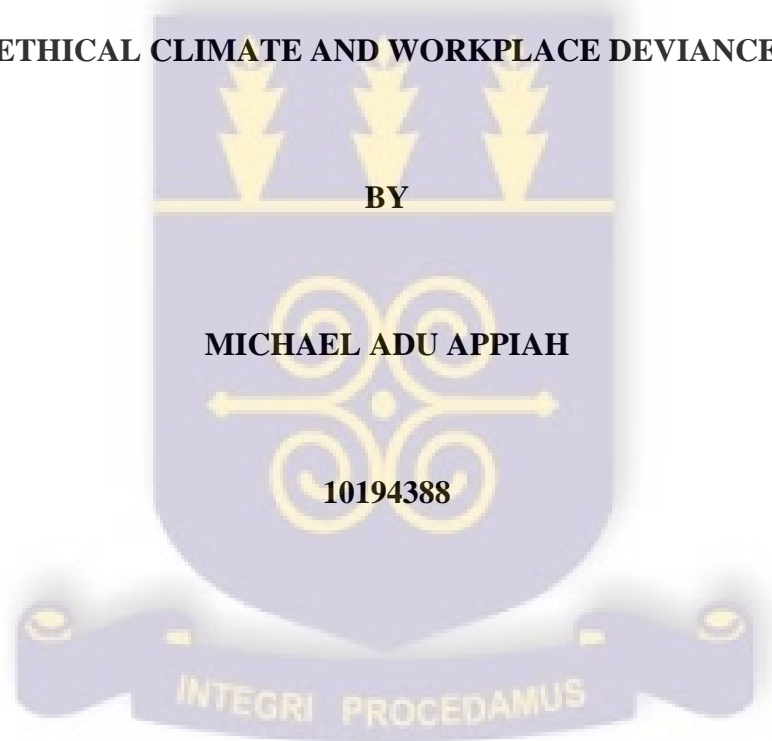


DEPARTMENT OF PSYCHOLOGY

UNIVERSITY OF GHANA

**THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT,
ETHICAL CLIMATE AND WORKPLACE DEVIANCE**



**THIS THESIS IS SUBMITTED TO THE
UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILMENT FOR THE
REQUIREMENT FOR THE AWARD OF
MASTER OF PHILOSOPHY (MPHIL) DEGREE IN INDUSTRIAL AND ORGANIZATIONAL
PSYCHOLOGY**

JULY, 2015

DECLARATION

I, **MICHAEL ADU APPIAH**, hereby declare that this work is an original one carried out by me and no part of this work has ever been submitted in part or whole for any academic qualification. All supporting and related studies by various authors cited in this work have duly been acknowledged in the reference.



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DATE

DEDICATION

I dedicate this thesis to my wonderful parents, Mr. and Mrs. Adu for their love and support throughout this academic journey.



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Finally, I thank all the organisations that accorded me the opportunity to use them for the study and particularly, those employees who accepted to be part of the study.

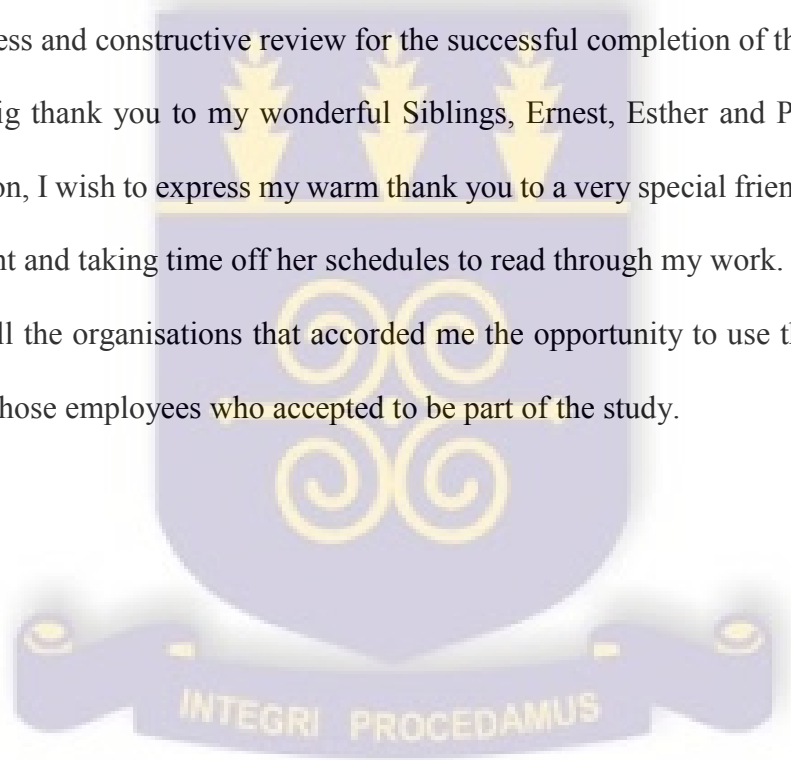


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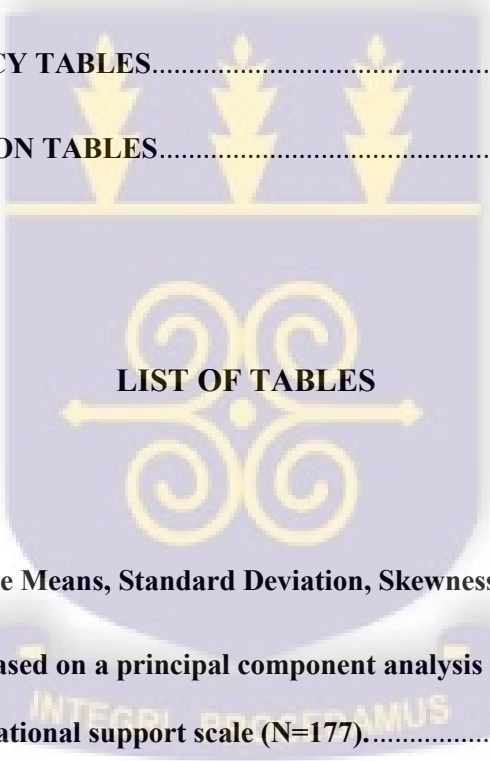
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LIST OF ABBREVIATIONS

POS: Perceived Organizational Support

PEC: Perceived Ethical Climate

WPD: Workplace Deviance

Abstract

This study examined the relationship between perceived organizational support, ethical climate and workplace deviance. The study examined the moderating effect of ethical climate in the relationship between perceived organizational support and workplace deviance. The cross-sectional survey method was used to collect data. One hundred and seventy-seven (177) participants were recruited from a training institution, a human resource firm and an Information technology institution in Accra. They were administered questionnaires assessing perception of organizational support, perception of organisational ethical climate and workplace deviant behaviours. Data was analysed using Pearson correlation and hierarchical multiple regression. Results of the regression analysis showed a significant negative relationship between perceived organizational support and workplace deviance. Further, there was a significant negative relationship between caring climate and workplace deviance, and a significant positive relationship between instrumental climate and workplace deviance. The Moderating analysis showed that ethical climate moderate the relationship between perceived organizational support and workplace deviance. Further, the moderating analysis showed that rule climate does not moderate the relationship between perceived organisational support and workplace deviance. These findings imply that when employees perceive the organization to be supportive, they are less likely to engage in workplace deviance. It is therefore recommended that managers should incorporate caring, law and code climate in organizational support programmes to increase its effectiveness in restraining workplace deviance behaviors.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

In recent years, workplace deviance has gained much research attention since its manifestation has been shown to have important economical, sociological, and psychological implications (Aube, Rousseau, Mama, & Morin, 2009; Bodankin & Tziner, 2009; Na-Ting & Chern, 2012). Workplace deviant behaviors are voluntary behaviors that violate significant organizational norms, contrary to the organization's legitimate interest and threatens or intends to harm the organization or people in the organization (Spector, Fox, Penney, Bruusema, Goh & Kessler, 2006; Bennett & Robinson, 1995; Berry, Ones & Sackett, 2007). Deviant behaviours may include withholding effort, stealing, and acting rudely to co-workers. The study of workplace deviance has both theoretical and practical implications. Theoretically, workplace deviance has been identified as one of three components of overall job performance along with task performance and citizenship performance (Rotundo & Sackett, 2002). Research on workplace deviance has begun to help researchers understand how different components of performance relate to each other and to the broader criterion of overall performance. Robinson and Bennett (1995) identified two primary types of workplace deviance, which are interpersonal and organizational deviance. *Interpersonal deviance* refers to actions targeted at members of the organization and includes behaviours such as saying something hurtful or acting rudely to a co-worker.

