

Relationship between Social Capital and Employee Promotion

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Abstract

The purpose of this study is to explain the nature of employee promotion in an organization. The general objective is to establish to how social capital does influence promotion of an employee. It is built on the general belief that employees are social beings but their social relationships differ from one employee to another. It is also believed that networking is an important aspect of human beings and the more one is connected especially at the work place, the easier it is for them to maneuver their ways. The null hypothesis of this study is there is a relationship between social capital and employee promotion. Baker (2000) noted that there was a form of capital that was evolving and that capital would be very significant in employment matters. Putman (1990) invoked the idea of social capital and defined it as: those tangible substances that count for most in the daily lives of people: namely good will, fellowship, sympathy, and social intercourse among the individuals and families who make up a social unit. The main research design that the researcher used is complex research design combining descriptive research design and survey. The researcher concludes that there is a high relationship between social capital and employee promotion. Also, it recommends that employers should be careful not to reward employees based on their social networks at the expense of the organization. In this regard, five different cases have been identified to support this proposition and understand the nature of relationship between social capital and employee promotion. These cases are Milango micro finance, cooperative bank of Kenya, safaricom and British American insurance of east Africa and Kenya ferry services ltd.

Key words: *social capital, promotion, entropy, fungibility, transferability,*

1. Introduction

1.1 Background of the Study

Networking in every sense has been on the increase in the recent past. Many reasons have influenced this scenario. Spread of liberal democracy and market economies holds the promise of a better life for the people. Spread of political and economic freedom has not been matched by progress in global

development in the global business field. Of late, there has been a rising concern on many social related issues. Information has also been flowing with ease and accessing the information has equally proved to be easy. The understanding of the concept of social capital will be key to individual and organizations' success throughout the remaining period of commerce. It is the stock of accumulated resources that can help one to achieve an end or further a pursuit. The pace of social and economic change is accelerating and increasing the risk of doing business. Competition has become stiffer and industries are becoming more concentrated. Most of the social networks have been enhanced and we can only talk of a virtual world. Most successful CEOs have a strong network within which they operate. (Adler, Kwon. 2002)

Human resource management has undergone significant changes in the recent past. Formerly referred to as personnel management and the move now are to have human capital management. The processes used to be done in specific ways and were traditional. In this era human resources are more than an asset to be contained but a cost to be maintained. With this observation, it's important to note that paradigm shifts have actually been very present in human resource management. Various forms of capital have existed throughout the history of commerce. However, relative importance of each form has shifted. Capital in 1900s referred to production facilities, equipment, and raw materials. As financial markets grew and alternative uses of capital became common, financial resource became an important form of capital. Towards the end of the 20th century, paradigm shift in business thinking led to multiple forms of capital. Included to the financial and material capital are knowledge, intellectual capital and market capital. Recently, another shift in forms of capital has human and social capital being the latest in the phenomena (Kuhn 1962). This is being accelerated by the speedy increase in knowledge and ease of accessing information.

1.1.1 Social Capital

Social capital has been seen to refer to those tangible substances that count for most in the daily lives of people: namely good will, fellowship, sympathy, and social intercourse among the individuals, families who make up a social unit and individuals working together to further a pursuit. The individual is helpless socially, if left alone. If he comes into contact with his neighbour, and they with other neighbours, there will be an accumulation of social capital, which may immediately satisfy his social needs and which may bear a social potentiality sufficient to the substantial improvement of living conditions in the whole community. The community as a whole will benefit by the cooperation of all its parts, while the individual will find in his associations the advantages of the help, the sympathy, and the fellowship of his neighbours (Baker 2000)

It is positively related to career outcomes. Centrality within the social networks reflects the degree of one's social capital, because it represents an individual's involvement in exchanging assistance with co workers and engaging in mutual problem solving. Moreover, Baldwin et.al (1997) have indicated that an individual who is sociable is able to accumulate knowledge about task related problems readily. As others become dependent on a central individual for important advice he / she gains an advantage that can be used for future exchanges.

