

## **Planning for Developing Social Capital in NGOs in the Light of The Kingdom of Saudi Arabia Vision 2030**

A descriptive study applied to a sample of NGOs in Riyadh

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### Abstract:

Social capital represents a new positive vision that increases the ability of non-governmental organizations (NGOs) to overcome the challenges facing social welfare programs. Developing social capital can only be achieved through social planning as it is a scientific method for development. Hence, this research paper aimed to identify the reality, mechanisms, and obstacles of planning for developing social capital in NGOs as one of the Saudi goals in line with its Vision 2030. It used the social survey method by applying a questionnaire to a sample of (121) employees in NGOs in Riyadh. The results revealed that the general mean of the reality of planning for developing social capital was rated moderate, with a mean of (2.28) and a standard deviation of (0.69), and the planning mechanisms for developing social capital was rated moderate, with a mean of (2.10) and a standard deviation of (0.77). Additionally, the most important obstacle to planning for developing social capital is the lack of an intellectual vision in analyzing the institutional heritage of social capital with a mean of (2.93) and a standard deviation of (0.86), and the most important proposal is activating the role of social capital management in Saudi society, with a mean of (2.99) and a standard deviation of (0.96). In the light of these results, some recommendations were presented for developing social capital in NGOs in light of the Saudi Vision 2030.

**Keywords:** Planning, development, social capital, NGOs, Saudi Vision 2030.

### Introduction:

Social capital in any of the regional and international societies expresses the real wealth that can be employed and invested through planning for developing human resources to achieve the economic, social, and social welfare goals of society and to ensure the continuity and sustainability of development (Al-Srouji 2009, 5).

Social capital went through a series of multiple concepts in the social sciences. The French thinker Bourdieu is considered one of its most famous theorists; he is credited with discovering and analyzing social capital that was developed clearly in the writings of Coleman (1988) and Putnam (1993). The International Bank was one of the first international organizations to use the concept of social capital in 1997 (Abdel-Azim 2012, 3).

Although the concept is not new, the interest in it has increased recently, especially when it is associated with other concepts, such as development, volunteer work, civil society, and citizenship, which promote its importance at the academic and practical levels. Social capital, or so-called social economy, is one of the economic, cultural, and social concepts that establish the development process within society and its various institutions, as it is a network of social relations (Taima 2015, 7) based on a set of standards that support the culture of sharing, cooperation, social work, and trust between individuals as the most important forms of social capital (Al-Khawaja 2018, 23), Which most of the previous studies results considered it as one of the most important basic indicators for measuring social capital in any society.

On the other hand, social capital is a source of group formation and homogeneity, which strengthens non-governmental organizations (NGOs), promotes volunteering and charitable work, activates the third sector in society, contributes effectively to development, and confronts social problems (Mustafa et al. 2017, 188). They are voluntary organizations that organize members, at their free will, to deal with each other through dialogue, tolerance, and mutual trust (Salama 2006, 11). In this context, Khalil (2011) confirms that NGOs are a source of social capital and rise because of the abundance of positive and effective social capital. Therefore, the state must pay attention to NGOs, cooperate with them, and protect them legislatively.

Many studies reported that voluntary work is one of the main components of social capital values, including participation, cooperation, tolerance, citizenship, national belonging, trust ... etc. (Bashir 2016; Abdel Jalil 2013), confirming the relationship between planning and developing social capital. For example, Al-Qaws (2021) concluded that voluntary participation contributes to the consolidation and development of social capital, as it constitutes one of the tributaries of sustainable development because of its positive impact on social capital. Social capital enhances the performance of social organizations. Volunteering is considered one of the strategic goals of Arab and foreign countries, which countries consider a source and an essential component of social capital, contributing to the support, survival, and continuity of organizations and civil society institutions.

The values of volunteering and social capital are among the basic components that enter the core of social work, which Putnam (2002) considers one of the most essential components of social capital. Through empirical research, contributing to finding the relationship between social capital and the developmental performance of civil society organizations and their role in achieving community development, the current study focused on planning for developing social capital as a mechanism for building strong and effective social capital in NGOs in Saudi society in the light of the Saudi Vision 2030.

### **Study Problem:**

Developing social capital is one of the main goals Saudi Arabia aspires to achieve as a mechanism to accomplish another unique strategic goal to develop volunteer work, identified according to the Saudi Vision 2030 as an indicator for upgrading social capital from rank (26) to rank (10). The second strategic goal was to reach one million volunteers in the non-profit sector annually compared to (11) thousand at the beginning of the vision but has increased about (18) times since then, bringing the total number to (409) thousand volunteers in 2020 (Saudi Vision 2030 2023).

Since the human element is one of the most important needed to achieve development, attention should be paid to human development as one of the basic and necessary components in developing human capacities and competencies. It is an artistic means that gives a person personal and professional experiences and skills that refinish professional abilities and actions (Mansour 1996, 194). Human resources are the basic wealth in governmental and private productive and service organizations and institutions (Omran 2000).

Human beings are the makers, the beneficiaries, and the participants in the decision-making of development. Therefore, human resources shall be the focus of planners and policymakers to develop their capabilities, enable them to realize themselves, and motivate them to be creative for a healthy and dignified life (Al-Essawy 2001, 94).

In this regard, the experiences of social capital in many countries demonstrate that successful economic reform programs cannot be attained without social capital that triggers their success (Ali 2016). Development has social conditions, e.g., a high degree of trust and transparency, a set of modern values and standards, and individuals who can realize each other's and create social networks to meet their needs, achieve their goals, and live together to achieve a common goal (Zayed et al. 2006, 6).

Developing social capital can only occur through planning to build and develop the human being as a human resource, strengthening the identity and the culture of society, and providing an effective network for social safety (Al-Rashidi 2012). Social planning is necessary to enhance and develop capital through facing societal issues, meeting the demands of members of society, setting a new culture among individuals, and participating actively by society members in development. This affects decision-making because planning and social capital are balanced strategies, where culture is an essential meeting point between social planning and social capital. Planning can not occur without culture, identity, and societal concerns. Moreover, capital depends and rises on the cultural and value foundations that decisively determine relationships and interactions (Al-Srouji 2004, 345).

In this context, social capital has become one of the criteria by which the strength of society should be measured. Additionally, it indicates political and social progress or backwardness. It is an integral part of human capital, given that what the individual possesses of personal or social capital ultimately constitutes human capital that contributes to achieving the goals of development in society (Al-Kafarneh 2015, 17).

Hence, there is a clear convergence between developing human resources and social capital that developing human resources focuses on human development as the means and the goal of development, and social capital supports human competencies as a necessary factor for achieving economic development, consolidating the importance of social cooperation, developing a culture of interdependence between individuals, promoting voluntary participation culture in society, and defining obligations, responsibilities, and social expectations (Angelos and Monks 2002, 9).

Many studies related to social sciences, such as Al-Srouji (2009, 81), indicated a close relationship between voluntary work and social capital. Moreover, Omar and Al-Rahal (2013), Bashir (2016), and Amin (2019) indicated a statistically significant relationship between social capital values and improving the attitude towards volunteering.

In this regard, the results of Al-Rashidi (2012) confirmed that there is a strong relationship between social capital and civil society. Social capital can be measured through increasing membership in civil society organizations and promoting trust between individuals and their organizations. Additionally, Arenius (2003) confirmed the need for civil society organizations to invest in the concept of social capital as one of the basic concepts in managing human resources behavior.

The Kingdom of Saudi Arabia includes many voluntary NGOs with programs and assistance inside or outside its society. These associations take multiple forms, including those belonging to the state and NGOs established through donations from businessmen and philanthropists. Saudi Arabia has a historical heritage in voluntary charitable work, dating back to the beginning of the five-year development plans in the seventies. According to the latest statistics of the National Center for the Development of the Non-Profit Sector, the number of associations and NGOs in Saudi

Arabia has reached (2,725), with (880) in Riyadh (National Center for Non-Profit Sector 2023).

