 0.05$), and was therefore accepted.

The correlation (R) value between the antecedents and relational dimension was 0.478. This represents a moderate correlation between these two variables (any correlation value that falls between 0.3 and 0.7 is considered a moderate correlation). The R^2 value was 0.228, indicating the antecedents of social capital explain 22.8% of the variation that occurs in relational dimension of social capital at the GSS. The coefficient (B) value was 0.334, indicating a 33.4% improvement in relational dimension of social capital as a result of 100% change in the antecedent factors. The result was statistically significant ($.000 < 0.05$), and was therefore accepted.

The correlation (R) value between the antecedents and structural dimension was 0.582. This represents a moderate correlation between these two variables (any correlation value that falls between 0.3 and 0.7 is considered a moderate correlation). The R^2 value was 0.339, indicating the antecedents of social capital explain 33.9% of the variation that occurs in structural dimension of social capital at the GSS. The coefficient (B) value was 0.709, indicating a 70.9% improvement in structural dimension of social capital as a result of 100% change in the antecedent factors. The result was statistically significant ($.000 < 0.05$), and was therefore accepted.

Secondly, the researcher sort to find out the effect of the social capital on the various dimensions of managerial effectiveness. As developed extensively by Burt (1992a, 2000), the instrumental value to managers of having such sparse social networks accrues largely from privileged access to information and greater control over its use. Both advantages also enabled managers to create more value for their firm. From the regression output generated, it was realized that the R (correlation) value between social capital and subjective performance was 0.419. This represents a moderate relationship between the

two variables (any correlation value that falls between 0.3 and 0.7 is considered a moderate correlation). The R^2 value was 0.176, indicating the social capital explains 17.6% of the variation that occurs in subjective performance of managerial effectiveness at the GSS. The coefficient (B) value was 0.675, indicating a 67.59% improvement in subjective performance as a result of 100% change in the social capital. The result was statistically significant ($.000 < 0.05$), and was therefore accepted.

The R (correlation) value between social capital and organizational context performance was 0.422. This represents a moderate relationship between the two variables (any correlation value that falls between 0.3 and 0.7 is considered a moderate correlation). The R^2 value was 0.178, indicating the social capital explains 17.8% of the variation that occurs in organizational context performance of managerial effectiveness at the GSS. The coefficient (B) value was 0.666, indicating a 66.6% improvement in organizational context performance as a result of 100% change in the social capital. The result was statistically significant ($.000 < 0.05$), and was therefore accepted.

The correlation (R) value between social capital and managerial behaviour was 0.384. This represents a moderate relationship between the two variables (any correlation value that falls between 0.3 and 0.7 is considered a moderate correlation). The R^2 value was 0.147, indicating the social capital explains 14.7% of the variation that occurs in managerial behaviour at the GSS. The coefficient (B) value was 0.764, indicating a 76.4% improvement in managerial behaviour as a result of 100% change in the social capital. The result was statistically significant ($.000 < 0.05$), and was therefore accepted.

4.7 Chapter Summary

From the data analysis, it was realized that GSS had many sources of social capital. Some are organizational norms, effective collaboration among members, managements' respect for subordinates, willingness to share knowledge, etc. These had an impact on the three dimensions of social capital, namely, cognitive, relational and structural. The study showed a high level of all the three areas of social capital at the GSS. This further influenced the managerial effectiveness which was also divided into three. They were subjective performance, organizational context performance and managerial behaviour. Individually, all three dimensions were effective.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions drawn from the findings and recommendations.

5.2 Summary of Findings

5.2.1 Antecedents of Social Capital at the Ghana Statistical Service

The study showed multiple source of social capital at the GSS. Among them are existence of shared norms that defines how members should behave in a given context, effective collaborations among members, management show respect for workers right and interest, existence human resource tools that promote the stability as a way of binding communities, existence of voluntary collaboration without external incentives to spur it, management create a context that inspires faith in the superiority of common purpose as personal aim of those who partake in it, have share belief serving as a source of community solidarity which results from collective shared experiences of community, just to mention but a few.

