



Impact of Organizational Capital on Service-Oriented Organizational Citizenship Behavior: Mediating role of Employee Organizational Commitment and Wellbeing

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Abstract: The purpose of present study is to investigate the impact of organizational capital (economic, human, social, and physical) on employee organizational commitment and employee wellbeing. Also, to assess how these factors affect service-oriented organizational citizenship behavior. Moreover, it is designed to identify the mediating role of employee organizational commitment and well-being. In doing so, "Partial Least Squares Structural Equation Modeling (PLS-SEM)" was used based on a suitable sample of 427 in Karachi, Pakistan. In summary, Organizational capital increases an employee's commitment and well-being towards the organization. Moreover, employees' Service-Oriented organizational citizenship behavior rises when they have great organizational capital options in their workplace. The key novelty of this research lies in its exploration of the nexus between organizational capital and SO-OCB, mediated by employee organizational commitment and well-being. By revealing how organizational capital positively influences commitment and well-being, and subsequently fosters Service-Oriented OCB, this study provides valuable insights into improving organizational structures for better employee engagement and positive organizational citizenship behavior. Another novelty is considering the service industry of Karachi, Pakistan to have a deeper insight about Service-Oriented OCB in this dynamic business landscape.

Keywords: Organizational Capital; Organizational Commitment; Wellbeing; Service Industry; Smart PLS.

Introduction

In the rapidly evolving landscape of the service industry, the strategic utilization of organizational capital has emerged as a pivotal factor influencing not only employee commitment and well-being but also shaping the paradigm of Service-Oriented Organizational Citizenship Behavior (SO-OCB) (Adil, Kausar, Ameer, Ghayas, & Shujja, 2023). Therefore, it is necessary to recognize the features that encourage employees to volunteer for duties beyond their responsibilities. Therefore, it is believed that Service Oriented OCB (SOCB) is displayed more by highly engaged employees.

Organizational Citizenship Behavior (OCB) is defined as a discretionary behavior, not predicted by any recognized reward structure, and the cumulative encourages the effectual and operative working in an association. Numerous researchers and scholars have promoted OCB research due to its close relation with SOCB. According to Bettencourt,

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Gwinner, and Meuter (2001); Jiang, Chuang, and Chiao (2015), it is recommended that OCB needs to be additionally discovered in the SOCB setting. Sichtmann et al. (2011) state that the research of SOCB is a critical one as it determines customer satisfaction and the success of the organization. In contrast to OCB, SOCB is a sum of behaviors that emphasize dynamic and practical services. SOCB highlights the faithfulness of employees towards the organization. The present study emphasizes the effect of organizational capital on SOCB in the service industry.

According to Tang and Tsaur (2016), increased attention is drawn towards the SOCB, as researchers are increasingly studying the hospitality industry's idea. According to Bateman and Organ (1983), the idea of SOCB is referred to be those discretionary behaviors that are not required by employees but endorse the efficiency of the organization. Involving it in the hospitality industry is vital as service employees engaged in SOCB are a valuable asset for an organization's success. For instance, hospitality employees with strong SOCB are not likely to cope with high hopes of customers. However, they are cooperative with their fellow employees to help them complete their tasks. It ultimately leads to a collaborative higher amount of service by the organization. Plenty of studies have identified OCB and SOCB's benefits within the hospitality industry. Simultaneously, various studies have focused on OCB and its promotion towards SOCB (Tang & Tsaur, 2016), the relation of organizational capital and SOCB, specifically in the hospitality industry.

Further, few studies uncovered the impacts of organizational capital on SOCB within the hospitality industry context. Research on this topic is significant, as OC's effects and impacts are relevant in the industry. According to Payne and Webber (2006), the service employees must deal with the tasks simultaneously from the customers, colleagues, and supervisors that usually depict their commitment and well-being towards their organization.

As Nikpour (2017) claimed, organizational capital is the value of an enterprise derived from its philosophy and systems that influence its ability to carry its services. The OC is an essential asset at both micro and macro leveled organizations. It is the most value contributing resource an organization could have. It includes tangible and non-tangible resources such as; economic capital, human capital, social capital, and physical capital. As such, OC is a prime asset in an organization as it is one of the active components of structural capital that itself is a component of intellectual capital. An organization succeeds if organizational employee's organizational commitment and well-being are taken care of. Organizational commitment is the connection employees experience with their organization. If the employees are connected in this way, they fulfill their organization's goals (Agarwala, 2003). Furthermore, Jiang et al. (2015) claim that employee well-being optimizes employees' health, including physiological health and mental health, happiness, and satisfaction from work.

Specifically, this research examines how organizational capital impacts and affects SOCB. OC is initially defined by Evenson and Westphal (1995); accordingly, it is defined as the understanding that is used to combine human abilities and physical capital into organizations for creating and distributing excellent services and products. According to Eisfeldt and Papanikolaou (2013), organization capital in the hospitality industry represents the firms' knowledge and capabilities. Prior studies have shown its importance on

how it helps in improving the credibility of an organization (Lev & Radhakrishnan, 2005) explain the OC and its active components through the disaster resilience framework for hotels.

Previously, numerous studies have been conducted that addressed organizational capital in the service industry (Abd-Elrahman & Ahmed Kamal, 2022; Liu & Jiang, 2020; Azeem, Ahmed, Haider, & Sajjad, 2021), but its impact on employee organizational commitment and wellbeing is not discussed. Concerning the service industry employees, the studies have been conducted in developed countries but have been ignored in the context of Pakistan. Within Pakistan, no literature is found in this context. Apart from this, some of the studies examine the impact of other variables involved in organizational capital. To the best of our knowledge, no study has been done that has examined the impact of economic, human, social, and physical capital on Employee Organizational Commitment and Employee Well-Being.

