The Relationship between Organizational Citizenship Behavior and Social Capital in Higher Education Centers (Public, Private and Azad) of Guilan Province
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Abstract
The objective of this study is to investigate the relationship between organizational citizenship behavior and social capital in Guilan Province Universities (Iran) with emphasize on the social variables. In fact, this study sought to identify the dimensions of social capital variables and organizational citizenship behavior. The dependent variable in this study is social capital based on Nahapit & Ghoshal’s model; include cognitive dimensions, structure and communication. The independent variable is organizational citizenship behavior based on model of Oregon include Work Conscience, altruism, civic virtue, sportsmanship, courtesy. Descriptive Method was used to accomplish the stated goals, and a questionnaire was used to collect data. The sample size of present study is 250 that randomly selected. After to collect questionnaires, data for analysis were entered into SPSS software and hypothesis test results indicate that there is significant relationship between organizational citizenship behavior and social capital in Guilan Province Universities. All aspects of the relationship between organizational citizenship behavior and social capital have seen a significant.

Keywords: Social Capital, Organizational Citizenship Behavior, Higher Education, Guilan

1. Introduction
Besides human capital, financial and economic capital has raised another capital In the name of social capital in organizations. This concept refers to communication and links between members of a network as a valuable source that with creation of norms and mutual confidence led to members’ goals. Social capital has a sociological root, thus it is suitable field for human and physical capital productivity and is considered the way to achieve success. Managers and personal that can build social capital and promote it in organization, achieve to career and organizational success. Since the creation of social capital is balancing its performance and promotion, according to social capital features and its advantages seems that managers can promote it with enter specific behaviors and norms. Social capital gives meaning to personal life and makes life easier and more enjoyable (Rahmanpour, 2003). Nowadays for development is needs to social capital more than economic capital, physical or human merely because financial capital, physical and human without social capital is considered as a guiding principle for achieving development. In other words, the optimal use from human and physical capital and financial in organization, No interaction network among organizational members that along with trust, love and friendship, and in keeping with the norms and values of the organization, would not be possible (Vigoda, 2000). Social capital is mainly based on social and cultural factors and its identification as an investment in level of macro management in developing countries and also the level of organization management and business can creates new understanding of the socio-economic system and help managers in better guidance system. Social capital is relationship that a human connect with those who know. Means quality and variety of business networks and personal communication networks that human has role in those. Social capital can be obtained by phenomena such as mutual trust, mutual social interaction, social groups, a collective sense of identity, a sense of a shared vision of the future, teamwork in a social system. Managers who employ ethical principles in decisions of organization and performance, by establishing relationships based on ethics are created social capital (Nejat, 2009).
Existence of social capital in educational environments such as universities is essential and can be very effective in educational success and achieving the objectives of such organizations. In the present study examine the University of Guilan province that is specified social capital status and organizational citizenship behavior.
2. Problem Statement

Separation of managers from community is one of the problems the loss of social capital that appear as different effects of us and them. In such cases, managers see themselves differently from others and feel separation between themselves and employees. Therefore, social capital is manifestation of social, cultural, economic or organizational based on trust and participation of individuals. Manager and leader efforts to build confidence among members of groups and organizational units and between different units are from most important measures to improve social capital. Simply trust forms with creation of relationships and communication ongoing and gradually (Borman, 2001).

Cappeli is believed that creating and using social capital requires behavior change and thinking style. Comprehensive training programs are ideal model for people that want to learn new behaviors, find, discover and implement. Hence, develop ongoing and specific opportunities for training within the organization and outside the organization and prepare annual program for all levels of jobs and notify to employees is an important task of managers for creating social capital (Zarea, 2011).

From the view of researchers, managers through indicators and factors such as: Guidelines and circulars; - multiple institutions supervision and inspection; - spreading rumors; - characters assassination and destruction; - administrative infractions; - disregard the employees to organization; - failure of working teams and committees in organization; - employees tendency to learn update knowledge and share knowledge and information; lack of competing moral within the organization or against competitors; - increasing absences and holidays can recognize the degree of social capital in organization; this means that whatever the causes of this field is high, social capital will be less (Fernandez,1995).

