Organizational Citizenship Behaviors and Their Relationship to Social Capital in Public Organizations of Qom Province

Hamid Zarea[1]*

1. Assistant Professor, Qom College, University of Tehran, Iran

Abstract

The effects and outcomes of organizational citizenship behavior in recent years have increasingly received attention by researchers and scholars of organization and management field. One of them can be named as creation and enhancement of social capital. Yet, a comprehensive research has not been done about it in public organizations of Islamic Republic of Iran.

The researcher tries to offer and examine dimensions of organizational citizenship behavior and social capital, and identifies their indicators and then examines the relationship between the dimensions of organizational citizenship behavior and social capital, and ultimately studies the impact of OCB on increasing the social capital in public organizations of Qom province. At the end, based on the findings of the research, some suggestions are recommended for public organizations and researchers who want to study in this regard in future.

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* Corresponding Author, Tel: +98-251-6166158   Email: hzarea@ut.ac.ir

Introduction

Scarcity of resources, complexity of life issues, seriousness of change in different areas of the world society and increasing enhancement of citizen's expectancies is a reality accepted in today's management. So, the greatest respect for organization efficiency is unavoidable when it overcomes these limitations.

In these situations all organizations are greatly under pressure to take proactive steps toward resolute performance. They should boost employees' job satisfaction and follow the procedures to be more efficient. Scholars took this into account from different viewpoints. For example, they concentrate to use soft indicators instead of hard indicators in studying organizational performance.

One of the issues mentioned as a kind of soft indicators, is OCB. Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviors. Because of the importance of good citizenship for organizations, understanding the nature and sources of OCB has long been a high priority for organizational scholars (Organ, 1988) and remains so (Jahangir et.al., 2004). If OCB gets improved, to achieve organizational efficiency and effectiveness should be expected. Nowadays, there are numerous studies done about OBCs and their outcomes for the individual and organizational performance.

OCBs can possess various roles in organizations. One of the most important of them is creation and enhancement of social capital. Social capital is also a kind of soft indicators that if it is not more important than other forms of capital, is not less important than others.

Designing and clarifying the model of OCB and its relation to enhancement of social capital in public organizations of Qom province is the main topic of this research. The researcher intends to help the managers of public organizations through this research.

Literature Review

Organizational citizenship behavior (OCB) is referred to as a set of discretionary workplace behaviors that exceed one's basic job requirements. They are often described as behaviors that go beyond the call of duty. Research on OCB has been extensive since its introduction nearly twenty years ago (Bateman & Organ, 1983).

In the viewpoint of some scholars, OCB is defined as employee's behaviors that go beyond the role requirements, that are not directly or explicitly recognized by the formal reward system, and that facilitate organizational functioning (Organ, 1988).

Organizational citizenship behavior has been defined in the literature as a multi-dimensional concept that includes all positive organizationally relevant behaviors of organizational members including traditions in role behaviors, organizationally pertinent extra-role behaviors, and political behaviors, such as full and responsible organizational participation (Van Dyne et al., 1994)

Organ (1988) argued that OCB is held to be vital to the survival of an organization. Organ further elaborated that organizational citizenship behavior can maximize the efficiency and productivity of both the employee and the organization that ultimately contribute to the effective functioning of an organization (Jahangir et al., 2004, 76)

The extent to which employees go the extra mile for their organizations can be captured by organizational citizenship behaviors (OCBs) defined as ''those organizationally beneficial behaviors and gestures that can neither be enforced on the basis of formal role obligations nor elicited by contractual guarantees or recompense'' (Organ, 1990, 46).

Recent empirical research on ethical leadership also supports the importance of manager trustworthiness for discretionary citizenship behaviors (Chiaburu & Lim, 2008, 457).

Some researchers paid attentions to the factors that can make people perform behaviors, such as OCB; for instance, the role of ethics can be a example for this approach.

Ethical leaders also create social exchange relationships with their followers, and these subordinates ''can be expected to reciprocate to this care and fair treatment by engaging in citizenship behaviors'' (Trevino & Brown, 2005, 79-80).

