

FOSTERING EMPLOYEE GROWTH: EXPLORING GENDER AND SOCIAL CAPITAL IN DEVELOPING WORK ENVIRONMENTS

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Abstract

The intricacies inherent in human work processes are underscored by the multifaceted nature of their underlying framework. This framework comprises fundamental elements such as motive-goal, expertise, task-related aptitudes, and a spectrum of cognitive and motor actions. Additionally, the introduction of novel practices often sees actors drawing upon diverse forms of social capital to embark on problem-solving endeavors, potentially giving rise to an environment marked by outcome uncertainty.

1. Introduction

The complexity of human work process is highlighted by the characteristics of its substructure (Bedny & Karwowski, 2007; Sanda et al., 2014). The basic components of the substructure include motive-goal, knowledge and skills, abilities related to the tasks to be performed, as well as work actions, both cognitive and motor (Bedny & Karwowski, 2007; Sanda et al., 2014). There is also the likelihood that the actors involved in new practice development, will be influenced by their various forms of social capital to engage in solution-seeking activities (outcome strategies) to problems that emerge during the practice development, a situation that can lead to outcome uncertainty.

Social capital is viewed as a complex concept informed by the structural and cognitive perspectives within the extant literature. Structural social capital measures participation and connectedness, with cognitive social capital reflecting trust, reciprocity and sharing (Harpham, 2002). Structural social capital is usually categorized as either bonding, bridging, or linking, since it relates to interactions within associations and networking in social environments (Baum & Ziersch, 2003). The bonding characteristic of social capital manifests horizontal tie connections among individuals with similar demographic characteristics ((Karhina et al., 2019). The bonding is also a measure of relationships within a community (Karhina et al., 2019). Thus, the linking attribution of social capital makes it feasible for resources that are available beyond the bonding and bridging boundaries of social networks to become accessible (Ferlander, 2007). In this regard, an organization's need for social capital may be satisfied initially in a limited fashion by „borrowing“ the social capitals of other actors (Arregle et al., 2007). In

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this respect, it is imperative for those managing organizations in Ghana to understand the determinants of each level of social capital and the dynamics of their influencing interrelatedness on employees' growth in organizations. This is due to the paucity of studies in the Ghanaian industrial environment on the dynamics of social capital and employee growth. There is a study that examined the impact of social capital derived from managerial social networking relationships and ties with community leaders on organizational performance (Acquaah, 2007).

Another study assessed the functions of social capital within Ghanaian organisations and described the patterns and determinants of social capital use within organizations and how social capital contributes to firm performance (Ofori & Sackey, 2010). The relationship among social capital, innovation, and performance of micro and small businesses, and specifically, the mediating role of innovation in the relationship between social capital and performance was also examined (Agyapong, et al., 2017). The relationship between social capital and firm growth with access to finance as a moderating role has also been examined (Boohene, 2018). The effect of social capital on firm performance was also studied by examining the moderating role of entrepreneurial orientation in the relationship between social capital and firm performance, as well as the mediating role of dynamic capabilities in the relationship between social capital and firm performance (Hongyun et al., 2019). As it is indicative from these studies, no attempt has been made to understand the dynamics between the different levels of social capital on employee gender and growth in the Ghanaian business environment. The purpose of this study, therefore, was to explore and identify factors that are predictive of each of the three levels of social capital in employees and, to determine whether the character of each level is associated with the employees' gender and the influences that each level has on employees' growth in organizations operating in the Ghanaian industrial environment. In this regard, answers to the following questions are determined:

- i. How does the three levels of social capital (i.e., personal social capital, intra-organizational social capital, external social capital) interrelate in Ghanaian organizations?
- ii. How does personal social capital influences employee's growth in Ghanaian organizations?
- iii. How does intra-organizational social capital influences employee's growth in the Ghanaian organizations?
- iv. how does external social capital influences employee's growth in the Ghanaian organizations?
- v. Is the character of each of the three social capitals influenced by employee's gender?

2. Literature Review

2.1 Personal, intra-organizational and external social capitals

The concept of social capital has been adopted by various fields, including social psychology, and organizational studies (Putnam, 2000; Dess & Sauerwald, 2014; Ben Hador, 2017). Broadly, social capital can be viewed as an asset that inheres in social relations and networks (Leana & Van Buren III, 1999). Social capital can also be situated as an attribute of individual actors who realize advantages owing to their relative status in a group (Useem & Karabel, 1986). At the macro level, social capital is an attribute of industry networks (Walker et al., 1997), and a property of the social environment that takes the form of a relational resource (Mignone, 2009). In this wise, the concept is about networks of people, their interactions and trust, as well as the reciprocity that emerges from their interactions (Karhina et al., 2019). As such, social capital is the component of human capital that allows members of a given society to trust one another and cooperate in the formation of new groups and associations (Fukuyama, 1995). In this context, social capital is a comprehensive concept entailing a personal, intra-organizational and external levels, which refers to the benefits derived from interactions between people (Ben Hador, 2017).

Social capital, as an organizational construct, is a resource that reflects the character of social relations within an organization (Leana & Van Buren III, 1999), and which facilitates the intellectual capability of firms (Nahapiet & Ghoshal, 1998). Organizational social capital is an asset that can benefit an organization by creating value for shareholders, and employees by enhancing their skills (Leana & Van Buren III, 1999). Thus, in describing organizational social capital, the members can be categorized as individuals who have employment relationships with the organization, and qualified to be labelled as temporary, contingent or core workers (Leana & Van Buren III, 1999). In this context, organizational social capital is realized through employees' levels of collective goal orientation and shared trust, which create value by facilitating successful collective action-oriented organizational social capital. As such, members of most business organizations, often do not possess well-established factors of stability, interdependence, interaction, and closure (Arregle et al., 2007). Yet, such organizations still desire effective social capital due to the complexities and environmental hazards they encounter (Arregle et al., 2007). Within this context, organizational social capital can be situated as a critical resource reflecting the character of social relations in organizations (Leana & Van Buren, 1999). Thus, organizational social capital assists organizations to increase the availability of resources, such as information, technology, knowledge, financial capital, distribution networks, and relationships with critical constituencies (Arregle et al., 2007). Similarly, organizational social capital can facilitate the coordination of activities across various functional units, effective decision-making processes, and the implementation of the resulting decisions (Hitt et al., 2002). In this regard, organizational social capital can impact the internal and external activities of an organization positively, contributing to its competitive advantage (Arregle et al., 2007). As it is with other resources that may be a source of competitive advantage to an organization, organizational social capital is not easily acquirable, and thus, must be developed (Dierickx & Cool, 1989; Arregle et al., 2007).

