

The Relationship between Social Capital, Organizational Citizenship Behaviors, and Individual Performance: An Empirical Study from Banking Industry in Indonesia

Dorothea Wahyu Ariani

Dept. of Management, Atma Jaya University

Jl Babarsari No. 26 Yogyakarta, Indonesia

Tel: 274-487-711 E-mail: dwariani@gmail.com

Received: March 7, 2012

Accepted: March 29, 2012

Published: April 1, 2012

doi:10.5296/jmr.v4i2.1483

URL: <http://dx.doi.org/10.5296/jmr.v4i2.1483>

Abstract

In this study we analyzed the relationships between organizational citizenship behavior (OCB), social capital, and individual performance of banking industry in Indonesia. A survey is conducted by using questionnaires from the previous research. The questionnaires are sent to 128 branches of the bank industry located in 18 major cities in Java, Indonesia. The samples consisted of 636 tellers. Validity and reliability tests are used to evaluate the questionnaire contents. We employed structural equation modeling for the research framework and AMOS was used to analyze the model. The finding indicates altruism and courtesy affect structural, relational, and cognitive social capital, but sportsmanship doesn't. The relationship between OCB and individual performance are partially mediated by three dimensions of social capital. Theoretical and practical implications are discussed.

Keywords: Social capital, Organizational citizenship behavior, Individual performance

1. Introduction

Social capital can be broadly as a function of social structure and a set of social resource producing advantage through personal relationships. Social capital creates value and facilitates the actions of the individual within that structure. It refers to the collective value of all social networks, trust, reciprocity, cooperation, and information generated by those social networks. Social networks are a form of social capital and a source of help, support, information, and advice (Chow, 2009). Social capital is valuable resource, promoting exchanges that encourage value creation in the form of innovations (Tsai & Ghoshal, 1998). Social capital is an asset that resides in social relationships. In the organizational context, these relationships serve as a resource reflecting members' levels of collective goal orientation and shared trust which is create value by facilitating successful collective action (Leana & Van Buren, 1999). These informal relationships are Organizational Citizenship Behaviors (OCB).

Researchers have suggested that OCB enhance organizational effectiveness because the "lubricate the social machinery of the organization" (Smith, Organ, & Near, 1983). OCB is functional, extra-role, pro social organizational behaviors directed at individuals, groups, and/or an organization. Few studies have shown that OCB are positively related to indicators of individual and organizational performance (Podsakoff & Mac Kenzie, 1994; Podsakoff, Ahearne, & Mac Kenzie, 1997). OCB is not part of an employee's formal job requirement; OCB promotes the effective functioning of the organization. Organizational success need employees who will do more than their usual job duties and provide performance that is beyond expectations.

Social capital perspective provides a useful argument for the mechanisms through which proactive employees may achieve heightened performance (Thompson, 2005). Social capital theory argues that one's relationship network determines the extent to which one can gain access to information, wield influence, and effect change within an organization (Burt, 1997). Social capital is also critical for collective work and effective interpersonal coordination (Bolino, Turnley, & Bloodgood, 2002). Social capital makes collective work easier and facilitates economic and community development. Social capital is an important source because individuals work together more effectively and efficiently when they know one another, understand one another, and trust and identify with one another.

Performance is one of the central variables in management research but has received little academic attention. Performance is an especially important outcome in the study social capital and organizational citizenship behavior. Researchers have distinguished between task performance and contextual performance (Borman & Motowidlo, 1997). Task performance is job specific responsibilities and behaviors that directly or indirectly result in production of goods or services. Contextual performance is very similar to OCB. A large social capital could lead to higher in-role performance because the worker has many contacts with others that can give advice and support in getting things done. A large social capital could also lead to higher extra role performance because the worker has many people that motivating and helping.

A high-quality relationship is characterized by mutual trust, respect, and obligation a helps in-role and extra-role behavior (Organ, 1990). Extra-role behavior or OCB is defined as individual behavior that is defined as individual behavior that is discretionary and not formally required, is likely to play an important role in building relationship. OCB has been shown to have an important impact on an organization's effectiveness, efficiency, and overall performance. OCB contributes to the formation of social capital (Bolino, Turnley, & Bloodgood, 2002). OCB may be tied to job performance through their relationship with social capital. OCB help create and maintain social capital within firms, which in turn produces highest levels of job performance. This study expects that OCB of members of industrial banking in Indonesia may play an important role in creating the social capital of organization. This study also attempts to examine the relationship between OCB and social capital of industrial banking in Indonesia. Consequently, this study also examines the relationship between the OCB of members and social capital, and investigates its impact on individual performance.

2. Literature Review and Hypotheses

Organ defined OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. OCB is behavior that is voluntary and not part of formal role requirements and not directly recognized by the formal reward system. OCB has been known to enhance an organization's effectiveness, efficiency, and overall performance by lubricating the social machinery of the organization, reducing friction and increasing efficiency (Podsakoff & Mac Kenzie, 1997; Borman & Motowidlo, 1997; Smith *et al.*, 1983). Research from a social exchange perspective has viewed OCB as a contribution to the organization.

