

# Social Capital in Non-profit Organizations

## - A Case Study in Japan -

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This empirical research focuses on the staff engaged in NPOs based on the aggressiveness and degree of fulfillment of NPO activities and it is aimed to verify the relationship with social capital, using the survey results on the non-profit organization S.S.F. in Saga Prefecture in Japan. The correlation analysis between "Fulfillment and Aggressiveness" and "Social Capital", "Sample characteristics" and "Social Capital", "Fulfillment and Aggressiveness" and "Sample characteristics" are conducted, and conclude the following results. (1) People who have high confidence in society have a keen sense of fulfillment obtained by the activities of NPOs. (2) People working at elevated position in the non-profit organization and with a lot of working hours are not active with friends, but have aggressive exchanges with colleagues. (3) People being in an elevated position in the NPO is associated with frequent cooperation with an external organization and detailed information in region. Overall, findings show that the role of staff in NPOs is important to further activate the activities of NPOs, so deepening the ties between staff and organizations, and building good trusting relationships will make NPO activities more efficient.

**Key words:** Social Capital, NPO, Factor Analysis, Correlation Analysis.

## I. Introduction

The concept of social capital has penetrated all sectors of academic fields centered on social sciences, such as sociology, political science, public health, economics, etc. Although the concept of social capital has existed since the 19th century, it was Robert Putnam in 1993 that brought about a worldwide repercussion, which indexed it for the first time. According to Putnam, social

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capital is defined not only as resources to be accumulated and utilized by individuals, but also in all aspects of society such as institutional performance and economic development. For this reason, since Putnam's research, social capital concepts have become more practical as policy tools as well as academic research. Research about non-profit organizations (NPOs) is also one of the areas inspired by Putnam's social capital theory<sup>1)</sup>. Since Putnam said that the existence of volunteers and non-profit associations is the appearance of social capital and it is an index to measure social capital, the association between social capital and NPOs has been mentioned in different research.

There are several studies in Japan about this issue. Sano et al. (2014) discussed the relationship between parents participating in sports activities of children and social capital in the community through a case of a certain NPO, and the results show that it is related to social capital and the participation of NPOs<sup>2)</sup>. Also, there are research results that "bridging social capital" is more likely to associate with the participation of NPOs than "bonding social capital", so we should pay attention to the type of social capital. It is unlikely that all types of social capital will lead to participation in NPOs<sup>3)</sup>.

As described above, participation in NPOs was used as a measure for measuring social capital. However, in this case, most of studies focus on the "joiners" outside the NPOs. There are also some studies which focus on social capital within the NPOs. Whilst it is argued in Western countries that the capacity of NPOs to generate social capital has been undermined because of institutional pressure both from the state and the market, a case study in Japan indicates that the institutionalization of NPOs has impact on type of bonding social capital only. It also finds that the impact depends on the characteristics of organizations in terms of the relationship with existing social capital in their community. The findings suggest that institutionalization does not necessarily undermine the capacity of NPOs to generate social capital as existing literature assumes, but it transfers the capacity as for an organization

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1) Sakurai(2007) p.42.

2) Sano et al.(2014) pp.57-58.

3) Sakurai(2007) p.46.

to reduce negative aspects of social capital and to foster more positive aspects of the capital<sup>4</sup>).

In addition, a study based on a questionnaire distributed in Portugal in 2003 indicated that NPO managers' earnings are a function of human capital and social capital. However, it is also clarified that human capital is more important than social capital, so the conclusion from these results is that NPO managers must first acquire the appropriate education and then establish social ties to maximize their earnings<sup>5</sup>).

It is important to study the social capital of NPO managers, but to further activate the activities of NPOs, the role of employees who are non-profit organization operators is also important. What is the association between NPO staff and social capital? Despite Okabe's indication (2016) that the social capital between NPO members provides the basis for the existence and function of NPOs<sup>6</sup>), the result has not been verified yet. Therefore, this research focuses on the staff engaged in NPOs based on the aggressiveness and degree of fulfillment of NPO activities and it is aimed to verify the relationship with social capital.