1.1.2 Promotion

Promotion is the upward movement or advancement of an employee in an organization to another job commanding greater responsibility, better pay, perquisites, better status, prestige, higher opportunities and challenges, higher authority and a higher rank. In fact, higher status, additional responsibilities and more salary are the main characteristics of promotion. It is a type of career development opportunity provided

to a sincere and efficient employee. it usually involves a change from the present job grade to a higher job grade which comes with additional benefits. People need to understand that promotion is not upgrading. Upgrading is usually giving a pay rise not having to change the job grade and the tasks involved. Promotion is an important aspect in every organization because almost all the employees are promoted at one time or another. Employees dream of early promotion and they work effectively so that their dreams come true.

Promotion is a long cherished desire for the employees who are not promoted inspite of working for a long time within the organization and if this doesn't happen may lead to frustration and disenchantment with the enterprise itself. Therefore, every organization should have a clear cut policy on promotion. There are times when the vacancy that needs to be filled arises because of internal movements that make some people to occupy even higher positions creating others for the other people to climb up the ladder. Various factors may cause a need to promote an individual but a mechanism should be put in place to guide promotions in order for them to be credible Some are prepared through succession planning while others are recruited from the outside. It's such an important activity in the human resources office that the management cannot do without. Preliminary studies have shown that social capital seems to influence promotion in many parts of the world though the degree of influence is not clear especially because the people who possess it(social capital) have immeasurable amounts of success. It has been demonstrated that people gain access to powerful positions through the direct and indirect employment of social connections.

In the past, promotions measured career success of employees. Organizations kept ambitious people challenged with a regular career ladder of jobs, all offering increased responsibility and compensation. Not everyone can be the CEO but many could make regular progress. As organizations have become flatter and leaner, cutting out layers of management, the approach of regular promotion is no longer available Baker (1987). Promotions are an important aspect of human resource system because they serve to encourage quality performance. Promotions represent an important aspect of internal selection system, mitigate the turnover process and are important outcomes for organization members influencing effective reactions to the job and organization (Johnson 1997).

Mamoria (2005) observed that promotions have satisfaction of the promoted person's needs for esteem, belonging and security. They also provide an opportunity for self actualization through more varied and challenging assignments. Individuals differ in their skills and abilities, jobs differ in demands they place on individuals and promotions are a way of the organization to match individuals to these jobs for which they are best suited. This matching process over time occurs through promotion (Baker 1987)

Adler and. Kwon (2002) says that social capital refers to the relationships between people and the resources contained therein. It includes the institutions within and through which; these resources are applied to produce desirable outcomes. Relations and networks have the ability to help societies function better – by binding citizens into aligned behavior and creating institutions that facilitate progress. The more effectively connected people are, the higher the levels of social capital. Effective networks imply existence of desirable outcomes, values, sanctions and norms of reciprocity underpinning those networks. It is the productive resource residing in networks and relationships enabling people who subscribe to them to work together for mutual benefit.

Baker (2000) Emphasizes that the more effectively connected people are, the higher the level of social capital complexity increases from the smallest units of social associations to more expansive associations

such as national, regional and global community. Adler (2000) also says that social capital creates a resource of information and knowledge amongst different people.

1.2 Statement of the Problem

Cases of employees complaining about unfair promotions in different organizations are reported on a daily basis. Instances where a vacancy that could be filled internally being filled through external recruitment are also not new. This means that there are many more factors that influence the decision to pick on one individual during an interview are many and diversified. We have seen scenarios where some management will create a position because of an individual who must get employed by the particular organization. Social capital is an important aspect of any knowledge worker that human resource managers need to know regarding their employees. Social capital cannot be directly transferred to another person. An individual cannot transfer, give or sell their network of developed and nurtured relationships. Human resource practitioners need to facilitate relationship building e.g., via outward bound activities. Breaking habits associated with the focusing on tasks and ideas and going into in-depth issues is difficult. It is often made more difficult by self selection of people into knowledge focused occupations that have predispositions or personality traits that support such behaviors, working against their developing a broad and diverse network of relationships.

