

MEASURING THE PROPENSITY FOR BUILDING SOCIAL CAPITAL DEPENDING ON TIES-STRENGTH

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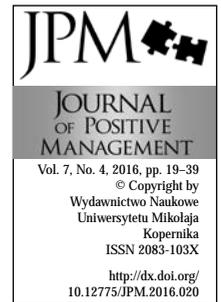
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Abstract

Purpose: This paper is addressing the question what personal characteristics help a leader to build social capital. The purpose is to present the development of a questionnaire to measure leaders' propensity for building social capital, depending on the perceived strength of bonds; it is also aimed at presenting the preliminary results of intercultural studies.

Design/methodology/approach: This paper starts with a review of the theory on social capital and Granovetter's concept of the "strength of weak ties." Next the process of the development of the related questionnaire is presented.

Findings: The developed questionnaire is a universal and reliable tool that can be used to study various social problems in different populations. The preliminary results of the questionnaire from 10 European countries suggest that the more distant the relationship is perceived the lower is the level of trust and sense of support. Moreover, data suggest that socio-economic organizations as well as those which are longer on the market obtained the highest results on the questionnaire's scales.

Social implications: In conclusion possible applications are discussed, including measuring the dynamics of change in individuals' preparedness to build social capital, depending on the social or political context, for example, the presumable "openness" during peaceful social activities or movements.

Originality/value: Social capital is commonly seen as a positive value, both in its individual and group dimensions, and several tools exist for measuring both. However, there seems to be a void and a need for a questionnaire measuring individual's propensity to develop social capital.

Keywords: social capital, strength of ties, weak links, trust, cooperation

Paper type: Research paper

1. Introduction

The concept of Social Capital is becoming important (e.g. Trigilia, 2001) and popular (Portes, 2000). It is seen as essential especially in business (Tsai and Ghoshal, 1988; Bosma et al., 2004; Guthrie, 2009; DiMauro, 2015), where the leadership fostering social capital becomes critical (Gutiérrez et al., 2011; Roberts, 2013).

There is an increasing amount of business leaders fostering social capital and, through that, achieving a significant return, e.g.: Wilbert (Bill) Gore, the founder of W. L. Gore & Associates, Inc. (popular Gore) which in 2016 has annual sales of over \$3 billion and over 10.000 employees (all called associates) located in more than 25 countries (Deutschman, 2004; Hamel, 2007). Chris Rufer, the Founding CEO of The Morning Star Company which is the largest tomato processor in the world, handling nearly 40% of the tomatoes processed each year in the United States, with over 400 year-round employees producing over \$700 million in annual revenue (Hamel, 2011; Wartzman, 2012; Kirkpatrick, 2015). Ricardo Semler, the CEO of Semco Partners, who through building social capital, achieved in 2015 the annual revenue for over \$240 million, employing over 3.000 workers, all called “partners” (Semler, 1994; 1995; 2004; Maresco and York, 2005; Fisher, 2005; Draft, 2015).

However, there is much less literature documenting how social capital is implemented. Some studies depict concrete areas, e.g. how social entrepreneurs build social capital (Praszkiern and Nowak, 2012), or are based on case studies (e.g. combating poverty in Mexico and Central America, Flores and Rello, 2003). However, there is a complete void as for appraising the individual properties which support building social capital. This seems a critical issue, as the knowledge on the required personality characteristics could, for example, contribute to the training of social activists. In respond to this need, the key question raised in this article is how to characterize and measure individual propensity for building social capital.

2. Theory

2.1. Social capital and its positive impact

There is consensus that, despite the vague definition of social capital (Portes, 1998; Lin et al., 2001; Yang, 2007), it is predominantly perceived as an important value, both for individuals (Adler and Kwon, 2002; Brehm and Rahn, 1997; Burt, 1997; 2001; Coleman, 1988) and for groups or societies (Fine, 2001; Praszkiern et al., 2009; Woolcock and Narayan, 2000). Moreover, many authors highlight the significance of social capital as a catalyst for economic growth (Baker, 2000; Claridge, 2004; Fukuyama, 2001; Maskell, 2000; Neace, 1999; Putnam, 1993).

Putnam defines social capital as referring to features of social organization, such as trust, norms and networks, that can improve the efficiency of society

by facilitating coordinated actions, enabling participants to act together more effectively (Putnam, 1993; 1996). Several years later, he offered another definition (Putnam, 2000), saying that social capital refers to connections among individual – social networks and the norms of reciprocity and trustworthiness that arise from them.

