



A model for explanation of social capital in organizations, psychological empowerment, job involvement, and organizational citizenship behavior

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ABSTRACT

This article attempts to investigate the role of social capital and empowerment in improving organizational citizenship behavior with emphasis on mediating effect of job involvement. For this purpose, 239 employees and teachers of the General Directorate of Technical Education and Vocational in Alborz Province participated in the study. Structural equation modeling was used to analyze the obtained data. The findings indicate that organizational social capital has a positive and significant impact on psychological empowerment, job involvement and organizational citizenship behavior. Direct influence of psychological empowerment on job involvement and organizational citizenship behavior is positive and significant. Job involvement has a positive, significant and direct effect on organizational citizenship behavior. Indirect influence of organizational social capital on organizational citizenship behavior through psychological empowerment and job involvement is positive and significant. In addition, the indirect effect of organizational social capital on organizational citizenship behavior through psychological empowerment is positive and significant. Indirect influence of psychological empowerment on organizational citizenship behavior through job involvement is positive and significant. In general, the findings highlight the role of organizational social capital, psychological empowerment and job involvement on organizational citizenship behavior.

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1. Introduction

In the early management schools, individuals were evaluated with behaviors that were expected from employees in the job description and job specification, but further behaviors are expected now. This behavior was considered by concepts such as pro-social behaviors, extra-role behaviors, contextual performance, spontaneous behaviors, or organizational citizenship behavior. Nowadays, this behavior is an integral part of performance management and has been entered organizational aspects (Kakhaki and Gholipour, 2007). Organizational citizenship behavior is one of the factors that improve the performance and quality of services provided by employees and it leads the organization to the realization of its objectives (Hoveida and Naderi, 2009). For Organ, organizational citizenship behavior is beneficial and charitable practices of organizations to help those who have defaulted, to create an interest and personal willingness in the employee,

conscientiousness beyond accepted norms, support services and informal rules to preserve order (Organ et al., 2011). According to the views of theorists such as organ, organizational citizenship behavior can maximize efficiency and performance to improve organizations' effectiveness (Murphy et al., 2002; Chiang and Hsieh, 2012; Shahin et al., 2014).

There is not a fix agreement among scholars about aspects of organizational citizenship behavior; the most notable aspects for scholars are altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. These are five aspects of organization citizenship behavior (Braun et al., 2013):

1. Altruism: Helpful and beneficial behaviors such as intimacy, empathy and compassion among colleagues that directly or indirectly help to the employees who are working hard.
2. Conscientiousness: Voluntary behavior that goes beyond the minimum requirements.
3. Courtesy: Employees' attempt to avoid tensions and working problems in relation to others.
4. Sportsmanship: Resistance against favorable situations and conditions without protest, dissatisfaction and complaints.

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5. Civic virtue: Participation and accountability in organizational life and showing a good picture of the organization.

However, some studies focus on the consequences of organizational citizenship behavior. In this regard, researchers have introduced several factors including organizational effectiveness, organizational success, customer satisfaction, customer loyalty (Bolino et al., 2002; Morrison, 1996; Podsakoff et al., 2000; Yoon and Suh, 2003; Chiang and Hsieh, 2012; Shahin et al., 2014; Rapp et al., 2013). In general, organizational citizenship behavior contributes to the efficiency and effectiveness of organizations through resource development, innovation and adaptation. Organizational citizenship behavior has many benefits. Organizational citizenship behavior has little significance in individual terms, but in general, it will benefit both the organization and employees based on a variety of approaches. For the interests of the organization, organizational citizenship behavior will create a group of employees who are committed to the company. Organizational citizenship behavior reduces employees' turnover and absenteeism, staff remains committed for the long term, high quality services is provided and it contributes to the organization's position based on various approaches; logically, organizational citizenship behavior may promote to a better working environment within the organization to (Koopman, 2001). Thus, given the important consequences of organizational citizenship behavior for the organization and its staff, it seems necessary to identify its effective factors. This article explains the impact of social capital, psychological empowerment and job involvement on organizational citizenship behavior in the context of structural equation model. Social capital has a high potential to influence organizational variables such as organizational citizenship behavior. Social capital is a key concept accepted as a valuable asset to protect public health, strength and vibrancy of civil society organizations in recent decades (Timberlake, 2005; Glaser, 2013). The importance of social capital is due to the role social capital plays in the creation and enhancement of human, economic and environmental capitals (Sharifian, 2001). Nowadays, the role of social capital is much more important than physical and human capital in organizations and communities and social and group relation networks formulate the relationships between, human beings, organizations and human beings, and organizations. In the absence of social capital, other capitals will lose their effectiveness; it is difficult to traverse the uneven routes of cultural and economic development (Backerm 2000). Organizations with social capital can find capital for entrepreneurial and courageous activities and improve organizational learning (Backer, 2000). In fact, the high quality of social capital helps the organization and the company to improve consistent performance and behavior (Danchev, 2006; Felicio et al., 2013; Kim et al., 2013). Nahapietm and Ghoshal (1998) counted three