This study is a cross-sectional design, entailing the survey of staff in a non-profit organization called *Student Support Faith* (Saga Province, Japan) by questionnaire. The investigation period was from May 20 to June 18, 2017. The results show that the aggressiveness and degree of fulfillment of staff working in the NPOs correlates with social capital. It seems that social capital has impact on the smooth operation of NPOs.

The paper is organized as follows: Section 2 presents the social capital theory; Section 3 explains the framework of empirical study; Section 4 discusses the results; Section 5 presents the contributions and limitations; and finally, Section 6 concludes.

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4) Nakajima(2009) pp.25–26.

5) Barros and Nunes(2008) p.1566.

6) Okabe(2016) pp.95–96.

## II. Concepts of social capital

### 1. Definitions

The definitions of social capital were described from several viewpoints by different scholars (Table 1). The definition is given for the first time in a novel called *The Golden Bowl* in 1904 by Henry James. In the novel, it is used to describe a female character, by which is meant her social resources. John Dewey may have made the first direct mainstream use of *social capital* in *The School and Society* in 1915, though he offered no definition for it.

**Table 1.** Definitions of Social Capital.

Scholars / Organization	Years	Definitions
Henry James	1904	Social capital was used to describe someone's social resource.
John Dewey	1915	The abundance of social capital broadens the limited individual experiences of children.
Hanifan, L.J.	1916	Social cohesion and personal investment in the community.
Jacobs, J.	1961	From an urban sociological point of view, a network of neighboring urban neighbors created mutual monitoring and mutual assistance, and made that function social capital.
Loury, G.	1977	Mentioned social capital as one of the factors of income disparities among races.
Bourdieu, P.	1986	Existing or potential resources that are inherent in a long-term continuous network and can be utilized by individuals.
Coleman, J.	1987; 1988	It consists of certain aspects of the social structure and has functions that promote a specific action for individuals included in the structure.
Ostrom, E.	1992	From the viewpoint of commons management discussed social capital and pointed out the importance.
Putnam, R.	1993	Characteristics of social mechanisms such as trust, norms and networks that can improve social efficiency by preparing cooperative actions.
Fukuyama	1995	The social ability, values and norms shared by groups that generated from widely spreading trust.
World Bank	2000	Social capital is a system, relationship, norm that determines quantity and quality of social connection. Social ties are essential for economic prosperity and sustainable economic development. Social capital is not a system that supports society at the end, it plays a role of glue to strengthen social connection.

L. J. Hanifan's 1916 article *The Rural School Community Center* is one of the first occurrences of the term *social capital* about social cohesion and personal investment in the community<sup>7</sup>). In the article, Hanifan defines the concept as: If he may come into contact with his neighbor, and they with other neighbors, 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<sup>8</sup>). Jane Jacobs used the term in her 1961's book *The Death and Life of Great American Cities* by referring to the value of networks.

In the 1970's, economist Glenn Loury (1977) mentioned the term as one of the factors of income disparities among races. In the 1980's, sociologist Pierre Bourdieu (1986) discussed it as an extension of cultural capital theory, and James Coleman (1987; 1988) discussed the concepts related to norms and human capital respectively. In the 1990's, Elinor Ostrom (1992) discussed it from the viewpoint of commons management and pointed out the importance of *social capital*. Robert Putnam (1993) used social capital as a historical and cultural influence to explain the difference in efficiency among Italian state governments, and Fukuyama (1995) & Eric M. Uslaner (2002) argued from the aspect of trust, and Kawachi et al. (1997; 1996) used it to establish a new domain of social epidemiology<sup>9</sup>).

In the late 1990's, the concept gained popularity, serving as the focus of a World Bank research programme and the subject of several mainstream books, including Robert Putnam's *Bowling Alone* and Putnam and Lewis Feldstein's *Better Together*.

## 2. Sub-types

According to Robert Putnam, the main components of social capital are bonding capital and bridging capital<sup>10</sup>). Bonding capital is the strongest form

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7) Hanifan(1916).

8) Hanifan(1916) p.130.

9) Inaba et al.(2016) pp.40-41.

