

Organizational Citizenship Behavior And Employees Social Capital Case Study Rasht Hospitals

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Abstract: Today's the citizenship behavior in the hospitals is an important subject because patients who need special care and positive behaviors of nurses and doctors with patients have an important role in strengthening morale and betterment of them. On the other hand the citizenship behavior leads to the development of shared ties and affective relations between the employees and can help to form social capital in the organizations. According to the discussed subjects in this research we would study that is there a meaningful correlation between citizenship behavior and social capital in the Rasht hospitals. Therefore, the aim of this paper is the measuring social capital and citizenship behavior, and also the study of relationship between these two factors in Rasht hospitals. In order to respond to this question and research objectives the research method is survey research and for gathering data collection we used the two standardized questionnaires. The statistical population of this research is employees in all of 12 hospitals in Rasht city that they are 4714 employees. Then, distributed 300 questionnaires based on simple random sampling and finally we were collect 253 questionnaires for statistical analysis. The results shows that based on Pearson correlation analysis the main hypothesis approved, i.e. there is a significant relationship between citizenship behavior and organizational social capital. Also all dimensions of citizenship behavior have a meaningful relationship with social capital and this is indicating that all of the research sub-hypotheses are approved. On the other hand, T-test results indicate that both main variables, i.e. citizenship behavior and social capital was higher than average, so they have a proper status in Rasht hospitals. Also, in the field of citizenship behavior, the civic virtue is only variable that is equal with average and the rest of dimensions are higher. Finally, in social capital, structural dimension is equal with average and cognitive and communication dimensions are higher than average.

Keywords: Citizenship Behavior, Social Capital, Conscientious, Civic Virtue, Peacemaking

INTRODUCTION

Researchers paid attention to the organizational citizenship behavior due to the strong results and positive effects on performance (Bolino et al, 2002; Cohen and Kol, 2004). Concept of organizational citizenship has an exquisite perspective to the organizations labor and looks their as citizens and try to how best to enhance the citizenship. Organizational citizen is defined as individual that shows some beyond the role behaviors and duties beyond their formal job descriptions. Organizational citizen despite of performed beyond behaviors don't expect that earn organizations rewards, but s/he is a job sacrifice person and believes this job is effective for excellence organization and will spend all their efforts to improve and develop your organization.

Citizenship behavior is more important in the hospital because patients who need special care and positive behaviors of nurses and doctors with patients have an important role in strengthening morale and betterment of them (Mardani-Hamole and Heydari, 2009). Also, researchers believe that citizenship behaviors facilitate access to hospital goals and improve its performance (Chu et al, 2005).

Remarkable collection of organizational citizenship behavior literature is to study the determinants its main factors. Among these factors can pay to some factors such as organizational justice, organizational trust, job satisfaction, organizational commitment and etc. For example, the researchers mentioned that staff when doing beyond their formal job that will satisfy their jobs, committed to the organizations and they have the supporter or inspiration leaders. Since there is many factors based on individual characteristics for prediction citizenship behavior (Bowler and Brass, 2006), but the aim of this study is focus to interpersonal factors. So assume that citizenship behavior is not solely due to personal desires but the relationship features and network is effective on the incidence of this behavior.

According to Hitt et al (2002) social capital is one of the most important of interpersonal factors that impact on improving the organizational citizenship behavior. Although the definition of social capital is vary in different scientific but the important component of all definitions is have a relationship especially the relationship between individual (Hitt et al., 2002).

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Social capital in the organizational context leads to positive effects on other factors, which include: knowledge transfer (Rhodes et al, 2008); success in career path; managers payment and remuneration; product innovation; effectiveness of multi functional teams; decrease of managers displacement rate; entrepreneurship strengthening (Borgatti and Foster 2003); emotional intelligence (Brooks and Nafukho, 2006) and learning between corporate (Adler and Kwon, 2002). But the organizational citizenship behavior is one of the factors that lower focused to it. So this question exists: is there a meaningful correlation between social capital and citizenship behavior in the Rasht hospitals? This question was followed to achieve the objectives includes are assessing the social capital and citizenship behavior, the relationship between these two factors in Rasht hospitals.

