The impact of networking behaviours and individual social capital related to work on perceived career satisfaction and its prospects: The case of Poland*

*Marzena Fryczyńska, Alena Ivanova***

Abstract

Social networks are an important variable which explain career issues such as career satisfaction, success, development and employment. However, research is often conducted separately from different theoretical perspective, i.e. social capital, social network analysis or networking, such that the comparison of findings across studies is difficult. The major question posed by our research concerns how employees' networking behaviours (behavioural perspective) and the individual social capital related to work (resource-based) influence the quality of careers.

The discussion draws upon a survey carried out among employees (N=373) with a usage of American and Dutch research tools adapted to Polish conditions. Explanatory factor analysis followed to appoint adequate networking behaviours. Descriptive statistical and correlation analyses were then performed between variables in order to test the formulated hypotheses.

The results of the study show that networking behaviour is a good predictor of career satisfaction and prospects, while individual social capital related to work is only related to career prospects. The influence of individual social capital related to work on career prospects is weaker than the influence of networking behaviours on career prospects. Thus, the behavioural perspective provides more explanations of career issues than the resources perspective.

This paper contributes to the prior literature on individual social capital, networking behaviours and career issues by explaining how two different perspectives of social network influence career satisfaction and prospects. The value of the research is the usage of independent variables representing two different theoretical perspectives to test their impact on dependent variables i.e. career satisfaction and career prospects. The paper concludes with implications for further research and provides some hints for employees and organisations focused on successful work and career.

Keywords: networking behaviours, networking, individual social capital, career, career satisfaction, career prospects
JEL codes D23, M12

* Received: 26.04.2017, accepted: 06.08.2018, 2 revisions.

** *Fryczyńska Marzena,* Dr, Assistent Professor, Warsaw School of Economics, Warsaw, Poland, Email: mfrycz@sgh.waw.pl Main research interests: networking, networking competence, competence management, career management, assessment and development center.

Ivanova Alena, MA, PhD Student, Warsaw School of Economics, Warsaw, Poland, Email: d13n3224@doktorant.sgh.waw.pl Main research interests: human capital management, positive organisational scholarship, networking and professional development of employees.

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Introduction

Networking is a phenomenon that is known in sociology (Nahapiet/Ghoshal 1998; Lin 1999) and social psychology (Milligram 1967; Granovetter 1983) and often described using the graph theory (Moreno 1941). From a sociological point of view, those who participate in social networks have access to resources of others network participants, which is called individual social capital. Nevertheless, the quality of resources depends on not only the network's characteristics (resources perspective) but also on individual behaviours as networking (behaviours perspective).

Employees can be seen as creators of organisations operating in network environments (Czakon 2011) of their own networks of relationships. They may base this network on the relational structure of the organisation for which they work or build it outside their place of work and add new contacts to it. Employees who have a network of contacts both inside and outside organisations are able to increase their individual social capital, especially the part related to work. Networking becomes indispensable for work execution, achieving professional satisfaction and managing the future of the job (Michael/Yukl 1993; Forret/Dougherty 2001, 2004; Wolff/Moser 2009, 2010; Macintosh/Krush 2017).

The development of networking and access to network resources are compounding the process of changes in the career model. The traditional career model with the life-long development of the individual in their profession, from the stage of education all the way to retirement (Super 1976), is being replaced by alternative career models called "new career" (Pocztowski 2003). The models of a protean career (Hall 2002) and boundaryless career (Arthur/Rousseau 1996) assume the proactivity of employees; the changeability of professions, forms of work and the simultaneity of professional activities.

This leads to the major question of how the networking behaviours of employees and their individual social capital related to work influences the quality of careers.

The concepts of individual social capital related to work and networking behaviours represent two different theoretical perspective; the first is rooted in sociology and provides resource-based concepts and the second is rooted in organisational behaviour and provides a behavioural perspective. Therefore, there is a lack of focus in the existing literature on the elaboration and testing of the interrelations between individual social capital related to work and networking behaviours.

This question is all the more important when related to a country in Central and Easter Europe, where the concepts presented in management are borrowed from the Western world and the variables have not been operationalised in the research carried out so far. Further on, this article presents the results of analyses

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

of concepts and researches on individual social capital related to work, networking behaviours, career satisfaction and career prospects conducted across the world. Then, the results emerging from the hypotheses testing are presented, with particular emphasis on the process of adapting and verifying the American and Dutch tools used in this research.

Networking Behaviours

Using the terminology of Brass and Halgin (2012), employees are "actors" in the relation network. The network is maintained by the information and resource flows between actors. Thus, social capital is produced. Employees, when they undertake networking, develop their own networks of relationships and consequently acquire resources, information and assets which translate into work results (Burt 1992, 2005; Sparrowe/Liden/Wayne/Kraimer 2001), career development, promotions (Luthans/Rosenkrantz/Hennessey 1985; Michael/Yukl 1993; Wolff/Mosser 2009; Fernando/Amaratunga/Haigh 2014) and pay rises (Seidel/Polzer/Stewart 2000). The question arises regarding the shape of the networks and resources accessible by employees.

After accounting for previous achievements in defining and conceptualising employee networking, Gibson et al. (2014) identify its key elements. Networking is a form of goal-directed behaviour focused on creating, cultivating and utilising interpersonal relationships. It occurs both inside and outside of an organisation. We assume that networking represents the behavioural perspective in management which corresponds to concepts of dynamic capabilities (Teece/Pisano/Shuen 1997) and core competences (Prahalad/Hamel 1990).

The quality of networking is positively influenced by an employee's level of extraversion (Wolff/Kim 2012; Forret/Dougherty 2001), job positions they hold: as manager (Ibarra/Hunter 2007; Luthans/Rosenkrantz/Hennessey 1985), in sales (Macintosh/Krush 2017), and in marketing (Michael/Yukl 1993). On the other hand, networking determines career advancement (Luthans/Rosenkrantz/Hennessey 1985, Michael/Yukl 1993, Forret/Dougherty 2004), also in the future (Wolff/Moser 2010), increases work performance (Brass/Halgin 2012), productivity of scientists (Mitręga 2016) and quality of managerial decisions (Ibarra/Deshpande 2007). Networking allows employees to achieve results that are valuable for both employees and the organisations. This article deals mainly with the result of networking, i.e. career satisfaction and career prospects.

