Lighting A Lamp: Citizenship Behavior And Social Capital

* Divya Upadhyay

Only By Giving Are You Able To Receive More Than You Already Have.

- Jim Rohn

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

The organizational citizenship behaviour (OCB) has been one of the most researched topics during the last two decades (Allen & Rush, 1998; Chen, Hui & Sego, 1998; MacKenzie, Podsakoff, & Fetter, 1991; Organ, 1997). Much of the interest seems to be based on the assumption that OCBs enhance organizational effectiveness (Organ, 1988; Podsakoff & Mackenzie, 1994, 1997; Walz & Niehoff, 1996). This assumption was an explicit part of Organ's (1988) definition of OCB. Organ (1988), defines OCB as *"individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes effective functioning of the organization…the behaviour is not enforceable requirement of the role or the job description … the behaviour is a matter of personal choice"*. Organizational citizenship behaviour has been defined in the literature as a multi dimensional concept that includes all positive organizationally relevant behaviours of organizational members, including traditions in role behaviours, organizationally pertinent extra-role behaviours, and political behaviours (Van Dyne, Graham, & Dienesch, 1994). Organ (1988) argued that OCB is held to be vital to the survival of an organization. Organ (1988) highlights five specific categories of discretionary behaviour and explains how each helps to improve efficiency in the organization. *Altruism* (e.g., helping new colleagues and freely giving time to others) is typically directed towards other individuals, but contributes to group efficiency by enhancing individuals' performance. *Conscientiousness* (e.g., efficient use of time and going beyond minimum expectations) enhances the efficiency of both an individual and the group. *Sportsmanship* (e.g., avoiding complaining and whining) improves the amount of time spent on constructive endeavours in the organization. *Courtesy* (e.g., advance notices, reminders, and communicating appropriate information) helps prevent problems and facilitates constructive use of time. *Civic Virtue* (e.g., serving on committees and voluntarily attending functions) promotes the interests of the organization.

Podsakoff et al. (1997) investigated the relationship between OCBs and the performance of work-groups in a paper mill; they found that when employees were willing to help one another and endure impositions on the job, such behaviours contributed significantly to workgroup performance. However, although such research provides some empirical support for the connection between OCB and organizational effectiveness, these studies provide fewer insights into the theoretical mechanisms that might explain this link. It has been argued that OCBs facilitate organizational performance by *"lubricating"* the social machinery of organizations (Borman & Motowidlo, 1993; Smith et al., 1983).

OCBS DIMENSIONS

There are two frameworks, which have been used in this paper to link OCB with dimensions of social capital. The first one has been developed by Podsakoff, KacKenzie, Paine, Bachrach, (2000), and consists of seven dimensions of citizenship behaviour. *These seven dimensions are Helping, Sportsmanship, Organizational Loyalty, Organizational Compliance, Individual Initiative, Civic Virtue And Self Development*. *Helping* describes behaviours designed to assist specific persons in the organization (e.g., helping a co-worker who is behind schedule) and instances where employees seek to prevent work related problems with others (e.g., touching base with other employees before taking actions or making decisions that affect their work). S*portsmanship* describes employees' willingness to endure impositions and inconveniences on the job, to maintain a positive attitude even when things do not go their way, and to

* Doctoral Student - Organizational Behavior & Human Resource, Indian Institute of Management Bangalore (IIMB), Bangalore - 560076. E-mail : divya.upadhyay09@iimb.ernet.in

subordinate their personal interests for the benefit of the organization. *Organizational Loyalty* describes employees' commitment to and promotion of the organization (e.g., protecting and defending the organization against outside threats). *Organizational Compliance* describes individuals' willingness to accept and abide by the organization's rules, regulations, and procedures. *Individual Initiative* describes employee conscientiousness, which exceeds required work standards (e.g., volunteering to take on an extra assignment or working late to finish a project). *Civic Virtue* describes employees' active participation and involvement in company affairs (e.g., keeping up with organizational issues or attending non-mandatory meetings). Finally, *Self-development* describes the voluntary behaviours undertaken by individuals in order to enhance their knowledge, skills, and abilities (e.g., pursuing additional training or staying abreast of new developments in the field).