Organizational deviance refers to actions taken against the company and it includes production deviance (e.g. leaving early and procrastinating) (Na-Ting & Chern, 2012). Several workplace deviance frameworks have distinguished between behaviours directed at individuals and organizations and these two-factor structure has been empirically supported (Bennett & Robinson, 1995; Bennett & Robinson 2000; Vardi & Weitz 2004).

In recent years, workplace deviance (e.g. Bodankin & Tziner, 2009; Na-Ting & Chern, 2012) has gained much research attention since its manifestation has been shown to have important economical, sociological, and psychological implications (Aube, Rousseau, Mama, & Morin, 2009). Estimates of lost productivity with regards to web surfing in the United Kingdom indicate that workplace deviance (organizational deviance) can cost institutions or organizations the equivalent of \$600 million dollars per year (Taylor, 2007).

Given the prevalence and substantial costs of workplace deviance, most research has focused on identifying its antecedents. These include individual differences such as employees personal traits and abilities (Berry et al., 2007; Chang & Smithikrai, 2010; Henle, Giacalone & Jurkiewicz, 2005), job experiences (Rhoades & Eisenberger, 2002) and organizational injustice and interpersonal conflict (Nyarko, Nyarko & Sempa, 2014).

Studies have also uncovered the interaction between personal factors and organizational stressors (Bordia, Restubog & Tang, 2008; Spector et al., 2006) and workplace deviance. For example, a study conducted by Chernyak-Hai and Tziner (2014) indicated negative relationships between perceived organizational distributive justice, ethical climates and workplace deviance. Power and task interdependence has also been addressed as moderators of the relationship between workplace aggression and target deviant behaviour.

Specifically, when the perpetrator had high power (either formal power or referent power) and low task interdependence with the target, victims were most likely to engage in deviance directed towards the perpetrator in response to aggression (Wang & Hsieh, 2012).

However, most of these extensive researches conducted in the area of workplace deviance were conducted in the Northern Europe and the United States. Therefore, limited empirical evidence exists on workplace deviance taking place in other cultures (Giorgi, Ando, Arenas, Shoss & Leon-Perez, 2013). In order to address this limitation, the current research will be conducted in the context of Ghanaian organizations.

Although previous studies have provided a number of reasons accounting for workers engaging in workplace deviance, most of these explanations emphasized on personal factors such as agreeableness (Colbert, Mount, Harter, Witt & Barrick, 2004) and negative affectivity (Chien, Chen, Yi-Ching & Ying, 2013) rather than organizational variables, specifically a measure of workers perception of how the organization is supportive. Traditional industrial relations thinking suggest that employees perception of how the organization cares about their welfare and values their contributions is of primary importance to their decisions and behaviour in the organization. Thus when employees perceive that the organization cares about their welfare and values their contributions, they are more likely to reciprocate with increased commitment and loyalty (Shore & Shore, 1995). Therefore, to address the issue of workplace deviance, emphasis must be placed on perceived organizational support of employees. One of the aims of this study is to examine the relationship between perceived organizational support and workplace deviance.

Since several surveys have shown workplace deviance to be both a common and an expensive problem for organizations (e.g. Bennett & Robinson, 2000), understanding the correlates of workplace deviance may be useful in helping organizations deal with this critical issue.

Perceived organizational support reflects the quality of the employee–organization relationship by measuring the extent to which employees believe that their organizations value their contributions and care about their welfare (Eisenberger, Lloyd, Shoss, Restubog, & Zagenczyk, 2013).

Prior research has tentatively established that supportive aspects of the environment (e.g. supportive relationships with leaders or the organization as a whole; termed here organizational supports) may reduce the occurrence of workplace deviance (e.g. Liao, Joshi, & Chuang, 2004). For example, Eisenberger et al. (2013) established from their research that reduced POS was related to heightened workplace deviance directed against the organization. Consistent with past studies (e.g. Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades 2010; Cheng et al., 2013), the present researcher proposes that perceived organizational support (POS) would be negatively related to workplace deviance. That is, when employees perceive that management shows concern, values their contributions and care about their welfare, they would be more unlikely to engage in workplace deviance.

However, we know little about the psychological mechanism through which organizational supports influence workplace deviance. In order to shed light on these issues, the present study will examine whether the perception of specific ethical climates would either strengthen or weaken the relationship between perceived organizational support (POS) and workplace deviance.

Ethical transgressions at and involving organization such as insider trading, embezzlement, corporate fraud, and workplace bullying can all be traced to the influence of ethical work climates (Arnaud, 2010). Ethical climate theory was first proposed by Victor and Cullen (1987, 1988).

Ever since, it has been useful in increasing knowledge on a variety of organizational outcomes such as workplace bullying, organizational commitment, ethical behaviour, job satisfaction, and turnover intentions (Simha & Cullen, 2012). Every organization has its own ethical climate that is unique to that particular organization.

The importance of ethical climate for both research and practice is underscored when one examines the different and frequent cases of ethical transgressions in organizations, especially in light of the various workplace outcomes influenced by ethical climates (e.g. Bulutlar & Oz, 2009; Fu & Deshpande, 2012; Wang & Hsieh, 2012). Organizational ethical climate has been described as a contextual factor reflecting employees awareness of moral obligation, their beliefs of what ethically correct behaviour is and how the organization's ethical issues should be handled by the organization (Wang & Hsieh, 2012).

Simha and Cullen (2012) identified five types of ethical climate which are instrumental, caring, independence, law and code, and rules climates. These empirically occurring types of ethical climates originate from the nine theoretical climate types and straddle multiple loci of analysis (Simha & Cullen, 2012). For instance, instrumental climates could be concerned with both self-interest and company profit. Instrumental climates are associated with the egoism construct and the individual and local loci of analysis. As such, employees operating in instrumental climates tend to see their organizational unit as having norms and expectations that encourage ethical decision making from an egoistic perspective.

Caring climates are associated with the benevolence construct and the individual and local loci of analysis; employees operating in caring climates perceive that their decisions are and should be based on an overarching concern for the wellbeing of others.

Independence climates are associated with the principle construct and the individual locus of analysis; employees believe that they can act on deeply held personal convictions to make ethical decisions. These climates emphasize personal moral beliefs with minimal regard for external influences. Rules climates are associated with the principle construct and the local locus of analysis.

In these climates, organizational decisions are perceived as being guided by a strong and pervasive set of local rules or standards, such as codes of conduct (Appelbaum, Deguire, & Lay, 2005; Aquino & Becker, 2005; Martin & Cullen, 2006).

Law and code climates are associated with the principle construct and the cosmopolitan locus of analysis; principled decision making is based on external codes such as the law, the Bible, or professional codes of conduct (Simha & Cullen, 2012).

There has been series of studies conducted to investigate the relationship between perceived ethical climate and workplace deviance. For example, Law and code and independence climates has been found to be associated with ethical behaviour and there is an equal likelihood of people in instrumental climates either paying or not paying a bribe (Fritzsche, 2000). Ethical climates influence both decision making and behavioural responses to ethical dilemmas, which then go on to be reflected in various work outcomes (Simha & Cullen, 2012).

Smith et al. (2009) also established from their research that rules climates are associated with less frequent misreporting while instrumental climates are associated with more frequent misreporting. A study conducted by Chien et al. (2013) showed that negative affectivity (NA) was positively related to workplace deviance.

In addition, the rules climate weakened the relationship between NA and workplace deviance, and both the instrumental climate and the caring climate strengthened the relationship between NA and workplace deviance.

Therefore perceived ethical climate of employees is envisaged to moderate the relationship between POS and workplace deviance. For example, the researcher proposes that perception of instrumental climate by employees will moderate the relationship between perceived organizational support and workplace deviance such that the relationship between POS and workplace deviance is stronger when instrumental climate is low than when it is high.

1.2 Problem Statement

A study conducted by Rioux et al. (2005) showed that 90% of all employees had committed at least one type of interpersonal workplace deviance (e.g. mocking a colleague) or organizational deviance (e.g. using business material for one's personal use) in the last 6 months.

Practically, surveys have shown workplace deviance to be both a common and an expensive problem for organizations (Bennett & Robinson, 2000), of which Ghanaian organizations cannot be excluded.

Prior research has tentatively established that, supportive aspects of the environment (e.g. supportive relationships with leaders or the organization as a whole; termed here organizational supports) may reduce the occurrence of organizational deviance (eg. Na-Ting & Chern, 2012, 2012; Liao, Joshi, & Chuang, 2004).

However the practical workplace application of the insights generated has been limited, as little is known about the conditions under which the impact of such normative influence may vary (Eisenberger et al., 2010; Peterson, 2002; Vardi, 2001). Nonetheless, the present study examined whether the perception of specific ethical climates would moderate the relationship between perceived organizational support and workplace deviance.