This study's objective is that the present literature suggests diverse impacts of OC on SOCB that involve EOC and Wellbeing's mediating role. The present study will observe the impacts of factors of OC that impact the involved mediators and SOCB. The relevant literature will be linked to the current study. Moreover, this research contributes to improving the understanding of service sector policies to strategically implement them in the industry. Furthermore, it underpins the learning of knowledge, skills, and understanding of the service industry. EOC and EWB, as mediator variables, serve to clarify the relationship between OC and SOCB. The mediation analysis is engaged to comprehend a well-known relationship by discovering the underlying mechanism by which one variable impacts an additional variable through a mediator variable.

Following the introduction, the second chapter, the literature review, discusses the research question's analysis, emphasizing the paper's hypothesis's theoretical foundations. Further, the third chapter, methodology, illustrates the techniques used for the investigation of analysis. The fourth chapter discusses the data collection and the outcomes that are gathered. Finally, the research is concluded in the fifth chapter that reflects the research outcomes, future suggestions, and the paper's weaknesses for future research. Moreover, for examining the authenticity of the paper, the resources are used within 2015 and onwards.

Literature Review

Theoretical Background

The conducted research develops a model through the assistance of "social exchange theory" by adding the organizational capital and SOCB. The social exchange theory is proposed by George Homans in 1958, which proposes that social behavior results from exchanging two variables. The addition of the model's mediating variables includes employee organizational commitment and well-being. SET is a sociological and psychological theory that studies two groups' social behaviors that implement a cost-benefit analysis to determine risks and benefits. SET is applied in this research to explore the impacts

of organizational capital on SOCB. According to [Bettencourt et al. \(2001\)](#), customer contact staff usually achieved citizenship behaviors and focused on the customer, known as SOCB.

Jeong & Oh (2017) used the theory to explore the association among trust and commitment in their study. According to their results, the theory relies on the paradigm of trust and obligation. The study of Panagiotis and Dimitrios (2020) also uses social exchange theory to explain the findings that support the opinion that high-performance work systems create a trusting work environment. Including social exchange theory in their research; [Jiang et al. \(2015\)](#) states that service employees who are empowered; tend to be more engage in SOCB. Organizational capital increases an employee's commitment and well-being towards the organization. As Harland (2002) revealed, employees' SOCB rises when they have great organizational capital options in their workplace. This way, they reflect optimistic and motivated behavior regularly that improves the overall structure of SOCB.

Hypothesis Development

Organizational Capital and Employee Organizational Commitment

Organizational capital includes economic, human, social, and physical capital. First, the economic capital (ECO_C); this includes what an organization already has. It involves finances and tangible assets ([Pomi, Sarkar, & Dhar, 2021](#)). Second, Human capital (HUM_C) refers to the tacit and explains the explicit knowledge that employees possess and their ability to generate it, which is useful for the organization's mission, including all the values, attitudes, and missions, and aptitudes of all the involved know-how's. It includes what an organization knows ([Prasetyo & Kistanti, 2020](#)). Third, Social capital (SO_C) is valued by the relations that continue with other social means and active environments. Social capital highlights the importance of "whom you know." It highlights the dimension of the relationship network of contacts and friends ([Jia, Chowdhury, Prayag, & Chowdhury, 2020](#)). Last, Physical capital (PHY_C) and ideas involved in the physical capital add to an organization's cash, real estate, equipment, and inventory.

EOC reflects the employees' identification with the aims and morals in the hotel industry. It further includes the willingness to showcase their organization's efforts ([Agarwala, 2003](#)). The significance of EOC is emphasized by the broad literature that determines the performance of employees, rate of absence, and the turnover rates ([Porter, Steers, Mowday, & Boulian, 1974](#); [Agarwala, 2003](#); [Meyer, Becker, & Vandenberghe, 2004](#)). For example, according to [Van Rens \(2004\)](#), EOC has an integral part of an organization that increases inspiration and various positive outcomes. Furthermore, according to [Chen, Wang, and Sun \(2012\)](#), the organizational capital helps develop an employee's organizational and interpersonal commitment in the hotel industry. Likewise, research conducted by [Watson and Papamarcos \(2002\)](#) states that variables involved in organizational capital involved in an organization can increase the commitment of employees in the hotel industry. Hence, the study intends to contribute to the relevant literature by showing the relationship between OC and EOC. Therefore, the hypothesis is stipulated as follows:

- H1: *There is a significant relationship between ECO_C and EOC*
H2: *There is a significant relationship between HUM_C and EOC*
H3: *There is a significant relationship between SO_C and EOC*
H4: *There is a significant relationship between PHY_C and EOC*

Organizational Capital and Employee Well-being

According to [Avey, Luthans, Smith, and Palmer \(2010\)](#), employee well-being is viewed more than the absences due to illness. Employee well-being includes their well-being, general condition of health of an employee, mental health, job-related well-being, self-esteem, and job satisfaction. On the other hand, it also includes negative symptoms such as anxiety and depression due to workload, distress, and general work-related tension ([Grawitch, Trares, & Kohler, 2007](#); [Thoresen, Kaplan, Barsky, Warren, & De Chermont, 2003](#)). The relationship between organizational capital and EWB is that if there is an updated organizational capital available, employees' will not face any issues related to their well-being. Hence, the study intends to contribute to the relevant literature by showing the relationship between OC and EWB. According to [Agneessens and Wittek \(2008\)](#), certain variables in organizational capital can improve the performance of an employee that eventually positively affects the well-being of employees both on individual and organization levels in the hotel industry. Therefore, the hypothesis is stipulated as follows:

- H5: *There is a significant relationship between ECO_C and EWB*
H6: *There is a significant relationship between HUM_C and EWB*
H7: *There is a significant relationship between SO_C and EWB*
H8: *There is a significant relationship between PHY_C and EWB*