Saudi Arabia has recently supported the activity of NGOs by establishing a national center for developing the non-profit sector by Ministerial Resolution No. (459) dated 11/8/1440, which enjoys legal personality and financial, technical, and administrative independence and is directly linked to the Prime Minister. This resolution aims to activate and expand the role of NGOs in the development fields, work to integrate

government efforts in providing licensing services to these organizations, tighten financial, administrative, and technical control over the sector, and increase their coordination and support. It aims to develop the non-profit sector, which is a strategic goal in the Saudi Vision 2030, which aims at empowering the non-profit sector and advancing the aspects of the economic and social life of local communities through NGOs to achieve sustainable development and raise the standards of life.

The increasing number of NGOs in the Kingdom reflects the community's awareness of their importance. Their activity is one of the criteria expressing the maturity and effectiveness of society, especially in providing social and economic services, because it reflects their role in decision-making and the organization of social programs that aim at human care and development (Rose and John 2018, 91), considering it as a tool for making social welfare policies.

The concept of social capital contributes to obtaining services, facing problems, activating civil efforts, strengthening social construction, trust in social systems, activating the culture of civil society and the culture of volunteering in society, spreading the values of participation and cooperation at the individual level or within the institution, as well as promoting creativity and innovation within the institution and trust between institutions (Al-Srouji 2009, 47).

As a result of the increasing volume of voluntary work in the Kingdom, compared to many countries of the world, and accompanied by an increase in social capital in Saudi society, in light of the empirical evidence of the literature on the existence of a close relationship between social capital and volunteer work and their basic role in community development, the problem of the current study is defined in the following main question: **What is the role of planning in developing social capital in NGOs in the light of the Saudi Vision 2030?**

#### **Study Significance:**

1. The recent interest in social capital requires focusing on NGOs in Saudi society, especially in the light of their rapid increase, through the planning strategy for developing social capital and achieving the goals of developmental social service.
2. This study is consistent with the Saudi Vision to improve the social capital indicator in the light of the Human Capacity Development Program 2030.
3. The planning for developing social capital has become of great importance, especially in the light of the interest of all countries in planning for developing human resources because of their positive role in the development process.
4. Social planning is the best way to achieve development with its inputs, models, strategies, domains, and values that contribute to activating the role of social capital.

5. The study makes proposals for developing social capital in NGOs to help decision-makers in Saudi society benefit from the efforts of social capital in NGOs.

### **Study Objectives:**

This study aims to

1. Identify the reality of planning for developing social capital in NGOs in the light of the Saudi Vision 2030.
2. Determine the planning mechanisms for developing social capital in NGOs in the light of the Saudi Vision 2030.
3. Define the obstacles to planning for developing social capital in NGOs in the light of the Saudi Vision 2030.
4. Make proposals for developing social capital in NGOs in the light of the Saudi Vision 2030.

### **Study concepts:**

#### **Planning:**

Social planning is defined as an organized activity to identify and estimate needs and goals, mobilize resources and capabilities, set priorities, and then design programs and projects within the framework of a set of plans to be implemented at a specific time (Howard Iones 1995, 56).

Minnery (1989, 44) defined social planning as a set of efforts to control the various activities of society, so that the available resources and capabilities can be counted and made available to identify the needs and problems, and then design programs and projects that achieve the objectives.

Moreover, it can be defined as a set of activities and efforts in social care related to developing and organizing society, developing various programs, and analyzing social policy. It can be used to support decision-making processes in the field of human services (Burion 1995, 21).

In sum, planning is a designation given to every organized activity of individuals or groups characterized by the use of intelligence and insight to reach goals and try to meet the emerging needs of this activity. It requires a correct opinion, an organized perception, as well as proposals and objectives (Hamzawy and Abu Al-Nasr, 1994, 10).

Planning for developing social capital is defined procedurally as an organized process within the framework of NGOs based on a set of planning mechanisms aimed at building and developing strong and effective social capital in Saudi society.

#### **Development:**

Development is defined as a modern process stemming from a specific culture, which relies on effective social capital to assume responsibility and leadership through effective and realistic planning programs related to the real needs of society, and contributes to developing social capital among its members and building their developmental personalities (Al-Srouji 2009, 159).

It can be defined as the optimal investment and organization of the available human and material resources with the need for all existing bodies and institutions in



the governmental and private sectors to achieve development as a national goal (Al-Srouji 2001, 16).

The United Nations defines development as the process in which the efforts of individuals unite with the efforts of government authorities to improve and integrate the economic, social, and cultural conditions of the society members and enable them to fully contribute to national progress (Omofonmwan and Odia, 2009, 254).

Rifai (2013, 32) defines development as a deliberate, planned, and purposeful process in which man intervenes for the benefit of society and depends on participation and volunteering through civil society institutions alongside government institutions to achieve human well-being, solve problems, and work towards progress.

Developing social capital is procedurally defined as the planned and implemented efforts to develop the skills and rationalize the behaviors of individuals working in NGOs to maximize the effectiveness of their performance and self-realization through achieving personal goals and contributing to achieving the goals of the NGO.

### **Social Capital:**

Recently, the concept of social capital has been widely spread as it has been excessively used in both social and political sciences. However, there is no agreement concerning the beginning of its emergence and use (Lock 2008). It began to be reutilized throughout the writings of the French thinker (Bourdieu) and those of (Coleman). In addition, this concept was widely used during the nineties by the Italian thinker Putman. After that, social capital has gained global attention.

Many studies have tackled this concept and its measurement. Despite this deep concern, the concept of social capital is still ambiguous, with no specific definition, and is viewed as a divergent concept (Moore & Dubois 1997). Therefore, there are many definitions of social capital. For example, Bourdieu defined this concept as a set of realistic and possible resources available for any person because of his connection with a certain network of institutional relationships based on a degree of trust. The size of social capital depends on the capacity of the social relation network that the individual establishes. The role of an individual in a group usually gives more power to achieve collective goals and benefits (Bourdieu, 1986, 18).

Coleman argues that social capital has a dual function; it constitutes an aspect of social construction. On the other hand, it facilitates individual or collective work based on respect, mutual trust, and social values (Coleman 1988, 25). Moreover, Putman highlights the social networks and the related coherent exchange standards. Therefore, social capital consists of many components, including moral obligations, standards, social values, trust, and social networks, especially voluntary associations. Putman also indicated that societies that have a large number of NGOs are the most democratic and economically advanced societies due to the role they play in establishing social capital. Putman and Fukuyama examined the characteristics of social capital; they confirmed that social capital means the collective value of social networks as it is considered a major element and an essential component for the maintenance and protection of any democratic system in society (Putnam 2002, 6).

The concept of social capital is defined as a set of institutional, organizational relationships in society that establish the various values of tolerance, cooperation, and mutual support (Salama 2009, 85). Therefore, it can be said that the existence of such civil organizations, nongovernmental associations, and voluntary organizations, which include many people united by trust and mutual relationships, plays a pivotal role in achieving the required development and stability (Putnam 1993, 32).



Recently, the concept of social capital has become one of the major issues in which international organizations, such as the Organization of International Cooperation and Development (OECD) (OECP 2001), are concerned. OECD redefines social capital in relation to the other social networks, values, understandings, and common standards that facilitate the process of cooperation within and between groups. The World Bank (1999) defines social capital as the institutions and standards that form the quality and quantity of social interactions established in society. They are the institutions on which society is based and the relation that combines them.

In addition, social capital is considered the most important and ambiguous type of capital in the current era. It is distinguished from the other types of capital, as it does not exist among people or in the material reality but rather in the social relations between individuals. It is a set of social relationships formed by a group of individuals within a social structure framework to achieve certain mutual goals. The accumulation of this type of capital is considered a key to both the newest and most humane and sustainable pattern of development that has never been achieved at the same time (Muwafaq 2018, 40).

Social capital is procedurally defined as a set of social relationships that are established among the workers in voluntary NGOs. These relationships are based on a set of mutual values and standards, such as trust, commitment, and cooperation, in an attempt to achieve a set of common goals, whether the NGO's goals or those generally associated with society.

#### **Non-Governmental Organizations (NGOs):**

The concept of NGOs is defined differently in all societies. Sometimes, they are called charitable associations, civil society institutions, or even non-governmental organizations. Recently, in the Kingdom of Saudi Arabia, the name of NGOs has been widely utilized instead of charitable societies according to the amendment contained in Council of Ministers Resolution No. (200) dated 4/4/1443 AH amending the system of NGOs. (National Center for Non-Profit Sector, 2021).