From the meta-analysis conducted by Simha and Cullen (2012), there seems to be a paucity of research conducted on the relationship between ethical climate and workplace deviance. Therefore, this study is in response to a call by Simha and Cullen (2012) that more researches should be done in the area of ethical climate and workplace deviance. Similarly, more research spanning multiple levels of analysis needs to be conducted to better understand contextual determinants of ethical behaviour (Simha & Cullen, 2012).

In addition, most of the researches conducted in the field of ethical climate and workplace deviance seems to concentrate on a single organization rather than different organizations with different occupations to enable managers and employers understand the contextual determinants of the correlates and also, be able to generalize the outcome of the study across different organizations (Schneider et al., 2013). This study will therefore use employees from three different organizations or industries to help deepen the knowledge in this field and further broaden the understanding of the concepts.

The clarification of climate as an attribute of the group or organization is an important step for climate research. Nonetheless most researchers continue to study climate at the individual level.

Recent writings by LeBreton and Senter (2008) indicated that most studies on climate is best characterized as a referent-shift consensus model. The referent-shift model uses survey items that refer to attributes of the unit or organization rather than individuals' own perspectives.

Referent-shift consensus items are conceptually appropriate because they refer to the level to which individual responses will be combined, and they tend to yield improved consensus when combined (LeBreton & Senter, 2008). This study however, will use the ethical climate questionnaire developed by Victor and Cullen (1987, 1988) that attribute climate at the organizational level.

One of the inconsistencies in ethical climate research identified by Simha and Cullen (2012) is that, authors have used very different measures of ethical climate. The original instrument developed by Victor and Cullen (1987) contained 26 items and used a forced-choice six point Likert scale measure. Both the 26-item and 36-item questionnaires were demonstrated to be valid and reliable by Cullen et al. (1993) and have been used by other scholars in their research.

The Meta analysis by Simha and Cullen (2012) revealed that some studies have used a very short six-item scale to measure ethical climate types.

A few others have used various shortened versions of the ethical climate questionnaire (ECQ). Some studies have not used Victor and Cullen's (1987, 1988) ethical climate questionnaire at all; their versions of ethical climate are often measured by very short scales. For instance, Stewart et al. (2011) measured ethical climate using a two-item scale.

Schwepker (2001) dichotomized his measure of ethical climate by classifying ethical climates as good ethical climates and bad ethical climates. These inconsistencies according to Simha and Cullen (2012) in measuring ethical climates suggest that in a few cases, perhaps what was studied were not the ethical climates proposed by Victor and Cullen (1987, 1988).

Therefore the current study is in response to the call by Simha and Cullen (2012) to use the ECQ developed by Victor and Cullen (1987) to test the ethical climate of organizations. Thus the researcher will pilot the 36-item questionnaires by Victor and Cullen (1987) to test for its reliability in the Ghanaian context before using it to test for the ethical climate of the various selected organizations.

1.3 Rationale of the study

Upon reviewing current and past literature, it was found that most of the studies conducted in the area of ethical climate were conducted in western organizational context (Simha & Cullen, 2012).

According to Simha and Cullen (2012), differences in the relationship between organizational ethical climates may exist between developed and developing countries because of the different places they fall in the global economy, values, culture and technological advancement. Such countries have vast difference in terms of their economic, social and cultural backgrounds as well as their work attitude, values and norms.

Based on these cultural differences, findings from previous studies may not be applicable to organizations in Ghana. Hence this study is in response to the call of more research to be conducted in this area for better understanding of the constructs.

Even though there are surging interest in the area of workplace deviance, the relationship between ethical climate and workplace deviance are largely un-investigated (Simha & Cullen, 2012). Furthermore a meta-analysis review conducted by Rhoades and Eisenberger (2002) showed that the relationship between Perceived Organizational Support and workplace deviance have received mixed support in the literature.

Some researchers have argued that Perceived organizational Support (POS) is negatively related to workplace deviance (e.g. Colbert et al. 2004) while some studies did not find any relationship between POS and workplace deviance (Rhoades & Eisenberger, 2002). Hence, this study is also in response to the call by Rhoades and Eisenberger (2002) in finding out those specific constructs that weakens or strengthens the relationship between POS and workplace deviance.

Despite the theoretical and empirical significance of organizational support and its potential effect on workplace deviance (e.g. Colbert et al., 2004; Ferris et. al., 2009; Sluss et. al., 2008), there is paucity of research conducted to contribute to the understanding of how perceived ethical climate may moderate the relationship between organizational support and workplace deviance.

Predominantly in the world of practice, the emphasis on focused climates (e.g. climates for service, safety, justice, ethics) that currently exist has shown insight into organizational processes and the various climates they produce for people. In addition, the emphasis on focused climate has provided robust evidence for the strength of climate perceptions in understanding and predicting important specific organizational outcomes such as accidents and customer satisfaction (Schneider et al., 2013).

Although this specific focus for climate research has improved the prediction and understanding of specific outcomes, according to the meta analysis conducted by Schneider et al. (2013), issues

about the variability in the prediction of more global measures of organizational effectiveness based on climate measures have not received much attention.

Therefore, this study is in response to the call made by Schneider et al. (2013) for researchers to conduct studies on how ethical climate could be used in understanding and predicting important specific organizational outcomes across different performance outcomes. Thus, this study will use employees from three different organizations with respect to their different performance outcomes.

1.4 Research questions

- What is the relationship between organizational support and workplace deviance?
- Does perceived ethical climate influence the relationship between perceived organizational support and workplace deviance?
- What specific aspects of perceived ethical climate would moderate the relationship between perceived organizational support and workplace deviance?

1.5 Aims and objectives of the study

The main objective of this study is to investigate the relationship between perceived organizational support and workplace deviance. The moderating role that perceived ethical climate plays in this relationship would also be ascertained. Specifically the study seeks;

1. To determine the relationship between perceived organizational support and workplace deviance.

2. To examine whether perceived ethical climate would moderate the relationship between perceived organizational support and workplace deviance.
3. To examine which specific perceived ethical climates would moderate the relationship between perceived organizational support and workplace deviance.

1.6 Relevance of the study

The current study has both individual and the organizational benefits. For example, from the individual perspective, increase in perceived organizational support has been linked to increased self-enhancement (i.e. higher self-esteem) (Sluss et al., 2008). Also, from the organizational perspective, increase in POS has been linked to decrease in supervisory abusiveness which consequently leads to lower retribution against the organization (Eisenberger et al., 2013). The importance of ethical climate for both research and practice cannot be overemphasized.

This is because, the frequent cases of ethical transgressions in most organizations with regards to the various workplace outcomes are influenced by ethical climates (e.g. Fu & Deshpande, 2012; Wang & Hsieh, 2012) and organizational support (e.g. Bennett & Robinson, 2000).

The study may help managers understand how organizational support and ethical climate relates to workplace deviance to enable them deal with this critical issue. Thus, even though most studies have established a relationship between POS and workplace deviance (e.g. Rotundo & Sackett, 2002), how and when this relationship would be strengthened or weakened has not been fully investigated.

Therefore, this study may help bridge the gap in literature of how perceived organizational ethical climate may moderate the relationship between perceived organizational support and workplace deviance.

Given the cost of workplace deviance to organizations and countries (e.g. Taylor, 2007), deviance at the workplace can be said to be an economic imperative. Therefore it is important to devise managerial strategies to curb workplace deviance in our organizations and institutions.

Consequentially, the outcome of this study will help in creating effective management activities or interventions that are related to workplace deviance.

Thus, the findings would help managers and employers to design and implement suitable mechanisms, systems, procedures and strategies that are indispensable in reducing workplace deviance in our organizations.

The research may also help find out the applicability of the constructs under study to the Ghanaian context and findings can be used to facilitate organizational effectiveness across different organizations.

For organizational managers and personnel practitioners, the study would provide them with further knowledge on the factors that are essential in controlling workplace deviance and also provide them with adequate information concerning how these factors could be enhanced to ensure organizational performance. The findings may also add to the existing literature on the correlations between perceived organizational support, ethical climate and workplace deviance variables.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This study seeks to find out the relationship between perceived organizational support, ethical climate and workplace deviance. The main objective of this chapter is to provide a review of the theories that may explain why the relationship between the main variables (specifically, perceived organizational support, ethical climate and workplace deviance) may exist and review related studies. The chapter also includes the conceptual framework showing the hypothesized relationship between the variables under study, the statement of hypotheses and the operational definitions of the terms used in the study.

The first part of this chapter provides an overview of theories to explain the relationship between perceived organizational support, ethical climate and workplace deviance. These theories include the social exchange theory by Blau (1964) and perceived organizational support theory (Rhoades & Eisenberger, 2002; Shore & Shore, 1995). Additionally, the next section reviews studies that are related and relevant to the present study. Based on the related studies discussed, a research model which explains the relationship between perceived organizational support, ethical climate and workplace deviance is produced to give a pictorial illustration of the likelihood of the relationships expected in the study. The next section then summarises the hypotheses to be tested based on the literature reviewed. The chapter finally ends with the operational definitions of the various terms used in the study.