10) Kajiji(2016) p.26.

that exists in the relationship between homogeneous groups of people, which is effective for promoting cooperative behavior more, but is also an exclusive one. Bridging capital refers to that of social networks between socially heterogeneous groups, making its strength secondary to bonding capital. This type is inclusive but is hard to have a fixed structure. Likewise, in *The World Development Report 2000/2001: Attacking Poverty*, bonding, bridging, and linking social capital<sup>11)</sup> are mentioned<sup>12)</sup>.

On the other hand, Krishna & Uphoff (1999) divided social capital into structural capital and cognitive capital depending on its appearance. Structural capital refers to roles, rules, precedents, procedures in organizations, and cognitive capital consists of individual's norm, values, beliefs, etc.

In Japan, Inaba (2011) classifies social capital into three categories: private capital owned by individuals, club capital owned by the group, and public capital owned by society<sup>13)</sup>. Inaba sets private capital as an inter-individual network, club capital as inter-group trust, norm (including reciprocity), and public capital as trust and norms for society in general.

In this research, to examine the association between the activities of NPO staff and social capital, the participants are individuals engaged in NPOs. In short, it is subject to dealing with both structural capital and cognitive capital. In other words, more than individual norms, values, social relations such as networks of internal and external organizations (here, referring to non-profit organizations) are also observed. In the next section, the methods and contents of this investigation will be introduced.

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11) Linking capital is the relationship between a person and a government official or other elected leader, which is also drawing attention recently.

12) World Bank(2000/2001) p.128.

13) Inaba(2011), pp.35-37.

### III. Empirical Study

#### 1. Study Design

This study was designed to be undertaken in Student Support Faith (S.S.F.), which is a non-profit organization engaged in supporting of young people such as school refusal, hikikomori<sup>14</sup>), delinquency and NEET (Not in Education, Employment or Training) in Saga Prefecture (Japan). In addition to the central effort to support young people with maladaptive problems by outreach, S.S.F. aims to increase its effectiveness by combining the formation of support networks, employment support, outsourced joint projects, etc. Collaboration with other organizations to realize them are clearly recognized and in fact contribute greatly to the expansion of social safety nets in the region.

#### 2. Sample/data Collection

The sample size was a total of 60 people, including 4 executives belonging to S.S.F., 42 full-time staff, 10 part-time staff and 4 volunteers, and the survey conducted by using a written questionnaire and a web version.

Prior to conducting the investigation, the person in charge of S.S.F. was met with and explained the purpose of this study. Based on the data received from S.S.F., questionnaires and Web version survey forms were prepared. Questionnaires were distributed to staff on May 20, and collected on June 18, 2017.

#### 3. Measures

The overall survey instrument included items that measured social capital, aggressiveness and fulfillment level of NPO activities. The social capital scale was used from the Citizens' Activities Promotion Division (2006) by the

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14) The Japanese Ministry of Health, Labor, and Welfare defines hikikomori as a condition in which the affected individuals isolate themselves from society in their homes for a period exceeding six months.

Cabinet Office Public Relations Department, including general trust and social network. For questions, the 4 and 5-point Likert scale method was used. The components for the social capital scale are described in Table 2.

**Table 2.** Social Capital Scale and Components.

Measure		Response coding	Content description
Trust	General trust	5-point Likert scale	In general, can you trust most people?
	Strangers	5-point Likert scale	Can you trust most people in a new place?
	Neighborhood	5-point Likert scale	Can you trust most people living in your neighborhood?
	Relatives	5-point Likert scale	If you had a serious personal crisis or problem, do you feel that you could turn to relatives for comfort and support?
	Friends	5-point Likert scale	If you had a serious personal crisis or problem, do you feel that you could turn to friends for comfort and support?
	Colleagues	5-point Likert scale	If you had a serious personal crisis or problem, do you feel that you could turn to colleagues for comfort and support?
Social network	Neighboring relationship frequency	4-point Likert scale	What kind of relationship are you with your neighbors?
	Number of neighboring people	4-point Likert scale	How many people within this neighborhood do you associate with each other?
	Friends	5-point Likert scale	How often do you associate with your friends?
	Relatives	5-point Likert scale	How often do you associate with your relatives?
	Colleagues	5-point Likert scale	How often do you associate with your colleagues?
Reciprocity norm	Local activities	(1 = yes, 0 = no)	Are you attending a local community event?
	Hobby activities	(1 = yes, 0 = no)	Are you participating in a sporting or recreational club or activity?
	Others	(1 = yes, 0 = no)	Are you taking part in other activities than those above?