In viewpoint of Lin et al., the OCB is a form of ethics. Given that citizenship challenges the basis and workings of the basic institutions market, state, and civil society, organizational citizenship behaviors (OCBs) become an important moral tenet found in some codes of ethical principles (Lin et al., 2008, 561)

However, in contrast to the numerous studies exploring the antecedents of OCB, relatively few studies have been investigated concerning the relationship between citizenship behavior and organizational performance (Karambayya, 1989; Koys, 2001; Podsakoff et al., Ahearne & MacKenzie, 1997; Podsakoff & MacKenzie, 1994; Walz & Niehoff, 2000). Moreover, there is very little extant theoretical work explaining why OCBs are essential to the effective functioning of organizations, or how OCBs might ultimately relate to organizational performance (Bollino et al., 2002, 505). Since the vast majority of OCB

research has focused on the effects of OCB on individual and organizational performance.

Chohen and his colleagues examined the relationship between OCB and general citizenship behavior in wider society. They claimed that their research, however, focused on the effect of general citizenship on OCB. In the past decade, the topic of voluntary behavior received growing attention by political scientists and organizational behavior scholars alike. Political scientists, especially those concerned with the state of public administration, claim that an independent form of voluntary behavior is already structured in the very basic construct of modern societies (Chohen et al., 2000, 597).

Su-fen Chiu examined the relationships among burnout, job involvement and OCB. Findings of their article demonstrated that emotional exhaustion and diminished personal accomplishment were related negatively to OCB, whereas depersonalization had no independent effect on OCB. Job involvement mediated the relationships among emotional exhaustion, diminished personal accomplishment and OCB (Su-fen Chiu et al., 2006, 517).

Previous research in OCBs has pointed out that service staffs' participation reflects an interest in organizational issues, providing information for customers' needs, and thus making suggestions to improve service (Gonzalez & Garazo, 2006). Also, the other outcome of OCB, social capital is one of the most important topics for organizational scholars. In this part of the article, it is reviewed.

Organizations, like societies, can be anomic, disorganized and alienating; or they can be normative, organized and integrated, providing an effective basis for collective and individual action. The concept of social capital has been developed to describe the relationships of trust and cooperation that provide a foundation for effective action within social groups (Coleman, 1988). Social capital can be defined as the goodwill that is engendered by the fabric of social relations and that can be mobilized to facilitate action (Adler & Kwon, 2002, 17).

Almost the entire body of empirical research on OCB is based on studies conducted in the United States, using the U.S. employee populations as samples. Taking an inductive approach, forms of OCB in the People's Republic of China are examined (Farh et al., 2004, 241).

And in this article, dimensions of OCB in public organizations of Qom province are examined. The results of the analysis revealed fourteen dimensions of OCB. These dimensions are: Consciousness, sportsmanship, loyalty, altruism, courtesy, civic virtue, functional participation, advocacy participation, social participation, protecting

company, interpersonal harmony, self-development, taking initiative, personable personality.

In this section of the paper we review the literature of social capital. Social capital is defined by its function. It is not a single entity, but a variety of different entities having two characteristics in common. They consist of some aspect of social structure and they facilitate certain actions of individual who are within the structure (Coleman, 1994, 302).

Features of social organization are such as trust, norms, and networks that can improve the efficiency of society by facilitating coordinated action (Putnam et al., 1993, 169).

Social capital is an attribute of individuals and their relationships that enhances their ability to solve collective action problems (Ostrom & Ahn, 2003, xiv).

Social capital is the goodwill available to individuals or groups. Its source lies in the structure and content of the actors' social relations. Its efforts flow from the information, influence and solidarity it makes available to the actor (Adler & Kwon, 2002, 23).

Social capital theories expand the factors, such as trust, networks and norms, which we can use to explain the trouble of some human behaviors such as cooperation (Bortkus et al., 2010, 44).

Social capital is the sum of resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition (Bourdieu, 1992, 19).