2.2 Theoretical Framework

Organizational researchers have tried for some years to understand organizational behaviour of employees in order to be able to make predictions and improve upon other aspects of organizational behaviour.

Numerous theories have been used to explain why individuals in organizations behave the way they do. For the purpose of this study, the social exchange theory (Blau, 1964) and perceived organizational support theory (Rhoades & Eisenberger, 2002; Shore & Shore, 1994) were used in the discussion to explain the employees behaviour towards perceived organizational support and its relationship to workplace deviance.

2.2.1 The Social Exchange Theory (SET) framework.

Workplace deviance behaviour may be understood within the framework of Social Exchange Theory (SET). SET is an influential paradigm in examination of any exchange relationship, which posits that, human relationships are formed by the use of a subjective cost-benefit analysis. Its basic propositions are that, people tend to repeat actions that were rewarded in the past, and the more often a particular behaviour has resulted in a reward, the more likely it is that a person will implement it. Importantly, SET claims that social relationships are based on trust that gestures of goodwill will be reciprocated (Blau, 1964). In social exchange relationships, established obligations of the parties involved are essentially not stated explicitly, but the exchange relationship typically flourishes on the idea that benefits will be reciprocated. This is unlike economic exchange relationships, where the expectations from each of the parties involved in the exchange relationship are clearly specified (Van Knippenberg, Van Dick & Tavares, 2007).

Accordingly, higher obligations to contribute to the organization are expected under high levels of perceived organizational support. Moreover, perceived organizational support was said to be associated with trust that the organization would reward the employees for fulfilling their exchange obligations. Conversely, employees who perceive that their organization does not meet the expected obligations would be less satisfied with their jobs and workplace experiences than those who perceive that their obligations were fulfilled (Homans, 1961).

In addition, past research suggested that a specific aspect of workplace social exchange – leader-member exchange (LMX) and perceived organizational support (POS) – may influence the association between individuals’ justice judgments and their work attitudes and behaviour (Moorman, Blakely, & Neihoff, 1998), and that psychological contract breach predicts employees performance and absenteeism (Johnson & O’Leary-Kelly, 2003). The exchange parties are expected to conform to the norm of reciprocity in the discharge of their obligations in the future. These exchanges are expected to be executed by both parties consistently, but if one party (employees) plays its part and the other fails, especially management, then employees may perceive unfair treatment, hence reciprocate, and the resultant effect may encourage the aggrieved party to engage in behaviours that hamper organizational effectiveness.

Relating the social exchange theory to perceived organizational support and workplace deviance relationship, it may be argued from the exchange perspective that, employees attitude or behaviours towards work and members of the organization is based on the cognitive evaluation of the cost-benefit analysis. When employees see the organization as demonstrating concerns for their needs and wellbeing as employees, it will generate a feeling of obligation and hence reciprocate through positive attitudes and behaviours in the organization.

Thus employees who believe they have been treated well by the organization hold a positive perception of the exchange relationship between themselves and their organization, and are more unlikely to engage in workplace deviance. Consequently, employees who perceive unfair treatment by the organization are more likely to engage in workplace deviance because they hold negative perception of the exchange relationship.

2.2.2 Perceived organizational support theory

According to organizational support theory (Rhoades & Eisenberger, 2002; Shore & Shore, 1995), employees form a general belief concerning the extent to which the organization values their contribution and cares about their well-being. Such perceived organizational support (POS) is associated with greater psychological well-being, a more positive orientation toward the organization, and behavioural outcomes helpful to the organization (e.g. Allen, Shore & Griffeth, 2003; Rhoades & Eisenberger, 2002).

Organizational support theory adopts Levinson's (1965) view that employees personify the organization, viewing it as having dispositional characteristics including benevolent or malevolent intentions toward them. Perceived organizational support (POS) is also valued as assurance that, aid will be available from the organization when it is needed to carry out one's job effectively and to deal with stressful situations (George, Reed, Ballard, Colin, & Fielding, 1993).

Relating the perceived organizational support theory to the relationship between perceived organizational support and workplace deviance, it may be argued that, when employees perceived that, management shows concern, considers employees goals and values, and provide help, employees will reciprocate such positive perception with loyalty, commitment and performance.

Thus, employees who believe that management care about their welfare and value their contributions are more unlikely to engage in workplace deviance, but likely to engage in workplace deviance if they perceive that management do not care about their welfare.

2.2.3 Ethical Work Climates Theory

In Victor and Cullen's (1987, 1988) theory of ethical work climate (EWC), ethical climates reflect employees collective perceptions of ethical events, ethical practices, and ethical procedures. These collective perceptions are identified along two dimensions: the ethical criteria used for organizational decision-making, and the loci of analysis used as a reference in the ethical decision-making process. The ethical criteria dimension identifies the collective decision-making framework employed in making moral judgments involving the social system. It is grounded in Kohlberg's (1976) theory of cognitive moral development. Kohlberg suggested that moral development is characterized by three levels of moral reasoning: pre-conventional, conventional, and post-conventional. At the pre-conventional level, individuals define morality in terms of the personal consequences of their actions. At the conventional level, they define morality in terms of peer influences, family, and societal norms. At the post-conventional level, individuals define morality in terms of personal conscience and universalistic principles.

Specifically, according to this theory, organizational climate informs the kind of behaviour employees exhibit because it constitutes the values, norms and beliefs of the organization. The effectiveness of an organisation is influenced largely by the kind of climate created and the extent to which the climate encourages behaviours that lead to the attainment of organisational goals.

Thus, the prevailing atmosphere in the workplace has the power to encourage or discourage positive behaviours. This theory is relevant for the current study because, specific organizational output is as a result of strong specific organizational ethical climate.

In relation to the current study, it may be argued from the perspective of perceived ethical climate that, when employees perceive a strong positive ethical climate in their organizations, that ‘perception’ would increase their perception of organizational support, hence make them more unlikely to engage in workplace deviance.

Consequently, when employees perceive a strong negative ethical climate in their organization, that ‘perception’ would decrease their perception of organizational support and hence, make them more likely to engage in workplace deviance.

2.3 Related Studies

This section reviews some studies on the different ways in which perceived organizational support, ethical climate and workplace deviance have been studied in relations to the present study. This section seeks to establish the link between the variables under study.

2.3.1 Antecedents of Workplace Deviance

Past and contemporary studies have focused on establishing antecedents or predictors of workplace deviance. Most of the variables that researchers have established as predictors or antecedents of workplace deviance can be categorized into individual and situational factors.

Personality differences may be categorized into the individual factors with respect to predicting workplace deviance.

Most of the studies that focused on identifying personality differences in predicting workplace deviance suggests that, personality traits such as negative affectivity, agreeableness, conscientiousness, emotional stability, personality dissimilarity, and self-esteem are related to employees deviant work behaviours.

There are currently a few number of models that have risen to prominence, although some models are more widely accepted than others, whereas support for others seems to be tentative (McCrae et al. 2005). One of the most prominent models in managerial science is the Five-Factor Model of personality (McCrae & Costa 1997), which incorporates five different variables into a conceptual model for describing personality. Specifically, the Five Factor Model of personality dimensions are neuroticism, extraversion and openness to experience, agreeableness, and conscientiousness.

In a study by Chang and Smithikrai (2010) to examine the relationship of personality characteristics and workplace deviance, an anonymous questionnaire survey was conducted with 1662 participants representing a wide variety of jobs across heterogeneous organizations in Thailand. The statistical analysis from the study indicated that, conscientiousness is the strongest predictor of workplace deviance, followed by agreeableness, self-esteem, extraversion, neuroticism and openness to experiences.

Research has also shown that negative affectivity, otherwise known as neuroticism, is positively related to workplace deviance (Alias et al., 2012; Chen et al., 2013). For instance, Chen and his colleagues (2013) found from their study that individuals with high negative affectivity tended to engage in deviant workplace behaviour.

Therefore Chen et al. (2013) suggested from their study that employee affect (negative affectivity) may trigger workplace deviance and hence, recommended that practitioners could decrease the likelihood of workplace deviance by screening job candidates with respect to the trait (negative affectivity).

In a similar disposition, Lin and Namasivayam (2005) argues that individuals with low self-esteem usually respond negatively to comments (or criticisms) different from their self-perception. Their behaviour may upset them and increase dissatisfaction with their job, which then triggers the notion of deviant behaviour at the workplace (Lin, 2005).

Another study predicting workplace deviance from the perspective of personality is the study conducted by Henle et al. (2005). In the study conducted by Henle et al. (2005) to predict workplace deviance from the interaction between organizational justice and personality, data was collected from 272 employed undergraduate business and psychology students who received either extra or course credit as an incentive to participate. Results of the statistical analysis showed that employees who scored lower in socialization had higher frequencies of deviance at work when they perceived low interactional justice and lower frequencies when they perceived high interactional justice.

