

A Study of the Enablers of Social Capital in an Organization : A Total Interpretative Structural Modelling and MICMAC Approach

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Abstract

Purpose : The purpose of this research was to study the enablers of social capital that encouraged knowledge sharing practices among faculty members. We designed a model that showed the relation and linkages between the identified enablers.

Design/Methodology : The enablers of social capital were identified systematically through extant literature review. We validated the identified enablers through expert opinion. Once the enablers were finalized, the research techniques : total interpretative structural modelling (TISM) and MICMAC analysis were used to study the nature of interaction between the enablers.

Findings : The derived model had four levels of interactions. Shared Beliefs and Reciprocity were identified as the most important enablers. Shared Beliefs and Bonded Solidarity mutually impacted each other and had a role in creating a sense of social cohesion. Reciprocity helped to strengthen the organization culture. Organizational Culture and Bonded Solidarity were placed at Level 2. Generalized Trust and Moral Obligation impacted the levels of Employee Engagement, Closed Structure Networks among faculty members, Intrinsic Motives, and Affective Commitment. Based on the MICMAC analysis, Reciprocity, Organizational Culture, and Bonded Solidarity were the linkage variables, Closed Structure Networks, Generalized Trust, Intrinsic Motives, and Affective Commitment were the drivers. Shared Beliefs was a dependent variable and Moral Obligation and Employee Engagement were the autonomous variables.

Originality and Significance of the Study : The paper proposed a framework of the interrelationships of the enablers which had a role in improving social capital. This research would benefit researchers, HR professionals, management involved in the education sector, and faculty members.

Keywords : social capital, enablers, total interpretative structural modelling, MICMAC analysis

JEL Classification : I20, M10, M50

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Social capital is an important concept that focuses on the existing relation between employees in an organization. A thorough understanding of this phenomenon is important to facilitate information sharing and knowledge transfer among employees. Nahapiet and Ghoshal (1998) defined social capital as possible

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resources implanted and derived from the network of relationships possessed by a social unit. Social capital would include the network relationships that a manager possesses in an organization (Mäkelä & Suutari, 2009). Social capital is present in the structure of relations between persons and among persons. Social capital enables employees to perform their job faster, in an easier manner, and at a better pace. The derived connections through social capital help fulfill the social needs of employees. Thus, social capital helps to add to the personal effectiveness of an employee at work, which results in a positive influence on employee engagement and retention.

Harington and Beddoe (2014) proposed that the growth of network social capital resulted in enhanced financial performance of organizations. According to their study, social capital helped start conversations among employees and created a flow of communication within an organization. Social capital is a set of norms and values that groups uniformly follow that provide members opportunities for better cooperation, trust, and communication. Requena (2003) found that increased worksite social capital led to higher rates of employee retention. The reason for this was a sense of organizational commitment among employees which resulted in better job satisfaction. Employees who felt professionally appreciated and who had sturdy relationships with their colleagues and team leaders were less likely to leave an organization (Phua et al., 2017). Social bonds are an important form of social capital, which help employees overcome their professional isolation which in turn helps to maintain professional standards. There is a requirement to develop policies and engage in practices which facilitate the growth of social capital.

The existing literature on the concept of social capital is rich as many researchers have contributed to this area. However, there are no studies that have identified the enablers of social capital using a total interpretative structural modeling (TISM) approach. This study would help to derive a model identifying the enablers of social capital. The model derived would help to build a perspective on the importance of the relations among peers and team leaders that aid free flow of information in an organization.

Theoretical Background – Enablers of Social Capital

Employee Engagement

Saks and Gruman (2014) stated that employee engagement is a very popular research area for many researchers. They described employee engagement as levels of dedication, vigor, and absorption shown towards one's job. Dedication is the mental resilience, vigor reflects the energy and enthusiasm towards the job, and absorption is the focus towards the job. Levels of employee engagement have a significant influence on both employees and organizational outcomes. Employee engagement is the emotional, cognitive, and physical involvement of an employee in his/her work and with the organization (Thompson et al., 2015). Sharma and Yadav (2018) stated that there was a strong relationship among justice, trust, and employee engagement. Engagement helps to build and promote a sense of organizational citizenship in an organization (Rotenberry & Moberg, 2007).

An employee who is engaged would want to contribute more to an organization and would not be reluctant in interacting and sharing information with his/her peers, subordinates, and team leader. Active engagement is strongly related to social capital and job satisfaction (Saks & Gruman, 2014). Through strong bonds within employees afforded by social capital, an employee is able to understand the consequences of his/her behavior towards the organization. This understanding enables employees to adopt a meaningful connection with their work (Thompson et al., 2015). Employee engagement helps to promote the concept of collective action linked to social capital where employees constantly gather resources and information for the well - being of the company (Muthuri et al., 2009).