Second framework of OCB, used in this paper has been given by Van Dyne, Graham, and Dienesch (1994). In 1991, Graham proposed a conceptualization of organizational citizenship grounded in political philosophy and modern political theory (Cary, 1977; Inkeles, 1969; Rossiter, 1950). Using this theoretical perspective, Graham (1991) suggested that there are three forms of *Organizational Citizenship* which are *Obedience, Loyalty And Participation*. *Obedience* describes employees' willingness to accept and abide by the organization's rules, regulations, and procedures. *Loyalty* describes the willingness of employees to subordinate their personal interests for the benefit of the organization and to promote and defend the organization. Finally, *Participation* describes the willingness of employees to be actively involved in all aspects of organizational life. Bolino, Turnley and Bloodgood (2002) used empirical work done by Van Dyne, Graham, and Dienesch (1994) in their framework, which indicated that participation actually takes three forms. *Social Participation* describes employees' active involvement in company affairs (e.g., keeping up with organizational issues or attending non-mandatory meetings) and participation in social activities within the organization. *Advocacy Participation* describes the willingness of employees to be controversial in order to improve the organization by making suggestions, innovating, and encouraging other employees to speak up. Functional participation describes employee contributions that exceed required work standards (e.g., volunteering to take on extra assignments, working late to finish important projects, or pursuing additional training and staying abreast of new developments).

SOCIAL CAPITAL

The term *"Social Capital"* initially appeared in community studies, highlighting the central importance for the survival and functioning of city neighbourhoods of the networks of strong, crosscutting personal relationships developed over time that provide the basis for trust, cooperation, and collective action in such communities (Jacobs, 1965).

'Social Capital' is a resource that is derived from the relationships among individuals, organizations, communities, or societies. Like other forms of capital (e.g., physical or human), social capital is considered to be a valuable asset. However, whereas physical capital is reflected by tools or machines, and human capital is reflected by education, training, or experience; social capital is reflected by the existence of close interpersonal relationships among individuals (Coleman, 1988; Lin, 2001). The premise behind the notion of social capital is an investment in social relations with expected returns in the marketplace. Social capital resides in relationships, and relationships are created through exchange (Bourdieu, 1986). The pattern of linkages and the relationships built through them are the foundation for social capital. Social capital is the shared knowledge, understanding, norms, rules, and expectations about patterns of interactions that groups of individuals bring to a recurrent activity (Coleman 1988).

In the present paper, an attempt is made to link dimensions of citizenship behaviours and three dimensions of social capital. For citizenship behaviour, two frameworks are used to link it with three dimensions of social capital. The first framework used has been given by Podsakoff et al. (2000) and the second framework has been developed by Van Dyne, Graham and Dienesch (1994). For social capital, Nahapiet and Ghoshal's (1998) three dimensions of social capital have been used.

❋ **Dimensions of Social Capital :** Nahapiet and Ghoshal (1998) offer three specific dimensions of social capital: a structural dimension, a relational dimension, and a cognitive dimension. They assert that networks of strong interpersonal relationships within an organization ultimately facilitate its success.

❋ **Structural Social Capital :** Nahapiet and Ghoshal (1998) conceptualize the structural dimension of social capital as encompassing network ties, network configuration, and network appropriability. Network ties are connections

between members of an organization. Previous research using network analysis indicates that these connections can have a significant influence on information transfer (Krackhardt & Hanson, 1993), organizational learning (Fisher & White, 2000), and the execution of organizational activities (Shah, 2000). For example, the transfer of information or knowledge within an organization is more likely to occur when employees are interconnected (Coleman, 1990). Thus, the execution of organizational activities may be more efficient when employees working within a company know one another. While individual connections between organizational members are important, the overall configuration of ties within an organization is important as well. Although formal and informal networks can both play a significant role in the overall configuration of interpersonal linkages (Ibarra, 1992), the important factors to consider in understanding a network configuration revolve around such characteristics as *structural holes* (i.e., the absence of connections between employees), *centralization* (i.e., the degree to which connections are concentrated among few employees), and *density* (i.e., the extent to which all employees are interconnected relative to the total number of potential connections among all employees). Finally, *network appropriability* can significantly affect the flow of information and assistance within a network (Nahapiet & Ghoshal, 1998). Network appropriability relates to the ease with which different types of relationships can be transferred within a network. In this paper, it has been argued that OCBs have the capacity to bring people together in ways that are likely to increase the number of ties among individuals in an organization, to alter the configuration of connections and contacts within an organization in important ways, and to facilitate the development of contacts between individuals in some settings that may ultimately prove useful in other contexts.