dimensions for social capital through an organizational approach: structural dimension, relational dimension, and cognitive dimension. Structural dimension relates to the characteristics of social systems and networks of relations as a whole. This term describes the configuration and impersonal status of connections between people and their unit (Nahapietm and Ghoshal, 1998). Presence or absence of links between members of the network, network configuration, and morphology are the most important aspects of this. The dimension describes the pattern of connections in terms of scale, intensity, connectivity and hierarchy, and the appropriate organization (Nahapietm and Ghoshal, 1998). Relational dimension describes types of personal relationships having been developed by an individual with others through the history of interactions. This concept focuses on the special relationships among people such as respect and friendship, which will affect their behavior. Individuals meet their social incentives such as socialization, ratification and prestige through such personal relationships. Trust and trustworthiness, norms and warranties, obligations and expectations, and identity and identification are considered as the most important aspects of this dimension (Nahapietm and Ghoshal, 1998). Cognitive dimension refers to resources providing representations, interpretations and system of common meanings among the members such as code and common language and shared anecdotes (Nahapietm and Ghoshal, 1998). In other words, cognitive dimension concerns to the extent that employees share a common vision and understanding within a social network. Thus, as the relational dimension, cognitive dimension of social capital deals with the nature of relationships between individuals in the organization. Contrary to relational dimension, this dimension focuses on the issue of whether the quantity and quality of relationships have cognitive component for members or not; for example, do employees really understand each other? (Bolino et al., 2002). The researches show that social capital influence on the employees' organizational citizenship behavior (Ahmadi and Mohammadi, 2013; Kharazi et al., 2012; Dehghani et al, 2014).

Empowerment is one of the variables presenting potential capabilities for exploitation of human abilities (Khalesi et al, 2010). Empowerment is the assigning decision-making authority to subordinates as a philosophy and a set of conducts meaning to share autonomous groups and individuals in determination of their professional destiny. Empowerment gives personnel more opportunity for freedom, improvement, and utilization of skills, knowledge, and their potential for their best, and their organizations. Many believe that organizations can enhance efficiency through employees' empowerment. Empowerment includes motivation techniques that seek to increase the participation of employees to improve their performance; integration of personal and organizational goals is

personnel's empowerment (Vecchio, 2000). Nowadays, empowerment is known as a tool enabling managers to manage present organizations that have a variety of influence channels, growing reliance on horizontal structure and network, minimizing the distance between managers and employees, and reducing organizational membership.

Successful organizations around the world have reported that they have been able to improve their efficiency using empowerment programs (Liu et al., 2007). Despite the importance of empowerment as one of the most important organizational strategies, little research has been conducted to investigate the organizational and environmental factors that affect on it. Social capital is an organizational factor with effective role. Researches show that social capital has an impact on employees' psychological empowerment (Chen et al., 2008; Keshavarzi et al., 2011). In addition, investigations has shown that empowerment increases organizational citizenship behavior (Chiang and Hsieh, 2012; Najafi et al., 2011; Jiang et al., 2011, Soltani et al., 2013, Ismaili et al., 2011).

Job involvement is another variable influencing on organizational citizenship behaviors. Job involvement refers to an individual's idea about his own job and the way he devotes his body and soul to the duties. Moreover, it leads an individual to look at his job as the most important part of his life. Job involvement is an important variable in maximizing organizational effectiveness. Job involvement also influences on the individual and the organization. In organizational terms, job involvement causes employees' motivation and increased production; in individual terms, it brings about motivation for performance, personal growth and satisfaction with the workplace (Sharma et al., 2012). Job involvement affects the employees' deep engagement in their job, making sense of experience in organizational effectiveness, and increasing staff morale. Therefore, this research assumes that job involvement influence

on organizational citizenship behavior. The researches have shown that job involvement influence on organizational citizenship behavior (Shragay and Tziner, 2011; Mohsan et al., 2011; Zhang, 2014).