Nahapiet and Ghoshal (1998) suggest that there are three specific aspects of social capital: (I) a structural dimension, (2) a relational dimension, and (3) a cognitive dimension. The structural dimension of social capital concerns the overall pattern of relationships found in organizations. This dimension involves the extent to which people in an organization are connected (i.e., do employees know one another?). The relational dimension of social capital concerns the nature of the connections between individuals in an organization. In other words, while the structural dimension focuses on whether employees are connected at all, The relational dimension focuses on the quality or nature of those connections (i.e., are they characterized by trust, intimacy, liking. and so forth?). Finally, the cognitive dimension concerns the extent to which employees within a social network share a common perspective or under-standing, like the relational dimension. Then, the cognitive dimension of social capital also concerns the nature of the connections between individuals in an organization. However, while the structural dimension describes the mere ex-istence of connections

between employees and the relational dimension describes the extent to which there is an affective quality to these connections, This final aspect of social capital focuses on whether these connections have a cognitive component to them as well (i.e., do employees truly understand one another?).

Bourdieu (1986) suggests that social capital is expressed by (1) the size of the group or network (how many individuals are represented by the collective) and (2) the volume of capital possessed by the members of the network (the cumulative resources of the networked individuals). Coleman (1988) identifies three forms of social capital: (1) obligations, expectations, and trustworthiness (individuals can depend on each other); (2) information channels (individuals can obtain information from each other); and (3) norms and effective sanctions (individuals are expected to act in the interests of the group or collective). Lean and Van Buren (1999) posit two components of social capital: (1) associability (willingness of networks members to subordinate individual interests for the good of the collective) and (2) trust (willingness of members to be vulnerable).

Managerial behavior is focused on as a foundation for social capital in the workplace (Whitener et al., 1998). Social capital within organizations can be seen as serving functions analogous to those served in a community. Dense social capital within organizations is a precondition for productivity and meaning in work, just as social capital in communities is a precondition for social cohesion and functioning. And, just as stable and predictable neighborhoods with high levels of social capital generate effective informal control and low levels of crime, so does operation and facilitative work practices (Leana & Van Buren, 1999).

An ethnography of work life aboard a Norwegian freighter illustrates the positive consequences of managerial competence for citizenship and cooperation. So that there is a good reason to expect that the job satisfaction, citizenship and cooperation among coworkers will be substantially influenced by managerial competence (Hodson, 2005, 44).

Similarly, the dimensions identified for social capital are: Cooperation, trust, homogeneity, liking, identity, density, network ties, shared language.

Theoretical Framework

In the present research the OCB is destined as the independent variable and the writer intends to examine its impact and relationship with social capital. Different dimensions are identified for these two variables. These dimensions are gathered from the studied literature, the

books and articles available.

After the literature review of OCB and SC and examination of the sample organization, various dimensions of these variables are known. I offered these dimensions to experts and elites and had long discussions about them and finally the dimensions exhibited in the following model were certified.

Research Questions and Hypotheses

Main question

Is OCB related to the enhancement of social capital in the public organizations of Qom province?

Minor Question

Which indicators of OCB are related to the enhancement of social capital?

To respond to these questions, the researcher suggests the following hypotheses:

Main Hypothesis

There is a significant relationship between organizational citizenship behaviors of employees and managers, and the enhancement of social capital in the public organizations of Qom province.

Minor Hypothesis 1: There is a significant relationship between consciousness of employees and managers, and the enhancement of cooperation in public organizations of Qom province.

Minor Hypothesis 2: There is a significant relationship between sportsmanship of employees and managers, and the enhancement of trust in public organizations of Qom province.

Minor Hypothesis 3: There is a significant relationship between loyalty of employees and managers, and the enhancement of homogeneity in public organizations of Qom province.

Minor Hypothesis 4: There is a significant relationship between altruism of employees and managers, and the enhancement of liking in public organizations of Qom province.

Minor Hypothesis 5: There is a significant relationship between courtesy of employees and managers, and the enhancement of cooperation in public organizations of Qom province.

Minor Hypothesis 6: There is a significant relationship between civic virtue of employees and managers, and the enhancement of identity in public organizations of Qom province.

