SOCIAL CAPITAL AND WORK PERFORMANCE OF DOCTORS

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ABSTRACT

Social capital is important to study the work performance of employees in any field. The purpose of this study was to study the relationship between social capital and work performance and to examine the effects of social capital on work performance. The data was collected from 105 respondents residing in the targeted population on the basis of convenience sampling. Sample was gathered from different hospitals of Sargodha. Basically, this study was descriptive in nature. Structured questionnaire was used that vigilantly taking into account all the suggestions gathered during pretesting. Hypotheses were consisted of variables; social networking-work performance, peer relations-work performance, interaction-work performance and teamwork- work performance. The results showed a positive association of work performance with social networking, interaction and teamwork. Peer relations were not found significantly associated with work performance.

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INTRODUCTION

Social capital has been defined as "the wealth (or benefit) that exists because of an individual's social relationships"[1] (Lesser, 2000). It includes the relationships that form a network and the resources that are made available through that network[2] (Nahapiet & Ghoshal, 2000). In an attempt to integrate these relationships and resources, Adler and Kwon offer the following definition: "Social capital is a resource for individual and collective actors created by the configuration and content of the network of their more or less durable social relations." Social capital has been well explored in sociology[3] (Portes, 2000) where analysts distinguish two perspectives: the egocentric, focusing on contacts among individual actors, and the socio-centric, focusing on relative position within a given network. These distinct forms have been invoked to explain the power of networks or relationships in improving personal position and building social cohesion at many different levels of social aggregation, from studies of international and regional development[4] (Woolcock & Narayan, 2000) to dog fanciers [5](Syrjanen & Kuutti, 2002). It is an important concept in discussions of community, most recently in attempts to define a "sociability index" for online communities[6]

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[1] E. Lesser (Ed.), *Knowledge and Social Capital*. Oxford: Butterworth- Heinemann, 2000.

[2] J. Nahapiet, & S. Ghoshal, Social Capital, Intellectual Capital and the Organizational Advantage. In E. Lesser (Ed.), *Knowledge and Social Capital* (pp. 119-155).Oxford: Butterworth-Heinemann,2000.

[3] A.Portes , Social capital: Its origins and applications in modern sociology. In E. Lesser (Ed.), Knowledge and social capital (pp. 17-41). Oxford: Butterworth, 2000.

[4] M.Woolcock & D. Narayan. (2000). Social capital: Implications for development theory, research and policy. Amsterdam: World Bank Research Observer, 15(2),225-249(2000).

[5] Syrjanen, A. & K. Kuutti. (2002). Dust, acceptance and alignment: The role of IT in redirecting a community. Paper presented at the Workshop on "Social Capital and I T

[6]J. Preece, Supporting community and building social capital. Communications of the ACM, 45(4), 36-39(2002).

[7] M. Huysman, Design requirements for knowledge sharing tools: A need for social capital analysis. Paper presented at the Workshop on Social Capital and IT, Amsterdam,2002.

(Preece, 2000) explore ways in which social capital may be managed with information and communication technologies (ICTs). We do this because claims have been made by knowledge management analysts (such as Huysmans et al., 2002) that social capital analysis skills should be part of a standard resource kit for knowledge sharing in organizations. To examine this claim stance of formalisms of different types to see how they are created and exploited in management frameworks for social capital. We consider, for example, ways in which technology makes social capital more visible via tools that track and visualize interaction at a variety of levels and contexts.

The term "capital," by itself, as originally used by such nineteenth century scholars as Smith and Ricardo, is normally equated only with economic capital or productive wealth which can be employed for the creation of more wealth. Marx added an historical dimension to the concept by analyzing the transformation of both social relations and technology associated with the accumulation of capital. For him, economic capital was a form of power rooted in control over the means of production. Based largely on Marx's usage of the term capital, contemporary scholars also started to use the concept of capital to refer to an "overall capacity to mobilize not only economic and political resources but also social and cultural ones". Social scientists from various disciplines have figured in the developing concept of social capital. Although Putnam (1995) credits Jane Jacobs (1961) with first coining the phrase, Coleman (1990) suggests Loury (1977) originated the term, and his subsequent use of it corresponds with Loury's formulation. But the idea of social capital is implicit in much of sociology and anthropology where the search to understand social cohesion and integration, as well as hierarchy, has presented fundamental problems for both disciplines. In mainstream sociology, especially its functionalist version, the current, widely accepted definition of social capital is the mutual relations, interactions, and networks that emerge among human groups, as well as the level of trust (seen as the outcome of obligations and norms which adhere to the social structure) found within a particular group or community. In