Another good example is a strong liking for a given employee cannot be substituted to a different employee however hardworking the other employee might be. Social capital is also highly entropic. Skilled knowledge workers have the greatest potential to create synergy because of their extensive, diverse and strong network of relationships they have at their disposal. (Itami 1987). All the attributes make social capital so unique and present in organizations. The challenge is how to balance between the knowledge worker and social capital. In this study, the researcher seeks to find the extent to which social capital may influence promotion by measuring an individual's network centrality.

1.2.1 Objectives of the study

The general objective will be to establish the extent to which social capital influences promotion of an employee in organizations.

The objectives drawn from the problem are:

- a) To find out how the management matches between social capital and employee promotion
- b) To establish the extent to which social capital affects employee promotions
- c)

2. Introduction

Social capital is a concept developed in sociology and also used in business, economics, organizational behaviour, political science, public health and natural resources management that refers to connections within and between social networks as well as connections among individuals. Though there are a variety of related definitions, which have been described as "something of a cure-all" for the problems of modern society, they tend to share the core idea "that social networks have value. Just as a screwdriver (physical capital) or a college education (human capital) can increase productivity (both individual and collective), so too social contacts affect the productivity of individuals and groups.

2.1.1 Social Capital

Early attempts to define social capital focussed on the degree to which social capital as a resource should be used for public good or for the benefit of individuals. Putnam (1990) suggested that social capital would facilitate co-operation and mutually supportive relations in communities and nations and would therefore be a valuable means of combating many of the social disorders inherent in modern societies, for example crime. In contrast to those focussing on the individual benefit derived from the web of social relationships and ties individual actors find themselves in attribute social capital to increased personal access to information and skill sets and enhanced power. According to this view, individuals could use social capital to further their own career prospects, rather than for the good of organisations.

In his handbook, Michael Armstrong (2006), defined social capital as the relationships between people and the resources contained there in which includes the relationships within and through which; these resources are applied to produce desirable outcomes. Relations and networks have the ability to help societies function better by binding the citizens into aligned behaviour and creating institutions that facilitate progress. The more effectively connected people are, the higher the level of social capital. Effective networks imply existence of outcomes, values, sanctions and norms of reciprocity underpinning those networks.

Putman (1990) invoked the idea of social capital and defined it as: those tangible substances that count for most in the daily lives of people: namely good will, fellowship, sympathy, and social intercourse among the individuals and families who make up a social unit. The individual is helpless socially, if left to himself. If he comes into contact with his neighbour, and they with other neighbours, there will be an accumulation of social capital, which may immediately satisfy his social needs and which may bear a social potentiality sufficient to the substantial improvement of living conditions in the whole community. The community as a whole will benefit by the cooperation of all its parts, while the individual will find in his associations the advantages of: help, the sympathy, and the fellowship of his neighbours. Putnam (1994) re-defined social capital by referring to social organizations and institutions and the ways and means of how they collaborate in common projects. He found that trust and confidence are major ingredients of successful performance of these organizations when it comes to political and organizational reform. Trust and confidence are results of historical processes in which these organizations have been taken part, and not just outcomes of spontaneous developments in relation to specific political topics.

Coleman (1990) Defined social capital functionally as “a variety of entities with two elements in common: they all consist of some aspect of social structure, and they facilitate certain actions of actors...within the structure”– that is, social capital is anything that facilitates individual or collective action, generated by networks of relationships, reciprocity, trust, and social norms. In Coleman’s conception, social capital is a neutral resource that facilitates any manner of action, but whether society is better off as a result depends entirely on the individual uses to which it is put. Generally, Social capital refers to the macro-level of the analysis of social systems thereby looking into mechanisms of cooperation and conflict between social sectors. It assumes that cooperation between sectors generates a stock of social capital, i.e. the essential resource enabling agencies to further cooperate because of the benefits this cooperation generates for all participants. Behind the concept of social capital lies the idea of a well-balanced social system, which favors mutual collaboration between social agencies and sectors for the sake of the sustainability of this system itself.