Networking is presented here as networking behaviours defined and operationalised by Forret and Dougherty (2001). According to these authors, networking behaviours are "attempts to develop and maintain relationships with others who have the potential to assist them in their work or career". This definition is formulated by reference to the goal: networking behaviours support career, so research was undertaken to verify it. Networking behaviours consists of: main-

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

taining contacts, socialising, engaging in professional activities, engaging in a religious and local community and increasing internal visibility. The authors assume that networking behaviours stated by Forret and Dougherty (2001) in the US are comparable to contemporary Polish conditions. The operationalisation of networking behaviours shows that remote contact represents only usage of e-mail contact (one statement of 28), which seems insufficient in information society (Castells 1996) and network organisations (Hakansson/Snehota 1995; Gulati/Gargiulo 1999; Ritter/Gemunden 2003). Church participation in the US used to provide their members with many socialising opportunities. They have a bigger responsibility for parish life, are involved in more tasks and services and have the opportunity to take part in additional workshops, schools and evening classes. The situation is quite different in Poland, where church is more formally and upwardly-organised. In Poland, churchgoers have less opportunities to establish a "social life" at church.

Thus, our first Hypothesis is formulated as follows:

Hypothesis 1. Networking behaviours differ in Poland and in the US.

Individual social capital related to work

Social capital theory refers to resources available among groups which can be extracted as benefits and common goods. According to one of the traditional schools of sociology, social capital is "the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition" (Bourdieu 1985:51). Also, Nahapiet and Ghoshal (1998) associate social capital with embedded resources in networks, but available for not only social units but also individuals. Moreover, Lin (1999) states that social capital are resources accessed or mobilised for a person through his or her relations. Every individual has access to resources produced by education, employment and delivered by family of origin. In fact, individuals by social relations are able to mobilise other resources and use them for any purpose. Analysing social capital at the individual level as individual social capital thus brings important insights to the field.

The resources available to individuals differ by quantity, quality and strength of relationships. In this case, it is necessary to state two major forms of social capital: bridging and bonding (Adler/Kwon 2002). Bonding social capital is produced among people linked by trust and high reciprocity and relates to "strong ties" as stated by Granoveter (1973, 1983). An example of structure corresponding with bonding social capital is developmental networks (Higgins/Kram 2001). Bridging social capital creates those who have a brokerage position between other dense and close sub-networks (Burt 1992). They acquire resources primarily as individual social capital which they can transfer to sub-networks or

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

use for their own purposes. Emerging relationships can also be characterised as “weak ties” (Granoveter 1973, 1983), i.e. rare contacts and exchanges, without emotional involvement.

Other dimensions of social capital are quality and quantity of contacts in the network. The social capital is higher when the network consists of people with diversified fields of specialisation, occupations and competences. It brings any individual of the network access to a broad scope of resources. Importantly, not only amount plays a role. Better contacts are those who have higher status, power and authority (Lin 1999).

Van Der Gaag and Snijders (2005: 2) state that among researchers’ individual social capital (ISC) is agreed as "the collection of resources owned by the members of an individual’s personal social network”. Thus, ISC relates to the resource approach to social capital in their concept (Bourdieu 1985) as well as individual perspective. Like Lin (1999, 2001), they accept the need to differentiate the access to, from the use of, social capital. In their concept, they use the access perspective to social capital, i.e. the individual's ability to source social resources. They do not look for these resources in groups or social institutions, but in other people (alters) who are within their network (Flap 1999), close enough (Dunbar 2008) to make the resource easily accessible. Individual social capital is the potential of obtaining resources from others without accounting for the readiness to share one's own resources or use one's own financial and human capital in relationships with others (Burt 2005).

The individual social capital can be evaluated by a method of resource generator (Van Der Gaag/Snijders 2005, Lin 1999). The ICS is measured by the extent of knowing others who have different kinds of resources, abilities, provide some services or support. According to findings that individual social capital depends on contacts’ status (Lin 1999) and strength of the ties, resource generator differentiates providers of the resources by role category as acquaintance, friend or family member. Originally, Van Der Gaag and Snijders’ (2005:12) questionnaire consisted of 33 questions, with two regarding social capital related to work, i.e. “Can give a good reference when you are applying for a job” and “Is sometimes in the opportunity to hire”. In the Polish version, the resource generator shows only one question which evaluates individual social capital related to work by questioning how well a person is known who is able to provide support during a job search. That person can provide support to employees in gathering essential resources necessary for employment and career. Individual social capital related to work is defined as resources available to a person by his or her network in order to develop a career, in our opinion, represents the resources perspective of theoretical investigations.

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Adhering to the goal of the paper, which is to measure variables by valid and reliable tools, the present authors use the resources generator measurement scale validated in Poland by Styła (2009).

Career satisfaction and career prospects

The topic of career is principally studied in two ways, i.e. as part of the organisational system in which the employee operates (organisational career) and the area of activity of an active labour market participant (individual career). In management theory, research has mainly focused on the organisational career, i.e. transfers, promotion conditions and organisational career paths. Nowadays, we see a major impact of labour psychology, such that the individual employee's competences, their potential, knowledge and aspirations represent a significant problem in career development (Miś 2007). Studies of social capital are usually conducted from the individual perspective as well as networking researches which are generally undertaken from the egocentric perspective in which the employee is the creator of their own relationship network for work and career needs. As such, career satisfaction and prospects have consistently been studied from the same perspective (Greenhaus/Parasuraman, /Wormley 1990).

The fundamental models which emphasise the employee as the creator of their career are as follows: the boundaryless career (Arthur/Rousseau 1996) and protean career (Hall 2002). According to a theory of boundaryless career, it is the individual who modifies the course of their career, decides to change the conditions of their work, while simultaneously carrying out other professional and non-professional activities which make them experience various changes and shifts in physical and psychological dimensions (Sullivan/Arthur 2006). The employees' taking charge of directing the course of their career forms the cornerstone of protean careers. As a result, employees developing their protean career are open to frequent job changes, proceeding as such to maintain balance between their professional work and personal life and experience significant career advancement (Hall 2002). Both career concepts make the employee the central subject creating the career.

Career success can be diagnosed using both objective and subjective measures. Objective measures include, among others: income from work, income growth rate, position in the hierarchy or the number of promotions received. Subjective measures, in turn, are assessments of satisfaction with one's career and include opinions about the past and present work (Lau/Shaffer 1999), which is a core concept for this research. The well-known concept of career satisfaction was proposed by Greenhaus, J.H./Parasuraman, S./Wormley, W.M. (1990) and is based on employees' self–referent (Heslin 2005) and subjective opinion (Seibert/Crant/Kraimer 1999) about career advancement (or lack thereof). The core measurement statement of career satisfaction states, "I am satisfied with the suc-

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

cess I have achieved in my career" and is detailed by evaluation of career satisfaction in cases of fulfilling career goals of work-related income, advancement and development of new competences. We assume that career satisfaction is based on subjective opinions of quality of career and works similarly to perceived career success as proposed by Forret and Dougherty (2004).