In this regard, the related theoretical foundations presented in the three main social capital, citizenship behavior, and explain the relationship between these variables, which provide the formation of research model. Then the hypothesis based on the model introduced and described the research methodology includes variables measurement tools, population and sample. Finally, present the results and discussion.

Literature Review:

In this section the theoretical literatures presented in the three main social capital, citizenship behavior, and explain the relationship between these variables as follows:

Social Capital:

Social capital is set of social resources that created through personal interaction. Coleman (1990) defines social capital as an aspect of social structure that created values and facilitate persons activities to within its structure. This concept refers to the set of social networks values, trust, information conduct and cooperation that is created by this social network.

Interpersonal relationships in the social capital is the key to success and promotes to strong communication in social networks by creating an environment includes trust and goodwill. Then, it can be lead positive outcomes. Social capital plays an essential role in creating an environment that is causing the employee development and maintenance. Social capital is an asset that provides opportunities for employees and groups to access information, knowledge and resources in their social networking. Thus, social capital is total actual and potential benefits derived from networks and social relationships that belong to the individual or organization (Acquaah, 2007; Evans and Carson, 2005).

Social capital compared to human capital is not an individual quality, but refers to some opportunities providing by social structure. Social capital is the source that created by organizational posts, dependency to elite groups and social networks. These aspects are complement and strengthen the people social capital. Organizational posts lead to social affiliation and relationship with the elite group and vice versa; social network is a key to entry new roles and occupation the new career opportunities. The importance of social networks has been suggested in several studies for employment opportunities and career progression (Maman, 200).

Many authors used the point of view based on sources for express the importance of social capital. For example, Hitt et al. (2002) believes that investment social capital in organization members' is equal with creating a strategic resource. According to this view, successful organization has capabilities and unique resources that this is competitive advantage against their competitors. These resources are invaluable, especially when they are rare, unpredictable and uncontrolled imitation (Bolino *et al*, 2002). Nahapiet and Ghoshal (1998) said that development of social capital in organizations is a source of competitive advantage and it will be facilitate interpersonal relationships that ultimately lead to organizational success. Cohen and Prusak believe that social capital is the scarcest and perishable resource and can be help all aspects of organizational life and therefore its development is a major priority for organizational leaders. So, strengthening of social capital can brings an environment that formed beneficial mutual relationships between employees and organizations (Cohen and Prusak, 2001). Social capital used and conceptualization in different situations such as national, social, between organizational, institutional and individual. Organizational social capital is defined as a source that indicates organization social relations and will be realized through target members and the group trust. Here, social capital is as public goods, therefore, the structure of large and middle levels formed the concept of organizational social capital such as common identity and collective action (Leana and Van Buren, 1999). Organizational social capital can help the companies to access the external resources (Hitt *et al*, 2002) and also facilitate to internal coordination (Sirmon *et al*, 2007) because there isn't a corporate that can control whole sources. So should be providing his required resources from external environment therefore, social capital help companies to earn these resources such as information and date, technologies, knowledge, financial capital and relationships with important external actors.

The social capital also facilitates coordination of activities and project between different task units and is a factor for more effective the implementation of decision. This matter occurs through informal call between those of the units that have strong social ties with each other. Social capital is not easily accessible like many other sources and to achieve it should be designed strategies (Arregle, 2007). Cohen and Prusak believe that to create

the appropriate environment for growth of social capital should be formed a set of values and behavioral norms. They mentioned three most important procedures: 1) communication: includes a series of values and behavioral norms that deepening the cooperation and strengthen the sense of present and membership in the community; 2) trust: including collection of values and behavioral norms that leads the employees trust to the organization instead of adopting the defensive stance against the organization and their representatives; 3) cooperation: include values and behavioral norms that encouraged the collective effort instead of individual efforts (Ellinger et al, 2011).

