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SOCIAL CAPITAL AND ORGANIZATIONAL PERFORMANCE AT

CUMMINS GHANA

BY

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Administration in General Management

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

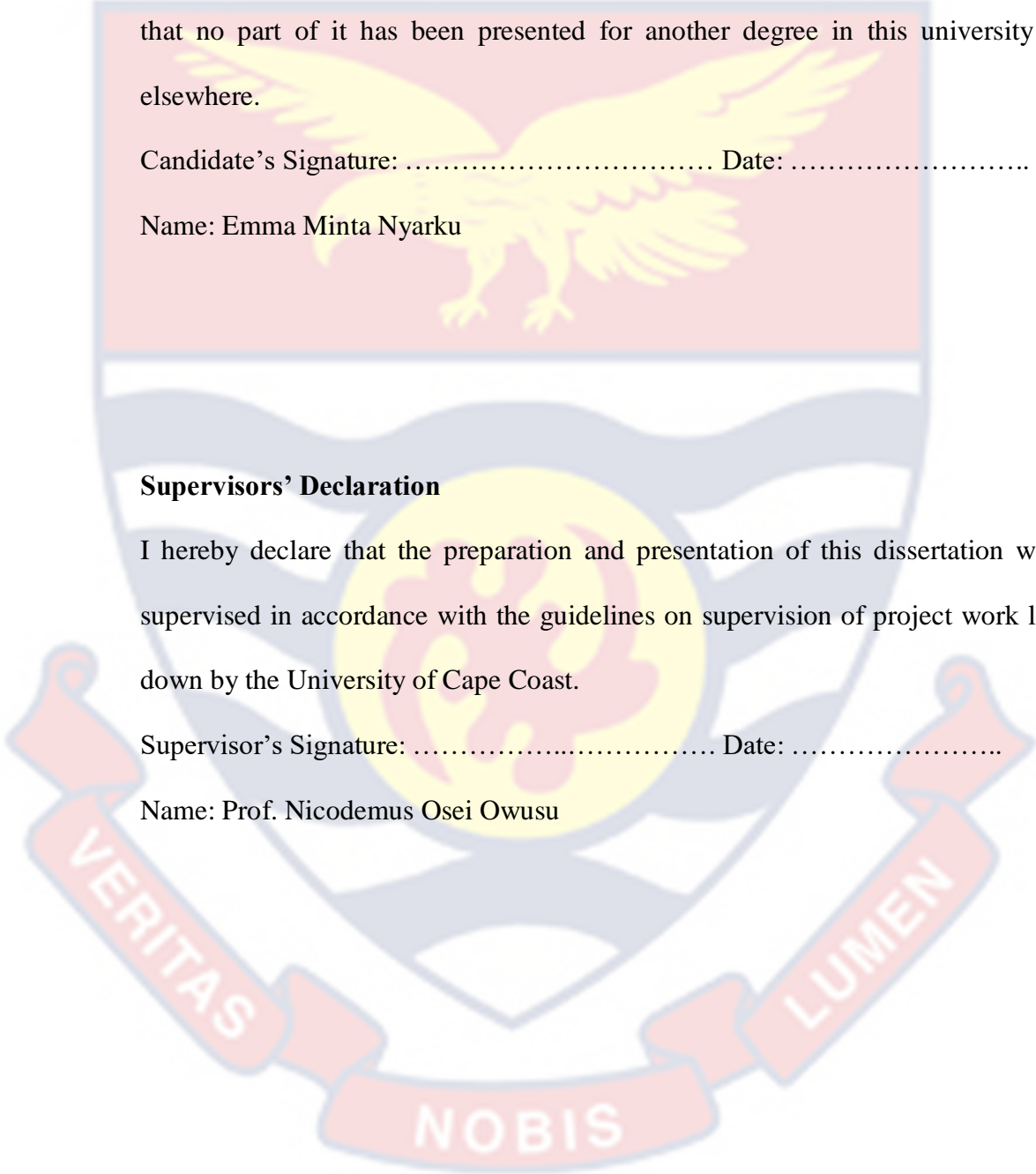
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Supervisors' Declaration

I hereby declare that the preparation and presentation of this dissertation were supervised in accordance with the guidelines on supervision of project work laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Prof. Nicodemus Osei Owusu



ABSTRACT

The purpose of this study was to examine the effect of social capital on organizational performance at Cummins Ghana. The research followed a quantitative approach and utilized an explanatory research design. The population consisted of 160 employees. The study used the census technique to select the study participants. To analyze the data, descriptive statistics (such as frequency and percentages) and inferential statistics (including Pearson's correlation and multiple regression) were employed to address the research objectives. The findings revealed that social capital, when controlling for other factors, accounted for a significant 13.4 percent of the variance in Cummins Ghana's performance. The dimensions of social capital, namely structural, relational, and cognitive dimensions, were identified as significant positive contributors to enhancing organizational performance. Consequently, the study recommended that energy companies in Ghana should focus on strengthening social capital, particularly by fostering networks and trust among employees, as this would ultimately lead to improved performance.

KEYWORDS

Social Capital

Structural dimension

Relational dimension

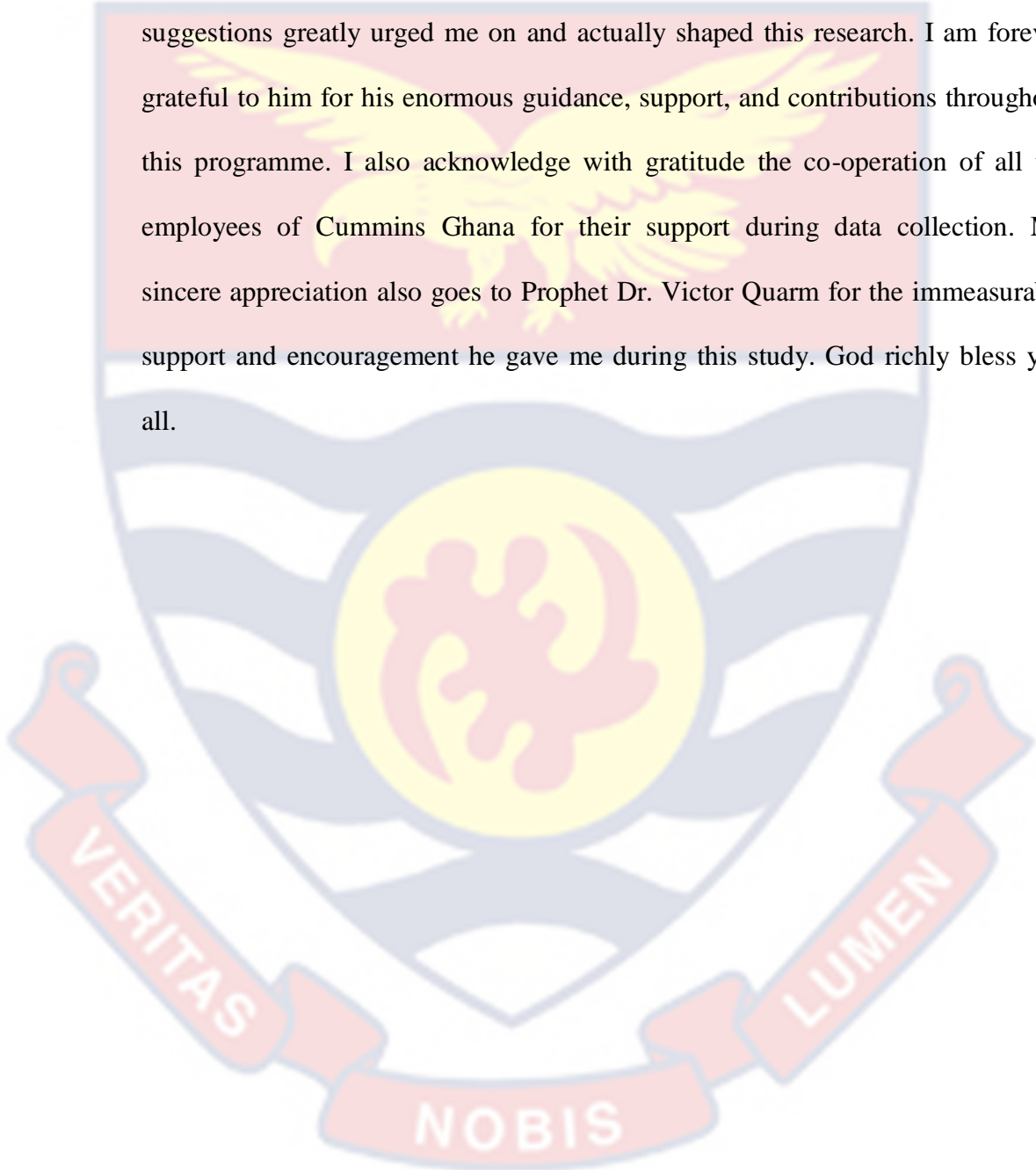
Cognitive dimension

Organizational performance



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DEDICATION

To my kids; Kobina, Ewura-esi, Aseda and Ayeyi Minta Nyarku



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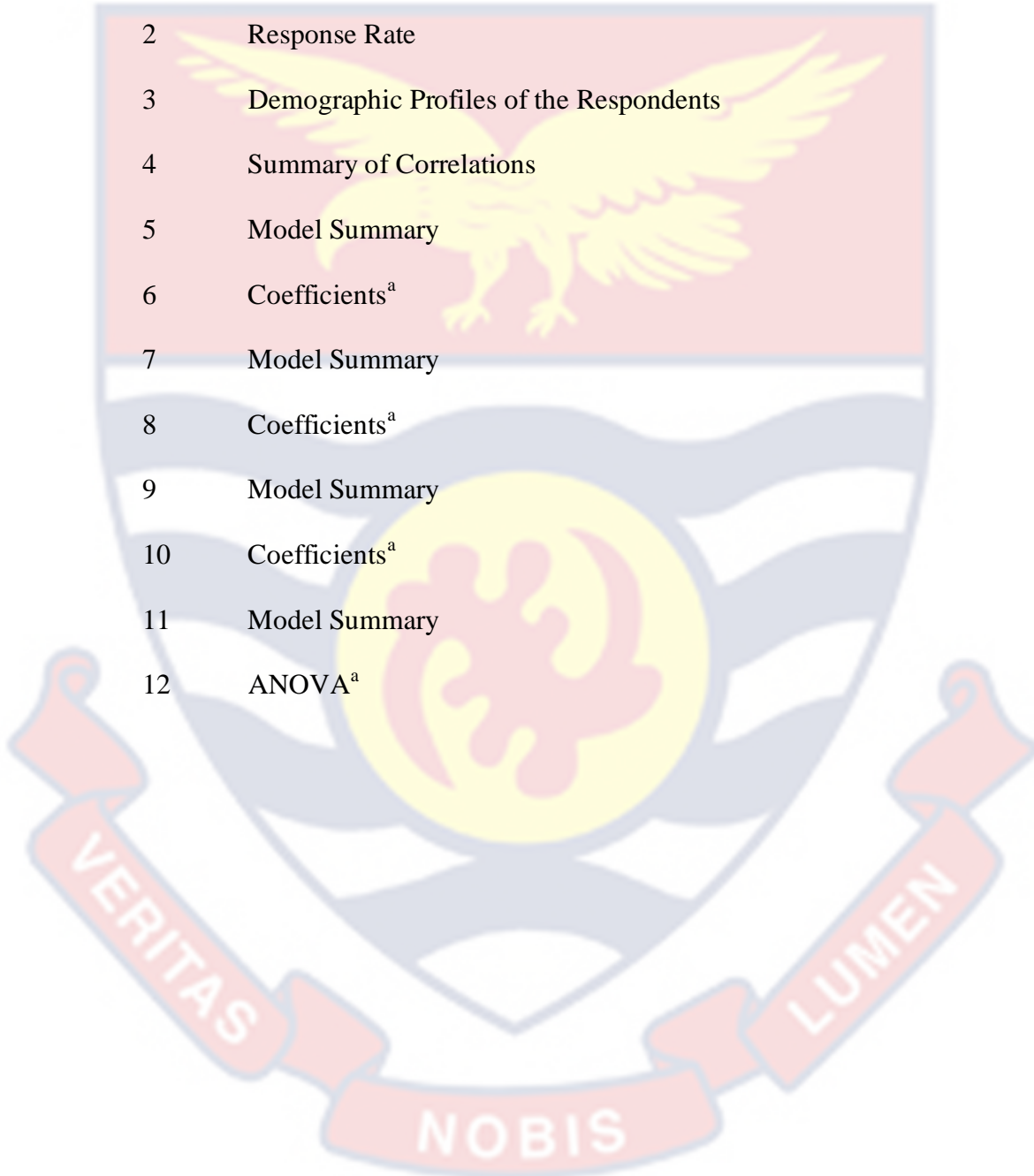
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CHAPTER ONE