Service-Oriented OCB

The significance of general OCB is researched immensely; so far, the research found by [Luu, 2019](#) on SOCB suggests that organizational capital, employee commitment, and well-being have a deep relationship. These variables' impact is generally explained through social exchange theory. In a nutshell, employees' well-being and commitment affect their SOCB. According to [Chou & Lopez \(2013\)](#), an organization with a culture of acknowledging and recognizing their employee has an increased SOCB ratio. However, there is limited literature available online. Analyzing the role of SOCB, existing literature explores that the hotel industry can motivate its employees to work beyond their duties to offer an increased amount of satisfaction to their customers. SOCB is mostly highlighted in the studies related to hotel industries. The relationship of SOCB with organizational capital, employee organizational commitment, and employee well-being shows that it creates a more cooperative relationship with the customers. Thus, the relationship increases a reasonable and economical advantage. The study intends to contribute to the relevant literature by showing the relationship of organizational capital, employee commitment, and well-being with SOCB.

Therefore, the hypothesis is stipulated as follows:

- H9: There is a significant relationship between ECO_C and SO_OCB*
- H10: There is a significant relationship between HUM_C and SO_OCB*
- H11: There is a significant relationship between SO_C and SO_OCB*
- H12: There is a significant relationship between PHY_C and SO_OCB*
- H13: There is a significant relationship between EOC and SO_OCB*
- H14: There is a significant relationship between EWB and SO_OCB*

The mediating role of Employee Organizational Commitment

EOC is one of the necessary concepts in organizational behavior and human resources. Originally OC is an individual variable; however, it is further separated into 3 aspects; affective, continuance, and normative commitment. According to [Jain, Giga, and Cooper \(2013\)](#), an employee's connection, identity, and participation with the workplace is an affective commitment; continuance commitment is built on the charges related when leaving the organization, and normative commitment is the feelings of employees of obligation to remain in the organization.

Employees who have confidence in an organization's values and principles and readily accept the goals and objectives are measured to have a great organizational commitment level. Therefore, it proposes that those with a high EOC level are motivated to achieve their and the organizations' goals, further increasing the SOCB level. Hence, the study intends to contribute to the relevant literature by showing the mediating role of employee organizational commitment. Therefore, the hypothesis is stipulated as follows:

- H15: EOC mediates the relationship between ECO_C and SO_OCB*
- H16: EOC mediates the relationship between HUM_C and SO_OCB*
- H17: EOC mediates the relationship between SO_C and SO_OCB*
- H18: EOC mediates the relationship between PHY_C and SO_OCB*

The mediating role of Employee Organizational Well-being

Employee well-being is about optimizing the health of all employees in an organization. It also extends beyond health; it also includes happiness and job satisfaction. Taking care of employees' well-being and their ethical treatment is an essential task of an employer. According to [Boxall and Purcell \(2008\)](#), employee well-being is a distinct goal influenced by various HR and organizational practices. These practices could include the role of organizational capital. Thus, this research presumes that organizational capital on well-being could either increase or decrease employees' SOCB.

It suggests that those who have a high level of EWB are inspired to achieve their and the organizations' objectives, which further increases SOCB level. Hence, the study intends to contribute to the relevant literature by showing the mediating role of employee organizational commitment. Therefore, the hypothesis is stipulated as follows:

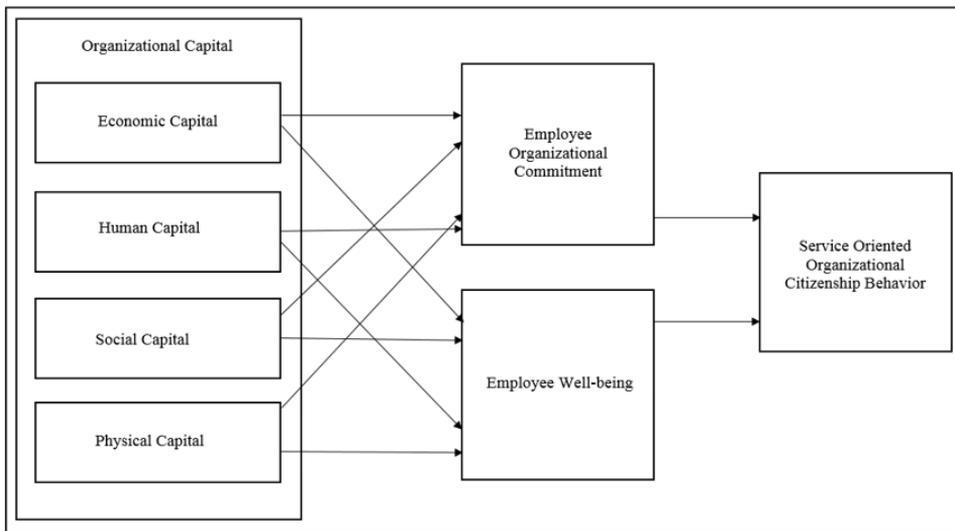
- H19: EWB mediates the relationship between ECO_C and SO_OCB
 H20: EWB mediates the relationship between HUM_C and SO_OCB
 H21: EWB mediates the relationship between SO_C and SO_OCB
 H22: EWB mediates the relationship between PHY_C and SO_OCB

Research Methodology

Research Model

Figure 1 demonstrates the model of the study. This model portrays Organizational Capital and its impact on SOCB. It further explores the 4 dimensions of Organizational Capital (Economic, Human, Social, and Physical). Moreover, Employee Organizational Commitment and Employee Well-being are the mediators.