2.2.2. Attributes of Social Capital

There are various attributes of social capital that makes it so different form other forms of capital. These hopes to clarify why social capital sets best knowledge workers apart form the others. Transferability is one basic element. Social capital cannot be directly transferred to another. An individual cannot transfer, give or sell their network of developed and nurtured relationships. But one can help build another's relationships through contacts and digital networks. Also, social capital cannot be easily controlled. Human resource practitioners need to facilitate relationship building e.g., via outward bound activities. Breaking habits associated with the focusing on tasks and ideas and going into in-depth issues is difficult. It is often made more difficult by self selection of people into knowledge focused occupations that have predispositions or personality traits that support such behaviors, working against their developing a broad and diverse network of relationships.

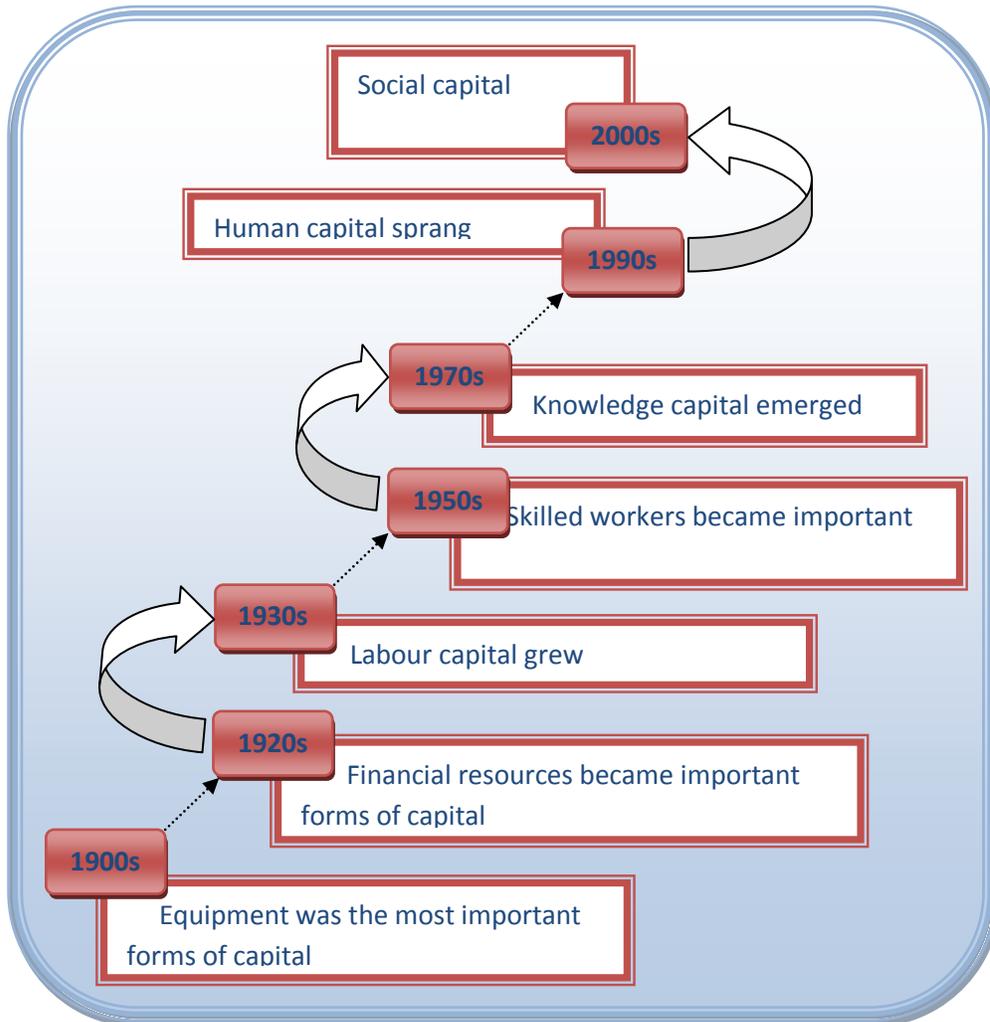
Fungibility is another attribute of social capital and refers to the extent one form of capital can be used as a direct substitute for another. For example, money can be budgeted for a specific purpose and be re budgeted for a different one. Itami (1987) noted that social capital cannot be substituted. Strong liking for a given employee cannot be substituted to a different employee however hardworking the other might be. Social capital is also highly entropic. It requires significant investment to create, maintain and enhance the value of the networks. The cement that seals relationships is trust. When trust is developed helping behavior is a key to expanding the relationship. The last element is synergy. Skilled knowledge workers have the greatest potential to create synergy because of their extensive, diverse and strong network of relationships they have at their disposal (Itami 1987).