An NGO is an organization where directors provide several social services while its employees usually provide human services, such as helping people in need. It may be funded by collecting charity donations or governments' private donations (Barker 2003, 458).

In this research, NGOs are procedurally defined according to their system in the Kingdom of Saudi Arabia as a group that includes a continuous organization for a specific or non-specific period, whether normal or responsible people or even both. In addition, they are essentially a non-profit organization, as they seek cooperation or solidarity in various fields. They are also administratively, financially, and technically supervised by the National Center for the Development of the Non-Profit Sector; therefore, they are located within the scope of Riyadh.

#### **Saudi Vision 2030:**

It is a comprehensive national reform plan for the Kingdom of Saudi Arabia, launched by the Kingdom in 2016 with the aim of diversifying the Saudi economy away from its dependence on oil and achieving comprehensive and sustainable social and economic development. (<https://www.vision2030.gov.sa>).

#### **Study literature:**

**Previous studies:**

This research is considered the first of its kind in Saudi society - as far as the researcher knows - as the researcher was unable to find scientific studies that connect social capital and social planning as a mechanism for establishing and developing social capital in NGOs. Some studies dealt with the domains, values, and obstacles of social capital. However, other studies highlighted the importance and benefits of social capital in activating the performance of NGOs from multiple perspectives.

**Studies on Social Capital and its Importance:**

Lammert (2010) investigated the relationship between social capital and community development activities. This study showed a set of results. For example, social capital played a great role in achieving community development and creating cooperation, teamwork, trust, and social solidarity, which are important domains of positive social capital. This reflects what is known as social capital within organizations.

Ali (2016) tackled the role of social capital in achieving sustainable development. This study concluded that economic reform programs cannot be implemented, and their goals cannot be achieved without social capital. It also revealed that social capital is related to the nature of the relationships between individuals within those organizations they have established themselves.

Abdel-Hamid and Sophie (2016) determined the actual role of NGOs in developing social capital as well as facing the obstacles that face such a role. This study concluded that the role of NGOs has a positive impact on increasing the society's balance of social capital. This is evident through the activity of those responsible for NGOs and the institution's concern with marketing its services, keeping in contact with community institutions, and making partnerships with each other to achieve development goals. One of the most important obstacles was the lack of information capacity, a domain of social capital.

Jaradat (2020) attempted to identify the role of social capital in achieving creativity among workers at Palestine non-governmental university, the main elements of social capital in achieving administrative creativity. This study revealed that social capital has a significant impact on administrative creativity. The indicators of creativity among workers are high. In addition, it is recommended that the university administration has to raise awareness of the importance of social capital.

Al-Zaghal (2021) sought to measure the degree of social capital as a determinant of development planning mechanisms in Kuwaiti society. This study shed light on the importance of strengthening the role of social capital in the development process by amending and developing all legislation related to the development of social capital to allow more community and voluntary participation in society.

Jalal (2021) highlighted the impact of applying social capital management in all faculties of Al-Azhar University and the obstacles that may emerge. The study concluded that the application of social capital management was too low. It also determined certain mechanisms to enhance social capital management, including planning social capital, organizing social capital, as well as directing and evaluating social capital. It also revealed the most important administrative obstacles facing social capital management, including the spread of individualism and personal interests, weak teamwork, and the administration's lack of awareness of its importance.

**Studies on Social Capital and its Relationship to Developing NGOs:**

Sackey (2010) attempted to evaluate the functions of social capital within organizations. The study determined the patterns and determinants of its usage within those organizations. It also measured the contribution of social capital to the performance of organizations. The results showed that social capital is highly significant for sharing knowledge within organizations, enabling them to achieve the required organizational goals. Additionally, three social capital variables have a significant positive relationship with organizational performance: Trust, teamwork, and institutional relations.

Al-Qahtani (2015) discussed the most important obstacles facing NGOs during the process of establishing social capital in Saudi society, including the administrative and organizational obstacles, the ignorance of voluntary work, undefined laws, the lack of clear vision and work programs, and the limited funding. The study recommended developing regulations and laws that control voluntary work to provide much flexibility that may support participation in its activities within the framework of developing social capital values.

Al-Aghbriya (2016) showed that there is wasted social capital in NGOs, which is represented in the absence of committees that support the role of board members, the non-investment in the capabilities of board members, and the lack of networking. The study recommended the investment and activation of social capital in NGOs by utilizing the available resources.

Song (2016) analyzed the impact of social capital on the organizational performance of local government and highlighted whether this impact varies according to the change in local cultures or not. The study proposed that social capital has a positive impact on the organizational performance of public sector organizations. Therefore, the structural, relational, and cognitive dimensions of social capital are investigated in organizations through efficiency, effectiveness, responsiveness, and justice. The results showed that high-level organizations of social capital with all three dimensions achieve higher levels of organizational performance.

Al-Zamil (2020) investigated the voluntary women leaders in civil social development committees in Riyadh. It aimed to determine the role of voluntary women leaders in developing social capital values. It highlighted some obstacles to leadership in developing social capital values, including the committee employees' lack of administrative and technical efficiency and the lack of skills among the committee employees. The study recommended the importance of preparing and qualifying the leaders by providing them with skills and experiences of voluntary work.

Omar (2021) dealt with social capital and achieving sustainable developmental performance in business organizations. The study determined mechanisms of social capital investment in business organizations and its activation through training, education, enhancing organizational confidence, and establishing strict social relationships based on tolerance and teamwork. It recommended developing and enhancing social capital within organizations, companies, and institutions to achieve quality work and sustainable developmental performance.

#### **Analysis and conclusion from previous studies:**

Many studies, including Abdel-Hamid and Sophie (2016), Al-Zamil (2020), Al-Qahtani (2015), Al-Aghbriya (2016), Al-Zaghal (2021), and Jalal (2021), indicated several difficulties and obstacles to the achievement of social capital in NGOs and sought to develop some plans and strategies to confront these obstacles.

Most studies, including Al-Zaghal (2021), Omar (2021), and Sackey (2010) agreed that the most important basic indicators of measuring social capital in any society are (trust, common values, cooperation, teamwork, social participation, social networks, and social solidarity) that are related, according to some studies including Al-Aghbriya (2016) and Lammert (2010), with the values and dimensions of social capital and voluntary work.

Al-Aghbriya (2016) emphasized the existence of wasted social capital in NGOs represented in the absence of committees that support the role of board members, non-investment in the capabilities of board members, absence of networking, lack of financial resources, and spread of negativity and personal interests that may disrupt the association works and programs.

Ali (2016), Al-Zaghal (2021), and Lammert (2010) investigated the relationship between the concept of social capital and voluntary work and the social, economic, and political growth rates of society. They concluded that voluntary participation could enhance and develop social capital values.

Omar (2021), Song (2016), and Sackey (2010) agreed that civil society organizations are a major source of social capital and affirmed that there is a reciprocal relationship between social capital and civil society organizations.

Unlike the literature, the main pivot of this research seeks to develop social capital and its objectives. However, the current research agrees with some studies discussing the social capital theory.

#### **Theories Explaining the Study:**

Even though social capital has recently been theorized, there are developments in modern theoretical trends and approaches in light of the theoretical accumulation and the results of empirical studies on social capital.

#### **The Social Capital Theory:**

The social capital theory is originally related to social sciences. Civil studies represented social capital as one of the social planning materials as well as a potential source of value that can be enhanced, generalized, and turned out to be fruitful strategic goals. Social capital also refers to all institutions, relationships, and habits representing the quantity and quality of social interactions within society. It represents a group of institutions that may enhance the entire society and includes the relationships that link them with each other. The social capital theory indicates the deep roots of the social relationships that may facilitate collective teamwork. These roots include (trust, networks, and rules of treatment) in an attempt to achieve a common goal. It also has deep roots in the interrelationships between plural lives (John and Fedderke 2009, 713-714).

Putnam (1995, 65) believes that the main pivots of social capital include the relationships among social networks. Social capital refers to the societal value of social networks, which aims to explore the nature of social capital (social relations).