Based on this perspective, intra-organizational social capital can be viewed as more important than external social capital, in terms of their contribution towards a firm's success (Schoemaker & Jonker, 2005; Bamford et al., 2006). In contrast, the two variables can be complementary of each other (Ben Hador, 2017). If the intraorganizational social capital is strong enough, it can compensate for weak external social capital, but the lack of it can result in real damage to the organization, which will be hard to compensate (Ben Hador, 2017). Furthermore, the resemblance of external social capital to personal social capital indicates that external social capital can be shaken easily if its carriers leave the organization (Ben Hador, 2017). Since employees leaving an organization is a possibility, doing so will result in their transfer of their external social capitals to their personal social capitals (Ben Hador, 2017). The consequence of such attrition is that employees with external ties will take their personal connections along with them (Harris & Helfat, 2007). Though there is a consensus among scholars that the possession of social capital at the different levels provides benefits, there is the likelihood that the possession of extremely high personal social capital by employees in an organization may end up harming their intraorganizational social capital (Ben Hador, 2017). In this respect, therefore, the following hypotheses (H) are made relative to employees in Ghanaian organizations.

H1: Employees' personal social capitals will have a direct and significantly negative influence on their intraorganizational social capitals.

H2: Employees' personal social capitals will have a direct and significantly positive influence on their external social capitals.

H3: Employees' external social capital will have a direct and significantly positive influence on their intraorganizational social capitals.

2.2 Personal social capital and employee growth

Personal social capital refers to individual profit made from an individual's position in a social network (Yang et al., 2011), which can be inside an organization (organizational network) or elsewhere. In this wise, personal social capital is the set of resources that individuals bring to the performance of their tasks through their own external relations (Lazega et al., 2006). Thus, personal social capital research is part of human networks research (Yu & Junshu, 2013), whereby employees categorized as star performers, are usually viewed as hubs in the organizational network (Oldroyd & Morris, 2012). Thus, in terms of individual centrality, an employee's position in a network represents a personal social capital, from which individual gains to be made is influenced by the employee's position in the social network (Granovetter, 1973). This implies that investment in employee's personality traits, and provision of social support can lead to higher personal social capital (Chen et al., 2009). Though social capital is relevant only to the individual level and should be considered as a micro-concept (Klein, 2013), in the organizational domain, the individual level should represent only the first level of social capital (Ben Hador, 2017). In this respect, therefore, the following hypotheses (H) is made relative to employees in Ghanaian organizations.

H4: Employees' personal social capitals will have a direct and significantly positive influence on their organizational growths.

2.3 Intra-organizational social capital and growth

Intra-organizational social capital is derived from interactions within and between formal and informal groups in the organization (Ben Hador, 2017). Such organizational groupings range from the level of work teams to the entire organization (Leana & Van Buren, 1999; Lee et al., 2016). Intra-organizational social capital could be conceptualized as an organizational resource rather than an individual resource (Dess & Shaw, 2001). Intraorganizational social capital entails the premise of mutual objectives (Leana & Van Buren, 1999), trust (Yen et al., 2015), reciprocity (Kuznetsova & Matveeva, 2015), respect and appreciation (Ring, 1996), sharing of information and knowledge (Nahapiet & Ghoshal, 1998), and common norms (Milana & Maldaon, 2015). Intra-organizational social capital plays a vital role in the development of more cooperative, productive, and stable relationships within organizations (Kuznetsova & Matveeva, 2015), and contributes to the growth and development of employees and organizations (Timberlake, 2005). It also creates a competitive advantage for the organization (Ben Hador, 2017), since it produces unique interactions in the organization, which asset is exceedingly difficult to imitate (Barney, 1991; Leana & Van Buren, 1999). This is because, individuals' psychological identification with a collective group enhances their willingness to engage in behaviours that contribute to the creation and maintenance of intraorganizational social capital (Kramer, 2006). As such, intra-organizational social capital is measured in terms of the extent to which individuals cooperated with colleagues at work, count and care for each other, and shared common goals (Carmeli et al., 2009). In this respect, therefore, the following hypotheses (H) is made relative to employees in Ghanaian organizations.

H5: Employees' intra-organizational social capitals will have a direct and significantly positive influence on their organizational growths.

2.4 External social capital and employee growth

Organizational social capital is deemed to benefit organizations, in terms of its provision of access to external resources (Hitt et al., 2002), and its facilitation of internal coordination (Sirmon et al., 2007). Since, mostly no one organization can control all the resources it needs to compete effectively in the marketplace, it must acquire or gain access to needed resources from external sources (Arregle et al., 2007). External social capital in organizations is created by the interactions between employees within the firm (Yu & Junshu, 2013) and external

entities that influence the organization, such as competitors, investors, clients, suppliers, and other third parties (Kapucu & Demiroz, 2015). In this wise, networks are developed with those whose support is needed to maintain the momentum of a project and provide the necessary resources (Tansley & Newell, 2007). Individuals' external social capital can be assessed through diaries and the amount of worktime spent interacting with stakeholders outside the organization (Robinson & Bostrom, 1994). The temporal context associated with keeping diaries helps ensure an accurate record of work activities and is a particularly good method for comparing behavioural choices across individuals (Ben Hador, 2017). In this respect, therefore, the following hypotheses (H) is made relative to employees in Ghanaian organizations.

H6: Employees' external social capitals will have a direct and significantly positive influence on their organizational growths.

2.5 Social capital and gender

Gender can be socially constructed as the roles, behaviours, and attributes considered appropriate for men and women in the business industrial environment, which is a very context-bound concept (Karhina et al., 2019). Yet, men and women are assumed to differ in ways that are unchangeable, due to their individual different attributes, such as their preferences, modes of socialization and genetics (Cabrera & Thomas-Hunt, 2007). This implies that the individual is in control of his/her social environment and the social capital that comes along with it, which includes access to information, organizational support, and promotion chances (Barthauer et al., 2016). It has been shown that gender affects the access to social capital (Forret & Dougherty, 2004; van Emmerik, 2006; Kegen, 2013). An insight on how gendered expectations of women for care-provision and family-support influenced their bonding social networks, while limiting their bridging networks, has been provided (Moss, 2002). There is also a study which established that women are more involved in bridging social networks in comparison to men (Eriksson et al., 2010). Thus, the kind of associations women and men get involved in differs, with women being more active in associations that are related to social services and health, and men tending to be more active in sports and recreational associations (Lowndes, 2000). Successful men tend to build up their own social capital, while successful women tend to borrow it (Burt, 1998). Additionally, the content and outcomes of social networks, in terms of status, influence, career development, information and trust, appear to be unequal for men and women (Campbell, 1988; van Emmerik, 2006). Thus, by considering call to further explore gender differences in network structures and outcomes towards advancing the development in gender-sensitive approaches with regards to organizational network research (Gremmen et al., 2013), the following hypotheses (H) are made relative to employees in Ghanaian organizations.

H7: Employees' gender will have a direct and significantly positive influence on their personal social capitals.

H8: Employees' gender will have a direct and significantly positive influence on their gender intraorganizational social capitals.

H9: Employees' gender will have a direct and significantly positive influence on their external social capitals.

H10: Employees' gender will have a direct and significantly positive influence on their organizational growth.

2.6 Conceptual framework

It is obvious from the reviewed studies that each was devoted to a specific aspect of the connection between social capital and growth. As such, a narrow point of view might cause discrepancies. Therefore, arguing from the perspective that there is no direct connection between social capital and employee performance, it is difficult to connect these two variables. Thus, the division of social capital into three levels and the description of every level will make it possible to understand the unique connection between every level and the suitable form of employee growth. In this respect, it is postulated that successful organizations must have all three forms of social

capital. Therefore, in the organizational construction of social capital, drawing the distinction between its three different forms.