Closed Structure Networks

A social structure represents the established roles and networks existing in an organization that is an outcome of rules and procedures. A social structure provides a structure for information and knowledge sharing. These structures help in enabling learning, development, and facilitate knowledge sharing (Islam et al., 2015). Jasimuddin and Zhang (2014) explained that these structures are complicated, but if implemented effectively could be a means to encourage social capital. A closed structure network also aids the process of common goal setting. It increases the degree of access among members due to which the contributions made in terms of sharing knowledge and returns received are high.

Pandey and Dutta (2013) highlighted the role of a set up structure to aid the knowledge - sharing culture. This structure plays a steering role in social capital. Closed networks promote cooperation, flexibility, and efficiency. The closed nature of networks helps in direct communication and makes it less risky for members to trust each other as they are well aware of each other.

Shared Beliefs

Henry et al. (2011) argued that employees with analogous beliefs are more likely to collaborate with each other. Social capital helps cement supportive relationships among employees. Shared beliefs are the informal values and norms that are mutually agreed upon and shared among the different members in a group. Chow and Chan (2008) in their study found that shared beliefs influenced the accepted norm about sharing knowledge and had an influence on the intention to share knowledge. A group that has shared beliefs is very closely knit together, and the members start identifying themselves with the group. Members are willing to help each other, they share the same values, and are aligned towards common goals. Shared beliefs also result in a collective identity. A collective identity results in common feelings as there is a common bond of shared experiences among members (Thye et al., 2019). Shared beliefs help to share information as well as aid increased cooperation, learning, and knowledge management among the members.

Generalized Trust

Trust is looked as an employee's belief in his/her colleagues or team leader that they would be fair, behave with good intentions, they would honor their commitments, and would not harm others (Glanville & Paxton, 2007). Social trust is a complex construct which is not completely understood and is difficult to comprehend. It is not limited to trust within group members and between different groups. It also includes trust in a supervisor as well. Generalized trust is the belief and faith that subordinates would hold towards their supervisors based on their perceptions and experiences at work. This trust is related to positive outcomes within an organization (Colquitt et al., 2007). The existence of generalized trust in an organization plays a constructive role in encouraging collaborations and team work (Sundaramurthy, 2008). It also helps in reducing role conflicts among team members (Welter, 2012).

Organizational Culture

Kumari and Singh (2018) proposed that culture constituted of shared values, assumptions, and beliefs. These fundamental principles had a major impact on employee behavior. Organizational culture is of utmost importance as it is so complex and has implications on trust, justice, support, and knowledge sharing practices. Organizational politics in a workplace is an intangible type of power relations which represent a unique domain of interpersonal relations characterized by the direct or indirect engagement of employees in influence tactics and power struggles.

The activities and practices followed help to secure and maximize personal interests. The number of studies on organizational politics has increased rapidly in recent decades. The culture of an organization fosters interaction among employees, which promotes information sharing, a vital aspect of social capital (Mahdavi Mazdeh & Hesamamiri, 2014).

Reciprocity

Reciprocity is an important variable that keeps employees in an organization motivated (Muthuri et al., 2009). Reciprocity is the act of giving back or contributing equally in a community. This is important to facilitate practices of social capital. It helps in forming bonds and bridging ties between employees. Reciprocity could be general or balanced. Balanced reciprocity ensures that employees equally contribute in information sharing. There is a mutual give and take relation that is balanced. Social capital promotes strong standards of reciprocity. Self interest, feeling of justice, and copresence are the facets of reciprocity (Torche & Valenzuela, 2011). It is human nature to expect something in return for what is given. When an employee receives an equivalent of what is given, he/she would be satisfied and would continue the cycle of sharing (Mahdavi Mazdeh & Hesamamiri, 2014).

Bonded Solidarity

Social capital represents the goodwill of the individuals in an organization. This goodwill helps to create a sense of unity among the employees. A benefit of social capital is solidarity. Bonded solidarity is based on the willingness of employees to cooperate and work with each other. It also includes the willingness to share rewards that a team achieves fairly with each other. Associability, that is, the willingness and capability of employees in an organization to associate and align their individual goals with the goals of the group is important. Trust is essential in an organizational setting to encourage bonded solidarity (Osunde & Mayowa, 2013).