2.2.3 Evolution of social capital

The concept of social capital has emerged from sociological analyses concerning the quality of social relations and their impact on the lives of their participants. Social capital was seen by the late. Coleman as an ingredient of the functioning of social relations among individuals. (Coleman 1990). Participants of these relations demonstrated trust and confidence in each other, which helps enabling them as a social group to become successful in social, cultural, and political terms. Social capital according to Coleman's analysis refers to sociability and consequently to social status of the individual, which are seen to provide the main foundations for successful social relations.

It has evolved over time form other forms of capital that are applied in production of goods and services that are employed by the human resource department. Major manufacturing firms like GM (general motors') and FORD had viewed labour, physical and human capital as the most important forms of capital. The value of human capital; is gained through education, practice and work experiences. Over years, other forms of capital like social capital have emerged over time and have remained the most critical form of capital to success of knowledge workers. The question of why does knowledge workers fail led to development of social capital.

Figure 2.1 shows how various forms of capital have evolved over time and brings out clearly the issue of social capital being the most recent phenomena that the human resources should keep watching.



Source researcher's own.

2.2.4 Evaluating Social Capital

Bourdieu agree with Coleman that social capital in the abstract is a neutral resource, but his work tends to show how it can be used practically to produce or reproduce inequality, demonstrating for instance how people gain access to powerful positions through the direct and indirect employment of social connections. Robert Putnam has used the concept in a much more positive light: though he first argued that social capital was a neutral term, stating "whether or not the shared are praiseworthy is, of course, entirely another matter", his work on American society tends to frame social capital as a producer of "civic engagement" and also a broad societal measure of communal health. He also transforms social capital from a resource possessed by individuals to an attribute of collectiveness, focusing on norms and trust as producers of social capital to the exclusion of networks.

Edwards and Foley, as editors of a special edition of the *American Behavioural Scientist* on Social Capital, Civic Society and Contemporary Democracy, raised two key issues in the study of social capital.

First, social capital is not equally available to all, in much the same way that other forms of capital are differently available. Geographic and social isolation limit access to this resource. Second, not all social capital is created equally. The value of a specific source of social capital depends in no small part on the socio-economic position of the source with society. On top of this, Portes has identified four negative consequences of social capital: exclusion of outsiders; excess claims on group members; restrictions on individual freedom; and downward levelling norms. Here it is important to note the distinction between "bonding" vis-à-vis "bridging". There is currently no research which identifies the negative consequences of "bridging" social capital when in balance with its necessary antecedent, "bonding".

Finally, social capital is often linked to the success of democracy and political involvement. Robert Putnam, in his book *Bowling Alone* makes the argument that social capital is linked to the recent decline in American political participation as well as an increased tendency towards more conservative, right-wing politics.

2.2.6 Developing Social Capital

Management can embrace and institutionalise practices and programs that nurture social capital development. Such programs can be: Strategic entertainment expenses reimbursement, Payment of conference dues, Establish alumni networks, Referrals from employees which can create a substantial amount of goodwill with the employees and Sponsoring employees to attend some training or seminars that are relevant to their careers.

Also, organizations can offer social capital during employee relocation or transfer. This is because relocation or transfer can be a major disruption of social networks for employees. Organizations can support development of affinity groups: people who share a common experience or interests e.g. through cultural activities and talent shows. Further, organization can work to overcome the limitations associated with social capital such as low transferability and controllability. E.g. By facilitating sharing of information among employees on key contacts they have developed. Social capital is the product of the pursuit of meaningful activities.