Likewise, Henle et al. (2005) suggested from their study that impulsive employees are more likely to be involved in deviant work behaviours especially if they should perceive low interactional justice.

Similar to personality in predicting workplace deviance is ethical judgement by employees. It has been the goal of some few studies to investigate how general ethical judgement by individuals can help in predicting deviant workplace behaviour.

Na-Ting and Chern (2012) argue that, employees having the judgement of actively benefiting at the expense of others would be more likely to engage in interpersonal and organizational deviance. They further argued that, employees having the judgments of actively benefiting from questionable actions would be more likely to engage in interpersonal deviance only. Hence, employees having the judgments of actively benefiting from questionable actions may not be likely to engage in some deviant behaviours directed at the organization.

One of the long-held goals of managerial science has been to establish a model that can suitably describe situational characteristics and predict their effects on workplace deviance. Perceived organizational justice and organizational citizenship behaviour has been linked to workplace deviance.

Chang and Smithikrai (2010) suggested from their research outcome that, the occurrence of workplace deviance could be reduced through the implementation of organizational justice enhancement policies and that, the prevalence of organizational citizenship behaviour atmosphere at work could also help alleviate the impact of personality characteristics on workplace deviance. Thus, Chang and Smithikrai's (2010) research outcome suggests that employees that perceive organizational injustice are likely to engage in workplace deviance.

Similar to the study conducted by Chang and Smithikrai (2010) is the study by Howard and Cordes (2010) which examined the emotional mechanisms by which perceived injustice is translated into forms of employee withdrawal.

Using structural equation modelling, Howard and Cordes (2010) concluded that, distributive and procedural justice contributes both directly and indirectly through emotional pathways to influence employee absenteeism.

Therefore, the results suggest that when employees perceive both distributive justice and procedural justice to be low, it directly or indirectly through emotional pathways make them more likely to absent themselves from work.

Power and task interdependence has been found to moderate the relationship between workplace aggression and target deviant behaviour. To investigate how employees deviant responses to experiencing workplace aggression are shaped by the social context in which the aggressive acts occur, Hershcovis et al. (2012) conducted a study on 299 employees from a variety of industries in Northern America. Hershcovis et al. (2012) established from their research that, power and task interdependence interacted with workplace aggression to predict the extent and the direction of deviant behaviour.

Specifically, they found that, when the perpetrator had high power (either formal power or referent power) and low task interdependence with the target, victims were most likely to engage in deviance directed towards the perpetrator in response to aggression. The results were consistent with the idea that, perpetrator power motivates victims to retaliate, but they are most likely to do so if they are not highly dependent on the perpetrator to complete their work tasks.

Revenge cognitions have also been found to demonstrate the motivational underpinnings of organizational deviance. According to Bordia et al. (2008), revenge cognitions mediate the relationship between feelings of violation and organizational deviance. Thus, the findings imply that, when promises to employees are broken, the employees are likely to feel violated and, in turn, contemplate revenge and carry it out in the form of organizational deviance.

A qualitative and quantitative review of antecedents of workplace deviance conducted by Lau, Au and Ho (2003) identified series of workplace deviant predictors.

The qualitative review by Lau et al. (2003) categorized antecedents identified in past researches into four broad areas; personal, organizational, work, and contextual factors. The review included meta-analysis of 40 published studies with a combined sample size of 42,359. The results of the data analysis indicated that employees who are young or dissatisfied engaged in more workplace deviance. In addition, absenteeism was found to be more prevalent among employees who are young, female, have lower income, have lower job satisfaction, and who perceive a stronger absence norm, or a stronger ability to be on time.

Another factor which has considerable predictive power on workplace deviance is psychological contracts. To extend the research on workplace deviance, Jensen, Opland and Ryan (2010) examined the psychological contract breaches that trigger employee deviant behaviours.

Specifically Jensen et al. (2010) explored the relationship between transactional and relational contract breach and five forms of workplace deviance (abuse, production deviance, sabotage, theft and withdrawal). A total of 357 employees responded to the surveys of transactional and relational psychological contract breach. The findings however supported the notion that transactional and relational breach has different effects on workplace deviance. Thus, precisely, the research found support for the relationship between relational contract breach and abuse, production deviance and withdrawal. Also, a significant relationship was observed between transactional breach and abuse.

Antecedence of workplace deviance can also be viewed from the social interactionist perspective. The study conducted by Bunk et al. (2011) on “understanding why workers engage in rude behaviours; a social interactionist perspective”, whereby they argued that in understanding why deviance occurs at the workplace is to go straight to the source, by “asking individuals why they did it”. The sample of their study consisted of 291 full time employees obtained through an online service. It was postulated from their findings that employees engage in interpersonal deviance to either assert their power or an act of retaliation.

The quality of the relations between leaders and employees at the workplace may therefore be considered as part of the antecedence of workplace deviance. Importantly, the quality of the relations between leaders and employees at the workplace seems to function as a buffer in the impact of perceived organizational distributive justice on deviant workplace behaviour (Chernyak-Hai & Tziner, 2014). Chernyak-Hai and Tziner (2014) established from their research that judgments of organizational distributive justice negatively predict workplace deviance only when leader-member exchange is perceived to be a low-quality exchange.

In other words, it was concluded that, high leader-member exchange (LMX) can actually prevent negative behavioural consequences of low organizational distributive justice perceived by the employee. Thus, the study suggest that, it is possible that when employees experience fair and open interaction with their leaders – characterized by trust, respect and support , they will avoid occasions where deviant behaviour is possible, even if there is an adequate psychological motive to implement that misadventure.

Additionally, employees perceptions of abusive supervision may contribute to negative affective responses (e.g. anger and depression) that may harm the organization independently of direct blame (Eisenberger et al., 2013). Nonetheless, displaced aggression and impaired self-regulation previously have been found to induce harmful behaviour that may spill over to the organization (e.g. Thau & Mitchell, 2010). Thus, the outcome of the study by Eisenberger et al. (2013) suggests that, when employees perceive supervisors as abusive, they are more likely to engage in workplace deviance than when they do not have that negative perception.

2.3.2 Perception of organizational support and workplace deviance

Perceived organizational support reflects the quality of the employee–organization relationship by measuring the extent to which employees believe that their organizations value their contributions and care about their welfare (Eisenberger, Lloyd, Shoss, Restubog, & Zagencyk, 2013). From the Perceived organizational support theory (Rhoades & Eisenberger, 2002; Shore & Shore, 1995) when employees perceive that the organization values their contributions and care about their welfare such as health and other social needs, they reciprocate by abstaining from activities or behaviours that will go against the achievement of the vision of the organization (e.g. Workplace deviance). There have been series of studies conducted in the area of perceived organizational support and workplace deviance. Using 4 samples of employees and multiple operationalization of the core constructs, Colbert et al. (2004) found support for the hypothesis that, positive perceptions of the work situation are negatively related to workplace deviance. Thus, the result of the analysis established that, when employees believed that their jobs and others in the organization supported their development efforts, they will be less likely to reciprocate by withholding effort.

In addition, they established that, employees who have negative perceptions of their work situation are likely to reciprocate by withholding effort or by engaging in more interpersonal deviance.

The research result by Na-Ting and Chern (2012) suggest that, if individuals have the judgments of actively benefiting from illegal activities, POS could exert effects on restraining their intentions to engage in interpersonal workplace deviance. However, Na-Ting and Chern (2012) concluded that POS is more related to interpersonal deviance than organizational deviance. Thus, the result of the study advocates for more researches that can bring out the full understanding of the psychological mechanism by which POS is related to both interpersonal and organizational deviance (i.e. workplace deviance).

Similar to the results of the study by Na-Ting and Chern (2012) is the outcome of the study by Biron (2010). In analysing data collected from 311 participants employed in seven organizations, Biron (2010) found that, POS was not directly associated with organizational deviance.

A study by Boateng (2014) to examine the influence of perception of organizational support of police officers' effectiveness in controlling crime, and secondly, to examine the effect of officers demographic characteristics on their reported level of POS, it was indicated that there is a link between POS and effectiveness. Data for the study was collected from 145 police officers selected randomly from five districts in Accra, Ghana. The findings from the study revealed two patterns in the Ghanaian context.

Firstly, the findings from the study revealed that, the perception of organizational support among officers influence their effectiveness in controlling crime, and secondly, older and shorter tenured officers are more likely to express perception of greater support.