Bourdieu (1986) defines social capital as the aggregate of the actual or potential resources that are linked to the possession of a durable network, which consists of more or less institutionalized relationships of mutual acquaintance and recognition. Similarly, Coleman's definition of social capital refers to aspects of social structure as resources that can be used by actors to realize their interests (1990). In simpler terms, social capital appears when a person's family, friends and associates constitute an important asset, one that can be called on in a crisis or enjoyed for its own sake (Woolcock and Narayan, 2000).

Social capital makes it easier to achieve certain ends (Baker, 2000; Coleman, 2000; Putnam and Gross, 2002). For example, it has been shown to reduce turnover rates (Krackhardt and Hanson, 1993) and facilitate entrepreneurship (Chong and Gibbons, 1997) and the formation of start-up companies (Walker et al., 1997). In particular, social capital is a critical factor in the ability to sustain bottom-up mechanisms (Woolcock, 1998). The power of bottom-up change mechanisms is seen as critical for the introduction of social change (McAdam, 1999; Piven, 2008).

There is some consensus that social capital is not only the institutionalized relationships between people, but also the shared values and understandings that enable individuals and teams to trust each other and so work together. Mutual trust reinforces societal development (Bourdieu, 2003; Coleman, 2000; Fukuyama, 1996). Higher trust yields better societal outcomes, and these in turn, raise the level of mutual trust, which, in its turn, positively influences further results (Putnam, 1993). At the individual level also, social capital has positive outcomes. For example it empowers the individual to take some risk and explore new opportunities (Brehm and Rahn, 1997; Coleman, 1988); it also influences career success (Burt, 1992; Gabbay and Zuckerman, 1998; Podolny and Baron, 1997). Social capital plays also a central role in promoting health (Song, 2013; Kawachi et al., 2009).

Knowing the positive impact of social capital, the central question becomes, what factors support its development? And especially, what personality characteristics help an individual build his or her own social capital?

2.2. Trusting at a distance: Strength of Ties

We posit that the propensity to build social capital is not inherent and that it depends, above all, on the perceived strength of the ties among individuals. For example we may tend to establish trusting and cooperative relationships in

situations where we perceive the bonds as strong, e.g., with family members or long-term close friends, professional colleagues and well-known neighbors. On the other hand, we're typically slower to trust and cooperate with strangers.

Strong ties are relationships among people who work, live or play together; they engender a tendency for group members to think alike and reduce the diversity of ideas (Porter, 2007). Establishing weak ties requires cognitive flexibility and an ability to function in complex organizations (Granovetter, 1973; 1995; Lin 2001).

Even though strong ties clearly play a crucial role in our lives, in particular in establishing and maintaining the norms and mutual understandings of a society, in certain situations weak ties have a greater influence. Through his research on the acquisition of jobs, Granovetter (1973) found that the connections that proved most effective in this context were not close friends but distant acquaintances; this led to the hypothesis that there is "strength in weak ties" (Barabási, 2003; Granovetter, 1973). Granovetter's studies confirmed that not only did weak ties result in greater job opportunities, but also that those who found jobs through strong ties were far more likely to have had a period of unemployment between jobs than those using weak ties (Granovetter, 1983; 1995). Weak ties can have such important consequences because they bridge the gap between groups — even distant groups — that may result in an individual finding productive opportunities unavailable in his own strongly knit groups (Granovetter, 1973; 1983). They not only provide access to heterogeneous resources but also enhance a person's opportunity for social mobility (Granovetter, 1973; 1995; Lin, 2001; Praszkiel, 2012).

An absence of members with weak ties deprives a close-knit group of information from distant parts of the social system. Consequently its members are restricted to the provincial news and views of their close friends and thus may be isolated from new ideas and trends. They may also be poorly integrated into political or other goal-oriented movements (Granovetter, 1973; 1983; 1995). Whole societies lacking weak ties will become fragmented and not mutually supportive (Granovetter, 1983). Moreover, social leaders who perform effectively do not limit themselves to the closest environment; instead, they install and maintain relationships based on weak ties (Praszkiel and Nowak, 2012; Praszkiel, 2012).

That being said, there has been considerable ambiguity over the definition and operationalization of the weak-ties concept. On the one hand, Granovetter (1973) characterized the strength of a link by a combination (probably linear) of four indicators: (1) its longevity, (2) its emotional intensity, (3) the intimacy quotient, and (4) the reciprocal services. He conceded that those parameters are mostly intuitive. So far the concept has been based somewhat on subjective judgements and, consequently, it has been operationally defined differently by researchers to suit their particular research context (Petróczi et al., 2007).

2.3. *What helps individuals foster social capital?*

2.3.1. *Trust*

As mentioned before, trust is seen as an essential dimension of social capital. Trust, as it exists among neighbors, peers and group members, leads to a high level of solidarity. It is the key driver for undertaking cooperative actions (Bourdieu, 2003; Coleman, 2000; Cook et al., 2005; Fukuyama, 1996; Putnam, 1993; Tyler, 2003). Some authors equate trust with social capital, as in “Trust or social capital determines the performance of society’s institutions” (La Porta et al., 1996).