Figure 1
Conceptual Model



Data Collection and Measurement of Variables

This research is based on the quantitative data collected through questionnaires. The data collection tool was established using a five-point Likert scale. We targeted the employees of service industry for the survey. Survey questionnaires were distributed online in Karachi, Pakistan. 441 respondents contributed, and after data selection, 14 reactions were removed because of imperfect values. The concluding illustration size used in the study was 427. The sample size designated for the data was built on the rules offered by [Raza, Qazi, and Umer \(2017\)](#). The sampling technique is a combination of purposive sampling

and convenience sampling. Purposive sampling is evident in the selection of employees from the service industry in Karachi, Pakistan, as the study focuses on this specific group. Additionally, convenience sampling is reflected in the distribution of survey questionnaires online and the inclusion of 441 respondents who were easily accessible.

The data collection instrument was developed using the items adapted from prior studies. For instance: Organizational Capital was adapted from prior studies (Agarwala, 2003). The items of SOCB were adapted from Moideenkutty and Schmidt (2011). Lastly, Employee Organizational Commitment Employee Well-being items were adapted from Jain et al. (2013).

The study's independent variables include Organizational Capital and its 4 dimensions; the study's dependent variable includes SOCB and mediating variables, including Employee Organizational Commitment and Employee Well-being. Moreover, the research questionnaire comprised seven sections. First, independent variables are mentioned in section A-D. Further, section E includes the dependent variable; then, the mediating variable items are present in section F. At last, section G consists of demographics items such as gender, age, and education. The survey questionnaire was developed in English to ensure that it was easily understandable by the participants.

In conducting the research, careful attention was given to various ethical considerations. Participants were sought with their informed consent, ensuring clarity on the research's purpose, procedures, and their right to withdraw. Confidentiality was maintained through the anonymization of collected data, with personal identifiers removed to safeguard participant privacy.

Demographics

The statistics of the participants are in Table 1.

Table 1
Demographics

| Demographic Items | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|------------|------------|---------------|--------------------|
| Gender | | | | |
| male | 301 | 70.5 | 70.5 | 70.5 |
| female | 126 | 29.5 | 29.5 | 100 |
| Total | 427 | 100 | 100 | |
| Age | | | | |
| less than 25 | 39 | 9.1 | 9.1 | 9.1 |
| 26 to 30 | 278 | 65.1 | 65.1 | 74.2 |
| 31 to 35 | 27 | 6.3 | 6.3 | 80.6 |
| 36 to 40 | 49 | 11.5 | 11.5 | 92 |
| 41 to 45 | 19 | 4.4 | 4.4 | 96.5 |
| 46 to 50 | 15 | 3.5 | 3.5 | 100 |
| Total | 427 | 100 | 100 | |
| Education | | | | |
| undergraduate | 18 | 4.2 | 4.2 | 4.2 |
| graduate | 383 | 89.7 | 89.7 | 93.9 |
| post graduate | 18 | 4.2 | 4.2 | 98.1 |
| others | 8 | 1.9 | 1.9 | 100 |
| Total | 427 | 100 | 100 | |

Source: Author's estimation.

Referring to the demographic features, examining the gender ratio, the percentage of males is 70.5 percent, though females are 29.5 percent. About age, 9.1 percent of participants are less than 25. 65.1 % are between the 26-30 age group. 6.3 % of participants are between the 31-35 age group. 11.5 % of participants are between the 36-40 age group. 4.4 % of participants fall in the age bracket of 41-45 and the remaining 3.5 % are between 46-50 years of age. 4.2 % of contributors were undergraduate, 89.7 % were graduate, 4.2 % were postgraduate, and 1.9 % were at others' option.

Data Analysis

Structural Equation Modelling and the support of statistical facts are used for validating the used theory. For Variance-based method, PLS-SEM is used to process the hypothetical model. Additionally, bootstrap resampling is used according to the criteria of (Hair, Ringle, & Sarstedt, 2011; Raza, Umer, Qazi, & Makhdoom, 2018).

Furthermore, study compared variance and covariance-based techniques and concluded that the technique has the least restrictions in sample size and residual distributions. Estimations are based on Anderson and Gerbing (1988)'s two-step approach., i.e. measurement model and structural model.

Measurement Model

Table 2
Measurement Model Results

| | Items | Loadings | Cronbach's Alpha | Composite Reliability | Average Variance Extracted |
|--------|---------|----------|------------------|-----------------------|----------------------------|
| ECO_C | ECO.C1 | 0.719 | 0.796 | 0.877 | 0.707 |
| | ECO.C2 | 0.947 | | | |
| | ECO.C3 | 0.881 | | | |
| EOC | EOC1 | 0.882 | 0.923 | 0.945 | 0.812 |
| | EOC2 | 0.94 | | | |
| | EOC3 | 0.879 | | | |
| | EOC4 | 0.902 | | | |
| EWB | EWB1 | 0.895 | 0.834 | 0.898 | 0.746 |
| | EWB2 | 0.793 | | | |
| | EWB3 | 0.898 | | | |
| HUM_C | HUM.C1 | 0.958 | 0.912 | 0.944 | 0.849 |
| | HUM.C2 | 0.96 | | | |
| | HUM.C3 | 0.841 | | | |
| PHY_C | PHY.C1 | 0.814 | 0.757 | 0.852 | 0.658 |
| | PHY.C2 | 0.845 | | | |
| | PHY.C3 | 0.773 | | | |
| SO_C | SO.C1 | 0.868 | 0.704 | 0.826 | 0.615 |
| | SO.C2 | 0.758 | | | |
| | SO.C3 | 0.719 | | | |
| | SO.OCB1 | 0.873 | | | |
| | SO.OCB2 | 0.964 | | | |
| SO_OCB | SO.OCB3 | 0.968 | 0.937 | 0.953 | 0.805 |
| | SO.OCB4 | 0.951 | | | |
| | SO.OCB5 | 0.702 | | | |

Notes: ECO'C= Economic Capital, HUM'C= Human Capital, SO'C= Social Capital, PHY'C= Physical Capital, EOC= Employee Organizational Commitment, EWB= Employee Well-Being, SO'OCB= Service-oriented OCB

Construct reliability, individual item reliability, convergent validity, and discriminant validity are in the measurement model to evaluate the proficiency of the model.