Further questions were asked by 5-point Likert scale relating to the aggressiveness and fulfillment level of NPO activities. These items were developed based on "Advantages gained from youth support activities" and "Effort made to youth support activities" in S.S.F (see Table 3, 4).

**Table 3.** Advantages Gained from Youth Support Activities.

A1	I made friends who have similar values.
A2	Concern for children and young people around me has deepened.
A3	It became possible to interact with acquaintances without interests.
A4	I felt that I contributed to the local community.
AS	I felt a sense of accomplishment and fulfillment.
A6	I got to understand the troubles of children.
A7	Enjoyment has come up.
A8	Exchange with local people increased.
A9	I was able to interact with people working in different fields.
A10	It became easier to make relationships with strangers.
A11	The affection for the area has deepened.
A12	I got to trust people more than before.
A13	The employment information for young people in the area was detailer.
A14	Exchange with parents of children receiving support was increased.
A15	I was able to interact with organizations such as city halls, schools, etc.

**Table 4.** Effort made to Youth Support Activities.

B1	Expand network with school agencies and employment support organizations.
B2	Exchange opinions with other children / youth support organizations.
B3	Gain knowledge of psychological health of children / young people.
B4	Interact with people engaged in children / youth support activities.
B5	Listen to the problems of children and young people.
B6	Take professional qualifications such as clinical psychologist or social worker.
B7	Increase interaction with local children and young people.
B8	Increase interaction with guardians of local children and youth.

#### 4. Analysis

All analyses were conducted using SPSS Statistics 23. Specifically, the questionnaire on "Advantages gained from youth support activities" and "Effort made to youth support activities" were analyzed by factor analysis (Major Factor method, Varimax Rotation). As a result, six factors were extracted. And then, correlation analysis was carried out between each factor and question items on social capital, each factor and sample characteristics, and question items on social capital and sample characteristics. In addition, regarding sample characteristics, items of "age", "position" and "working hours" were adopted.

## IV. Results

### 1. Sample Characteristics

There was a total of 60 respondents, 24 males and 36 females, 30% of them being 30's, 26.6% in 20s, and 25% in 40's. Regarding the status in the organization, the full-time staff were the majority (70%), and the part-time staff were 10 people for 16.7% (see Table 5).

**Table 5.** Sample Characteristics.

Respondents' characteristics		Number of samples	Ratio
Gender	Female	36	60
	Male	24	40
Age	30s	18	30
	20s	16	26.6
	40s	15	25
	50s	7	11.7
	60s	2	3.3
	Over 70s	2	3.3

**Table 5.** Continue

Respondents' characteristics		Number of samples	Ratio
Position	Full-time staff	42	70
	Part-time staff	10	16.7
	Executive	4	6.7
	Volunteer	4	6.7
Working hours	30~39 hours	25	41.7
	Over 40 hours	24	40
	9 hours or less	5	8.3
	10 ~19 hours	4	6.7
	20 ~29 hours	2	3.3
Total		60	100

As for the question "The reason for participating in S.S.F.", since there are multiple answers, the total number of respondents exceeds 60. Specifically, 28 respondents answered as "I want to do work to interact with people", followed by 27 people who answered, "I want to solve regional issues". "Invited by a friend / acquaintance" was 12 people for 20.3%, and 9 people for 15.3% answered, "Settled down after parenting, or reached retirement age"(Table 6).

**Table 6.** The Reason for Participating in S.S.F.

Reason	Number of responses
I want to work to interact with people.	28
I want to solve regional issues.	27
Other.	14
Invited by a friend / acquaintance.	12
Settled down after parenting, or reached retirement age.	9
The activities are related to my family.	2
I have received assistance from S.S.F.	2
Not enough manpower.	1
Total	95

Besides that, the number of people who chose "other" was 14 people in 23.7%, but concrete answers were various and classified by K. J. method (Kawada Kida [1967]) (Table 7). Eventually, it was classified into 5 categories. There are 5 answers categorized as "Related to S.S.F.", 4 followed by "Related to education", followed by 3 in "Concern in youth".