Intrinsic Motives

Intrinsic motives are the personal benefits that one can achieve through social capital. Knowledge is a valuable resource necessary for the growth of an organization. The social exchange theory establishes that individuals engage in social exchange with the hope of achieving something meaningful in return. Zhang et al. (2017) studied how motivation affected knowledge sharing. In their study, they concluded that intrinsic motives influenced knowledge sharing more than the extrinsic motives. Social rewards like approval, recognition, status, and respect are important for any individual. Knowledge sharing among peers plays a vital role in higher education. Knowledge transfer among faculty helps to add to the knowledge base which proves to be beneficial to all stakeholders in the system (Kumar & Shekhar, 2017). Teams with strong social capital look for intrinsic rewards which include companionship and pride of achievement together (Hu & Randel, 2014).

Moral Obligation

Individual team members may have certain obligations that may benefit them personally and the organization as a whole. These employees are motivated to work for the organization and interact with colleagues, subordinates, and supervisors. They are willing to share their expertise and contribute to the organization. Due to their positive outlook towards the workplace, they demonstrate dedication and hard work towards their job, which increases level of job satisfaction (Lee, 2009). The employees feel that it is their moral responsibility to contribute and give back to the organization, their peers, and team leaders. Due to well-developed personal relations as an outcome of

social capital, employees considered it their moral obligation to share and give back to the team members (Torche & Valenzuela, 2011).

Affective Commitment

Many researchers have contributed in the areas related to different types of commitment. Affective commitment is the emotional attachment and identification of an employee with the organization. It is also known as an employee's attitudinal commitment with the organization. It is a clear indication of the degree of loyalty that an employee has with an organization. It is a physiological situation attaching the employee to the organization and it represents an employee's loyalty to the organization (Imam et al., 2013). Employees who associate themselves with their organization and are organizationally committed tend to be less absent, and most cases of absenteeism are due to unavoidable circumstances. These employees are reluctant to leave their organizations. Social interaction with peers, subordinates, and leaders encourages employee engagement and employee involvement. High level of involvement with the company's processes helps to increase commitment and affective commitment is a must to ensure continuous knowledge sharing.

Objectives of the Study

Social capital is an important mechanism to ensure employee commitment, good group dynamics, and promote a healthy work environment. It is important to understand this concept in an organization context and further focus on the factors that encourage the practice of social capital in an organization. To our knowledge, there has not been significant research to identify the enablers for the process. The paper attempts at analyzing the enablers and proposing a model to understand the linkages and nature of relation between the enablers. The paper attempts at answering the following research questions :

➤ **RQ1 :** What are the variables that assist in successful implementation of social capital in an organization ?

➤ **RQ2 :** What is the nature of linkages and relation between these identified enablers ?

The objectives of this study accordingly are :

➤ To understand the factors that enable the practice of social capital in an organization through extant literature review ; and

➤ To arrive at a model using total interpretative structural modelling (TISM) to explain the nature, importance, and interactions within the identified enablers.

Research Methodology

The research has three major steps :

(1) The enablers for social capital were identified based on extant literature review.

(2) The identified enablers were validated through a survey with experts in the domain.

(3) Total interpretative structural modelling (TISM) and MICMAC analysis are used to develop a model and understand the nature of linkages between the enablers.

Identification of the Enablers and Disablers Based on Extant Literature Review

Indian and international studies were considered for the literature review. Articles published in journals of high repute and indexed in Scopus, EBSCOhost, Google Scholar, JStor, and Emerald were considered. A lot of emphasis and thorough study was done on the variables which occurred multiple times, highlighting their importance as enablers for the study. We identified 10 variables as enablers for social capital implementation.

Validation Through Survey

In order to validate the enablers, a structured questionnaire with the list of enablers was designed. The questionnaire was given to faculty members of State affiliated, private, and deemed universities in India. The pre-condition for selecting a respondent was minimum 3 years of service in the institute. The respondents in the survey were asked to rate the enablers on a scale of 1 to 5 in the increasing order of importance based on their personal experiences in the institutes. Cronbach's alpha was used to determine the validity of the constructs. The value of Cronbach's alpha was above 0.7, that is, 0.856 for enablers, which indicated good internal consistency. The respondents were contacted via email and personally, and the mean score was calculated based on the responses. As shown in Table 1, mean score greater than 3 was used for validation.