2.2.8 Challenges of Social Capital Management

The main challenge is balancing change and stability, preserving the old and discovering new ways. Career development challenge is much more than networking which can lead to new acquaintances. Asking an acquaintance to act on one's behalf or to assist a friend rarely yields the outcome envisioned. Social capital development requires financial backing. Institutionalising practices and programs that nurture social capital development is expensive. It also needs involvement of professionals.

Individuals who possess social capital are highly mobile compared to others. Hence organizations keep losing such lucrative employees and they are perceived to be more difficult to fill or replace. In this context, promotion becomes of great challenge because it is clear that human connections and relationships affect promotional decisions.

2.3.1 Promotion of Human Resources

Promotion is an upward mobility in a job. Mullins (2005) argued that there are many basis of promotion. Added that in the majority of cases, managers clearly stated merit or ability as the overt belief. However, the 'if your face fits' syndrome also can be an apparent covert reason for promotion.

Human resources are the key resources that any organization must have to ensure that they achieve the organizations objectives of efficiency, effectiveness and productivity. Human beings, having been

assigned tasks definitely need supervision and the scenario of having different job grades causes some individuals to occupy positions senior to their counterparts. For many years, scholars have not found it necessary to look at how the decisions concerning the positions are created. In this study, a lot of information that is needed to bring out the issues of promotion clearly are sought to be understood later. Promotion encourages career growth and it's a good incentive for motivating employees especially if it is done through merit.

In the recent past, we have seen the world over young employees occupying very senior positions in organizations and the question of whether the positions were attained through merit comes along. In the organization, being a organization managed enterprise, social capital plays key role while making promotion decisions.

2.3.2. Promotion Opportunities

Dessler (1994) defines promotion opportunities as positions within the organizations hierarchy that require to be filled whenever possible by qualified candidates not from outside the organization workforce. Flippo (1984) sees promotion opportunities as growth opportunities that enable employees to make upward movements up the organization ladder. When promotion opportunities exists in an organization, then first priority should be given to internal employees otherwise there will be little motivation for them to do a better job if better and higher paying jobs are reserved for outsiders. Additional job satisfaction results in more interesting and challenging work, higher pay and better working conditions most employees know that proper efforts may result in more interesting and challenging work, higher pay and better working conditions most employees are motivated if they feel that they can move upwards in the organization. (Higert 1988)

As organization undertake reforms that impact negatively on promotion opportunities, it is advisable that they enhance their career planning and performance appraisal programs to reduce employee turnover. Koontz (1993) career planning is the process of synthesizing and harmonizing the needs of the organization with the innate aspirations of the employees, so that while the latter realizes self fulfilment, the organization effectiveness is improved. The advantage of this process includes improving and maintaining motivation and morale of employees as well as ensuring satisfactory performance of employees by meeting their needs and aspirations of their growth (Mamoria 2005).

2.4. *Link between Promotion and Social Capital*

Promotion creates empowerment, a concept developed in the context of strategic human resource management Empowerment is defined in different ways (Rappaport et al. 1984), but there are some common elements to all definitions:

Empowerment aims at the improvement of individual and collective skills to regain control over living and working conditions and their impact on well-being (Henderson & Thomas 1987) Empowerment is the aim and the means of community organization (Minkler 1997) Empowerment refers to a constant process of enabling individuals and groups to take part in collective action (Daly & Cobb 1994).

Empowerment refers to processes of social interaction of individuals and groups, which aim at enabling people to enhance their individual and collective skills and the scope and range of controlling their lives in a given community. Empowerment happens while people interact in ways of mutual respect, tolerance and social support.