5.2.2 Cognitive Dimension of Social Capital

The study showed a high level of cognitive social capital, which is described as a shared language and shared narratives that create shared systems of meaning. Some of the cognitive social capitals present at the GSS were that employees would make sacrifices sometimes for the sake of the organization as a whole, that employees should realize they are not always going to get what they personally want, employees should be willing to make sacrifices for the organizations wellbeing, etc.

5.2.3 Relational Dimension of Social Capital

The relational dimension concerns the nature and quality of the relationship ties. This also was high at the GSS. Some of which are employees believing GSS has high integrity, GSS's motives and intentions are good, members share overall goals and values, members are very competent in the areas in they interact, etc.

5.3.4 Structural Dimension of Social Capital

The structural dimension of social capital involves the network of ties and relationships possessed by group members. At GSS, people combine their information, ideas, and other resources to accomplish joint tasks. People also take the time to assist and help another so that he could get his job done.

5.3.5 Managerial effectiveness at the Ghana Statistical Service

The concept of managerial effectiveness was measured using three dimensions namely, subjective performance, organizational context performance and managerial behaviour. Under the subjective performance, the business unit does a good job of satisfying its clients, the unit gives me the opportunity and encouragement to do the best work, business unit is achieving its full potential and the staffs at the various levels were satisfied with the level of business unit performance.

Under the organizational context performance, management hold people accountable for their performance, management give ready access to information that others need, management are more focused on getting their job done well than on getting promoted, management are willing and able to take prudent risks, management devote considerable effort to developing their subordinates, just to mention but a few.

For the managerial behaviour, employees never have to wonder whether top management will stick to its word or not, supervisors will go out of their way to help employees, supervisor really looks out for what is important to employees and supervisors are very concerned about employees 'welfare.

5.3.6 Challenges Associated with Building Managerial Effectiveness at the Ghana Statistical Service

The management were asked to indicate the challenges faced in building the managerial effectiveness through social capital. It was identified that the ineffective collaboration between the staff and management was a challenge. Social capital is all about the value created through relationships. If there is no effective flow of information among the players in an organization, then that value would not be ascertained.

Lack of sufficient funds to carry out programs geared towards enhancing social capital. For GSS to fully make aware to the members the necessity of building relationships, workshops and seminars must be organized. However, the management pointed out financial barrier to this progress.

5.3.7 Impact of Social Capital on Managerial Performance

The study indicated there were multiple sources of social capital at GSS. And these sources affected the three dimensions of social capital, namely, cognitive, relational and structural. There was a weak correlation between the antecedent factors and cognitive social capital. But there was a moderate relationship between the antecedent factors and relational dimension on one side and the antecedent factors and structural dimensions on the other side. The social capital further affected the level of managerial effectiveness, namely,

subjective performance, organizational context performance and managerial behaviour performance.

5.3 Conclusions

After the study to ascertain the antecedents and consequences of social capital on managerial effectiveness at the GSS, it was concluded that there existed multiple sources of social capital at the GSS. Some are organizational norms, effective collaboration among members, managements' respect for subordinates, willingness to share knowledge, etc. These had an impact on the three dimensions of social capital, namely, cognitive, relational and structural. The study showed a high level of all the three areas of social capital at the GSS. There was a weak correlation between the antecedent factors and cognitive social capital. But a there was a moderate relationship between the antecedent factors and relational dimension on one side and the antecedent factors and structural dimensions on the other side. The social capital further affected the level of managerial effectiveness, namely, subjective performance, organizational context performance and managerial behaviour performance. And there was a moderate relationship between all the variables. It was therefore concluded that social capital had an impact on the managerial effectiveness of an organization.

5.4 Recommendations

5.4.1 Antecedents of Social Capital at the Ghana Statistical Service

Social capital is had from is not just realized from one source. It is from multiple sources. It was realized GSS had its social capital emanating from multiple sources. It was recommended that other untapped arrears like fairness in staffing policies, autonomy to

take initiatives, exposure of vulnerabilities to people without them taking advantage of your openness, among others must be utilized.

5.4.2 Dimensions of Social Capital

The study showed a high level of cognitive social capital at GSS. And this describes the shared language and shared narratives that create shared systems of meaning at the GSS. It is therefore recommended employees be encouraged to make sacrifices for the good of the entire organization.

Employees believed that GSS has high integrity, GSS's motives and intentions are good, among many others. There must therefore be a concern for the nature and quality of the relationship ties. This is done amidst encouraging more network of ties and relationships possessed by group members.