To assess the results; Cronbach’s Alpha, Composite reliability, Average Variance Extract (AVE) are used. The criteria of Straub (1989) are highlighted in the variables of Cronbach’s alpha and composite reliability mentioned in table 2. Fornell and Larcker (1981) criteria are used by average variance extracted (AVE) to calculate the convergent validity.

Cross-loading analysis, Fornell and Larcker criterion, and the Heterotrait-Monotrait ratio of correlations (HTMT) are used to measure the discriminant validity. Table 3 signifies the square root of AVE that is presented diagonally. Also, to explain the discriminant validity of adequacy; Table-4 displays loadings and cross-loadings. This follows the criteria of Gefen and Straub (2005). Moreover, the Heterotrait-monotrait ratio of correlations (HTMT) is displayed in table 5.

The measurement model approves the convergent and discriminant validity, it approves that variables are unique. Therefore, it is useful to inspect the structural model.

Table 3
Fornell-Larcker criterion

| | ECO.C | EOC | EWB | HUM.C | PHY.C | SO.C | SO.OCB |
|--------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| ECO.C | 0.841 | | | | | | |
| EOC | -0.059 | 0.901 | | | | | |
| EWB | -0.132 | 0.178 | 0.863 | | | | |
| HUM.C | 0.056 | 0.339 | 0.134 | 0.922 | | | |
| PHY.C | -0.014 | 0.557 | 0.056 | 0.237 | 0.811 | | |
| SO.C | 0.033 | 0.602 | 0.148 | 0.658 | 0.353 | 0.784 | |
| SO.OCB | -0.002 | 0.723 | 0.281 | 0.249 | 0.208 | 0.479 | 0.897 |

Table 4
Loadings and Cross Loadings

| | ECO.C | EOC | EWB | HUM.C | PHY.C | SO.C | SO.OCB |
|---------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| ECO.C1 | 0.719 | -0.144 | -0.014 | -0.144 | -0.012 | -0.105 | -0.062 |
| ECO.C2 | 0.947 | -0.05 | -0.162 | 0.126 | -0.031 | 0.062 | -0.007 |
| ECO.C3 | 0.881 | 0.020 | -0.107 | 0.060 | 0.023 | 0.075 | 0.056 |
| EOC1 | -0.075 | 0.882 | 0.158 | 0.297 | 0.482 | 0.515 | 0.539 |
| EOC2 | -0.022 | 0.940 | 0.137 | 0.350 | 0.617 | 0.613 | 0.633 |
| EOC3 | -0.071 | 0.879 | 0.169 | 0.285 | 0.491 | 0.509 | 0.557 |
| EOC4 | -0.052 | 0.902 | 0.178 | 0.289 | 0.421 | 0.527 | 0.842 |
| EWB1 | -0.087 | 0.168 | 0.895 | 0.089 | -0.031 | 0.169 | 0.278 |
| EWB2 | -0.049 | 0.129 | 0.793 | 0.113 | -0.016 | 0.058 | 0.173 |
| EWB3 | -0.180 | 0.158 | 0.898 | 0.146 | 0.161 | 0.132 | 0.255 |
| HUM.C1 | 0.052 | 0.338 | 0.177 | 0.958 | 0.248 | 0.636 | 0.251 |
| HUM.C2 | 0.056 | 0.318 | 0.197 | 0.960 | 0.291 | 0.637 | 0.226 |
| HUM.C3 | 0.047 | 0.277 | -0.076 | 0.841 | 0.064 | 0.535 | 0.210 |
| PHY.C1 | 0.080 | 0.342 | 0.118 | 0.157 | 0.814 | 0.208 | 0.140 |
| PHY.C2 | 0.038 | 0.353 | 0.096 | 0.179 | 0.845 | 0.227 | 0.164 |
| PHY.C3 | -0.099 | 0.575 | -0.032 | 0.220 | 0.773 | 0.367 | 0.185 |
| SO.C1 | 0.034 | 0.657 | 0.027 | 0.432 | 0.406 | 0.868 | 0.531 |
| SO.C2 | 0.107 | 0.286 | 0.175 | 0.657 | 0.198 | 0.758 | 0.201 |
| SO.C3 | -0.052 | 0.350 | 0.221 | 0.572 | 0.146 | 0.719 | 0.287 |
| SO.OCB1 | -0.087 | 0.854 | 0.121 | 0.318 | 0.375 | 0.567 | 0.873 |
| SO.OCB2 | 0.050 | 0.626 | 0.238 | 0.186 | 0.094 | 0.404 | 0.964 |
| SO.OCB3 | 0.027 | 0.625 | 0.241 | 0.191 | 0.102 | 0.406 | 0.968 |
| SO.OCB4 | 0.038 | 0.613 | 0.258 | 0.197 | 0.099 | 0.388 | 0.951 |
| SO.OCB5 | -0.013 | 0.422 | 0.494 | 0.192 | 0.210 | 0.320 | 0.702 |

Table 5
Heterotrait-Monotrait Ratio (HTMT)

| | ECO.C | EOC | EWB | HUM.C | PHY.C | SO.C | SO_OCB |
|--------|-------|-------|-------|-------|-------|-------|--------|
| ECO.C | | | | | | | |
| EOC | 0.101 | | | | | | |
| EWB | 0.127 | 0.201 | | | | | |
| HUM.C | 0.156 | 0.366 | 0.179 | | | | |
| PHY.C | 0.123 | 0.619 | 0.128 | 0.260 | | | |
| SO.C | 0.147 | 0.673 | 0.234 | 0.860 | 0.421 | | |
| SO_OCB | 0.079 | 0.745 | 0.332 | 0.265 | 0.228 | 0.517 | |