Organizational Citizenship Behavior:

Chester Barnard (1930) surveys the phenomenon of organizational citizenship behavior as beyond the role behaviors. Also, Katz and Kahn (1996) describe beyond the role behaviors will improve organizational efficiency. Workplace norms have various aspects that encompass how to organize production processes and protect the employees' rights. It is natural that citizenship behavior deals with a broad range of these norms. Organs indicate that organizational citizenship behavior refers to fair and voluntary actions such as assist colleagues on working issues, polite behavior with personnel and competently described the organization to outside people which will improve the effectiveness of the organization. Organization managers respect to staff that shown citizenship behavior because simplify their managerial duties. In this regard the management citizenship behavior defined as compatibility and agreement between management duties and effective work norms (Bies, 1987). Organizational citizenship behavior is individual behavior based on insight and directly or explicitly not identified by the formal reward system and will improve organizational performance (Organ, 1988). This definition emphasized three main characteristics of citizenship behavior: First, this behavior must be voluntary, i.e., not a predetermined task and not a part of official duties of a person; Second, this behavior has organizational aspects and third characteristic that the organizational behavior citizenship is multi-faceted nature.

Organizational citizenship behavior is a tool for interdependence management among members of work units that reinforce the collectively positive outcomes; reduced organizations need to allocate scarce resources for the simple tasks and will enhance the ability of others by creating more time for planning and problem solving (Organ, 1988). Some researchers defined citizenship behavior as conduct that is not employees' official duties, but it is useful for organizations such as timeliness, help to colleagues, doing volunteer work, providing innovative proposals for progress and not wasting time.

Graham (1991) believes that citizenship behaviors in organizations are 3 categories:

1. Organizational obedience: This term describes identified the necessity behaviors and practices and accepted in the reasonable structure of rules. Indicators of organizational obedience are behaviors such as respect for organizational laws, perform duties completely and responsibilities with regard to organizational resources.
2. Organizational loyalty: the loyalty is different from self-loyalty, loyalty to other individuals and organizational units and departments. Its dedication the extent of staff sacrifices for organizational benefits, support and defend the organization.
3. Organizational participation: this term involved in managing the organization and including such as: presence in session, sharing their ideas with others and awareness to the organization current issues.

Graham (1991) believed that the citizenship behavior is directly influenced by the legal that is given to person by organization. In the framework the organizational citizenship rights, including employment justice, assessment justice and to address employee complaints. Accordingly, when employees feel that having the organizational citizenship rights therefore, they shown the citizenship behavior and obedience organization. In dimension the social rights of organization that include have a fair behaviors to employees the case is the same such as increasing salaries and benefits and social situations. When employees feel that having organizational social rights they will be loyal to the organization and appear the citizenship behavior like loyalty. Finally, when employees see their political rights are respected in the organization and their right to participation and decision making is saved they also appear the citizenship behavior like participation type.

Organ (1988) Believes That Organizational Citizenship Behavior Has Five Areas:

- 1) Conscientious: this behaviors guidance the individual for doing their duties in somewhat higher than expected levels, for example a person doesn't protract his lunch or in urgent cases s/he will not shut down his work.
- 2) Courtesy: indicates respectful behaviors that avoid creating the problem and difficult in the workplace, for example, a person tries to avoid create problems to colleagues or will consult with others before doing action.

- 3) Altruism: are helping behaviors by an individual in order to help employees and connected with specific tasks and organizational issues (e.g. the person will help the others that their work is heavy and spend his time with high interest for helping the others for solve their problems.
- 4) Sportsmanship: This behavior prevents the high creak in the workplace (e.g. a person doesn't spend a lot of time for minor and insignificant issues and will never search for organization fault.
- 5) Civic virtue: are behaviors that indicate the person responsible participation related to in organization activities, for example individuals coordinate their duties with organization events or doing things that are not in the domain of duties, but raising the organizations fame.

Also, Piercy *et al.*, (2002) studied the research literature and added some other dimensions to above aspects that include: cheerleading (to encourage others and give hope to them) and peacemaking (dispute resolution and play agent stabilizer role). Therefore, with these two items the concept of citizenship behavior is formed that in present study this same scale is a base for evaluation the organizational citizenship behavior.