Thus, to address the gap as to whether employees' personal, intra-organizational and external social capital are interrelated and their characters influenced by gender, and whether each of these social capitals have influencing effect on employees' growth in the organizations, the conceptual model shown in figure 1 below is developed as reflective of all the propositions that were made.

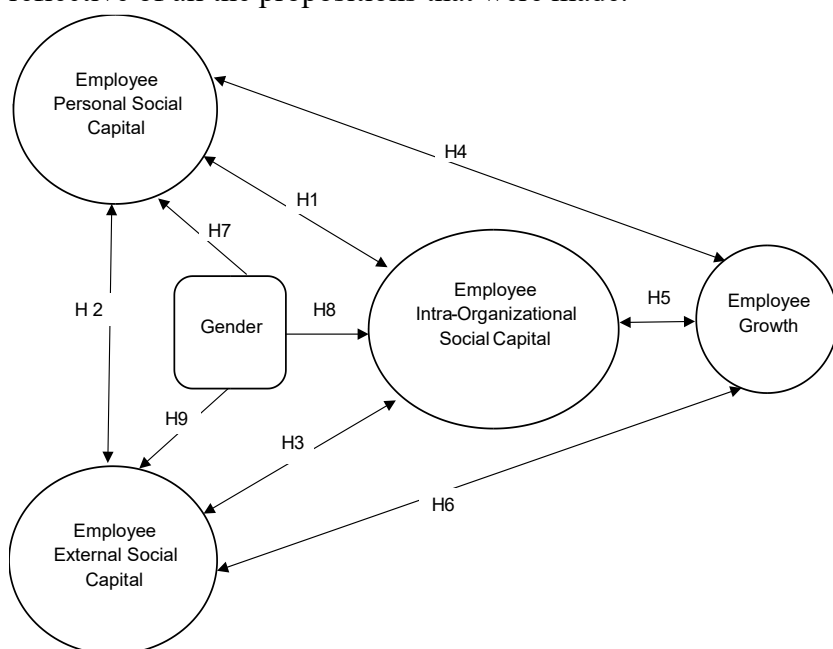


Figure. 1. Conceptual framework for employee's interactive personal social capital, external social capital, intraorganizational social capital, growth, and gender.

As it is shown in figure 1 above, modelling the interactions among the three levels of social capital and between each level and employees' growth and gender, provides a pathway for evaluating all the outlined propositions, towards answering the questions that were posed in the introduction section. Thus, arguing from the perspectives that considerable controversies still remain in the management literature on the issue of how successful collective action occurs (Lean & Van Burren, 1999), and that researchers often recommend middle-range theories as the most useful approach in trying to make sense of contradictory findings that appear to be highly context specific (House et al., 1995), the conceptual framework in figure 1 above is provides a unifying model that could be used to enhance understanding of the collective influence of social capital on employee growth in the Ghanaian firms.

3. Methodology

Based on the well-established knowledge that the concept of social capital, as a comprehensive concept, refers to the benefits derived from interactions between people (Ben Hador, 2017), which entails a set of trust, norms, and linked networks that facilitate cooperation for mutual benefits that result in different types of collective actions, an empirical study is conducted. The empiricism, guided by the conceptual framework in which the interaction between the three levels of social capital and employees' growth is outlined, the study participants' personal social capitals, external social capitals and intra-organizational social capitals are taken into consideration. In this regard, the quantified subjective opinions of the study participants are taken into consideration. Using the systemic analytical approach (Bedny & Karwowski, 2007, Sanda et al., 2014), the interrelation and interactive influence of all the three levels of social capital on employee growth in organizations are captured.

3.1 Data collection

Quantitative data was randomly collected from three hundred and fifty (350) workers in the Ghanaian banking, telecommunication, and media sectors, using a questionnaire. The questionnaire included a synopsis that explained the research purpose and objectives.

3.2 Measures

The measurement scales, whose respective items served as predictive factors included, employee personal social capital, employee intra-organizational social capital, employee external social capital and employee growth. Personal social capital was measured by adapting the personal social capital scale (Chen et al., 2009; Wang et al., 2014).

This scale consists of six categories; for example, “Work interdependence between me and my colleagues facilitates my professional life”, “My organization’s rules encourage teamwork among employees”, “My work contacts provide information important to my professional life”, “Personal relations within my organization encourages a trustful work environment”; “I relate and identify with colleagues during social gathering”. For these categories, respondents rated on a five-point Likert scale their level of routine contact with family members, friends, and co-workers. Altogether, there are 5 statements with a Cronbach’s alpha of 0.93. External social capital was measured by assessing the relative amount of time on the job that principals spent interacting with stakeholders outside the organization (Robinson & Bostrom (1994). Intra-organizational social capital was measured using a five-point Likert scale questionnaire, ranging from 1 = strongly disagree to 5 = strongly agree (Carmeli et al., 2009). The scale consists of six items, such as, “My work contacts provide me with information that is important to my professional life”. The scale reliability has a Cronbach’s alpha of 0.74. Employee growth was measured using the intrapreneurship questionnaire (De Jong et al., 2011). The questionnaire included ten items on various intrapreneurial behaviours, mainly: innovativeness, taking charge and risk taking. Respondents were asked to self-evaluate their activities based on a Likert scale from 1 (not at all) to 5 (very often). The scale’s reliability has a Cronbach’s alpha of 0.89. The factors in the various scales and the symbols used to codify them are shown in table 1 below.

Table 1. Codes for unobserved variables and their predictive factors in structural model

Predictive Factors	Codes
Employee Personal Social Capital	EPSC
Work interdependence with my colleagues facilitates my professional life.	MPL
My organization’s rules encourage teamwork among employees.	TW
My work contacts provide information important to my professional life.	II
Personal relations within my organization encourages a trustful work environment.	PL
I relate and identify with colleagues during social gathering.	RO
Employee’s Intra-Organizational Social Capital	EIOSC
In order to accomplish my work, my employer facilitates my access to specialists.	AC
Access to information sources is facilitated by my employer using external source.	ASI
My organization’s leadership provide mutual support in difficult moments, by encouraging information exchange in the work environment.	IOL
In my organization, problem-solving processes are carried out in groups.	SPG
My work contacts provide me information that is important to my professional life.	IPL
The communication policy of my organization promotes organizational values that is clearly understood by all.	CPO

Employee's External Social Capital	EESC
My organization encourages the establishment of stable partnership networks.	ESP
My organization is always in constant dialogue with other organizations to promote development.	CDO
My organization's policies promote relationships with other organizations in which partnerships and mutual help are stimulated.	PRP
Employee Growth	EG
I am involved in decisions that affect my work	ID
I have enough information to do my job well	EI
Overall, my workload is reasonable.	WR
I tailored my job to significantly influence my organization's mission.	TJ
I am able to make key decisions in the absence of my supervisor	MKD
I know what can impact my work in my organization	HO
Career paths exist for someone like me in my organization	CP
I get ahead rapidly in my organizations, as employees in other places	GAF
In general, career moves are handled fairly in my organization	CM
I have opportunity to be promoted in the role I play in my organization	OP

3.3 Data analysis

A stepwise approach was used in the analysing the data. The collated data was firstly analysed descriptively to establish the gender distribution patterns relative to the various measured factors for the different categories of social factors.