Konovsky and Organ (1996) identified five dimensions belonging to OCB: altruism, courtesy, sportsmanship, civic virtue, and generalized compliance. Altruism refers to voluntary actions that help another person with a problem. Courtesy includes efforts to prevent a problem with others and to avoid abusing the rights of others. Sportsmanship refers to any behavior demonstrating tolerance of less than ideal circumstances without complaining. Civic Virtue refers to constructive behaviors indicating a willingness to participate responsibly in the life of the organization. Finally, generalized compliance involves discretionary actions beyond the minimum requirements of the organization in areas of attendance. Empirical and conceptual work in this area suggests two broad categories: OCBO-behaviors and OCBI-behaviors (William & Anderson, 1991). OCBO is behaviors that benefit the organization and OCBI is behaviors that immediately benefit specific individuals. The dimension of OCBO is generalized compliance and civic virtue, whereas the dimension of OCBI is altruism, courtesy, and sportsmanship. This study uses three of five dimensions from Organ and Konovsky (1989) that we can define as individual organizational citizenship behavior (OCBI).

Research on the consequences of OCB has focused mainly on overall performance appraisal and organizational effectiveness. Performance is behavior with an evaluative component, behavior that can be evaluated as positive or negative for individual or performance

effectiveness. Despite demonstrating that OCB is related to performance, research focusing on the psychological mechanism that underlies the relationship between OCB and its outcomes has just begun (Hui, Lam, & Law, 2000). Performance may increase when employees help each other (altruism), avoid creating problems for coworker (courtesy), and be the part of organization to tolerate less than ideal circumstances without complaining (sportsmanship). The higher is the organizational citizenship, the higher is the job performance. Therefore a hypothesis can be concluded as below:

H1: Altruism positively influences Job Performance

H2: Courtesy positively influences Job Performance

H3: Sportsmanship positively influences Job Performance

Social capital is a resource that is derived from the relationship among individuals, organizations, communities, or societies, and is considered a valuable asset. Given that social capital is assumed to be essential for the functioning of organizations and given the proposition that OCB are likely to contribute to the creation of social capital, OCB ultimately may be tied to organizational performance through their relationship with social capital (Bolino, 1999). A number of studies have proved that OCB contribute to organizational efficiency and effectiveness. Social capital is based on social exchange theory: one individual gives profit to others voluntarily in a reciprocal pattern. Consistent with resource based view of the firm and using the concept of social capital, Bolino, Bloodgood, and Turnley (2001) and Bolino, Turnley, and Bloodgood (2002) states in a conceptual description that some propositions need to be empirically tested. They suggest that OCB build social capital and contribute to the effective functioning of organizations.

Altruism, courtesy, and sportsmanship will enhance an improvement of network. These dimensions of OCB also enhance the relational dimension of social capital through the development of liking, trust, and identification among employees. Social and advocacy participation also contribute to the cognitive dimension of social capital through shared language and shared narratives. Nahapiet and Ghoshal (1998) divide social capital into three clusters or dimensions, namely the structural, relational, and cognitive dimensions. The structural dimension of social capital refers to the overall pattern of connection among member of the organization or social network. Structural dimensions are social interaction and points at a relationship model that covers who the actors are and how they interact. This dimension explains relationship model by measuring the bonding, hierarchy, relation, and organization. According to McFadyen and Canella (2004), structural dimension covers closeness and the existence of relations between the members both directly or indirectly. These structural dimensions focus more on the strength of social relations and relation models (Seibert, Kraimer, & Liden, 2001). The dimensions point at the existence of relations than one individual has towards others, in this case colleagues and supervisors, which will drive individuals to carry out organizational citizenship because those individuals are able to understand their colleagues and supervisors well. Specific OCB is likely to encourage the creation of structural aspects of social capital. Certain types of OCB facilitate the establishment of links and connections between different individuals in the organization. The

higher is the organizational citizenship, the higher is the individual structural social capital. Therefore a hypothesis can be concluded as below:

H4: Altruism positively influences Structural Dimension in Social Capital

H5: Courtesy positively influences Structural Dimension in Social Capital

H6: Sportsmanship positively influences Structural Dimension in Social Capital

The second is relational dimension which is a social capital that creates and influences relations more than the structural dimension and parallel to those of the other facets within the dimension such as belief, norm and sanction, obligation and hope, as well as identity and identification. The relational dimension refers to the kind of personal relationship that people have developed with each other through a history of interactions. This dimension is characterized by high level of trust, shared norms, obligation, and identification. Relational dimension covers individual exchanges, colleagues who know each other and discuss things together, sharing common language, norms, experience, obligation, and hopes (McFayden & Canella, 2004). Further, using the perspective of social capital theory, the relational dimension is based more on social resources theory that focuses on the characteristics of a relation (Seibert *et al.*, 2001). It can be concluded that relational dimension illustrate the types and characteristics of personal relations based on trust, which is in accordance with the social exchange theory (Whitener, Brodt, Korsgaard, & Werner, 1998). The theory states that individuals are willing to be useful for others in the exchange process. Therefore, relational dimension is influenced by OCB. OCB is likely to be especially important in contributing to relational dimension of social capital. Several different types of OCB are likely to contribute to the development of trust, norms, mutual obligations and expectations, and identification employees in organization. The higher is OCB of the person, the higher the individual's relational social capital. This is because helping each other, avoiding problems, and feeling the part of community can make better relationship between employees. Therefore a hypothesis can be concluded as below:

H7: Altruism positively influences Relational Dimension in Social Capital

H8: Courtesy positively influences Relational Dimension in Social Capital

H9: Sportsmanship positively influences Relational Dimension in Social Capital

The third dimension of social capital is cognitive dimension which is attached to shared regulations and paradigm. The cognitive dimension or intellectual capital refers to shared language and codes and the ability to share knowledge. This dimension helps create general understanding on the shared goals and right ways to act in the social system. This dimension points out individual skills in judging and interpreting his/ her work relation with his/her colleagues or supervisors and it will drive the individual to implement OCB. Using social capital theory, this dimension is based on the social resources theory that focuses on relational characteristics (Seibert *et al.*, 2001).