**Table 7.** Responses of "Other"

Name of categories	Responses
Concern in youth (3)	I wanted to do work related to children.
	I wanted to engage in support for children.
	I wanted to help children who have problems.
Related to S.S.F. (5)	My child was supported by S.S.F. before.
	I wanted to learn the method of outreach.
	I was involved since the organization was formed.
	I was the member of learning supporter.
	I was interested in knowing the activities of S.S.F.
Related to education (4)	I wanted to work at the school site.
	I wanted to make use of my experience so I engage in education for children.
	I wanted to work on children in a different position from teachers.
	I did work involving children who needed support at school libraries.
Personal learning (1)	It also serves as experience and learning for the future.
Free time (1)	I wanted to do something because I have free time.

## 2. Factor Analysis Results

Questions concerning "Advantages gained from youth support activities" and "Effort made to youth support activities" are items deeply related to the sense of fulfillment and aggressiveness of NPO staff. Table 3 shows the advantages items (A1 to A15) gained from youth support activities, and Table 4 is a list of items relating to the effort made to support activities (B1 to B8). Regarding "Advantages", it is composed of items related to regional

exchange, trust in people, and regional attachment. Regarding "Effort" is composed of items related to exchanges with other organizations and exchanges with supported youth.

The factor analysis was conducted by Major Factor method, Varimax Rotation, using the results obtained by using the 5-point Likert scale on the items shown in Tables 3 and 4. Eventually 4 factors, 13 items were extracted from questions concerning "Advantages gained from youth support activities". The final factor analysis results are shown in Table 8. The results of factor analysis are as follows. The first factor (A1 to A6) are items concerning the contribution to the local society, feeling of accomplishment and fulfillment by

**Table 8.** Factor Analysis Result of "Advantages gained from Youth Support Activities"

Symbol number	Factor 1	Factor 2	Factor 3	Factor 4
A1	<b>0.698</b>	-0.017	0.125	0.121
A2	<b>0.679</b>	0.161	0.247	0.148
A3	<b>0.637</b>	0.242	-0.051	0.315
A4	<b>0.562</b>	0.328	0.475	-0.049
AS	<b>0.557</b>	0.387	0.365	0.205
A6	<b>0.525</b>	0.195	0.359	0.472
A7	0.41	0.398	0.117	0.134
A8	0.106	<b>0.693</b>	0.269	0.101
A9	0.016	<b>0.627</b>	0.28	0.21
A10	0.438	<b>0.614</b>	0.075	0.427
A11	0.507	<b>0.588</b>	0.141	-0.336
A12	0.491	<b>0.507</b>	-0.115	0.159
A13	0.148	0.204	<b>0.775</b>	0.185
A14	0.188	0.105	0.125	<b>0.672</b>
A15	0.155	0.321	0.379	0.416
Cumulative contribution rate	21.368	38.346	48.549	58.241
Factor name	Community contribution	Community attachment / trust	Regional information	Exchange with outside the organization

**Table 9.** Factor Analysis Result of "Effort made to Youth Support Activities".

Symbol number	Factor 1	Factor2
B1	<b>0.761</b>	0.203
B2	<b>0.758</b>	0.178
B3	<b>0.548</b>	0.247
B4	<b>0.54</b>	0.503
B5	<b>0.506</b>	0.272
B6	0.363	-0.022
B7	0.094	<b>0.906</b>
B8	0.211	<b>0.822</b>
Cumulative contribution rate	27.332	51.804
Factor name	Cooperation with external organizations	Exchange with support target

deepening youth support activities, and deepening their concern on youth around them, named by "Community contribution" factor. The second factor 5 items (A8 to A12) are summarized as "Community attachment / trust" factors, which is related to deepening the trust of others and attachment to the area by carrying out youth support activities. As for factor 3 (A13), employment information for young people in the area was detailed, so it was taken as a "Regional information" factor. The fourth factor 2 items (A14) are items related to exchanges with support target and other organizations, which is defined as "Exchange with outside the organization".