Structural Model

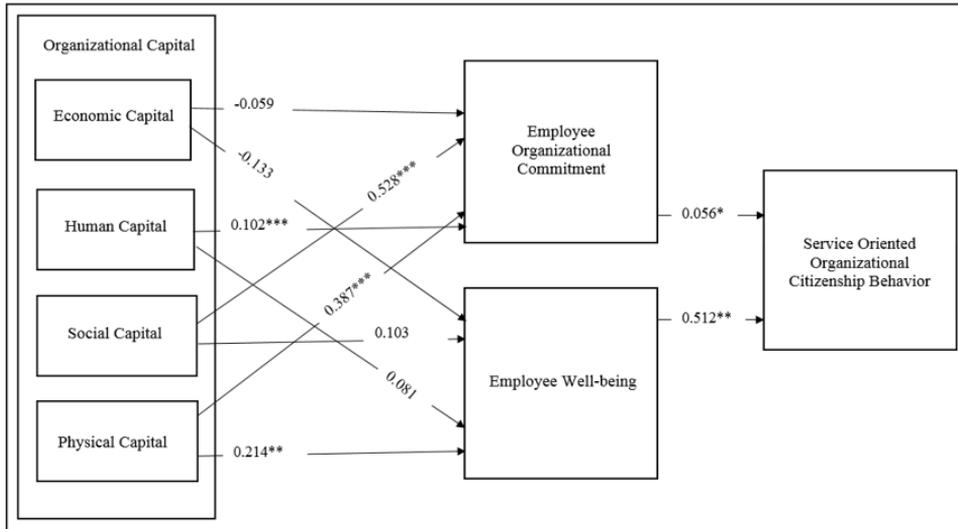
In the structural model, hypotheses are verified in which the relationship between proposed constructs is inspected. The structural model is determined based on regression. Additionally, the standard significance level is 0.1, and it can be seen in Table 6 and Table 7, there are 22 hypotheses. Table 6 shows the path analysis results: 14 hypotheses, 9 hypotheses depict the positive and significant association, but the remaining 5 display an insignificant relationship between the proposed variables. Table 7 shows the results of the mediation analysis. There are 8 mediation hypotheses generated. It depicts that Employee Organizational Commitment and Employee Well-being mediates the association between the 4 dimensions of Organizational Capital and SOCB. Lastly, hypothesis 4 has no mediation, 3 has partial mediation, and 1 has a full mediation effect.

Table 6 & 7
Regression

| Hypothesis | Regression Path | Effect type | SRW | Remarks |
|--|----------------------|-----------------|----------|-------------------|
| Table-6 Results of Path Analysis | | | | |
| H1 | ECO.C ->EOC | Direct Effect | -0.059 | Not Supported |
| H2 | HUM.C ->EOC | Direct Effect | 0.102*** | Supported |
| H3 | SO.C ->EOC | Direct Effect | 0.528*** | Supported |
| H4 | PHY.C ->EOC | Direct Effect | 0.387*** | Supported |
| H5 | ECO.C ->EWB | Direct Effect | -0.133 | Not Supported |
| H6 | HUM.C ->EWB | Direct Effect | 0.081 | Not Supported |
| H7 | SO.C ->EWB | Direct Effect | 0.103 | Not Supported |
| H8 | PHY.C ->EWB | Direct Effect | 0.214** | Supported |
| H9 | ECO.C ->SO_OCB | Direct Effect | 0.056* | Supported |
| H10 | HUM.C ->SO_OCB | Direct Effect | 0.512** | Supported |
| H11 | SO.C ->SO_OCB | Direct Effect | 0.096 | Not Supported |
| H12 | PHY.C ->SO_OCB | Direct Effect | 0.164*** | Supported |
| H13 | EOC ->SO_OCB | Direct Effect | 0.807*** | Supported |
| H14 | EWB ->SO_OCB | Direct Effect | 0.150*** | Supported |
| Table-7 Results of Mediation Analysis | | | | |
| H15 | ECO.C ->EOC ->SO_OCB | Indirect Effect | -0.041 | No Mediation |
| H16 | HUM.C ->EOC ->SO_OCB | Indirect Effect | -0.071 | No Mediation |
| H17 | SO.C ->EOC ->SO_OCB | Indirect Effect | 0.366*** | Full Mediation |
| H18 | PHY.C ->EOC ->SO_OCB | Indirect Effect | 0.274*** | Partial Mediation |
| H19 | ECO.C ->EWB ->SO_OCB | Indirect Effect | -0.02 | No Mediation |
| H20 | HUM.C ->EWB ->SO_OCB | Indirect Effect | 0.214** | Partial Mediation |
| H21 | SO.C ->EWB ->SO_OCB | Indirect Effect | 0.018 | No Mediation |
| H22 | PHY.C ->EWB ->SO_OCB | Indirect Effect | 0.326** | Partial Mediation |

***p<0.01, **p<0.05, *p<0.10.

Figure 2
Results of Path Analysis



Discussion of the Results

Results of H1 (ECO_C → EOC) show that ECO_C has a direct effect and an insignificant impact on EOC ($\beta = -0.059$, $p > 0.1$). Thus, the relationship is not supported. It depicts the impact of Economic Capital on Employee Organizational Commitment. The result of the relationship between ECO_C with EOC is contrasting with the study of; [Carmona-Lavado, Cuevas-Rodríguez, and Cabello-Medina \(2010\)](#); [Van Rens \(2004\)](#); [Schneider \(2018\)](#). It can build a better relationship between employee and employer. Furthermore, it helps organizations to create a sustainable economic advantage.