Career outcomes are associated with the position the individual occupies in the social relationship network. The position in the relationship network is the result of the quantity and quality of relationships they have with others. According to Burt (2004), the position called the bridge – i.e. the network node which is the only link between compact and tight networks – provides access to various information and resources, which, among others, contribute to a faster rate of career achievement. However, the results of Podolny and Baron's (1997) research are somewhat different. Specifically, they confirm that people who hold bridge positions in the network have greater access to information, but this does not translate into a development of their careers. Career achievement is easier for individuals who participate in a network that is not excessively large, rather closed, with intensive relationships, strong ties and groups people who implement projects jointly. For women, networking is particularly helpful in achieving professional success (Fernando et al. 2014). It accelerates the promotion of managers – both women and men – who engage in networking with people from outside the organisation (place of work) and socialise with others (Luthans/Rosenkrantz/Hennessey 1985). Also, Michael and Yukl (1993) indicate that career advancement is determined by the rate of promotion within the organisation or the ability to change the job to a more attractive one. In this approach, career advancement is described as a characteristic of the individual who develops their career inside the organisation or at the labour market. Wolff and Moser (2009) confirm that promotion at the current place of work depends more on the quality of internal networking than external networking. Using networking behaviours which do not differentiate between internal and external networking, we assume that networking behaviours are predictors of career satisfaction. With this in mind, our second Hypothesis is as follows:

Hypothesis 2. The greater the frequency of networking behaviours, the greater the career satisfaction.

At the modern market place, career satisfaction is not the only measurement of career success. Employees who take responsibility for their careers not only take care of career satisfaction today but also manage their careers for future employment challenges (Clarke 2008). Thus, the importance of employability as "the ability to keep the job one has or to get the job one desires" (Rothwell/Arnold 2007:25) is increasing. Employability also reflects on self–perceived career prospects, i.e. subjective opinion of potential career courses in the future. Up until now, studies showing interrelations between networking and employability or

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

career prospects have only just started to emerge. Wolff and Moser's (2009) study shows that changing the place of work, or in other words, labour market mobility, depends equally on internal and external networking. We assume that networking behaviours have a positive impact on self-perceived career prospects. As such, our third Hypothesis is as follows:

Hypothesis 3. The greater the frequency of networking behaviours, the better the opinion about career prospects.

Career satisfaction and career prospects can also be determined by parts of individual social capital related to work. According to Higgins and Kram's (2001) findings, employees involved in strong relations achieve more in case of career development and advancement. Thus, bonding social capital, especially the part related to work, would increase both career satisfaction and prospects. Employees who build their social capital in bridging relations achieve better results at work and receive more bonuses (Burt 1992, 2005). Those two outcomes – performance and earnings – are components of career satisfaction (Greenhaus, J.H./Parasuraman, S./Wormley, W.M. 1990). So, bridging social capital seems to be a predictor of career success. Based on Granovetter's (1973, 1985) findings, we know that knowing others supports job searching. The most valuable relations are weak relations which are characterised as instrumental, occasional and without emotional involvement. Varekamp et al. (2015) investigate the influence of individual social capital and confirm that people with greater individual social capital are more active in job searching. An important influence is exerted by the individuals who could strengthen the social status of the respondents (had higher secondary education – Netherland VWO, employed staff, were careerists or started their own business) and give job search advice on how to prepare for interviews with a welfare agency and for a job, providing good references and helping in writing a good job application letter. Thus, they also confirm Lin's (1992) findings that well-placed and high-status contacts increase career advancement and status. Weak ties accelerate job searches (Granovetter 1973, 1985) which influence career satisfaction and prospects of finding jobs in the future. We can also surmise that more satisfied employees regarding career track have more optimistic views of their career prospects. Conclusions made by Smith (2006) suggest that social capital, bonding and bringing influences the development of careers and competences of employees, but to a different extent.

Generally, having many contacts does not lead to the expected benefits on the labour market. More benefits related to work are attained by those employees who have access by network to well-placed, in positions of authority and successful others, who provide information and influence (Lin 1999, 2001). That kind of social capital is called linking social capital (Szreter/Woolcock, 2004). Those who have a larger amount of linking social capital, even as weak ties,

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

significantly reduce social risks (Hoang et al. 2016). As such, quality, as well as quantity, of ego-network contacts plays an important role in career advancement.

Social ties with people with similar characteristics and status bring much fewer benefits than social ties that are built consciously and intentionally (Mouw 2003). Thus, broadening and diversifying contacts above those coming from social embedding increases the chances of finding a job and leads to better career self-management. If bonding and bridging social capital play significant but different roles in career and employment changes (Smith 2006), it is important to cultivate and maintain both strong and weak ties.

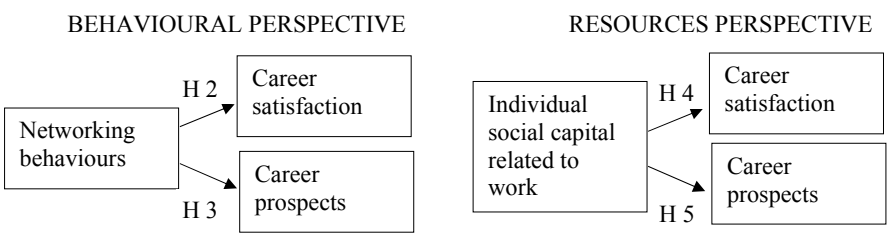
The part of individual social capital which measures access to the labour market through different kinds of contacts, i.e. acquaintances, friends or family members, may represent one of the factors which determine career satisfaction and the perception of future prospects. This is what the present study seeks to empirically verify. With this in mind, the fourth and fifth hypotheses are as follows:

Hypothesis 4. *The greater the social capital related to work, the better the opinion about career satisfaction.*

Hypothesis 5. *The greater the social capital related to work, the better the opinion about career prospects.*

Based on this review of the existing literature and our resulting hypotheses, our research model is illustrated in Figure 1 below.

Figure 1. Conceptual model of the research



Hypothesis 1 consider differences between networking behaviours in Poland and in the US, where the concept and scale were made up. We also wonder whether networking behaviours or individual social capital related to work has a bigger impact on career satisfaction and its prospects.

Research tools

The questionnaire was created on the basis of research tools of networking behaviours (Forret/Douhgerty 2001) and of individual social capital (Styła 2009)

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

and items diagnosing career satisfaction, career prospects and the socio–employment status of respondents.

