

Impact of Social Capital on the Organizational Commitment at Workplace

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ABSTRACT

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There has been a surge in concern regarding the social capital of organizations. Social capital is receiving increasing attention from industries as communication methods continue to evolve. Information technology and social media have created platforms where not only are internal employees connected with one another, but they are also well connected with external stakeholders. This phenomenon has heightened employers' concerns about encouraging both personal and professional bonding. As a result, it has become essential for employers to foster an environment of trust among employees. Organizational commitment is closely tied to the social capital of the firm, and this commitment can be achieved through clear and well-defined communication pathways. Employees' commitment is influenced by the trust and communication they experience with both their employers and fellow employees.

This study analyzes the relationship between social capital and employee commitment to the organization. The authors examine the connection between social capital and various forms of employee commitment, including continuance, emotional, and normative commitment. The results of the study reveal that trust, communication, and an employee-centered focus significantly influence organizational commitment, both directly and to a moderate extent. Similarly, affective commitment has a strong impact on workplace belongingness. Affective commitment plays a substantial mediating role in the relationship between job satisfaction, leadership, and workplace belongingness, with partial mediation.

Keywords: Social Capital, Trust, Communication, Commitment, Organization, Workplace

LITERATURE REVIEW

One of the studies conducted at MoH hospitals in Turkey, Ayse H. Ozgun (**2022**) concluded that social capital plays an essential influence in hospital performance. The author demonstrates that social capital positively influences scholarly capital, innovation activities and indirectly boosts enactment through the sequential mediation of these factors. Furthermore, the researcher investigates, for the first time, how the serial mediation of innovative activities and intellectual capital influences the relationship between social capital and performance. The findings show that social capital has a favorable impact on innovation activities, which in turn enhances intellectual capital, resulting in improved performance.

A study by Emhan **Abdurrahim (2016)** Based on data from 308 officers employed in tax offices in the provinces of Diyarbakır, Batman, and Mardin in Southeastern Turkey, the study demonstrates a favorable and significant association between social capital and performance. Additionally, the research confirms that organizational commitment intercedes the relationship between performance of the employees and social capital.

An Exploration of the Connection between Organizational Trust and Commitment **(2016)** done by Baştuğ, Gülsüm et. al concludes that Gender and the emotional commitment sub-dimension of organisational commitment differed significantly. This shows that males were more emotionally committed to their organisation than females. Trust in the director shows a strong relationship with both emotional and continuance commitment. Similarly, there is a strong correlation between trust in co-workers and both emotional and continuance commitment. Trust in the organization is also significantly associated with emotional and continuance commitment.

Another study by Fard and Fariba (2015) explores the impact of organizational trust and organizational silence on job satisfaction and organizational commitment among university employees. Key findings include that organizational trust positively influences both job satisfaction and organizational commitment, while organizational silence negatively affects both. Employees who trust their organization tend to be more satisfied and committed, whereas those who engage in silence (withholding opinions) experience lower job satisfaction and commitment. The study highlights the importance of fostering trust and open communication to enhance employee satisfaction and commitment.

Employees' trust in their organizations lead to voluntary participation and better adoption of organisational aims. E. Bakiev **(2013)**. A research paper titled "The Impact of Interpersonal Trust and Organisational Commitment on Organizational Perception Performance" discovered a favourable and significant link between interpersonal trust and organisational commitment. Research undertaken in all sorts of organisations gives substantial backing for the idea that the linkage of associations between organisational members is a vital resource for sensitivity to an altering environment, invention, fellow contentment and devotion. (Cross, Baker, & Parker, 2003; Cross, Kezar & Lester, 2009)

The study by Akdere, Gider, and Top M (2012) examines the role of employee focus in the Turkish healthcare industry. It found that prioritizing employee needs and engagement positively impacts organizational performance, particularly in terms of service quality. Employee engagement and continuous training were highlighted as crucial factors for improving performance and patient satisfaction. The study also emphasized that committed employees contribute to better healthcare outcomes by delivering high-quality service and enhancing patient experiences. Overall, the research underscores the importance of employee well-being in achieving organizational success in healthcare settings.

RESEARCH METHODOLOGY

Self-administered questionnaires were distributed to the employees of the various organisations in Delhi NCR. Data analysis was based 780 questionnaires, consequential in a response rate of 71% for the survey. To describe the respondents' attitudes toward each survey question, the mean and standard deviation were calculated. The mean represents the central tendency of the replies, The standard deviation, on the other hand, reflects the dispersion of the data and serves as an index of variability (Sekaran and Bougie, 2013).

Authors used Pearson Co-relation to examine the relation between the dependent and independent variables.