However, one of the most important features for working in any organization in changing conditions having people that willing to participate in successful change of organizations without formal requirements of jobs, behaviors that go beyond role formal expectations but is more important and even essential for survival of the organization and are defined as organizational citizenship behavior (Steven & et al, 2004).

Successful organizations need employees who worked over their normal duties and have performance beyond expectations of organizations. Organizational citizenship behavior describing actions that the staff works more than predetermined needs of their role and this causes an increase in organizational effectiveness (Ebili, 2008). Institutions to effectively perform their duties required employees that work beyond the requirements of their major role in organization. They noted that within each work group in a factory, within any department of public system or even within each unit of a university, there are countless collaborative activities that without realizing their complete, all system will not reach its goal. A limited number of these activities within the job description of the employee is considered and a lot of them are behaviors out of role (behaviors that are not as written and formal in job description) that to achieve organizational effectiveness, attention to them seem necessary (Podsakoff&., 2000).

Organization without the willingness of people to work, are not able to develop their effectiveness. Differences of spontaneous or forced cooperation are very important. In forced status individual will perform their duties based on the rules and regulations and standards set by the organization and just to the extent compliance requirements while spontaneous cooperation and conscious of individuals, efforts, energy and their vision use to the flourishing of their ability benefit to organization. Nowadays in modern management literature, the conscious and spontaneous behaviors of individuals are known titled organizational citizenship behavior (Wahyu Ariani, 2012). The main problem in this study is that if don’t develop the OCB and social capital, Access to organizational effectiveness will faced challenges. In this research may be examined the effect of organizational citizenship behavior on social capital in higher education centers of Guilan Province.

Organ employees’ citizenship behavior knows as part of employee positive measures to improve the productivity and coherence in and solidarity of working environment that is beyond organizational requirements (Hudson, 2000:70). Literature review reveals that there are two main views in the definition of the concept. Organ (1988) and other researchers in this thread earlier, this type of behavior has considered as extra role behavior. In a way that people assistances is beyond role requirements that is assigned to them and directly and clearly through the formal reward system is not appreciated (Castro & et al, 2000:29).

To assess of OCB, OCB dimensions and components that have been presented by Oregon, is used. These five dimensions of OCB are: 1- Consciousness - 2 altruism 3 - civic virtue 4 – sportsmanship 5 – courtesy (Markoczy & Xin, 2004:3). Consciousness, altruism, civic virtues are considered as active and positive contributor components. Sportsmanship and courtesy are components to avoid damage to the organization. Altruism is helping colleagues in performance involved their duties. Courtesy is thinking about how individual actions affect others. Sportsmanship is tendency to Patience in the face of the inevitable interfere and extortion job done without complaining. Consciousness is behavior that goes beyond the requirements specified by the organization in the workplace (like work after office hours for the benefit of the organization). Civic virtue is as behavior that shows respect to participation in the organizational social life (Bienstock & et al, 2003).
3. Research Hypotheses

1. There is a relationship between civic virtue and social capital in higher education (public - private - Azad) Guilan province.

2. There is a relationship between altruism and social capital in higher education (public - private - Azad) Guilan province.

3. There is a relationship between conscientiousness and social capital in higher education (public - private - Azad) Guilan province.

4. There is a relationship between sportsmanship and social capital in higher education (public - private - Azad) Guilan province.

5. There is a relationship between courtesy and social capital in higher education (public - private - Azad) Guilan province.