contrast, European sociologists tend to use the same term when examining how the mobilization of connections connected with social networks reinforces the social hierarchy and differential power. Despite these different denotations, there is some commonality found in the meaning. Along with the agreement that social capital is composed of social networks which can be activated, there is the implicit understanding that social capital will be useful for enhancing some other features: such as learning, social mobility, economic growth, political prominence, or community vitality. This connotation of the term social capital is reflected in the way many researchers and theorists describe it. For instance, if self-government in the place is to work, underlying any float of population must be a continuity of people who have forged neighborhood networks. These networks are a city's irreplaceable social capital. Whenever the capital is lost, from whatever cause, the income from it disappears, never to return until and unless new capital is slowly and chancily accumulated. For most researchers in North America, social capital is echoed in a concern with large aggregations of people or groups, with an emphasis of cooperation and harmony:"Community Field"[7] "Integration," "Community Activeness"[8] and "structural solidarity"[9]. However, these concepts have been used interchangeably or in combination, at times blurring their distinctiveness. Further richness or confusion is met when social capital or related terms are operationalised. For instance, Moxley and Proctor (1995) use "Community Solidarity" to mean "the extent to which there is evidence of emerging community-wide social organization patterns or institutions that tend to unite or are more inclusive of the total community. Young

[7] Zekeri, A. A., P. Kenneth., Wilkinson. and R. H. Craig., Past Activeness, Solidarity, and Local Development Efforts. Rural Sociology 59:216-35((1994).

[8] Luloff, A. E. and Kenneth P. Wilkinson. (1979). Participation in the National Flood Insurance Program: A Study of Community Activeness. Rural Sociology 44:137-52(1979).

[9] Young, F.W. and R.C. Young, Comparative Studies of Community Growth. Rural Sociological Society Monograph No. 2. Morgantown, WV: West Virginia University (J.F.Borton, 2011) (Bill Reimer, 2008) (Mozhedeh Taheri, 2011)

et al.[10] (1968) use solidarity as the equivalent of community cohesion and operationalised it by searching for such evidence as community rites and physical centers of community interaction. Mark Granovetter (1985) notes the strong tendency for individuals and organizations to embed economic activity within personal relations. Information available in social networks creates efficiencies while the sanctions also found in these networks reduce opportunities for defection and severely punish disloyalty[11] (Wall, 1998).

Putnam draws on Coleman's (1988) idea of social capital as networks of relationships based on trust, norms of reciprocity, mutual obligation, cooperation, and so on that lead to "productive" outcomes for individuals and groups. Putnam never exactly defines community, but refers to it at one point as social capital's "Conceptual Cousin"[12] (Glenna & Bahavani, 2005). While community emphasizes the social, cultural aspects of social relations, social capital represents the more instrumental, purposive dimension. The growing interest in social capital exemplifies the rationalized aspects of modern social relationships that, ironically, Weber (1958) saw as a threat to community. Researchers' approach to social capital uses Lin's network-based definition of "an investment and use of embedded resources in social relations for expected returns. Social capital is conceptualized as (1) quantity and quality of resources that an actor (be it an individual or group or community) can access or use through (2) its location in social network". A network approach to social capital is appealing as it allows for concrete measurement that has proved effective in a number of studies. Social relationships are emphasized in this definition as they are with the community definition above; relationships are the "social" in social capital. But, one aspect of social capital that may

[10] Young, F. W., A. Berkeley., Spencer. And L. F. Jan ,Differentiation and Solidarity in Agricultural Communities. Human Organization 27:3(1968).

[11] Wall, E., F. Gabriele. and S. Frans, Getting the Goods on Social Capital. Rural Sociology 63:312(1998).