Exploratory Factor Analysis was conducted using principal component extraction as a method to characterize the various predictive factors of each of the three levels of social capital and employee growth.

Varimax with Kaiser Normalization was also used as the method of rotation. In the factor extraction, items were retained if they loaded > 0.50 (Tabachnick & Fidell, 2001; Forsell et al., 2020) on a factor and considered to be contributing to factor strength. The Kaiser-Meyer-Olkin value was checked if it exceeded the recommended 0.6 value (Kaiser, 1974; Forsell et al., 2020) and the Bartlett's Test of Sphericity (Bartlett, 1954; Forsell et al., 2020). Reliability analysis was employed to assess reliability of the various factors and the different scales. Secondly, the data was analysed inferential using the structural equation modelling (SEM) approach with the analysis of moment structures (AMOS) as analytical technique (Sanda & Kuada, 2016; Sanda, 2020). This procedure has the advantage of maximizing the validity of the estimates (Di Stefano et al., 2009). The AMOS graphics enables the conduct of analyses for multiple levels of variables using a range of in-built statistical techniques (Sanda & Kuada, 2016). In this analysis, path analysis was conducted to test the predictability of measured individual factors that constitute the various components of the conceptualized model shown in figure 1. By this, the macro-level constructs (gender, personal social capital, external social capital, intra-organizational social capital, and employee growth) and their associated meso-level constructs (i.e., predictive factors) were examined. In the path analysis, the path coefficients (i.e., model fit estimates) for all the unobserved variables (i.e., personal social capital, external social capital, intra-organizational social capital, employee growth and gender) were determined and the model-fit of their relationships tested. The AMOS graphics statistical software is used as the analytical tool. In the analysis, the respective unobserved variables in the proposed model (i.e., figure 1), alongside their respective predictive factors were loaded in the AMOS software and the model-fitness of their respective predictive factors determined (Sanda & Kuada, 2016; Sanda, 2020). The unit of analysis is the individual

employee. The model fit is interpreted using Schumacker and Lomax's (2004) path coefficient benchmark value of 0.7 or higher. The criteria for model acceptance and fit are the Chi Square (CMIN) and the Comparative Fit Index (CFI). For the CMIN, a probability value below 0.05 implies model acceptance. CFI values close to 1.0 also indicates an exceptionally good model fit.

4. Results and Discussions

4.1 Principal component analysis

The principal component analysis was conducted to assess whether the measured factors in the respective scales are predictive of the personal, intra-organizational and external social capitals as well as the employee growth of workers. The results obtained, in terms of the Kaiser-Meyer-Olkin (KMO) and Bartlett's test statistics, highlighting the chi square (χ), degree of freedom (df) and level of significance (p) values are shown in table 2 below.

Table 2. KMO measures of sampling adequacy and Bartlett's test result for components.

Model components	KMO values	Bartlett's Test of Sphericity		
		χ^2	df	p
Personal social capital	0.69	267.18	10	0.0
Intraorganizational social capital	0.81	617.82	15	0.0
External social capital	0.67	419.81	3	0.0
Employee growth	0.87	1353.00	45	0.0

As it is shown in the table 2 above, the estimated Kaiser-Meyer-Olkin (KMO) value for personal social capital is 0.69, that for intra-organizational social capital is 0.81, that for external social capital is 0.67, and that for employees' growth is 0.87. These values indicate that the correlation patterns of the indicators for personal, intraorganizational and external social capitals as well as that for employee growth are good. The estimated chi-square (χ^2) value from the Bartlett's test for the personal social capital variable in the is: $\chi^2 = 267.18$ ($p = 0.000$), which is highly significant ($p < 0.00$). That for intra-organizational social capital variable is: $\chi^2 = 617.82$ ($p = 0.000$), which is also highly significant ($p < 0.00$). That for the external social capital variable is: $\chi^2 = 419.81$ ($p = 0.00$), which is also highly significant. That for the employees' growth variable is: $\chi^2 = 1353$ ($p = 0.00$), which is also highly significant.

The results from both the KMO and the Bartlett's tests showed that the values for all the components exceeded the recommended 0.6 value (Kaiser, 1974; Forsell et al., 2020). This established that it is appropriate to factor analyse all the personal social capitals and employee growth indicators tested. Thus, factors analysis was performed to identify and segregate the factors perceive by the study participants as predictive of personal, intraorganizational and external social capitals, as well as employee growth. In this regard, principal component analysis was conducted as an extraction method to characterize the various predictive factors of each of the three levels of social capital and employee growth.

Varimax with Kaiser Normalization was also used as the method of rotation which converged in 6 iterations. The rotated component matrix with factor loadings/regression values (r) for employees' personal social capitals, is shown in table 3 below.

From table 3, it is observable that; firstly, in the factor extraction for personal social capital, all the five (5) items spanning three components showed factor strength with factor loadings greater than 0.50 (Tabachnick & Fidell, 2001; Forsell et al., 2020). These are; (i) "My professional life is facilitated by interdependence between my colleagues' work and mine" ($r = 0.78$); "Important information to my professional life is provided by my work

contacts” ($r = 0.67$), and “I am identified with relationships with others during social gathering with other colleagues” ($r = 0.54$); in component 4 (depicting professional association and development); (ii) “Personal relations within the company encourages a trustful work environment” ($r = 0.60$) in component 5 (depicting psychological contract); (iii) “Teamwork among employees is encouraged by the company’s rules” ($r = 0.70$) in component 6 (depicting workplace social relations).

Table 3. Rotated component matrixes of the predictive factors for employees’ personal social capitals.

Personal Social Capital	Component					
	1	2	3	4	5	6
My professional life is facilitated by interdependence between my colleagues’ work and mine	0.04	0.03	0.14	0.78*	0.04	-0.02
Teamwork among employees is encouraged by the company’s rules	-0.15	-0.07	0.12	0.19	0.29	0.70*
Important information to my professional life is provided by my work contacts	0.14	0.10	0.12	0.67*	0.15	0.36
Personal relations within the company encourages a trustful work environment	0.13	0.07	0.03	0.28	0.60*	0.26
I am identified with relationships with others during social gathering with other colleagues	0.14	0.29	-0.08	0.54*	0.34	-0.00

* Items with significant factor loadings

The rotated component matrix with factor loadings/regression values (r) for employees’ intraorganizational social capital is shown in table 4 below. In the factor extraction for intra-organizational social capital (see Table 4), all the six (6) items spanning four components showed factor strength with factor loadings greater than 0.50 (Tabachnick & Fidell, 2001; Forsell, Tower & Polmanc, 2020). These are; (i) “In difficult moments, the exchange of information is encouraged by my organization’s leadership, aiming at mutual support in the work environment and other external sources” ($r = 0.63$), and “The communication policy of my organization promotes organizational values that is clearly understood by all” ($r = 0.56$) in component 1 (depicting clarity of information flow and exchange); (ii) “Important information to my professional life is provided by my work contacts” ($r = 0.62$) in component 3 (depicting quality of information); (iii) “Solving-problems processes are carried out in groups in my organization” ($r = 0.65$) in component 5 (depicting teamwork); (iv) “In order to accomplish my work, my employer facilitates the access to specialists” ($r = 0.60$); and “Access to sources of information is facilitated by my employer through external source” ($r = 0.56$) in component 6 (depicting external resource facilitation).