Minor Hypothesis 7: There is a significant relationship between functional participation of employees and managers, and the

enhancement of density in public organizations of Qom province.

Minor Hypothesis 8: There is a significant relationship between advocacy participation of employees and managers, and the enhancement of trust in public organizations of Qom province.

Minor Hypothesis 9: There is a significant relationship between social participation of employees and managers, and the enhancement of network ties in public organizations of Qom province.

Minor Hypothesis 10: There is a significant relationship between protecting company of employees and managers, and the enhancement of trust in public organizations of Qom province.

Minor Hypothesis 11: There is a significant relationship between interpersonal harmony of employees and managers, and the enhancement of cooperation in public organizations of Qom province.

Minor Hypothesis 12: There is a significant relationship between self-development of employees and managers, and the enhancement of network ties in public organizations of Qom province.

Minor Hypothesis 13: There is a significant relationship between taking initiative of employees and managers, and the enhancement of network ties in public organizations of Qom province.

Minor Hypothesis 14: There is a significant relationship between personable personality of employees and managers, and the enhancement of homogeneity in public organizations of Qom province.

Minor Hypothesis 15: There is a significant relationship between social participation of employees and managers, and the enhancement of shared language in public organizations of Qom province.

Methodology

It is a descriptive research and the writer tries to describe the facts impartially and without any intervention of personal mentality. The report of situation in objective manner is on the agenda. Statistical research population is composed of five public organizations with social, cultural, political and serving functions in Qom province. Total employees are six hundred fifty. The formula that is used to determine the size of the sample is as following:
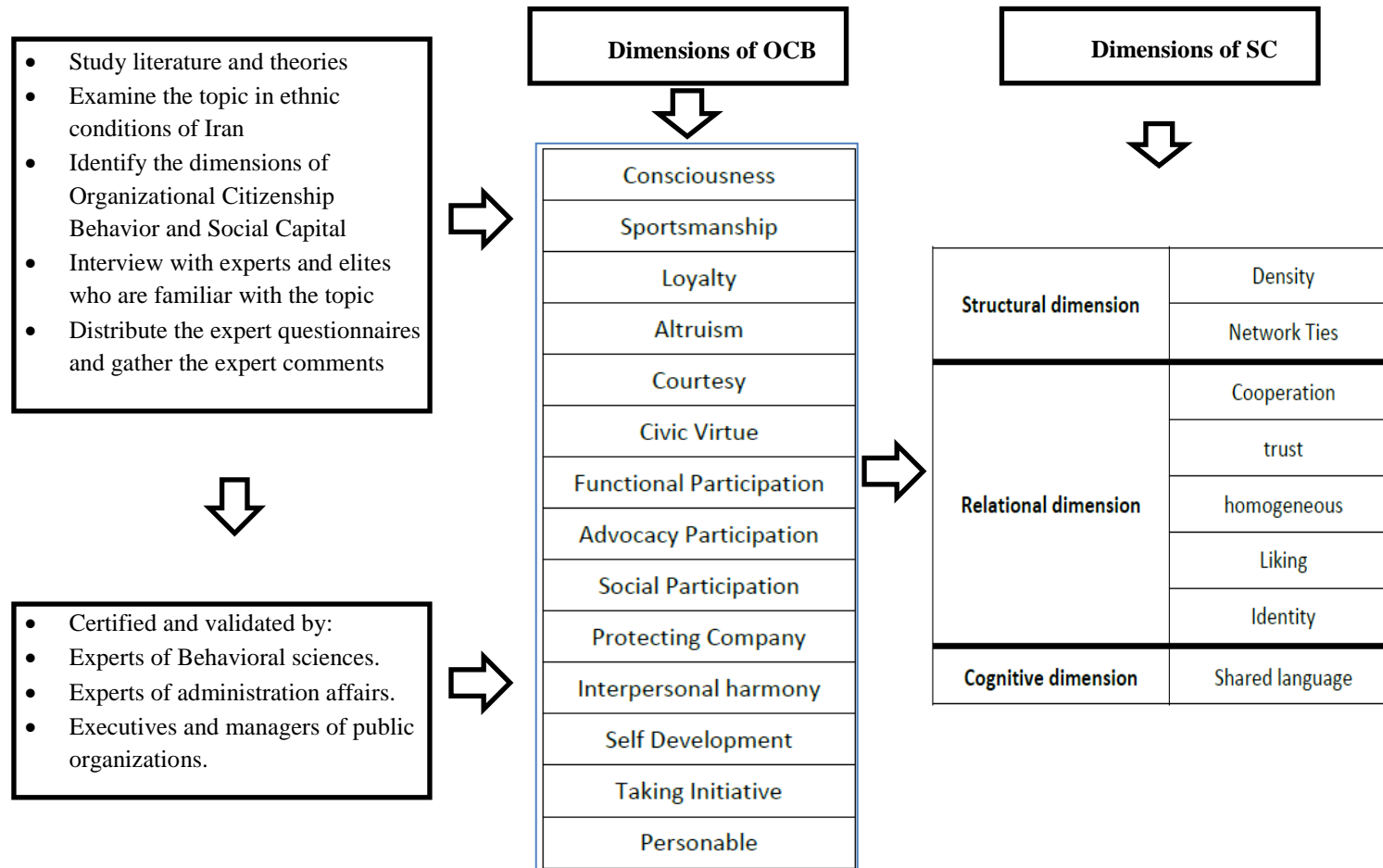
	Dimensions of OCB
• Study literature and theories	Consciousness
• Examine the topic in ethnic conditions of Iran	Sportsmanship
• Identify the dimensions of Organizational Citizenship Behavior and Social Capital	Loyalty
• Interview with experts and elites who are familiar with the topic	Altruism
• Distribute the expert questionnaires and gather the expert comments	Courtesy
	Civic Virtue
	Functional Participation
	Advocacy Participation
• Certified and validated by:	Social Participation
• Experts of Behavioral sciences.	Protecting Company
• Experts of administration affairs.	Interpersonal harmony
• Executives and managers of public organizations.	Self Development
	Taking Initiative
	Personable