❀ **Relational Social Capital:** According to Nahapiet and Ghoshal (1998), the relational dimension of social capital is characterized by high levels of trust, shared norms and perceived obligations, and a sense of mutual identification. Their conceptualization of relational capital, then, is quite similar to Granovetter's (1973) notion of strong ties, which he describes as connections between individuals that are characterized by trust, reciprocity, and emotional intensity. Researchers have not been entirely consistent in their definition of the relational aspects of social capital, but clearly, what are being described are interpersonal connections that are inherently affective in nature (Krackhardt, 1992). The relational dimension of social capital concerns affective relationships between employees in which co -workers like one another, trust one another, and identify with one another. Interpersonal trust arises from a belief in the good intentions, openness, competence, and reliability of another party (Mishira, 1996). In addition, high levels of trust result in a willingness to be vulnerable to the actions of the other party (Mayer, Davis, & Schoorman, 1995). Prior research suggests that trust facilitates social and resource exchange, increases communication, and enhances cooperation between individuals (Jones & George, 1998; Misztal, 1996; Putnam, 1993; Tsai & Ghoshal, 1998). Finally, individuals with strong ties often identify with one another or identify themselves in terms of their group membership. Identification is likely to contribute to the effective teamwork of employees within organizations as well. In summary, then, the relational aspect of social capital describes liking, trust, and identification among individuals in an organization. In this paper, it has been argued that OCBs play an important role in infusing the connections among employees with an affective component.

❀ **Cognitive Social Capital:** According to Nahapiet and Ghoshal (1998), mutual understanding among employees is achieved through the existence of a shared language and from the exchange of shared narratives. Where shared language and shared narratives both exist, employees can more easily discuss problems, transfer ideas, share knowledge, and offer more effective assistance to one another (Klimoski & Mohammed, 1994; Nahapiet & Ghoshal, 1998). Shared language provides organizational members with the ability to communicate more effectively (Boisot, 1995). High levels of cognitive social capital give employees a common perspective that enables them to perceive and interpret events in similar ways (Boland & Tenkasi, 1995; Nohria, 1992). Shared narratives are the myths, stories, and metaphors that organizational members communicate to one another (Nahapiet & Ghoshal, 1998). These narratives also assist organizational members in interpreting and understanding their experiences in a common way (Morgan, 1986). Both shared language and shared narratives, therefore, serve to increase the level of understanding among organizational members. Thus, the cognitive aspect of social capital concerns the degree to which employees possess a common language and share narratives. In this paper, it is argued that, through OCBs, the ability of individuals in organizations to understand one another is enhanced. Specifically, it is proposed that good citizenship increases the likelihood that a common language will develop among employees and that organizational members will share myths, stories, and metaphors.

THEORETICAL FRAMEWORK

❋ **Relation Between OCB And Social Capital :** Model (Figure 1) illustrates the relationships this paper proposes between the dimensions of citizenship behaviours identified by Podsakoff et al. (2000) and Van Dyne et al. (1994), and the three dimensions of social capital proposed by (Nahapiet & Ghoshal, 1998). According to the model, individual initiative, civic virtue and social participation facilitate the development of the structural aspect of social capital through the formation of network ties, an improvement in the overall configuration of ties, and greater network appropriability. Helping, sportsmanship, organizational loyalty, organizational compliance, individual initiative & civic virtue (from Podsakoff et.al; 2000) and Loyalty, obedience, functional participation, and social participation (from Van Dyne et al. 1994) enhance the relational dimension of social capital through the development of liking, trust, and identification among employees. In addition, helping, civic virtue, self-development, social and advocacy participation contribute to the cognitive dimension of social capital through shared language and shared narratives. The basic proposition is that OCBs facilitate the development of structural, relational, and cognitive dimensions of social capital among employees.