It is based on a set of assumptions, including

- The higher the voluntary participation is in associations, the greater the social capital.
- The greater the mutual support in associations, the greater the social capital.
- The negative spread of media reduces the social capital in society (Khamis 2011, 89).

In the light of social capital theory, Putnam (1995, 65) identified the most significant values of social capital, including:

1. **Trust:** It is a public trust that covers a wide range of society members; therefore, it is turned into a social trust.
2. **Tolerance:** It means respect, appreciation, and acceptance of cultural diversity and all forms of change. It is enhanced by knowledge, communication, and freedom of thought. It is not only a moral duty but also a social duty.
3. **Volunteering:** It is a form of civil participation similar to other political and social participation. It can be exerted through money, effort, or time in associations or civil organizations.
4. **Social networks:** They enable individuals to gain many resources and cooperate to achieve mutual goals. They are divided into formal or informal networks. The formal networks consist of groups whose members have horizontal relationships, while the informal networks always appear spontaneously and attempt to facilitate the exchange of information and available resources within local communities.

**In this research, social capital theory is applied by focusing on** the individuals' usage of social capital and the NGOs' usage of inherent resources and analyzing the way individuals utilize to invest in social relationships. Besides, social relationships are decisive in enhancing the efficiency and effectiveness of NGOs' performance and decision-making. It is considered one of the most important conditions of the social capital theory through which the flow of information is facilitated to develop and enhance the values of social capital among workers in NGOs. Therefore, creating deep social relationships among them, their entry into broad social relations, and variable social networks may help them increase trust, exchange, cooperation, and tolerance, a main dimension of social capital. In other words, volunteering, as one of the social capital values, enables workers to establish the standards and dimensions of social capital based on social relations, participation, trust, exchange, tolerance, and cooperation.

#### **Social Exchange Theory:**

Social exchange theory emerged during the fifties. George Homans and Peter Blau are the most prominent pioneers who utilized this concept because people in the social interaction process may exchange various behavior patterns. Therefore, society becomes a network of exchanges organized by an exchange standard (Al-Orabi 1991, 173).

#### **The principles of social exchange theory:**

Al-Hassan (2015, 54) outlined these principles as follows:

1. The laws of social exchange theory are applied according to the nature of interaction among individuals, groups, institutions, local communities, and huge societies.
2. The offer that the individual or the group can provide to the other individual or group is a duty that they have to fulfill, while they have to gain their rights after fulfilling their duties.
3. Relationships become stronger if there is a balance between what is given and what is taken and between the rights and duties of the individual or the group.
4. The balance between rights and duties is determined by the material domains and the value, moral, spiritual, and legal domains. Therefore, the social exchange theory cannot be considered a purely materialistic utilitarian theory.



### **Social Exchange Theory can be applied in this research as follows:**

Workers in NGOs can have reciprocal relationships with society and the social organizations with which they volunteer and interact rationally. Therefore, interests and benefits are determined because they depend on each other to achieve their goals. Society is merely a network of reciprocal operations based on what is given and what is taken. Those workers perform various tasks for the associations that need volunteers to fulfill their severe needs or the lack of presenting their work. The associations also provide volunteers and workers with different opportunities for social relations, increased community participation, and new skills and experiences. In addition, the community development process can be achieved through the indirect exchange and the increasing percentage of workers in NGOs by creating a balance between both rights and duties, whether they are material or moral value, through the involvement of volunteers in NGOs to gain moral deeds, including as creating social relations, participation, and acquiring social capital values such as trust, tolerance, and cooperation.

### **Different Forms and Resources of Social Capital**

Modern literature has distinguished between three different forms of social capital as follows:

#### **1. Bonding Social Capital**

This form is characterized by the strong social relationship between its elements as the relationships between members of the same family.

#### **2. Bridging Social Capital**

This form is characterized by weaker social relationships, but they are more intersecting, such as the relationships between members of labor groups and unions. This form of social capital depends on the objective relations between society members.

#### **3. Linking Social Capital**

It represents the relationships that connect among differently authorized people as the relationship between the political elite and the public. It also refers to the relationships and networks within a graduated system based on a different social status or power (Aldridge et al. 2002, 11-12).

The sources of social capital formation are represented through the official government institutions (public sector) and civil society institutions, which are considered an essential source of social capital. Civil society includes voluntary organizations and NGOs that work without supervision of the market and country, provide individuals and groups with several voluntary services regardless of any personal benefits, and emphasize the individuals' ability to establish networks of social relations. The relationship between voluntary organizations and people and their connection with each other, trust, exchange through informal methods, free organizational building, and community support within a framework of altruism and commitment are considered sources of social capital (Mustafa et al. 2017, 129).

### **Dimensions of Social Capital:**

Experts and specialists argue that social capital is necessary, while its lack may lead to corruption in all state institutions and restrain them from working effectively and accurately because trust is considered a necessary and prior condition of social capital. Both of them are considered the basis of social development in general and the development of human resources in particular (Kaldor et al. 2003, 3).

**For social capital development, there is a set of dimensions, including:**

1. The Structural Dimension facilitates information sharing, teamwork, and decision-making and establishes networks of social relationships related to certain rules, procedures, and legal precedents.
2. The Cognitive Dimension: In this dimension, there are means of facilitating resources and interrelationships between groups. It focuses on the individuals' and groups' common meaning and apprehension of each other. It also refers to the common principles, values, beliefs, and trust.
3. The relational dimension is the relationship through which individuals can sufficiently affect others' behaviors. It includes four elements: Trust, standards, commitments, and integration into a group. It seeks to establish long-term relationships and their interaction (Claus Off, 2000, 123).

#### **Indicators of social capital:**

The World Bank has identified the key indicators of social capital that are:

1. Groups and Networks: This dimension is related to the nature and extent of the individuals' participation in either the formal or the informal organizations and social networks and the rate of contribution that this dimension provides these organizations and networks with.
2. Trust and Solidarity: It includes the limits and degrees of social trust among members of society and the extent of stability or change of this trust over time. This trust means trust in others (neighbors or service providers).
3. Collective Action and Cooperation: It is related to how the community residents work, and interact with each other, and the degree of community participation in public projects designed and implemented to satisfy their needs.
4. Information & Communication: Access to information is a pivotal dimension that enables societies to decide on their well-being.
5. Social Cohesion and Inclusion: Societies include many divisions and disparities that may lead to conflict; therefore, this dimension attempts to determine the nature of these differences and put the mechanisms through which they can be solved and kept in control.
6. Empowerment and Political Action: This dimension refers to the need to empower individuals to the extent that they can control and control the processes directly affecting their well-being (Grouter et al. 2004, 5).

#### **Planners argue that there are many reasons for the importance of measuring social capital:**

1. The measurement process makes the concept of social capital a material (digital) concept that can be measured to refute the opinions that this process is rather difficult and complex.
2. This measurement allows planners, especially those in the strategic field, to increase investment in social capital. Thus, it becomes necessary when there is a decline in human performance.
3. The multiplicity of social capital processes, in community organizations in general and NGOs in particular, aims to establish much social capital and increase the size of investments in everything related to the interaction among people in an attempt to establish social capital.



Specialists and scholars agree that the lack of a specific agreement or method to measure social capital is a weakness. For instance, Qandil (2008, 94) argues that there are two ways to measure social capital:

1. An exclusive census of groups and their affiliations.
2. Conducting a survey of the level of trust within society and civil and community participation.

Generally, social capital addresses social relations; it is concerned with social processes and the variation of these relationships. Besides, it measures the individuals' expectations about the results and types of their relationships within and between societal groups. Thus, it measures the processes, not the results. In this regard, Al-Srouji (2004, 131) identifies the indicators and variables of measuring social capital, including:

1. The individuals' trust, commitment, and sense of security;
2. Innovation of methods and tools;
3. Relationship skills and social participation;
4. Commitment to laws and community norms;
5. Measures of attitudes and expression of feelings;
6. Belonging, culture, and politics;
7. A sense of competence and confidence in social processes.