INTRODUCTION

In today's competitive work environment, social capital plays a crucial role in promoting collaboration, effective interpersonal coordination, and overall economic and organizational productivity. Social capital serves as a valuable resource as individuals work together more efficiently and harmoniously when they have a mutual understanding, trust, and strong identification with one another. Recognizing the increasing benefits and research gaps in relation to social capital within the contemporary business world, this study aims to examine the impact of social capital and its dimensions on organizational performance in the energy sector, with Cummins Ghana serving as the case study. This chapter provides an introduction to the study, including the background, problem statement, research questions and objectives, significance of the study, limitations, and the organization of the research.

Background to the Study

Social capital is increasingly recognized as a crucial factor in predicting the performance of groups and organizations (Hador, 2017; Masiello & Izzo, 2019; Han et al., 2020). At the organizational level, social capital refers to the relationships and interactions among members of the organization (Lin, 2017; Hador, 2017), as well as the connections between the organization and its external stakeholders, competitors, or partners (Cappiello et al., 2020). Both perspectives of social capital emphasize the nature and strength of relationships and the flow of communication within individuals and organizations. The benefits associated with

social capital include improved group communication, more effective collective action, better utilization of intellectual resources, and increased access to valuable resources (Hador, 2017; Masiello & Izzo, 2019; Han et al., 2020).

Zhang et al. (2017) further suggest that the performance of firms greatly depends on the strength of their existing relationships and networks in society. This idea is supported by social capital theory and social network theory. Volker (2020) argues that personal networks are instrumental in achieving individual goals within the framework of social capital theory. Fu et al. (2017) posit that membership in specific social networks, along with direct and indirect connections to other actors, greatly facilitates the actions of individuals and groups. Tian et al. (2018) contend that strong ties within the organization and with strategically related firms provide better access to high-quality information, leading to superior advice and improved financial outcomes. Consequently, social capital plays a crucial role in facilitating collective work, effective interpersonal coordination, and overall economic and organizational productivity. When individuals are familiar with, understand, trust, and identify with each other, they can work together more effectively and efficiently (Nnedum et al., 2017).

The social network theory of the firm posits that organizations should be viewed as social communities specializing in the rapid and efficient creation and transfer of knowledge through networks (Ha & Nguyen, 2020). This theory emphasizes the importance of positive relationships among members of an organization for effective knowledge transfer and creation. Hence, social capital, inherent in the social relationships within an organization, is a valuable asset that

maximizes organizational advantage. In situations where collaboration and goodwill among members are high, organizations can reduce their reliance on cumbersome monitoring procedures, thereby lowering transaction costs associated with knowledge accumulation and stimulating innovation (Han et al., 2020; Perry-Smith & Mannucci, 2017). According to social capital theory, organizational social capital encompasses the structural dimension (connections among actors), the relational dimension (trust between actors), and the cognitive dimension (shared goals and values among actors) of relationships within the organization (Han et al., 2020). Each of these dimensions of social capital has the potential to improve organizational outcomes by facilitating transactions that lead to knowledge diffusion and collective action.

While a limited but growing number of empirical studies have examined the relationship between organizational social capital and performance using multivariate statistical techniques (Wega, 2018; Andrews & Mostafa, 2019), they suggest that higher levels of social capital are associated with better organizational outcomes. For instance, Andrews and Mostafa (2019) found a positive relationship between an aggregated measure of structural, relational, and cognitive social capital and employee output in Western countries. However, there is a lack of research that dissects the individual dimensions of organizational social capital, even though it is suggested that different dimensions may have distinct effects (Thompson, 2018). Additionally, there is a need for further exploration of the contingent circumstances under which the benefits of social capital are most likely to emerge. Acquiring social capital is not easy; it requires

cultivation (Herrero, 2018; Crane & Hartwell, 2019). These dimensions of social capital have diverse influences on organizational performance across various sectors and economies worldwide (Priyanath & Premaratne, 2017; Claridge, 2018; Mohammadi et al., 2020).

However, the impact of social capital on organizational performance in African economies remains uncertain. Few studies have specifically examined the relationship between organizational social capital and performance in Africa (Servaes & Tamayo, 2017; Neneh, 2018; Rodgers et al., 2019). Servaes and Tamayo (2017) argue that when social capital is conducive, organizations experience high productivity. Rodgers et al. (2019) found that the structural dimension of social capital has a greater influence on employee performance compared to other dimensions. In the context of Ghana, Amoah and Phillips (2017) highlight the need to investigate which dimensions of social capital consistently influence performance levels to help organizations achieve their vision. Insufficient social capital can hinder employee performance and impede the achievement of organizational goals and vision (Ayentimi et al., 2021; Neneh, 2018). Previous studies suggest that poor or irrelevant social capital is associated with low employee morale, internal conflicts, limited information flow, high turnover, reduced productivity, and increased job stress (Ayentimi et al., 2021; Servaes & Tamayo, 2017; Neneh, 2018). Consequently, organizations in the energy sector can only achieve their vision by fostering conducive social capital. While research on social capital and performance exists in Ghana, to the best of the researcher's knowledge, no previous studies have been conducted specifically

in the energy sector. Thus, this study aims to assess the dimensions of social capital and their impact on organizational performance in the energy industry, using Cummins Ghana as a case study.

Statement of the Problem

The success of modern businesses is heavily reliant on the energy sector to ensure a continuous power supply. However, the energy sectors in many developing countries, including Ghana, have faced ongoing challenges and frequent restructuring (Ntanos et al., 2018). In Ghana, the energy sector has experienced recurring crises, resulting in power outages and negative impacts on other industries (Kuada & Mensah, 2020). Cummins Ghana, a prominent player in the energy sector, has been criticized for its failure to address these issues effectively (Akyereko, 2021). According to Akyereko (2021), some possible explanation for Cummins Ghana's poor performance could be the inconsistent presence of organizational social capital as well as poor leadership style. Previous research has shown that effective social capital is crucial for energy firms to provide reliable and cost-effective energy for domestic and industrial use (Afrane et al., 2021; Serageldin & Grootaert, 2017).

Existing studies have frequently linked poor performance to the absence of conducive social capital dimensions (Claridge, 2018; Mohammadi et al., 2020). Therefore, the poor performance exhibited at Cummins Ghana may be attributed to unsuitable social capital. According to Perez et al. (2020) and Yen, Chen, and Su (2020), unsuitable social capital significantly contributes to employees' job stress, which, in turn, affects their work outcomes and overall organizational

contributions. This suggests that Cummins Ghana could make a meaningful contribution to addressing the frustrations in Ghana's energy sector by identifying the social capital dimension that is most conducive to the organization's success.

Han et al. (2020) present a multidimensional perspective of social capital that captures its contrasting structural and attitudinal aspects. The researchers argue that organizational social capital consists of three distinct but interconnected dimensions that can unlock ideas and information with a positive influence on organizational outcomes i.e. structural (connections among individuals), relational (trust among individuals), and cognitive (shared goals and values among individuals) (Han et al., 2020). Each of these dimensions provides collective assets to organization members that facilitate specific forms of social action while inhibiting others. Structural social capital signifies the presence of networks that provide access to people and resources, while relational and cognitive social capital reflect the capacity for resource exchange. Strong connections, high levels of trust, and a shared sense of mission among organizational members are valuable assets that leaders can utilize to improve decision-making and performance without relying on costly control and monitoring procedures. Despite the growing interest in organizational social capital, an important empirical question remains unanswered: which dimension of organizational social capital contributes to better performance?

Numerous studies have investigated social capital dimensions and organizational performance globally (Priyanath & Premaratne, 2017; Claridge, 2018; Khaliq et al., 2018). However, previous studies in Ghana have primarily

focused on sectors such as manufacturing (Easmon et al., 2019; Boohene et al., 2019) and banking (Boudreaux, Clarke & Jha, 2022), with limited attention given to the energy sector and no specific research on Cummins Ghana, despite the significant challenges faced by the energy sector. Moreover, previous studies in Ghana have placed less emphasis on investigating the impact of structural, relational, and cognitive social capital dimensions on performance in the energy sector. This study aims to fill this empirical gap by examining the influence of each social capital dimension on organizational performance, focusing specifically on Cummins Ghana.

Purpose of the Study

The principal aim of the study was to examine the influence of social capital on organizational performance at Cummins Ghana.

Research Objectives

To achieve the aim of the research, the study sought to achieve the following specific objectives;

1. Assess the influence of structural dimension of social capital on organizational performance at Cummins Ghana.
2. Examine the influence of relational dimension of social capital on organizational performance at Cummins Ghana.
3. Assess the influence of cognitive dimension of social capital on organizational performance at Cummins Ghana.

4. Examine the combined effect of structural, relational and cognitive dimensions of social capital on organizational performance at Cummins Ghana.

Research Questions

The study seeks to answer the following research questions.

1. To what extent does structural dimension of social capital influence organizational performance at Cummins Ghana?
2. What is the influence of relational dimension of social capital on organizational performance at Cummins Ghana?
3. What is the influence of cognitive dimension of social capital on organizational performance at Cummins Ghana?
4. What is the combined effect of structural, relational and cognitive dimensions of social capital on organizational performance at Cummins Ghana?

Significance of the study

The outcomes of this research have significant implications for the energy industry in Ghana, particularly for the management of Cummins Ghana. This study contributes to a deeper comprehension of social capital practices in energy companies in Ghana and their impact on organizational performance. The findings are valuable to energy professionals, government agencies, and other researchers. Specifically, the study establishes a connection between social capital and performance by confirming the role of each social capital dimension within the company and its influence on productivity. These findings provide a

foundation for implementing social capital strategies to enhance firm performance.