However, review of available literature suggests that few studies have examined the relationship among social capital, psychological empowerment, job involvement and organizational citizenship behavior. Thus, this article aims to mull over the relationship among social capital, psychological empowerment, job involvement and organizational citizenship behavior to enrich the literature in this regard.

2. Research conceptual model

Given the theoretical aspects and research literature, conceptual model is depicted in Fig. 1. As seen, social capital is considered as an independent variable in this model; psychological empowerment and job involvement have been considered as mediator variables. Moreover, organizational citizenship behavior is considered as the dependent variable. The hypotheses of this study are as follows: Hypothesis 1: Organizational social capital has a direct impact on psychological empowerment. Hypothesis 2: Organizational social capital has a direct impact on job involvement. Hypothesis 3: Organizational social capital has a direct impact on organizational citizenship behavior. Hypothesis 4: Psychological empowerment has a direct impact on job involvement. Hypothesis 5: Psychological empowerment has a direct impact on organizational citizenship behavior. Hypothesis 6: Job involvement has a direct impact on organizational citizenship behavior. Hypothesis 7: Psychological empowerment and job involvement play mediating roles in the relationship between social capital and organizational citizenship behavior.

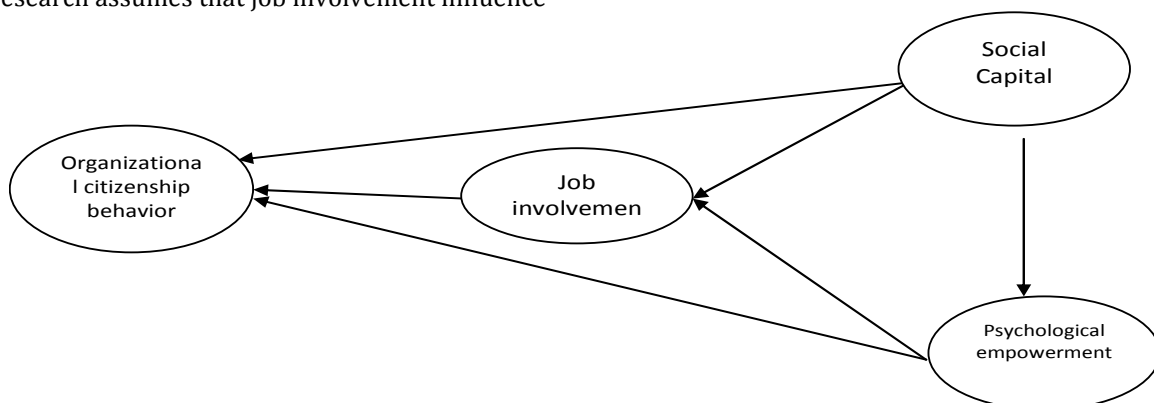


Fig. 1: Conceptual model of Research

3. Method

This is a descriptive (non-experimental) research and the correlation research project is structural equation model because this research investigates

the relationships between variables in a casual framework.

3.1. Statistical population and statistical sample

Statistical population of the research contains all employees and teachers of the General Directorate of Technical Education and Vocational in Alborz Province, which were 370. Choosing the sample size is a function of population size, cost, time and facilities to researchers. Structural equation modeling professionals suggest more than 200 examples for this investigation (Homan, 2008). Considering this factors, especially facilities and population size, researchers selected 250 employees and teachers of the General Directorate of Technical Education and Vocational in Alborz Province randomly as research sample. 243 samples respond to questionnaires. Four samples were removed because they have not answered many questions. Finally, 239 questionnaires were analyzed.

3.2. Data collection tool

Organizational social capital: In order to measure social capital, the researcher developed a 24-items questionnaires from Nahapietm and Ghoshal (1998), Chen and Chang and Hung (2008). 7 items considered structural dimension, 11 items considered relational dimension, and 6 items considered cognitive dimension. Questions were measured on Likert questions range from totally disagree (1) to strongly agree (5). Coefficient of internal consistency of the questionnaire was obtained 0.96 using Cronbach Alpha. Moreover, indices of confirmatory factor analysis (GFI=96, AGFI=0.92, RMSEA=0.045) show that the model is a good fit with the data.