Figure 1: The Relationship Between OCB And Social Capital
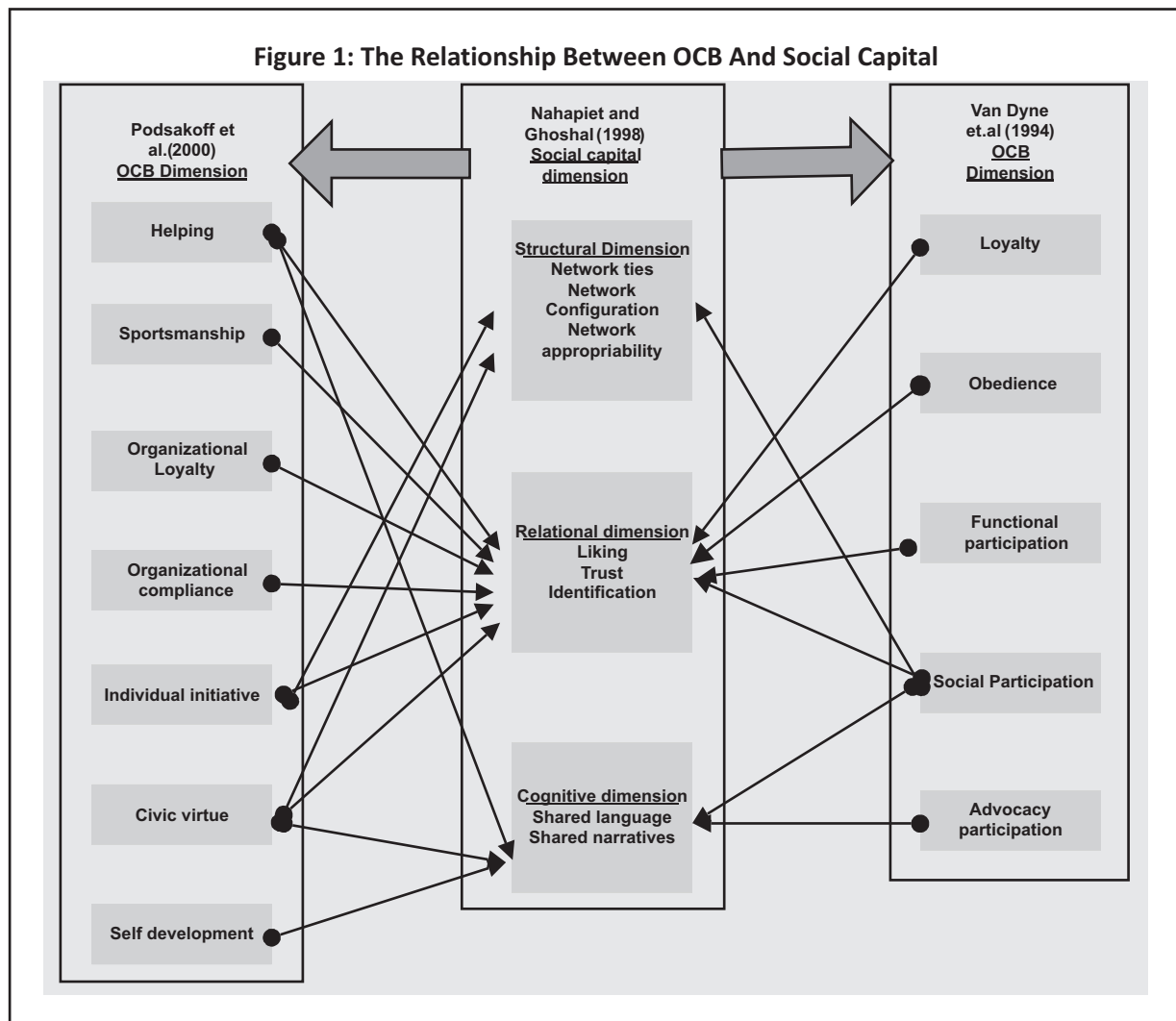
Further, each dimension of social capital is linked to dimensions of OCB to see which dimension of OCB is positively related to social capital dimensions. Firstly, structural dimension of social capital is linked with OCB dimensions.

❋ **Citizenship Behaviour And Structural Social Capital :** Podsakoff et al. (2000) dimensions of OCB are linked to structural dimension of social capital. The structural dimension of social capital is concerned with the overall pattern

of relationships found in organizations. The pattern of relationships within an organization influences access to information and knowledge (Krackhardt & Hanson, 1993; Nahapiet & Ghoshal, 1998) and access to assistance from organizational members (Walker, Kogut, & Shan, 1997). In general, comprehensive access to information, knowledge, and assistance enables organization members to perform their jobs more efficiently and effectively because they act in a timely and appropriate manner (Ibarra, 1992). Nahapiet and Ghoshal (1998) portray the structural dimension of social capital as encompassing network ties, network configuration, and network appropriability as shown in the Figure 1.