With regard to individual propensity for developing social capital, we posit that trusting others, as a personality characteristic, plays an essential role (Praszkiel et al., 2009; Praszkiel and Nowak, 2012).

2.3.2. *Cooperation*

The second pivotal dimension of social capital is cooperation (Bouma et al., 2008; Knack and Keefer, 1997; Putnam, 1993; da Silva, 2006). It takes mutual commitment and cooperation from all parties involved to build social capital (Adler and Kwon, 2002). The more individuals are in regular contact with one another, the more likely they are to develop a “habit of cooperation” and act collectively (Wasko and Faraj, 2005). Cooperation, one of the central tenets of social capital, is seen as a value per se (Kenworthy, 1997; Maxwell, 2002; Praszkiel and Nowak, 2012). We therefore suggest that willingness to cooperate, is a personality trait essential to a propensity for developing social capital.

2.3.3. *Sense of Support*

Adding to trust and cooperation, we posit that the third variable indicating an ability to build and develop social capital is Sense of Support. Sense of support is strongly related to a feeling of security in social relations and asserts their permanence. In that vein, all kinds of perceived support are significant (emotional, informative, instrumental or spiritual), as is the perceived accessibility to this support (Tardy, 1985). Various research (Knoll and Schwarzer, 2004; Sheridan and Radmacher, 1998) demonstrate that participation in social networks and social contacts delivers positive experience and strengthens the security feeling, as well as the feeling that life is predictable and stable (Sikula, 2001).

Social capital can be an individual asset (Portes, 1998) defined as features of social groups or networks that individuals can access and use to obtain further benefits (Yang, 2007). Someone with a strong sense of support, through diversity of connections, opens up avenues to various, previously inaccessible resources. These assets empower the individual to take some risk and explore new opportunities (Brehm and Rahn, 1997; Coleman, 1988; Ellison et al., 2007; Praszkiel and Nowak, 2012). The opposite – we call it the “Lone Ranger”

syndrome – disregards the need for support from others. This individual is doomed to fail in the long run (Praszkiel and Nowak, 2012), and is definitely less able to develop social capital for others. Drawing from these theoretical presuppositions we assumed that three variables determine individuals' preparedness to foster social capital: A trusting attitude (Trust), Readiness for Cooperation (Cooperation) and Sense of Support (Sense of Support).

Furthermore, we assigned to each of these variables some questions, such as: I can count on others in difficult situations, There are people whom I can tell almost anything (Trust); People are more devoted to work when they are working in a team, Teamwork is more beneficial than working individually (Cooperation); There are people I can rely upon to help in various situations, I have many friends that I can count on (Support).

2.4. Strength of ties as an intuitive concept

In 2012–2013, we attempted to validate several sets of questions corresponding with a combination of Granovetter's four indicators. In five separate pilot studies we tested diverse combinations of questions based on these four indicators. However, the reliability of the questions, as measured by their correlation with one another, was always insufficient (Cronbach's alpha less than 0.6), and the factor analyses always gave results that were unclear and so difficult to interpret. This strengthened other authors' indications that there was some incongruity in the components of Granovetter's original theoretical framework and confirmed that the best means of estimation is the subject's intuitive perception of his or her strength of ties.

Considering the inconsistencies mentioned in the literature and our own validation results, we decided to base assessment on the subjects' individual perception. In that vein, we ask in the questionnaire that the subject answer all the aforementioned Social Capital questions in relation to three different people whom they consider close, fairly close and distant to them (see the attached questionnaire).

3. Validation process

The Social Capital & Strength of Ties SC&SoT scales (Trust, Cooperation and Support) were based on our previous SEQ questionnaire for measuring social capital (Praszkiel et al., 2009), which was normalized on a representative sample of society (No=1002). The basic psychometric properties of the source-scales are presented in Table 1.

Table 1. Parameters of the SEQ psychometric scales after normalization

Scale	Number of questions	Mean	SD	Skewness	Kurtosis	Cronbach's alpha
Trust	7	20.17	4.04	-.082	-.010	.76
Sense of support	8	26.88	5.44	-.241	-.439	.80
Cooperation	7	21.66	4.19	-.046	-.037	.68

In order to assess psychometric properties of the original version of the questionnaire, the series of pilot study were conducted.

3.1. Bi- and Multi-lingual version

Our intention was to study both Polish and foreign populations, therefore, an English version of the questionnaire was created from the Polish language version. The conversion was done by translating the Polish national version of the questionnaire into English and then from English back into Polish. A comparison of the two Polish versions showed that the translation was adequate. In particular cases a literal translation has been adapted to reflect the sense of the question (a travesty method).