[12] Glenna C., & S. Bhavani, Community and Social Capital: What Is the Difference? University of Alabama in Huntsville University of Alabama in Huntsville(2005).

distinguish it from the social relations of community is that social capital concerns resources for expected returns. This instrumental aspect of the concept of social capital is the "capital" dimension. Above mention reference Nin's definition complements Wall et al.'s (1998) approach which draws upon interpretations of social capital embedded in the works of Coleman and Putnam[13](Glenna & Bahavani, 2000). These include social capital as a resource, as goal oriented, and as social control. As a resource, a social capital network is used to transform the status quo into something different; as goal oriented, a social capital network functions to produce a desired outcome; as social control, social capital network become a means of inclusion and exclusion, of maintaining dominant hierarchies and preventing social change, particularly in systems of social stratification. These ideas are also commensurate with Bankston and Zhou's (2002) view in which social capital is a process and, "takes place through stages (embedded, goal-directed social relations)". These authors indicate that multiple outcomes may occur for different groups or at different times in this process. Finally, social capital networks may be concentrated within community bound areas or diffused across them. This feature can have significant consequences for the utility of the networks and for the integration of communities (Glenna & Bahavani, 2000)

French sociologist Pierre Bourdieu, who is usually credited with the early elaboration of the concept of social capital, defined it in 1986 as an attribute of an individual in a social context[14]. One can acquire social capital through purposeful actions and can transform social capital into conventional economic gains. The ability to do so, however, depends on the nature of the social obligations, connections, and networks available to you[15] (Bourdieu 1986, cited in Sable 2002). One can feel a certain tension already present in this early definition a tension between social capital as an asset of an individual, and the

[13] ibid

[14] Bourdieu, P., Forms of Capital. Pp. 241–58 in Handbook of Theory and Research for the Sociology of Education, edited by John G. Richardson. New York: Greenwood,1986.

[15] ibid

importance of its social context. This tension later led to two different perspectives on social capital (Portes, 1998). One group of sociologists views social capital from the perspective of an individual. This is an approach taken perhaps most prominently by James S. Coleman (1988, 1990) who treats social capital as the amount of an individual's obligations and expectations that "can be conceived of as a 'credit slip' held by A to be redeemed by some performance by B. So in his case, the parallel of social and other kinds of capital is clear and straightforward. The second group stresses the importance of "Embeddedness" of an individual in his or her social environment. This group views social capital rather as "features of social organizations, such as networks, norms, and trust, that facilitate action and cooperation for mutual benefit"[16](Portes 1998). Perhaps the best known member of this group is Robert D. Putnam[17]. His approach was criticized by Portes because of its tautological character: "As a property of communities and nations rather than individuals, social capital is simultaneously a cause and an effect"[18]. This transition from individual to collective ("Embedded") asset or resource was "never explicitly theorized, giving rises to the present state of confusion"[19] (Portes, 2000). Some authors try to reconcile these two approaches by introducing an "all-inclusive" definition of social capital[20]. Social capital is playing a functional and positive role in the outcome of some other quality deemed important for individuals or social groups at various scales. Bourdieu and Coleman (YEAR ???) are both interested in transformations of social capital into increased individual

[16] Portes, A.,Social Capital: Its Origins and Applications in Modern Sociology. Annual Review of Sociology 24: 1–24(1998).

[17] Putnam, R.,Making Democracy Work-Civic Traditions in Modern Italy. Princeton: Princeton University Press. 30-Sobel, Joel. (2002). Can We Trust Social Capital? Journal of Economic Literature 40(1): 139–154

[18] Op.cit

[19] Portes, A. ,Social capital: Its origins and applications in modern sociology. In E. Lesser (Ed.), Knowledge and social capital (pp. 17-41). Oxford, UK. Butterworth,2000.

[20] Cain J, The Death and Life of Great American Cities. New York: Random House, 2008.

status and economic position. Putnam focuses on the regional scale where social capital fosters democratic institutions. As with most functional perspectives, there is a tendency to assume that broad social norms exist and their pursuit and legitimacy justify the means necessary for attainment. For Bourdieu the norms are of sub-group or individual power over others; for Coleman the goal is increasing individual human capital and therefore socio-economic prosperity; for Putnam, the goal is establishing democratic institution.