Relationship Between Citizenship Behavior And Social Capital:

Literature review shows that are very hard to establish the causal relationship between citizenship behavior and social capital, especially the most relevant survey research is not experimental or longitudinal. So, can be said that citizenship behavior lead to social capital and also may be argue that social capital has a relationship with citizenship behavior. For example, some believe that friends have a more citizenship behavior toward each other than others. Strong friendly relations that led to the parties expect equal and reciprocal behavior from each other. So when one of the parties involved in social interaction doing citizenship behavior toward other members of the network probably other members have the same interaction and this situation will be strengthened this cycle. Social relations between people are the important factor for the formation of citizenship behavior. People probably have citizenship behaviors just toward friends or influencing people not for all employees or customers, so strong relationships were more motivated to help others. However, citizenship behavior could be outcome of interpersonal communication. Therefore, in accordance social exchange views to citizenship behavior, likely is that people who know each other and also have confidence in each other they regarding behavior beyond their role and with participation in organizational citizenship behavior can support social structure of group or organization.

Some organizations that want their employee's incidence organizational citizenship behaviors should create an environment that can inspire employees to achieve high levels of social capital (Ellinger *et al.*, 2010). In this environment social relationship, trust, cooperation and exchange of resources are strengthening (Sparrowe *et al.*, 2001). This concept is stressed on interpersonal behavior as an exchange process and indicate that the forming a strong relation and facilitate the success social exchange are important. Accordingly the basic concepts of social exchange, i.e. equality, when people see the justice and trust in transactions they probably like to participate in positive organizational citizenship behavior. Although the organizational citizenship behavior seen as dependent variable in past researches and assume that social capital can improve organizational citizenship behavior, but social capital can also be its outcome (Bolino *et al.*, 2002), however, most of the research about social capital have been concentrated on the its consequences not effective factors (Borgatti and Foster, 2003).

Bolino *et al.*, (2002) concluded that citizenship behavior led to the development of relation and affective shared between the employees. On the other hand, Organ (1988) discussed the citizenship behaviors may have an important role in establishing relationships, so citizenship behaviors can help the organization to the forming the social capital. For example, citizenship behaviors that encourage the establishment of contact between employees can develop the structural aspects of social capital. Also the citizenship behavior can enhance the communication aspects of social capital by encouraging others to love and trust. However, as mentioned some believe the relationship is reverse, for example believe that the cognitive aspects of social capital is a precondition for civil behavior, not its outcome. Therefore, when employees want to do things beyond their duties that properly understood each other. Also, the trust is one of the dimensions of social capital, effective citizenship behavior and not its outcome.

Therefore, due attention to above discusses can be presented the hypothesis that exist bilateral relations between these two variables and the level of individual behavior is important for development the social capital and the other hand, social capital strengthen the incidence of individuals good citizenship behaviors. Social networks are forms of social capital and sources of help, support, information, consultation and awareness. Peoples who have wide network of friends who influence and synergy at different levels believe that the social capital is useful. The characteristic of a mutual relationship is observed mutual trust, respect and commitment and this is also help to beyond the role behavior and as the role (Organ, 1988). On the other hand beyond the role behaviors or organizational citizenship behaviors that doing voluntary and does not exist formal requirement for its implementation, probably plays an important role in cross-organizational relation. Therefore, organizational citizenship behavior will help to making social capital as Figure 1 (Chow, 2009).

According to conceptual model of research, main hypothesis is that there is a significant relationship between organizational citizenship behavior and social capital in Rasht hospitals. Also, sub-hypotheses are:

1. There is a meaningful relationship between conscientious and organizational social capital.
2. There is a meaningful relationship between courtesy and organizational social capital.
3. There is a meaningful relationship between altruism and organizational social capital.
4. There is a meaningful relationship between sportsmanship and organizational social capital.
5. There is a meaningful relationship between civic virtue and organizational social capital.
6. There is a meaningful relationship between peacemaking and organizational social capital.
7. There is a meaningful relationship between cheerleading and organizational social capital.