The cognitive dimension also shows accessibility, distribution, interpretation, and denotation. Workers want to do something which is not their obligation if they understand each other.

Individual will implement OCB because they share the same value or paradigm so that the behavior is shared by colleagues, supervisors, and subordinates. Hence, the cognitive dimension influences the implementation of the OCB without pretension. Specific OCB is likely to build cognitive social capital among organizational members. Organizational members build and strengthen relationships through basic acts such as information sharing and assessing other employees. The higher is his/ her OCB, the higher the individual's cognitive social capital. Based on the assumption, a hypothesis is made:

H10: Altruism positively influences Cognitive Dimension in Social Capital

H11: Courtesy positively influences Cognitive Dimension in Social Capital

H12: Sportsmanship positively influences Cognitive Dimension in Social Capital

Nahapiet and Ghoshal (1998) proposed that organizations' ability to foster social capital by bringing people together for recurrent interaction over time provides organizations with a performance advantage. Leana and Van Buren (1999) propose that organization-based high social capital improves organizational performance because it leads employees to be more committed to the organization, more to willing to work flexibly, more likely to subordinate their own goals to the organization's needs, and more interested in investing in the specialized skills and knowledge organization's needs. Higher level of social capital would result in organizational performance. Previous research indicates that OCB enhances organizational effectiveness (Podsakoff, MacKenzie, Paine, & Bacharach, 2000). Social capital is also thought to facilitate the effective functioning of organizations (Alder & Kwon, 2002; Leana & Van Buren, 1999; Nahapiet & Ghoshal, 1998). The relationship between OCB and job performance is indirect. OCB are likely to play an important role in the creation of the structural, relational, and cognitive aspects of social capital. The relationship between OCB and job performance is mediated by social capital. A large social network could lead to higher individual performance or in-role performance because the worker has much contact from whom to draw advice and support in getting things done, and at the same time, it could also lead to higher extra-role performance because the worker has many people he or she is motivated or obligated to help. Sparrowe, Liden, Wayne, and Kramer (2001) found that social network position has essentially the same effects on both in-role and extra-role performance. This is because employee exchanges more information among themselves. Based on the assumption, a hypothesis is made:

H13: Structural Dimension in Social Capital positively influences Individual Performance

H14: Relational Dimension in Social Capital positively influences Individual Performance

H15: Cognitive Dimension in Social Capital positively influences Individual Performance

When individuals form social exchange relationships with organization, they tend to have higher job performance and more OCB (Cropanzano, Rupp, & Byrne, 2003). This is because social exchange relationship emphasizes the obligations, attachments, and identification that employees feel toward their employers. Evidence presented by social exchange theorist suggests that the absence of a social exchange relationship should engender lower job

performance and less OCB (Konovsky & Pugh, 1994; Moorman, Blakely, & Niehoff, 1998; Cropanzano et al., 2003). Task performance or job performance captures the portion of the performance domain that differentiates one job from another but excludes important performance elements common to most jobs (Van Scooter & Motowidlo, 1996). The relationships between OCB and organizational functioning are indirect. OCB is likely to play an important role in the creation of structural, relational, and cognitive aspects of social capital. Social capital enhances organizational performance

3. Method

3.1 Sample and Procedure

The sample consisted of 636 employees (with response rate 97%) of 655 employees from banking industries in Indonesia, especially in 18 city of Indonesia. Of the 636 respondents, 531 were female and 108 were male. Employee throughout the banking industries in Indonesia received pen-and-paper surveys. Respondents were assured of anonymity and completed the survey during working hours.

3.2 Measures

Each participant in the study was required to complete seven measures: altruism, courtesy, sportsmanship, structural dimension of social capital, relational dimension of social capital, cognitive dimension of social capital and individual job or task performance. Questionnaire on the OCB is taken from those developed by previous researchers, such as Konovsky and Organ (1996); Williams and Anderson (1991); Farh, Podsakoff, and Organ (1990); Niehoff and Moorman (1993); Vey and Campbell (2004); Morrison, (1994); Takeuchi, Mrinova, Lepak, and Moon (2004); Van Dyne, Graham, and Dienesch. (1994). Job performance (in-role performance) was measured using items from Williams and Anderson (1991). Structural social capital was measured using items from Rempel, Holmes, and Zanna (1985); Cook and Wall (1980); and Chua (2002); Bolino *et al.* (2002); Tsai and Ghoshal (1998); Inkpen and Tsang (2005). Relational social capital was measured using the questionnaire developed by Rempel, Holmes, and Zanna (1985); Cook and Wall (1980). Cognitive social capital was measured using items from the questionnaire developed by Rempel, Holmes, and Zanna (1985); Cook and Wall (1980); and Chua (2002); Bolino *et al.* (2002); Tsai and Ghoshal (1998); Inkpen and Tsang (2005). All of the scales were measured on 5-point Likert Scale ranging from 1.

