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Exploring the Relationship Between Social Capital and Job Satisfaction: the Moderating Influence of Organizational Politics in Mongolia's Energy Sector

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Abstract: *This study investigates the relationship between social capital and job satisfaction in Mongolia's energy sector, examining perceived organizational politics as a moderator. Using a cross-sectional survey, data was collected from 237 employees at the Second Thermal Power Plant in Ulaanbaatar. Social capital was assessed through workplace networks, leadership trust, and organizational norms; job satisfaction through pay, supervision, co-worker relations/nature of work, and career development; and perceived organizational politics through general political behavior, "getting ahead" practices, and ambiguity in pay and promotion decisions.*

Results indicate that social capital is positively associated with job satisfaction. The strongest associations emerged between organizational norms and career satisfaction and between workplace networks and satisfaction with co-workers and the nature of work. Leadership trust was not significantly related to supervisory satisfaction. Regression analysis showed that social capital significantly predicted job satisfaction ($\beta = 0.601, p < 0.01$)*, but this relationship weakened when organizational politics was perceived to be high* ($\beta = 0.394, p < 0.05$)*, consistent with a moderating effect.*

The study extends Putnam's trust-norm-network framework to organizational settings and suggests that reducing political ambiguity and strengthening transparency may enhance employee well-being and job satisfaction.

https://doi.org/10.69588/mjer.v30i19.5653

1. INTRODUCTION

Social capital has emerged as a central construct in contemporary social science, offering a multidimensional lens through which to understand collective action, organizational effectiveness, and individual well-being. Defined broadly as the goodwill, trust, norms, and networks embedded within social relationships, social capital facilitates cooperation and enhances the efficiency of social and organizational systems (Adler & Kwon, 2002; Putnam, 1994). Scholars have demonstrated its relevance across diverse domains, including education, public health, community development, and democratic governance, underscoring its role as both a social resource and a driver of institutional performance. Within organizational contexts, social capital has been shown to foster collaboration, strengthen employee commitment, and improve job satisfaction, thereby contributing to overall organizational success.

Despite its benefits, the influence of social capital is not uniform; contextual factors can amplify or diminish its effects. One such factor is perceived organizational politics, which refers to employees' sense of ambiguity, favoritism, or self-serving behavior within organizational processes (Kacmar & Ferris, 1991).

Prior research suggests that organizational politics can erode trust, weaken norms of reciprocity, and undermine the positive outcomes typically associated with social capital. This tension highlights the need to examine how political perceptions interact with social capital in shaping employee attitudes and well-being (Ferris et al., 1989).

The Mongolian context provides a distinctive setting for such inquiry. With a small population and a rich tradition of mutual aid rooted in nomadic culture, Mongolia exemplifies how social capital is embedded in both historical practices and modern organizational life. Yet, rapid urbanization, economic transition, and the rise of digital communication have introduced new challenges to traditional norms of trust and cooperation. Investigating the dynamics of social capital and organizational politics in this environment offers both theoretical insights and practical implications for organizational management in transitional economies.

This study addresses these issues by examining the relationship between social capital and job satisfaction among employees at an energy station in Ulaanbaatar, with perceived organizational politics tested as a moderating variable. By validating a multidimensional measure of social capital and analyzing its interaction with political perceptions, the research contributes to the literature on organizational behavior and extends Putnam's trust-norm-network framework to workplace settings.

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The findings aim to inform both scholars and practitioners about the conditions under which social capital enhances employee satisfaction and the organizational strategies needed to mitigate the negative effects of politics.

While social capital has been widely studied in education, health, and governance, its role in workplace settings remains less explored, particularly in transitional economies.

The moderating influence of organizational politics on the association between social capital and job satisfaction has received little empirical attention.

Despite Mongolia's tradition of mutual aid, the energy sector continues to face challenges, including recurring power outages and the influence of political appointments in organizational leadership. These systemic issues not only affect service reliability but also shape workplace dynamics, making it crucial to examine how social capital and perceptions of organizational politics influence employee satisfaction in this critical industry.

2. Research Objectives and Hypotheses

The primary objective of this study is to examine how social capital influences job satisfaction among employees in the Mongolian energy sector. Building on Putnam's trust-norm-network framework, the study seeks to validate a multidimensional measure of social capital in organizational settings and assess its impact on employee well-being. A secondary objective is to investigate the moderating role of perceived organizational politics, which may weaken or distort the positive effects of social capital.