Moreover, this study contributes to the existing body of knowledge on the relationship between social capital and firm performance. Given the limited research on the link between social capital and firm performance, this study adds empirical evidence and enriches the research framework in this area. Additionally, the study seeks to validate existing theoretical knowledge regarding social capital and firm competitiveness. Lastly, the findings of this study may inspire further research in the field of social capital and firm performance, addressing any remaining research gaps and expanding the scope of inquiry.

Limitations of the Study

One significant limitation of this study was that the views expressed by the surveyed employees of Cummins Ghana may not represent the entire workforce in the energy sector, however, it does not limit the generalizability of the study's findings. In hindsight, it would have been beneficial to adopt a mixed-method approach involving both qualitative and quantitative methods. Conducting more interviews would have provided a deeper understanding of the issues at hand. Utilizing qualitative methods would have enriched the available information regarding social capital and firm performance, particularly by exploring management preferences in pursuit of achieving better outcomes. Although this approach would have been time-consuming, interviewing individuals in higher positions, such as heads of various departments, could have yielded valuable insights into the rationale behind the dimensions of social capital and firm

performance. Regardless of these limitations, they did not affect the study's outcome.

Delimitations of the Study

The topic under study was “Social Capital and Organizational performance at Cummins Ghana”. The study is confined to only employees of Cummins Ghana. Social Capital and its' influence on performance is seen in every human institution but the study is confined to only Cummins Ghana and conclusions may only be applicable to the company. However, other companies may adopt the findings of this research, especially those within the energy sector.

Organization of the study

The study comprised five chapters, each addressing specific aspects of the research. Chapter One provided an introduction by presenting the background of the study, stating the problem, outlining the purpose and objectives of the research, posing research questions, highlighting the significance of the study, discussing limitations, defining the scope, and providing an overview of the organization of the study. Chapter Two conducted a comprehensive literature review on social capital and organizational performance. It explored the concept of social capital, its dimensions, and its impact on organizational performance by drawing from relevant books and previous studies on the subject. Chapter Three detailed the methodology employed in the study. It described the research approach, research design, study area, population size, sample size, and sampling techniques. Additionally, it outlined the methods used for data collection and data analysis. Chapter Four presented the data analysis and findings derived from the

research questions. This chapter analyzed the collected data and presented the results in relation to the research questions posed in the study. Chapter Five focused on summarizing the findings, drawing conclusions based on the analysis, and providing recommendations and suggestions for further research. This final chapter encapsulated the main outcomes of the study and proposed avenues for future studies to delve deeper into the subject matter.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter provides an overview of the theoretical and empirical literature related to the study, accompanied by the development of a conceptual framework that guided the research. The literature review encompasses relevant theories such as Social Capital Theory and Lin's Social Network Theory, which serve as the foundation for understanding the concept of social capital and its relationship to organizational performance. The review includes an examination of the concept of social capital, its various dimensions, sources, and its impact on performance. Additionally, empirical studies that have explored the relationship between social capital dimensions and performance are discussed. Drawing from the insights gained from the literature review, a conceptual framework is formulated and presented to provide a visual representation of the study's theoretical underpinnings.

Theoretical Review

A theory is a collection of interconnected constructs or variables that are formulated into propositions or hypotheses, specifying the relationships between these variables in terms of magnitude or direction (Qutoshi, 2018). The purpose of a theory is to provide an explanation of why and how these variables are correlated, serving as a bridge between them. In the context of this study, several key theories related to social capital are reviewed and discussed. Social capital literature encompasses a range of theories, including social capital theory, social

exchange theory, and social network theory (Kim, Lee & Lee, 2017; Nguyen, An & Ngo, 2020; Rouziou et al., 2018; Zoller & Muldoon, 2018; Lin, 2017). These theories are instrumental in explaining and understanding the concepts of social capital, and they hold significant value in studying workplace behavior and organizational performance. For the purposes of this study, social capital theory and social network theory will be adopted as the primary theories to support the research. This decision is based on the fact that studies conducted at the organizational level frequently rely on the work of Han et al. (2020) and Lin (2017), who have extensively explored social relationship theory and its application to understanding social capital within an organization.

Social Capital Theory

The Social Capital Theory, introduced by Nahapiet and Ghoshal in 1998 (Han et al., 2020), explores how social relationships can generate benefits for individuals and organizations beyond their original context. According to Han et al. (2020), social capital is seen as a metaphorical form of capital that involves trustworthy networks and social relations, enabling collaboration and other advantages. The theory suggests that social capital holds value in its ability to transfer and facilitate other forms of beneficial capital for individuals and organizations (Dubos, 2017). However, social capital only becomes beneficial when it is activated, as it operates as a self-sustaining system. Therefore, the existence of trusting relationships helps establish additional trusting relationships, which are crucial for knowledge sharing and organizational performance. The benefits of social capital extend not only to those directly involved but also to

bystanders and society as a whole. The theory asserts that social relationships serve as resources that contribute to the development and accumulation of human capital.

Furthermore, the Social Capital Theory posits that social capital comprises three dimensions: structural, relational, and cognitive, which each influence organizational performance in different ways (Claridge, 2018). The structural dimension provides opportunities for interaction through network connections, the cognitive dimension facilitates information accessibility and knowledge assimilation through shared understanding and cognitive frames, and the relational dimension motivates engagement in exchanges and collaborations for knowledge creation.

Within the framework of social capital theory, personal networks are viewed as a means to achieve individual and organizational goals, as suggested by Volker (2020). Similarly, Fu et al. (2017) argue that individuals and groups can greatly benefit from membership in specific social networks, particularly through direct and indirect connections to other actors within those networks. Tian et al. (2018) emphasize that strong ties within a firm and with strategically related firms offer better access to high-quality information, resulting in superior advice and improved organizational outcomes. Social capital is considered a valuable resource because individuals work together more effectively and efficiently when they are familiar with one another, have mutual understanding, trust, and a sense of identification (Nnedum et al., 2017).

Lin's Social Network Theory

In order to comprehend the network theory of social capital, it is important to consider capital both as a concept and as a theory, as stated by Lin (2017) and Song et al. (2018). Conceptually, capital refers to the value provided to society through investment in specific resources, while theoretically, it describes the processes through which capital is acquired and reproduced for returns. Capital theory can be further divided into human capital theory and social capital theory (Tight, 2018; Lin, 2017). Human capital theory posits that investing in specific human resources, such as knowledge and skills, can yield economic returns, even for individuals in the labor market (Buzavaite & Korsakiene, 2019).

On the other hand, social capital theory views production as a process where surplus value is generated through investing in social relations (Lin, 2017). According to Lin (2017), social capital represents the resources obtained from one's social networks, which can be accessed through network ties. These social relationships enable actors to acquire or mobilize resources from other actors. Unlike sociological theories that perceive society as composed of individuals, social network theory defines society as networks comprised of sets of ties or relationships. Hence, society is built upon relationships between individuals rather than individuals operating independently (Lin, 2017; Lin et al., 2017). Additionally, Lin et al. (2020) emphasize that the performance of firms is highly dependent on the strength of existing relationships/networks in society.

Lin (2017) outlines three fundamental assumptions underpinning the theory: structural positions, network locations, and the purpose of action.

Structural positions pertain to an actor's position within the hierarchical structure of the network, while network locations refer to an actor's position within networks exhibiting specific characteristics such as openness or closeness. The purpose of action concerns the motivation to acquire wealth, reputation, power, maintain cohesion, well-being, or solidarity through the social network. These assumptions have been acknowledged by scholars who have made contributions to this theory (Gannon & Roberts, 2020; Cheng & Liao, 2017; Demirkıran & Gençer, 2017).

In addition, Demirkıran and Gençer (2017) identified four additional assumptions in models based on social network theory, including the independence of actors, relations involved in the flow or transfer of resources, the capacity of networks to enable individual actors, and the generation of long-lasting ties and networks through social structures. In simple terms, the theory posits that societies are composed of networks or ties, and actors within them share resources and collaborate to achieve collective goals rather than individual goals. Within a social network, not every node is connected to every other node, resulting in specific features in a given network (Lim & Song, 2019). Networks give rise to clusters where multiple actors are interconnected, resembling a family, and these clusters can be connected to one another through sparsely connected areas, forming bridges.

Furthermore, Huggins and Prokop (2017) categorized these relationship forms into two groups: the primary group consisting of relationships postulated by the study itself, and the secondary group consisting of relationships added by

other scholars. In a working environment, these relationships can broadly be classified as trust relationships within the organization. This perspective is also supported by scholars such as Salleh et al. (2018), Miguelez (2019), and Kim (2022). Salleh et al. (2018) suggest that social networks are associated with general relationships, making trust networks more preferable in a work environment. Miguelez (2019) adds that the survival and performance of organizations increasingly rely on trust and cooperation to share resources and gain competitive advantages. These findings are supported by studies conducted by Rahmini et al. (2019) and Swanson et al. (2020).

Conceptual Review

The Concept of Social Capital

The concept of social capital has been defined and operationalized in various ways (Hador, 2017). At its core, social capital refers to the resources embedded in the relationships within a community that can be utilized by certain individuals to achieve desired outcomes (Burt, 2017). If organizations are seen as social communities where individual and social expertise is transformed into economically beneficial products and services (Ha & Nguyen, 2020), then the relationships among organization members become a valuable resource for conducting social affairs (Han et al., 2020). Social capital encompasses the features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit (Khoir et al., 2017). According to Han et al. (2020), social capital is the sum of actual and potential resources embedded in the network of relationships possessed by an individual or

a social unit. It includes both the network itself and the assets that can be mobilized through that network. The underlying idea is that social networks have value and impact the productivity of individuals and groups.

While some scholars focus on the bridging aspects of interactions that connect diverse actors as the source of social capital (Burt, 2017), others highlight the bonding nature of shared values underlying these interactions (Lin, 2017). In a broader sense, social capital encompasses social networks and the norms of reciprocity and trust that arise from those networks (Khoir et al., 2017). This suggests that social capital is a multidimensional construct that includes both structural (networks) and attitudinal (norms) features.

Han et al. (2020) present a multidimensional framework of social capital that captures its contrasting structural and attitudinal aspects. They propose three interrelated dimensions of organizational social capital that can unlock ideas and information to positively influence organizational outcomes: structural dimension (connections among actors), relational dimension (trust among actors), and cognitive dimension (shared goals and values among actors). Each dimension provides organization members with collectively-owned assets that enable certain forms of social action while inhibiting others. Structural social capital represents the presence of a network that provides access to people and resources, while relational and cognitive social capital reflect the ability for resource exchange. Strong connections, high levels of trust, and a shared sense of mission among organization members are valuable assets that organizational leaders can leverage to enhance decision-making and performance without relying on costly control

and monitoring procedures. Thus, the dimensions of social capital include the structural dimension, relational dimension, and cognitive dimension. These dimensions are discussed below.

Structural dimension of social capital

Structural social capital refers to the arrangements of connections between individuals and units within an organization (Han et al., 2020). These connections provide opportunities for individuals to connect with peers who possess the desired knowledge or expertise. Regular interactions among organization members from different functional areas or departments can positively impact the speed of organizational learning (Ha & Nguyen, 2020). Successful repeated interactions between agents can also foster cooperation rates, which can ultimately contribute to improved organizational performance (Andrews, 2017).