1.3 Descriptive Statistics, Validity, Scale Reliabilities, and Inter Correlations

This research uses a questionnaire that is developed by some previous researchers by translating from and retranslating it to the original language. Factor analysis is carried out to test construct validity. Then, with varimax rotation and factor loading the minimum of 0, 5 as suggested by Hair, Black, Babin, Anderson, and Tatham (2006) are achieved as a result of construct validity test which is practically significant. Then, the items that have the construct validity with the use of factor analysis are tested for their reliability. Based on theoretical and empirical estimations all variables were hypothesized to be positively related. Means, standard deviation, scale reliabilities, and inter correlations between all variables are provided

in Table 1.

Table 1. Means, Standard Deviations, and Inter Correlations among The Study Variables

	Mean	SD	α	1	2	3	4	5	6	7
Altruism (1)	3.6058	0.5666	0.7480	1.000	0.215**	0.170**	0.298**	0.185**	0.246**	0.270**
Courtesy (2)	4.7115	0.3967	0.7687		1.000	0.375**	0.229**	0.083**	0.179**	0.416**
Sportsmanship (3)	4.4708	0.4466	0.7580			1.000	0.194**	0.105**	0.143**	0.349**
Struct.Soc.Cap (4)	4.1832	0.3977	0.8245				1.000	0.476**	0.519**	0.197**
Rel.Soc.Cap. (5)	3.8469	0.4858	0.7401					1.000	0.523**	0.059
Cogn.Soc.Cap. (6)	4.0700	0.4392	0.8079						1.000	0.142**
Job Performance (7)	4.6572	0.4254	0.7564							1.000

Notes: correlation is significant at the 0.01 level (2-tailed)

Correlations among variables are in Table 1 and correlation of all variables is significant except correlation between relational social capital and task or job performance. The low correlation between these variables is caused by characteristics of task or job performance. Correlation between relational social capital and task or job performance is not significant because of the working culture of teller's bank. Job performance is task activity that varies considerable across jobs and across individual and finishing the job performance doesn't need relationship with coworkers, subordinate, or supervisors.

4. Hypothesis Testing Results

Structural Equation Models in the present study were designed and tested using AMOS 4.0 software (Byrne, 2001). The structural model was specified by allowing the individual items of each measure to load on a latent factor. Figures 1 illustrates the paths and their significance on the structural model. The coefficient and critical ratio for each dependent constructs are shown in Table 2. Based on the structure model, this study performed hypothesis testing. As indicated in Table 2, the results show that altruism, courtesy, and sportsmanship have statistically significant impact on individual performance. Thus, hypotheses H1, H2, and H3 are supported. In the hypotheses used to test OCB, altruism and courtesy were shown to have significant impact on structural dimension of social capital (H4 and H5 are supported), relational dimension of social capital (H7 and H8 are supported) and cognitive dimension of social capital (H10 and H11 are supported). Sportsmanship did not have any statistically significant impact on the structural, relational, and cognitive social capital. Thus, hypotheses H6, H9, and H12 are not supported. In the hypotheses used to test social capital, structural, relational, and cognitive social capital were shown not to have significant impact on individual performance (H13, H14, and H15 are not supported).