Table 4. Rotated component matrixes of the predictive factors for employees’ intra-organizational social capital.

Employee Intra-Organizational Social	Component					
	1	2	3	4	5	6
accomplish my work, my employer facilitates my access to specialists.	0.21	0.09	0.20	0.02	0.60*	To 0.42
Access to sources of information is facilitated by my employer through external source.	0.46	0.34	0.02	0.10	0.12	0.56*
In difficult moments, the exchange of information is encouraged by my						

organization's leadership, aiming at mutual support in the work environment and other external sources.

Solving-problems processes are carried out in groups in my organization.

Important information to my professional life is provided by my work contacts.

The communication policy of my organization promotes organizational

values that is clearly understood by all.

* Items with significant factor loadings

The rotated component matrix with factor loadings/regression values (r) for employees' external social capital is shown in table 5 below.

Table 5. Rotated component matrixes of the predictive factors for employees' external social capitals.

External Social Capital	Component					
	1	2	3	4	5	6
The establishment of stable partnership networks is encouraged by my organization.	0.63*	0.14	0.30	0.34	0.16	-0.01
My organization is always in constant dialogue with other organizations to promote development.	0.82*	0.09	0.09	0.09	0.02	0.02
My organization policies promote relationships where partnerships and mutual help are stimulated from other my organizations.	0.79*	0.26	0.18	0.11	0.12	-0.06

* Items with significant factor loadings

In the factor extraction for external social capital (see Table 5 above), all the three (3) items showed factor strength with factor loadings greater than 0.50 (Tabachnick & Fidell, 2001; Forsell et al., 2020). These are "The establishment of stable partnership networks is encouraged by my organization" ($r = 0.63$); "My organization is always in constant dialogue with other organizations to promote development" ($r = 0.82$); "My organization policies promote relationships where partnerships and mutual help are stimulated from other my organizations" ($r = 0.79$), all embedded in component 1 (depicting external association and networking).

The rotated component matrix with factor loadings/regression values (r) for employees' growth is shown in table 6 below.

Table 6. Rotated component matrixes of the predictive factors for employees' growth.

Employee Growth	Component					
	1	2	3	4	5	6
I am involved in decisions that affect my work.	0.10	0.28	0.51*	0.04	0.46	-0.12
I have enough information to do my job well.	0.17	0.32	0.58*	0.10		0.38 -0.02
Overall, my workload is reasonable.	0.27	0.38	0.08			0.53* -0.06
	0.05					

I have tailored my job to significantly influence the mission of my organization.	0.40	0.13	0.58*	0.04	-0.08	0.13
I am now able to make key decisions in the absence of my supervisor and other senior management.	0.10	0.10	0.80*	0.10	0.03	0.04
I know what is happening in my organization that impacts my work.	0.20	0.26	0.71*	0.06	-0.02	0.22
Career paths exist for someone like me in my organization.	0.29	0.66*	0.36	0.15	0.11	0.04
I get ahead as fast here as people in other places.	0.18	0.74*	0.19	0.02	0.08	0.26
In general, career moves are handled fairly at my organization.	0.27	0.76*	0.20	0.15	0.11	0.15
I have the opportunities for promotion in my role.	0.07	0.72*	0.17	0.20	0.23	-0.08

* Items with significant factor loadings.

In the factor extraction for employee growth (see Table 6 above), all the ten (10) items spanning three components showed factor strength with factor loadings greater than 0.50 (Tabachnick & Fidell, 2001; Forsell et al., 2020). These are; (i) “Career paths exist for someone like me in my organization”(r = 0.66); “I get ahead as fast here as people in other places”(r = 0.74); “In general, career moves are handled fairly at my organization”(r = 0.76); “I have the opportunities for promotion in my role” (r = 0.72), all embedded in component 2 (depicting career growth); (ii) “I am involved in decisions that affect my work” (r = 0.51); “I have enough information to do my job well” (r = 0.58); “I have tailored my job to significantly influence the mission of my organization” (r = 0.58); “I am now able to make key decisions in the absence of my supervisor and other senior management” (r = 0.80); “I know what is happening in my organization that impacts my work” (r = 0.71); all embedded in component 4 (depicting employee voice and empowerment); (iii) “Overall, my workload is reasonable” (r = 0.71), embedded in component 5 (depicting task requirement).

The outcome of the component analysis indicates that all the items tested in the various scales depicted factor strength and as such, one is rejected.

This therefore implies that the items are qualified for use in the structural analysis of the conceptual model to test their predictabilities of their respective unobserved variables (i.e., personal social capital, intraorganizational social capital, external social capital, and employee growth).

4.2 Structural analysis of conceptual model

The AMOS-generated structural model (standardized path diagram) showing the standardized regression weights (factor loadings) of predictive factors of the unobserved study variables (i.e., personal social capital, intraorganizational social capital, external social capital, and employee growth), as well as the model fit summary are shown in figure 2 and table 7 below. Based on the goodness of fit statistics shown in table 7 above, in which

minimum was achieved, the overall fit of the default model appears quite good. This is because the estimated χ^2 of 848.51 (df = 266) has probability level of 0.00 which is smaller than the 0.05 used by convention. Thus, the null hypothesis that the model fits the data is accepted. Also, the estimate for the Comparative Fit Index (CFI) of 1.0 indicates an acceptance of the null hypothesis of a good fit for the tested model.