Based on prior literature and theoretical reasoning, the following hypotheses are proposed:

- **H1:** Social capital is positively associated with job satisfaction among employees.
- **H2:** Perceived organizational politics moderates the relationship between social capital and job satisfaction, such that higher levels of politics weaken the positive effect of social capital.

By testing these hypotheses, the study contributes to organizational behavior research in transitional economies and offers practical insights for managers seeking to enhance employee satisfaction while minimizing the negative impact of political ambiguity.

3. Conceptualizing Social Capital

Social capital has become a foundational concept in contemporary social science, offering a framework for understanding how relationships, trust, and norms shape collective and individual outcomes. Putnam (1994) defines social capital as the "features of social organization, such as trust, norms, and networks, that can improve the efficiency of society by facilitating coordinated actions”. This definition emphasizes the structural and relational dimensions of social capital, highlighting its role in enabling cooperation and reducing transaction costs.

Adler & Kwon (2002) extends this perspective by situating social capital across multiple domains, including family dynamics, youth behavior, education, public health, community life, and governance. In organizational contexts, social capital is often conceptualized as the goodwill embedded in social relations, which can be mobilized to achieve individual and collective goals. Newell and Huang further underscore goodwill as the core of social capital, describing it as the sympathy, trust, and forgiveness extended by friends and acquaintances (Newell et al., 2002). Such goodwill generates flows of information, influence, and solidarity, which strengthen both interpersonal and organizational capacity (Adler & Kwon, 2002).

Like other forms of capital, social capital is productive; its absence constrains the achievement of specific objectives. Scholars distinguish between bonding social capital (strong ties within close-knit groups), bridging social capital (connections across diverse groups), and linking social capital (relationships across hierarchical levels) (Putnam, 2000; Woolcock, 2001). These dimensions illustrate how social capital operates at multiple levels, from interpersonal networks to institutional structures, and why it is considered a critical resource for organizational success.

3.1 Social Capital and Organizational Outcomes

Within organizational research, social capital has been widely recognized as a critical determinant of performance, collaboration, and employee well-being. Strong networks, trust in leadership, and shared norms create an environment where information flows more freely, cooperation is facilitated, and collective problem-solving becomes more effective.

“Social capital enhances knowledge exchange and innovation by reducing barriers between individuals and groups (Nahapiet & Ghoshal, 1998). It also fosters organizational commitment and collective responsibility, which are essential for sustaining long-term success (Leana & van Buren, 1999).

Empirical studies consistently demonstrate that social capital contributes to positive organizational outcomes. For instance, employees embedded in cohesive networks report higher levels of satisfaction and engagement, as they benefit from mutual support and shared identity (Coleman, 1988). Trust in leadership has been shown to strengthen perceptions of fairness and reduce uncertainty, thereby improving morale and retention. Workforce norms, such as reciprocity and cooperation,

https://doi.org/10.69588/mjer.v30i19.5653

further reinforce collective efficacy and resilience in the face of organizational challenges (Dirks & Ferrin, 2001; Leana & van Buren, 1999).

In transitional economies, where formal institutions may be less stable, social capital often serves as a substitute for structural safeguards, enabling organizations to maintain cohesion and productivity. By mobilizing goodwill and trust, organizations can mitigate risks associated with ambiguity and resource constraints. Thus, social capital is not only a theoretical construct but also a practical resource that directly influences employee attitudes and organizational performance.

3.2 Job Satisfaction and Employee Well-Being

Job satisfaction has long been recognized as a central construct in organizational behavior, reflecting employees' affective and cognitive evaluations of their work experiences. Locke defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976). Subsequent research has consistently linked job satisfaction to critical outcomes such as employee performance, organizational commitment, turnover intentions, and overall well-being (Judge et al., 2001).

The determinants of job satisfaction are multifaceted, encompassing both individual and organizational factors. At the organizational level, trust in leadership, supportive networks, and cooperative norms have been shown to enhance satisfaction by reducing uncertainty and fostering a sense of belonging. Social capital, in particular, provides employees with access to information, emotional support, and collective identity, all of which contribute to positive work attitudes (Leana & van Buren, 1999). Studies in diverse contexts demonstrate that employees embedded in strong social networks report higher satisfaction, as these networks facilitate collaboration, recognition, and resilience in the face of workplace challenges (Coleman, 1988; Thang, 2025).