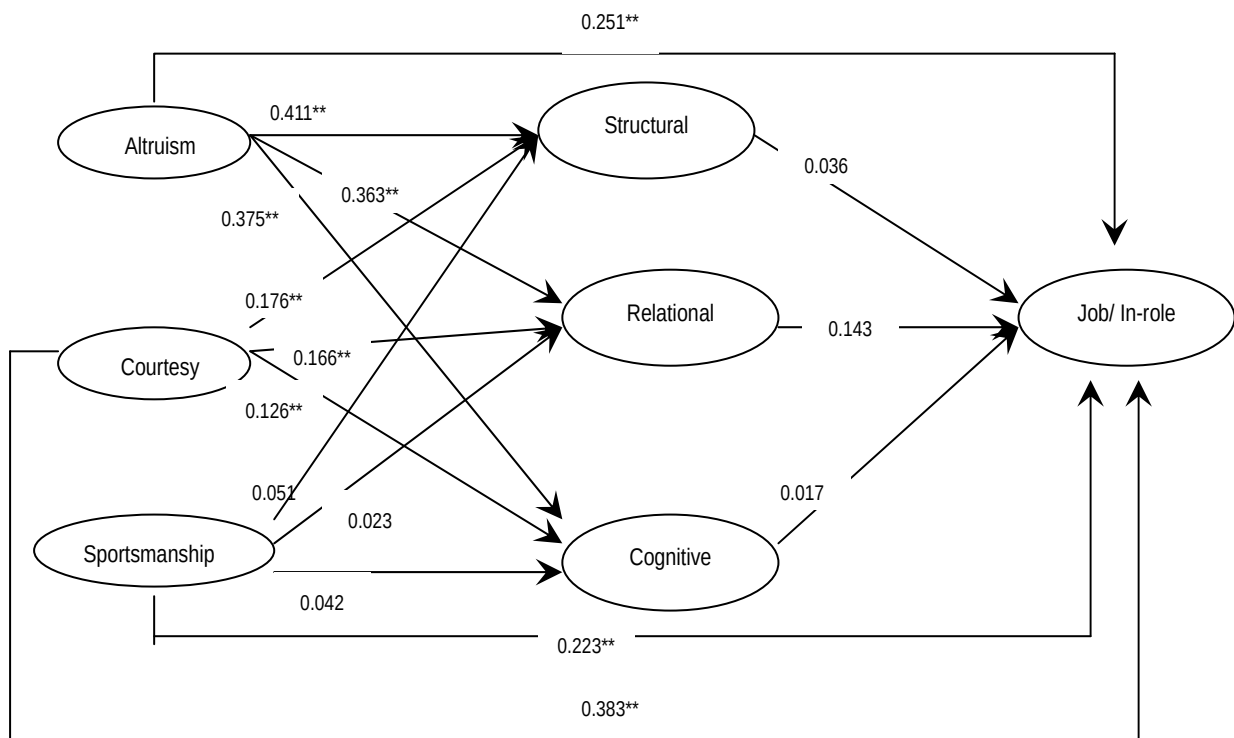


Figure 1. Path Diagram For Research Model

Table 2. Hypothesis Testing Result

Hypothesis	Path	Path Coefficient	Critical Ratio
H1	Altruism → Individual Performance	0.251	3.826**
H2	Courtesy → Individual Performance	0.383	6.096**
H3	Sportsmanship → Individual Performance	0.223	3.942**
H4	Altruism → Structural Social Capital	0.411	7.334**
H5	Courtesy → Structural Social Capital	0.176	3.120**
H6	Sportsmanship → Structural Social Capital	0.051	0.943
H7	Altruism → Relational Social Capital	0.363	6.161**
H8	Courtesy → Relational Social Capital	0.116	1.972**
H9	Sportsmanship → Relational Social Capital	0.023	0.393
H10	Altruism → Cognitive Social Capital	0.375	6.360**
H11	Courtesy → Cognitive Social Capital	0.126	2.223**
H12	Sportsmanship → Cognitive Social Capital	0.042	0.759
H13	Structural Social Capital → Individual Performance	0.036	0.647
H14	Relational Social Capital → Individual Performance	- 0.143	- 2.884

H15	Cognitive Social Capital → Individual Performance	- 0.017	- 0.343
-----	---	---------	---------

This study used structural equation modeling (SEM) to identify both direct and indirect relationships between dependent, independent, and mediating variable. SEM also used to the research model. Relationships between dependent and independent variable were approved in the hypothesis (H1 – H15). Based on Figure 1, we can conclude that relationship between OCB and job or task performance is partially mediated by social capital (structural, relational, and cognitive social capital). SEM with AMOS also gave information about the research model. This research model is quite fit (GFI = 0.90; AGFI = 0.85; CFI = 0.84) and quite parsimony (PGFI = 0, 75).

5. Discussion

This paper reports the results of an empirical study mapping the effects of OCB on the three dimensions of social capital and affects these social capitals on industrial performance in banking industry in Indonesia. Each of the OCB variables (altruism, courtesy, and sportsmanship) was significantly correlated with individual performance (task or job performance). Three dimensions of OCB were significantly correlated with three dimensions of social capital and individual performance. The results indicate that the OCB (altruism and courtesy) of members play an important role in forming the social capital in banking industry. Structural and cognitive social capital was significantly correlated with individual performance, but correlation of relational social capital and individual job performance wasn't significant. This is because individual task performance of bank's teller is not depending on relationship with coworker and the task of bank's teller is not achieved by teamwork.

OCB or contextual performance is importantly different from task or job performance (Borman & Motowidlo, 1997; Van Scooter, Motowidlo, & Cross, 2000). Task activities consist of activities that transform raw materials into the goods and services that are the organizations products. Task activities vary considerably across jobs whereas OCB activities tend to be more similar across jobs. Task activities are more likely than OCB to be role prescribe. Task or in-role performance represents job specific responsibilities and behaviors that directly or indirectly result in the production of goods or services, while contextual performance support the work context and includes factors like cooperation with others and performing extra-role tasks. Antecedents of task performance are more likely to involve cognitive ability, whereas antecedents of OCB are more likely to involve personality variables. OCB consists of activities that service and maintain the technical core or providing important planning, coordination, supervising, or staff functions that enable it to function effectively and efficiency. Performance is behavior with an evaluative component and that can be evaluated as positive or negative for individual or organizational effectiveness.

This study also reports that OCB influenced individual task performance or in-role performance. Altruism, courtesy, and sportsmanship significantly improved individual job performance. Each of the OCB variables or extra-role performance significantly influenced in-role performance. Helping each other, avoiding creating problems for coworker, and being

the part of organization to tolerate less than ideal circumstances without complaining would make higher individual performance or in-role performance. This survey revealed that OCB play an important role in forming the social capital of tellers in banking industry in Indonesia. Particularly altruism and courtesy influenced most facets of social capital. Altruism and courtesy also significantly affected structural, relational, and cognitive social capital, but sportsmanship didn't. In order to increase helping behavior each other and avoiding creating problems for coworker among members, supervisors should consider enhancing the benefits of active participation in the bank in order to interact members. Sportsmanship refers to any behavior demonstrating tolerance of less than ideal circumstances without complaining (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Individual tolerance to the company or situation is not make social capital better, but higher social capital may be make individual tolerance better.