Psychological empowerment: In order to measure employees’ psychological empowerment, spreitzer’s psychological empowerment questionnaire (1995) has been used. The questionnaire consists of 12 questions scored based on likert spectrum (1 = totally disagree to 5 = strongly agree). 3 questions consider competence, 3 questions consider self-determination, 3 questions consider meaningfulness, and 3 questions consider

impact. Coefficient of internal consistency of the questionnaire was obtained 0.87 using Cronbach Alpha. Moreover, indices of confirmatory factor analysis (GFI=94, AGFI=0.92, RMSEA=0.049) show that the model is a good fit with the data.

Job involvement: In order to measure job involvement, Kanungo’s questionnaire (1982) has been used. The questionnaire consists of 10 items. It is scored based on likert spectrum (1 = totally disagree to 5 = strongly agree). Coefficient of internal consistency of the questionnaire was obtained 0.93 using Cronbach Alpha. Moreover, indices of confirmatory factor analysis (GFI=97, AGFI=0.95, RMSEA=0.034) show that the model is a good fit with the data. Three questions were excluded from the analysis due to low and non-significant loadings.

Organizational citizenship behavior: In order to measure organizational citizenship behavior, Podsakoff’s questionnaire (1990) has been used. The questionnaire consists of 24 items. It is scored based on likert spectrum (1 = totally disagree to 5 = strongly agree). Coefficient of internal consistency of the questionnaire was obtained 0.92 using Cronbach Alpha. Moreover, indices of confirmatory factor analysis (GFI=99, AGFI=0.97, RMSEA=0.027) show that the model is a good fit with the data.

3.3. Data analysis methods

After defining descriptive indicators of intended variables, Pearson correlation coefficient and structural equation modeling were used to investigate casual relations. SPSS and LISREL were used to analyze the data.

4. Results

Since the analysis of causal models is carried out through correlation matrix, correlation matrix, mean and standard deviation of the variables are presented in Table 1.

Table 1: Correlation matrix of research variables

Variables	Social Capital	Psychological Empowerment	Job Involvement	OCB
Social Capital	1			
Psychological Empowerment	0.44**	1		
Job Involvement	0.43**	0.49**	1	
OCB	0.63**	0.41**	0.3**	1
Mean	70.75	40.36	29.59	76.06
Standard deviation	19.82	8.60	9.40	15.95

**P<0.01; *P<0.05

As seen in Table 1, the highest correlation coefficient with organizational citizenship behavior belongs respectively to social capital (r=0.63), psychological empowerment (r=0.41), and job involvement (r=0.33). In addition, the highest correlation coefficient with job involvement belongs respectively to psychological empowerment (r=0.49), social capital (r=0.43). The correlation between social capital and psychological

empowerment (r=0.44) is positive and significant at the level of P<0.01.

Fig. 2 demonstrates the research fitted model. Numbers on the path are standardized parameters. According to Fig. 2, all paths are positive and significant at 0.01. Among the variables in the model, social capital has the most direct effect on organizational citizenship behavior (0.56). Characteristics of the fitness path analysis model are given in Table 2.