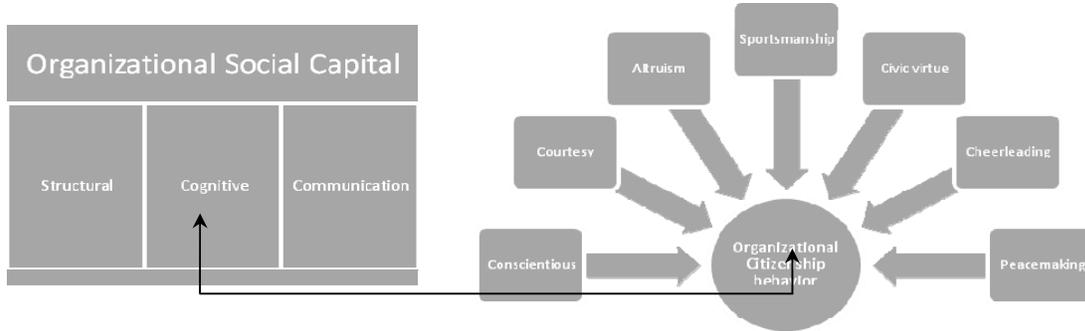


Fig. 1. Conceptual Framework of Research

Regarding the subjects of social capital and citizenship behavior and also stated hypotheses, Table 1 indicates the process of making operational variables that data collection tool was designed based on.

Table 1: process of making operational variables

Variables	References	Dimensions	Indicators
Social Capital	(Nahapiet and Ghoshal, 1998)	Structural	Network Transplantation Network Stability Network Arrangements
		Cognitive	Common Culture Common Goals
		Communication	Trust
Organizational Citizenship Behaviors	(Organ, 1988; William and Anderson 1991)	Conscientious	Present at work and getting tasks done even in disease period If possible perform duties earlier prescribed promised
	(Organ, 1988)	Altruism	Help to those are sick or absent Help new employees even if not forced to do Help the others that their work is heavy Presence in extracurricular activities
	(Organ, 1988)	Civic virtue	Support the development and changes presence and active participation in meetings express opinions even if there is a risk to rejects this views tolerance and patience in problematic situations
		Sportsmanship	not complaining about minor issues having a positive attitude to issues Respectful behavior and courtesy when confronted with clients
		Courtesy	Respect and reverence to others in the organization

(Piercy et al, 2002)	Cheerleading	Encouraged the peoples who are delay to doing his tasks
	Peacemaking	Encourage his colleagues to do the best Mediation of others in the problems when occur conflict try to stable

Research Methods:

Method:

This study is a survey research and applicable.

Measures:

Data collection tools in this study are two separate questionnaires for assessing organizational social capital and organizational citizenship behavior. Social capital questionnaire design based on Nahapiet and Ghoshal (1998) ideas and includes twenty questions to measure three dimensions: structural, cognitive and communication. Organizational citizenship behavior questionnaire design by composition the dimensions of Organ (1988), Williams and Anderson (1991) and Piercy *et al*, (2002) which also includes the twenty questions. The validity of the questionnaire was approved by the previous researchers and calculated reliability of social capital questionnaire (elision question 19) was 0.721, for organizational citizenship behavior was 0.831 and for the entire questionnaires was 0.820 that all these numbers indicate the acceptable reliability of this questionnaire.

Statistical population and sample:

The statistical populations of this study are the employees of all hospitals in Rasht. Rasht city has 12 hospitals with 4714 employees that there are four private hospitals and the others are public hospitals. Employees of private hospitals are: Arya hospital has 412 employees; Gil-e Golsar hospital 676 employees; Totonkaran hospital 113 employees, and Family hospital 104 employees. The number of public hospitals and their employees include Poorsina medical educational center has 910 employees, 593 employees in Razi hospital, Velayat hospital 231 employees, 479 employees in Heshmat hospital, Amir-Almomenin hospital 246 employees, 290 employees in Shafa, 17 Shahrivar 286 employees and Al-Zahra has 374 employees. For calculated the sample we use the following formula:

$$n = \frac{N \times Z_{\alpha/2}^2 \times \sigma^2}{\epsilon^2 (N - 1) + Z_{\alpha/2}^2 \times \sigma^2}$$

$$Z_{\alpha/2} = 1.96, \quad \square \approx \frac{5 - 1}{6} = 0.667$$

Then,

$$n = \frac{4714 \times (1.96)^2 \times (0.667)^2}{(0.1)^2 (4714 - 1) + (1.96)^2 \times (0.667)^2} \cong 165$$

To achieve this sample size based on random sampling distributed 300 questionnaires and eventually 257 questionnaires returned that after removing useless questionnaires 253 questionnaires were used for statistical analysis.