In transitional economies, where formal structures may be less developed, job satisfaction is often more dependent on informal relationships and trust-based networks. Social capital thus plays a critical role in shaping employee well-being, serving as both a buffer against organizational stressors and a driver of engagement. Understanding how social capital interacts with contextual factors such as organizational politics is therefore essential for explaining variations in job satisfaction and for identifying strategies to enhance employee outcomes.

3.3 Perceived Organizational Politics

Perceived organizational politics (POP) refers to employees' subjective evaluations of the extent to which self-serving behaviors, favoritism, and ambiguity characterize organizational processes. Ferris et al. (1989) describe organizational politics as activities undertaken to acquire, develop, and use power and resources to achieve personal outcomes, often at the expense of collective goals. When employees perceive high levels of politics, they tend to view the workplace as unfair, unpredictable, and dominated by hidden agendas, which undermines trust and cooperation.

Research consistently shows that POP has detrimental effects on employee attitudes and behaviors. Vigoda (2000) found that perceptions of politics are negatively associated with job satisfaction, organizational commitment, and citizenship behaviors, while positively linked to stress and turnover intentions. Kacmar & Carlson (1997) argue that political environments erode morale by fostering uncertainty and reducing confidence in organizational justice. In such contexts, employees may disengage from collective norms and networks, weakening the benefits of social capital.

The moderating role of POP has received growing attention in organizational behavior literature. When politics is perceived as pervasive, the positive effects of trust, networks, and norms are diminished, as employees become reluctant to invest in relationships or rely on collective goodwill. Thus, POP can act as a barrier to the productive use of social capital, weakening its impact on outcomes such as job satisfaction and well-being. This dynamic is particularly relevant in transitional economies, where organizational structures may be less formalized and political ambiguity more pronounced (Ferris et al., 1989; Vigoda, 2000).

3.4 Social Capital, Job Satisfaction, and Politics: Moderating Effects

The interaction between social capital and perceived organizational politics represents a critical area of inquiry in organizational behavior. While social capital, through networks, trust, and norms, generally enhances job satisfaction by fostering cooperation and reducing uncertainty (Nahapiet & Ghoshal, 1998), its benefits are not unconditional. Political ambiguity within organizations can erode trust, distort norms of reciprocity, and weaken the supportive networks that underpin employee well-being(Ben-Hador & Hopkins, 2025; Kacmar & Carlson, 1997).

Empirical evidence suggests that organizational politics often acts as a disruptive force, undermining the positive outcomes associated with social capital. For example, when employees perceive favoritism or self-serving behavior, they may disengage from collective networks, question the reliability of leadership, and reduce their investment in cooperative norms. This dynamic diminishes

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the capacity of social capital to generate goodwill and solidarity, thereby weakening its impact on job satisfaction (Ben-Hador & Hopkins, 2025; Vigoda, 2000).

Theoretically, this relationship aligns with Putnam's trust-norm-network framework, which emphasizes the importance of shared values and mutual trust for coordinated action. In contexts where politics is perceived as pervasive, the framework's pillars are compromised, limiting the efficiency of social capital. Thus, perceived organizational politics can be understood as a moderator that attenuates the positive relationship between social capital and job satisfaction (Kacmar & Carlson, 1997; Vigoda, 2000).

This perspective highlights an important gap in the literature: while social capital has been extensively studied as a driver of organizational success, less attention has been given to the conditions under which its benefits are constrained. Examining this interaction in transitional economies such as Mongolia provides both theoretical and practical insights, as organizations in these contexts often face heightened political ambiguity and evolving social norms.

4. Method

4.1 Research Design and Sample

This study employed a quantitative, cross-sectional survey design to examine the relationship between social capital and job satisfaction, with perceived organizational politics as a moderating variable. Data were collected from 237 employees of the Second Energy Power Station in Ulaanbaatar, Mongolia. The sample included both managerial and non-managerial staff, representing diverse departments and functions. Of the respondents, 48.5% were male and 51.5% female, with 94.5% employed at the non-managerial level. The age distribution was relatively balanced across categories, ensuring representativeness. Participation was voluntary, and confidentiality was assured to minimize social desirability bias. Data were collected through self-administered questionnaires.