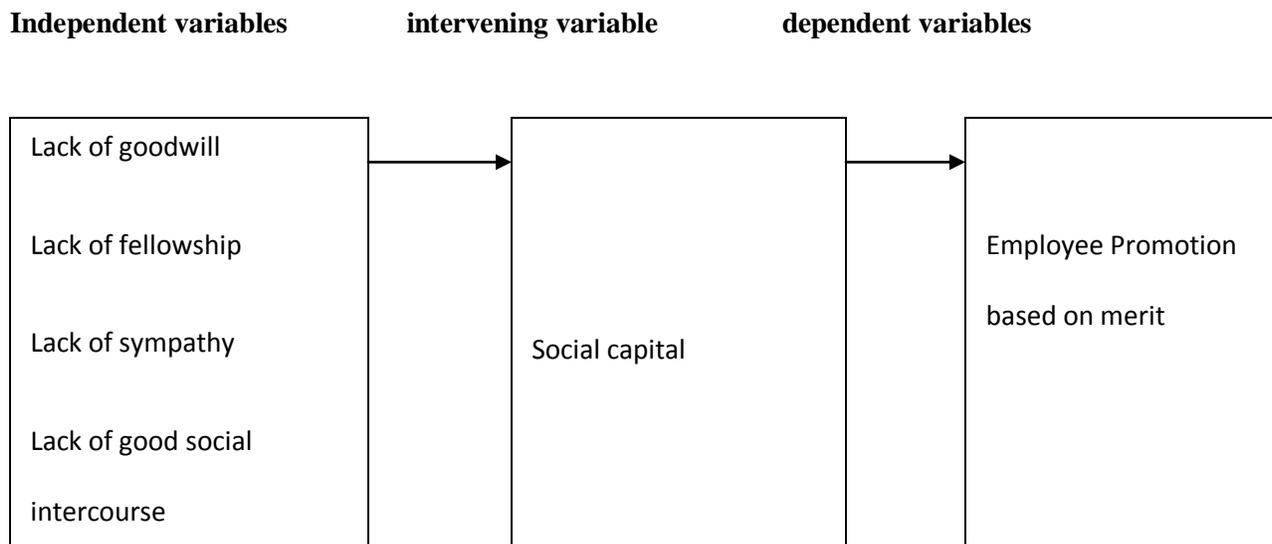
Social capital refers to the macro-level of the analysis of social systems thereby looking into mechanisms of cooperation and conflict between social sectors. It assumes that cooperation between sectors generates a stock of social capital, i.e. the essential resource enabling people to further cooperate because of the benefits this cooperation generates for all participants. Behind the concept of social capital lies the idea of a well-balanced social system, which favors mutual collaboration between social agencies and sectors for the sake of the sustainability of this system itself.

In other words: social capital refers to benefits generated by collaboration between established social organizations. These benefits particularly require generating trust and confidence between organizations in relation to further projects of collaboration. Like monetary capital, social capital becomes a resource to exercise power vis-à-vis those who have only limited or even no access to this resource. From such understanding, it is clear that the web of interconnections that exists at work can place an individual who is well connected in the organization to be ranked highly when promotion opportunities arise.

2.5 Conceptual Framework

This is a model that is used in research to show possible courses of actions that can be followed in the exploration process. In this research, the major variables are shown in figure 2.2. The independent variable is social capital while employee promotion is dependent variable. The main variables under the dependent variable are: promotion that is influenced by social capital as the intervening variable. The dependent variable has many aspects ranging from good will, fellowship, sympathy to social intercourse activities like entertainment and out bound activities the outcome is the independent variable and that could be fair or unfair promotion

Figure 2.2 shows the main variables that will be used to test the research questions.



The survey was conducted at three different organizations were used in this research. The organizations were cooperative bank of Kenya, equity bank and Kenya commercial bank. The research design used is mixed or complex design. This is because different organizations used provided data and how they would be selected. A total of 10 employees in different categories were selected in each of the institution making

a total population of 30 members. The study being majorly exploratory in nature meant that few executives could provide information and the information so collected would be reliable. The sampling technique used was stratified sampling for the branches to use and random technique at the branch level to select the managers to use in the study. The main instruments that were used to collect data were questionnaires and interview guide. The questionnaire was well structured and some open ended questions were used. They can be used in the absence of the data collector. Some of the questionnaires were mailed to the branches for purposes of collecting information.