Dimensions of SC

Structural dimension	Density
	Network Ties
Relational dimension	Cooperation
	trust
	homogeneous
	Liking
	Identity
Cognitive dimension	Shared language

Figure 1. The model of relationships between the OCB and its influence on SC

$$n = \frac{N\, z^2_{\frac{\alpha}{2}}\, \sigma^2_x}{\epsilon^2(N-1) + (z^2_{\frac{\alpha}{2}}\sigma^2_x)}$$

n= the size of the sample
N=the size of the population
α = the level of error

$Z_{\frac{\alpha}{2}}$ = the amount of statistic normal distribution

σ^2_x = the population variance
€ = the level of confidence
The result of data about the sample is shown in the following table:

Table 1. The data of sample formula

row	Title	Description	Number
1	N	the size of population	650
2	α	the level of error	.05
3	$Z_{\frac{\alpha}{2}}$	the amount of statistic normal distribution	1.96
4	σ^2_x	the population variance	1.0651
5	€	the level of confidence	.15
6	n	the size of sample	142

The sample size based on the formula is one hundred and forty two, but because it was possible that some of the questionnaires would not return, I sent more than one hundred and forty two questionnaires (170), and received almost one hundred fifty of them.

To measure reliability, I sent questionnaires to thirty employees and managers of the statistical population and Cronbach's Alpha obtained is 0.917 which indicates an excellent level of reliability. In order to increase the content validity of the questionnaire, twenty of them were sent to organizational behavior teachers and experts. Not only they filled in the questionnaires, but also they commented on the scales employed. Their suggestions were collected and some reforms were made to improve validity of the questionnaires.