Objectives

1. To study the relationship between social capital and performance.
2. To examine the effect of social capital and performance.
3. To assess the degree of effect on performance due to social capital.
4. To suggest the stakeholder about the findings.

Conceptual Framework

Background variables	Independent variables	Dependent variables
Family	Social networking	Work performance
Education	Peers relation	
Designation	Interaction	
Gender	Team work	
	Performance appraisal	
	Office environment	

Hypotheses:

- Social networking increases the work performance.
- Good peer relations cause high work performance.
- Interaction is positively associated with work performance
- Team work has positive impact on work performance.

Methodological Design

Research design and techniques used to study a topic are important. A research design is constructed at the beginning of a

research project. This discussion, then, provides both guidance on how to start research project and the overview of the topics that follow later. A descriptive research is conducted in order to ascertain and be able to describe the characteristics of the variables of interest in a situation or events. The researchers observed and then described what was observed. The quantitative researchers emphasize precisely measuring variables and testing hypotheses that are linked to the general causal explanations. All the findings of units of a specific study might be generalized. The universe selected for present study consists of the doctors working in Public and private hospitals of Tehsil Sargodha. A sample of 105 respondents was selected from the target population. The elements of target population were very busy. Access to them for data collection was a difficult task for the researcher. First the researcher got the lists of respondent's (doctors) names to use probability sampling .There are almost 140 doctors working in Sargodha during different time in various public and private hospitals. Then the researcher had only one option to utilize convenience sampling. For the present study the researcher used structured questionnaire as a tool for data collection to measures different variables. The questionnaire was consisted of 43 statements in order to measure the different variables. After constructing a structured questionnaire, it was pre tested before actually going into the field. The purpose of pre testing was to assess the validity, reliability and workability of the questionnaire. Pre-testing was conducted by questionnaire from the same universe with 18 respondents those were taken from" Mola Bakhsh Hospital Sargodha" and "Divisional Head Quarter hospital Sargodha". Before pre-testing researchers decided to collect data from systematic random sampling or stratified random sampling but in pre-testing it was found very difficult in collecting data by utilizing these techniques. Then, it was decided to change the technique and use convenience sampling after consulting the Supervisor. The study employed descriptive statistics to summarize and describe the data whereas inferential statistics such as Chi-square and Gamma test were used to examine the relationship between predictors and response variables.

In order to bring the data into comparable form, percentages of various categories of data were used in the present study. Chi-

square test was applied to examine relationship between independent and dependent variables. If the calculated value of chi-square was equal to or higher than the table value at 0.05 level of probability at the given degree of freedom, the relationship was statistically significant. If it is less than the table value (0.01 level of probability) it is termed as highly significant[21]. Where the calculated value is less than the table value at 0.05 level of significance it is declared as non-significant. The data is statistically analyzed on PC using the SPSS (Statistical Package for Social Sciences) software. The value of Gamma showed the strength and direction of the relationship between independent and dependent variables.[22]

Index Variables Construction

To study the combined effect of all the variables in predicting the response variable all the statements in matrix questions are combined together to form a single prime or main variable known as the index variable. However, before the development of index variable, it is a pre-requisite to ensure the element of consistency among all the items in the matrix question. For this purpose, a reliability check is carried out and the value of Cronbach Alpha is determined. The SPSS is used to find Cronbach Alpha values. During the reliability check, if the value of Alpha remains in the range 0.8 to 1.0 all items or statements or matrix questions are highly correlated and represent single idea. This facilitates the study of combined effect that otherwise is not possible. On confirmation of element of consistency, the score on all the items in a matrix question recorded through response categories is summed up. The minimum and maximum value is determined through sub-menu descriptive statistics followed by frequencies. The next step the maximum and the remainder is

[21] Sher, M.C.,Introduction to statistical theory, Part-I. Ilmi Kitab Khana, Kabir Street, Urdu Bazaar, Lahore, 54000,2008.