Social capital provides resources for job performance and extra-role performance. Social capital is more than the sum of the various kinds of relationships (Adler & Kwon, 2002). This survey reports that structural, relational, and cognitive social capital didn't have a significant effect on individual task performance or in-role performance. This is because the task of bank's tellers are an individual task, not a group task, so bank's tellers didn't need social capital or social networks that complete their tasks. Social capital refers to the collective value of all social networks and the trust, reciprocity, information, and cooperation generated by social networks. Leveraging social capital allows an organization to create and sustain a competitive advantage. Tsai and Ghoshal (1998) found that the structural and relational dimensions were significant related to the extent of resource exchange, which in turn led to significant product innovation. These two dimensions are particularly relevant to the study of networks. Social exchange theory offers an explanation for the dynamic elements of the exchange relationships among network, trust, and OCB (Sparrowe et al., 2001).

Structural social capital is viewed as an asset inherited in social networks or other social structures (Leana & Van Buren, 1999). Relational social capital is associated with job satisfaction, innovative behavior, and OCB. The more close relationship, the greater the social support, sense of identity, comfort, and emotional support. OCB generally refers to helping others, volunteering for extra activities, and upholding principles regardless of personal inconvenience. Heterogeneity in social networks and social capital is resources to worker in the service of job performance. Having a large variety of resources may enhance certain types of performance by increasing the probability that appropriate resources will be available to suit the job at hand. Social network heterogeneity appears to be as more adaptable resources that contribute to aspects of performance. Furthermore, the relationship between social capital and in-role performance is driven by heterogeneity in tie characteristics. Relationship between social capital and in-role behavior relies on the characteristics of the network contact.

These study present important implications for research. First, this study extended the field of knowledge about social capital in banking industry in Indonesia by investigating antecedents and consequence of the social capital construct. This study proposed OCB as antecedents of social capital and revealed that OCB play an important role in forming the social capital in

banking industry in Indonesia. Particularly, altruism and courtesy influenced three dimensions of social capital. Sportsmanship, one of the dimensions of OCB that is OCBO categories didn't influence social capital. Second, the study proposed that social capital have an influencing factor on individual performance, but it empirically tested these hypotheses. The result of this study is not confirmed because this study just used the bank's tellers as sample (homogenous). Individual task performance or in-role performance of tellers don't depend on relationships among tellers. Bank's tellers in bank don't have heterogeneity in social networks and have low variety of resources that can't contribute to in-role performance.

Although this study's findings provide meaningful implications, this study has some limitations. First, the research model used in this study does not have a strong theoretical background. Therefore, further research is needed regarding the framework of this study's model and hypotheses. Second, the assumption of this study is that OCB of tellers in banking industry in Indonesia influence the social capital, but social capital does not influence individual task performance or in-role performance. However, there was the possibility that a variety of causality among the variables exist. It is desirable that further research examine these causal relationships. Third, this study used self-assessment in the survey that is done by tellers. Self-assessment has common method bias that can make the bouncing betas. Therefore, further research should be used other assessment to avoid common method bias. Fourth, data were gathered from a relatively homogenous demographic group: bank's tellers. Therefore, future research should be tested with sample from a wider range of populations.

6. Conclusion

Three dimensions of OCB (altruism, courtesy and sportsmanship) correlate and influence individual performance or job/ in-role performance. These behaviors contribute to evaluation of individual performance. Altruism and courtesy influence structural, relational, and cognitive social capital, but sportsmanship doesn't. Three dimensions of social capital don't influence the individual job/ in-role performance. In other words, the existence of network among workers including *interconnectedness* will not drive individual job/ in-role performance. When seen from the research setting, cashiers' responsibility is not group work, one cashier does not depend on others: it is independent work. Their responsibility is to serve clients effectively, efficiently and friendly. When cashiers relate to each other, the work is distracted. The existence of inter-individual exchange, relation and trust does not drive workers' job/ in-role performance. The similarity in language, expressions, and values among colleagues does not drive individual job/ in-role performance. This is because performance appraisal for cashier is not based on group performance, but based on individual performance.

The research managerial contribution is the practical benefits from evaluating performance or unexpected behavior required by the role in evaluating workers' performance. Even though further study is still needed, the OCB gives positive influence that supports individual performance and organizational effectiveness. It shows that behavior which is not expected by the role is actually a standard requirement for workers to evaluate their performance. The limitation of this research is the common method variance because researcher used

self-ratings for all research variables.