Regarding question concerning "Effort made to youth support activities", eventually 2 factors, 7 items were extracted, and the final factor analysis results are shown in Table 9. The first factor's 6 items (B1 to B5) are items that increase exchanges with other organizations, as "Cooperation with external organizations" factor. The second factor's 2 items (B7, B8) are items to increase interaction with young people and their parents in the area, so it was named the "Exchange with support target" factor.

### 3. Correlation Analysis Results

As described above, six factors representing the fulfillment and aggressiveness of the activities of NPO staff are summarized. To examine the relationship between fulfillment and aggressiveness and social capital, correlation analysis (the Spearman Correlation) was carried out.

#### 1) Social Capital and Factors

First, in the "Trust" element of social capital, the results of the analysis (Table 10), showed that positive correlations were found in "General trust" and factor "Community contribution", "Trust in the neighborhood" and factor "Exchange with the support target", "Trust to friends" and factors "Regional attachment / trust" "Regional information" "Cooperation with external organization", "Trust for colleagues" and factors "Regional contribution" "Community attachment / trust" "Regional information" "Cooperation with external organizations". Those who have high confidence in society have a keen sense of contribution to the region through the implementation of NPO activities. People who have high confidence in the neighborhood are also thriving with support targets. Also, those who have high confidence in friends, deepening their attachment to the area through NPO activities, and increasing interaction with other organizations. In addition, those who have high confidence in their colleagues generally benefit from NPO activities in general, and actively collaborate with outside organizations. In other words, those who have an intense sense of trust for others have been found to have a high sense of fulfillment gained through NPO activities.

Next, in the "Social network" element, there was a positive correlation between "Exchanges with colleagues" and "Exchanges with outside organizations" "Cooperation with external organizations" factors. People with a lot of exchanges with colleagues are considered active in collaboration with external organizations in NPO activities.

Regarding the element of "Reciprocity norm", a positive correlation was also found between "Local activities" and "Exchange with support target" factor. People who participate frequently in community activities revealed that interaction with support targets is more frequent.

**Table 10.** Correlation between Social Capital and Factors.

	Trust						Social network					Reciprocity norm		
	General trust	Strangers	Neighborhood	Relatives	Friends	Colleagues	Neighboring relationship frequency	Number of neighboring people	Relatives	Friends	Colleagues	Local activities	Hobby activities	others
Community contribution	<b>.325*</b>	-.049	.082	-.052	.182	.332*	.157	.063	.105	-.204	.000	.066	.251	-.158
Regional attachment / trust	-.126	-.060	.195	.186	<b>.264 *</b>	<b>.288*</b>	.167	-.062	.164	.094	.069	.120	.231	.204
Regional information	-.030	-.149	.099	.167	<b>.395**</b>	<b>.346**</b>	.027	-.046	.046	-.130	.240	.056	-.020	.246
Exchanges with outside organization	.141	-.011	.254	<b>.263*</b>	.196	.194	.158	.205	.047	.026	<b>.289*</b>	.115	-.045	-.009
Cooperation with external organization	.099	-.132	.085	.109	<b>.333*</b>	<b>.368**</b>	-.023	-.127	-.225	-.037	<b>.295*</b>	-.023	-.125	.110
Exchange with the support target	.171	.056	<b>.299*</b>	.119	.237	.153	.230	.112	.084	-.076	-.077	<b>.322*</b>	.107	.158

\* Correlation is significant at the 0.05 level (2-tailed)

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

## 2) Social Capital and Sample Characteristics

Table 11 shows the analysis results. In the "Trust" element, there was a positive correlation between "Trust in the neighborhood" and "Age". In other words, the oldest ages are associated with strong trust in the neighborhood. And in the "Social network" element, a positive correlation was seen in "Number of neighboring people" and "Age", the same in "Interaction with colleagues" and "Position", "Interaction with colleagues" and "Working hours". A negative correlation was seen in "Interaction with friends" and "Position", "Interaction with friends" and "Working hours". The results show that the older a person is, the more frequent their interactions with a neighbor are, people working at elevated position in the non-profit organization and with a lot of working hours are not active with friends, but have aggressive exchanges with colleagues.