Findings:

To determine whether that we should be used parametric or nonparametric test we use Kolomogorov-Smirnov Test. Significant coefficient and number for organizational citizenship behavior was 0.957 and 0.511, and significant coefficient and number social capital was 0.677 and 0.720 that indicate that variables have normal distribution and can be used the parametric test used. Thus, the Pearson correlation analysis was used.

Inferential Findings:

Pearson correlation analysis (Table 2) shows that in a significant percentage there is a significant relationship between the organizational citizenship behavior and organizational social capital. The intensity of relation between these two variables is 0.369 and this represents a direct link between them. Therefore, the main hypothesis is accepted. As the last row of the Table2 shows that there is a significant relationship between all dimensions of citizenship behavior with social capital and this indicates approval of all sub-hypothesis in the research. Between the dimensions of organizational social capital, peacemaking (0.404) and civic virtue (0.365)

has the most relation intensity with the social capital. Other findings of the study is that structural social capital has least correlated significantly with the concept of citizenship behavior and its dimensions, so that between the sportsmanship, courtesy and cheerleading there is no meaningful relationship with structural social capital and on the other hand, this dimension of social capital (structural social capital) among other dimensions has the lowest intensity relationship ($r = 0.207$) than cognitive ($r = 0.355$) and communication ($r = 0.328$).

Table 2: Pearson correlation analysis

Dimensions/ Variables	Communication	Cognitive	Structural	Conscientious	Altruism	Civic virtue	Sportsmanship	Courtesy	Peacemaking	Cheerleading	Citizenship Behavior
Structural	0.362**										
Cognitive	0.670**	0.428**									
Conscientious	0.169**	0.128*	0.191**								
Altruism	0.205**	0.076	0.226**	0.423**							
Civic virtue	0.320**	0.258**	0.309**	0.202**	0.350**						
Sportsmanship	0.106	0.101	0.134*	0.267**	0.296**	0.203**					
Courtesy	0.104	0.109	0.151*	0.353**	0.421**	0.116	0.383**				
Peacemaking	0.161*	0.083	0.212**	0.362**	0.510**	0.184**	0.363**	0.523**			
Cheerleading	0.371**	0.225**	0.374**	0.172**	0.315**	0.231**	0.270**	0.295**	0.506**		
Citizenship Behavior	0.328**	0.207**	0.355**	0.508**	0.708**	0.504**	0.603**	0.689**	0.762**	0.618**	
Social Capital	0.875**	0.685**	0.865**	0.201**	0.214**	0.365**	0.138**	0.147*	0.190**	0.404**	0.369**

Other Findings:

In this section we were investigated extent of utility of major variables and its dimensions in this study with using one sample t test. Relevant statistical hypothesis is as follows:

H0 hypothesis: The extent of utility is equal to the average level (average is 3).

H1 hypothesis: The extent of utility is not equal to the average level (average is 3).

As Table 3 shows the achieved significance level for all variables except civic virtue and structural dimension is 0.000 which is smaller than 0.05, thus there is a significantly different between their average and expected average (3). The upper limit and lower limit is positive and this indicates that the extent of social capital and citizenship behavior is higher than average level. However, the civil virtues in citizenship behavior and structural dimension in social capital are moderate performance.