4.2 Instrumentation

- Social capital was measured across three dimensions: employee networks, trust in leadership, and workforce norms. For ease of application, each dimension was represented by five items, following the approach of Hauser, Puntscher, & Walde (2015).
- **Job Satisfaction:** Assessed using Spector's (1985) Job Satisfaction Survey, adapted from Fields (2002). Five commonly used facets were included: pay, supervision, co-workers, nature of work, and career.

https://doi.org/10.69588/mjer.v30i19.5653

- **Perceived Organizational Politics (POP):** Measured using the scale developed by Kacmar & Ferris (1991), as reported in Fields (2002). The 12-item instrument captures perceptions of general political behavior, “get ahead” behaviors, and ambiguity in pay and promotion policies.

All responses were recorded on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). Correlation analysis was first conducted to examine associations between social capital and job satisfaction. Regression analysis was then employed to test the moderating role of POP.

4.3 Data Analysis Data were analyzed using SPSS 23.0. Exploratory factor analysis (EFA) was conducted to validate the dimensionality of the social capital scale. Reliability was assessed through Cronbach’s alpha coefficients. Regression analysis was employed to test the direct relationship between social capital and job satisfaction (H1). Moderation analysis was conducted to examine whether perceived organizational politics weakened the positive effect of social capital on job satisfaction (H2). Statistical significance was set at $p < 0.01$.

Ethical Considerations The study adhered to ethical research standards, including informed consent, voluntary participation, and confidentiality of responses. Ethical approval was obtained from the relevant body prior to data collection.

5. Results

Factor Analysis

Exploratory factor analysis confirmed the three-factor structure of social capital: employee networks, leadership trust, and workforce norms. Cronbach’s alpha values ranged from 0.792 to 0.915, indicating strong internal reliability.

Table 1 *Factor loadings and reliability for social capital items*

Constructs	*Cronbach's α*	*Factor loading KMO*		
		Items		0.921
Employee network	0.792	EN2	0.662	
		EN3	0.743	
		EN4	0.816	
		EN5	0.748	
Leadership	0.915	L1	0.687	
		L2	0.770	
		L3	0.830	
		L4	0.852	
		L5	0.861	
Norm	0.849	N1	0.581	
		N2	0.775	
		N3	0.741	

https://doi.org/10.69588/mjer.v30i19.5653

		N4	0.577	
		N5	0.649	

One item from the employee network dimension was excluded due to low factor loading.

https://doi.org/10.69588/mjer.v30i19.5653

For job satisfaction, items loaded onto five facets (pay, supervision, co-workers, nature of work, and career).

Table 2 *Factor loadings for job satisfaction items*

Constructs	*Cronbach's α*	*Factor loading*	*KMO*	
		Items		0.734
Pay	0.508	W1	0.781	
		W2	0.699	
Supervision	0.603	M2	0.705	
		M3	0.865	
Nature of work	0.812	WO2	0.883	
co-worker		WO4	0.859	
		CO1	0.711	
		CO3	0.638	
Career	0.777	CA2	0.840	
		CA3	0.755	
		CA4	0.855	

Some items failed to load consistently; therefore, “nature of work” and “co-worker” were combined into a single factor for subsequent analysis.

Perceived organizational politics (POP) was validated as a three-dimensional construct: general political behavior, “get ahead” behaviors, and pay/promotion ambiguity. Cronbach’s alpha values ranged from 0.618 to 0.898.

Table 3. *Factor loadings for perceived organizational politics items*

Constructs	*Cronbach's α*	*Factor loading*	*KMO*	
		Items		0.841
General political beh	0.898	GP1	0.814	
		GP2	0.859	
		GP3	0.830	
		GP4	0.820	
		GP5	0.858	
		GP6	0.673	
Get ahead items	0.730	GA7	0.836	
		GA8	0.809	
		GA9	0.579	
Ambiguity of pay and promotion	0.618	AP11	0.883	
		AP12	0.859	

One item was excluded due to low loading.

6. Correlation Analysis

6.1 Correlation between Social Capital and Job Satisfaction Overall, social capital was positively correlated with job satisfaction. The strongest association was observed between workforce norms and career satisfaction, indicating that shared understandings and cooperative behaviors are closely

https://doi.org/10.69588/mjer.v30i19.5653

linked to perceptions of career development. Employee networks also showed significant correlations with satisfaction related to co-workers and the nature of work, suggesting that stronger interpersonal connections enhance day-to-day work experiences. Interestingly, no significant correlation was found between leadership trust and satisfaction with supervision, implying that trust in senior leadership does not necessarily translate into positive evaluations of immediate supervisors.