The methodical goal of the study was to conduct the research using tools and scales which are reliable and accurate in the context. Thus, we employed questionnaires originally used in the US and Netherlands but adopted to Polish conditions.

A major part of the research tools was the Networking Behaviour Questionnaire proposed by Forret and Dougherty (2001) originally developed in the US. In order to prepare this research tool in Polish, the authors translated it and made improvements in order to gain better comprehension of individual statements based on sample respondents' comments on it. In the Polish language, the Forret and Dougerty (2001) questionnaire was almost identical to the original and employed the same 6-point scale. The Networking Behaviour Questionnaire validated what is shown in the Analysis section and tested hypotheses Hypothesis 1, Hypothesis 2 and Hypothesis 3.

Another research tool used in this study was the Individual Social Capital Measurement Questionnaires (pol. *Kwestionariusz do Pomiaru Indywidualnego Kapitału Społecznego (KPIKS)*) developed in Poland by Styła (2009) and based on a 4-point measurement scale of the resource generator by Van der Daag and Snijders (2005). It consisted of 20 items which the respondents used to assess the degree to which they knew individuals who could be helpful in various domains of life. The Individual Social Capital Measurement Questionnaire (ISCMQ) was validated and achieved an average result for accuracy (in the self-report method) and a high result for Spearman–Brown reliability (r_t=0.83). It assured that we used a reliable and accurate measurement scale. In order to analyse the impact of individual social networks related to work, we used the part of ISCMQ which measures access to work-related resources possessed by others of ego network. The question: *Do you know anybody who could help you search for a job?* tested hypotheses Hypothesis 4 and Hypothesis 5.

Respondents also assessed their satisfaction with their career using the statement: *I am satisfied with the course of my professional career and its prospects*, based on the following statement: *I have many professional opportunities in store*. Respondents were asked to rate this on a 4-point scale, ranging from definitely yes to definitely not.

Additionally, the respondents filled out a form containing questions about their gender, age, education, work experience, professional status, the size of the organisation in which they worked, the sector and the level of the job they held.

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Research process and respondents

The empirical research was carried out in 2015 in Warsaw (the capital of Poland) and its vicinity. This research is based on the paper version of a questionnaire distributed to people active in the labour market. The questionnaire was distributed among individuals involved in additional training and through acquaintances working at different sectors using a snow-ball method. They were personally asked whether they wanted to take part in the study. Respondents represented various professional communities and expressed their intention to participate in the study. Finally, 373 individuals participated in the study, but the sample was not random and was not controlled by any socio-economic variables.

The majority were women (66%) and aged between 26 and 35 (45%). Over half of the respondents had a master's degree and one in three (73.5%) declared that they were employed under an employment contract. The respondents had professional experience of various durations, the largest group were individuals with between one and five years of work experience. Almost half (49%) of the respondents were employees of large companies and one in ten worked for a micro- or small business. One in three worked in the private sector (36.2%) and almost the same number (36.5%) in the public sector. Over a quarter of respondents (26%) did not specify the sector they worked in. More than half (54.7%) were individuals in non-managerial positions and 18% held managerial jobs.

Analysis

Due to verification of Hypothesis 1, the empirical material collected was used to check whether networking behaviours with five factors corresponded to the population studied in Poland. A factor analysis with a free number of factors was carried out. It produced factors different from those of Forret and Dougherty (2001). The variance analysis showed that the entire questionnaire explained 60.512% of result variability, and that individual subscales explained from 12.605% to 6.055% of the variability, which allowed us to maintain seven factors. The legitimacy of the factor analysis carried out is confirmed by the Kaiser-Mayer-Olkin sample adequacy test (.873) and the Bartlett sphericity test x2= 3893,143, df(378), p=0.01. For more details, refer to Table 1 below.

The principles of qualifying items to factors, adopted by Forret and Dougherty (2001), have been observed. In one case, a statement was retained even though its result was 0.392, almost at the 0.4 limit. As a result, all 28 statements were used. Every one of the seven factors distinguished was treated as separate networking behaviours and described, in order, as: image and prestige, professional activity, maintaining contacts personally, maintaining professional contacts, maintaining contacts out of work, religious activity and community activity.

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Table 1. Variance analysis of networking behaviours scales in Poland

FACTORS (SUBSCALES)	mean	Totals of load squares after rotation		
		Total	% of variance	% cumulative
Image and prestige	2.10	3.529	12.605	12.605
Professional activity	2.22	2.524	9.015	21.619
Maintaining contacts personally	3.31	2.412	8.615	30.234
Maintaining professional contacts	3.20	2.386	8.523	38.757
Maintaining contacts out of work	2.07	2.369	8.461	47.218
Religious activity	1.39	2.027	7.239	54.457
Community activity	1.91	1.695	6.055	60.512

None of the subscales contained the same items as in Forret and Dougherty's (2001) work. For instance, the subscale of "Maintain contact personally", contained statements concerning maintaining contacts, increasing internal visibility and socialising, while the subscale of "maintaining contacts out of work" comprised four of the seven items from the "Socialising" subscale. On the other hand, two subscales – religious activity and community activity – collectively made up "participating in church and community". The subscales distinguished in the research in Poland clearly differentiated between professional and work-related activities making up the following subscales: image and prestige, maintaining professional contacts and professional activity from activities of a social and community nature, best illustrated by the subscale maintain contacts personally and partially in the subscales of religious activity and community activity.

The α Cronbach reliability analysis of every factor (subscales of networking behaviours) yielded satisfactory results in excess of 0.6. It was assumed that the statements selected may load factors to a different extent, so the α Cronbach was assessed after the item was removed. Potentially, four statements could have been removed from the questionnaire (i.e. gone to lunch with your current supervisor; acted as a commentator for a newspaper, magazine or talk show; sent thank you notes or gifts to others who have helped you in your work or career; talked about sports at work). It was decided to keep them because their impact on the α Cronbach was very low – their elimination increased the reliability of subscales by no more than 0.03.

Finally, we proposed seven reliable factors – subscales of networking behaviours, as follows: image and prestige α=0.84, professional activity α=0.77, maintaining contacts personally α=0.68, maintaining professional contacts α=0.74, maintaining contacts out of work α=0.66, religious activity α=0.90 and community activity α= 0.66, which confirmed Hypothesis 1.