Results of H2 (HUM.C → EOC) show that HUM.C has a direct effect and a significant impact on EOC ($\beta = 0.102$, $p < 0.01$). Thus, the relationship is supported. It depicts the impact of Human Capital on Employee Organizational Commitment. The result of the relationship between HUM.C with EOC is contrasting with the study of [Ellinger et al. \(2013\)](#); [Carmona-Lavado et al. \(2010\)](#). Impact of Human Capital on Employee Organizational Commitment offers various benefits to employees. It can build a better relationship in the organization. Human capital further increases the productivity of the employees.

Results of H3 (SO.C → EOC) show that SO.C has a direct effect and a significant impact on EOC ($\beta = 0.528$, $p < 0.01$). Thus, the relationship is supported. It depicts the impact of Social Capital on Employee Organizational Commitment. The result of the relationship between SO.C with EOC is contrasting with the study of; [Carmona-Lavado et al. \(2010\)](#); [Schneider \(2018\)](#). Impact of Social Capital on Employee Organizational Commitment offers increased operational practices, personal practices, and building trust. Thus, this way equality among the employees is noticed. Furthermore, with a well-maintained social capital, the involvement of employees is increased.

Results of H4 (PHY_C → EOC) show that PHY_C has a direct effect and a significant impact on EOC ($\beta = 0.387$, $p < 0.01$). Thus, the relationship is supported. It depicts the impact of Physical Capital on Employee Organizational Commitment. The result of the relationship between PHY_C with EOC is contrasting with the study of [Carmona-Lavado et al. \(2010\)](#); [Schneider \(2018\)](#). Impact of physical Capital on Employee Organizational Commitment offers higher values, growth opportunities, and productivity.

Results of H5 (ECO_C → EWB) show that ECO_C has a direct effect and an insignificant impact on EWB ($\beta = -0.133$, $p > 0.1$). Thus, the relationship is not supported. It depicts the impact of Economic Capital on Employee well-being. The relationship between ECO_C with EWB is contrasting with the study of [Di Fabio and Peiró \(2018\)](#); [He, Morrison, and Zhang \(2019\)](#). Impact of Economic Capital on Employee Wellbeing increases the high quality of work. It assures that employees have the freedom to speak and voice their issues. Furthermore, with an effective channel of economic capital; the organizational environment becomes positive for the employees.

Results of H6 (HUM_C → EWB) show that HUM_C has a direct effect and an insignificant impact on EWB ($\beta = 0.081$, $p > 0.1$). Thus, the relationship is not supported. It depicts the impact of Human Capital on Employee well-being. The result of the relationship between ECO_C with EWB contrasts with the study of [He et al. \(2019\)](#). Impact of Human Capital on Employee Wellbeing increases the rate of productivity. It assures that employees can open communication. Furthermore, the organizational environment becomes more positive.

Results of H7 (SO_C → EWB) show that SO_C has a direct effect and an insignificant impact on EWB ($\beta = 0.103$, $p > 0.1$). Thus, the relationship is not supported. It depicts the impact of Social Capital on Employee well-being. The relationship between ECO_C with EWB is contrasting with the study of [Di Fabio and Peiró \(2018\)](#); [He et al. \(2019\)](#). Impact of Social Capital on Employee Wellbeing increases better work quality. It assures that a better relationship between management and staff is possible.

Results of H8 (PHY_C → EWB) show that PHY_C has a direct effect and a significant impact on EWB ($\beta = 0.214$, $p < 0.05$). Thus, the relationship is supported. Furthermore, it depicts the impact of Physical Capital on Employee well-being. The relationship between ECO_C with EWB is contrasting with the study of [Di Fabio and Peiró \(2018\)](#). The impact of physical Capital on Employee well-being reduces internal issues in an organization and includes various communicational channels.

Results of H9 (ECO_C → SO_OCB) show that ECO_C has a direct effect and a significant impact on SO_OCB ($\beta = 0.056$, $p < 0.1$). Thus, the relationship is supported. It depicts the impact of economic Capital, Employee Organizational Commitment, and Employee well-being on SOCB. As similar results are not found, however, the contrasting results are shared with the studies of [Bettencourt et al. \(2001\)](#); [Jain et al. \(2013\)](#); [Kang and Jang \(2019\)](#). Generally, SOCB can be increased if employees are provided with their basic organizational necessities that develop satisfaction and loyalty towards work.

Results of H10 (HUM_C → SO_OCB) show that HUM_C has a direct effect and a significant impact on SO_OCB ($\beta = 0.512$, $p < 0.05$). Thus, the relationship is supported. It depicts the impact of Human Capital, Employee Organizational Commitment, and Employee well-being on SOCB. As similar results are not found, however, the contrasting

results are shared with the studies of [Jain et al. \(2013\)](#); [Tang and Tsaour \(2016\)](#); [Kang and Jang \(2019\)](#). Moreover, SO_OCB increases the positive satisfaction among customers.

Results of H11 (SO_C → SO_OCB) show that SO_C has a direct effect and an insignificant impact on SO_OCB ($\beta = 0.096$, $p > 0.1$). Thus, the relationship is not supported. It depicts the impact of Social Capital, Employee Organizational Commitment, and Employee well-being on SOCB. As similar results are not found, however, the contrasting results are shared with the studies of [Jain et al. \(2013\)](#); [Tang and Tsaour \(2016\)](#); [Kang and Jang \(2019\)](#). Furthermore, it increases the effectiveness and functionality of the organization.