References

- Adler, P. S., & Kwon, S. W. (2002). Social Capital: Prospects For A new Concept. *Academy of Management Review*, 27 (1), 17-40.
- Bolino, M. C. (1999). Citizenship and Impression Management: Good Soldiers or Good Actors ?. *Academy of Management Review*, 24 (1): 82-98. <http://proquest.umi.com/pqdweb?did=38819149&sid=3&Fmt=2&clientId=42792&RQT=309&VName=PQD>
- Bolino, M. C., Bloodgood, J. M., & Turnley, W. H. (2001). Organizational Citizenship Behavior and The Creation of Social Capital. *Academy of Management Proceedings*.
- Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship Behavior and The Creation of Social Capital. *Academy of Management Review*, 27 (4): 505-522.
- Borman, W. C., & Motowidlo, S. J. (1997). Task Performance and Contextual Performance: The Meaning For Personnel Selection Research. *Human Performance*, 10 (2): 99-109. http://dx.doi.org/10.1207/s15327043hup1002_3
- Burt, R. S. (1997). The Contingent Value of Social Capital. *Administrative Science Quarterly*, 42: 339-365. <http://proquest.umi.com/pqdweb?did=13735606&sid=8&Fmt=2&clientId=42792&RQT=309&VName=PQD>
- Byrne, B. M. (2001). *Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming*. London: Lawrence Erlbaum Associates Publishers
- Chow, I. H. (2009). The Relationship Between Social Capital, Organizational Citizenship Behavior, and Performance Outcomes: AN Empirical Study From China. *SAM Advanced Management Journal*, 74 (3): 44-54.
- Chua, A. (2002). The Influence of Social Interaction on Knowledge Creation. *Journal of Intellectual Capital*, 3 (4): 375-392. <http://proquest.umi.com/pqdweb?did=270643481&sid=2&Fmt=4&clientId=42792&RQT=309&VName=PQD>
- Cook, J., & Wall, T. (1980). New Work Attitude Measures of Trust, Organizational Commitment, and Personal Need Non-Fulfillment. *Journal of Occupational Psychology*, 53: 39-52. <http://dx.doi.org/10.1111/j.2044-8325.1980.tb00005.x>
- Cropanzano, R., Rupp, D.E., & Byrne, Z.S. (2003). The Relationship of Emotional Exhaustion to Work Attitudes, Job Performance and Organizational Citizenship Behaviour. *Journal of Applied Psychology*, 88 (1): 160-169. <http://dx.doi.org/10.1037/0021-9010.88.1.160>
- Farh, J.L., Podsakoff, P.M., & Organ, D.W. (1990). Accounting for Organizational Citizenship Behavior: Leader Fairness and Task Scope versus Satisfaction. *Journal of Management*, 16 (4): 705-721. <http://proquest.umi.com/pqdweb?did=586778&sid=3&Fmt=2&clientId=42792&RQT=309&VName=PQD>
- Hair, J.E., Black, W.C., Babin, B.J., Anderson, R.E., & Tatham, R.L. (2006). *Multivariate*

Data Analysis. 6th edition. New Jersey: Prentice-Hall International Inc.

Hui, C., Lam, S.S.K., & Law, K.K.S. (2000). Instrumental Values of Organizational Citizenship Behavior for Promotion: A Field Quasi-Experiment. *Journal of Applied Psychology*, 85 (5): 822-828. <http://dx.doi.org/10.1037/0021-9010.85.5.822>

Inkpen, A.C., & Tsang, E.W.K. (2005). Social Capital Networks and Knowledge Transfer. *Academy of Management Review*, 30 (1): 146-165. <http://dx.doi.org/10.5465/AMR.2005.15281445>

Konovsky, M.A., & Organ, D.W. (1996). Dispositional and Contextual Determinant of Organizational Citizenship Behavior. *Journal of Organizational Behavior*, 17 (3): 253-266. [http://dx.doi.org/10.1002/\(SICI\)1099-1379\(199605\)17:3<253::AID-JOB747>3.0.CO;2-Q](http://dx.doi.org/10.1002/(SICI)1099-1379(199605)17:3<253::AID-JOB747>3.0.CO;2-Q)

Konovsky, M.A., & Pugh, S.D. (1994). Citizenship Behavior and Social Exchange. *Academy of Management Journal*, 37 (3): 656-669. <http://proquest.umi.com/pqdweb?did=2421&sid=19&Fmt=2&clientId=42792&RQT=309&VName=PQD>

Leana, C.R., & Van Buren, H.J. (1999). Organizational Social Capital and Employment Practices. *Academy of Management Review*, 24 (3), 538-555. <http://proquest.umi.com/pqdweb?did=43313921&sid=20&Fmt=2&clientId=42792&RQT=309&VName=PQD>

McFadyen, M.A. and Cannella Jr, A.A. (2004). Social Capital and Knowledge Creation: Diminishing Returns of The Number and Strength of Exchange Relationships. *Academy of Management Journal*, 47 (5), 735-746. <http://dx.doi.org/10.2307/20159615>

Moorman, R.H., Blakely, G.L., & Niehoff, B.P. (1998). Does Perceived Organizational Support Mediate The Relationship Between Procedural Justice and Citizenship Behavior. *Academy of Management Journal*, 41: 351-357. <http://dx.doi.org/10.2307/256913>

Morrison, E.W. (1994). Role Definition and Organizational Citizenship Behavior: The Importance of The Employee Perspective. *Academy of Management Journal*, 37 (6):1543-1567. <http://proquest.umi.com/pqdweb?did=4702061&sid=27&Fmt=2&clientId=42792&RQT=309&VName=PQD>

Nahapiet, J., & Ghoshal, S. (1998). Social Capital, Intellectual Capital, and the Organizational Advantage. *Academy of Management Journal*, 23 (2): 242-266. <http://proquest.umi.com/pqdweb?did=29206572&sid=1&Fmt=2&clientId=42792&RQT=309&VName=PQD>

Niehoff, B. P., & Moorman, R. H. (1993). Justice as a Mediator of The Relationship Between Methods of Monitoring and Organizational Citizenship Behavior. *Academy of Management Journal*, 36 (3): 527-556. <http://proquest.umi.com/pqdweb?did=135906&sid=2&Fmt=2&clientId=42792&RQT=309&VName=PQD>