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4. Psychometric properties of Social Capital & Strength of Ties Questionnaire

The national version was called SC&SoT (Social Capital and Strength of Ties) questionnaire. 108 bilingual students studying at various universities in Warsaw completed both the Polish and the English versions of the SC&SoT questionnaire.

4.1. The reliability of scales

The internal consistency of the questions relating to each of the three scales of social capital were found to be high in both languages. The skewness and kurtosis measures for each scale in both languages are similar. An item discrimination analysis showed that there was a high correlation of individual questions with their scale. The detailed results of psychometric properties of the questionnaire are presented in Table 2.

Version	Scale	Min	Max	Mean	SD	Skewness	Kurtosis	Cronbach's alpha
English	Trust ^a	9	25	21.26	4.05	-1.77	2.87	.81
	Sense of support ^a	9	25	20.82	3.77	-1.39	1.44	.61
	Cooperation ^a	6	25	20.36	4.77	-1.20	.99	.76
	Trust ^b	7	23	16.62	3.91	-.47	.21	.67
	Sense of support ^b	6	24	16.77	4.05	-.59	.65	.74
	Cooperation ^b	9	25	19.27	4.54	-.52	-.81	.67
	Trust ^c	5	21	12.05	4.04	.21	-.33	.80
	Sense of support ^c	5	23	12.80	4.33	.28	-.17	.68
	Cooperation ^c	8	23	16.30	4.06	.15	-.99	.73

Table 2.
Psychometric properties of the English and Polish version of the SC&SoT questionnaire – national studies

^a – ‘close people’
^b – ‘fairly close people’
^c – ‘distant people’

Version	Scale	Min	Max	Mean	SD	Skewness	Kurtosis	Cronbach's alpha
Polish	Trust ^a	7	25	21.13	4.19	-1.80	3.04	.80
	Sense of support ^a	9	25	20.68	3.75	-1.17	.93	.65
	Cooperation ^a	6	25	20.28	4.43	-1.19	.99	.83
	Trust ^b	7	23	16.50	3.66	-.41	.19	.75
	Sense of support ^b	7	24	16.70	3.94	-.51	-.25	.77
	Cooperation ^b	11	25	19.24	4.08	-.32	-1.01	.78
	Trust ^c	5	23	11.64	4.57	.55	-.20	.70
	Sense of support ^c	5	23	12.69	3.98	.24	-.18	.75
	Cooperation ^c	7	23	15.93	4.18	-.18	-.75	.65

Table 2. cd

4.2. Equivalence of the two versions

In order to ascertain whether the Polish and English versions were equivalent, a number of correlation tests and dependent samples t-test of corresponding scales between the two versions were carried out; these are presented in the Table 3. All scales are characterized by high and very high positive correlations with their counterparts in the other language. Therefore these scales will achieve similar results in Polish and English-speaking populations.

Paire: Polish & English version	df	r	p
Trust ^a	112	.995	.000
Sense of support ^a	112	.874	.000
Cooperation ^a	112	.964	.000
Trust ^b	112	.969	.000
Sense of support ^b	112	.937	.000
Cooperation ^b	112	.956	.000
Trust ^c	112	.916	.000
Sense of support ^c	112	.960	.000
Cooperation ^c	112	.932	.000

Table 3. Scale correlation between the Polish and English version of the SC&SoT questionnaire

^a – 'close people'

^b – 'fairly close people'

^c – 'distant people'

4.3. Factorial validity

In order to verify the validity of the questionnaire, a factor analysis using the Maximum Likelihood method with a direct oblimin rotation was conducted separately for both versions. As we had no expectations with respect to cross correlation between the factors, the value of the delta parameter denoting the obliquity degree was set at zero. The choice of a factor analysis method was justified since a Kaiser-Mayer-Olkin test on our standardized data gave a KMO

= 0.77 and 0.79 for the English and Polish versions, respectively. Additionally, the Bartlett's test of sphericity was found to be statistically significant for both versions (English: $\chi(105)=1192,8$; $p<0.001$; Polish ($\chi(105)=1047,4$; $p<0.001$).

Results mostly proved to be in line with our expectations. We received a three-factor solution in both language versions accounting for 60.3% and 55.7% of the variance in the English and Polish versions, respectively. In both language versions factors are strongly correlated, which is not surprising as they form a global index of social capital.

4.4. Using the SC&SoT questionnaire

Once the SC&SoT questionnaire has been administered, the results should be calculated in two phases.

First, the selected score on the reversed items should be recalculated using following formula: 1 going to 5, 2 going to 4, 3 going to 3, 4 going to 2, and 5 going to 1. Recalculating should be done in items 11, 13 in the Trust scale; 3, 9, 12 in the Support scale and items 2, 6, 14 in the Cooperation scale.