Table 1. Mean Scores of Enablers

Code	Enabler	Mean Score
E1	Employee Engagement	3.22
E2	Closed Structure Networks	3.03
E3	Shared Beliefs	3.54
E4	Generalized Trust	3.78
E5	Organizational Culture	3.32
E6	Reciprocity	3.65
E7	Bonded Solidarity	3.12
E8	Intrinsic Motives	3.83
E9	Moral Obligation	3.38
E10	Affective Commitment	3.25

Total Interpretative Structural Modelling (TISM)

Interpretative structural modelling (ISM) is an effective research tool when the existing literature is not sufficient (Singh et al., 2019). An extension of the ISM is the TISM methodology that helps to address certain limitations that exist in the ISM methodology. TISM began with systematic review of existing literature to identify variables that influence the implementation of social capital. These variables are termed as enablers. Enablers facilitate the concept of social capital among faculty members ; whereas, barriers restrict social capital. These variables were validated based on expert opinion. A semi - structured questionnaire was shared with experts to prepare the structural self interaction matrix (SSIM). The guidelines for VAXO matrix formulation was explained to the experts. The SSIM matrix was converted into the initial binary matrix using binary digits. This matrix was checked for the principle of transitivity and the final reachability matrix was derived. The driving and dependence powers were calculated from the final reachability matrix which assisted in the MICMAC analysis. Level

partitioning matrix was formulated through a series of iterations. The TISM model was then developed based on the levels identified.

Analysis and Results

Structural Self Interaction Matrix (SSIM)

The structural self-interaction matrix (SSIM) is shown in Table 3. This table was used to collect expert's opinions. The experts identified were researchers who had contributed in this area and faculty members from state, deemed, and private university affiliated management institutes in India. The questionnaire was mailed to 30 experts of which 27 responses were received. A response rate of 90% was received. The methodology employed a very detailed analysis of the research questions being explored. Lewis (2015) stated that for qualitative analysis and studies that explore the depth of the topic under consideration, expert opinion should be limited to a size of not more than 30 experienced professionals. This also helped get deeper insights into the study for both the participants and the researchers. Hence, 30 experts were selected for the study considering the depth of information required for the study. The experts were contacted during May – June 2019.

Table 2. Respondent Demographics

Variable	Category	Respondents
Age (years)	25–40	15
	40–55	09
	Above 55	03
Gender	Male	10
	Female	17
Designation	Professor	5
	Associate Professor	7
	Assistant Professor	10
	Any other	5

Table 3. Structural Self Interaction Matrix of Enablers

	E10	E9	E8	E7	E6	E5	E4	E3	E2	E1
E1	V	V	A	V	X	A	A	A	A	A
E2	A	V	A	X	X	X	O	X		
E3	X	O	A	X	X	X	A			
E4	V	X	A	X	X	X				
E5	V	A	X	X	A					
E6	X	A	X	V						
E7	X	V	V							
E8	O	A								
E9	A									
E10										

The details of the respondents who were identified to contribute in this study are depicted in Table 2. Consent was taken while gathering information for the study.

Table 3 represents the SSIM derived based on expert opinion. In order to arrive at the Structural Self Interaction Matrix (as shown in Table 3), the identified experts were requested to answer the questions pertaining to the area of study in a specific format of *V*, *A*, *X*, and *O* as per the TISM guidelines. To develop the matrix, *i* and *j* denote the existence of a relationship between any two enablers. *V*, *A*, *X*, and *O* denote the direction of the relationship between *i* and *j*.

↗ *V* indicates that *i* has an impact on *j*, but *j* does not impact *i*,

↖ *A* indicates that *i* does not have an impact on *j*, but *j* has an impact on *i*,

Table 4. Initial Reachability Matrix

	<i>E1</i>	<i>E2</i>	<i>E3</i>	<i>E4</i>	<i>E5</i>	<i>E6</i>	<i>E7</i>	<i>E8</i>	<i>E9</i>	<i>E10</i>	Driving Power
<i>E1</i>	1	0	0	0	0	1	1	0	1	1	5
<i>E2</i>	1	1	1	0	1	1	1	0	1	0	7
<i>E3</i>	1	1	1	0	1	1	1	0	0	1	7
<i>E4</i>	1	0	1	1	1	1	1	0	1	1	8
<i>E5</i>	1	1	1	1	1	0	1	1	0	1	8
<i>E6</i>	1	1	1	1	1	1	1	1	0	1	9
<i>E7</i>	0	1	1	1	1	0	1	1	1	1	8
<i>E8</i>	1	1	1	1	1	1	0	1	0	0	7
<i>E9</i>	0	0	0	1	1	1	0	1	1	0	5
<i>E10</i>	0	1	1	0	0	1	1	0	1	1	6
Dependence Power	7	7	8	6	8	8	8	5	6	7	