The presence of formal and informal network linkages between individuals can enhance organizational outcomes (Marsden, 2017). Shah et al. (2018) discovered that in 38 workgroups across various industries, intra-organizational cooperation structures and processes fostered a sense of mutual accountability among employees, resulting in increased effort and improved job and group performance. Collaboration and coordination processes, both formal and informal, within organizations can create networks of relationships that senior managers can leverage for the benefit of organizational outcomes (Marsden, 2017). Encouraging interaction between different departments enables senior managers to access valuable information and knowledge from across the

organization, leading to the achievement of collective goals and acquisition of scarce resources (Lee, 2017).

Relational dimension of social capital

The relational dimension of social capital focuses on the personal relationships that individuals develop through interactions (Han et al., 2020). It encompasses factors such as respect, friendship, and trust that influence their behavior. Tomlinson and Robert Branston (2018) emphasize that this dimension explores the nature of linkages and the level of involvement individuals have within networks, particularly in the context of business relationships, including trust, attitudes, and behavior between firms. Nnedum et al. (2017) also highlight that the relational dimension refers to the personal relationships people establish through a history of interactions, characterized by trust, shared norms, obligation, and identification. This dimension emphasizes the importance of trust in social capital theory and aligns with the principles of social exchange theory, which suggests that individuals are willing to help others in the process of exchange.

Trust plays a crucial role in achieving the effects of relational social capital. It enables individuals to engage in exchanges of intellectual capital and anticipate value through these exchanges. Without trust, the full potential value of relationships cannot be realized, even if individuals have access to each other (Preston et al., 2017). Wang, McNally, and Lenihan (2019) highlight that the relational dimension focuses on the content and characteristics of relationships, including intensity, multiplicity, roles played by actors, and implicit rules. Frequency of interactions among actors is also important for strengthening

relationships, as individuals who demonstrate more trustworthiness are more likely to leverage their relationships for their benefit.

At the organizational level, relational social capital refers to the reciprocal exchanges that guide interactions among members. Associability, reflecting the willingness to prioritize collective goals, and trust, which underlies reciprocity, are important aspects of this dimension within an organization (Hador, 2017). Trust between leaders and members facilitates the transfer of sensitive information and fosters collaborative action even in the absence of formal mechanisms (Lin, 2017). It can also reduce resistance to organizational change (Smith, 2017) and allow resources allocated to employee monitoring to be reinvested in other areas (Andrews, 2017).

In a high trust environment, organization members perceive strong support from leaders and feel a sense of obligation and attachment. These positive intra-organizational relationships contribute to better employee performance (Cui et al., 2018). Trust also promotes the exchange of ideas and information among managers at different levels, improving bureaucratic efficiency and effectiveness (Lee, 2017). Shared norms of reciprocity facilitate access to such exchanges and motivate individuals to engage in them, fostering strong ties within the organization. While strong relational ties can lead to negative externalities such as groupthink that restrict the flow of information, they are typically associated with positive outcomes such as reduced turnover intention, increased organizational commitment, and improved overall performance (Agneessens & Wittek, 2021; Batool et al., 2017).

Cognitive dimension of social capital

The cognitive dimension of social capital pertains to the shared understanding, interpretations, and systems of meaning that exist among individuals within a network (Nnedum et al., 2017). It involves the collective goals or shared vision that emerges among actors. Nnedum et al. (2017) highlight that the cognitive dimension is associated with shared regulations and paradigms, including shared language, codes, and the ability to share knowledge. It helps establish a common understanding of shared goals and appropriate behaviors within the social system. This dimension also involves individual skills in assessing and interpreting work relationships with colleagues or supervisors (Claridge, 2018). It aligns with the social resources theory in social capital and emphasizes relational characteristics.

Wang et al. (2019) identify two important features of the cognitive dimension: objectives and shared culture among network members. When the objectives and strategies of a network are clearly defined and known by all members, there is a shared comprehension of the intended goals and the means available to achieve them. Common objectives and ways of thinking foster trust and reduce opportunistic behavior, facilitating access to knowledge and information.

Cognitive social capital is shaped by the broader organizational mission and values that provide the context for knowledge exchange and collective action. When organization members share and pursue a common strategic vision and goals, it promotes integration and collective responsibility (Lin, 2017). Unlike

relational social capital, cognitive social capital relates to the extent to which subjective interpretations of organizational values and goals are shared by actors within the organization. Although it is possible to have organizations where trust is not a shared norm, these two dimensions of social capital are often closely connected (Rana, Hanif & Hafeez, 2021). Shared interpretations of organizational values and mission provide cognitive frameworks that enable actors to navigate environmental uncertainty, leading to positive outcomes for organizational performance. The ability to define and act upon collective goals collectively is associated with greater coordination of organizational efforts (Hador, 2017).

Diverse values among organizational members can pose challenges for collective action, such as the need for coalition building (Lee, 2017). While knowledge diffusion and innovation benefit from diverse contributions, they also require a shared context to frame and integrate those contributions (Tajpour et al., 2021). Effective communication of organizational values and mission throughout the organization can inspire and motivate managers and staff (Li, 2020). This is particularly important in large organizations where leaders need to communicate with and motivate diverse groups of employees to achieve desired goals (Huynh & Patton, 2017).

Masiello and Izzo (2019) draw comparisons between social capital and other forms of capital. Firstly, social capital, like other types of capital, is a durable asset that can be invested in, with the expectation of future benefits. Individuals and groups can enhance their social capital by investing in the development of external relationships, leading to improved access to information,

power, and solidarity. Similarly, investing in internal relationships strengthens collective identity and enhances collective action. Secondly, social capital, like other forms of capital, is both appropriable and convertible. It can be appropriated when an actor utilizes their network, such as friendship ties, for various purposes such as gathering information or seeking advice. Social capital can also be converted into other forms of capital, meaning the advantages gained through one's position in a social network can be translated into economic or other forms of advantage.

Thirdly, social capital can serve as a substitute for or complement other resources. It can compensate for a lack of financial or human capital by leveraging strong connections. Moreover, social capital can complement other forms of capital, such as improving the efficiency of economic capital by reducing transaction costs. Fourthly, social capital requires maintenance. Social bonds need periodic renewal and confirmation, otherwise, they can lose their effectiveness. Although social capital may depreciate due to non-use or abuse, it does not depreciate through use. However, contextual changes can render social capital obsolete, and the rate at which this happens is often unpredictable. Fifthly, unlike many other forms of capital, certain types of social capital are collective goods that benefit a wider group beyond those who possess them. Sixthly, social capital differs from other forms of capital as it is not located within individuals but within their relationships with others. Building social capital requires mutual commitment and cooperation, and the defection of even one party can destroy it.

Finally, the development of social capital is difficult to quantify measurably. Arampatzi et al. (2018) suggest that all types of capital, including social capital, depreciate over time but can be replenished through investment and regeneration. Changes in flows take time to impact the underlying stock of capital. Additionally, all types of capital accumulate and restore slowly, yet can be quickly dissipated if not used sustainably. Furthermore, social capital is viewed as a resource that draws from and contributes to other types of resources, including natural, produced economic, and human capital (Gao, Li & Lu, 2021).

Organizational Performance

Organizational performance is a commonly studied aspect in organizational research, but it remains a loosely defined and ambiguous construct. The challenge of establishing a clear meaning for performance has persisted for many years across various fields, including strategic human resource management. Katz and Kahn (1978) noted that while the problem of developing satisfactory criteria for organizational performance is evident, the solution is less apparent. Raina and Shahnawaz (2017) define organizational performance as encompassing three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment), market performance (sales, market share), and shareholder return (total shareholder return).

Various literature reviews have identified several performance measures commonly used as proxies for firm performance, including profitability, productivity, market share, and export performance (Mustafa & Yaakub, 2018; Nemethova, Siranova & Sipikal, 2019; Selcuk & Kiymaz, 2017). Profitability, for

example, is considered an important indicator of firm performance according to Najib, Saefuloh, and Mulyawan (2020). This study also considered both financial and non-financial indicators, using net profit and sales as indicators of profitability and market share, respectively, which are relevant to the energy firms in Ghana.

Scholars have defined performance in different contexts, such as personal, group-related, and firm/organization-related (Balagobei, 2020; Sahibzada et al., 2020; Jayanagara et al., 2022). In the context of a firm or organization, performance is defined as the ability to meet expected standards, increase market share, improve facilities, enhance profitability, and optimize capacity and efficiency (Balagobei, 2020). It can also be seen as the achievement of a firm's objectives and the attainment of sustainable competitive advantages (Aguinis & Burgi-Tian, 2021). Scholars like Tipu and Fantazy (2018) and Sahibzada et al. (2020) emphasize that the primary goal of any organization is to gain a competitive advantage over rivals, leading to benefits such as increased market share, profits, sales volumes, and output levels. Firms that fail to establish or sustain a competitive advantage tend to perform poorly and struggle to attain associated benefits. Tsorme (2020) supports this by stating that firms striving to sustain competitive advantages through trust relations improve their performance consistently. These perspectives are also supported by Gupta and Wales (2017) and Laszlo and Zhexembayeva (2017).

Empirical Review

Social Capital and Organizational Performance

The literature recognizes the increasing importance of social capital for organizations (Nasip et al., 2017; Dar & Mishra, 2020; Lee & Hallak, 2020), and there is a growing number of studies examining how structural and cognitive social capital models influence organizational outcomes (Cheng & Liao, 2017). The focus of this study was to explore the dimensions of social capital and their impact on performance, considering business success as a social game (Dar & Mishra, 2020). Social capital is described by Lazega and Pattison (2017) as a result of complex networks, combining work and friendship relationships, which contribute to cohesion and various effects on performance, with work relationships having a stronger influence and friendship relationships having a weaker influence. Effective communication is identified by Dost and Badir (2018) as a crucial competency for organizational success.

Social capital encompasses the context, relationships, interpersonal trust, and norms that enable specific behaviors and interactions between individuals, fostering organizational development and knowledge sharing (Perera & Weerakkody, 2018). It is regarded as a multidimensional concept, with cognitive abilities and communication skills being highlighted as dimensions influenced by the context (Walden & Kingsley Westerman, 2018). Khoir et al. (2017) emphasize that the nature of social connections is what holds individuals together and contributes to improved performance. Burt (2017) suggests that teams with diverse social connections tend to enhance organizational performance. The

intertwining resulting from frequent and repeated social interactions is crucial for building a competitive and efficient organization (Sukoco et al., 2018). Dar and Mishra (2020) argue that firm success is influenced by social capital, viewed through its dimensions, which in turn impact organizational performance. The subsequent sections discuss the influence of each dimension of social capital on organizational performance

Relational Dimension and Organizational Performance

According to Ha (2021), in an environment characterized by high levels of trust, members of an organization may perceive strong support from their leaders, leading to a sense of obligation and attachment. This positive interpersonal dynamic within the organization can contribute to improved organizational performance (Cui et al., 2018). Lee's (2017) research findings suggest that high levels of trust can enhance bureaucratic efficiency and effectiveness by promoting the exchange of ideas and information among managers at different levels within the organization. Shared norms of reciprocity facilitate such exchanges and provide the necessary motivation, fostering strong relationships among organization members. While such solidarity can give rise to negative externalities like 'groupthink' that hinder the free flow of information and knowledge (Masiello & Izzo, 2019), strong relational ties are typically associated with various positive outcomes, including reduced turnover intention and stronger organizational commitment (Agneessens & Wittek, 2021). These positive outcomes, in turn, contribute to better organizational performance (Batool et al., 2017).