5.4.3 Managerial effectiveness at the Ghana Statistical Service

The managerial effectiveness was divided into three, namely, subjective performance, organizational context performance and managerial behaviour. Under the subjective performance, it is recommended that the business unit does a good job of satisfying its clients. Under the organizational context performance, management must hold people accountable for their performance and management give ready access to information that others need. For the managerial behaviour, supervisors must go out of their way to help employees.

5.4.4 Challenges Associated with Building Managerial Effectiveness at the Ghana Statistical Service

It was identified that the ineffective collaboration between the staff and management was a challenge. Social capital is all about the value created through relationships. If there is no

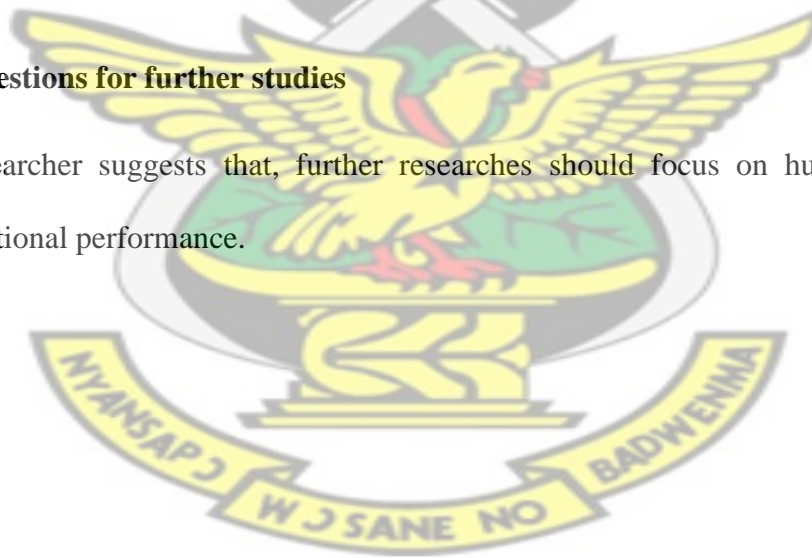
effective flow of information among the players in an organization, then that value would not be ascertained. An effective collaboration between the staff and management was recommended. Sufficient funds must also be made available to carry out programs geared towards enhancing social capital.

5.4.5 Impact of Social Capital on Managerial Performance

The study indicated there were multiple sources of social capital at GSS. And these sources affected the three dimensions of social capital, namely, cognitive, relational and structural. The social capital further affected the level of managerial effectiveness, namely, subjective performance, organizational context performance and managerial behaviour performance. Therefore, the researcher recommends effective policies that would enhance social capital in organizations, since there was great benefits accruing from that.

5.5 suggestions for further studies

The researcher suggests that, further researches should focus on human capital and organizational performance.



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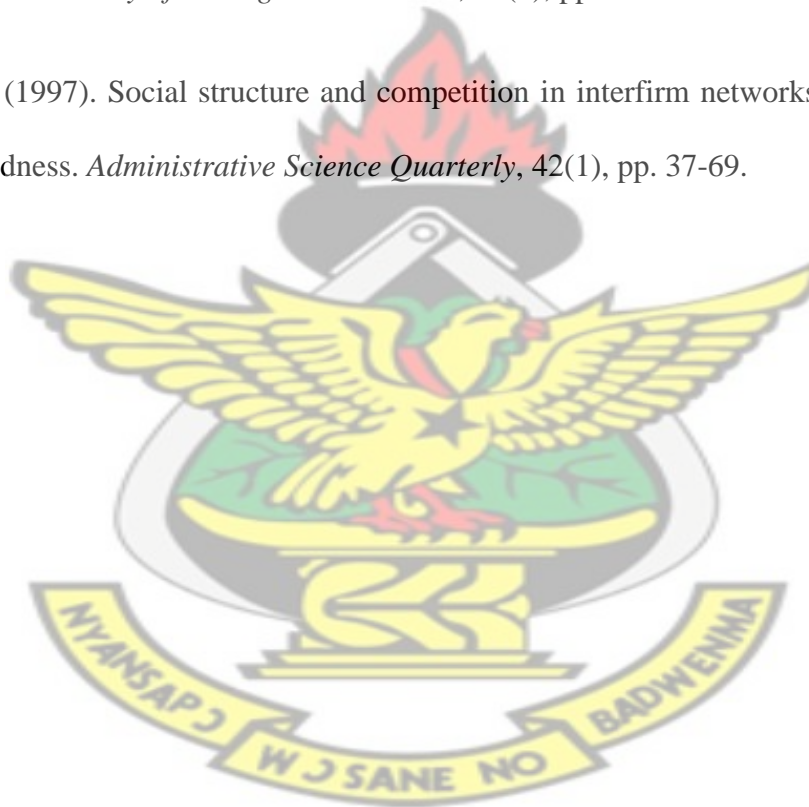
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APPENDIX I