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Based on established networking behaviours in Poland, hypotheses Hypothesis 2 and Hypothesis 3 were detailed for every networking behaviour factor and formulated as below:

Hypothesis 2. *The greater the frequency of networking behaviours concerning a/ image and prestige, b/ professional activity, c/ maintaining contacts personally, d/ maintaining professional contacts, e/ maintaining contacts out of work, f/ religious activity and g/ community activity, the greater the career satisfaction.*

Hypothesis 3. *The greater the frequency of networking behaviours concerning a/ image and prestige b/ professional activity, c/ maintaining contacts personally, d/ maintaining professional contacts, e/ maintaining contacts out of work, f/ religious activity and g/ community activity, the better the opinion about carrier prospects.*

Individual networking behaviours among those studied were at a relatively low level and ranged from 1.42 to 3.3 on a 6-point scale. Those working in Poland most frequently maintained contacts personally (M=3.3, SD=.993). Somewhat less frequently, they maintained contacts out of work (M=2.08, SD=.848), built an image of prestige (M=2.11, SD=.999), engaged in professional activity (M=2.22, SD=1.031) and maintained professional contacts (M=2.64, SD=1.143). They clearly exhibited the lowest intensity of: religious activity (M=1.396, SD=1.057) and community activity (M=1.909, SD=1.057).

Respondents assessed the level of satisfaction with their career and its prospects as moderate. Networking behaviours were significantly associated with career (the relationship was tested using Spearman Rho in the SPSS software). A significant dependency existed between networking behaviours and career satisfaction (r_s=0.370, p=0.01), which confirmed Hypothesis 2. An analysis of individual working behaviours produced interesting results. Carrier satisfaction was the most strongly associated with building an image of prestige (r_s=0.388, p=0.01) (according to Hypothesis 2 a), which was made up of the following behaviours: attended meetings of business–related organisations; gone to lunch with your current supervisor; given professional seminars or workshops; taught a course; accepted speaking engagements; been on highly visible task forces or committees at work; accepted new, highly visible work assignments and professional activity (r_s=0.370, p=0.01) (according to Hypothesis 2 b) with the following behaviours: given out business cards; attended conferences or trade shows; attended professional seminars or workshops; acted as a commentator for a newspaper, magazine or talk show; published articles in the company's newsletter, professional journals or trade publications.

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Also, maintaining professional contacts emerged as a significant predictor of career satisfaction (r_s=0.261, p=0.01), which allowed for the verification of Hypothesis 2 d. Career satisfaction was significantly but less influenced by maintaining contacts personally (r_s=0.133, p=0.01) and maintaining contacts out of work (r_s=0.182, p=0.01), which allowed for the conditional verification of Hypothesis 2 c and Hypothesis 2 e.

Table 2. Results of verifying research hypotheses according to Polish factors

	Career satisfaction	Career prospects
Networking behaviours (total)	.370**	.306**
a/ Image of prestige	.388**	.277**
b/ Professional activity	.370**	.246**
c/ Maintaining contacts personally	.133**	.324**
d/ Maintaining professional contacts	.261**	.246**
e/ Maintaining contacts out of work	.182**	.151**
f/ Religious activity	-.008	-.053
g/ Community activity	.095	.084
Supporting others during job searches (individual social capital related to work)	.083	.215**

** The correlation is significant at the level of 0.01 (in both directions).
* The correlation is significant at the level of 0.05 (in both directions).

There were, however, such low dependencies between career satisfaction and religious activity (r_s=-0.008 p=0.001) and community activity (r_s=.095, p=0.001), which allowed for the rejection of Hypothesis 2 f and Hypothesis 2 g. Interestingly, religious activity remained in a significant and moderately strong relationship only with community activity (r_s=0.310, p=0.001). The dependencies were much more frequently visible between other networking behaviours. Career satisfaction was significantly related to demographic variables such as work experience (r_s=0.123, p =0.05) but there was no relations with gender, age, education or status of employment.

Career prospects were significantly yet moderately linked to total networking behaviours (r_s=0.306, p=0.001), which allowed Hypothesis 3 to be positively verified. Maintaining contacts personally had the strongest interrelation with career prospects (r_s=0.324, p=0.001) (convergent with Hypothesis 3 a), and was composed of: gone out for drinks with others after work; participated in social gatherings with people from work (besides going out for drinks); gone to lunch with persons outside the company; stopped by others' offices to say hello; and contacted your friends from college.

Career prospects were also significantly influenced by the behaviours related to the image of prestige (r_s=0.277, p=0.001), professional activity (r_s=0.246,

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

p=0.001), maintaining professional contacts (r_s=0.246, p=0.001) and maintaining contacts out of work (r_s=0.151, p=0.001) as well. Those results allowed for the positive verification of Hypothesis 3 b,c,d and e.

Perceiving career prospects was significantly moderated by age (r_s=-0.342, p=0.001) and work experience (r_s=-0.246, p=0.001). Put differently, those respondents who were older and had more work experience were more pessimistic concerning their career prospects. Also, career prospects had no correlation to community activity (r_s=0.084, p>0.05) or religious activity (r_s=-0.053, p>0.05).

The respondents self-assessed their individual social capital related to work quite high (M=3.17), but compared to other kinds of ISC, this score is relatively low. Also, the standard deviation (SD=1.029) showed vivid differences between respondents on the 4-point scale.

The dependency between individual social capital related to work and total networking behaviours was very weak but significant (r_s=0.132, p=0.05). We illustrate that this score is inconclusive as it was not our intention to establish and test the relationship between those variables. As we stated, individual social capital related to work and networking behaviours are different theoretical approaches which explore determinants of career satisfaction and its prospects. The individual social capital related to work determined career prospects. The impact was significant (r_s=0.215, p=0.001) and accepted, which allowed us to confirm Hypothesis 5. Hypothesis 4 was easily disproven because individual social capital related to work had no association with career satisfaction (r_s=0.083, p>0.05). Individual social capital in the work-related domain was not a factor which determined career satisfaction. However, it is clear that knowing other people provides resources supportive of finding a job in the future.

It appears that lesser-educated employees receive more support during job searches than their well-educated counterparts. The older an employee, the lower the individual social capital related to work is (r_s=-0.262, p=0.05). In the case of the young sample, it means that even middle-aged employees lose resources possessed by the social network. Also, individual social capital was significantly (p=0.05) weakened by education attainment (r_s=-0.121) and work experience (r_s=-0.172). This may be an effect of the recruitment process, which generally relies on referrals for not-so-valued job positions offered to lower-educated candidates. We suspect that during the course of experience, employees develop important relationships with those supporting them during potential job searches. Refer to Table 3 below.