Structural Dimension and Organizational Performance

The structural dimension of social capital pertains to the characteristics of the overall social system and the network of relationships within it. It encompasses the impersonal arrangement of connections between individuals or units, representing the broader pattern of linkages among actors. Tomlinson and Robert Branston (2018) explained that the structural dimension focuses on the positions of actors within a network, the structure of the network itself, and the extent to which it facilitates social interaction among actors. Preston et al. (2017) emphasized that the structural dimension of social capital plays a role in knowledge integration by enabling access to parties for knowledge exchange and participation in activities related to knowledge. Wang et al. (2019) further argued that the quantity and diversity of relationships are important features in defining access to resources, which, in turn, can contribute to better performance outcomes.

For example, frequent interactions among members of an organization from different functional areas and departments can positively influence the speed of organizational learning (Ha & Nguyen, 2020). Andrews (2017) suggested that repeated successful interactions between agents may increase cooperation rates, thereby benefiting organizational performance. Marsden (2017) discovered that the existence of formal and informal network connections between actors can enhance organizational outcomes. Additionally, Shah et al. (2018) found that structures and processes supporting intra-organizational cooperation fostered mutual accountability among employees, leading to increased effort and improved

overall job and group performance. Collaboration and coordination processes, both formal and informal, within organizations can create networks of relationships that senior managers can utilize to benefit organizational outcomes (Marsden, 2017). Encouraging interactions between different departments enables senior managers to access valuable information and knowledge from across the organization, contributing to the achievement of collective goals and obtaining scarce resources (Lee, 2017).

Cognitive Dimension and Organizational Performance

The cognitive dimension of social capital pertains to the shared understanding, interpretations, and systems of meaning that exist among individuals within a network (Nnedum et al., 2017). A shared understanding of an organization's values and mission provides cognitive frameworks that individuals can use to navigate uncertain environments, resulting in positive effects on organizational performance (Marsden, 2017). This shared understanding facilitates the establishment of collective goals and enhances the synchronization of organizational efforts (Hador, 2017).

However, according to Lee (2017), when organizational members hold highly diverse values, it can pose challenges in implementing policies and strategies, necessitating the need for coalition building. While knowledge diffusion and innovation benefit from diverse contributions of opinions and experiences, they also require a shared context to effectively frame and integrate these contributions (Tajpour et al., 2021). Similarly, effective communication of the organization's values and mission throughout the entire organization can

inspire and motivate managers and staff (Li, 2020). This becomes particularly crucial in large organizations where leaders must communicate with and motivate diverse groups of employees in order to achieve desired goals (Huynh & Patton, 2017).

Conceptual Framework

This section presents a framework to further explain the influence of social capital on organizational performance. The framework, therefore, provides the relationship between the key variables (social capital dimensions, and organizational performance) of the study. Based on the Social Capital Theory, the conceptual framework is presented in **Figure 1**.

Social Capital

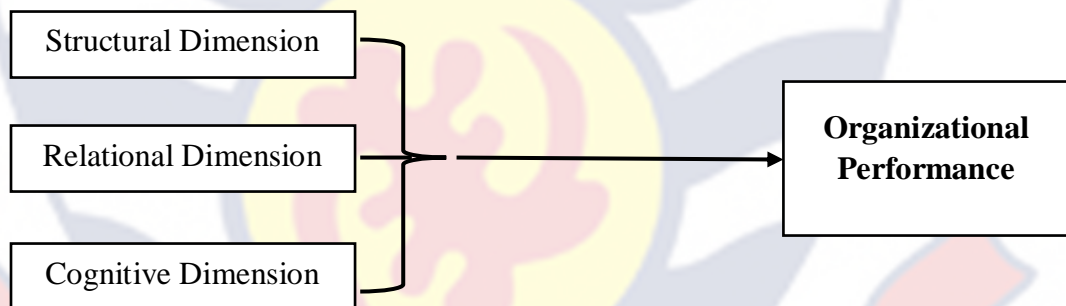


Figure 1: Conceptual Framework
Source: Author's Construct (2022)

Chapter Summary

This chapter dealt with reviews of the literature related to the study. The study was underpinned by the Social Capital Theory. It was found that there are three major dimensions of social capital which comprises structural, relational and cognitive. From the reviews, social capital has a positive relationship with firm performance and as such, positively impacts on the latter. A conceptual framework linking the study's variables was also constructed.

CHAPTER THREE

RESEARCH METHODS

Chapter Overview

This chapter presents the research methods employed in the study. It, therefore, discusses research paradigm, research approach, research design, study area, population, sampling procedure, data collection instrument, ethical issues, data collection procedures and data processing and analysis.

Research Paradigm

Every researcher is guided by their beliefs, values, and worldview throughout the research process (Khaldi, 2017). These guiding principles, often referred to as paradigms or philosophical assumptions, shape the researcher's approach to conducting a study (Kaushik & Walsh, 2019). Research philosophy refers to a set of beliefs and assumptions about knowledge development (Saunders et al., 2015). Based on these factors, researchers tend to adopt either a qualitative, quantitative, or mixed-methods approach in their research (Creswell & Clark, 2017).

Saunders et al. (2015) identified five major research philosophies: positivism, critical realism, interpretivism, postmodernism, and pragmatism, which have influenced social science research over time. In this study, the positivist approach is adopted. Positivism is a philosophical system that focuses on issues that can be scientifically verified, providing a basis for generalization. Positivists emphasize objective facts that are independent of human interpretation. They use existing theories to develop hypotheses, which are then tested and

confirmed or refuted to further refine the theory (Creswell & Clark, 2017; Saunders et al., 2015).

Positivism acknowledges an objective reality and seeks universal truths in the field of management sciences (Saunders et al., 2015; Sekaran & Bougie, 2016). This approach aligns with the study's objective of testing hypotheses and establishing relationships based on the theory of rational choice.

Research Approach

According to Creswell (2016), there are three main research approaches: qualitative, quantitative, and mixed methods. Saunders et al. (2015) highlight three key differences between quantitative and qualitative research methods. Firstly, the quantitative method allows researchers to isolate and define variables, linking them to form research hypotheses, while qualitative research does not follow the same process. Secondly, objectivity is emphasized in the quantitative method during data collection and analysis, whereas subjectivity can be introduced in the qualitative method. Lastly, the quantitative method allows for larger sample sizes and generalization of the findings to the entire population, whereas qualitative research does not aim for generalization.

In this study, the quantitative research approach was employed based on the study's purpose, specific objectives, hypotheses, and the nature of the data to be collected and analyzed. Creswell (2016) explains that the quantitative approach aims to explain phenomena by collecting numerical data and analyzing them using mathematical methods, particularly statistics. Additionally, the quantitative

method allows for generalization of the sample results to the broader population from which the sample was collected.

Research Design

According to Van Wyk and Taole (2015), research design refers to the overall plan that connects conceptual research problems with empirical research. Creswell and Clark (2017) identify three main types of designs for quantitative studies: experimental (scientific experiments), non-experimental (such as surveys), and longitudinal designs. The nature of this study falls under the non-experimental category as it involves comparing relationships between variables. Experimental research often faces limitations in terms of manipulating variables.

The study employed an explanatory research design. Cohen et al. (2007) have posited that explanatory research helps to find out the reasons behind the occurrence of a particular phenomenon. Explanatory research explains a situation or problem usually in the form of casual relationships (i.e. the relationship between social capital and organizational performance). This type of research helps the researcher to get fresh insight into a situation in order to build, elaborate, extend or test a theory. The prime objective of explanatory research is to identify issues and key variable in a given research problem.

The chosen research design was suitable for this study as data was collected through questionnaires to address the research questions related to social capital and organizational performance. However, questionnaires come with difficulties, such as ensuring clear and non-deceptive questions, encouraging honest and thoughtful responses from participants, and obtaining a sufficient

number of completed questionnaires for meaningful analysis (Alabi, 2017). Despite these disadvantages, explanatory design allows researcher to get fresh insight into a situation in order to build, elaborate, extend or test a theory.

Therefore, the explanatory design was considered the most appropriate for this study.

Additionally, a quantitative research approach was adopted. Quantitative research relies on the principle of verifiability, enabling the establishment of cause-and-effect relationships.

Study Area

The research focuses on Cummins Ghana as the study area. Cummins Inc is a well-established American multinational corporation founded in 1919. Its main operations involve the design, manufacturing, distribution, and servicing of diesel engines, generators, and related technologies. With a global presence in 197 countries and territories, Cummins Inc is headquartered in Columbus, Indiana. It boasts a workforce of over 55,000 employees worldwide. The company is dedicated to continuous innovation in order to drive customer success and aims to improve people's lives by fostering a more prosperous world. Cummins Inc upholds strong corporate values, including integrity, care, teamwork, diversity and inclusion, and excellence. The company is committed to delivering on its brand promise of powering customers through dependability and innovation. It also strives to empower its employees to reach their full potential and create value for stakeholders.

Cummins Inc has a notable track record in ensuring customer satisfaction in Africa by establishing an extensive network for its operations. Cummins Ghana is one of the 51 country branches where the company operates on the African continent. Since being recognized as a Cummins distributor in 2009, Cummins Ghana has been supplying genuine power generators ranging from 8KVA to 3000KVA to meet the power needs of its customers in Ghana. The company also provides installation services, 24-hour after-sales support, and other maintenance activities. Cummins Ghana makes significant contributions to Ghana's economic growth through job creation, revenue generation, and innovative solutions. It currently operates six branches in Ghana and employs over 160 individuals. Effective management with relevant social capital is crucial for guiding the employees towards achieving their set goals. Therefore, this study aims to explore the impact of social capital on performance within Cummins Ghana.

Population

A population refers to the complete set of elements that the researcher aims to study and draw conclusions about (Blumberg, Cooper & Schindler, 2014). It represents the specific group of interest from which the researcher seeks to gather information (Curtis, Comiskey & Dempsey, 2016). In this study, the population under investigation comprises the employees of Cummins Ghana. Specifically, the target population consists of all employees situated at the company's six branches located throughout the country. According to Cummins Ghana's Annual Report in 2022, the company currently employs a total of 160 individuals across its branches. These branches include the headquarters in Accra,

as well as branches in Kumasi, Takoradi, Tarkwa, Akyem, and Kenyasi Ahafo Mines. To summarize, the study's target population encompasses all 160 employees of Cummins Ghana (Cummins Ghana Annual Report (2022)).

Sample and Sampling Procedure

Sampling involves the process of selecting a representative subset or unit from a larger population to estimate certain characteristics or elements of that population (Oghazi et al., 2016). Researchers often choose sample surveys instead of conducting a census when dealing with large populations because complete coverage of the entire population is not always practical or advantageous (Saunders et al., 2015). Sampling designs can be broadly categorized into probability sampling and non-probability sampling (Sekaran & Bougie, 2016). Probability sampling ensures that each element in the population has a known and non-zero chance of being included in the sample, while non-probability sampling does not guarantee this (Sekaran & Bougie, 2016).