QUESTIONNAIRES (STAFF)

Dear Sir/ Madam,

This research is being undertaken as part of the requirements for the award of a MBA- Management and Organisational Development. The study seeks to examine the antecedence and consequences of social capital on managerial effectiveness. This research is strictly for academic purposes hence any information volunteered would be treated with high confidentiality. I would be grateful if you could please take a few minutes off your busy schedule to answer the following questions. Thank you.

Section A: Background Information

- Q1.** Region
- Q2.** Position at GSS.....
- Q3.** Gender a. Male ☐ b. Female ☐
- Q4.** For how long have you been working with GSS? a. Less than 1yr ☐ b. 1-4 yrs ☐
☐ c. 5-8 yrs ☐ d. 8-10yrs ☐ e. Above 10 yrs ☐
- Q5.** Age a. 18-25yrs ☐ b. 26-35yrs ☐ c. 36-45yrs ☐ d. 45-55yrs ☐
e. Above 55yrs ☐
- Q6.** Level of education a. Basic education ☐ b. SHS ☐ c. Diploma ☐
d. 1st Degree ☐ e. Master ☐

Section B: Antecedent and Consequences of Social Capital

Q7. Kindly indicate the extent to which you agree or disagree with the following statements.

1-Strongly agree

2-Agree

3-Neutral

4-Disagree

5-Strongly disagree

Antecedent and Consequences of Social Capital	1	2	3	4	5
There are voluntary collaborations at GSS without external incentives to spur it					
There are effective collaborations among members at GSS					
We have shared norms at GSS that defines how members should behave in a given context					
At GSS, we have a shared belief (bounded solidarity) serving as a source of community solidarity which results from collective shared experiences of community organisation					
At GSS, you can expose your vulnerabilities to people without them taking advantage of your openness					
There is a reciprocity or cooperative exchange of favors or privileges at GSS					
At GSS, it is easy to predict the behaviour of members in a given situation					
At GSS, there are human resource practices that promote stability as a way of binding communities					
At GSS, there are norms of generalized reciprocity as a way of binding communities					
At GSS, there are bureaucracy and specified roles that define the organization in terms of positions rather than people					
At GSS, employees are induced to live by their promises					
At GSS, employees are induced to voluntarily strive for more ambitious goals					
At GSS, there is a high level of emotional commitment and enthusiasm in employees					
At GSS, there is a supportive environment that inspires employees to put in extra effort for the good of the organization					
At GSS, management create a context that inspires faith on employees in the integrity of the objective authority					
At GSS, management create a context that inspires faith in common understanding					
At GSS, management create a context that inspires faith in the ultimate satisfaction of personal motives					
At GSS, management create a context that inspires faith in the superiority of common purpose as personal aim of those who partake in it					
At GSS, there is an open and candid feedback to employees					
At GSS, there is a consistency and credibility in sanctioning					
At GSS, there is a creation of shared ambition					
At GSS, there is the development of a collective identity					
At GSS, there is a personal meaning to employee's individual contribution to the overall purpose of the firm					
At GSS, there is an autonomy to take initiatives					
At GSS, the managers emphasize providing help and guidance to employees					
At GSS, there is equity and fairness in decision making processes					
At GSS, there is involvement of individual's collective decisions affecting them					
At GSS, there is fairness in staffing policies					

I identify with my immediate manager					
Management show respect for workers' rights and interests					
I share my knowledge with other members at GSS					
I subordinate my parochial interests to the collective goals of GSS					

Section B: Dimensions of Social Capital

Q8. Kindly indicate the extent to which you agree or disagree with the following statements.

