

ABSTRACT

The present study explores the role of informal network variables in an organizational context, and aims to examine its impact on organizational outcomes. The various dimensions of informal networks i.e. social capital, organizational citizenship behaviour (OCB), social identity and self-categorization have been studied, and their relationship with organizational outcomes like productivity, competitive advantage and job performance has been examined. The role of human resource practices has also been examined in affecting the relationship between the informal network variables and performance. The study has further attempted to explore the relationship between the variables. Data were collected from 501 respondents from the healthcare industry, through a questionnaire covering 15 organizations in Kolkata (West Bengal, India). Results suggest that there is a positive effect of informal network variables (social capital, organizational citizenship behaviour, social identity and self-categorization) on performance variables (productivity, competitive advantage and job performance). HR practices have significant inverse or buffering influence on the relationship between informal network variables (i.e. social capital, OCB) and performance (productivity, competitive advantage and job performance). The study has implications for organizations and employees, since the role of informal networks in influencing their performance outcomes are found to be significant along with the role of HR practices. Both theoretical and practical implications of the study are discussed in light of the empirical findings.

Key Words: Informal networks, Social Capital, OCB, Social identity and Self-categorization, Productivity, Competitive advantage and Job performance.