Table 5. Final Reachability Matrix

	<i>E1</i>	<i>E2</i>	<i>E3</i>	<i>E4</i>	<i>E5</i>	<i>E6</i>	<i>E7</i>	<i>E8</i>	<i>E9</i>	<i>E10</i>	Driving Power
<i>E1</i>	1	0	1*	0	0	1	1	0	1	1	6
<i>E2</i>	1	1	1	1*	1	1	1	0	1	0	8
<i>E3</i>	1	1	1	0	1	1	1	0	0	1	7
<i>E4</i>	1	0	1	1	1	1	1	0	1	1	8
<i>E5</i>	1	1	1	1	1	0	1	1	0	1	8
<i>E6</i>	1	1	1	1	1	1	1	1	0	1	9
<i>E7</i>	0	1	1	1	1	0	1	1	1	1	8
<i>E8</i>	1	1	1	1	1	1	0	1	0	1*	8
<i>E9</i>	0	0	0	1	1	1	0	1	1	0	5
<i>E10</i>	0	1	1	0	0	1	1	0	1	1	6
Dependence Power	7	7	9	7	8	8	8	5	6	8	

Table 6. Transitive Links from Expert Opinion and Literature Review

<i>E1</i>	<i>E2</i>	<i>E3</i>	<i>E4</i>	<i>E5</i>	<i>E6</i>	<i>E7</i>	<i>E8</i>	<i>E9</i>	<i>E10</i>
<i>E1</i>	Clear transparent goals				Sustainable engagement	Commitment		Increased loyalty	Cooperation with authority
<i>E2</i>	Free flow of information	More secure teams with goal congruency	Increased transparency and reliability	Small empowered teams	Communication ease	Social cohesion		Sense of belonging	
<i>E3</i>	Self directed and motivated	Social identity		Self-motivated teams	Ease of communication	Close knit teams		Increased familiarity among members	
<i>E4</i>	Psychological empowerment	Common identity		Policies for information transfer	Belief in team members not misusing information	Sense of belonging		Values, principles	Justice
<i>E5</i>	Motivated employees	Sense of purpose	Promotes honesty and integrity			Strong bonds	Personal growth		Feeling of giving back to the organization
<i>E6</i>	Duty to contribute	Common purpose	No information misuse	Policies to support information sharing		Self achievement			Humanistic workplace
<i>E7</i>	Better awareness	Common purpose	Ease of information flow	Ideologies of the organization			Enhancing ones' skills, sharing expertise	Need for affiliation	Sense of belonging
<i>E8</i>	Inspiration	Small empowered teams	Transparency and honesty	Culture of recognition	Gaining from one's expertise				Personal growth
<i>E9</i>			Structured processes	Feeling of commitment	Integrity and honesty		Personal growth		
<i>E10</i>	Increased comfort level, sense of fitting	Shared identity			Sense of responsibility	Strong connection		Devotion to organization	

- ↪ X indicates that there is a two-way relation, that is, both i and j mutually impact each other, and
- ↪ O indicates that there is no significant relation between i and j .

Reachability Matrix

The SSIM, once derived, is converted into an initial reachability matrix using binary digits 1 and 0. The rules given by ISM are followed for conversion. The initial reachability matrix is depicted in Table 4.

Transitivity Principle

To ensure that consistency is maintained in the model, the principle of transitivity is used (Sushil, 2012). In order to apply this principle, the following steps were followed :

- ↪ Identify 0 in the initial reachability matrix.
- ↪ Apply the principle as if A leads to B is 1 and B leads to C is 1, then A leads to C is 1.
- ↪ The corresponding 0 is replaced with 1*, which indicates there is an indirect influence or relation.

After applying the principle, as show in Table 5, the final reachability matrix is derived.

The driving and dependence power for each variable is calculated which would aid further calculation in MICMAC analysis. TISM methodology is more robust as it attempts to overcome the limitations of ISM methodology (Dubey et al., 2015 ; Sushil, 2012). An illustration of this is Table 6, which answers the question of how the enablers are related to each other.

Level Partitioning

The reachability matrix helps to attain the antecedent set and reachability set. The intersection of both the sets facilitated iterations which helped to arrive at the different levels of the model. Tables 7, 8, and 9 represent the different levels of the model.

After the first set of iteration, Shared Beliefs (E3) and Reciprocity (E6) have been identified as Level 1.