Organ, D.W. (1990). The Motivational Basis of Organizational Citizenship Behavior. *Research In Organizational Behavior*, 12: 43-72. DOI: Not Available

Organ, D.W., & Konovsky, M.A. (1989). Cognitive versus Affective Determinant of

Organizational Citizenship Behavior. *Journal of Applied Psychology*, 74 (1): 151-164.
<http://dx.doi.org/10.1037/0021-9010.74.1.157>

Podsakoff, P.M., Ahearne, M., & MacKenzie, S.B. (1997). Organizational Citizenship Behavior and The Quantity and Quality of Work Group Performance. *Journal of Applied Psychology*, 82 (2): 262-270. <http://dx.doi.org/10.1037/0021-9010.82.2.262>

Podsakoff, P. M., & MacKenzie, S. B. (1994). Organizational Citizenship Behavior and Sales Unit Effectiveness. *Journal of Marketing Research*, XXXI, August: 351-363.
<http://search.proquest.com/docview/235233926?accountid=44396>

Podsakoff, P. M., & MacKenzie, S. B. (1997). Impact of Organizational Citizenship Behavior on Organizational Performance: A Review and Suggestions For Future Research. *Human Performance*, 10 (2): 133-151. http://dx.doi.org/10.1207/s15327043hup1002_5

Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H., & Fetter, P. (1990). Transformational Leader Behaviors and Their Effects on Followers' Trust in Leader, Satisfaction, and Organizational Citizenship Behaviors. *Leadership Quarterly*, 1(2): 107-142.
http://dx.doi.org/10.1207/s15327043hup1002_5

Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., & Bachrach, D.G. (2000). Organizational Citizenship Behavior: Critical Review of The Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, 26 (3): 513 – 563.
http://dx.doi.org/10.1207/s15327043hup1002_5

Rempel, J.K., Holmes, J.G., & Zann, M.P. (1985). Trust in Close Relationship. *Journal of Personality and Social Psychology*, 49 (1): 95-112.
<http://dx.doi.org/10.1037/0022-3514.49.1.95>

Seibert, S.E., Kraimer, M.I., & Liden, R.C. (2001). A Social Capital Theory of Career Success. *Academy of Management Journal*, 44 (2), 219-237.
<http://dx.doi.org/10.2307/3069452>

Smith, C.A., Organ, D.W., & Near, J.P. (1983). Organizational Citizenship Behavior: Its Nature and Antecedents. *Journal of Applied Psychology*, 68 (4): 653-663. Accession Number: 5133570

Sparrowe, R.T., Liden, R.C., Wayne, S.J., & Kraimer, M.L. (2001). Social Networks and Performance of Individuals and Groups. *Academy of Management Journal*, 44 (2): 318-325.
<http://dx.doi.org/10.2307/3069458>

Takeuchi, R., Mrinova, S.V., Lepak, S.V., & Moon, H.K. (2004). Justice Climate As A Missing Link for The Relationship Between High Investment HRM Systems and OCBS. *Academy of Management Best Conference Paper*.

Thompson, J.A. (2005). Proactive Personality and Job Performance: A Social Capital Perspective. *Journal of Applied Psychology*, 90 (5): 1011-1017.
<http://dx.doi.org/10.1037/0021-9010.90.5.1011>

- Tsai, W., & Ghoshal, S. (1998). Social Capital and Value Creation: The Role of Intraform Networks. *Academy of Management Journal*, 41 (4): 464-476. <http://proquest.umi.com/pqdweb?did=34402549&sid=10&Fmt=2&clientId=42792&RQT=309&VName=PQD>
- Van Dyne, L., Graham, J.W., & Dienesch, R.M. (1994). Organizational Citizenship Behavior: Construct Redefinition, Measurement, and Validation. *Academy of Management Journal*, 37 (4): 765-802. <http://dx.doi.org/10.2307/256600>
- Van Scooter, J.R., Motowidlo, S.J., & Cross, T.C. (2000). Effects of Task Performance and Contextual Performance on Systemic Rewards. *Journal of Applied Psychology*, 85 (4): 526-535. <http://dx.doi.org/10.1037//0021-9010.85.4.526>
- Van Scooter, J.R., & Motowidlo, S.J. (1996). Interpersonal Facilitation and Job Dedication as Separate Facets of Contextual Performance. *Journal of Applied Psychology*, 81 (5): 525-531. <http://dx.doi.org/10.1037/0021-9010.81.5.525>
- Vey, M.A., & Campbell, J.P. (2004). In-Role or Extra-Role Organizational Citizenship Behavior: Which Are We Measuring ?. *Human Performance*, 17 (1):119-135. http://dx.doi.org/10.1207/S15327043HUP1701_6
- Whitener, E.M., Brodt, S.E., Korsgaard, M.A., & Werner, J.M. (1998). Managers as Initiators of Trust: An Exchange Relationship Framework for Understanding Managerial Trustworthy Behaviour. *Academy of Management Journal*, 23 (3): 513-530. <http://search.proquest.com/docview/210977199?accountid=44396>
- Williams, L.J., & Anderson, S.E. (1991). Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors. *Journal of Management*, 17 (3): 601-617. Accession Number: 5978513.