Next, the score for each scale should be obtained by summing the scores for the questions appropriate to that scale, using the key presented in Table 5. Raw scores will range from 5 to 25 for each of the scales. The higher the score, the higher the level of the feature.

Scale	Items	
	Reversed questions	Normal questions
Trust	11, 13	1, 7, 8
Sense of Support	3, 9, 12	5, 10
Cooperation	2, 6, 14	4, 15

Table 4. Answer key of the SC&SoT questionnaire for all type of relations: 'close people', 'fairly close people' and 'distant people'

5. Preliminary results of international studies

5.1. Participants

169 participants (43.2% female and 53.8% male, 3% no answer) took part in research. The average age was 43.36 (SD=11.89). The youngest interviewee was 21 years old and the oldest 72. 13 participants (7.7%) came from Scotland, 29 (17.2%) Italy, 10 (5.9%) Sweden, 22 (13%) Poland, 11 (6.5%) England, 10 (5.9%) Serbia, 26 (15.4%) Germany, 23 (13.6%) Austria, 4 (2.4%) France and 12 (7.1%) came from The Netherlands.

It should be noted that the test sample is not representative, what limits drawing conclusions about global relations. Results are only an approximation and illustrate potential directions and dependencies; they also reveal the potentials of the questionnaire.

We identified four types of organizations, taking into account purpose they pursue: non-profit (N=46; 27.2%), socio-economic (N=50; 29.6%), for-profit (N=58; 34.3%) and other type (N=13; 7.7%). 2 subjects (1.2%) did not answer that question.

Additionally, we classified the organizations into three categories, taking into account only the year of established of the organization. We named them arbitrarily as follows: 'old enterprises' (established before 2006) (N=69; 40.8%), 'new generation' enterprises (established between 2006–2012) (N=62; 36.7%) and 'new born' enterprises (which were registered after 2012) (N=25; 14.8%). 13 subjects (7.7%) did not answer that question.

5.2. Results: Social capital in various types and categories of organizations

We analyzed the results of trust, sense of support and cooperation among different types and categories of organizations participating in the research.

5.3. Differences in trust level

In order to verify whether three types (in the following analysis we used three types of organizations: non-profit, socio-economic, for-profit; we omitted 'other' category due to lack of sufficient number of responses) and three categories of organizations differ in trust relations we used repeated measures schema: 3 (trust relations: close vs fairly close vs distant) x 3 (types of organization: non-profit vs socio-economic vs for-profit) x 3 (age-category: 'old' vs 'new generation' vs 'new born').

There was a significant main effect for trust [Huynh-Feldt test: $F(1.78, 240.11) = 94.54, p < 0.001, \eta^2 = 0.41$]. Differences between three types of relations were significant ($p < 0.001$).

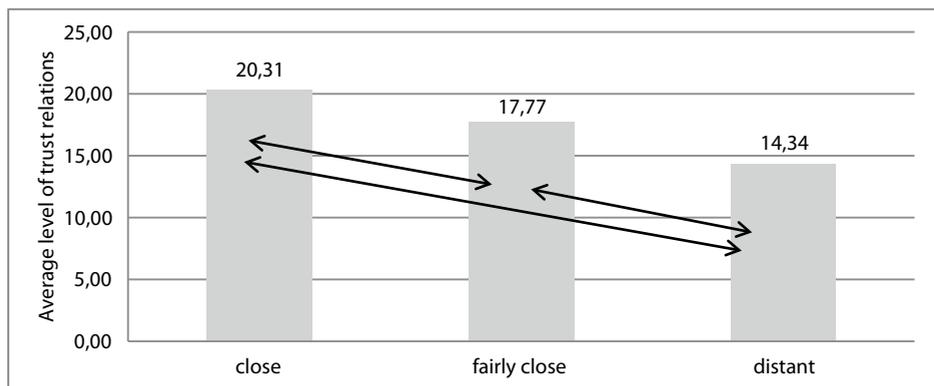


Figure 1. Level of trust depending on perceived closeness of relation (average number of contacts)

There was a significant main effect for the type of organization ($F(2, 135) = 5.73, p=0.004, \eta^2=0.077$). Only socio-economic organizations significantly differ from for-profit organizations ($p=0.003$).