In this study, a census sampling technique was employed due to the relatively small population size (Krejcie & Morgan, 1970). According to Krejcie and Morgan (1970), where a population size is less than 200 then census technique is appropriate to involve all participants in the study. Therefore, a sample size of one hundred and sixty (160) was used, comprising workers from all levels of administration and management. Census sampling has advantages such as eliminating sampling error and providing data on all individuals in the population. It ensures that all employees have an equal opportunity to participate, although some individuals may choose not to. Costs such as survey development

and implementation are fixed, making it a cost-effective option for smaller populations. Census surveys also enhance the perception of result accuracy and enable analysis at the departmental level within the organizational structure (Weeks, 2020).

In summary, a census survey is suitable for smaller populations, as it provides an opportunity to include all individuals and obtain representative responses. While more complex to administer, a census survey allows for analysis of subgroups within the organization and provides a greater chance of obtaining responses that are representative of all subgroups. Although the number of surveys distributed may increase with a census survey, the process of determining who receives a survey is straightforward as it includes everyone (Thompson, 2012).

Data Collection Instrument

Data for this study was collected using a self-administered questionnaire as the research instrument. The use of a questionnaire ensures greater uniformity, consistency, and objectivity in data collection, as highlighted by Sekaran and Bougie (2016). Additionally, it allows for privacy and convenience for respondents, promoting anonymity and encouraging honest responses (Neelankavil, 2015). To address the research questions and achieve the study objectives, closed-ended questions were utilized in the questionnaire. Closed-ended questions require respondents to select a response from a predetermined set of options, enabling them to consider each response independently. The self-

administered questionnaire was deemed appropriate given the busy nature of the respondents, as it allowed them to provide responses in an unsupervised manner.

The questionnaire was designed to measure the outcomes related to the study objectives. It consisted of sections for demographic information, such as age, gender, marital status, and years of service, followed by objective-based sections corresponding to each study objective. The structure of the questionnaire ensured consistency in the questions posed to the respondents and accuracy in their responses.

In sections B, C, D, and E of the questionnaire, a five-point Likert-like scale was employed to measure the items. The scale ranged from one, indicating the lowest level of agreement with the statements, to seven, representing the highest level of agreement. Likert-like scales, as described by Likert (1932), allow for the measurement of respondents' attitudes by combining scores from different items into a single index. This approach is commonly used to assess people's attitudes, opinions, and beliefs (Currow et al., 2015).

Validity and Reliability

To ensure the content validity of the research instrument, the study followed several steps in accordance with the principles outlined by Heale and Twycross (2015). These steps included clearly defining the measurement items and subjecting the scale to scrutiny by experts in the field. A pre-testing phase was conducted at Caterpillar Ghana because the company has similar conditions as Cummins Ghana. The pre-testing phase was done to evaluate the instrument's effectiveness. When evaluating an instrument, reliability and validity are essential

considerations. The reliability of the instrument was assessed using Cronbach's Alpha value, as mentioned by Wahyuni (2012). According to Figueiredo-Duarte et al. (2021), Cronbach's alpha coefficient is used to validate the reliability of variables. A Cronbach's alpha coefficient of 0.70 or higher is generally considered reliable. However, there are studies, such as the one conducted by Boohene, Agyapong, and Asomaning (2012), that support a coefficient of 0.5 as acceptable. The results from the pre-test phase were used to evaluate the instrument's reliability. The result is presented in Table 1.

Table 1: Questionnaire Items and Their Reliability Coefficients

Variable	Cronbach's Alpha	No. of Items
Structural Dimension	0.782	5
Relational Dimension	0.801	5
Cognitive Dimension	0.780	4
Organizational Performance	0.738	6

Source: Field survey (2022)

Table 1 presents the Cronbach's alpha values for each variable, revealing a range of 0.738 to 0.801. These values are all comfortably above the minimum threshold of 0.70. Therefore, based on the criteria established by Figueiredo-Duarte et al. (2021) and supported by Boohene et al. (2012), it can be inferred that all the measurement items demonstrated a high level of reliability and can be considered reliable.

Data Collection Procedure

A copy of the introductory letter was obtained from the Head of Management Department, School of Business, University of Cape Coast which

was sent together with the questionnaires. Furthermore, the collection of data took place in the third quarter of 2022. The premises of the respondents were visited during the working hours. The researcher presented an introductory letter as proof that the study was only meant for academic purposes. Introductory letters were submitted to the management of Cummins Ghana, upon approval of the letters, the questionnaires were administered to the employees. Even though self-administered surveys come with some disadvantages, they were minimised where possible and did not outweigh the benefits provided by high response rates in a short period of time. On average, the questionnaires were distributed and collected within three weeks. Out of 160 questionnaires administered, 150 questionnaires were collected, giving a response rate of 93.75 percent.

Response Rate

In this study, the sample size was one hundred and sixty (160) employees. As such, a total of 160 questionnaires were issued from which 150 were filled and returned which represents a response rate of 93.75 percent. This means 10 (approximately 6%) was not returned as it can be seen in Table 2.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	150	93.75
Non-Returned	10	6.25
Total	160	100

Source: Field survey (2022)

According to Issak (2021), a return rate of 93.75 percent was deemed satisfactory. Issak suggests that a response rate of 50 percent is sufficient for

analysis and reporting, 60 percent is considered good, and a response rate of 70 percent or higher is excellent. The high response rate in this study can be attributed to the researcher's existing contacts in the study area, which facilitated the data collection process. Additionally, the researcher personally administered the questionnaires and made diligent follow-ups, including phone calls, to clarify any queries and enhance the response rate.

Data Processing and Analysis

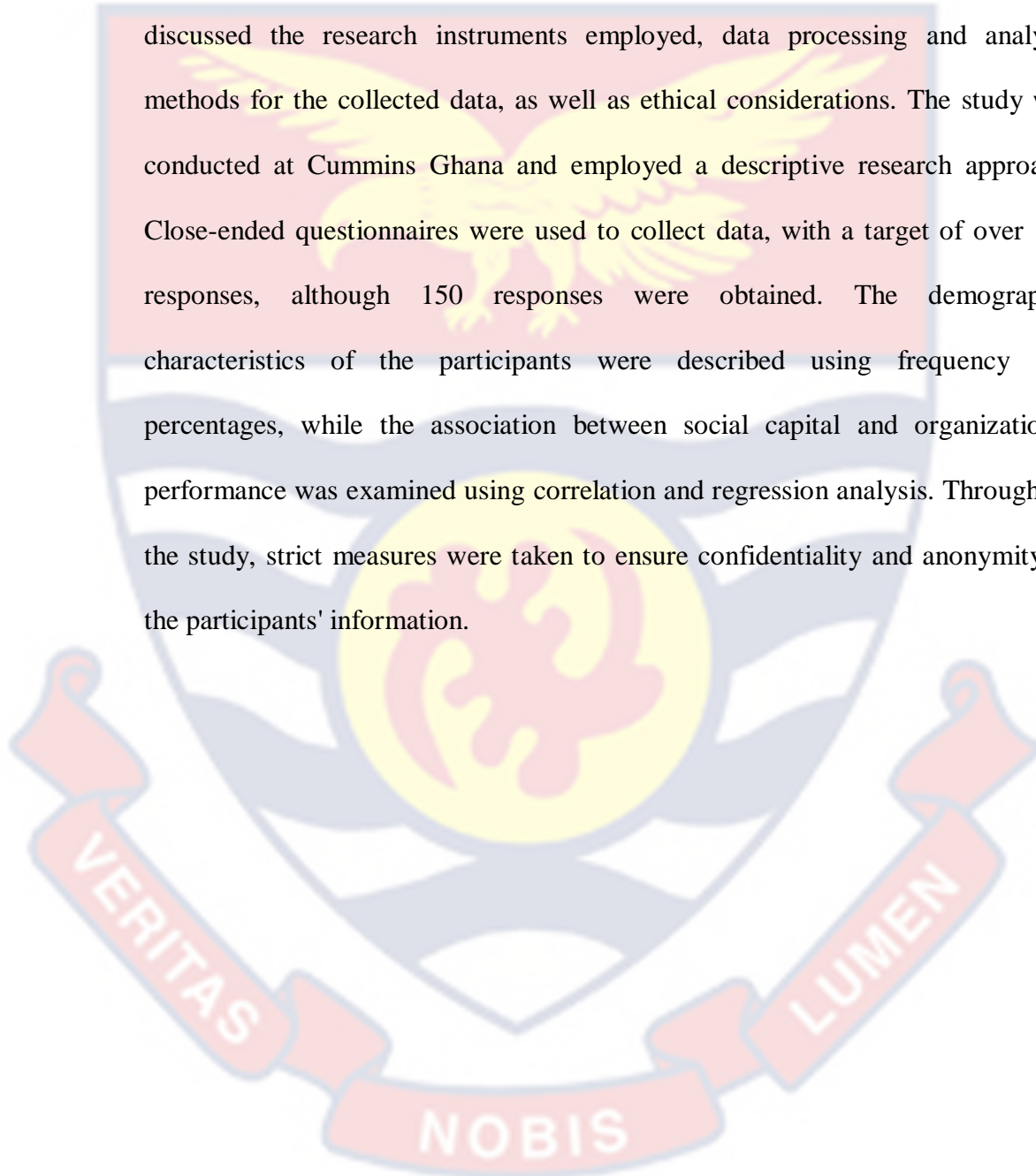
The data processing and analysis were conducted using the Statistical Package for Social Sciences (SPSS, Version 21). The processed data was analyzed using both descriptive and inferential statistics. Descriptive statistics, such as frequencies and percentages, were utilized to present the demographic characteristics of the respondents. Inferential statistics, including correlation and multiple regression analysis, were employed to examine the relationship between the dimensions of social capital and the performance of Cummins Ghana.

Ethical Considerations

According to Martei (2019), safeguarding the confidentiality of information obtained from research participants is crucial. The researchers took measures to ensure that respondents' responses could not be linked back to them during the analysis. Participants were required to provide written informed consent, indicating their competence, understanding of the study, voluntary participation, and the freedom to decline or withdraw at any point during the research. This study also aims to address ethical concerns associated with the data collection process.

Chapter Summary

The chapter provided an overview of the research paradigm, approach, design, study area, population, and census technique used in the study. It also discussed the research instruments employed, data processing and analysis methods for the collected data, as well as ethical considerations. The study was conducted at Cummins Ghana and employed a descriptive research approach. Close-ended questionnaires were used to collect data, with a target of over 160 responses, although 150 responses were obtained. The demographic characteristics of the participants were described using frequency and percentages, while the association between social capital and organizational performance was examined using correlation and regression analysis. Throughout the study, strict measures were taken to ensure confidentiality and anonymity of the participants' information.



CHAPTER FOUR

RESULTS AND DISCUSSIONS

Chapter Overview

This chapter focuses on presenting the results of the data analysis and their interpretation. The presentation is organized based on the objectives of the study. It begins by providing an overview of the demographic characteristics of the respondents, including gender, age, educational level, and years of work experience. The frequencies and percentages are used to present these characteristics. Furthermore, the chapter presents the results of the correlation and regression analyses. Tables are utilized to illustrate the relationships between the independent variables (Structural Dimension, Relational Dimension, and Cognitive Dimension) and the dependent variable (organizational performance). These tables showcase the extent to which the independent variables influence the dependent variable.