The indicators of measuring social capital include social relations, formal or informal social networks, membership in different groups, trust, initiative, and mutual assistance. Lynch et al. (2000, 22) investigate the indicators of measuring social capital, including social or community energy, social cohesion, formal or informal social networks, environment, community life, family-based friendship, and community resources.

#### **Methodological procedures of the study :**

##### **A- Type and methodology of study:**

This research adopts the descriptive design, which aims to identify the reality of planning for developing social capital in NGOs in the light of the Saudi Vision 2030. It seeks to describe the reality of planning in NGOs by identifying the opinions of officials in the association. It also used the social survey method, in line with the type of study and the nature of the objectives, considering that it is one of the most appropriate approaches for descriptive analytical studies and the subject of the study. It focuses on a phenomenon and its reality and existing situations in practice to improve them and make recommendations or programs for development and improvement (Oweis 2005, 17).

##### **B- Study community and sample:**

The research population included the NGOs in Riyadh, and the research sample consisted of (12) NGOs selected randomly and enumerated all the members of the NGOs that were selected from (chairmen, directors, members) of the board of directors or those who carry out their executive work in the NGOs. The researcher used the social survey method to comprehensively enumerate them, as their number reached (121) at the time of conducting the current study from January 2023. Table (1) shows the distribution of NGOs affiliated with the Ministry of Human Resources and Social Development in Riyadh.

Table (1): The Distribution of NGOs in the study sample in Riyadh

No.	NGO	The board of directors members
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1	Women's Renaissance Association	10
2	Al-Wafa Women's Charity Association	9
3	Al-Bir Non-Governmental Association in Riyadh	11
4	Charity Association for Orphans Care (Insan)	12
5	Disabled Children Association	9
6	Bunyan Charity Association	9
7	Sanad Association to Support Children with Cancer	9
8	Zahra Association	10
9	King Salman Charitable Housing Association	13
10	Charity Endowment Association	9
11	The Saudi Charity Association for Alzheimer's Patients	10
12	Imam Muhammad bin Saud Charity Association in Diriyah	10
	Total	121

### C- Study Instrument:

To collect the data, the researcher used an electronic questionnaire using Google Drive Models; it was designed after reviewing the literature related to the topic. It consisted of 40 items using the three-point Likert scale (agree - neutral – disagree), with three, two, and one marks, respectively.

This questionnaire consisted of a set of items belonging to a domain. To explain the marks of the means of each item, the following statistical criterion was used: (from 1 to less than 1.67) a low level, (from 1.67 to less than 2.32) a moderate level, and (from 2.32 to less than 3) a high level.

The instrument's validity was verified by presenting it to (7) reviewers with expertise and specialization in the social field and social planning in Saudi universities. Most observations were taken into account in the formulation of the questionnaire's final form to achieve the face validity of the questionnaire.

The reliability of the questionnaire was also verified by applying it to a pilot sample of (20) members of the population, and the researcher used Cronbach's Alpha to verify the reliability that measured (87%) for the questionnaire as a whole, which is an appropriate level for statistical reliability.

The internal consistency coefficient was determined by calculating the correlation coefficient between each item and its domain. It ranged in the reality of planning for developing social capital between (0.65-0.90), planning mechanisms for developing social capital between (0.62-0.86), obstacles to planning for developing social capital between (0.64-0.91), and developing planning proposals (0.61-0.84). Pearson's correlation coefficients varied for each domain, and the total mark of the questionnaire ranged (0.60-0.91). All of them were statistically significant at the level (0.01), indicating the consistency of the items with the domain to which they belong and the consistency of the domain with the questionnaire as a whole.

### D- Limitations of the study:

- a. Objective delimitation: Planning for developing social capital in NGOs
- b. Spatial delimitation: A simple random sample of NGOs working in the field of social care in Riyadh, numbered (12) associations chosen for the following reasons:
  1. The high frequency and increased membership in these associations;
  2. The main field of work is social care;
  3. The interest of these NGOs is in the diversity of their activities, projects, and programs in providing social care services;
  4. Their activities are concerned with community development in general;

5. The number of beneficiaries has increased because of being an old NGO in Riyadh.
- c. Human delimitations: A comprehensive enumeration of all members of the boards of directors of NGOs, the voluntary administrative leaders of managers, and heads or those who carry out their executive work within the association in Riyadh numbered (121) male and female participants. They were active members when "conducting the study" in (12) NGOs and were chosen randomly.
- d. Temporal delimitations: The period of data collection, analysis, and discussion of results took two months. This study was applied from August 7, 2022 to October 5, 2022.
- e. Statistical analysis methods: Several statistical methods were used using the Statistical Package for the Social Sciences (SPSS), as follows:
- (1) To ensure the validity and reliability of the questionnaire, the following statistics were used:
- 1- The Pearson Correlation coefficient was used to ensure the validity of the internal consistency of the questionnaire.
  - 2- Alpha Cronbach's was used to ensure the reliability of the questionnaire.
- (2) To answer the research questions, the following statistical methods were used: Frequencies, percentages, means, and standard deviations to reveal the reality and planning mechanisms for developing social capital, obstacles, and proposals to activate social capital from the point of view of the sample.

### Results and Discussion:

#### First: Description of the Research Sample:

**Table (2): Characteristics of the research sample (n = 121)**

Data	Number	Percentage
Gender	Male	86
	Female	35
	<b>Total</b>	<b>121</b>
Age	Less than 30 years	8
	From 30 years to less than 40 years	47
	From 40 years to less than 50 years	42
	From 50 years to less than 60 years	15
	From 60 years and over	9
	<b>Total</b>	<b>121</b>
Educational qualification	High school	14
	Diploma	2
	University	86
	Master's	10
	Ph.D.	9
	<b>Total</b>	<b>121</b>
Years of experience	Less than 5 years	23
	From 5 years to less than 10 years	63
	From 10 years to less than 15 years	24
	From 15 years and over	11
	<b>Total</b>	<b>121</b>
Nature of work in the NGOs	Chairman	21
	Board of directors member	84
	Director of the NGO	16
	<b>Total</b>	<b>121</b>
Types of training courses	Technical	40
	Specialized	36
	Administrative	45

Data		Number	Percentage
	Total	121	100%
Benefits of the training courses	Acquisition of knowledge in the fields of work	67	55.4%
	Acquisition of skills	26	21.5%
	acquiring experiences	15	12.4%
	Developing planning awareness in the field of work	13	10.7%
	Total	121	100%

Table 2 shows that the majority of the sample are males, with a percentage of (71.1%) and females, with a percentage of (28.9%), illustrating that the attitude of males towards voluntary work is higher, which agrees with the nature of voluntary work in NGOs, requiring effort, time, and continuous work that may be difficult for some females to provide. Additionally, the male membership is double the number of females in NGOs.

The majority of the sample, according to age, was (from 30 to less than 40 years), with a percentage of (38.8%). It was followed by (from 40 to less than 50 years) with a percentage of (34.7%), (from 50 to less than 60 years), with a percentage of (12.4%), (from 60 years and over), with a percentage of (7.5%), and lastly (less than 30 years), with a percentage of (6.6%). This diversity of the experience of the research sample of NGO officials confirms the keenness to combine experienced and youth to help them accomplish their work.

Regarding academic qualification, the majority of those with a university qualification had a percentage of (71.1%), followed by those with a high school qualification with a percentage of (11.5%), then those with a master's degree with a percentage of (8.3%), those with a Ph.D. with a percentage of (7.4%), and lastly, diploma holders with a percentage of (1.7%). This result is consistent with the nature of voluntary work and the extent of its need for people with high education so that they can carry out planning, implementation, and follow-up projects, programs, and services of NGOs.

Regarding the years of experience for the boards of directors members of NGOs, the majority had experience (from 5 to less than 10 years) with a percentage of (52.1%), then (from 10 to less than 15 years) with a percentage of (19.8%), followed by (from less than 5 years) with a percentage of (19.0%), and lastly (from 15 years or over) with a percentage of (9.1%). This is consistent with the results of Table (2), which is related to the distribution of the sample according to age and emphasizes the dependence of NGOs on the elements of youth and experience.