Of particular interest here is the extent to which organizational members know each other, who knows who within the organization, and whether relationships that develop in one context are useful in other contexts within the organization. It has been stated that specific citizenship behaviours are likely to encourage the creation of structural aspects of social capital. That is, certain types of OCBs facilitate the establishment of links and connections between different individuals in the organization. For example, if a supervisor encounters a particular problem in his/her department, the supervisor may contact the manager of another department whom he/she might have met at a social event sponsored by their organization (i.e., as a result of his/her civic virtue behaviour). The manager of the other department may be able to share an insight on how he/she dealt with that problem. Thus, in this case, a network tie built through civic virtue may result in information and knowledge being transferred that might otherwise go unshared (Gruenfeld & Fan, 1999). Using Podsakoff et al. (2000) dimensions of OCB the following proposition is stated:

❀ **Propostion1: Individual initiative and civic virtue are positively linked to the development of structural social capital within organizations.**

Van Dyne et al., 1994 dimensions of OCB are linked to structural dimension of social capital. As discussed earlier, the first dimension of social capital describes the extent to which employees are interconnected or know one another. Thus, citizenship behaviours that encourage the creation of contacts among employees should contribute to the development of the structural aspect of social capital. In this section, it is described how social participation is likely to increase the number of connections among individuals in organizations. Social participation describes employee participation that is interpersonal or involves social contact, such as attending non - mandatory meetings and being involved in social activities within the organization (Van Dyne et al., 1994). Social participation on the part of employees is likely to facilitate the formation of relationships between organization members who are not already acquainted. Simply put, when employees participate in the social life of the organization, they are likely to meet other people and, thus, increase the number of network ties. In addition, such behaviour is also likely to favourably alter the overall configuration of ties among employees within the organization. Moreover, the relationships created through social participation may often be established with members of the organization, whom individuals would not meet in the course of their formally prescribed roles. In summary, then, social participation behaviours on the part of employees are likely to facilitate the creation of network ties, to enhance the overall configuration of ties within the network, and to improve network appropriability.

❀ **Proposition 2: Social participation will develop structural social capital through the formation of network ties, the configuration of these ties, and the appropriability of the network.**

❀ **Citizenship Behaviour And Relational Social Capital :** Podsakoff et al. (2000) Framework of OCB is linked to relational dimensions of social capital. Citizenship behaviours are likely to be especially important in contributing to the relational dimension of social capital. That is, several different types of OCBs are likely to contribute to the development of trust, norms, mutual obligations, expectations, and identification among employees in organizations. Fisher, DePaulo, and Nadler (1981) indicate that when one individual provides assistance to another, the helping behaviour creates a sense of indebtedness on the part of the recipient of the aid, motivates the recipient to reciprocate, and contributes to the establishment of helping norms. Other studies have found that helping frequently elicits positive emotions on the part of both the help-giver and help-receiver and that helping creates a sense of mutual obligation and trust between the two parties. In this paper, then, it is proposed that specific citizenship behaviours on the part of employees serve to strengthen these relational aspects of social capital.

❀ **Proposition 3: Helping, sportsmanship, organizational loyalty, organizational compliance, individual initiative, and civic virtue are positively linked to the development of relational social capital in organizations/enhance**

relational dimension of social capital.

Van Dyne et al., 1994 framework of OCB is related to relational dimension of social capital. While social participation behaviour is helpful for establishing connections between employees, other citizenship behaviours are likely to foster the development of liking, trust, and identification among employees. To the extent that OCBs encourage employees to like, trust, and identify with each other, then, they are likely to be associated with relational social capital. In this section, the researcher describes how loyalty, obedience, functional participation, and social participation may all contribute to the development of relational social capital in organizations.

❀ **Loyalty :** Employees demonstrate loyalty when they are willing to sacrifice their own interests for the good of the company. According to prior research, an essential component of trust is the willingness to be vulnerable to the actions of another party (Bhattacharya, Devinney, & Pillutla, 1998; Mayer et al., 1995). Not surprisingly, then, individuals are most likely to trust those who are pursuing common goals and whom they perceive as not purely self-interested (Lewicki, McAllister, & Bies, 1998). When employees demonstrate their loyalty to the organization, it is likely such behaviour will convey to managers and peers that these individuals are not looking out simply for themselves, and that they value the well-being of their colleagues and the organization as a whole. Logically, then, individuals who are loyal should not only tend to be considered likable by their colleagues, but trustworthy as well. In this way, loyalty should contribute to the development of strong relational ties between employees.