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Table 3. Dominant, mean, standard deviation, correlations of study variables

	D	M	SD	1/	2/	3/	4/	5/	6/	7/	8/	9/	10/	11/	12/	13/	14/	15/
1/ Networking behaviours (total)	2.0	2.33	.691															
2/ Image and prestige	1.0	2.10	.989	.824**														
3/ Professional activity	1.0	2.22	1.022	.804**	.681**													
4/ Maintaining contacts personally	3.2	3.31	.926	.642**	.367**	.340**												
5/ Maintaining professional contacts	1.0	2.65	1.137	.738**	.516**	.547**	.399**											
6/ Maintaining contacts out of work	1.5	2.06	.831	.618**	.345**	.396**	.459**	.437**										
7/ Religious activity	1.0	1.38	.872	.214**	.104**	.122**	-.011	.163**	.115**									
8/ Community activity	1.0	1.90	1.050	.540**	.353**	.380**	.244**	.352**	.304**	.308**								
9/ Individual social capital related to work	4.0	3.17	1.029	.132**	.090	.101	.157**	.049	.157**	.003	.057							
10/ Career satisfaction	3.0	3.15	.705	.370**	.389**	.370**	.128**	.259**	.185**	-.010	.092	.083						
11/ Career prospects	4.0	3.29	.803	.306**	.279**	.244**	.323**	.159**	.150**	-.053	.087	.215**	.362**					
12/ Gender	1.0	1.31	.464	.056	.067	.062	.005	-.055	.130*	-.012	-.041	-.080	.097	.056				
13/ Age	2.0	2.19	1.017	-.091	-.063	.014	-.300**	.014	-.120**	.117**	.011	-.262**	.073	-.342**	.023			
14/ Education	5.0	4.61	.646	-.002	.085	.083	-.139**	-.035	-.146**	-.036	-.013	-.121**	.091	-.101	-.094	.349**		
15/ Work experience	2.0	2.86	.949	-.004	-.001	.095	-.195**	.087	-.042	.058	.019	-.172**	.123*	-.246**	.047	.798**	.273**	
16/ Status	2.0	2.26	.634	.082	.083	.087	.102	.020	.034	-.071	.087	-.012	-.032	.038	.051	-.175**	-.073	-.169**

** The correlation is significant at the level of 0.01 (in both directions).
* The correlation is significant at the level of 0.05 (in both directions).

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Discussion and Conclusions

The aim of the study has been achieved and the hypotheses postulated have been verified.

Conducting research using research tools developed in a country other than the location of the research requires deep reflection. Using the networking behaviours questionnaire developed by Forret and Dougherty (2001) in Polish conditions has yielded interesting results. Networking behaviour factors were different than in the US. Factors formed that characterised professional activities (image of prestige, professional activity, maintaining professional contacts) and social activities (maintaining contacts personally, maintaining contacts out of work, community activity, religious activity). Our finding should convince researches to more carefully use research tools and scales from different countries.

Networking behaviours are significant variables influencing career satisfaction and career prospects. Our findings support results presented by Forret and Dougherty (2004), Michael and Yukl (1993) and Wolff and Mosser (2009). In the Polish environment, building a professional image and executing important professional tasks have the greatest influence on a positive opinion about career satisfaction as maintaining contacts personally has the greatest influence on a positive opinion about career prospects. Thus, employees interested in a successful career should focus on executing challenging tasks in organisations and also build their personal brand outside the organisation. Those interested in developing future work and employment possibilities should develop relations personally, in face-to-face contact and rather in matters not related to work.

Individual social capital related to work doesn’t influence career satisfaction. Acquaintances, friends and relatives should provide necessary resources for finding a job which fulfils aspirations and provides opportunities to reach career satisfaction. According to our research, ISC related to work is bigger when the contact persons are known better, which is close to bonding social capital. Findings presented by Burt (1992, 2005), Lin (1999, 2001) and Smith (2006) show that bridging social capital as well as high positions of contacts providing resources and crucial information are equally important.

On the other hand, knowing others well who are supportive during job searching builds opinion about positive career prospects. The ability to potentially use resources of other people makes one optimistic about developing a career. This finding is in contrast with Granovetter's (1973, 1983) conclusion about the strength of weak ties. Getting to know others more and more produces bigger and bigger ISC according to Styła's (2009) scale of ISC. Thus, we are able to state that the stronger the ties, the better the career prospects. This finding supports the widely spread opinion in Poland that support during job searching is often provided by close friends and family members.

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Moreover, the older the individual, the fewer opportunities for a future career they see and the fewer people they can rely on when looking for a job. This result is all the more surprising as the group researched was relatively young, and the word "older" in our research implies middle aged. It shows that the lack of prospects may apply even for middle-aged people, who have professional experience and contacts, and this could be a good indicator of the further development of their career and maintaining employability.

Networking behaviours were assessed using a scale describing the frequency of their occurrence during the previous twelve months. The assessment of career satisfaction and networking behaviours concerned the past situation. A dependency is visible between them. On the other hand, the links between networking behaviours and future career prospects are slightly weaker. Although networking behaviours intensify future professional opportunities, it is difficult to be certain of the future. This is why it is possible for the correlation to be weakened by 0.064 relative to career satisfaction.

Networking behaviours (total) has a stronger impact on career satisfaction and its prospects compared to individual social capital related to work, which only has a significant impact on career prospects. Behavioural perspective of networking provides better explanations for career issues, which support findings presented by Wolff and Mosser (2009) and Forret and Dougherty (2004). Additionally, conscious and purposeful networking would reshape the ego network (structural exemplification) where relations are bridging and bonding, overcoming homophily (Ibarra 1993) and allowing people to reach necessary resources. The behavioural perspective, also, is more promising for future investigations in the field of management. Networking behaviours nested in core competences of organisations (Prahalad/Hamel 1990) would be manageable dimensions of contemporary and network organisations. Also, networking in the behavioural perspective provides specific behaviours as: creating image and prestige, involved in professional activity inside and outside organisations and follow up personally with contacts for employees who want to develop and advance careers. Also, organisations wanting a satisfied and optimistic workforce should provide conditions for social life during work time, encourage employees to take responsibility for challenging tasks and reward key players who also have a brand outside organisations.

This research was limited in certain regards. The researched population was not representative. It included mainly individuals who were young, highly-educated and living in Warsaw or its vicinity. Neither was the main research tool free of shortcomings. The networking behaviour questionnaire was developed 16 years previously to study American employees. Only one item in the questionnaire diagnosing networking behaviour concerned maintaining contacts using ICT tools, namely email and internet resources. Moreover, our EFA carried out on data of

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Polish employees shows another factor loading than those done by Forret and Dougherty (2001) in the US, which is another reason to start working on a Polish questionnaire on networking. Because of the large number of tools and ICT solutions – nearly 50 percent of the world's population uses the internet, of which 66 percent uses mobile devices. Nearly every third individual uses some form of social media via their mobile device (Global Digital Report, 2017) – which makes it possible for people to contact one another, e.g. social media, chats, topical forums and messaging applications – the tool diagnosing networking behaviours is not free of gaps. Consequently, there is a need to develop a diagnostic tool for assessing employees with regard to their networking traits, behaviours or competences, which is a goal of the authors.