Demographic Characteristics of the Respondents

The general characteristics of the respondents comprised gender, age and educational level. For the purpose of the study, percentages and frequency distributions were used to indicate variations of respondents based on gender, age, educational level and number of working years. Descriptive statistics aided the study in illustrating the characteristics of the respondents and nature of the data in line with the study objectives.

Table 3: Demographic Profiles of the Respondents

Characteristics	Frequency	Percentage
Gender		
Male	98	65.3
Female	52	34.7
Age of employees		
21-30	31	20.7
31-40	46	30.7
41-50	43	28.67
51years and above	30	20
Educational level		
S.H.S	25	16.7
Diploma	59	39.3
First Degree	46	30.7
Second Degree	17	11.3
Professionals	3	0.2
Number of years worked		
1-5	33	22.0
6-10	53	35.3
11-15	49	32.7
16 years and above	15	10.0

Source: Field Data (2022)

Regarding the gender distribution of the respondents, Table 3 demonstrates that both males and females were fairly represented in the company. However, the proportion of men (65.3%) was slightly higher than that of women (34.7%). This imbalance may be attributed to the nature of the work in the organization, which may favor men due to perceived skills and physical strength requirements. This societal factor could contribute to the lower employment rate of women in the organization.

In terms of age, the largest group of respondents fell between the ages of 31 and 40, accounting for 30.7% of the total participants. On the other hand, adults above 50 years were the least represented, making up 20% of the survey respondents. The majority of the respondents were in the age range of 31 to 50 years, indicating that most employees were mature adults capable of comprehending and responding to the questionnaire.

The level of education of the respondents could influence their perspective on the social capital required to influence performance in the organization. Table 3 reveals that the majority of the respondents (39.3%) had a diploma education, while professionals represented the smallest percentage (0.2%). This suggests that nearly all respondents in the study had education beyond the secondary level, indicating their potential for informed decision-making regarding the dimensions of social capital relevant to organizational performance. Thus, the sample composition includes representation from various educational levels, which is considered acceptable.

Regarding the number of years employees had worked with the organization, the highest proportion (35.3%) had a work experience of 6-10 years, followed by 11-15 years, representing 32.7% of the respondents. Those with 1-5 years of work experience accounted for 22% of the participants. The smallest proportion (10%) had more than 16 years of experience with the organization. Longer tenure in the company indicates a group of individuals who have accumulated significant knowledge and experience, which can contribute to performance improvement.

Inferential statistics

Correlation analysis results are presented in this section to evaluate the relationship between the dependent (organizational performance) and independent variables (Structural Dimension, Relational Dimension and Cognitive Dimension) while regression analysis was presented to determine the extent to which the independent variables can explain a change in organizational performance. Finally, ANOVA table was presented to determine the combined effect of social capital on organizational performance.

Correlation Analysis

Karl Pearson's product-moment correlation was used to measure the relationships. Preliminary analyses were performed to ensure no violation of the assumption of normality, linearity and homoscedasticity. The interpretation of the correlation results is based on the following cut-off points (Cohen, Manion & Morrision, 2007; Creswell & Creswell, 2017)

Table 4: Summary of Correlations

		Organizational performance	Structural Dimension	Relational Dimension	Cognitive Dimension
Organizational performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	150			
Structural Dimension	Pearson Correlation	.771 **	1	.874 **	.774 **
	Sig. (2-tailed)	.000		.000	.000
	N	150	150	150	150
Relational Dimension	Pearson Correlation	.697 **	.874 **	1	.728 **
	Sig. (2-tailed)	.000	.000		.000
	N	150	150	150	150
Cognitive Dimension	Pearson Correlation	.645 **	.774 **	.728 **	1
	Sig. (2-tailed)	.000	.000	.000	
	N	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2022)

According to the results presented in Table 4, a statistically significant strong positive correlation was observed between the Structural Dimension and organizational performance ($r=0.771$; $p=0.00001$; $p<0.05$). This indicates that higher levels of the Structural Dimension have a considerable influence on organizational performance, suggesting a causal relationship between the variables. This finding is consistent with empirical studies by Ha and Nguyen (2020), Andrews (2017), and Marsden (2017). For example, frequent interactions between members of an organization in different functional areas and departments can positively impact organizational learning speed (Ha & Nguyen, 2020). Successful bilateral interactions between agents can also enhance cooperation

rates, leading to improved organizational performance (Andrews, 2017). Additionally, the existence of formal and informal network linkages between actors can contribute to positive organizational outcomes (Marsden, 2017).

Furthermore, a statistically significant high positive correlation was found between the Relational Dimension and organizational performance ($r=0.697$; $p=0.00001$; $p<0.05$). This indicates that higher levels of the Relational Dimension can strongly influence organizational performance, suggesting a causal relationship. This finding aligns with empirical studies by Ha (2021) and Cui et al. (2018). Ha (2021) argues that in an environment characterized by high trust, organization members may perceive strong support from leaders, resulting in a sense of obligation and attachment. Positive intra-organizational relationships can then lead to better organizational performance (Cui et al., 2018).

Additionally, the study revealed a statistically significant moderate positive correlation between the Cognitive Dimension and organizational performance ($r=0.645$; $p=0.00001$; $p<0.05$). This indicates that higher levels of the Cognitive Dimension, such as watching cognitive dimension videos, are associated with greater impacts on organizational performance, suggesting a causal relationship. This finding is supported by Marsden (2017), who suggests that shared interpretations of organizational values and mission provide cognitive templates for actors, enabling them to cope with environmental uncertainty and potentially contributing to positive organizational performance.

Overall, the correlations presented in Table 4 highlight the significant influence of the Structural Dimension, Relational Dimension, and Cognitive

Dimension on organizational performance, as supported by previous empirical studies.

Regression Analysis and Discussion of Specific Objectives

The study further examined the effect of social capital on performance of energy companies in Ghana. Since multiple regression analysis was conducted to that effect, composite variables were formed through data transformation process for all the constructs in SPSS software so as to warrant the configuration of the regression model. To that effect, the subsection discusses each dimension and its effect on the dependent variable (organizational performance).

Objective One: To examine the influence of Structural Dimension of Social Capital on the organizational performance

The model summary presented in Table 5 indicates that the structural dimension of social capital can account for approximately 4.2 percent ($r^2 = 0.042$) of the variance in organizational performance. According to Tomlinson and Robert Branston (2018), the structural dimension of social capital pertains to the positions of individuals within a network, the structure of the network, and the extent to which it facilitates social interaction among actors. Preston et al. (2017) argue that the structural dimension of social capital influences the integration of knowledge by providing access to parties involved in knowledge exchange and participation in activities related to knowledge. Wang et al. (2019) further emphasize that the structural dimension of social capital is characterized by the quantity and diversity of relationships, which are crucial in accessing more resources that can contribute to improved performance. Andrews (2017) suggests

that repeated successful bilateral interactions between agents can enhance cooperation rates, thereby positively influencing organizational performance.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.204 ^a	.042	.035	.827

a. Predictors: (Constant), Structural Dimension

Table 6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.763	.133		13.263	.000
	Structural Dimension	.140	.055	.204	2.537	.012

a. Dependent Variable: Organizational performance

Objective Two: To assess the influence of Relational Dimension of Social Capital on organizational performance

From Table 7 below, relational dimension of social capital can explain 4.1 percent variations in organizational performance ($r^2 = 0.041$). Many scholars argue that in the context of an organization, relational networks largely impact organizational performance. For instance, Lee (2017) found that elevated levels of trust can enhance bureaucratic efficiency and effectiveness by promoting open communication and information sharing among managers across different levels of the organization, thereby contributing to improved organizational performance. Similarly, Ha (2021) posited that in an environment characterized by high levels of trust, employees may perceive strong support from leaders and develop a sense

of commitment and loyalty, leading to positive relationships within the organization and ultimately resulting in better organizational performance (Cui et al., 2018).

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.203 ^a	.041	.035	.827

a. Predictors: (Constant), Relational Dimension

Table 8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.748	.139		12.609	.000
	Relational Dimension	.148	.059	.203	2.524	.013

a. Dependent Variable: Organizational performance

Objective Three: To examine the influence of Cognitive Dimension of Social Capital on the organizational performance

Based on the findings presented in Table 9, the Cognitive dimension of social capital is found to account for approximately 3 percent of the variations observed in organizational performance ($r^2 = 0.030$). Lee (2017) suggested that a high level of diversity in values among organizational members can pose challenges in achieving collective action, particularly in terms of policy implementation and the need for coalition building. Tajpour et al. (2021) noted that while knowledge and innovation benefit from diverse perspectives and

contributions, a shared context is necessary to effectively integrate these diverse inputs. Additionally, effective communication of a strong set of values and mission throughout the organization can inspire and motivate managers and staff (Li, 2020). This becomes particularly crucial in large organizations, where leaders must communicate with and motivate diverse groups of employees in order to attain organizational goals (Huynh & Patton, 2017).

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.173 ^a	.030	.023	.832

a. Predictors: (Constant), Cognitive Dimension

Table 10: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.804	.135			13.326	.000
	Cognitive Dimension	.120	.056	.173		2.133	.035

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Objective Four: To examine the combined influence of Social Capital on organizational performance

To examine the combined influence of social capital on organizational performance, the ANOVA Table was presented. From Table 11 and 12, as a combined effect, all social capital dimensions could explain 13.5 percent ($r^2 = 0.135$) in the variations in organizational performance. The remaining 86.5 percent is explained by other variables which are not considered in this study. It is evident that, as combined variables, social capital could explain largely the changes that occur to organizational performance rather than individual variables. This implies that organizations must concentrate of their social capital as a composite and not as separate variables.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.367 ^a	.135	.117	.789

a. Predictors: (Constant), Structural Dimension, Relational Dimension, Cognitive Dimension