❀ **Obedience:** Employees demonstrate obedience through their willingness to respect and comply with the rules, regulations, and procedures of the organization. Rules, regulations, and procedures are important in organizations because they facilitate the organization's ability to control the execution of its many activities (Katz & Kahn, 1978). Rules also make organizational behaviour more predictable, and thereby, serve to reduce uncertainty (Katz & Kahn, 1978). A key component of trust is the ability to predict the actions of others. In other words, when employees are able to anticipate each other's actions, they are more likely to trust one another. Employees who are obedient, then, should be seen as more trustworthy by their peers. Previous studies indicate that obedience should also increase the degree of liking among employees. Social psychological research on conformity has shown that individuals who are compliant are typically seen as more likable than individuals who are considered deviant or noncompliant (Schachter, 1951). Thus, when employees can be counted on to play by the rules, they are more likely to be trusted and liked by their managers and colleagues. For this reason, obedience should contribute to the relational aspect of social capital as well.

❀ **Functional Participation:** Functional participation is behaviour that goes above and beyond the call of duty in the execution of one's job. As noted by Van Dyne et al. (1994), relative to the other forms of participation, functional participation behaviours are employee contributions that are more individually focused. That is, these types of behaviours are less likely to involve direct contact with other individuals; they consist, rather, of participatory behaviours like taking on additional work activities or volunteering for special projects. Nevertheless, these self-focused behaviors are likely to foster trust, liking, and identification among employees in an organization. For example, in a study of citizenship behaviour in student workgroups, Nguyen and Seers (2000) found that individuals were most satisfied with their team members and most likely to enjoy being a part of the team when their team mates were willing to execute their task-related duties at extremely high levels. Thus, employees who are highly committed, hard-working and willing to develop themselves are likely to be highly valued and well-liked by their peers. Finally, employees are more likely to identify with groups composed of individuals whom they like or view as reliable and competent (Hogg & Terry, 2000).Therefore, when employees demonstrate functional participation, this is likely to bring individuals closer together. Functional participation, then, should be positively associated with the creation of relational social capital.

❀ **Social Participation:** The research proposition suggested that by engaging in social participation (e.g., by participating in voluntary meetings and organization-sponsored social events), individuals are likely to make important contacts with other employees in the organization. Employee social participation is also likely to help build relational capital in organizations. To begin with, social psychologists indicate that social interaction tends to lead to an interpersonal attraction (Insko & Wilson, 1977) - that is, the degree of liking among individuals is typically higher when those individuals have had the opportunity to interact with one another socially.

Consistent with this idea, studies of groups and teams have shown that social interaction is an important determinant of group cohesion (Mullen & Copper, 1994). Hogg and Terry's (2000) research suggests, too, that individuals tend to

like and identify with individuals with whom they interact. Moreover, social activities in organizations (e.g., company picnics) are often explicitly designed to encourage the development of relationships or friendships among employees and to increase the extent to which employees identify with one another. Thus, the social participation of employees in organizations should contribute to the development of relational social capital.

❁ **Proposition 4: Loyalty, obedience, functional participation, and social participation will develop relational social capital by increasing liking, trust, and identification among employees.**

❁ **Citizenship And Cognitive Social Capital :** Podsakoff et al. (2000) dimensions of OCB are linked to cognitive dimension of social capital. According to Nahapiet and Ghoshal (1998), cognitive social capital reflects the increased understanding that comes from the existence of a shared language and from the exchange of shared narratives. Where shared language and shared narratives both exist, network members can more effectively discuss and transfer ideas and knowledge as well as offer more effective assistance to one another (Klimoski & Mohammed, 1994; Nahapiet & Ghoshal, 1998).

Of particular interest in this paper are the ways in which citizenship behaviours provide increased opportunities for organization members to share languages and narratives. Moreover, this research suggests that specific citizenship behaviours are likely to build cognitive social capital among organizational members. Through basic acts such as information sharing and assisting other employees, organizational members build and strengthen relationships that enable them to share a common context. Self-development behaviours may provide an increased capacity for communication and common understanding by helping organizational members keep pace with changing technology and other new advances (Podsakoff et al., 2000). Thus, as the members of the organization increase their knowledge, skills, and abilities, they can participate in more meaningful and informed discussions concerning the changes affecting their shared context (George & Brief, 1992).