Thus, the findings from the study supported the general assumption that employees performance increases as their level of organizational support increases. The outcome of the study seems to suggest that, when employees perceive organizational support, they are less likely to engage in workplace deviance. Even though such a deduction could be made from the findings of the study by Boateng (2014), the study did not investigate the direct linkage between the perception of organizational support and workplace deviance. Also, the study used data from a single population (i.e. Police officers). Nonetheless, the current study will examine the direct relationship between POS and workplace deviance. Secondly, as per the suggestion by Schneider et al. (2013), the current study will use employees from three different organizations with different occupations in order to generalize the outcome across organizations.

Rhoades and Eisenberger (2002) reviewed more than 70 studies concerning employees general belief that their work organization values their contribution and cares about their well-being (perceived organizational support; POS).

The meta-analysis indicated that three major categories of beneficial treatment received by employees (i.e. fairness, supervisor support, and organizational rewards and favourable job conditions) were associated with POS. The result of their analysis showed that POS in turn, was related to outcomes favourable to employees (e.g. job satisfaction, positive mood) and the organization (e.g. affective commitment, performance, and lessened withdrawal behaviour).

Accordingly, the analysis tends to suggest that, when employees of organization have a positive POS, they will be more likely to engage in favourable behaviours towards both fellow employees and organization and hence, will in-turn, make them more unlikely to engage in workplace deviance.

To examine why employees who experience abusive supervision retaliate against the organization, Eisenberger et al. (2013) distributed English language surveys to 326 full-time employees enrolled in a part-time master's of business administration (MBA) programmes in a large university in the Philippines. The results of their research indicated that reduced POS was related to heightened organizational deviance and lowered in-role performance. Thus, the outcome of the study suggests that, negative perception of organizational support makes employees more prone to engaging in organizational deviance. The current study will examine the relationship between POS and workplace deviance (both interpersonal and organizational deviance).

Also, a meta-analytic study by Edmondson and Boyer (2013) to examine the moderating effect the boundary spanning role has on the relationship between perceived supervisory support and other important constructs within the marketing domain, including job satisfaction, organizational commitment, performance and turnover intentions is worth considering.

Edmondson and Boyer (2013) found a positive relationship between perceived supervisory support and every construct except turnover intentions, which was negative. Since job satisfaction, organizational commitment and performance can all be related to positive job outcomes (Edmondson and Boyer, 2013; Riggle et al., 2009), the result of the study suggests that when employees perceive positive supervisory support, they will be more likely to engage in positive behavioural outcomes.

However, the current study is not focusing on an aspect of organizational support, which with regards to Edmondson and Boyer's (2013) study, is perceived supervisory support, but, general organizational support.

The analysis of a survey conducted on Taiwanese hotel employees revealed that, employees perceptions of organizational support were effective in increasing their job responses and decreasing their turnover intentions, despite any mediating effects of POS on the relationship between ethical context and job responses (Cheng et al., 2013). Moreover, Koh and Boo (2001) and Chiang and Hsieh (2012) have indicated that, the ethics programme of a company (e.g. ethical codes, ethics training, and institutionalized beliefs) can promote favourable attitudes and hence, reduce deviant behaviours in the workplace. In other words, the results of this study conducted by Cheng et al. (2013) suggest that, POS plays a major role in reducing workplace deviance.

A study by Poon (2013) sought to test the predictive effects of perceived career support and affective commitment on work engagement hypothesized that, perceived career support would relate positively to work engagement and this relationship would be transmitted through affective commitment. Poon (2013) collected a survey data from 115 full-time employees enrolled as part-time graduate students in a large public university in Malaysia. Multiple regression analysis yielded results indicating that, perceived career support is positively related to work engagement.

Nonetheless, work engagement is an indicator of eudemonic wellbeing—that is, psychological functioning that goes beyond happiness to include outcomes such as a sense of meaning, vitality, and health (Meyer & Maltin, 2010). Work engagement is considered to be an important determinant of individual and organizational performance outcomes, and this is supported by some recent research (e.g. Rich, LePine, & Crawford, 2010).

POS has also been found to be related to work motivation and work engagement. Using self-determination theory (Deci & Ryan, 2008) as a guiding theoretical framework, Gillet et al. (2013) tested a model that incorporated (a) police officers' perceptions of organizational and supervisor support (i.e. the degree to which organizations or supervisors value the police officers' contributions and care about their well-being); (b) global domain specific (i.e. work) and situational (i.e. in a training session) motivation; and (c) engagement. They tested a hypothesized model using two samples of police officers (170 French policemen). The results of the first study revealed that work motivation was significantly related to contextual (organizational) support factors. The results of the second study also showed that POS was positively related to work engagement. Thus, the study by Gillet et al. (2013) underscores the importance of understanding the mechanisms through which POS is related to work engagement and work motivation.

Using belongingness theory to examine the psychological mechanism through which POS influence organizational deviance, Ferris et al. (2009) collected data from 237 employees at three different points in time over one year. Consistent with research that has suggested that self-motives play an important role in predicting deviance (e.g. Aquino & Douglas, 2003; Thau, Aquino & Poortvliet, 2007), they found that, organization-based self-esteem fully mediate the relation of POS with organizational deviance. Ferris et al. (2009) suggested for future researchers to examine potential moderators of this relationship.

However, not only will the current study investigate a potential moderator of this relationship (i.e. POS and organizational deviance), but further investigate a potential moderator of the relationship between POS and workplace deviance on a whole.

In investigating the influence of perceived organizational support, psychological empowerment and organizational learning on job performance in the banking industry, Afzali et al. (2014) sampled randomly 280 employees from a pool of Iranian banks. The results of their analysis showed that POS influenced positively psychological empowerment, organizational learning and job performance. Since consequences related to psychological empowerment, organizational learning and job performance are described in literature as positive behavioural effects that enhance organizational or work performance (e.g. Riggle et al., 2009), it can be assumed from the study that, positive POS by employees will reduce the occurrence of workplace deviance.

In sum, although some researchers have found a strong, positive relationship between POS and desired employee outcomes (e.g. Whitener, 2001), others have found the relationship to be weak (e.g. Blau, Tatum & Rudmann, 2001; Coyle-Shapiro & Kessler, 2000; Stinglhamber & Vandenberghe, 2003), or even negative (e.g. Cropanzano, Grandey & Toth, 1997; Masterson, Lewis, Goldman & Taylor, 2000). According to Riggle et al. (2009), conflicting findings such as these are problematic, considering the resources firms are investing in these programmes, and highlight the need for clarification. Rhoades and Eisenberger (2002) indicated that addressing the psychological processes underlying POS should yield favourable outcomes for both employees and the organization (e.g. reduced workplace deviance). Also, the literature shows that there is paucity of research conducted to investigate the direct relationship of POS and workplace deviance. Thus, most of the studies seem to examine the relationship of POS on desired behavioural outcomes and not a direct relationship with workplace deviance. However, the studies used employees from a single organization rather than different performance organizations.

The meta-analysis by Schneider et al. (2013) seems to suggest that using different organizations with diverse performance outcomes will enable the predictability of the concepts under study across organizations or industries. The present study will therefore use employees from three different organizations with respect to their different performance outcome.

2.3.3 Moderating effect of perceived ethical Climate on the relationship between perceived organizational support and workplace Deviance.

Ethical climate has been defined as the shared perceptions of what ethically correct behaviour is and how ethical issues should be handled (Victor & Cullen 1987), and was classified into five forms; Caring Climate (employees are genuinely interested in the welfare of others within and outside of the organization); Rules Climate (employees strictly follow the rules determined by their department or organization); instrumental climate (employees look out for their own self-interests, often at the cost of others); independence climate (employees are strongly guided by their own sense of right and wrong); and law and code climate (employees are required to adhere to the codes and regulations of their profession or government). Specifically, employees are less likely to exhibit unethical behaviours if the ethical climate emphasizes ethical behaviours (Mayer, Kuenzi, & Greenbaum, 2010). There has been series of studies conducted to establish how perceived ethical climate is related to workplace deviance. Also, studies have ascertained how perceived ethical climate moderates some variables that are related to workplace deviance.

Workplace deviant behaviours can be considered as a variable investigated by several ethical climate studies (e.g. Bulutlar & Oz, 2009; Martin & Cullen, 2006).

Carr et al. (2004) stressed in their article that deviant workplace behaviours needed to be studied more often by organizational climate researchers.

Various studies linking ethical climates with workplace deviance have found that, benevolent and principled climates are the best climates in terms of reducing employee deviance and employee dysfunctional behaviours (e.g. Bulutlar & Oz, 2009; Martin & Cullen, 2006; Ozer & Yilmaz, 2011). In a similar vein, egoistic climates have been found to be the worst climate in terms of encouraging workplace deviance (e.g. Martin & Cullen, 2006).