Table 3: The extent of utility of main variables and its dimensions

Variable	T-value	df	Sig.	Diversity of average	Average= 3		Results
					Confidence (%95)		
					Upper limit	Lower limit	
Communication	6.78	252	0.000	0.28557	0.2024	0.3688	H ₀ rejected
Structural	16.274	252	0.077	0.05215	-0.0057	0.1100	H ₀ accepted
Cognitive	16.274	252	0.000	0.55007	0.4835	0.6166	H ₀ rejected
Conscientious	22.576	251	0.000	0.97222	0.8874	1.0570	H ₀ rejected
Altruism	19.169	251	0.000	0.80225	0.7198	0.8847	H ₀ rejected
Civic virtue	0.922	251	0.358	0.04861	0.0553	0.1525	H ₀ accepted
Sportsmanship	13.646	250	0.000	0.63944	0.5472	0.7317	H ₀ rejected
Courtesy	32.493	249	0.000	1.40800	1.3227	1.4933	H ₀ rejected
Cheerleading	23.756	249	0.000	1.03000	0.9446	1.1154	H ₀ rejected
Peacemaking	13.841	249	0.000	0.73400	0.6296	0.8384	H ₀ rejected
Citizenship Behavior	29.392	251	0.000	0.85177	0.7947	0.9088	H ₀ rejected
Social Capital	10.285	252	0.000	0.29593	0.2393	0.3526	H ₀ rejected

Discussion and Conclusion:

According to the research objective that is measure the citizenship behavior and social capital and also investigated the relationship between these two variables in Rasht hospitals, at first we reviewed theoretical study and summarized it and concluded that there is various research about the relationship between variables that reached to different results. Therefore, this issue is deserves further investigation. Following the conceptual

model presented, and its operation process was designed. Then distributed standardized questionnaires and analyzed. The results showed that all dimensions of citizenship behavior had significant correlation with social capital, therefore, all hypotheses accepted and peacemaking and civic virtue the highest intensity with social capital.

Also, the T test to compare mean show that the main of both variables citizenship behavior and social capital was higher than average, so has an appropriate situation in studied population, i.e. Rasht hospitals. On the other hand in the field of citizenship behavior, civic virtue is the only variable equal with average and the rest are higher than average. Finally, in the field of social capital, just structural dimension is the equal with average and cognitive and communication aspects are above average. Therefore, with compare this study with similar studies can be said that so far there is only one study about the relationship between citizenship behavior and social capital (Chow, 2009) which comparing the results of this research and that study showed the confirmed that results. Also Bolino *et al.* (2002) is discussed the relationship between these two concepts theoretically but this research is different directions with their work. They used the Graham (1991) model to determine the citizenship behavior dimensions, but as they suggested to the further researchers, in the present study we use another model that combines aspects raised by the organ (1988), Williams and Anderson (1991), Piercy et al (2002). After doing research on the statistical population the researchers realized some deficiencies in the process of research that is expresses on proposed format for future researchers as follow:

First: the review of different theoretical foundations indicates that citizenship behavior was analyzed based on both individual and organizational perspectives, but in this study we studied it individually (citizenship behaviors focused on individuals). Therefore, suggest that to be determined on organizational format of citizenship behavior in future investigations.

Second: Due attention to in this research studied the role of organizational citizenship behavior in improve the employees social capital, so there is a question such as whether citizenship behavior toward the patients? So, suggest to the future researchers that will study the hospital employees' citizenship behavior toward patients and compared its results with the results of this study, and should study whether citizenship behavior toward patients shall assistance to strengthen their social capital?

Third: In this study don not attention to the type of jobs (such as doctors, nurses, healthcare workers, administrative and etc.) to effect citizenship behavior on social capital, therefore it that can investigate the extent of citizenship behavior and social capital in which group is more and better? And whether the relationship between two main variable moderated by this variable? Finally, if employees work together compared with other jobs has a more citizenship behavior toward each other? Of course, such research requires a change in sampling and data collection tools.

Fourth: In this study does not exist differentiate between public and private hospitals; therefore suggest with a more appropriate sampling, the researchers compare the incidence of social capital and citizenship behavior between public and private hospitals, i.e. whether the relationship among these two variables moderated by hospital type?

Fifth: the results of some researches show that newer members of an organization have less relationships and interactions with other members of the organization and therefore they may show the weaker social capital (Bowler and Brass, 2006). Therefore, one question that can be raised in future research is that can be assumed that the employees experience is an effective factor on their social capital?

Sixth: theoretical study shows that what employees in terms of demographic are similarities to each other interaction between them could be more and the social capital could be strengthen. Therefore, the study of demographic similarities and its impact on strengthening the relationship between social capital citizenship behaviors is one of the questions that future researchers can attention to it.

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