Table 12: ANOVA^a

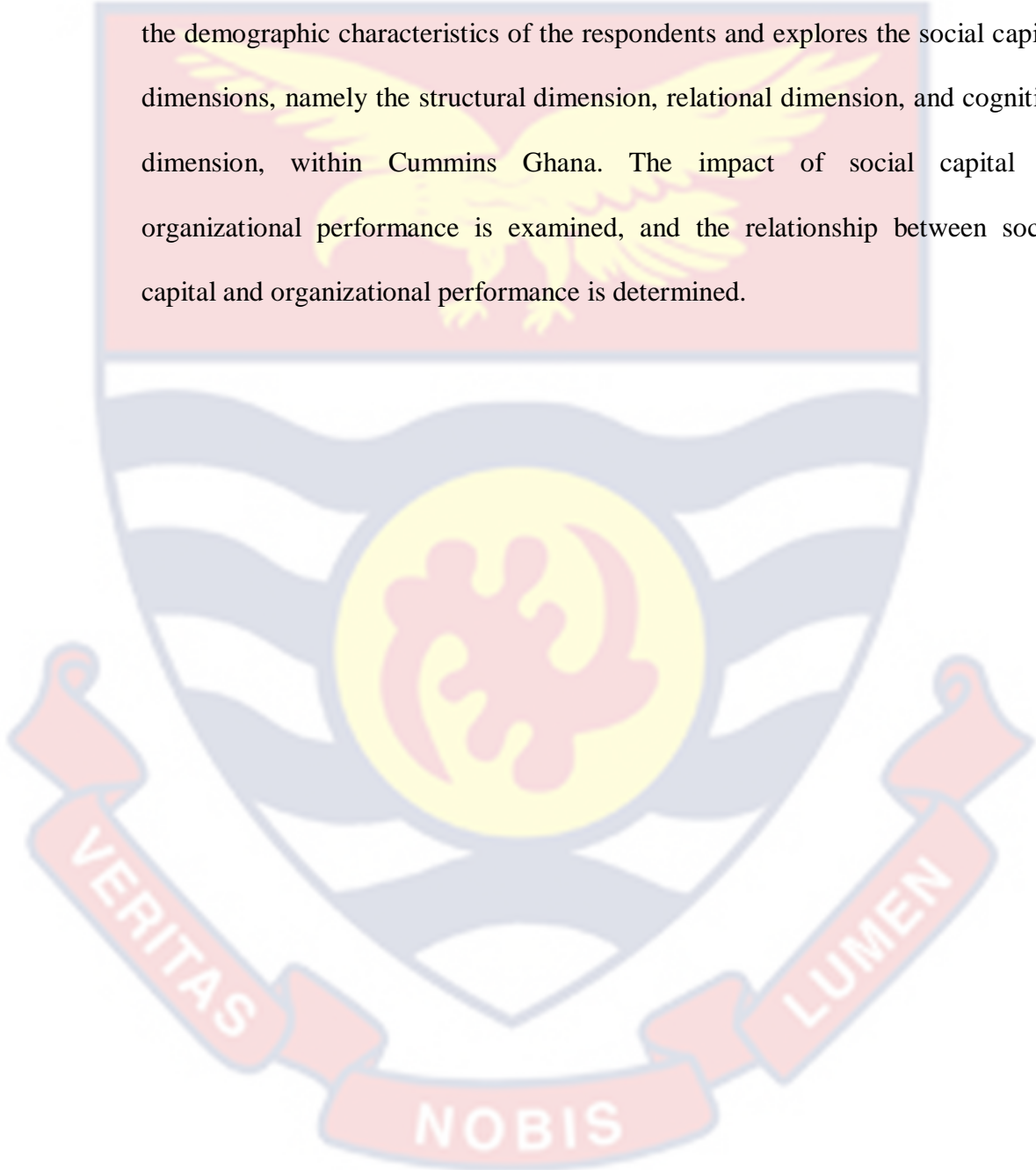
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.092	3	4.697	7.538	.000 ^b
	Residual	90.364	145	.623		
	Total	104.456	148			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Structural Dimension, Relational Dimension, Cognitive Dimension

Chapter Summary

This chapter presents the findings and discussions of the research data, addressing all the research questions posed in the study. It includes an analysis of the demographic characteristics of the respondents and explores the social capital dimensions, namely the structural dimension, relational dimension, and cognitive dimension, within Cummins Ghana. The impact of social capital on organizational performance is examined, and the relationship between social capital and organizational performance is determined.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Chapter Overview

The purpose of this study was to examine how social capital affects organizational performance as perceived by employees of Cummins Ghana. Social capital was analyzed through three dimensions: structural, relational, and cognitive. This chapter provides a summary of the main findings, draws conclusions based on the specific objectives, and offers recommendations. Furthermore, it suggests areas for future research, taking into account the insights gained from this study.

Summary of Findings

The summary of results is presented chronologically per the specific research objectives considered in this study. The following specific objectives guided the analytical approach to the primary data collected.

1. To assess the influence of structural dimension of social capital on organizational performance at Cummins Ghana.
2. To examine the influence of relational dimension of social capital on organizational performance at Cummins Ghana.
3. To assess the influence of cognitive dimension of social capital on organizational performance at Cummins Ghana.
4. To examine the combined effect of structural, relational and cognitive dimensions of social capital on organizational performance at Cummins Ghana.

The study adopted a positivist paradigm, quantitative approach, and explanatory research design. Structured questionnaires were used to survey employees of Cummins Ghana. Chapter four presented the results of the data analysis and discussed them in relation to the specific objectives, taking into account existing empirical studies. This chapter provides a summary of the findings related to these objectives.

The results revealed a significant and positive correlation between organizational social capital and organizational performance at Cummins Ghana. At the individual level, there were significant and positive correlations between the structural dimension of social capital and organizational performance, the relational dimension and organizational performance, as well as the cognitive dimension and organizational performance, although to a lesser extent.

The model demonstrated that the combined effects of structural, relational, and cognitive dimensions of social capital accounted for a significant proportion (13.5 percent) of the positive variance in organizational performance. This variance encompassed various aspects such as improved financial gains, cost reduction, service efficiency, waste avoidance, timely delivery, contract compliance, organizational efficiency, and functional efficiency. The changes in these predictors were statistically significant and contributed to the moderate positive variance in organizational performance.

Furthermore, all three dimensions of social capital made statistically significant positive contributions to predicting the moderate positive variance in organizational performance. However, while the cognitive dimension showed

some positive contribution, it was not statistically significant. This suggests that relying solely on cognitive elements to improve organizational performance in energy companies in Ghana may not yield desired results, as the contribution of this dimension appears to be by chance.

Conclusions

This study investigated the individual and combined effects of different dimensions of social capital on organizational performance. The results indicate that organizations aiming to leverage the benefits of organizational social capital for performance may encounter trade-offs. On one hand, fully realizing the positive impact of relational social capital requires creating opportunities for its development. On the other hand, pursuing performance gains may involve a centralized approach to ensure goal congruence. Based on the findings, it is suggested that the former option holds greater potential for success, despite certain limitations. In conclusion, the study establishes that social capital, including structural, relational, and cognitive aspects, has a moderate positive influence on the performance of energy sector institutions in Ghana. This influence is evident in various aspects such as financial gains, cost reduction, service efficiency, waste avoidance, timely delivery, organizational efficiency, and functional efficiency.

Recommendation

The study revealed a correlation between the independent variables (structural, relational, and cognitive dimensions) and the dependent variable (organizational performance). Based on these findings, it is recommended that

energy institutions in Ghana should effectively manage their social capital dimensions to enhance their performance. Higher levels of social capital are associated with improved performance, and it is crucial for organizations to focus on the key dimensions that can foster these factors in their organizational environment.

Among the independent variables, the structural dimension had the greatest impact on predicting positive variance in organizational performance, followed by the relational dimension. Therefore, it is advised that management in energy sector institutions in Ghana prioritize their structural elements and adopt strategies to maintain them, as improving the structural dimension can enhance overall performance. Although the cognitive dimension had the least contribution among the independent variables, management can still implement measures to enhance it.

The study found that the model's predictive capacity, as indicated by the R-square value, was approximately fourteen percent and significant. Thus, it is recommended that management utilize this model to make informed decisions regarding organizational performance. Additionally, emphasis should be placed on the structural dimension, as it emerged as the strongest and most significant positive predictor of performance. By ensuring effective information flow, clear communication channels, and trust networks among employees, performance can be improved. Efforts should also be directed towards improving conditions related to the cognitive dimension at Cummins Ghana, as it did not significantly predict positive variance in organizational performance in this particular context. Special

attention and enforcement are therefore advised for departmental heads and employees involved in this dimension.

Suggestions for Further Research

The study recommends conducting similar research in other sectors, particularly the manufacturing sector in Ghana, to explore the effects of social capital on organizational performance. Furthermore, while the current study focused solely on Cummins Ghana, future research can expand to include other private institutions located outside the operational cities of Cummins. This would provide a broader understanding of how social capital influences performance in various organizational contexts within the energy industry. Moreover, there is a suggestion for further studies to investigate additional factors that were not included in the current model. This would ensure a comprehensive examination of the various factors that contribute to optimal efficiency and performance in the workplace within the energy industry in Ghana. By considering a wider range of variables, future studies can provide more insights into the dynamics of organizational performance and identify additional factors that may play significant roles.

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APPENDIX

**UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT**

**QUESTIONNAIRE ON SOCIAL CAPITAL AND ORGANIZATIONAL
PERFORMANCE AT CUMMINS GHANA**

Dear respondent, I am a final year student of the above mentioned department and institution. As part of the requirements for my masters' degree, I am conducting a research on the above stated topic. As part of the data gathering process for the research, I am requesting your permission to share your opinion on the subject. This survey is based on high ethical standards and every information provided is solely for academic purposes. For the purpose of anonymity, your responses will be held in strictest confidence. Many thanks in anticipation of your cooperation.

SECTION A: Demographic Characteristics

In this section, you are required to (√) in the box provided against the answer of your choice. You are also required to provide brief answers where necessary.

A1. **Gender:** Male Female

A2. **Age:** 21 - 30 31 – 40 41 – 50 51 years and above

A3. How many years have you been in the organization?

1- 5 years 6- 10 years 11 - 15 Years 16 years and above

A4. Current position.....

A5. Highest education/academic qualification/professional qualification

S.H.S Bachelor degree Master degree

Doctoral degree Professionals Others

(Specify).....

SECTION B: Structural Dimension

This section examines the influence of structural dimension on performance. Please indicate your response by using the following scale.

Choose 1= *Strongly Agree* 2= *Agree* 3=*Neutral* 4=*Disagree* 5= *Strongly*

Disagree

No	Statements	1	2	3	4	5
1	There are linkages between people and units within this organization					
2	There is frequent interactions between organization members in different functional areas and departments					
3	There exists Formal processes of collaboration and coordination within this firm					
4	There is informal networks of collaboration and coordination within the firm					
5	The firm reinforces intra-organizational cooperation					

SECTION C: Relational Dimension

This section examines the impact of relational dimension on performance. Please indicate your response by using the following scale.

Choose 1= *Strongly Agree* 2= *Agree* 3=*Neutral* 4=*Disagree* 5= *Strongly*

Disagree

No	Statements	1	2	3	4	5
1	The firm liaises with other businesses to deliver its services.					
2	There is personal relationship that people have developed with each other through a history of interactions within the firm.					
3	There is high level of trust among employees.					
4	Members share common norms					
5	Mostly, employees work obligations are related to each other's.					

SECTION D: Cognitive Dimension

This section examines the effect of cognitive dimension on performance. Please indicate your response by using the following scale.

Choose 1= *Strongly Agree* 2= *Agree* 3=*Neutral* 4=*Disagree* 5= *Strongly*

Disagree

No	Statements	1	2	3	4	5
1	Employees share collective goals within the firm Participation					
2	There are shared visions among employees.					
3	Organizational members are able to share knowledge among themselves					
4	Employees understand each other					

SECTION E: Organizational Performance

Choose 1= *Strongly Agree* 2= *Agree* 3=*Neutral* 4=*Disagree* 5= *Strongly*

Disagree

No	Statements	1	2	3	4	5
1	There is improved financial gains					
2	As a result of our social capital, there is cost reduction in the organization					
3	There is efficiency in service delivery					
4	Improvement in organizational efficiency					
5	There is improved functional efficiency					

Any other suggestion (s), comments or recommendations

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Thank you