Data Collection Procedures

The data were obtained from documents, observations, interviews and the questionnaires. The last tool was the most useful in collecting the data. In this research, a five-point Likert-type response scale ranging from very strongly agree to very strongly disagree is used. Respondents were asked to rate their idea about the indicator that is described in questionnaires. Responses that are equal or less than three points are known as dissatisfied responses and those which are more than three points are known as satisfied responses. The summary of the test results done on dimensions of OCB and SC can be seen in the following table:

Table 2. The summary of test results which are done on the dimensions of OCB and SC

Title	Frequency		percentage		p-value	Result of test	Description of the situation
	Dissatisfied comments	Satisfied comments	Dissatisfied comments	Satisfied comments			
Consciousness	11	151	.068	.932	.000	Rejected H_0	satisfied
Sportsmanship	29	133	.179	.821	.000	Rejected H_0	satisfied
Loyalty	79	83	.488	.512	.014	Certified H_0	Dissatisfied
Altruism	21	141	.130	.870	.000	Rejected H_0	satisfied
Courtesy	9	153	.056	.944	.000	Rejected H_0	satisfied
Civic Virtue	10	152	.062	.938	.000	Rejected H_0	satisfied
Functional Participation	71	91	.438	.562	.180	Certified H_0	Dissatisfied
Advocacy Participation	39	123	.241	.759	.000	Rejected H_0	satisfied
Social Participation	67	95	.414	.586	.393	Certified H_0	Dissatisfied
Protecting Company	31	131	.191	.809	.000	Rejected H_0	satisfied
Interpersonal harmony	21	141	.130	.870	.000	Rejected H_0	satisfied
Self-Development	21	141	.130	.870	.000	Rejected H_0	satisfied
Taking Initiative	74	88	.457	.543	.081	Certified H_0	Dissatisfied
Personable personality	34	128	.210	.790	.000	Rejected H_0	satisfied
Network Ties	112	50	.691	.309	.000	Certified H_0	Dissatisfied

Density	155	6	.963	.037	.000	Certified H_0	Dissatisfied
Trust	77	85	.475	.525	.030	Certified H_0	Dissatisfied
Cooperation	42	120	.259	.741	.000	Rejected H_0	satisfied
Liking	46	116	.284	.716	.002	Rejected H_0	satisfied
Identity	79	82	.491	.509	.012	Certified H_0	Dissatisfied
Homogeneity	84	73	.328	.472	.001	Certified H_0	Dissatisfied
Shared language	44	115	.277	.723	.001	Rejected H_0	satisfied

Therefore, we can make decision about variables according to P-value. If it is less than (α) the level of the test and the percentage of satisfied comments are more than %60, the H_0 is rejected. So, the H_0 and H_1 are shown as following:

$$\begin{cases} H_0 : P \leq P_0 \\ H_1 : P > P_0 \end{cases} \qquad P_{0 = \%60}$$

Data Analysis Procedures

In order to examine the research hypotheses and to measure the relationship between variables, we used Spearman's correlation coefficient test. The following table contains the significant correlation between the OCB and SC:

Table 3. The summary of test results which are done on the relationship of OCB and SC

hypothesis	Dimensions		Correlation coefficient	p-value	Result of test	Description of situation
	OCB	SC				
1	Consciousness	Cooperation	.156	.048	Rejected H_0	Direct and weak correlation
2	Sportsmanship	trust	.207	.008	Rejected H_0	Direct and weak correlation
3	Loyalty	homogeneity	.411	.000	Rejected H_0	Direct and weak correlation
4	Altruism	Liking	.424	.000	Rejected H_0	Direct and medium correlation
5	Courtesy	Cooperation	.255	.001	Rejected H_0	Direct and weak correlation
6	Civic Virtue	Identity	.451	.001	Rejected H_0	Direct and medium correlation
7	Functional Participation	Density	.137	.081	Certified H_0	No correlation
8	Advocacy Participation	trust	.229	.003	Rejected H_0	Direct and weak correlation
9	Social Participation	Network Ties	.280	.000	Rejected H_0	Direct and weak correlation
10	Protecting Company	trust	.145	.066	Certified H_0	No correlation
11	Interpersonal harmony	Cooperation	.312	.000	Certified H_0	Direct and partially weak correlation
12	Self-Development	Network Ties	.019	.806	Certified H_0	No correlation
13	Taking Initiative	Network Ties	.117	.139	Certified H_0	No correlation
14	Personable personality	homogeneity	.010	.905	Certified H_0	No correlation
15	Social Participation	Shared language	.184	.020	Rejected H_0	Direct and weak correlation

Conclusion

The findings of this research as shown in the above table, indicate the significant relationship between OCB and SC. all of the obtained correlations are direct but some of them are weak. The greatest correlation coefficient is between civic virtue and identity, and the least correlation coefficient is between consciousness and cooperation. So it can be claimed that in general the relationship between these two variables of the research is accepted, h this relationship is not strong in some of dimensions.