3.1 Results and Findings

Case one: Milango Financial services. The organization has a human resource manager who is under the finance and administration docket. Over 56% of the respondents supported the hypothesis that there is a high relationship between employee promotion and promotion. 75% of the respondent argued that there is a large extent of information flowing informally and 90% Of the respondents felt that there is a large extent of giving promotions to people from outside the organization majority of whom have either worked with the executive or they belong to some common social network. This affects morale of the staff as shown by the respondents.

Case two: Safaricom Ltd: The organization is very fast at growing and 75% of employees who were interviewed said that to a large extent, social capital influences promotion of employees at the work place. They also agreed that the organization has a policy that guides promotion of employees. Either way, they still believe that social capital is an asset that must be nurtured by the organization for it to retain good employees.

Case three: Cooperative Bank: The respondents who participated in this research argued 90% of promotion being carried out is performance driven. Promotion vacancies are predetermined and employees are able to tell of the vacancies likely to arise. 50% of them feel that those promotions are driven by social network. 45% of them also believe that the promotion vacancies filled by people through external recruitment are usually influenced by social capital.

3.2 Summary, conclusions and Recommendations

3.2.1 Summary

The research study was based on several variables that were indicated in the conceptual framework and have been examined in the paper. It was indicated by the respondents that many of the organization health facilities do not enhance social network development as 54.3% of the respondents said that no entertainment allowances or forums for making people enhance social capital. Zero percent of respondents indicated that to a large extent and a very large extent respectively, no matters of goodwill are enhanced, no affinity groups are encouraged to grow and such other aspects as building social relations based on trust. In many variables, the respondents indicated that there are no formal forums at workplace where social capital can be nurtured.

Surprisingly, promotions on the other hand are mysteriously offered. As indicated in the study, majority of the respondents indicated that there are no formal communication channels about chances arising that may require the respondents to apply for given chances within the organization. Specific people are known to be well connected and just in case a chance arises are likely to get the job. 91.4% of the respondents indicated that they got easy access to information even before they got to their present positions meaning that these people have always had social networks where information to them is not an

issue. 54.6% of the respondents indicated that they had little to comment on how promotions are done. Also 91.4% of the respondents indicated that the job titles are not socially appealing and are traditional. Management doesn't create new titles for employees. Informal channels constitute over 67.5% of communication channels used to communicate their chances as they arise in the organization for promotions.

3.2.2 Conclusion

This broadly summarizes actions and ideas that are needed to enhance fair promotions under the realization that employees are shying away from the commitment of talking about promotions and ways of enhancing social capital development. This therefore implies that since the organizations relies a lot on informal communication channels most of which are either grapevines or social networks, could be biased to some great extent and its likely to affect promotion based on merit.

Also, the study seeks to confirm that social capital is an important asset among those who possess it as they will easily access information and can easily grow in their career endeavors. Social capital can only be developed by the people who possess it since it's an asset that cannot be transferred to another person or copied.

3.2.3 Recommendations

The following theoretical ideas may be used to help shape a more realistic and desirable approach to managing promotions.

1. The organization needs to review their operations and create channels of enhancing social capital. Such approaches could be end of year family meetings where they would promote goodwill, fellowship among other variables that would enhance social capital.
2. Also the organization needs to enhance proper communication in order to create good human resource policies that can enhance fair promotions based on competition and merit other than merely social networks. The organization needs to put in a lot more energy and resources in communication. This will make it easy for all to access information equally.
3. Employees need to know that social capital is an asset that one can only build through trust and confidence. This means that before one can be trusted by others to be given positions, needs to develop the art of trusting others. It's a skill that is learnt and built over time through maintaining social relations that one gets acquainted to in life. The researcher therefore recommends that all employees at all levels need to develop their own social networks and build trust by trusting others.
4. I would therefore recommend that students and scholars need to embrace social capital and replicate the study in other area to establish whether such results would be found. To managers, I recommend that they get to find out more about the candidates that they will place on responsibilities. Many of the decisions might be influenced by social capital and if that's the case, could result to biasness.

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