Table 4. Correlations between social capital and job satisfaction

Variables	Mean	Std.D	SC_en	SC_lead	SC_norm	JS_wage	JS_lead	JS_cowo	JS_ca
SC_en	3.6	0.81	1						
SC_lead	3.1	0.96	0.433**	1					
SC_norm	3.1	0.87	0.550**	0.725**	1				
JS_wage	2.9	1.02	0.178**	0.334**	0.401**	1			
JS_lead	2.6	1.03	0.002	-0.100	-0.001	0.134*	1		
JS_cowo	3.9	0.87	0.464**	0.306**	0.408**	0.292**	-0.010	1	
JS_ca	3.0	0.97	0.274**	0.445**	0.477**	0.450**	0.060	0.389**	1

*Note: * $p < 0.05$, ** $p < 0.01$ (two-tailed).*

Correlation between Perceived Organizational Politics and Job Satisfaction. Perceived organizational politics demonstrated notable negative associations with job satisfaction. General political behavior was strongly correlated with lower satisfaction with supervisors, while ambiguity in pay and promotion policies was negatively linked to both supervisor and career satisfaction. These findings suggest that perceptions of unfairness and lack of transparency undermine employee attitudes. However, perceptions of “get ahead” politics were positively correlated with wage and career satisfaction. This indicates that when employees believe political maneuvering provides opportunities for advancement, they may view such behavior as a potential pathway to improved outcomes.

Table 5. Correlation between perceived organizational politics and job satisfaction

Variables	Mean	Std.D	POPS_1	POPS_2	POPS_3	JS_lead	JS_cowo	JS_ca	JS_w
POPS_1	2.99	1.08	1						
POPS_2	2.99	1.02	0.076	1					
POPS_3	3.07	1.49	-0.240*	-0.558**	1				
JS_lead	3.53	1.31	0.280**	0.003	0.062	1			
JS_cowo	3.92	0.88	-0.051	0.068	-0.023	0.058	1		
JS_ca	3.05	0.97	-0.063	0.462**	-0.141	-0.024	0.389**	1	
JS_w	2.99	1.02	-0.049	0.300**	-0.135	-0.143	0.292**	0.450**	1

*Note: * $p < 0.05$, ** $p < 0.01$ (two-tailed).*

Regression Analysis

https://doi.org/10.69588/mjer.v30i19.5653

Regression results are presented in Table 6. The analysis revealed a significant positive association between social capital and job satisfaction ($\beta = 0.601, p < 0.01$). When perceived organizational politics (POP) was introduced as a moderating variable, the strength of this association declined ($\beta = 0.394, p < 0.05$), supporting the hypothesis that organizational politics weakens the benefits of social capital. The adjusted R² decreased from 0.356 to 0.141, further illustrating the constraining influence of POP on the predictive power of social capital in relation to job satisfaction.

Table 5. Regression analysis

Variables	DV: Job satisfaction	
	Model I	Model II
Social Capital	0.601*** (8.166)	
SCxPOP		0.394** (3.297)
Adjusted R^2	0.356	0.141
F-statistics [p-value]	66.676*** [0.0000]	10.918** [0.0011]

*Note: Values in parentheses are t-statistics. * p < 0.10, ** p < 0.05, *** p < 0.01.*

7. Discussion

The findings of this study demonstrate that social capital plays a significant role in shaping job satisfaction within organizational settings. Consistent with Putnam (1994)'s trust-norm-network framework, employees who reported stronger networks, higher levels of trust, and adherence to shared norms also expressed greater satisfaction with their work. This supports prior research emphasizing the productive nature of social capital as a resource that facilitates cooperation, reduces uncertainty, and enhances employee well-being (Leana & van Buren, 1999; Nahapiet & Ghoshal, 1998).

However, the results also highlight the constraining influence of perceived organizational politics. Regression analysis confirmed that perceived organizational politics weakened the positive relationship between social capital and job satisfaction, reducing the strength of the association. This finding is consistent with Ferris et al. (1989), who conceptualized organizational politics as a self-interested social influence process that often undermines collective outcomes. In the present study, perceptions of favoritism, ambiguity in pay and promotion, and political maneuvering eroded the benefits of trust and networks, thereby diminishing employee satisfaction.

Interestingly, no significant correlation was observed between leadership trust and satisfaction with supervision. This suggests that trust in senior leadership may not directly translate into positive

https://doi.org/10.69588/mjer.v30i19.5653

evaluations of immediate supervisors, pointing to a potential disconnect between hierarchical levels of trust. This nuance requires further investigation, particularly in transitional economies where organizational structures and leadership practices are evolving.