4. Research Methodology

In this study is used descriptive method that is a popular type of research. Statistical population includes all university staff in Guilan province that is in three categories of public, private and Azad. Total statistical population includes 6012 faculty and non-faculty in University of Guilan province. Sample size is obtained 250 staff. Sampling method is Simple Random Sampling. Due to the nature of the study, questionnaires were used to collect data. Face validity is used for validity of questionnaires. Cronbach Alpha coefficient method used for the measure of reliability. Cronbach Alpha coefficient is obtained more than 60%, thus questionnaire is reliable. Also inferential statistics (eg, Pearson correlation test) is used to examine hypotheses.

5. Data Analysis

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1. There is a relationship between civic virtue and social capital in higher education centers (public - private - Azad) Guilan province.

According to Pearson correlation test, there is relationship between civic virtue and social capital (0.000); direction of this relationship is positive and moderate. Means by strengthening civic virtue increases social capital and by weakening of civic virtue reduces social capital. Based on theory of Oregon civic virtue as one of the components of organizational citizenship behavior has impact on social capital that research results confirms this theory. In this study according to regression testing, civic virtue is the most influential variable on social capital.

2. There is a relationship between altruism and social capital in higher education centers (public - private - Azad) Guilan province.
According to Pearson correlation test, there is relationship between altruism and social capital (0/000); direction of this relationship is positive and moderate. Means by strengthening altruism increases social capital and by weakening of altruism reduces social capital. Based on theory of Oregon altruism as one of the components of organizational citizenship behavior has impact on social capital that research results confirms this theory.

3- There is a relationship between conscientiousness and social capital in higher education centers (public - private - Azad) Guilan province.

According to Pearson correlation test, there is relationship between conscientiousness and social capital (0/000); direction of this relationship is positive and moderate. Means by strengthening conscientiousness increases social capital and by weakening of conscientiousness reduces social capital. Based on theory of Oregon conscientiousness as one of the components of organizational citizenship behavior has impact on social capital that research results confirms this theory.

4- There is a relationship between sportsmanship and social capital in higher education centers (public - private - Azad) Guilan province.

According to Pearson correlation test, there is relationship between sportsmanship and social capital (0/027); direction of this relationship is positive and moderate. Means by strengthening sportsmanship increases social capital and by weakening of sportsmanship reduces social capital. Based on theory of Oregon consciousness as one of the components of organizational citizenship behavior has impact on social capital that research results confirms this theory.

5- There is a relationship between courtesy and social capital in higher education centers (public - private - Azad) Guilan province.

According to Pearson correlation test, there is a relationship between courtesy and social capital (0/000); direction of this relationship is positive and moderate. Means by strengthening courtesy increases social capital and by weakening of courtesy reduces social capital. Based on theory of Oregon courtesy as one of the components of organizational citizenship behavior has impact on social capital that research results confirms this theory.

6. Conclusions and Recommendations

Results of this research indicate that there is significant relationship between organizational citizenship behavior and social capital in Guilan Province University. All aspects of the relationship between organizational citizenship behavior and social capital have seen a significant. Thus based on result obtained are offered the following recommendations:

- Sportsmanshipin individual behavior is one of the factors that will link individuals to society; as a result, this links increases social solidarity and enhance social capital. In this research individuals sportsmanship was in the average levels; therefore for strengthen sportsmanship should be increase the network of relationships and trust between persons to be effective in boosting the morale of persons chivalry.

- Civic virtue is one of the reasons that values shared by members of a society makes closer together. As noted in the study, civic virtue is the most important factors influencing social capital. Therefore, strengthen social values and maintain patterns can have been an important impact in increase social capital.

Altruism occurs through the assistance and collaboration in society. In other words, it is a form of social support. Altruism through social support and social networks can be a significant role in strengthening social capital. Altruism is caused to links person with its organization society.

Conscientiousness is one of factors affecting in performance of different organizations and foundations. Whatever the relationship between levels of management and employees be more links, will significant impact in increasing work conscience. Therefore, employee needs in the lower and middle levels and developing relationships with them can have an important role in working conscience.
Respect is a component that is caused to the individual social acceptance in organization. Protect the rights and privacy of others in the organization environment and institutional are effective factors the strengthening of courtesy.
References


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