Table 7. Level Partitioning (Level 1)

	Antecedent Set	ReachabilitySet	AS RS	Level
<i>E1</i>	(1,3,6,7,9,10)	(1,2,3,4,5,6,8)	(1,3,6)	Level 1
<i>E2</i>	(1,2,3,4,5,6,7,9)	(2,3,5,6,7,8,10)	(2,3,5,6,7)	
<i>E3</i>	(1,2,3,5,6,7,10)	(1,2,3,4,5,6,7,8,10)	(1,2,3,5,6,7,10)	
<i>E4</i>	(1,3,4,5,6,7,9,10)	(2,4,5,6,7,8,9)	(4,5,6,7,9)	
<i>E5</i>	(1,2,3,4,5,7,8,10)	(2,3,4,5,6,7,8,9)	(2,3,4,5,7,8)	Level 1
<i>E6</i>	(1,2,3,4,5,6,7,8,10)	(1,2,3,4,6,8,9,10)	(1,2,3,4,6,8,10)	
<i>E7</i>	(2,3,4,5,7,8,9,10)	(1,2,3,4,5,6,7,10)	(2,3,4,5,7,10)	
<i>E8</i>	(1,2,3,4,5,6,8,10)	(5,6,7,8,9)	(5,6,8)	
<i>E9</i>	(4,5,6,8,9)	(1,2,4,7,9,10)	(4,9)	
<i>E10</i>	(2,3,6,7,9,10)	(1,3,4,5,6,7,8,10)	(3,6,7,10)	

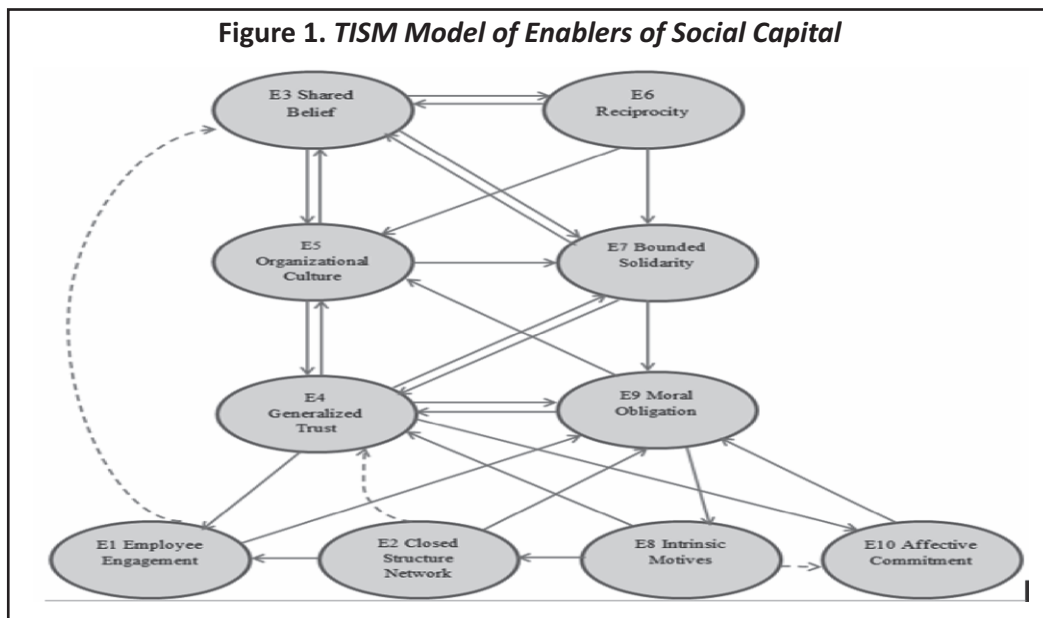
Table 8. Level Partitioning (Level 2)

	Antecedent Set	Reachability Set	AS RS	Level
E1	(1,7,9,10)	(1,2,4,5,8)	(1)	
E2	(1,2,4,5,7,9)	(2,5,7,8,10)	(2,5,7)	
E4	(1,4,5,7,9,10)	(2,4,5,7,8,9)	(4,5,7,9)	
E5	(1,2,4,5,7,8,10)	(2,4,5,7,8,9)	(2,4,5,7,8)	Level 2
E7	(2,4,5,7,8,9,10)	(1,2,4,5,7,10)	(2,4,5,7,10)	Level 2
E8	(1,2,4,5,8,10)	(5,7,8,9)	(5,8)	
E9	(4,5,8,9)	(1,2,4,7,9,10)	(4,9)	
E10	(2,7,9,10)	(1,4,5,7,8,10)	(7,10)	

Table 9. Level Partitioning (Levels 3 and 4)

	Antecedent Set	Reachability Set	AS RS	Level
E1	(1,9,10)	(1,2,4,8)	(1)	
E2	(1,2,4,9)	(2,8,10)	(2)	
E4	(1,4,9,10)	(2,4,8,9)	(4,9)	Level 3
E8	(1,2,4,8,10)	(8,9)	(8)	
E9	(4,8,9)	(1,2,4,9,10)	(4,9)	Level 3
E10	(2,9,10)	(1,4,8,10)	(10)	

Organizational Culture (E5) and Bonded Solidarity (E7) have been identified as Level 2. Generalized Trust (E4) and Moral Obligation (E9) have been identified as Level 3 and Employee Engagement (E1), Closed Structure Networks (E2), Intrinsic Motives (E8), and Affective Commitment (E10) have been identified as variables in Level 4.