The satisfaction with one's career, its prospects and the access to social capital significant for work was also assessed using a limited toolbox. It consisted of only a self-assessment based on the respondents' opinions, without verifying career outcomes using objective measures such as the rate of promotions, the size of pay rises or the change of position in the hierarchy.

The resource generator – the measurement of individual social capital presented by Styła (2009) – is based on the assumption that the closer the acquaintance, the higher individual social capital. In contrast, ISC can be boosted by weak ties (Granovetter 1973, 1983) which, according to the resource generator used, shows a low level of ISC. Also, the measurement tool doesn't provide the possibility of identifying the number of others who are able to offer the same kind of resources. Those who have many sources of the same resource would gain even more than one strong source of resources. Thus, further resources of ISC measured by the resource generator should improve the concept and its operationalisation.

The other limitation is related to variables such as: career satisfaction, career prospects and individual social capital and their measurement scales. The authors only used one reflective indicator to evaluate each variable which could be considered too little to measure latent variables (Podsakoff et al. 2003). The major focus of the research was placed on networking behaviours, and the authors made some efforts to control reliability and validity of the scale. This limitation convinced the authors to research networking as well as career issues such as career success (Judge/Cable/Boudreau/Bretz 1995; Seibert et al. 1999) and employability (Rothwell/Arnold 2007; Marzec 2015) next time, as these are more complex concepts than career satisfaction and career prospects.

Regardless of those limitations, the research presented here is the first study of networking behaviours carried out in Poland and possibly one of the first in Central and Eastern Europe. The results obtained show the strength of the relationship between networking behaviours and satisfaction as well as career prospects and the influence other people's support during job searches has on ca-

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

reer prospects. These results justify further research on controlled research samples that would allow comparisons to be made internationally, between professions or generations in the labour market.

References

Adler, P.S/Kwon, S. (2002): Social capital: prospects for a new concept, in: Academy of Management Review, 27, 17-40.

Arthur, M./Rousseau, D. (ed.) (1996): The Boundaryless Career. A New Employment Principle for a new Organizational Era, New York: Oxford University Press, 3-20.

Bourdieu, P. (1985): The Forms of Capital, in: Richardson, J.G. (ed.), Handbook of Theory and Research for the Sociology of Education, New York: Greenwood Press.

Brass, D.J./Halgin, D.S. (2012): Social Networks: The Structure of Relationships, in: Eby, L.T./Allen, T.D (eds.): Personal Relationships: The Effect on Employee Attitudes, Behaviors, and Well-Being, New York: SIOP Frontiers Research Series, Routledge, 367 – 381.

Burt, R.S. (1992): Structural Holes: The Social Structure of Competition, Cambridge: Harvard University Press.

Burt, R.S. (2005): Brokerage and Closure: An Introduction to Social Capital, Oxford University Press.

Clarke, M./Patrickson, M. (2008): The new covenant of Employability, in: Employee Relations, 30, 121-141.

Czakon, W. (2011): Paradygmat sieciowy w naukach o zarządzaniu, in: Przegląd Organizacji, 11.

Dunbar, R.I.M. (2008): Cognitive Constraints on the Structure and Dynamics of Social Networks, in: Group Dynamics: Theory, Research and Practice, 12, 1, 7–16.

Fernando, N.G./Amaratunga, D./Haigh, R. (2014): The Career Advancement of the Professional Women in the UK Construction Industry. The Career Success Factors, in: Journal of Engineering, Design and Technology, 12, 1, 53-77.

Flap, H. (1999): Creation and Returns of Social Capital: A New Research Program, in: La Revue Tocqueville, 20, 5–26.

Forret, M.L./ Dougherty, T.S. (2004): Networking behaviors and career outcomes: Differences for men and women?, in: Journal of Organizational Behavior, 25, 419–437.

Forret, M.L./Dougherty, T.S. (2001): Correlates of Networking Behavior for Managerial and Professional Employees, in: Group and Organization Management, 23, 3.

Fryczyńska, M./Fierla, J./Ciecierski, Ch. (2015): Employee Networking Behaviors in Poland. Pursue for Intercultural Competences Linkages, in: International Scientific Journal Human Resources Management and Ergonomics, 1, 27-35.

Gibson, C./Hardy, J.H III /Buckley, R. (2014): Understanding the role of networking in organizations, in: Career Development International, 19, 2, 146-161.

Global Digital Raport, http://www.mobiletrends.pl/raport-66-procent-populacji-korzysta-juz-z-telefonow-komorkowych/, access August 2017.

Granovetter M. (1973): The Strength of Weak Ties, in: American Journal of Sociology, 6 (78), 1380-1360.

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Granovetter, M. (1983): The Strength of Weak Ties: A Network Theory Revisited, in: Sociological Theory, 1.

Greenhaus, J.H./Parasuraman, S./Wormley, W.M. (1990): Effects of Race on Organizational Experience, Job Performance Evaluations, and Career Outcomes, in: Academy of Management Journal, 33, 64-68.

Hall, D.T. (2002): Protean Careers in and out of Organizations. Thousand Oaks: Sage, 17-46.

Heslin, P.A. (2005): Conceptualizing and evaluating career success, in: Journal of Organizational Behavior, 26, 113-136

Hoang, Q.D./Dufhues, T.B./Buchenrieder, G. (2016): Individual social capital and access to rural services in Northern Vietnam, in: International Journal of Social Economics, 4 (43), 63-381.

Ibarra, H. (1993): Personal networks of women and minorities in management: A conceptual framework, in: The Academy of Management Review, 1 (18).

Ibarra, H./Hunter, M. (2007): How Leaders Create and Use Networks, in: Harvard Business Review, January, 1-9.

Judge, T.A./ Cable, D.M./ Boudreau, J.W./ Bretz, R.D. (1995): An empirical investigation of the predictors of executive career success, in: Personnel Psychology, 48, 485–519.

Krackhardt, D. (2010): Social Network, in: Levine, J.M./Hogg, M.A. (eds.): Encyclopaedia of Group Processes and Intergroup Relations. Los Angeles: Sage.

Lau, V./Shaffer, M. (1999): Career Success and the Effects of Personality, in: Career Development International 4, 225-226.

Lin, N. (1999): Social Networks And Status Attainment, in: Annual Review of Sociology, 25, 467-487.