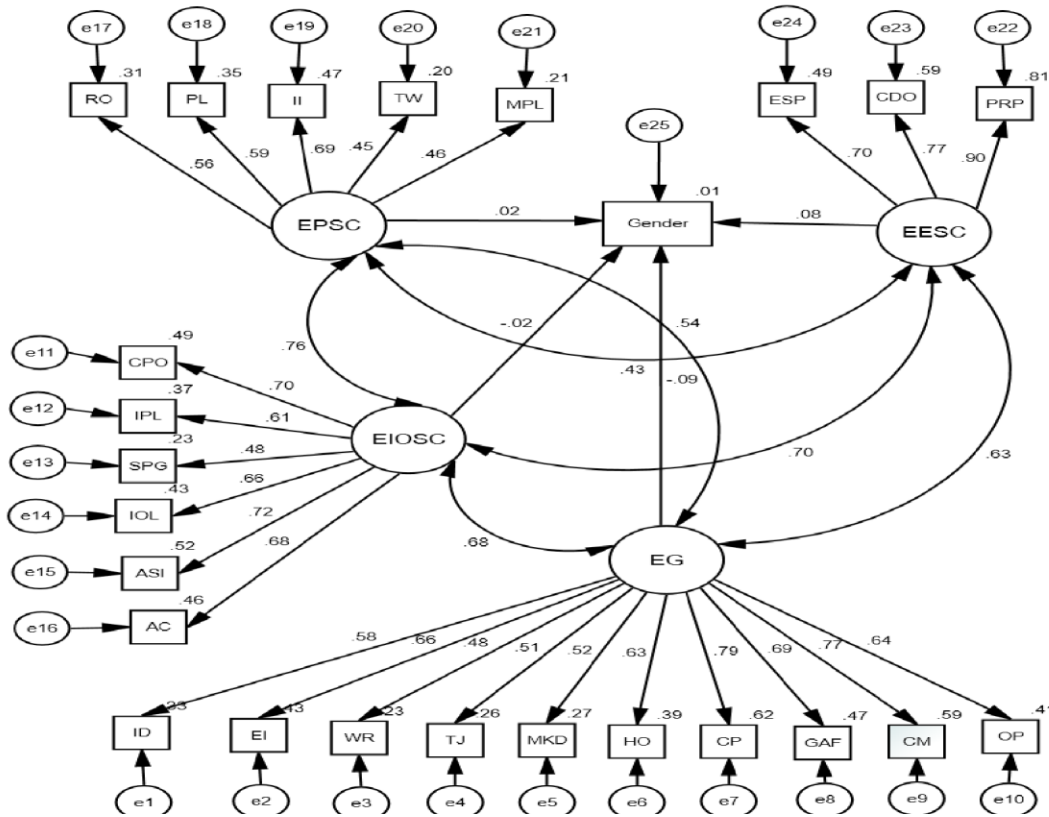


Figure. 2: AMOS graphics generated path diagram showing standardized path coefficients in the structural model for employees' gender, personal social capital, external social capital, intra-organizational social capital, and growth.

Table 7: Model fit summary for structural model

Model	CMIN				Baseline Comparisons				
	NPAR	CMIN	DF	P	NFI Delta1	RFI Delta2	IFI rho2	TLI rho1	CFI
Default	84	848.51	266	0.00	0.77	0.72	0.83	0.79	0.83
Saturated	350	0.00	0		1.00		1.00		1.00
Independence	25	3667.42	325	0.00	0.00	0.00	0.00	0.00	0.00

4.3 Analysis of factors predictive of social capital levels in proposed model

In this analysis, the predictive factors, known as the observed endogenous variables, are as listed in table 1 (see section 3). The latent variables, also referred to as unobserved exogenous variables, included personal social capital, intra-organizational social capital, external social capital, and employee growth).

The estimates of the standardized regression weights (factor loadings) measuring the level of predictiveness of the observed endogenous variables on the unobserved endogenous and exogenous variables in the model are

shown in table 8 below. The significance of their respective predictiveness is measured using Schumacker and Lomax's (2004) threshold value of 0.7 or higher as a benchmark.

Table 8: Standardized regression estimates of predictive factors on unobserved variables

Regression Estimate				
Observed Factors		Unobserved Variables		
			R	R ²
RO	←----	EPSC	0.56	0.31
PL	←----	EPSC	0.59	0.35
II	←----	EPSC	0.70	0.49
TW	←----	EPSC	0.45	0.20
MPL	←----	EPSC	0.46	0.21
ESP	←----	EESC	0.70	0.49
CDO	←----	EESC	0.77	0.59
PRP	←----	EESC	0.90	0.81
AC	←----	EIOSC	0.70	0.49
ASI	←----	EIOSC	0.72	0.52
IOL	←----	EIOSC	0.66	0.44
SPG	←----	EIOSC	0.48	0.23
IPL	←----	EIOSC	0.61	0.37
CPO	←----	EIOSC	0.70	0.49
OP	←----	Growth	0.64	0.41
CM	←----	Growth	0.77	0.59
GAF	←----	Growth	0.70	0.49
CP	←----	Growth	0.79	0.62
HO	←----	Growth	0.63	0.40
MKD	←----	Growth	0.53	0.28
TJ	←----	Growth	0.52	0.27
WR	←----	Growth	0.48	0.23
EI	←----	Growth	0.70	0.49
ID	←----	Growth	0.58	0.34
Gender	←----	EPSC	0.00	0.00
Gender	←----	EESC	0.05	0.00
Gender	←----	EIOSC	-0.06	0.00

4.4 Analysis of predictive factors for employees' personal social capital

It is inferred from table 8 above that out of the five predictive factors for employee personal social capital (EPSC) tested, only one factor showed significant predictiveness ($R \approx 0.70$, $R^2 = 0.49$), that is, employees' perceiving their work contacts as providing them with information that is important to their professional lives (II). On the other hand, the following factors do not significantly predict an employee's personal social capital in the sectors: the interdependence between an employee's work and that of his colleagues facilitating his/her professional life (MPL), [$R \approx 0.46$, $R^2 = 0.21$]; rules of an employee's organization encouraging teamwork among all employees (TW), [$R \approx 0.45$, $R^2 = 0.20$]; an employee's personal relations within his/her organization encouraging a trustful work environment (RO), [$R \approx 0.56$, $R^2 = 0.31$]; and an employee relating and identifying with colleagues during social gathering (PL), [$R \approx 0.59$, $R^2 = 0.35$]. It is therefore indicative from the above analysis that the manifestation of personal social capital is evident among employees in Ghanaian organizations. Such evidence is informed

by employees" receipt of information from peers through professional associations, which is deemed as adding value to recipient"s professional life development. This finding is in consonant with the view that the individual, as a person, is deemed to be in control of his/her social environment and the social capital that comes along with it, which includes access to information, organizational support, and other opportunities, such as hiring and promotion chances (Barthauer et al., 2016).

The findings also show that social factors, such as the interdependence between employees work and that of their colleagues facilitating their professional lives, organizational rules encouraging teamwork among all employees, employees" personal relations within their organizations encouraging a trustful work environment, and employees relating and identifying with colleagues during social gathering, all of which are derivatives of social support do not add to employee"s personal capital. These finding contrast that which showed that personal investment in social support leads to higher personal social capital (Chen et al., 2009).

4.5 Analysis of predictive factors for employees' external social capital

It is inferred from table 8 above that all the three predictive factors tested for employees" external social capital (EESC) showed significant predictiveness. The factors are; employees perceiving their organization"s policies as promoting relationships with other organizations in which partnerships and mutual help are stimulated (PRP), [$R \approx 0.90$, $R^2 = 0.81$]; employees perceiving their organizations as always in constant dialogue with other organizations to promote development (CDO), [$R \approx 0.77$, $R^2 = 0.59$]; and employees perceiving their organizations as encouraging the establishment of stable partnership networks (ESP), [$R \approx 0.70$, $R^2 = 0.49$]. It is therefore indicative from the above analysis that the manifestation of external social capital is evident among employees in Ghanaian organizations. The results show that employees perceive their organization"s policies as (i) promoting relationships with other organizations in which partnerships and mutual help are stimulated, (ii) always in constant dialogue with other organizations to promote development, and (iii) encouraging the establishment of stable partnership networks. These entities of external social capital reflect the prevalence of employees" involvement in external associations and networking with external entities which positively influence their organizational activities (Carmeli, 2007; Kapucu & Demiroz, 2015; Yu & Junshu, 2013). The findings also agreed with the postulation that networks are developed with those whose supports are needed to maintain the momentum of projects and provide the necessary resources (Tansley & Newell (2007).