TISM Model

TISM attempts to answer the question why the relation between the different variables exists. The model, as shown in Figure 1, is an outcome of the levels identified. The arrows indicate the nature of relation which has been derived from the SSIM.

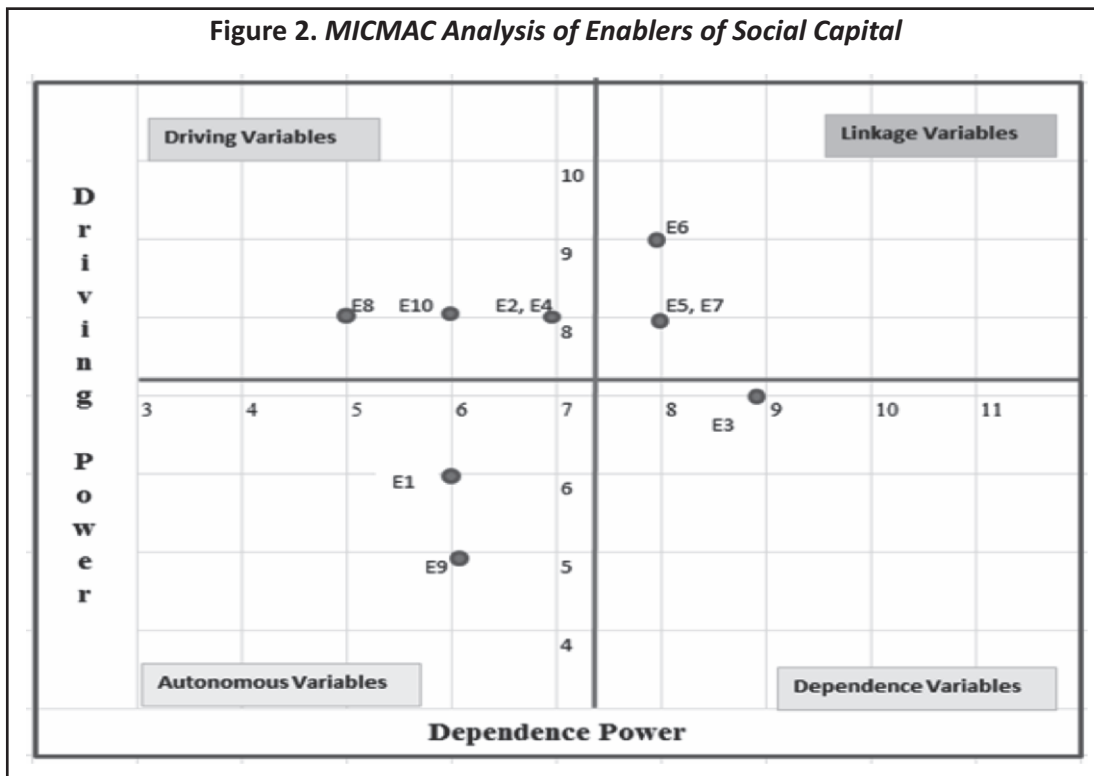
MICMAC Analysis

MICMAC analysis helps in understanding the nature of variables based on their driving and dependence power.

Table 10. Driving and Dependence Power

Variable	Driving Power	Dependence Power
Employee Engagement (E1)	6	7
Closed Structure Networks (E2)	8	7
Shared Beliefs (E3)	7	9
Generalized Trust (E4)	8	7
Organizational Culture (E5)	8	8
Reciprocity (E6)	9	8
Bonded Solidarity (E7)	8	8
Intrinsic Motives (E8)	8	5
Moral Obligation (E9)	5	6
Affective Commitment (E10)	6	8

Figure 2. MICMAC Analysis of Enablers of Social Capital



The driving and dependence power is calculated from the final reachability matrix. The method helps to classify the variables into four categories, that is, autonomous variables, linkage variables, dependent variables, and driving variables. Table 10 depicts the driving and dependence power. Figure 2 shows the MICMAC analysis.