**Table 11.** Correlation between Social Capital and Sample Characteristics.

	Trust						Social network					Reciprocity norm		
	General trust	Strangers	Neighborhood	Relatives	Friends	Colleagues	Neighboring relationship frequency	Number of neighboring people	Relatives	Friends	Colleagues	Local activities	Hobby activities	others
Age	.181	.074	<b>.274*</b>	.111	.086	-.090	.256	<b>.432**</b>	-.041	.039	.017	.239	0.000	.020
Position	-.002	-.153	.135	.014	.242	.127	.038	.189	<b>-.374**</b>	-.076	<b>.279*</b>	.048	.246	.224
Working hours	-.104	-.196	.074	.026	-.004	.038	.101	.021	<b>-.281*</b>	-.006	<b>.269*</b>	-.115	-.139	.192

\* Correlation is significant at the 0.05 level (2-tailed)

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

### 3) Sample Characteristics and Factors

A negative correlation was found between "Regional attachment / trust" factor and "Age" (Table 12). The oldest ages are associated with the low extent that feel the affection and confidence in the region deepened by NPO activities. Then, the "Regional information" factor and "Position" "Working hours" have positive correlations. "Exchange with outside organizations" factor and "Position" are positive correlation, "Collaboration with external organization" factor and "Position" "Working hours" are positive correlations. It was hypothesized that being in an elevated position in the NPO is associated with frequent cooperation with an external organization and detailed information in region.

**Table 12.** Correlation between Sample Characteristics and Factors

	Community contribution	Regional attachment / trust	Regional information	Exchange with outside organizations	Cooperation with external organizations	Exchange with the support target
Age	.166	<b>-.373**</b>	-.059	.147	-.151	.062
Position	-.073	-.034	<b>.290*</b>	<b>.332*</b>	<b>.418**</b>	.014
Working hours	-.070	.153	<b>.333*</b>	.152	.355	-.069

\* Correlation is significant at the 0.05 level (2-tailed)

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

## V. Discussion

It was proved that the aggressiveness and degree of fulfillment of staff working in the NPOs correlates with social capital. As for the relevance of items related to social capital and each factor item, a person with a powerful sense of trust for others has a sense of fulfillment obtained by the activities of NPOs, and those who participate in local activities are more likely to interact with the support target. It is conceivable that generating social capital among the NPO staff will lead to an increase in efficiency and effect of NPO activities. In addition, those who interact with colleagues frequently are also seen to have aggressive cooperation with external organizations, and establishing a network within the organization (bonding SC) is associated with a network between organizations (bridging SC).

Regarding the association between social capital and the sample characteristics, It seems that the more time they working, the more they interact with colleagues. In other words, it can be interpreted that people who exercise a great deal of time and energy for NPO activities will increase social capital in the organization. In short, while planning and implementing NPO activities, it is thought that it will lead to the generation of social capital in the organization.

Regarding the relationship between each factor and the sample characteristics, the oldest ages are associated with the low degree of feeling that affection and confidence in the region deepened by NPO activities. It is expected that elders have rich life experience even before doing NPO activities, and the attachment to the area has already been stronger than the younger people.

The key contribution of this paper is in its confirmation of the association between social capital and the aggressiveness and degree of fulfillment of NPO staff, which hasn't been verified in other studies. Since the non-profit organization S.S.F. has a powerful influence in Saga and Japan, the study of social capital in this organization has a meaning in promoting the aggressiveness of staff by generating social capital.

Regarding the limitations, the first limitation is about the data collection. As the survey was confined to one organization, the sample was small. Based on the small data set, the conclusions are limited. For the conclusions to be generalized, we would need to have a larger data set. Second, as with all cross-sectional studies, the findings do not establish causality.

## VI. Conclusion

This study provides unique empirical evidence in a non-profit organization to support the role of social capital of NPO staff in the NPO management. To further activate the activities of NPOs, the role of staff engaged in non-profit organizations is important. Deepening the ties between staff and organizations, and building good trusting relationships will make NPO activities more efficient, and have a beneficial effect. Overall, the resulting policy implications are as follows: local governments need to work on NPO support and social capital generation of their staff.

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