1-Strongly agree

2-Agree

3-Neutral

4-Disagree

5-Strongly disagree

No	Dimensions of Social Capital	1	2	3	4	5
Cognitive Dimension						
1	People should be made aware that if they are going to be part of an organization then they are sometimes going to have to do things they don't want to do					
2	People who belong to an organization should realize that they're not always going to get what they personally want					
3	People in an organization should realize that they sometimes are going to have to make sacrifices for the sake of the organization as a whole					
4	People in an organization should be willing to make sacrifices for the sake of the organization's well-being					
5	I belong to a professional association					
6	I attend conference, training and seminar					
7	I have relationship with government agencies					
Relational Dimension						
8	I believe my organization has high integrity					
9	I can expect my organization to treat me in a consistent and predictable fashion					
10	My organization is always honest and truthful					
11	In general, I believe my organization's motives and intentions are good					
12	I think my organization treats me fairly					
13	My organization is open and upfront with me					
14	I am sure I fully trust my organization					
15	I maintain close relationship with colleague staff					
16	Mutual trust among colleague staff					
17	This contact shares my overall goals and values					
18	This contact is generally honest and truthful in the information provided					
19	This contact is very competent in the areas in which we interact					
Structural Dimension						
20	In my organization people combine their information, ideas, and other resources to accomplish joint tasks					
21	People take the time to assist and help another so that he could get his job done					
22	When confronted with a problem, the people discussed it openly and tried to resolve it together					

Section C: Dimensions of Managerial Effectiveness

Q9. Kindly indicate the extent to which you agree or disagree with the following statements. 1-Strongly agree 2-Agree 3-Neutral 4-Disagree 5-Strongly disagree

No	Managerial performance and effectiveness	1	2	3	4
Subjective Performance					
1	This business unit is achieving its full potential				
2	People at my level are satisfied with the level of business-unit performance				
3	This business unit does a good job of satisfying our customers				
4	This business unit gives me the opportunity and encouragement to do the best work I am capable of				
Organizational context					
5	Management set challenging/aggressive goals				
6	Management issue creative challenges to their people, instead of narrowly defining tasks				
7	Management are more focused on getting their job done well than on getting promoted				
8	Management make a point of stretching their people				
9	Management reward or punish based on rigorous measurement of business performance against goals				
10	Management hold people accountable for their performance				
11	Management use their appraisal feedback to improve their performance				
12	Management devote considerable effort to developing their subordinates				
13	Management give everyone sufficient authority to do their jobs well				
14	Management push decisions down to the lowest appropriate level				
15	Management give ready access to information that others need				
16	Management work hard to develop the capabilities needed to execute our overall strategy/vision				
17	Management base decisions on facts and analysis, not politics				
18	Management treat failure as a learning opportunity, not something to be ashamed of				
19	Management are willing and able to take prudent risks				
20	Management set realistic goals				
Managerial Behaviour					
21	My supervisor is very concerned about my welfare				
22	My needs and desires are very important to my supervisor				
23	My supervisor would not knowingly do anything to hurt me				
24	My supervisor really looks out for what is important to me				
25	My supervisor will go out of its way to help me				
26	My supervisor has a strong sense of justice				
27	I never have to wonder whether top management will stick to its word				
28	My supervisor tries hard to be fair in dealings with others				
29	My supervisor's actions and behaviours are not very consistent				
30	I like my supervisor's values				
31	Sound principles seem to guide my supervisor's behavior				

SEMI-STRUCTURED QUESTIONNAIRE FOR MANAGEMENT

Dear Sir/ Madam,

This research is being undertaken as part of the requirements for the award of a MBA- Management and Organisational Development. The study seeks to examine the antecedence and consequences of social capital on managerial effectiveness. This research is strictly for academic purposes hence any information volunteered would be treated with high confidentiality. I would be grateful if you could please take a few minutes off your busy schedule to answer the following questions. Thank you.