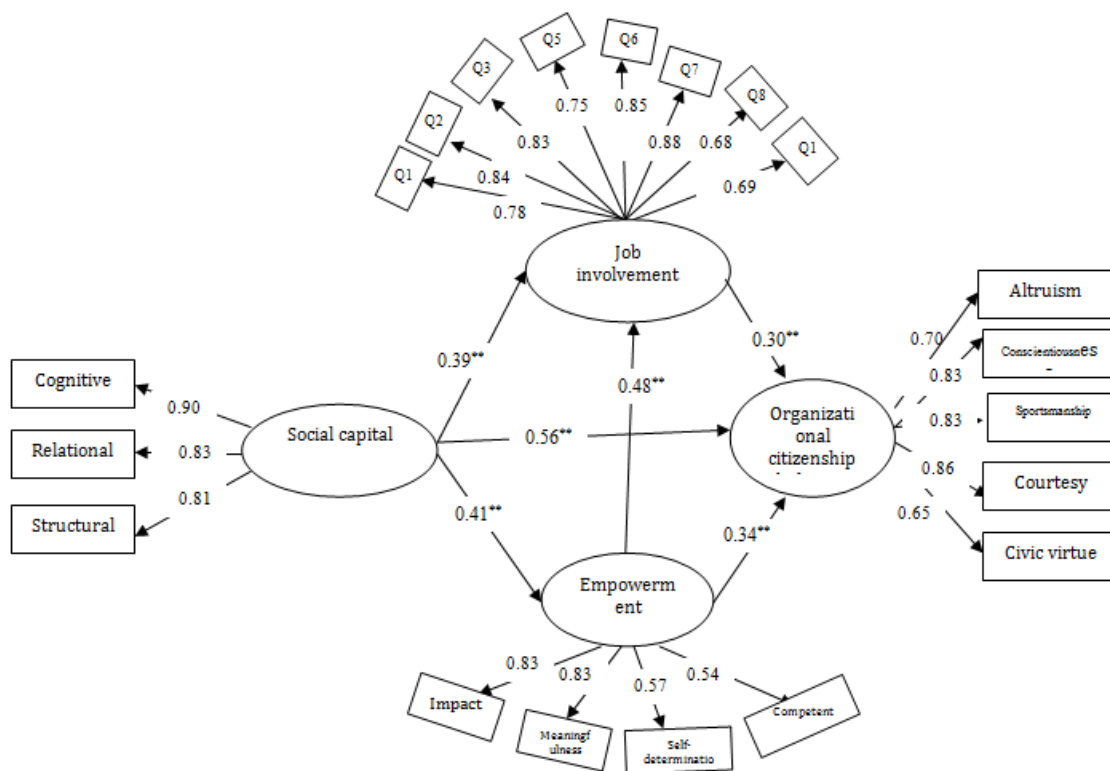


Fig. 2: The research fitted model

Table 2: Characteristics of the fitness path analysis model

NNFI	CFI	AGFI	GFI	RMSEA	X ² /df
0.99	0.99	0.93	0.98	0.054	1.43

According to Table 2, Chi-square to degrees of freedom ratio (X²/df= 1.43), goodness of fit index (GFI= 0.98), adjusted goodness of fit index

(AGFI=0.93), and root mean square error of approximation (RMSEA= 0.054) are at the appropriate levels. Therefore, the fit of the fitted model is at the appropriate level.

Table 3 shows direct, indirect, total, and explained variance of impacts.

Table 3: Estimating the standardized coefficients of direct, indirect, total, and variance of the effects of model

Path	Direct effect	Indirect effect	Total effect	Variance
On organizational citizenship behavior from:				
Job Involvement	0.30**	-	0.30**	
Psychological empowerment	0.34**	0.14**	0.48**	52%
Social capital	0.56**	0.32**	0.88**	
On job involvement from:				
Psychological Empowerment	0.48**	-	0.32**	38%
Social capital	0.39**	0.20**	0.59**	
On Psychological Empowerment from:				
Social capital	0.41**	-	0.29**	17%

**P<0.01

As shown in Table 3, direct effects of social capital ($\beta=0.56$), job involvement ($\beta=0.30$), and psychological empowerment ($\beta=0.34$) on organizational citizenship behavior are positive and significant at the level of P<0.01. Direct effects of social capital ($\beta=0.39$) and psychological empowerment ($\beta=0.48$) on job involvement are positive and significant at the level of P<0.01. Direct effect of social capital on psychological empowerment ($\beta=0.41$) is positive and significant at the level of P<0.01. Indirect effect of social capital on organizational citizenship behavior through psychological empowerment and job involvement is positive and significant at the level of P<0.01. Indirect effect of psychological empowerment on organizational citizenship behavior through job

involvement is positive and significant at the level of P<0.01. Totally, 52 percent of organizational citizenship behavior variance, 38 percent of job involvement variance, and 17 percent of psychological empowerment variance are explained by the research model.