Discussion

TISM Model

The TISM Model (Figure 1) shows that Shared Beliefs and Reciprocity placed at Level 1 are the most important enablers for social capital. Shared beliefs help to create a common identity for employees in an organization. The theory of reciprocity states that employees willingly accept and transfer information among each other. Shared beliefs help to create a positive and strong organizational culture where every faculty is committed towards the well being of the institute. Shared Beliefs and Bonded Solidarity mutually impact each other as they help to create social cohesion and a sense of belonging towards the team. Faculty experience a sense of pride while being known as an employee of a particular institute. Reciprocity helps to strengthen the organization culture by providing a mutual give and take relation between faculty members. It ensures that knowledge transfer takes place smoothly among faculty. Reciprocity also helps to strengthen the bonds between faculty members, thereby bringing about a sense of belonging. In the model, Organizational Culture and Bonded Solidarity are placed at Level 2. This culture is responsible for generating trust, honesty, and reliability among the faculty. Due to the trust generated and bonded solidarity, a sense of moral obligation towards contributing to the well being of the organization is generated. Generalized trust and moral obligation impact the levels of employee engagement, the nature of network among faculty members, intrinsic motives, and affective commitment.

MICMAC Analysis

From the MICMAC analysis, Reciprocity (E6), Organizational Culture (E5), and Bonded Solidarity (E7) emerge as the linkage variables as these variables have strong driving and dependence powers. Reciprocity is the most important variable as it has the highest driving and dependent power. Organizations should focus on reciprocity to ensure free knowledge transfer and social capital among faculty members. Closed Structure Networks (E2), Generalized Trust (E4), Intrinsic Motives (E8), and Affective Commitment (E10) are the drivers of the model. These enablers have strong driving power but weak dependence power. Shared Beliefs (E3) is a dependent variable with low driving power and high dependence power. Moral Obligation (E9) and Employee Engagement (E1) are the autonomous variables. They have low driving and dependence powers, which indicates that these two enablers do not have a significant impact on the model.

Unique Contributions and Implications of the Study

We have attempted to develop a model on the enablers of social capital using a two step strategy. In the first phase, literature review is used to identify the enablers of social capital among faculty members of state, deemed, and private university affiliated colleges. The relation between the variables was identified through expert opinion. Iterations were performed and the TISM social capital enabler model was derived. In the second stage, we further assessed the nature of the linkages using MICMAC analysis. The study is unique as no researcher has worked in this area of developing a model of enablers of social capital using TISM. An organizational culture is defined by its employees, their associations, the bond that they share with the organization. A thorough understanding of the nature of these relations would be useful for academicians, researchers, and policy makers to understand the

dynamics of knowledge transfer and knowledge management. The study would provide a basis for theoretical understanding of the enablers that facilitate social capital practices in an organization. Focus on these enablers would help decision makers formulate policies that encourage a mutual, cooperated, and trusted exchange of information in an organization. The study can be used as a base to formulate policies that govern a sense of shared values, beliefs, and respect. Policies that relate to employee engagement and motivation can be formulated with the understanding of the influence of trust, bonded solidarity, and reciprocity. This would aid knowledge management, better job satisfaction, and a harmonious organizational culture.

Limitations of the Study and Scope for Future Research

The TISM method is based on expert opinion derived from a semi - structured questionnaire. There could be probability of biasness from the experts. The method also does not provide relative weightings to the variables in the model, which can be overcome by using a structured questionnaire on a larger sample size. The model can be further validated by using statistical tools such as structural equation modelling. MICMAC analysis is based on binary digits 1 and 0. Fuzzy MICMAC analysis can be conducted to overcome this limitation.

Authors' Contribution

Nehajoan Panackal thought of the idea of proposing a model and identifying the linkages between enablers of social capital. Dr. Bhama Venkataramani helped to frame the research questions and objectives that this research would address. Nehajoan Panackal contributed to the literature review and identification of enablers. The enablers identified were discussed with Dr. Bhama Venkataramani, who also gave her expert opinion based on her vast experience and expertise. The experts for the study were identified by Nehajoan and supervised by Dr. Bhama to ensure that there was fair representation. The expert opinions were collected by Nehajoan Panackal and were verified by Dr. Venkataramani. The research methodology was implemented by Nehajoan Panackal. The model, findings, and discussions were looked at by Dr. Bhama Venkataramani and fine tuned accordingly. The manuscript was written by Nehajoan Panackal under the guidance, inputs, and supervision of Dr. Bhama Venkataramani.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest, or non-financial interest in the subject matter, or materials discussed in this manuscript.

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