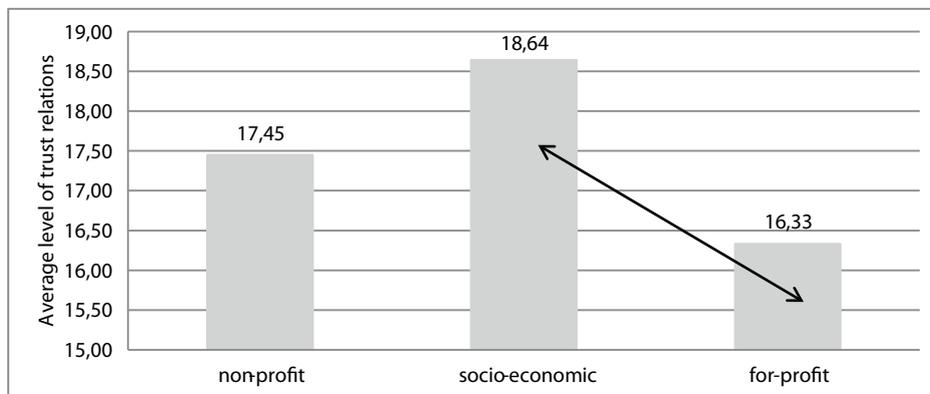


Figure 2. Level of trust depending on the type of organization (average number of contacts)

There was a significant main effect for the organization age [$F(2, 135) = 3.14, p=0.046, \eta^2=0.044$]. This result suggests that only 'old' enterprises significantly differed from 'new born' enterprises ($p=0.042$).

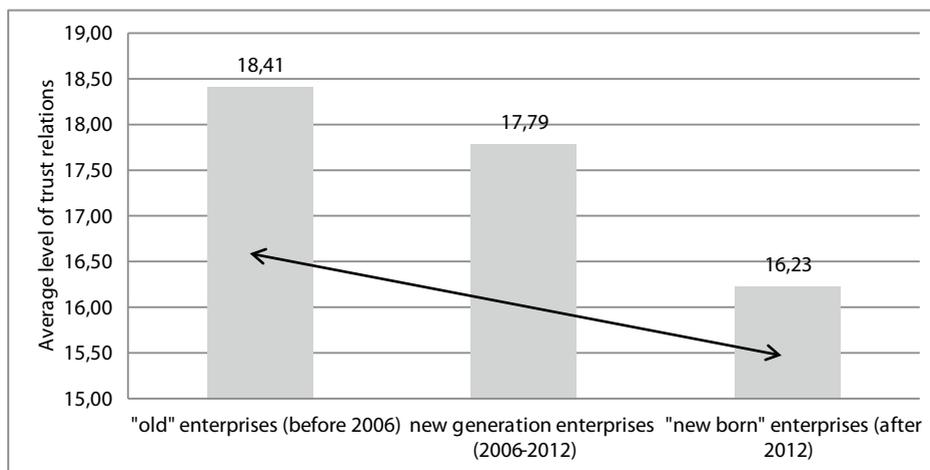


Figure 3. Level of trust depending on the category of organization (average number of contacts)

There were no significant interaction effects for type and trust, trust and organization age, type and organization age and trust, type and organization age.

5.4. Differences in the level of Sense of Support from own social networks

In order to verify whether three types and three categories of organizations differ in the level of Sense of Support from own social networks in three types of relations we used repeated measures schema: 3 (sense of support: close vs fairly close vs distant) x 3 (type of organization: non-profit vs socio-economic vs for-profit) x 3 (age-category: 'old' vs 'new generation' and 'new born').

There was a significant main effect for Sense of support from own social networks [Huynh-Feldt test: $F(1.47, 211.93) = 72.5, p < 0.001, \eta^2 = 0.349$]. Differences between three types of relations were significant ($p < 0.001$).

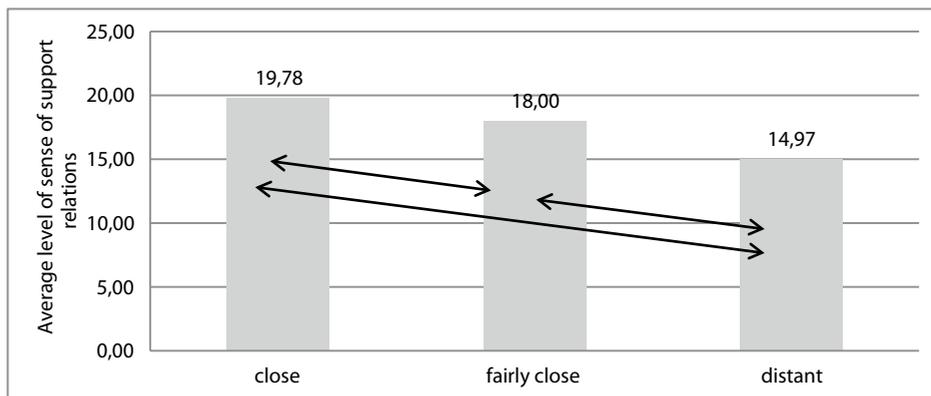


Figure 4. Sense of support from own social networks depending on closeness of relation (average number of contacts)

There was a significant main effect for the type of organization [$F(2, 135) = 6.05, p = 0.003, \eta^2 = 0.082$]. This result suggests that only socio-economic organizations significantly differed from for-profit organizations ($p = 0.003$).