As observed, the social capital and particularly the related dimensions of SC in public organizations of Qom province are not satisfied. So, the top managers should try to prompt the homogeneity of employees and first-line and middle managers by changing or exploiting the position or situation in the department that they will be more comfortable and more friendly with other colleagues .for example, based on this suggestion, it is better to organize congenial colleagues in the same team works or in the same groups.

According to the results of this research, the situation of OCB in public organizations of Qom province is not very satisfactory and excellent. On the one hand, all accept that OCBs are necessary for improvement of the organization, and on the other hand, we see that it is not a very good situation. To improve and develop OCBs in public organizations, we should regard multiple factors not one or two factors. For making the OCBs appear, we need the suitable context.

The personnel's attitudes toward structural dimensions are negative, so they should carry out alterations in structures to improve social capital.

Establishing suggestion systems, decreasing the levels of hierarchy, participating and engaging them in the affairs of organization, are necessary to prompt the structural dimensions of social capital.

The rate of trust in the sample is low. Then it should be identified that what is the origin of this distrust? They have to discover the roots of this distrust and try to eradicate it. Some part of this distrust originated from the lack of transparency in distribution of information, the other part originated from inequity and unjust behaviors with coworkers, and the other from unpleasant sense or perception they have about organization. If it is dysfunctional, then eradication of distrust factors will not be hard.

To encourage people to exhibit OCB, it is necessary to consider their motivations and to know the sources of their behaviors and attitudes toward their work and environment.

Among the dimensions of OCB, loyalty is less supported. Without personnel's loyalty, the organization cannot be successful. Hence, they should look for the ways that inspire the personnel's loyalty.

Implications and Directions for Future Researches

To examine the reasons for low correlation coefficient between some of the dimensions of the two variables in this research, in spite of the idea that everything looks very good.

To study these relations in other public organizations and private companies as well as to perform comparative studies about OCB and SC are strongly suggested.

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رفتارهای شهروندی سازمانی و بررسی رابطه آن با افزایش سرمایه اجتماعی در سازمان‌های دولتی استان قم

حمید زارع

استادیار پردیس قم دانشگاه تهران، ایران*

چکیده

رفتارهای شهروندی سازمانی و آثار و پیامدهای آن از موضوعاتی است که در دهه‌های اخیر، مورد توجه بسیاری از محققان و پژوهشگران مباحث حوزه سازمان و مدیریت واقع شده است. یکی از این آثار می‌تواند ایجاد و افزایش سرمایه اجتماعی باشد که هنوز پیرامون آن پژوهش جامعی در سازمان‌های دولتی ایران صورت نپذیرفته است. مؤلف این نوشتار در تلاش است تا با ارائه ابعاد و مولفه‌های رفتارهای شهروندی و سرمایه اجتماعی و شناسایی شاخص‌های سنجش این متغیرها، به بررسی ارتباط بین این دو و تأثیر رفتارهای شهروندی سازمانی در افزایش سرمایه اجتماعی در سازمان‌های دولتی استان قم بپردازد. در خاتمه براساس یافته‌های این پژوهش، پیشنهاداتی برای دست‌اندرکاران سازمان‌های دولتی و کسانی که به‌دنبال بهبود عملکرد زیر مجموعه‌های خود هستند، ارائه شده است.

واژگان کلیدی

رفتارشهروندی، سرمایه اجتماعی، سازمان‌های دولتی، علوم رفتاری، توسعه رفتار شهروندی.

* نویسنده مسؤول   تلفن: ۶۱۶۶۱۵۸ ۰۲۵۱   Email: hzarea@ut.ac.ir