Regarding the nature of work in NGOs, the board of directors members were ranked first with a percentage of (69.4%), then the chairman with a percentage of (17.4%), and the directors of NGOs in the last rank with a percentage of (13.2%). The distribution of the research sample shows that there is a source to support social capital in society, which is considered the main factor in developing the social capital of NGOs through which work and coordination in NGOs can be facilitated. This result is consistent with Abdel-Hamid and Sophie (2016).

Regarding the type of training courses, administrative courses were ranked first with a percentage of (37.2%), then technical courses with a percentage of (33.0%), and those who obtained specialized courses in the last rank with a percentage of (29.8%). This illustrates the NGOs' keenness for their employees to obtain various training courses in the field of work, contributing to a high level of experience.

Regarding the aspects of benefit, the acquisition of knowledge in the fields of work was ranked first with a percentage of (55.4%), followed by the acquisition of skills with a percentage of (21.5%), then acquiring experience with a percentage of (12.4%), and developing planning awareness in the last rank with a percentage of (10.7%). This is consistent with the nature of experiences, qualifications, and work of the research population, which qualifies them for the planned work in a distinctive way in these NGOs.

## Second: Results of the Research Questions:

**Results of the first research question: "What is the reality of planning for developing social capital in NGOs in the light of the Saudi Vision 2030?"** Table 3 shows the distribution of the participants' responses to "the reality of planning for developing social capital in NGOs".

Table (3): Distribution of the participants' responses to "the reality of planning for developing social capital in NGOs" (n=121)

No.	Item	Agree		Neutral		Disagree		Total	Mean	St. D.	Response Level	Rank
		F	%	F	%	F	%					
1	Encouraging the awareness to develop the concept of social capital in NGOs	46	38.0	62	51.3	13	10.7	275	2.73	0.68	High	1
2	The absence of long-term plans for the development of social capital in NGOs*	46	38.0	64	52.9	11	9.1	207	1.71	0.79	Moderate	10
3	Paying attention to linking social innovation and developing social capital in NGOs	36	29.6	70	57.9	15	12.5	263	2.18	0.59	Moderate	8
4	Applying institutional excellence standards when planning for developing social capital in NGOs	33	27.2	74	61.2	14	11.6	261	2.16	0.81	Moderate	9
5	Seeking to develop the digital environment for the success of planning to develop social capital in NGOs	39	32.2	10	8.3	12	9.9	269	2.22	0.66	Moderate	6

6	Paying attention to creative management for the success of planning to develop social capital in NGOs	42	34.7	68	56.2	11	9.1	273	2.26	0.72	Moderate	3
7	Recruiting active leaders in Saudi society for the success of planning to develop social capital in NGOs	42	34.7	65	53.7	14	11.6	270	2.23	0.64	Moderate	5
8	Paying attention to benefit from the application of successful experiences in the field of planning to develop social capital in NGOs	44	36.4	62	51.2	15	12.4	271	2.24	0.55	Moderate	4
9	Seeking to achieve quality standards for social capital development plans in NGOs	49	40.5	61	50.4	11	9.1	280	2.31	0.79	Moderate	2
10	Making sure to present successful experiences in the field of planning to develop social capital in NGOs	40	33.0	67	55.4	14	11.6	268	2.21	0.58	Moderate	7
<b>Total</b>									2.28	0.69	Moderate	

\* Negative item

Table 3 shows that the reality of planning for developing social capital in NGOs from the participants' point of view was rated "moderate", as the mean was (2.28) and a standard deviation of (0.69). The indicators of the reality of planning for developing social capital in NGOs in Saudi society were ranked as follows:

- The first rank: Encouraging the awareness to develop the concept of social capital in NGOs, with a mean of (2.73) and a standard deviation of (0.68) with a high level;

- The second rank: Seeking to achieve quality standards for social capital development plans in NGOs, with a mean of (2.31) and a standard deviation of (0.79) at a moderate level;
- The third rank: Paying attention to creative management for the success of planning for developing social capital in NGOs, with a mean of (2.26) and a standard deviation of (0.72) at a moderate level;
- The fourth rank: Paying attention to benefit from the application of successful experiences in the field of planning to develop social capital in NGOs, with a mean of (2.24) and a standard deviation of (0.55) at a moderate level;
- The fifth rank: Recruiting active leaders in Saudi society for the success of planning to develop social capital in NGOs, with a mean of (2.23) and a standard deviation of (0.64) at a moderate level.

This may reflect the high level of awareness about the concept of social capital and its importance in developing the performance of NGOs through establishing and organizing events and programs that help them benefit from social capital as a basic and important resource, considering it the most important resource of voluntary organizations because economic and social reform programs cannot be implemented and their development goals cannot be achieved without social capital that pushes these programs towards success. This result is consistent with the results of Ali (2016) and Al-Zaghal (2021).

**The items ranked last were:**

- The sixth rank: Seeking to develop the digital environment for the success of planning to develop social capital in NGOs, with a mean of (2.22) and a standard deviation of (0.66) at a moderate level;
- The seventh rank: Making sure to present successful experiences in the field of planning for developing social capital in NGOs, with a mean of (2.21) and a standard deviation of (0.58) at a moderate level;
- The eighth rank: Paying attention to linking social innovation and developing social capital in NGOs, with a mean of (2.18) and a standard deviation of (0.59 ) at a moderate level;
- The ninth rank: Applying institutional excellence standards when planning for developing social capital in NGOs, with a mean of (2.16) and a standard deviation of (0.81) at a moderate level;
- The tenth rank: The absence of long-term plans for the development of social capital in NGOs, with a mean of (1.71) and a standard deviation of (0.79) at a moderate level.

This emphasizes the lack of officials' awareness about the importance of planning for developing social capital and its relationship to social innovation and applying institutional excellence standards in NGOs, which impedes the efficiency, effectiveness, and sustainability of the NGO since its ability to deal with social capital as a strategic resource helps to build and strengthen its capabilities and knowledge exchange, increase innovation and creativity in addressing social needs, create institutional excellence and competitive advantage, and achieve the best and fastest performance in a way that guarantees its excellence and development. This result is consistent with Jalal (2021) and Jaradat (2020).



It illustrates that NGOs pay great attention to developing social capital, whose success depends on the availability of social capital and the availability of a suitable environment for NGOs' work due to the great role in forming and developing human capital and vice versa, which is the real wealth that can be employed and invested to achieve development. This result is consistent with Al-Rashidi (2012) and Omar (2021).

## II- Results of the second research question: "What are the planning mechanisms for developing social capital in NGOs in the light of the Saudi Vision 2030?"

Table 4 shows the distribution of the participants' responses about "planning mechanisms for developing social capital in NGOs".

**Table (4): Distribution of the participants' responses to "planning mechanisms for developing social capital in NGOs" (n=121)**

No.	Item	Agree		Neutral		Disagree		Total	Mean	St. D.	Response level	Rank
		F	%	F	%	F	%					
1	Relying on the social marketing mechanism for social capital development programs in NGOs	36	29.6	70	57.9	15	12.5	263	2.17	0.68	Moderate	1
2	There is a strong information system, which is useful in planning for developing social capital in NGOs	24	19.8	63	52.1	34	28.1	232	1.92	0.70	Moderate	10
3	Using the mechanism of activating participatory planning to develop social capital in NGOs	27	22.3	67	55.4	27	22.3	242	2.00	0.67	Moderate	9
4	Paying attention to using the objective-based mechanism to estimate needs when planning for developing social capital	28	23.1	70	57.9	23	19.0	247	2.04	0.83	Moderate	8
5	Focusing on the mechanism of building individuals' capacities when planning for developing social capital	32	26.4	71	58.7	18	14.9	256	2.12	0.56	Moderate	5

6	Investing in the mechanism of enabling individuals to invest their abilities when planning for developing social capital	41	33.9	59	48.8	21	17.3	262	2.17	0.77	Moderate	2
7	Paying attention to the mechanism of activating the role of research and consulting when planning to develop social capital	35	29.0	67	55.4	19	15.7	258	2.13	0.57	Moderate	3
8	Focusing on the mechanism of developing social policy to develop social capital	25	29.0	67	55.4	19	15.7	258	2.13	0.66	Moderate	4
9	Paying attention to using effective methods to follow up social capital development plans	31	25.6	65	53.7	25	20.7	248	2.05	0.80	Moderate	7
10	Paying attention to using effective methods to evaluate social capital development plans	32	26.4	64	52.9	25	20.7	249	2.06	0.73	Moderate	6
<b>Total</b>									2.10	0.77	Moderate	