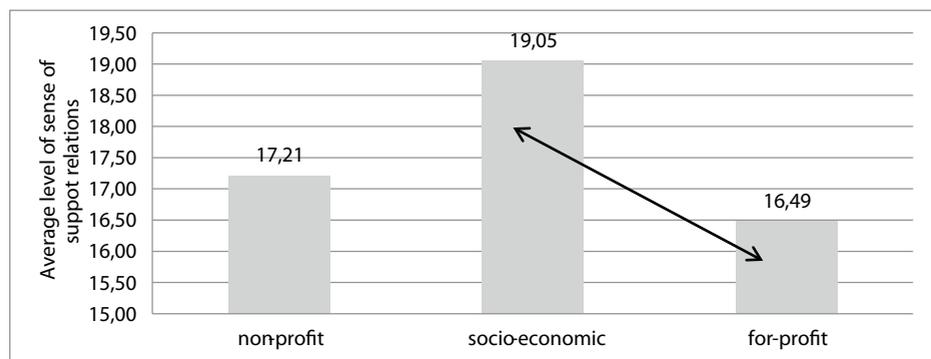


Figure 5. Sense of support from own social network depending on the type of organization (average number of contacts)

There was a significant main effect for organization age [$F(2, 135) = 3.788, p = 0.025, \eta^2 = 0.053$]. Only "old" enterprises significantly differed from "new born" enterprises ($p = 0.02$).

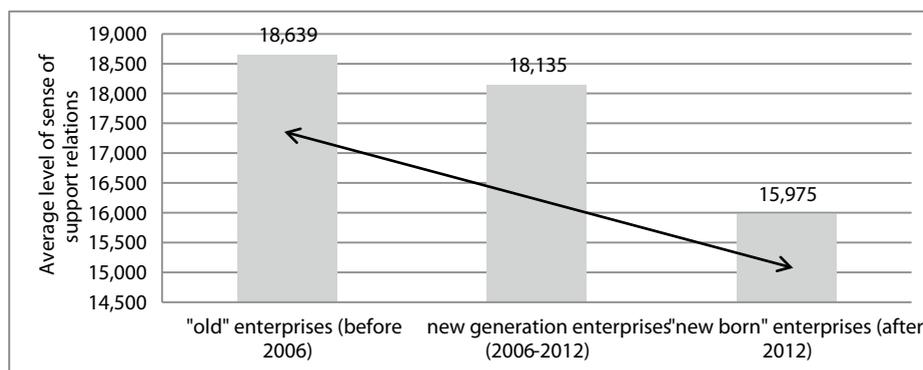


Figure 6. Sense of support from own social networks depending on the category of the organization (average number of contacts)

There were no significant interaction effects for the type and 'sense of support', 'sense of support' and organization age, type and organization age and 'sense of support', type and organization age.

5.5. Differences in the level of cooperation

In order to verify whether three types and three categories of organizations differ in the level of cooperation in three types of relations we used a repeated measures schema:

3 (cooperation relations: close vs fairly close vs distant) x 3 (type of organization: non-profit vs socio-economic vs for-profit) x 3 (age-category: 'old' vs 'new generation' vs 'new born').

There was a significant main effect for cooperation [Huynh-Feldt test: $F(1.59, 214.93) = 6.16, p=0.005, \eta^2=0.044$]. There was a higher level of cooperation in distant relations comparing to fairly close relations ($p=0.015$) and to close relations ($p=0.031$).

There were no significant remaining main effects and all interaction effects.

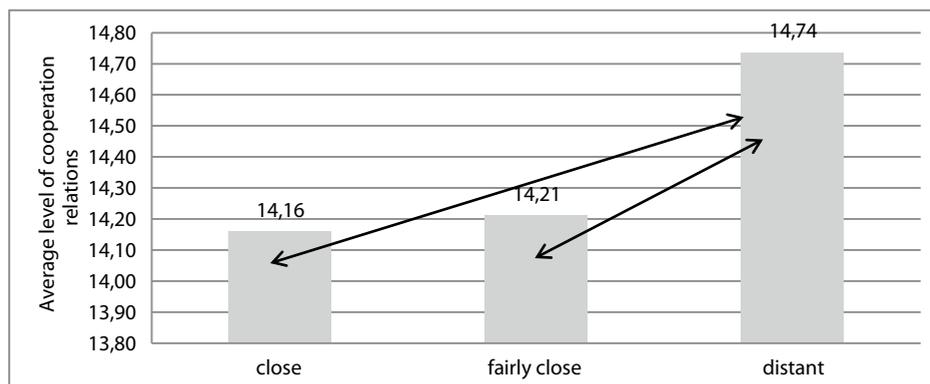


Figure 7. Cooperation depending on the perceived closeness of relations (average number of contacts)