❁ **Proposition 5: Helping, civic virtue, and self-development will be positively linked to the development of cognitive social capital in organizations.**

Van Dyne et al., 1994 dimensions of OCB are linked to cognitive dimensions of social capital. Citizenship behaviour is also likely to contribute to the development of cognitive social capital in organizations. Here, it is described how social participation and advocacy participation are likely to enable employees to interpret and describe events in similar ways and to develop a common perspective.

❁ **Social Participation:** Social participation behaviours contributes to the structural and relational components of social capital, but these behaviours also facilitate the emergence of shared narratives. For example, by attending non required meetings, employees are likely to acquire knowledge about organizational activities and other developments (Organ, 1988).This knowledge can help members better understand the organization, its mission, and its culture. Similarly, by taking part in activities sponsored by the organization, and by being involved in various events, employees develop a shared understanding of their organizational context. Feldman (1984) suggests that participation in non mandatory social events is one of the principal means by which employees become socialized to their organizations. In particular, when employees participate in such activities, they learn to speak the language of their company and gain a better appreciation of its values and mission. An additional benefit of having employees involved in the interpersonal aspects of organizational life is that managers and colleagues often share organizational myths, stories, and metaphors during non-required functions and social events (Ibarra, 1992; Levine &Moreland, 1999). Shared narratives are a key element of cognitive social capital; thus, such exchanges should ultimately facilitate the development of shared language and understanding among employees.

❁ **Advocacy Participation:** Citizenship behaviours also may contribute to cognitive social capital when employees are willing to speak up with constructive suggestions and to encourage their colleagues to do so as well. As described earlier, cognitive social capital implies that employees are able to understand each other (Nahapiet & Ghoshal, 1998). However, if employees are unwilling to communicate or share their ideas and thoughts with their colleagues, it is less likely that a shared language and shared narratives will develop among them. In contrast, when employees present their ideas and openly share their true opinions with their co-workers, such as actions are likely to facilitate the creation of shared language and narratives within the organization. In other words, when employees are willing to voice their opinions and encourage their colleagues to express themselves, this contributes to a work environment in which employees are comfortable sharing ideas and knowledge (Van Dyne et al., 1994). Advocacy participation, then,

should facilitate the creation of cognitive social capital in organizations.

❈**Proposition 6: Social participation and advocacy participation will develop cognitive social capital through the development of shared language and shared narratives among employees.**

CONCLUSIONS AND DIRECTIONS FOR FUTURE RESEARCH

One can conclude from this paper that OCBs play an important role in the development of social capital in organizations. Specifically, the framework presented here suggests that different forms of citizenship contribute to the creation of the relational, cognitive, and structural aspects of social capital in different ways. The model also suggests that social capital may, in turn, stimulate additional citizenship behaviours.

Understanding how OCBs influence the creation of social capital is important for several reasons:

1. Existing research on OCB suggests that they play a critical role in facilitating the effective functioning of organizations. However, only recently have researchers truly sought to investigate this idea. So far, the results of these few empirical studies tend to provide some support for the idea that OCBs are related to social capital, which in turn is related to organizational functioning.

2. Previous organizational research on social capital has focused on either organizational level determinants of social capital (e.g., employment practices) (Leana & Van Buren, 1999) or outcomes associated with social capital (e.g., organizational flexibility or intellectual capital) (Nahapiet & Ghoshal, 1998). In contrast, very few studies, including this paper suggest that individual-level behaviours are critical for the development of social capital. Sociologists investigating social capital have stressed how good citizenship on the part of the individuals living in a community is important for building social capital within the community (Putnam, 1993). This paper illustrates how good citizenship on the part of employees working in organizations is important for building organizational social capital.

3. If the propositions offered here are supported empirically, there are important practical implications of this research. In particular, this paper suggests that organizations, which are reliant upon high levels of social capital must create environments, which inspire their employees to be good organizational citizens. For future research, OCB and social capital can be linked to three network types proposed by Inkpen and Tsang (2005). In their paper, they studied three types of networks from the single-node divisionalized firm (the intracorporate network) to interfirm relationships (the alliance) to an unstructured collection of firms (industrial district). It has been found that they are among the most researched and discussed network types.

To end, as the age old adage rightly portrays, *'if you lighten a lamp for somebody, it will also brighten your path'*, holds very true for all the organizational entities and their employees.

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