4.6 Analysis of predictive factors for employees' intra-organizational social capital

It is inferred from table 8 above that out of the six predictive factors for employee"s intra-organizational social capital (EIOSC) tested, four factors showed significant predictiveness. These include; employees perception that in order to accomplish their work, their employers facilitate their accessibilities to specialists (AC), [$R \approx 0.70$, $R^2 = 0.49$]; employees perceiving their employers as facilitating their access to sources of information through external source (ASI), [$R \approx 0.72$, $R^2 = 0.52$]; employees perceiving their organization"s leadership as providing mutual support in difficult moments, by encouraging information exchange in the work environment ((IOL), [$R \approx 0.70$, $R^2 = 0.49$]; and employees perceiving their organization"s communication policies as promoting organizational values in ways that are clearly understood by all (CPO), [$R \approx 0.70$, $R^2 = 0.49$]. This, therefore, implies that the following two factors do not significantly predict an employee"s intra-organizational social capital: problem-solving processes being carried out in groups in an employee"s organization (SPG), [$R \approx 0.48$, $R^2 = 0.23$], and employees perceiving their work contacts as providing them with information that is important to their professional lives (IPL), [$R \approx 0.61$, $R^2 = 0.37$]. It is therefore indicative from the above analysis that the manifestation of intra-organizational social capital is evident among employees in in Ghanaian organizations. The results show that the prevalence of employees perception to the effect that (i) their employers facilitate their

accessibilities to specialists to enhance their work accomplishments, (ii) their managers facilitate their accessibilities to external sources of information, (iii) in difficult moments, their managers provide them mutual support by encouraging information exchange in the work environment, and (iv) their organization's communication policies promote organizational values in ways that are clearly understood by all employees.

These predictive factors of intra-organizational social capital are manifestations of the employees' appreciation of the clarity of information flow and exchange, as well as external resource facilitation in their organizations. This finding is in consonant with those by other researchers indicating that employees' intraorganizational social capital results in the attainment of mutual objectives (Leana & Van Buren, 1999), sharing of information and knowledge (Nahapiet & Ghoshal, 1998), and common norms (Milana & Maldaon, 2015). It also enhances the development of cooperative, productive, and stable relationships within organizations (Kuznetsova & Matveeva, 2015), which contributes to the growth and development of the employees and their organizations (Timberlake, 2005). On the contrary, it is also found that employees' engagement in group problem-solving processes, and their receipt of information deemed important to their professional lives from work contacts, both of which manifest participative problem-solving and external information source activities are not influenced by employees' intra-organizational social capital.

This finding contrasts the observation that individuals' psychological identification with a collective group enhances their willingness to engage in behaviours that contribute to the creation and maintenance of intraorganizational social capital (Kramers, 2006).

4.8 Analysis of predictive factors for employees' growth

It is inferred from table 8 above that out of the ten predictive factors for employee growth tested, four factors showed significant predictiveness.

These include; employees' perception that they have enough information to do their job well (EI), [$R \approx 0.70$, $R^2 = 0.49$]; employees' perception that career paths exist for them in their organizations (CP), [$R \approx 0.79$, $R^2 = 0.62$]; employees' perception that they progress rapidly in their organizations (GAF), [$R \approx 0.70$, $R^2 = 0.49$]; and employees' perception that career moves are handled fairly in their organizations (CM), [$R \approx 0.77$, $R^2 = 0.59$]. This, therefore, implies that the following six factors do not significantly predict an employee's growth in Ghanaian organizations: employees' involvement in decisions that affect their work (ID), [$R \approx 0.58$, $R^2 = 0.34$]; employees perceiving their workload as reasonable (WR), [$R \approx 0.48$, $R^2 = 0.23$]; employees tailoring their jobs to significantly influence their organization's mission (TJ), [$R \approx 0.52$, $R^2 = 0.27$]; employees ability to make key decisions in the absence of their supervisors (MKD), [$R \approx 0.53$, $R^2 = 0.28$]; employees knowing what can impact their work in their organizations (HO), [$R \approx 0.63$, $R^2 = 0.40$]; and employees having opportunities to be promoted in the role they play in their organizations (OP), [$R \approx 0.64$, $R^2 = 0.41$]. It is therefore indicative from the above analysis that employee career growth is evident in Ghanaian organizations in which the employees have a semblance of "empowerment and voice". The predictive factors for such growth in organizations include employees' perception of; (i) performing job well due to adequate information, (ii) existence of paths for career development, (iii) rapid progression along organizational levels, and (iv) fairness in handling career issues.

4.9 Influence of gender on personal, external, and intra-organizational social capital

It is inferred from table 8 above that employees' gender does not significantly predict their personal social capital ($R \approx 0.00$, $R^2 = 0.00$). In this regard, the hypothesis (H7) that "employees' personal social capitals will be influenced by their gender" did not hold for employees in Ghanaian organizations. Similarly, the employees' gender does not significantly predict their external social capital ($R \approx 0.05$, $R^2 = 0.00$). In this regard, the hypothesis (H9) that "employees' external social capitals will be influenced by their gender" did not hold for

employees in in Ghanaian organizations. In the same vein, employees' gender does not significantly predict their intra-organizational social capital ($R \approx 0.06$, $R^2 = 0.00$). As such, the hypothesis (H10) that "employees' intraorganizational social capitals will be influenced by their gender" did not hold for employees in in Ghanaian organizations.

It is indicative from the results that employees' gender has does not influence any of the three levels of social capital. This results contrast findings in the extant literature that show that gender affects the access to social capital (Forret & Dougherty, 2004; van Emmerik, 2006; Kegen, 2013), and hence the structure of networks (Moore 1990; Asmar, 1999; Etzkowitz et al., 2000), this study shows otherwise. The findings also did not align with Burt (1998) observations that successful men tend to build up their own social capital, while successful women tend to borrow it. Even though other findings had postulated that the content and outcomes of social networks are unequal for men and women (Campbell, 1988; Krackhardt, 1990; Ibarra, 1997; Podolny & Baron, 1997; van Emmerik, 2006), the above findings did show otherwise, so far as the gender of employees in in Ghanaian organizations are concerned. Though men and women were assumed to differ in ways that are unchangeable, because of their individual different attributes (Cabrera & Thomas-Hunt 2007; Eriksson et al., 2010; Lowndes, 2000; Son & Lin, 2018), the results above shows that such difference is not manifested in Ghanaian organizations. The findings in this study align with the argument that there is no clear answer as to whether institutional trust is associated with gender (Karhina et al., 2019). While research exist that showed men to exhibit higher generalized trust, others showed the opposite (Karhina et al., 2019).

4.10 Analysis of associations between social capital levels and growth

The standardized correlation weights (α) for the association between the respective levels of social capital in the conceptual model (see figure 1), that is, personal social capital, external social capital, and intra-organizational social capital, as well as with employee growth, are shown in table 9 below. By convention, the α -values should be 0.7 or higher (Schumacker & Lomax; 2004) for each association to be considered of predictive significant.