6. Comments and conclusions

We have presented a research tool helpful to determine these leaders' characteristics which support building social capital. It has been shown that an abbreviated, yet reliable, questionnaire for measuring individuals' propensity to develop social capital can be paired with a measure of the strength of social ties resulting in a positive level of reliability. This approach, which circumvents the problem of ambiguity in theoretical definitions of strength-of-ties and follows intuitional cues, has been shown to be operational.

The SC&SoT questionnaire is a universal tool that can be used to study various business and social problems in different populations. For example it might be used by a researcher interested in whether leaders with, say, higher empathy are prone to build trustful and cooperative relationships with less closely connected employees, or those with lower empathy may be more likely to trust only people in their close-knit circles. Another example: A researcher may want to verify the conjecture that innovators tend to develop social capital regardless of their strength of connections, as opposed to social activists, whose ability to build social capital may be limited to closely connected individuals.

Moreover, this questionnaire enables one to grasp individuals' propensity to develop social capital. The conjecture is that the intensity of the inclination may vary depending on the situation, e.g., it might be stronger during big, social and peaceful undertakings or transitions. The SC&SoT questionnaire may be used for testing whether or not members of disadvantaged communities tend to limit the distribution of SC to their own close-knit circles and whether, when experiencing a constructive transition, they tend to open up to the outer world and trust groups or individuals to which they are less closely connected. Similarly, it could enable tracking the dynamics of teams that decide to shift from top-down management to bottom-up initiatives and participation. It would be interesting to see whether or not team members would be prone to distribute social capital to less connected team members. Generally, the questionnaire could be used not only for individual assessment but also in comparative social studies.

The international pilot research should be seen as a documentation of tendency; the mostly interesting effect can be observed in the field of cooperation. Unlike the Trust and Sense of Support scales – the level of cooperation raises with the perceived distance of relationship which confirms Granovetter's theory also in other fields than his original studies.

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Appendix

QUESTIONNAIRE SC & SoT

Age:

Gender: Female Male

Please read carefully the following instruction before you answer the questions.

The questionnaire consists of 15 statements. It was created to understand your beliefs about people from your environment who are CLOSE TO YOU, people who are FAIRLY CLOSE TO YOU and people who are DISTANT TO YOU. Please, remember that there are no “good” or “bad” answers. All answers are correct as long as they represent your sincere opinions.

Read each of the following statements carefully. Please circle in the boxes the following numbers depending on how much you agree with the following statements:

1 – strongly disagree

2 – disagree

3 – neutral

4 – agree

5 – strongly agree

At this point please reflect and select the following people:

– close to you

– fairly close to you

– distant to you

Read the following statements and relate them to the mentioned categories of people. Please, answer each of the statements.

No.	When I imagine the selected group I think that...	I imagine people CLOSE TO ME	I imagine people FAIRLY CLOSE TO ME	I imagine people DISTANT TO ME
1	I usually trust people.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
2	It's better to work alone than in a team.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
3	I agree with the saying: the only person you can depend upon is yourself.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
4	People are more devoted to work when they are working in a team.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
5	There are people I can rely upon to help in various situations.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
6	You can gain more by working on your own instead of working in a team.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
7	I can count on others in difficult situations.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
8	There are people whom I can tell almost anything.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
9	I believe that if I was in trouble then others would abandon me.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
10	I have many friends that I can count on.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
11	In general, people only care about themselves.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
12	There are situations when I would want to talk with someone, but there is no one to talk to.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
13	People tend to be nice only when they want something from me.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
14	If working in a team some people don't feel responsible for the results	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
15	Team-working brings more benefit than working individually.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Please indicate the type of relationship with the person (*Multiple answers possible*)

When you think about people CLOSE TO YOU

1. friend
2. relative
3. schoolmate
4. colleague at work
5. neighbor

6. other, please describe:

When you think about people FAIRLY CLOSE TO YOU

1. friend
2. relative
3. schoolmate
4. colleague at work
5. neighbor
6. other, please describe:

Agata Zablocka
Ryszard Praszkiern
Ewa Petrushak
Marta Kacprzyk-Murawska

When you think about people DISTANT TO YOU

1. friend
2. relative
3. schoolmate
4. colleague at work
5. neighbor
6. other, please describe:

When was your organization legally founded?

What kind of organization do you represent?

- non-profit
- socio-economic
- for-profit
- other