1. Region
2. Position
3. Number of years working with Ghana Statistical Service.....
4. What is the nature of existing social capital between employees and management of Ghana Statistical Service?
5. How effective are management when it comes to social capital development?
6. What are the roles of social capital in achieving managerial effectiveness at Ghana Statistical Service?
7. What are the challenges associated with building managerial effectiveness through social capital at Ghana Statistical Service?
8. What are some of the ways of enhancing the sources of social capital among employees in Ghana Statistical Service?

Section B: Antecedent and Consequences of Social Capital

Q9. Kindly indicate the extent to which you agree or disagree with the following statements.

1-Strongly agree 2-Agree 3-Neutral 4-Disagree 5-Strongly disagree

Antecedent and Consequences of Social Capital	1	2	3	4	5
There are voluntary collaborations at GSS without external incentives to spur it					
There are effective collaborations among members at GSS					
We have shared norms at GSS that defines how members should behave in a given context					
At GSS, we have a shared belief (bounded solidarity) serving as a source of community solidarity which results from collective shared experiences of community organisation					
At GSS, you can expose your vulnerabilities to people without them taking advantage of your openness					
There is a reciprocity or cooperative exchange of favors or privileges at GSS					
At GSS, it is easy to predict the behaviour of members in a given situation					
At GSS, there are human resource practices that promote stability as a way of binding communities					
At GSS, there are norms of generalized reciprocity as a way of binding communities					
At GSS, there are bureaucracy and specified roles that define the organization in terms of positions rather than people					
At GSS, employees are induced to live by their promises					
At GSS, employees are induced to voluntarily strive for more ambitious goals					
At GSS, there is a high level of emotional commitment and enthusiasm in employees					
At GSS, there is a supportive environment that inspires employees to put in extra effort for the good of the organization					
At GSS, management create a context that inspires faith on employees in the integrity of the objective authority					
At GSS, management create a context that inspires faith in common understanding					
At GSS, management create a context that inspires faith in the ultimate satisfaction of personal motives					
At GSS, management create a context that inspires faith in the superiority of common purpose as personal aim of those who partake in it					
At GSS, there is an open and candid feedback to employees					
At GSS, there is a consistency and credibility in sanctioning					
At GSS, there is a creation of shared ambition					
At GSS, there is the development of a collective identity					
At GSS, there is a personal meaning to employee' s individual contribution to the overall purpose of the firm					
At GSS, employees are given autonomy to take initiatives					
At GSS, the managers emphasize providing help and guidance to employees					
At GSS, there is equity and fairness in decision making processes					
At GSS, there is involvement of individual's collective decisions affecting them					

At GSS, there is fairness in staffing policies					
I identify with my immediate subordinates					
Management show respect for workers' rights and interests					
I share my knowledge with other members at GSS					
I subordinate my parochial interests to collective goals of GSS					

Section C: Dimensions of Social Capital

Q10. Kindly indicate the extent to which you agree or disagree with the following statements.

1-Strongly agree 2-Agree 3-Neutral 4-Disagree 5-Strongly disagree

No	Dimensions of Social Capital	1	2	3	4	5
Cognitive Dimension						
1	People should be made aware that if they are going to be part of an organization then they are sometimes going to have to do things they don't want to do					
2	People who belong to an organization should realize that they're not always going to get what they personally want					
3	People in an organization should realize that they sometimes are going to have to make sacrifices for the sake of the organization as a whole					
4	People in an organization should be willing to make sacrifices for the sake of the organization's well-being					
5	I belong to a professional association					
6	I attend conference, training and seminar					
7	I have relationship with government agencies					
Relational Dimension						
8	I believe my organization has high integrity					
9	I can expect my organization to treat me in a consistent and predictable fashion					
10	My organization is always honest and truthful					
11	In general, I believe my organization's motives and intentions are good					
12	I think my organization treats me fairly					
13	My organization is open and upfront with me					
14	I am sure I fully trust my organization					
15	I maintain close relationship with colleague staff					
16	Mutual trust among colleague staff					
17	This contact shares my overall goals and values					
18	This contact is generally honest and truthful in the information provided					

19	This contact is very competent in the areas in which we interact					
Structural Dimension						
20	In my organization people combine their information, ideas, and other resources to accomplish joint tasks					
21	People take the time to assist and help another so that he could get his job done					
22	When confronted with a problem, the people discussed it openly and tried to resolve it together					

Section D: Dimensions of Managerial Effectiveness

Q11. Kindly indicate the extent to which you agree or disagree with the following statements.