For instance, Bulutlar & Oz, (2009), concluded from the study conducted on full time employees that, instrumental climates were positively associated with bullying behaviours. The study further showed that, rules, caring, and law and code climates are negatively associated with bullying behaviours. Thus, the study suggest that, when employees perceive instrumental climate, they are more likely to engage in bullying behaviours and consequently, less likely to engage in bullying behaviour when they perceive rules, caring and law and code climate.

Also, a significant negative relationship was found between benevolent climates and organizational misconduct (Vardi, 2001). Specifically, Vardi (2001) found that, frequency of misbehaviour reported by managers was negatively related to rules and caring climates.

To contribute to the existing body of knowledge, Chernyak-Hai and Tziner (2014) examined psychologically experiences' on organizational distributive justice and climate as predictors of workplace deviance. Two studies were conducted in two different organizations (i.e. a governmental electricity company and a private company specializing in electronic device commerce). The results supported their hypothesis and indicated a negative relationship between perceived general ethical climate and workplace deviance.

Thus, the result of the study suggests that, when employees perceive ethical climate to be loose, they are more likely to engage in workplace deviance than when general ethical climate is perceived to be firm. However, the question is, which specific ethical climate is related to workplace deviance and also, how are they related?

The current study seeks to examine whether perceived ethical climate would moderate the relationship between POS and workplace deviance and further, investigate how specific ethical climates moderate the relationship.

Research has established that, hostile climate perceptions provide a breeding ground for destructive behaviours in the organization. Using participants recruited from upper level undergraduate management courses at a North-Eastern university and a Midwestern university in the United States, Mawritz et al. (2014) found that perceived hostile climates promote destructive acts by signalling to supervisors that abuse is acceptable and instigating the transfer of hostility from supervisors to subordinates.

There have been a series of researches suggesting that employees who work for ethical leaders are less likely to engage in deviant or unethical workplace behaviours (e.g. Mayer, Kuenzi, Greenbaum, Bardes & Salvador, 2009, 2010; Taylor & Pattie, 2014).

Also, in examining the role of ethical cognition as a psychological mechanism linking leadership to employee engagement in specific discretionary behaviour, Resick et al. (2013) collected data from a cross sectional sample of 190 employees with their immediate supervisors. Results indicated that, employees who worked for leaders displaying high levels of ethical leadership tended to form harsh evaluations of workplace deviance behaviours, judging them as unfair, unjust, and morally inappropriate (i.e. morally inequitable).

In contrast, the study also showed that, employees who worked for supervisors demonstrating lower levels of ethical leadership, tended to judge workplace deviance behaviours less harshly.

Analysis of data collected from 285 employees from five local and high-star hotels and five golf clubs located in four south Chinese cities showed that, there is a relationship between ethical leadership and employee attitudes (e.g. work engagement) that has been found to reduce the occurrence of workplace deviance (e.g. Riggle et al., 2009). Specifically, according to Qin et al. (2014), ethical leadership has positive impact not only on employee attitudes (employee individual satisfaction and work engagement) but also on the behaviours of the employees in relation to the customer (employee-customer-oriented behaviour).

Drawing from the social exchange literature, the study by Biron (2010) suggests that, perceptions of abusive supervision and lack of organizational support moderate the generally negative association between an organizations' perceived ethical values and organizational deviance. More specifically, the results confirmed that, the desire to reciprocate violations of the exchange relationship may be so dominant as to generate negative reactions, irrespective of perceived ethical values. The results also provide empirical support for the notion of behavioural integrity, meaning that, the degree in the consistency of the trustee's words (i.e. ethical values) and deeds, may have substantial implications for the outcome of employee behaviour.

Ethical climate and work engagement concepts have been studied theoretically by some researchers. For instance, to examine ethical climates' relationship with work engagement, Yener et al. (2012) gathered together the engagement scale and ECQ in a 53-item survey and applied it to 199 employees of one of the biggest automotive manufacturers located in Bursa, Turkey.

The results showed that work engagement is positively and significantly related with ethical climate. Thus, social responsibility climate had a greater effect on work engagement than other dimensions of ethical climate. Nonetheless, according to Victor and Cullen (1987), social responsibility climate together with caring climate corresponds to the utilitarianism philosophy, which determines the wish of maximizing the interest of not only oneself but also others.

Therefore, the current study propose that, perception of caring climate by employees will moderate the relationship between perceived organizational support and workplace deviance, such that the relationship between POS and workplace deviance is stronger when caring climates is high than when low.

An empirical investigation by Karatepe and Agbaim (2012) to test a research model that examines the effect of perceived ethical climate on hotel employee outcomes in Nigeria showed that job performance and extra-role customer service perceived were significantly related to perceived ethical climate. Consequently, the results of the study implied that, frontline employees with favourable perceptions of the hotel's ethical climate have satisfaction with the job and thus, display effective performance outcomes.

Ethical climate is considered to be highly relevant to the hospitality industry, since it enhances service-providers' contact with customers. Literature also seems to suggest that ethical climate may actually contribute to organizational success by enhancing employee performance.

In examining the relationship between ethical climate and the fair treatment of employees in organizations, Luria and Yagil (2008) conducted a study using 20 restaurants (i.e. 171 employees and 103 customers). Data were obtained from employees, customers, and "mystery shoppers".

As expected by the researchers, ethical climate was found to be related to service performance. Thus, the result showed a positive relationship between ethical climate and service outcomes (service performance and customer satisfaction).

Ntayi et al. (2011) conducted a study to investigate the relationship between psychological climate, catharsis, organizational anomie, psychological wellness and ethical procurement behaviour in Uganda's public sector, in order to understand how to better the conditions that foster or diminish procurement ethics in a developing country.

Data for this study were collected from a sample of 1100 respondents out of which 460 usable questionnaires, representing a 42% response rate were received and analysed. The result of the study revealed that, psychological climate was a significant predictor of ethical procurement behaviour.

Ethical climate has been found to be positively associated with employee ethical behaviour. From the definition of workplace deviance (e.g. Berry et al., 2007), ethical behaviour can be considered a contrast to workplace deviance. To empirically examine the effects of ethical leadership and ethical climate on employee ethical behaviour in the international port context, Lu and Lin (2014) collected a survey data from 128 respondents who worked in Taiwan International Ports Corporation (TIPC) in Taiwan. Results indicated that, ethical leadership had a significant impact on ethical climate and the ethical behaviour of TIPC employees.

Drawing on social learning and identity theories and using data collected from 318 undergraduate business students, Birtch and Chiang (2014) found that, ethical climate is a significant predictor of unethical behaviour, such that students with positive perceptions about their business schools' ethical climates were more likely to refrain from unethical behaviours.

Moreover, the study established that high moral and institutional identities strengthened the effect of ethical climate on unethical behaviour.

To build on previous researches on ethical climate, Jaramillo et al. (2006) investigated the effects of ethical climate on salesperson's role on stress, job attitudes, turnover intention, and job performance. Results of the study indicated that, ethical climate results in lower role conflict and role ambiguity and higher satisfaction. However, satisfied employees are more likely to develop a positive emotional attachment to the organization (organizational commitment), which, in turn, results in better performance (Edmondson & Boyer, 2013).

There are studies that have established that ethical climate may moderate and also partially mediate the relationship between variables that are related to workplace deviance.

The study by Zhang (2013) to determine whether stretch goals disrupt organizations and, if so, how organizations minimize those disruptions, considered how two different kinds of justice climates (i.e. interpersonal and informational) interact to influence employees unethical behaviour and relationship conflicts in the face of stretch goals. The results from 117 departments (including a total of 351 employees and 117 managers) in six Chinese banks supported the hypotheses that, stretch goals foster unethical behaviour and intensify relationship conflict among employees. Furthermore, the study concluded that, informational-justice climates greatly reduce the disruptive effect of stretch goals on unethical behaviour.

In addition, psychological climate has been found to partially mediate the relationship between interpersonal aggression and two of the three burnout dimensions: emotional exhaustion and depersonalization (Bedi et al., 2013). Thus, the study resolved that, experiences of aggression at work are negatively associated with employees perceptions of psychological climate.

Nonetheless, research on workplace aggression clearly demonstrates its association with a variety of negative individual and organizational consequences including feelings of anxiety, anger, resentment, depressed moods (Richman, Rospenda, Flaherty & Freels, 2001).

Even though series of research evidence (e.g. Alias et al., 2012; Henle et al., 2005; Lin & Namasivayam, 2005) seem to suggest that neuroticism or negative affective (NA) employees are more likely to engage in workplace deviance, the study by Chen et al. (2013) showed that, ethical climate can moderate these relationships. According to Chen et al. (2013), the rules climate weakens the positive relationship between NA and workplace deviance, and also, the instrumental climate strengthens the relationship between NA and workplace deviance. Therefore, the current study proposes that, rules climate will strengthen the negative relationship between POS and workplace deviance.