The Mongolian context adds further depth to these findings. In modern Mongolia, personal networks remain a dominant mechanism for securing employment opportunities, reflecting the enduring importance of social capital in everyday organizational life. Yet, rapid urbanization and the spread of digital communication have introduced new complexities, sometimes diluting traditional norms of reciprocity and cooperation. The results of this study underscore the need for organizations in transitional economies to actively manage political ambiguity, as unchecked politics can erode the very social bonds that sustain employee satisfaction.

From a theoretical perspective, this research extends Putnam's framework into organizational behavior by demonstrating how politics moderates the effects of social capital. Practically, the findings suggest that managers should prioritize building trust, reinforcing cooperative norms, and reducing perceptions of favoritism or ambiguity in organizational processes. Doing so can maximize the positive influence of social capital on employee well-being and organizational performance.

8. Conclusion

This study examined the relationship between social capital and job satisfaction among employees of the Second Energy Power Station in Ulaanbaatar, with perceived organizational politics tested as a moderating variable. The findings confirmed that social capital, through networks, trust, and norms, positively influences job satisfaction, reinforcing Putnam's trust-norm-network framework in an organizational context. However, perceptions of politics significantly weakened this relationship, underscoring the disruptive role of favoritism, ambiguity, and self-serving behavior in organizational life.

Theoretically, the study contributes to the literature by extending social capital research into transitional economies and demonstrating the moderating effect of organizational politics. Practically, the results highlight the importance for managers of fostering trust, strengthening cooperative norms, and reducing political ambiguity to maximize employee satisfaction. In contexts such as Mongolia, where personal networks remain central to employment and organizational life, these insights are particularly relevant.

Several limitations should be acknowledged. The study was conducted in a single organization, which may limit generalizability. The cross-sectional design also restricts causal inference. Future research should employ longitudinal or multi-organizational designs to validate these findings and explore the mechanisms through which politics interacts with social capital. Additionally, the unexpected absence of correlation between leadership trust and supervisory satisfaction warrants further investigation.

Overall, the study demonstrates that social capital remains a vital organizational resource, but its benefits are contingent on the political climate. Reducing perceptions of politics can strengthen the positive influence of networks, trust, and norms, thereby enhancing employee well-being and organizational effectiveness.

9. Research Contribution

This study makes several important contributions to organizational behavior research. It extends Putnam's trust-norm-network framework into the workplace, showing that social capital, through networks, trust, and norms, positively influences job satisfaction. At the same time, it identifies perceived organizational politics as a key moderator that weakens this relationship, clarifying the conditions under which social capital's benefits are constrained. The unexpected absence of correlation between leadership trust and supervisory satisfaction also points to a new line of inquiry into multi-level trust dynamics.

By focusing on Mongolia, the study enriches global scholarship with evidence from a transitional economy where personal networks remain central to employment and organizational life. This contextual contribution highlights how social capital functions both as a resource and a liability in politically ambiguous environments.

Practically, the findings emphasize the need for managers to foster trust, reinforce cooperative norms, and reduce perceptions of favoritism or ambiguity in pay and promotion policies. Doing so can maximize the positive influence of workplace social capital on employee satisfaction and performance. For policymakers and organizational leaders, the study underscores the importance of balancing reliance on informal networks with transparent and fair organizational structures.

10. Limitation and Future Research

This study acknowledges several limitations that should be considered when interpreting the findings. First, the data were collected from a single organization, which may restrict the generalizability of the results to other industries or national contexts. Future research should expand to multiple organizations and sectors to validate the robustness of the observed relationships. Second, the cross-sectional design limits the ability to draw causal inferences. Longitudinal studies would provide stronger evidence of how social capital and organizational politics interact over time to influence job satisfaction. Third, while the measures employed were validated, some items required exclusion due to low factor loadings, suggesting that further refinement of instruments may be necessary to capture the constructs more precisely. Finally, the unexpected absence of correlation between leadership trust and supervisory satisfaction highlights a potential gap in understanding multi-level trust dynamics, which warrants deeper exploration.

Future research could build on these findings by examining how cultural factors shape the interplay between social capital and organizational politics, particularly in transitional economies. Comparative studies across countries would help clarify whether the moderating effect of politics is universal or context-specific. Additionally, qualitative approaches could provide richer insights into how employees perceive and navigate political environments, complementing the quantitative evidence presented here.

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