Table 4 shows that the planning mechanisms for developing social capital in NGOs from the participants' point of view were numerous and rated "moderate", with a mean of (2.10) and a standard deviation of (0.77). The indicators of the planning mechanisms for developing social capital in NGOs in Saudi society from the participants' point of view were ranked as follows:

- The first rank: Relying on the social marketing mechanism for social capital development programs in NGOs, with a mean of (2.17) and a standard deviation of (0.68) at a moderate level;
- The second rank: Investing in the mechanism of enabling individuals to invest their abilities when planning for developing social capital, with a mean of (2.17) and a standard deviation of (0.77) at a moderate level;
- The third rank: Paying attention to the mechanism of activating the role of research and consulting when planning to develop social capital, a mean of (2.13) and a standard deviation of (0.57) at a moderate level;

- The fourth rank: Focusing on the mechanism of developing social policy to develop social capital, with a mean of (2.13) and a standard deviation of (0.66) at a moderate level;
- The fifth rank: Focusing on the mechanism of building individuals' capacities when planning for developing social capital, with a mean of (2.12) and a standard deviation of (0.56) at a moderate level.

This may reflect the extent to which officials in NGOs rely on the social marketing mechanism and their interest in the mechanism of enabling individuals to invest and build their capabilities when planning for developing social capital in NGOs, support programs, and activities for developing social capital in NGOs, as well as attracting volunteers and supporters, which affects the increasing membership in the association and increasing levels of trust by the beneficiaries. It may help make the community members fully aware of all investment programs in social capital in Saudi society and how to access and benefit from them. This is consistent with Al-Zamil (2020) and Abdel- Hamid and Sophie (2016).

**The items ranked last were:**

- The sixth rank: Paying attention to using effective methods to evaluate social capital development plans, with a mean of (2.06) and a standard deviation of (0.73) at a moderate level;
- The seventh rank: Paying attention to using effective methods to follow up social capital development plans, with a mean of (2.05) and a standard deviation of (0.80) at a moderate level;
- The eighth rank: Paying attention to using the objective-based mechanism methods to estimate needs when planning for developing social capital, with a mean of (2.04) and a standard deviation of (0.83) at a moderate level;
- The ninth rank: Using the mechanism of activating participatory planning to develop social capital in NGOs, with a mean of (2.00) and a standard deviation of (0.67) at a moderate level;
- The tenth rank: There is a strong information system, which is useful in planning for developing social capital in NGOs, with a mean of (1.92) and a standard deviation of (0.70) at a moderate level.

This emphasizes the lack of some officials' awareness about the importance of participatory planning when planning for developing social capital because of its effective role in determining actual needs and identifying real problems from the point of view of those who were affected by them, in a way that contributes to more realistic building plans. In addition, there is a lack of awareness about providing a database system to provide sufficient, accurate, and modern data and information that contribute to studying the actual reality of social capital and helping to make planning decisions that are characterized by realism, objectivity, and the ability to achieve goals, especially since information capacity is considered one of the domains of social capital. This is consistent with Al-Zaghal (2021) and Jalal (2021).

It illustrates that planning for developing social capital in NGOs should be based on employing and strengthening planning mechanisms to build and develop positive and effective social capital. It can be done through social planners by considering these effective mechanisms when planning for developing social capital and viewing them as a means of building an effective level of social capital that contributes to achieving the desired goals of

the organization, maximizing its institutional capacity, supporting its competitive advantages and optimal investment of its resources, and achieving its developmental role in society. This is consistent with Jalal (2021).

### III- Results of the third question: “What are the obstacles that prevent planning for developing social capital in NGOs in the light of the Saudi Vision 2030?”

Table 5 shows the distribution of the participants’ responses about “the obstacles that prevent planning for developing social capital in NGOs.

**Table (5): Distribution of the participants’ responses to “Obstacles to planning for developing social capital in NGOs” (n=121)**

No.	Item	Agree		Neutral		Disagree		Total	Mean	St. D.	Response level	Rank
		F	%	F	%	F	%					
1	Not relying on strategic planning in developing capital in NGOs	110	90.9	7	5.8	4	3.3	348	2.88	0.90	High	7
2	The weakness of the social initiatives culture among members of Saudi society	107	88.4	11	9.1	3	2.5	346	2.86	0.88	High	8
3	The weakness of informal relationships between social safety networks in the community	109	90.1	11	9.1	1	0.8	350	2.90	0.89	High	6
4	The absence of intellectual vision in analyzing the institutional heritage of social capital	112	92.6	9	7.4	0	0.0	354	2.93	0.86	High	1
5	The absence of legislative awareness in society and the inflexibility of the existing legislation	112	92.6	8	6.4	1	0.8	353	2.92	0.84	High	2
6	Not relying on effective information systems in planning for developing social capital	112	92.6	7	5.8	2	1.6	352	2.91	0.85	High	4
7	The weak level of social responsibility programs in NGOs	113	93.4	6	5.0	2	1.6	353	2.92	0.86	High	3
8	The weakness of sustainable development culture when planning for developing social capital	111	91.7	8	6.7	2	1.6	351	2.90	0.88	High	5
9	The spread of conflict culture with others for personal	107	88.4	10	8.3	4	3.3	345	2.85	0.84	High	10

	interests											
10	The weak level of teamwork culture among volunteers in NGOs	109	90.0	6	5.0	6	5.0	345	2.85	0.83	High	9
<b>Total</b>									2.89	0.87	High	

Table 5 shows that the obstacles to planning for developing social capital in NGOs from the participants' point of view were numerous and rated "high" with a mean of (2.89) and a standard deviation of (0.87). The indicators of the obstacles to planning for developing social capital in NGOs in Saudi society from the participants' point of view were ranked as follows:

- The first rank: The absence of intellectual vision in analyzing the institutional heritage of social capital, with a mean of (2.93) and a standard deviation of (0.86) at a high level;
- The second rank: The absence of legislative awareness in society and the inflexibility of the existing legislation, with a mean of (2.92) and a standard deviation of (0.84) at a high level;
- The third rank: The weak level of social responsibility programs in NGOs, with a mean of (2.92) and a standard deviation of (0.86) at a high level;
- The fourth rank: Not relying on effective information systems in planning for developing social capital, with a mean of (2.91) and a standard deviation of (0.85) at a high level;
- The fifth rank: The weak culture of sustainable development when planning for developing social capital, with a mean of (2.90) and a standard deviation of (0.88) at a high level.

This may reflect the inability of NGOs to adopt an intellectual vision in analyzing the institutional heritage of social capital and to identify its most important data within a strategic framework that carries a clear and specific strategic vision for NGOs, which impedes building the individual vision towards effective social capital in society and the requirements for its activation. The lack of legislative awareness also contributes to the inability to evaluate and develop the existing legislation in accordance with the successive changes in Saudi society. The weak level of social responsibility programs in NGOs may reflect the failure of some NGOs to allocate specific committees specialized in social responsibility programs that support the association's work. This means that there is wasted social capital represented in the non-investment of the committees within the association, as it is a source of social capital. These results are consistent with Al-Aghbriya (2016), Al-Rashidi (2012) and Al-Zaghal (2021).

**The items ranked last were:**

- The sixth rank: The weakness of informal relationships between social safety networks in the community, with a mean of (2.90) and a standard deviation of (0.89) at a high level;
- The seventh rank: Not relying on strategic planning in developing capital in NGOs, with a mean of (2.88) and a standard deviation of (0.90) at a high level;
- The eighth rank: The weakness of the social initiatives culture among members of the Saudi society, with a mean of (2.86) and a standard deviation of (0.88) at a high level;

- The ninth rank: The weak level of teamwork culture among volunteers in NGOs, with a mean of (2.85) and a standard deviation of (0.83) at a high level;
- The tenth rank: The spread of conflict culture with others for personal interests, with a mean of (2.85) and a standard deviation of (0.84) at a high level.