[22] Chaudhry, S. M. and S. Kamal. (1996). Introduction to Statistical Theory. Part-II. Ch. No. 14. Markazi Kutub Khana Urdu Bazar, Lahore,1996.

divided with the number of descried level or categories in index variable.[23]

Indexation of Variables

Variable	No. of Items in Matrix Question	No.of categorical in Index varable	Min. Score	Max. Score	Mean Score	SD	Alpha Value
Performance	**5**	**5**	18	25	22.48	2.36	.7333
Social network	4	5	11	19	15.36	2.26	.7111
Peers relation	6	5	10	30	20.47	4.79	.8096
Interaction	8	5	17	30	24.74	3.75	.8644
Team work	7	5	18	30	26.09	3.92	.7132

Research Findings

The majority of the respondents are selected from 86.7 percent public and some 13.3 percent private hospitals. This study clearly describes that males are more than females. 62.9 percent males and 37.1 percent females are selected as samples. This study explains that 68.6 percent cases fall in the age category from 30-40 years. In this study the majority 84.8 percent of the doctors are MBBS/BDS qualified. M. Phil qualified 3.8 percent doctors are working in Sargodha.10.5 percent got more specialization. This study shows that almost 87 percent respondents agree that strong ties with family members enhance their performance. This results also indicate that majority (above 80%) agree that relationships with colleagues enhance their productivity at work. 63 percent of respondents agree that pre-existing ties with colleagues are also helpful to enhance their work 30.5 percent are

[23] Mahmood, B.,Sociological study of behavioral change in textile manufacturing organizations of Punjab, Pakistan: In context of global business culture. Ph.D. Thesis, Department of Rural Sociology, Univ. of Agri., Faisalabad,2008.

impartial in this context. More than 70 percent are agreed that personal links of same field with other departments helped new ways to do work.17.1 percent are neutral over this statement. From this study, it is concluded that 47 percent of the respondents are agreed that time spending with colleagues besides working hours is an indicator of learning while 32.4 percent remained impartial. Almost 20 percent are disagreed. Hence, from this study it is concluded that the 45 percent respondents are agreed that their achievements depends upon their peers relations. 33 percent elements are neutral. The findings explain that 69 percent respondents are agreed that peers education also have positive relationship with their performance.16.2 percent do not agreed with that statement. This study denotes that 68 percent cases are agreed that more solidarity with educated peers has a positive impact on their performance; where as 19.0 percent are neutral about it. In this study 47 percent respondents are agreed that equal socio- economic status of peers positively influence their performance, whereas, 20.0 percent are neutral. A considerable majority 61 percent disagree that higher socio-economic status of peers negatively affect their performance. The majority 62 percent are disagree with this statement that more intensity with peers relation which solve their problems. In this study the responses of elements shows that 95 percent which is the vast majority agree that supportive office environment enhance their skills. It is concluded from this study that 96 percent agree that Co-operation with staff members strengthen social ties which affect level of performance positively. This study describes that 35 percent agree that too much spirit of cooperation deviate from tasks. In this study 82 percent are agreed with this statement that cooperation of fellow workers is a valid source to enhance motivation**.** The majority (above82%) is agree that cooperation by colleagues facilitate them to get training informally about difficult tasks of job and 16.2 percent are neutral. The majority (93%) agree that the mission of life keeps more active and energetic to fulfill that mission where as 7.6 percent are neutral. there is no respondent whose response disagree or strongly disagree**.** This study shows that 82 percent respondents agree, whereas18.1 percent are neutral about the mission statement of hospital keeps more active and energetic to fulfill that mission. It is concluded from this study that 89 percent agree respondents that Performance appraisal