Table 9:

	←--→		
EESC	←--→	EIOSC	0.70
Growth	←--→	EESC	0.64
Growth		EPSC	0.55

Standardized correlation estimates for associations between employees' social capital levels and growth.

Unobserved Variables	Unobserved Variables	Correlation Estimate (α)
EPSC	EIOSC	0.76
Unobserved Variables	Unobserved Variables	Correlation Estimate (α)
Growth	EIOSC	0.68
EPSC	EESC	0.44

As it is highlighted in table 9 above, the standardized correlation weights (α) for associations between most latent variables are above the threshold value of 0.7. It is inferred from table 9 that, a strong association ($\alpha \approx 0.8$) exists between the employees' personal social capital (EPSC) and their intra-organizational social capital (EIOSC). Therefore, the hypothesis (H1) that "employees' personal social capitals will have a direct and significantly negative influence on their intra-organizational social capitals" did not hold in Ghanaian organizations. Rather, the converse was found to hold. By implication, this study has shown that employees' personal social capital has a direct and positive influence on their intra-organizational social capitals. The author argued that the existence of this influencing relationship could be associated with employees' centrality in organizations, whereby those

with high personal social capitals become hubs in the organizational network. Similarly, a strong association ($\alpha \approx 0.7$) exists between the employees' external social capital (EESC) and their intra-organizational social capital (EIOSC). Thus, the hypothesis (H3) that "Employees' external social capital will have a direct and significantly positive influence on their intra-organizational social capitals" holds for employees in Ghanaian organizations. This finding in this study conforms to knowledge in the extant literature that networks are created by the interactions between employees within the firm (Yu & Junshu, 2013), which is a manifestation of intraorganizational social capital, and external entities that influence the organization (Carmeli, 2007; Kapucu & Demiroz, 2015), which is also a manifestation of external social capital. There is also a strong association ($\alpha \approx 0.7$) between the employees' intra-organizational social capital (EIOSC) and their growth in the organization. Therefore, the hypothesis (H5) that "Employees' intra-organizational social capitals will have a direct and significantly positive influence on their organizational growths" holds for employees in Ghanaian organizations. This finding in this study contrast that which viewed employees' intra-organizational social capital to be indirectly connected with their growth (Ben-Hador, 2018). This finding in this study aligns with knowledge in the extant literature that intra-organizational social capital enhances the development of a cooperative, productive, and stable relationships within organizations (Kramer, 2006; Kuznetsova & Matveeva, 2015), which contributes to employee growth and development in organizations (Timberlake, 2005).

The findings in this study highlighted above, therefore, imply the prevalence of a strong direct influencing relationships between employees' personal social capital and their intraorganizational social capital, which also has a strong influencing relationship on their organizational growth in organizations. On the other hand, the association between the employees' personal social capital and their external social capital is not significant ($\alpha \approx 0.4$). Therefore, the hypothesis (H2) that "Employees' personal social capitals will have a direct and significantly positive influence on their external social capitals" did not hold for employees in Ghanaian organizations. Also, the association between employees' personal social capital and their organizational growth is not significant ($\alpha \approx 0.5$). As such, the hypothesis (H4) that "Employees' personal social capitals will have a direct and significantly positive influence on their organizational growths" did not hold for employees in Ghanaian organizations. Similarly, the association between employees' external social capital and their organizational growth is also not significant ($\alpha \approx 0.6$). Thus, the hypothesis (H6) that "Employees external social capitals will have a direct and significantly positive influence on their organizational growths" did not hold for employees in Ghanaian organizations. The implication of these findings is that there is no influencing relationship between the personal and external social capitals of employees in Ghanaian organizations. In the same vein, both personal and external social capitals do not affect employees' organizational growth, either directly or indirectly, in Ghanaian organizations. This finding contrast that which found that employees' personal social capitals are indirectly connected to their performances (Ben-Hador, 2018). Thus, by revisiting and transposing the findings above in the conceptual framework (see figure 1), a contextual model(see figure 3 below), showing the dynamic interrelatedness of the different levels of employees' social capital and their organizational growth is obtained to highlight the contextual dynamics in the Ghanaian industrial environment. The empirical (contextual) model shows that the respective effects that employees' personal social capital and external social capital have on their growth is mediated by their intra-organizational social capital.

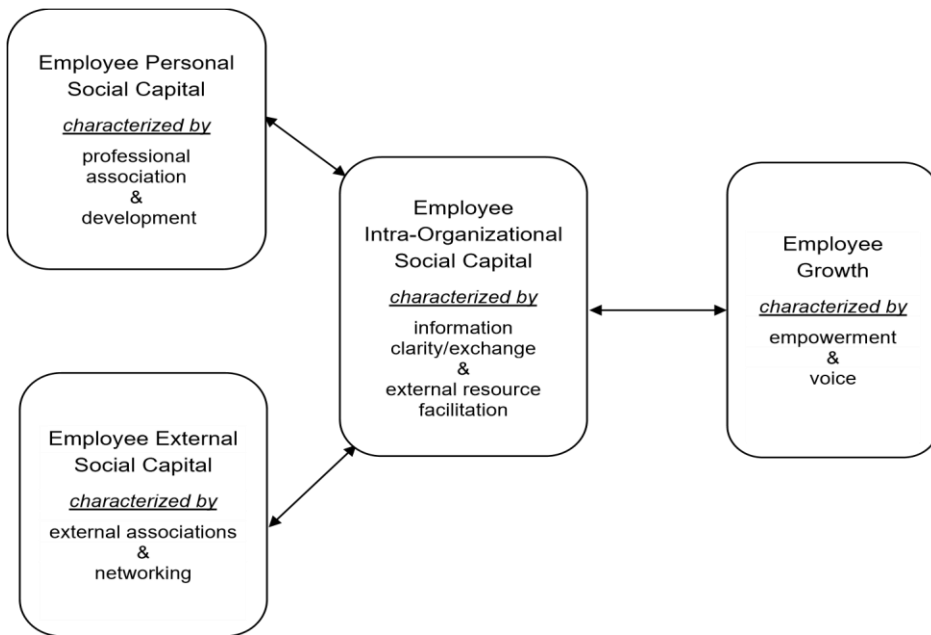


Figure. 3: Empirical model for the interactive dynamics between different levels of employee's social capitals and growth.

The empirical model above can be incorporated in organizations human resource management systems to serve as a guide for enhancing the interactive dynamics of the personal social capital, external social capital, and intraorganizational social capital that employees bring to the organization, towards enhancing their growth.

5. Conclusion

This study has provided insights on employees' organizational social capitals and how they are manifested at three levels, all of which are predictable contextually in an industrial work environment and have a dynamic influential impact on each other. Based on the findings in this study, the author concludes that employees' personal social capital, intra-organizational social capital, and external social capital, as well as their growths in organizations are predictable by prevailing organizational and social factors, but not their gender. The author also concludes that though influencing relationships exist among all the three levels of employees' social capital, it is only the intra-organizational social capital that influences employees' growth. The contextual understanding of social capital dynamics provided in this study will enhance knowledge and learning for both academia and practice on the dynamics of organizational social capital and its influences on employees' growth. This knowledge can be used in the effective design of organizations' structures and management systems, and by implication, the design of employees' work system towards improved performances.

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