Results of H12 (PHY_C → SO_OCB) show that PHY_C has a direct effect and a significant impact on SO_OCB ($\beta = 0.164$, $p < 0.01$). Thus, the relationship is supported. It depicts the impact of Physical Capital, Employee Organizational Commitment, and Employee well-being on SOCB. As similar results are not found, however, the contrasting results are shared with the studies of [Jain et al. \(2013\)](#); [Tang and Tsaour \(2016\)](#); [Kang and Jang \(2019\)](#). Moreover, the service-oriented OCB can measure the performance and effectiveness of an organization.

Results of H13 (EOC → SO_OCB) show that EOC has a direct effect and a significant impact on SO_OCB ($\beta = 0.807$, $p < 0.01$). Thus, the relationship is supported. It depicts the impact of Organizational Capital, Employee Organizational Commitment, and Employee well-being on SOCB. As similar results are not found, however, the contrasting results are shared with the studies of [Jain et al. \(2013\)](#); [Tang and Tsaour \(2016\)](#); [Kang and Jang \(2019\)](#). The contrasting results showed that EOC and SO_OCB reduce the disparities in assigned tasks. It further increases the amount of productivity of the employees.

Results of H14 (EWB → SO_OCB) show that EWB has a direct effect and an insignificant impact on SO_OCB ($\beta = 0.150$, $p < 0.01$). Thus, the relationship is supported. It depicts the impact of Organizational Capital, Employee Organizational Commitment, and Employee well-being on SOCB. As similar results are not found, however, the contrasting results are shared with the studies of [Jain et al. \(2013\)](#); [Tang and Tsaour \(2016\)](#); [Kang and Jang \(2019\)](#). These results depicted that EWB and SO_OCB altogether increase the capacity of attracting new employees.

The mediating role of Employee Organizational Commitment and Well-being

According to the results of regression analysis, in H15 ($\beta = -0.041$, $p < 0.1$), H16 ($\beta = -0.071$, $p < 0.1$), H19 ($\beta = -0.020$, $p < 0.1$), and H21 ($\beta = 0.018$, $p < 0.1$) EOC and EWB as a mediator is insignificant and creates no mediation between the variables. While H18 ($\beta = 0.366$, $p < 0.01$), H20 ($\beta = 0.214$, $p < 0.05$), and H 22 ($\beta = 0.326$, $p < 0.05$) has partial mediation, hence EOC and EWB as a mediator is significant and creates a mediation between the variables. Lastly, H17 ($\beta = 0.366$, $p < 0.01$) has a full mediation that depicts that organizational commitment as a mediator is significant. The data presented have similar results with the study of [Jain et al. \(2013\)](#); [Nikpour \(2017\)](#); [Moliner, Martinez-Tur, Ramos, Peiró, and Cropanzano \(2008\)](#). It is suggested that perceived commitment and well-being in the organization mediate their relationship in some cases. In general terms, both EOC and EWB have a strong role in the turnover intention in an organization. Both variables, in

terms of mediators, have a remarkable advantage in the service industry.

Conclusion & Recommendations

Conclusion

In conclusion, the SOCB is beneficial for the service industry by increasing the quality of organizational capital. Thus, it is considered the prime task for owners to develop their market image. The research measured the impact of organizational capital on SOCB of the service industry in Pakistan. Therefore, the study is significant in the context of Pakistan. In doing so, it investigates the role of EOC and EWB as mediators. Overall, the collected data and findings are useful for researchers and practitioners in the field of HRM.

To begin with, the findings shed light on the significant and insignificant relationship between the variables. It significantly clears the direct link between economic, human, social, and physical capital with the SOCB. However, the mediators mediate the linkage and relation where there is no mediation, partial mediation, and full mediation between the variables, respectively. As a result, it suggests; H15, H16, H19, and H21 have no mediation. H18, H20, and H 22 partially mediate, while only H17 has a full meditating effect. These findings from this study provide a variety of implications.

Practical Implications

The study's findings reveal that the impact of organizational capital is essential for organizations involved in the service industry. Indeed, the study provides further indications concerning the actual processes through which organizational capital impacts SOCB are discussed. The organization should prioritize employees' treatment and experience, leading to a change in attitude and behavior to achieve SOCB. Failure to maintain the quality of organizational capital could result in the performance of employees. Considering the social exchange theory, employers should pay significant attention to the organization's activities characterized by commitment and well-being. It should also consider that impact of organizational capital could affect the commitment, well-being, and attitude towards the SOCB. Regular monitoring and assessment of organizational capital, employee commitment, and service-oriented behaviors can enable organizations to adapt their strategies dynamically. This iterative process ensures that organizations stay responsive to changing conditions and continue to foster a positive workplace environment.

Organizations can strategically allocate resources to enhance their organizational capital, considering factors such as technology, training programs, and infrastructure. This approach can lead to improved employee commitment and well-being, fostering a positive workplace environment. Most importantly, investing in employee development programs and initiatives can contribute to increased organizational commitment. By providing opportunities for skill enhancement and career growth, organizations can enhance the well-being of their employees, thereby positively influencing their commitment to the organization. Another important suggestion is to cultivate a service-oriented culture should

focus on creating policies and practices that align with this objective. This could involve incorporating service-oriented values into the organizational mission, establishing recognition programs, and providing the necessary tools and support for employees to deliver excellent service.

Limitations and Future Recommendations

As with any research, this particular study has several limitations. First, in this study a complex and multi-dimensional construct of organizational capital has been used. Future studies could look into how the other dimensions of organizational capital affect the SOCB of employees. Moreover, while this study only focused on the service sector employees based in Pakistan, the upcoming research can target other sector employees to analyze the nexus. Lastly, this study solely focuses on one country i.e., Pakistan. Hence, authors can conduct a comparative study by considering service sector of developed or developing countries.

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