keeps on the track to get objective by a set of rules and 9.5 percent are neutral. Nobody oppose this statement. More than 92 percent respondents are agreeing and 6.7 percent are neutral. Only 1.0 percent strongly disagrees with statement "the researcher feels that positive appraisal improve the quality of patent's health". 78 percent cases agree that there is a deep relationship between promotion and satisfaction and 21.9 percent are the neutral. In this study, 87 percent respondents agree with this statement that the satisfied employees stay longer in job where as 9.5 percent are natural. Only the 1.0 percent is strongly disagreeing. This study reveals that 78 percent respondents agree with this statement that the more frequency of interaction with fellow workers keep more energetic to do work. The present study shows that 60 percent are agreeing where as 21.9 percent are neutral. 18 percent are disagreeing with this statement "less representation of patients affects my performance badly. In this study 89 percent are agreeing the interaction with knowledge experts develop optimistic attitude in their personality where as 8.6 percent are neutral. 82 percent respondents agree that interaction with co-worker is a source of personal development. This study describes that 82 percent are agreeing that interaction with co- worker is a source of personal development respondents. This study shows that there are (above 83%) respondents those who are agreeing that interaction with colleagues enhance to the attainment of goal. 7.6 percent are neutral respondents in this study. The majority (90%) agree that interaction with colleagues share work load. This study denotes (86%) cases agree that interaction among colleagues increase their power. More than 86 percent respondents regard that interaction enhance their work efficiency in this study. This study shows that (8.6% respondents) are neutral whereas 90 percent agree that Collective actions are efficient and easiest way to do work. The 76 percent agree that more the level of frequency of meeting with fellow workers enhance the level of performance**.** Whereas 37.1 percent agree and 45.7 percent strongly agree that through team work we learn multi skills of problems solve related to the patients. In this study 87 percent agree that team work enhance the level of choices to perform tasks. In this study 85 percent agree that there is deep relationship between team work and higher motivation. In this study 93 percent respondents agree

that through team work we learn multi skills of problem solving related to the patients. This study shows that more than 89 percent of the respondents agree that correct team work enhances potential of innovation. This study shows that there are 92 percent respondents who agree that the usage of different equipments is more beneficial for patient's health. Most significant number of respondents 93 percent agree that demonstration of fairness and supportiveness with colleagues and patients is essential in order to achieve a positive interactive environment.

Bivariate Analysis

Testing of Hypotheses

Hypothesis 1: Social networking increases the on work performance.

Table 1: Association between social networking and work performance.

Social network	Work performance			Total
	Low	Medium	High	
Low	7	5	7	19
	36.8%	26.3%	36.8%	100.0%
Medium	12	25	9	46
	26.1%	54.3%	19.5%	100.0%
High	1	14	25	40
	2.5%	35.0%	62.5%	100.0%
Total	20	44	41	105
	19.0%	41.9%	39.0%	100.0%

Chi-square = 15.74 d.f. = 4 P-value = .048*

* = Significant

Chi-square value (15.74) shows a significant (P = .048) association between social network and work performance. Above table reveals that if the respondents had low social network then they had low (36.8%), medium (26.3%) and high (36.8%) work performance. In medium level social network, 26.1 percent, 54.3 percent and 19.5 percent of them had low, medium and high work performance, respectively. In high social network category, just 2.5 percent, 35.0 percent and 62.5 percent of them had low, medium and high work performance. It indicates that in high social network category majority of them had high work performance. So the hypothesis "Social networking increases the

on work performance" has been accepted. These results are evidence to support the findings of researchers[24].

Hypothesis 2: Good peer relations cause high work performance.

Table 2: Association between peers relations and work performance

Peers relation	Work performance			Total
	Low	Medium	High	
Low	5	7	9	21
	23.8%	33.3%	42.9%	100.0%
Medium	9	27	19	55
	16.4%	49.1%	34.5%	100.0%
High	6	10	13	29
	20.7%	34.5%	44.8%	100.0%
Total	20	44	41	105
	19.0%	41.9%	39.0%	100.0%

Chi-square = 2.53 d.f. = 4 P-value = .638^{NS}

NS = Non-Significant

Chi-square value (2.53) shows a non-significant (P = .638) association between peers relation and work performance. Above table reveals that if the respondents had low peers relation then they had low (23.8%), medium (33.3%) and high (42.9%) work performance. In medium level peers relation, 16.4 percent, 49.1 percent and 34.5 percent of them had low, medium and high work performance, respectively. In high peers relation category, 20.7 percent, 34.5 percent and 44.8 percent of them had low, medium and high work performance. So the hypothesis "Good peers relations cause high work performance" has been accepted. Cain J, (2008) also conducted this type of research on the students and medical professionals those who have relationships through different sites on internet. It is concluded from this research that social networking sites provide individuals with a way of maintaining and strengthening social ties, which can be beneficial in both social and academic settings. Allen P (2006) also studied

[24] Dod, Individual Participation in Collective Action in the Context of aCaribbean Island state: Testing the effect of multiple Dimension of Social Capital. Rural sociological society , 255, 2005.

the peer effects on functioning of an individual. Dod (2005) Described in this research that the poor teamwork and interaction during health-care delivery contributes to adverse patient events.