H1: - There is significant relation among the communication and commitment to the organisation

H2: Perception about the normative structures and trust in the organization have significant affect on the organizational commitment

H3: Organizational climate has reflection on the commitment

This study used Mowday and Steers' fifteen-item Organisational Commitment Questionnaire (OCQ) as the dependent variable. This scale was chosen because it emphasises the inclination to go above and above, to take pleasure in organisational membership, and to have a general fondness for the organisation, all of which are consistent with the socially-based theoretical framework of commitment. The OCQ measures the benefits of organisational membership that an individual may or may not be experiencing. For example, one item indicates, "I find that my values and the values of the organisation are very similar." The original authors reported Cronbach's Alpha coefficients ranging

from .82 to .93, with the current study calculating it at .85. Workplace Social Capital (WSC), connected to colleague connections, involves social interactions and networks built on reciprocity.

It is a resource that is integrated into workplace human relationships (Oksanen et al., 2013). Furthermore, workplace social capital (WSC) is linked to individual nurses' psychological well-being, influencing aspects such as job satisfaction, work engagement, and reduced burnout (Farahbod et al., 2015; Shin & Lee, 2016; Strömberg et al., 2016). Hsu et al. (2011) also investigated the link between WSC and organisational commitment.

Hypothesis testing and result analysis

H1: - There is significant relation among the communication and commitment to the organisation

	M	SD
Social communication (Horizontal)	3.43	1.12
Social communication (Vertical)	2.90	1.24
Total grade communication (Org.)	4.82	1.08
Commitment to organization	3.33	.95

Table 1

Correlations amid independent and dependent variables, scale means and standard deviations are displayed in Table 1. When statistics are examined, it becomes clear that participants have a positive view towards social communication in organizations. The workers' attitude towards organizational sharing is almost good. Workers have a generally good attitude towards knowledge sharing, as shown below. When the averages of the workers' organizational commitment levels were assessed, they appear to be higher than the average.

The Relationship between

Correlation analysis is conducted in order to obtain the effects of communication (open/closed) in organization on organizational commitment.

Variable	r	p
Organizational Communication and organizational commitment	0.269	0.01

Table 2

According to this (Table 2), there is substantial and positive relationship between the communication in the organisation and the organizational commitment ($p \geq 0.05$).

In essence, individuals' perceptions of management communications have a greater impact on their sense of belonging to the organisation than the quality of their informal and socio-emotional contacts with peers and close colleagues. This result holds true not only for feelings of commitment to the organisation, which can be regarded as big and impersonal institutions, but also for commitment to teams and units. Another major finding from the second study is perhaps less surprising: while communication at a given organisational level might build commitment at that level, its impact reduces as organisational abstraction increases.

H2: Perception about the trust in the organization have significantly affected the organizational commitment

Variable	M	SD
Cognitive Trust	3.50	1.20
Affective Trust	3.81	1.18
Trust in Organisation		
Continuance Commitment	3.72	1.50
Normative Commitment	3.41	1.70
Emotional Commitment	2.92	1.6

Table 3.

Correlations among trust and commitment, means score of scale and standard deviations are exhibited in Table 3. When statistics were examined, it became clear that participants have a positive perception about the trust factors in organizations. The workers' attitude towards organizational trust is good. Workers have a generally good attitude

towards trust, as shown above. When the averages of the workers' organizational commitment levels were assessed, they appear to be higher than the average.

The Relationship

Correlation results between Perception about the trust in the organization and its commitment.

Variables	r	p
Organizational Trust and Organizational commitment	0.269	0.02

Table 4.

According to this (Table 4), there is substantial and encouraging relation between the perception about the trust in the organisation and the organizational commitment ($p \geq 0.05$).

Trust in the organisation was significantly associated with normative commitment ($p < 0.05$). According to the study, people who trust their organisations had higher levels of normative commitment, which reflects loyalty to the organization's ideals and goals. Thus, our findings are relevant to this connection, repeating Bentain's study, which shows a link between decreased trust and decreasing labour commitment.

Normative commitment creates a sense of obligation among employees to stay with the organisation because of the benefits they have received, creating loyalty and the belief that continuing is morally or ethically correct.

H3: Organisational atmosphere has a substantial impact on organisational commitment.

To analyse organisational climate, we employed the original Organisational Climate Description Questionnaire created by Halpin and Croft.

Variable	Mean	SD
Interest	3.49	0.62
Avoidance	3.07	0.62
Focus on production	2.77	0.76
Organizational climate	3.09	0.37
Affective commitment	3.72	1.50
Continuance commitment	3.41	1.70
Organizational commitment	2.92	1.6

Table 5.

Correlation results between organizational climate and organizational commitment.

Variable	r	p
Organizational climate and organizational commitment	0.269	0.01

Table 6.

The table shows a substantial positive link between organisational atmosphere and respondents' organisational commitment ($p < 0.05$).

According to the study's findings, attempts to improve the organisational climate could be an effective technique for increasing organisational commitment.

CONCLUSION

To confirm our hypothesis, we discovered that management trust, communication reliability, and organisational trust all have a positive and significant effect on levels of organisational commitment. This conclusion should not be too generalized. There was no significant link found between organisational trust sub dimensions and normative commitment. The participants' faith in the director strengthened their emotional and normative commitment. It was revealed that participants' trust in their colleagues and the organisation improved normative commitment (commitment to the organization's ideals and goals).

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