1-Strongly agree 2-Agree 3-Neutral 4-Disagree 5-Strongly disagree

No	Managerial performance and effectiveness	1	2	3	4	5
Subjective Performance						
1	This business unit is achieving its full potential					
2	People at my level are satisfied with the level of business-unit performance					
3	This business unit does a good job of satisfying our customers					
4	This business unit gives me the opportunity and encouragement to do the best work I am capable of					
Organizational context						
5	Management set challenging/aggressive goals					
6	Management issue creative challenges to their people, instead of narrowly defining tasks					
7	Management are more focused on getting their job done well than on getting promoted					
8	Management make a point of stretching their people					
9	Management reward or punish based on rigorous measurement of business performance against goals					
10	Management hold people accountable for their performance					
11	Management use their appraisal feedback to improve their performance					
12	Management devote considerable effort to developing their subordinates					
13	Management give everyone sufficient authority to do their jobs well					
14	Management push decisions down to the lowest appropriate level					
15	Management give ready access to information that others need					
16	Management work hard to develop the capabilities needed to execute our overall strategy/vision					
17	Management base decisions on facts and analysis, not politics					
18	Management treat failure as a learning opportunity, not something to be ashamed of					
19	Management are willing and able to take prudent risks					
20	Management set realistic goals					

APPENDIX II

Regression Output

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Antecedents ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Cognitive

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.297 ^a	.088	.078	.51309

a. Predictors: (Constant), Antecedents

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.315	1	2.315	8.793	.004 ^a
	Residual	23.956	91	.263		
	Total	26.271	92			

a. Predictors: (Constant), Antecedents

b. Dependent Variable: Cognitive

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.542	.194		7.961	.000
	Antecedents	.242	.081	.297	2.965	.004

a. Dependent Variable: Cognitive

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Antecedents ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Relational

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.478 ^a	.228	.220	.40619

a. Predictors: (Constant), Antecedents

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.434	1	4.434	26.877	.000 ^a
	Residual	15.014	91	.165		
	Total	19.448	92			

a. Predictors: (Constant), Antecedents

b. Dependent Variable: Relational

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.388	.153		9.048	.000
	Antecedents	.334	.064	.478	5.184	.000

a. Dependent Variable: Relational

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Antecedents ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Structural

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.582 ^a	.339	.332	.65382

a. Predictors: (Constant), Antecedents

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.953	1	19.953	46.675	.000 ^a
	Residual	38.901	91	.427		
	Total	58.853	92			

a. Predictors: (Constant), Antecedents

b. Dependent Variable: Structural

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.440	.247		1.781	.078
	Antecedents	.709	.104	.582	6.832	.000

a. Dependent Variable: Structural

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Social capital ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Subjective performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.419 ^a	.176	.167	.75038

a. Predictors: (Constant), Social capital

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.916	1	10.916	19.386	.000 ^a
	Residual	51.239	91	.563		
	Total	62.155	92			

a. Predictors: (Constant), Social capital

b. Dependent Variable: Subjective performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.562	.332		1.694	.094
	Social capital	.675	.153	.419	4.403	.000

a. Dependent Variable: Subjective performance

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Social capital ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Organizational context

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.422 ^a	.178	.169	.73361

a. Predictors: (Constant), Social capital

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.624	1	10.624	19.741	.000 ^a
	Residual	48.974	91	.538		
	Total	59.599	92			

a. Predictors: (Constant), Social capital

b. Dependent Variable: Organizational context

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.696	.324		2.148	.034
	Social capital	.666	.150	.422	4.443	.000

a. Dependent Variable: Organizational context

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	Social capital ^a		. Enter

a. All requested variables entered.

b. Dependent Variable: Managerial behaviour

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.384 ^a	.147	.138	.94290

a. Predictors: (Constant), Social capital

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.974	1	13.974	15.718	.000 ^a
	Residual	80.905	91	.889		
	Total	94.879	92			

a. Predictors: (Constant), Social capital

b. Dependent Variable: Managerial behaviour

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.745	.417		1.788	.077
	Social capital	.764	.193	.384	3.965	.000

a. Dependent Variable: Managerial behaviour