Hypothesis 3: Interaction will be positively associated with work performance.

Table 3: Association between interaction and work performance

Interaction	Work performance			Total
	Low	Medium	High	
Low	3	5	2	10
	30.0%	50.0%	20.0%	100.0%
Medium	12	27	14	53
	22.6%	50.9%	26.4%	100.0%
High	5	12	25	42
	11.9%	28.6%	59.5%	100.0%
Total	20	44	41	105
	19.0%	41.9%	39.0%	100.0%

Chi-square = 12.69 d.f. = 4 P-value = .013*
Gamma = .462

* = Significant

Chi-square value (12.69) shows a significant (P = .013) association between interaction and work performance. Gamma value shows a strong positive relationship between the variables. Above table indicates that if the respondents had low interaction then they had low (30.0%), medium (50.0%) and high (20.0%) work performance. In medium interaction level, 22.5 percent, 50.9 percent and 26.4 percent of them had low, medium and high work performance, respectively. In high interaction category, 11.9 percent, 28.6 percent and 59.5 percent of them had low, medium and high work performance. It's indicates that a majority of high interaction had high work performance. So the hypothesis "Interaction will be positively associated with work performance" has been accepted. H. Dua (2003) investigated that good interaction is integral to medical and other healthcare practice interaction is important not only to professional-patient interaction but also within the healthcare team. Wensing (1998) described that more interaction and high quality care is to be achieved.

Hypothesis 4: Team work had been positive impact on work performance.

Table 4: Association between team work and work performance.

Team work	Work performance			Total
	Low	Medium	High	
Low	6	6	7	19
	31.6%	31.6%	36.8%	100.0%
Medium	12	21	7	40
	30.0%	52.5%	17.5%	100.0%
High	2	17	27	46
	4.3%	37.0%	58.7%	100.0%
Total	20	44	41	105
	19.0%	41.9%	39.0%	100.0%

Chi-square = 20.45 d.f. = 4 P-value = .000**
Gamma = .471
** = Highly-Significant

Chi-square value (20.45) shows a highly significant (P = .000) association between team work and work performance. Gamma value shows a strong positive relationship between the variables. Above table indicates that if the respondents had low team work then they had low (31.6%), medium (31.6%) and high (36.8%) work performance. In medium level team work, 30.0 percent, 52.5 percent and 17.5 percent of them had low, medium and high work performance, respectively. In high team work category, just 4.3 percent, 37.0 percent and 58.7 percent of them had low, medium and high work performance. It's indicating that in high team work category majority of them had high work performance. So the hypothesis "Team work had been positive impact on work performance" has been accepted. These findings are consistent with previous researches i.e., Heiligers (2008). Morey. J et al[25] pointed out that the effectiveness of formal teamwork training for improving team behaviors and improving staff attitudes towards team behavior.

[25] Morey John C., Robert Simon, Gregory D. Jay, and Matthew M. Rice, A Transition from Aviation Crew Resource Management to Hospital Emergency Departments: The MedTeams Story, Proceedings of the 12th International Symposium on Aviation Psychology, 2002.

CONCLUSION

This study has supported many conventional researches in this area of study. The study has revealed that social capital is an important bench mark while measuring work performance with association between social networking, and work performance. Relationship is between social capital and work performance of doctors at Tehsil Sargodha. Objective of the study was to examine the relationship between social capital and work performance. Research findings have illustrated that Interaction has a positive association with work performance that is why, it is suggested that interaction must be increased with colleagues, family members as well as sub-ordinates for high work performance. Association between interaction and work performance and association between team work and work performances are significant. Association between peers relations and work performance is insignificant.