5. Discussion and conclusion

This article aims to explain the relationships among organizational social capital, psychological empowerment, job involvement and organizational citizenship behavior using structural equation model. Structural equation modeling results indicate that the proposed model has a good fit with the data

from this research and 52 percent of organizational citizenship behavior variance, 38 percent of job involvement variance, and 17 percent of psychological empowerment variance are explained by the research model. Structural equation modeling results show that organizational social capital has a positive and significant impact on psychological empowerment. This finding confirms the results of Chen et al. (2008) and Keshavarzi et al. (2011). The explanation for this finding could be that organizational social capital reflects the quality of relationships and common concerns about public goods and it measures the degree of integrity among members of (Pastoriza et al., 2008). Social capital is an organizational feature, not assets of every member (Lesser, 2000; Leana and Van Buren, 1999); it means organization and members owned it together and it is byproduct of other organizational activities (Leana and Van Buren, 1999). The main proposition of social capital is that social networks (personal communication), developed over time, provide the basis for trust and cooperation and include actual and potential valuable resource to guide the social relations (Nahapietm and Ghoshal, 1998) and improve organizational performance (Spence et al., 2003). With regard to the role of social capital in the management of human, physical and financial resources in organizations and their role in enhancing cooperation and building trust and collaboration in organization, it adds employees' empowering. The results showed that organizational social capital has a positive and significant impact on job involvement. In line with these findings, Leana and Van Buren (1999) assert that organizational social capital is an asset benefiting both the organization (such as the creation of value for shareholders) and its members (such as an increase in employee skills); it also creates value by facilitating collective action. In addition, social capital is active interactions among individuals, or trust, mutual understanding and shared values and behaviors that bind the members of human networks and groups together and it brings about the possibility of cooperative activities in an organization (Cohen and Prusak, 2001) to increase the involvement of employees. Structural equation modeling results indicate that organizational social capital has a positive and significant impact on organizational citizenship behavior. This finding is consistent with the results of Ahmadi and Mohammadi (2013) Dehghani et al., (2014), Jahangiri, Qopranloo, and Hajzadeh (2012), and Kharazi, Waezi, and Jabali Sinaki (2012). It could be argued in the explanation for this finding that social capital is a management process containing trust (norms), common values and behavior, relationships, cooperation, understanding, mutual obligation and mutual networks as its features. Social capital would not exist without one of the features and it is not possible to predict the operation of any organization without these features. They believe that social capital facilitates cooperation-based actions and increases the value of

intangible assets (Vilanova and Josa, 2003). According to the characteristics brought to an organization by social capital, it can be concluded that it increases organizational citizenship behavior among employees. This research finds that psychological empowerment has a significant positive impact on job involvement. This finding reveals that empowerment causes employees to match their job, to involve actively in their job, to look at their work as a valuable effort; therefore, employees would be attached more to the organizations. Moreover, capable employees have the sense of responsibility and ownership in their activities. They see themselves proactive and self-motivated persons; they are able to carry out innovative actions willingly, make independent decisions and test new ideas. People will be more committed when they feel that their work is more significant; in this regard, they involve more to their duty, concentrate more power on their goals, and more persistent in the pursuit of the aims. Since important work is accompanied with self-satisfaction and self-praise, they are more enthusiastic in doing their activities. Therefore, empowerment influence on job involvement of employees through increased freedom and a sense of competence and determination. The results showed that psychological empowerment has a positive and significant impact on organizational citizenship behavior. This is in line with the results of Chiang and Hsieh (2012), Najafi et al. (2011), Jiang et al. (2011), Soltani et al. (2013), and Ismaili et al. (2011). Empowerment provides the potential for the utilization of the sources of the human capacity that have not been used complete. If organizations want to survive in today's complex and dynamic world, the potential power should be harnessed and used. Capable employees benefit organization and themselves. They continue their life with the sense of having purpose and their involvement in the job helps directly to the continuous improvement of the systems and processes in workplace. Due to job satisfaction, empowered employees with sense of being important are more creative, effective and efficient; hence, they show more organizational citizenship behavior. Structural equation modeling results show that job involvement has a positive and significant impact on organizational citizenship behavior. This finding is consistent with the results of Shragay and Tziner (2011), Mohsan et al. (2011), and Zhang (2014). In explanation for this finding, it could be said that more involved employees are more satisfied from their jobs, they have positive attitudes to their work, and they are more attached and committed to the organization and their colleagues. Therefore, they would show high levels of organizational citizenship behavior. Another finding of structural equation modeling is the fact that psychological empowerment and job involvement play a mediating role in the relationship between social capital and organizational citizenship behavior. This finding suggests that organizational social capital will increase organizational citizenship

behavior by increasing psychological empowerment and job involvement.

With all these lines, this article emphasizes on the role of social capital, psychological empowerment and job involvement in organizational citizenship behavior. Social capital increases psychological empowerment and job involvement in employees. In addition, psychological empowerment will lead to job involvement and thereby influences on organizational citizenship behavior.

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