Lin, N. (2001): Building a Network Theory of Social Capital, in: Lin, N./Cook, K./Burt, R.S. (eds.): Social Capital: Theory and Research, New York: Aldine De Gruyter, 3–30.

Luthans, F./Rosenkrantz, S.A./Hennessey, H.W. (1985): What Do Successful Managers Really Do? An Observation Study of Managerial Activities, in: The Journal of Applied Behavioral Science, 21, 3, 255-270.

Marzec, I. (2015): Uwarunkowania rozwoju zatrudnialności pracowników w organizacji, Katowice: Wydawnictwo UE w Katowicach.

Macintosh, G./Krush, M. (2017): Networking Behavior and Sales Performance: Examining Potential Gender Differences, in: Journal of Marketing Theory and Practice, 2 (25), 160–170.

Michael, J./Yukl, G. (1993): Managerial Level and Subunit Function as Determinants of Networking Behavior in Organizations, in: Group and Organization Management, 18, 328-351.

Milgram, S. (1967): The Small World Problem, in: Psychology Today, 2.

Miś, A. (2007): Koncepcje rozwoju kariery zawodowej w organizacji, Kraków: Wydawnictwo UE w Krakowie, 71-97.

Mitręga, M. (ed.) (2016): Networking akademicki jako czynnik produktywności pracowników naukowych, Katowice: Wydawnictwo UE w Katowicach.

Moreno, J.L. (1941): Foundations of sociometry: An introduction, in: Sociometry, 4, 1.

Mouw, T. (2003): Social capital and finding a job: do contacts matter?, in: American Sociological Review, 6 (68), 868-898.

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Nahapiet, J./Ghoshal, S. (1998), Social capital, intellectual capital, and the organizational advantage, in: Academy of Management Review, 23, 242-266.

Pocztowski, A. (2003): Zarządzanie zasobami ludzkimi. Strategie, procesy, metody, Warszawa: PWE.

Podolony, J.M./Baron, J.N. (1997): Resources and Relationships. Social Networks and Mobility in the Workplace, in: American Sociological Review, 62, 5, 673-693.

Podsakoff, P.M./MacKenzie, S.B./Podsakoff, N.P./ Lee J.Y. (2003): The mismeasure of man (agement) and its implications for leadership research, in: The Leadership Quarterly, 14, 615–656.

Prahalad, C.K./Hamel, G. (1990): The core competence of the corporation, in: Harvard Business Review, 3 (68), 79–91.

Ritter, T./Gemunden, H.G. (2003): Network competence:
Its impact on innovation success and its antecedents, in: Journal of Business Research, 56,. 745–755.

Rothwell, A./Arnold, J. (2007): Self-perceived employability. Development and validation of a scale, in: Personnel Review, 1 (36).

Seibert, S.E./Crant, J.M./Kraimer, M.L. (1999): Proactive personality and career success, in: Journal of Applied Psychology, 3 (84), 416-427.

Seidel, M./Polzer, J./Stewart, K. (2000): Friends in High Places. The Effects of Social Networks on Discrimination in Salary Negotiations, in: Administratve Science Quartely, 1, 1-24.

Smith, M. L. (2006): Social capital and intentional change: Exploring the role of social networks on individual change efforts, in: Journal of Management Development, 7 (25), 718-731,

Sparrowe, R./Liden, R./Wayne, S./Kraimer, M. (2001): Social Networks and the Performance of Individuals and Group, in: Academy of Management Journal, 44, 2, 316-325.

Styła, R. (2009): Kwestionariusz do Pomiaru Indywidualnego Kapitału Społecznego (KPIKS) – wstępna propozycja oparta na idei generator zasobów Toma Snijdersa, in: Psychologia Społeczna, 1-2, 67-77.

Sullivan, S./Arthur, M. (2006): The Evolution of the Boundaryless Career Concept: Examining Physical and Psychological Mobility, in: Journal of Vocational Behavior, 69, 1, 19-29.

Super, D.E. (1976): Career Education and the Meaning of Work, Washington: Office of Education.

Teece, D.J/Pisano, G./Shuen, A. (1997): Dynamic Capabilities and Strategic Management, in: Strategic Management Journal, 7 (18), 509–533.

Van Der Gaag, M./Snijders, M. (2005): The Resource Generator: Social Capital Qualification with Concrete Items, in: Social Networks, 27, 1-29.

Varekamp, I./Knijn, T./Van Der Gaag, M./ Bos, P. (2015): Social Capital and Job Search Behaviour of Long-term Welfare Recipients, in: International Journal of Sociology and Social Policy, 35, 11/12, 738-755.

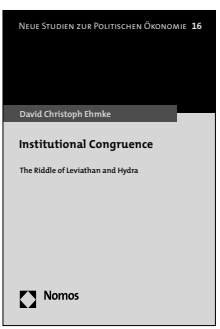
Wolff, H.G./Moser, K. (2010): Do specific types of networking predict specific mobility outcomes? A two year prospective study, in: Journal of Vocational Behavior, 77, 238-245.

Wolff, H.G./Mosser, K. (2009): Effects of Networking on Career Success: A Longitudial Study, in: Journal of Applied Psychology, 94, 1, 196-206.

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Wolf, H.G./Kim S. (2012): What Are The Costs Of Networking? Developing and Testing Assumptions, in: Work and Nonwork Domains, Conference Paper.

The Way towards Solid Architecture in Public Finance



Institutional Congruence
The Riddle of Leviathan and Hydra
By Dr. David Christoph Ehmke, M.Sc. (Oxon)
2019, 224 pp., pb., € 49.00
ISBN 978-3-8487-5599-8
(Neue Studien zur Politischen Ökonomie, vol. 16)
nomos-shop.de/40781

What is the foundation of solid financial architecture? How is it possible to prevent a constant increase in taxes, debts and the misallocation of financial resources? The theory of institutional congruence provides a clear answer: The circles of decision makers, beneficiaries and payers must overlap to the greatest possible extent. This requires the consistent institutional centralisation or decentralisation of power and responsibilities regarding taxes, expenditure and debts. This study's analysis of sovereign and subnational public entities in the eurozone, Germany, France, Canada, the USA and Switzerland as well as of debt crises among autonomous sovereign debtors shows how the implementation of institutional congruence works in practice.

Nomos e Library www.nomos-elibrary.de

To order please visit **www.nomos-shop.de**, send a fax to (+49)7221/2104-43 or contact your local bookstore.
All costs and risks of return are payable by the addressee.

Nomos

https://doi.org/10.5771/0949-6181-2019-2-324 - Generiert durch IP 216.73.216.49, am 22.04.2026, 17:01:33. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.