This emphasized the impact of mutual conflict between individuals, the inability to accept others' opinions, and the lack of cooperation in achieving common goals. Thus, the culture of individualism, conflict, and lack of awareness about the importance of teamwork may lead to the spread and increase of negative social capital in society as the relationship between them is mutual, and each of them affects the other, which weakens the requirements for developing social capital in its relational domain. These results are consistent with Lammert (2010) and Jalal (2021). They can be linked to the social capital theory, which emphasizes that trust facilitates social relations and that the higher the level of mutual trust, the greater the possibility of cooperation and teamwork.

It illustrates that NGOs still suffer from obstacles to increasing the effectiveness of social capital, which the results of Al-Zaghal (2021) and Omar (2021) considered indicators of measuring social capital in societies. Therefore, modern growth theories emphasize the necessity of including the elements of social capital in the development process, especially since the sustainable development process in Saudi society is moving rapidly. However, it can be said that the current decline in social capital may be one of the reasons for the emergence of negative social capital in Saudi society.

#### **IV-Results of the fourth question: "What are the planning proposals that can contribute to planning for developing social capital in NGOs in the light of Saudi Vision 2030?"**

Table 6 shows the distribution of the participants' responses to "planning proposals for developing social capital in NGOs".

**Table (6): Distribution of the participants' responses to "planning proposals for developing social capital in NGOs" (n = 121)**

No.	Item	Agree		Neutral		Disagree		Total	Mean	St. D.	Response level	Rank
		F	%	F	%	F	%					
1.	Adopting a strategic planning system for developing social capital in NGOs	117	96.7	3	2.5	1	0.8	358	2.96	0.94	High	3
2.	Developing a culture of initiative and innovation among members of Saudi society	120	99.2	1	0.8	0	0.0	362	2.99	0.96	High	1
3.	Activating the role of management to build effective social capital in Saudi society	120	99.2	1	0.8	0	0.0	362	2.99	0.96	High	1
4.	Rejecting the conflict with others	116	95.9	4	3.3	1	0.8	357	2.95	0.94	High	4

	for the personal interests among workers in NGOs											
5.	Developing positive citizenship values among members of Saudi society	119	98.3	2	1.6	0	0.0	361	2.98	0.95	High	2
6.	Supporting informal relationships and social safety nets with NGOs	119	98.3	2	1.6	0	0.0	361	2.98	0.95	High	2
7.	Giving individuals the opportunity to present new ideas in a democratic framework	119	98.3	2	1.6	0	0.0	361	2.98	0.95	High	2
8.	Activating opportunities for social partnership among members of Saudi society	120	99.2	1	0.8	0	0.0	362	2.99	0.96	High	1
9.	Rejecting opportunistic behaviors among society members to build effective social capital	114	94.2	7	5.8	0	0.0	356	2.94	0.93	High	5
10.	Relying on effective information systems in planning for developing human resources	119	98.3	2	1.6	0	0.0	361	2.98	0.95	High	2
<b>Total</b>									2.97	0.91	High	

Table 6 shows that the most important proposals for developing social capital in NGOs from the participants' point of view were numerous and rated "high", with a mean of (2.97) and a standard deviation of (0.91). The indicators of the most important proposals for developing social capital in NGOs in Saudi society from the participants' point of view were ranked as follows:

- The first rank: A set of proposals represented by developing a culture of initiative and innovation among members of Saudi society, activating the role of management to build effective social capital in Saudi society, and activating opportunities for social partnership among members of Saudi society, with a mean of (2.99) and a standard deviation of (0.96) at a high level;
- The second rank: A set of proposals represented by developing positive citizenship values among members of Saudi society, supporting informal relationships and social safety networks with NGOs, giving individuals the opportunity to present new ideas in a democratic framework, and relying on effective information systems in planning for developing human resources, with a mean of (2.98) and a standard deviation of (0.95) at a high level.

**The items ranked last were:**



- The third rank: Adopting a strategic planning system for developing social capital in NGOs, with a mean of (2.96) and a standard deviation of (0.94) at a high level;
- The fourth rank: Rejecting the conflict with others for the personal interests among workers in NGOs, with a mean of (2.95) and a standard deviation of (0.94) at a high level;
- The fifth rank: Rejecting opportunistic behaviors among society members to build effective social capital, with a mean of (2.94) and a standard deviation (0.93) at a high level.

This result may reflect the reality of social capital management in NGOs, and it is considered a reason and a logical consequence of the results of Table 5. There is no doubt that administration is an essential means to achieve the objectives of NGOs, and its effectiveness depends on the extent to which the NGO achieves its goals. In addition, the administration could not achieve its objectives except through the optimal use of material and human resources and creating a positive work environment in which a sense of trust and cooperation prevails, as employees are the basic and vital tool for translating and achieving objective plans and programs into tangible impact. Therefore, NGOs need to activate the management of their social capital to change the traditional strategies and adopt successful social innovation methods in providing solutions and meeting needs, which facilitate building the capacities of NGOs and enabling volunteer work, which is among the strategic goals of Saudi Vision 2030. This result is consistent with Al-Mashaikhi (2019) and Jalal (2021).

These results can be linked to the social exchange theory, which emphasizes that the greater the activity of the association management, the greater the relations between the board of directors members and the association director, and the expansion of social networks, which led to an increase in the association cooperation with other community institutions within the framework of increasing its social and material capital.

It illustrates the keenness of officials in NGOs to complete the elements of social capital because they are considered a source of strength in addressing society's problems and facing challenges, especially the elements related to the rejection of conflicts and opportunistic behaviors. So, achieving cooperation and building trust between individuals reduces mutual conflicts between them, develops a teamwork culture, and avoids opportunistic behaviors and personal interests among workers in associations that waste time and resources and impede facing social problems in society. These results are consistent with Jalal (2021).

Hence, there is a need to rely on the informational capacity when planning for developing social capital, as it is one of the domains of social capital. This is achieved by activating a strong administration that can develop and improve its social capital through identifying needs and developing administrative strategies and policies to achieve the objectives of the association within the framework of societal reality and strategic planning of the future that contributes to building trust between workers, strengthening informal relations and social networks, rejecting conflict and opportunistic behaviors, and developing teamwork and cooperation culture among them to achieve common goals in the association. This finding is consistent with the results of Jalal (2021) and Omar (2021).

#### **Study Recommendations:**

In light of the research results, the researcher recommends:

1. Adopting a social innovation strategy by social welfare policymakers when developing plans for developing social capital in NGOs in line with the Saudi Vision 2030;
2. Utilizing the mechanism of activating participatory planning when planning for developing social capital in NGOs to fill the gap between plan makers, implementers, and targets;
3. Adopting a clear intellectual vision in analyzing the institutional heritage of social capital to find out the actual reality and monitor social capital in Saudi society;
4. Activating the management role to build effective social capital in Saudi society because it is linked to many administrative variables, including (ensuring the plan's quality and approval, creativity, initiative and innovation, and sustainability of competitive advantage);
5. Supporting informal relations and social safety networks with NGOs by cooperation and strategic partnerships between these community institutions in building and supporting a culture of positive social capital in Saudi society;
6. Allowing volunteers to present new ideas in a democratic framework that helps develop social capital through holding popular seminars and conferences to promote local participation and developing social responsibility in Saudi society;
7. Relying on strong information systems when planning for developing social capital by building digital databases that include sufficient, accurate, and recent data and information;
8. Adopting a strategic planning system for developing social capital in NGOs by attracting experts and specialists to develop strategic plans in NGOs;
9. Using social and media marketing strategies to support services and programs practiced by NGOs;
10. Developing the legislative framework for NGOs in line with the successive changes in Saudi society in a way that allows its leaders to be more flexible in participating in volunteer activities;
11. Building and developing a system of positive values for social capital, such as the values of trust and work .

#### **Future Research:**

This study is the first of its kind in Saudi society to link social capital and social planning as a mechanism for building and developing social capital in NGOs. This research is important given that raising the social capital index in light of the Human Capacity Development Program is a strategic goal of Saudi Vision 2030.

#### **Future research should focus on:**

1. Developing a strategy for developing social capital in nonprofit NGOs.
2. Finding various mechanisms to increase their social capital

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