Meta-analysis conducted by Simha and Cullen (2012) suggest that, future researchers in the area of ethical climate should explore how perceive ethical climate can be used as a mechanism in reducing workplace deviance. According to Simha and Cullen (2012), research investigations that deal with ethical climate and workplace deviance are largely un-investigated. Litzky, Eddleston, and Kidder (2006) suggested that, ethical climates could be used by managers to reduce workplace deviance. Therefore, the current study is in response to the call by Simha and Cullen (2012) to examine ethical climate in developing countries and different cultures. Hence, the present study will investigate whether ethical climate will moderate the relationship between POS and workplace deviance.

Most importantly, the current study proposes that perceive ethical climate will moderate the relationship between POS and workplace deviance for three main reasons.

Firstly, ethical climate has been found by series of researchers (e.g. Bulutlar & Oz, 2009; Martin & Cullen, 2006) to be significantly associated with workplace deviance.

Secondly, researchers have established a relationship between ethical climate and variables (e.g. job satisfaction, work engagement, job performance, and ethical behaviour) which have also been found to be related to workplace deviance (e.g. Biron, 2010; Taylor & Pattie, 2014). Thirdly, literature shows that, perceive ethical climate seems to either weaken or strengthen (i.e. moderate) the effect of variables that have been established by studies to be antecedents or predictors (e.g. negative affectivity) of workplace deviance.

Based on the above reviewed literature, the following hypotheses will be tested.

2.4 Statement of hypotheses

Hypothesis 1: Perceived organizational support is negatively related to workplace deviance

Hypothesis 2: Perception of caring, rules, law and code climate by employees will moderate the relationship between perceived organizational support and workplace deviance such that the relationship between POS and workplace deviance is stronger when caring, rules and law and code climates are high than when low.

Hypothesis 3: Instrumental climate by employees will moderate the relationship between perceived organizational support and workplace deviance such that the relationship between POS and workplace deviance is stronger when instrumental climate is low than when high.

2.5 Conceptual framework

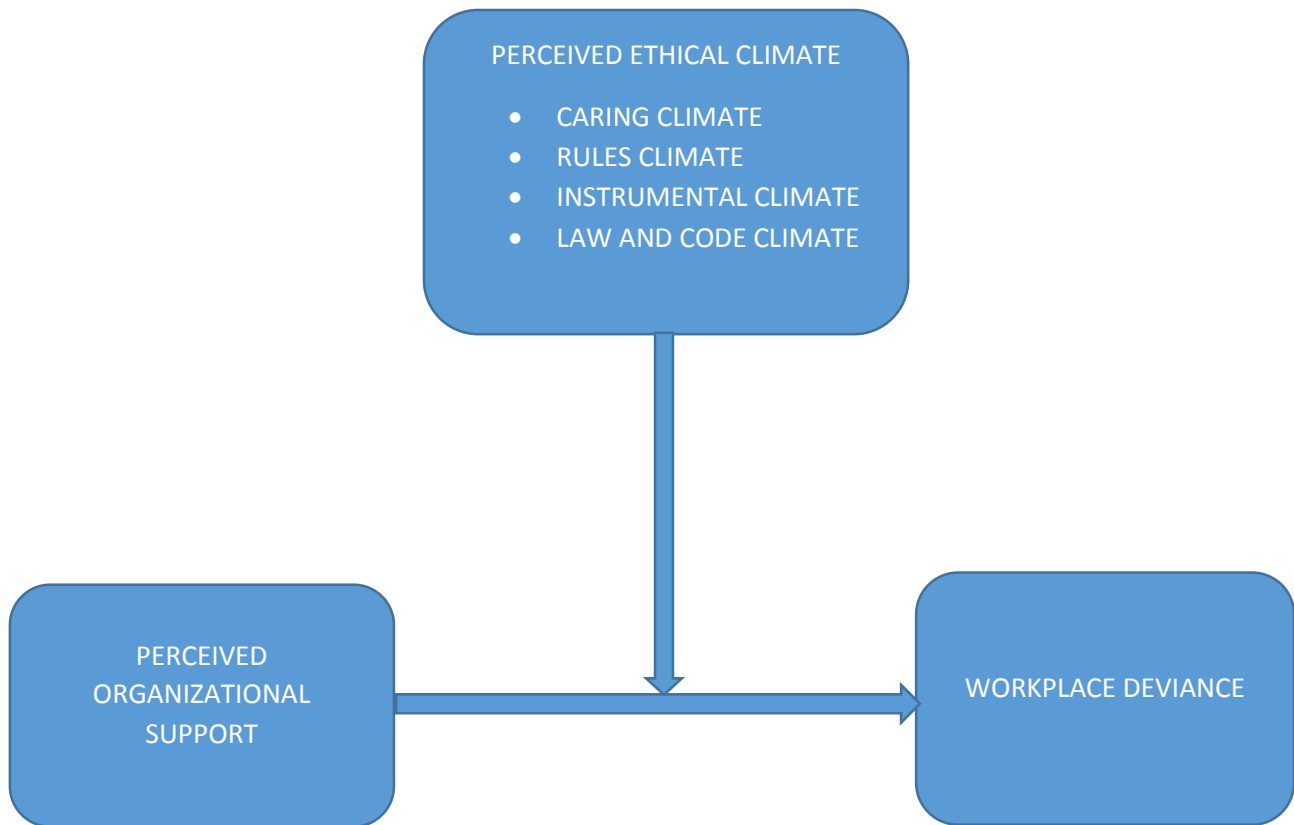


Figure 1

2.5.1 Description of the hypothesized model

The proposed conceptual model illustrated one independent variable (i.e. perceived organizational support), one moderating variable (i.e. perceived ethical climate) and one dependent variable (i.e. workplace deviance). The model predicted a relationship between the independent variable and the dependent variable.

Specifically, the model predicted perceived organizational support to be negatively related to workplace deviance. This relationship was also predicted to be moderated by perceived ethical climate. Thus, the four elements of ethical climate (caring climate, rules climate, instrumental climate and law and code climate) were predicted to moderate the relationship between perceived organizational support and workplace deviance.

2.6 Definition of Terms

Workplace deviance: Refers to voluntary behaviours that violates significant organizational norms, contrary to the organization's legitimate interest and threatens or intends to harm the organization or people in the organization.

Perceived organizational support: Refers to the quality of the employee–organization relationship, by measuring the extent to which employees believe that their organizations value their contributions and care about their welfare.

Ethical climate: Refers to a contextual factor of the employees awareness of moral obligation, beliefs of what ethically correct behaviour is, and how the organization’s ethical issues should be handled by the organization.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents a description of the research methodology used in the study. It provides a summary of the research design, population, the sample and the sampling procedure, and the instruments that were used for data collection and their psychometric properties. The chapter also provides outlines of the pilot study, and the procedures adopted by the researcher in the collection of data for the study.

3.2 Population

The population for the study was employees from three different organizations in the Greater Accra Region. These organizations are Civil Service Training Centre, Meridian Port Services Limited and eTranzact Ghana Limited. The population of the study was carefully selected because the study was in response to the call by Schneider et al. (2013) for future researchers in the area of workplace deviance to use different organizations with diverse performance outcomes to enable the predictability of the concepts under study across organizations. Therefore target employees from the Civil Service Training Centre were specifically trainers and target employees from the Meridian Port Services Limited were human resource personnel and engineers, while target employees from the eTranzact Ghana Limited were IT personnel's specialized in programming of software.

3.3 Sample Size / Sampling Technique

The study used the convenient and purposive sampling technique. The convenient sampling technique was used to select the three organizations.

Convenient sampling technique was employed in the study because not all organizations were interested in granting approval for data to be collected from their employees. Consequently, those companies who gave their approval were used. Secondly, sampling was also purposive because it made it possible for employees with diverse performance outcome across different organizations to be used for the study. Purposive sampling technique was therefore appropriate.

In each of the organizations, prospective participants who qualified for the study were first identified after which those who gave their consent to participate in the study were given the questionnaires to respond to. Two hundred and twenty employees were targeted for the study. The sample size was determined based on Tabachnick and Fidell's (2007) suggestion that for regression analysis, the minimum sample size (N) should be $N > 50 + 8M$; where M = the number of independent variables to be used and N is the sample size in the research. This study has one (1) independent variable, which means that a sample size of not less than 58 would be required.

Out of the two hundred and twenty (220) questionnaires that were sent out to participants, only one hundred and seventy seven (177) questionnaires were returned and that represented an 81% response rate. Descriptive analysis of the 177 respondents indicated that 128 respondents were males (72.3%) and 49 were females (27.7%).

3.4 Measures

All constructs were measured using the multi-item standardized scales that have been developed and used by numerous researchers. The measures were divided into four sections, A to D. Section A collected information on the demographic characteristics of the participants such as gender, tenure and educational level of employees. The demographic information was necessary since it enabled the researcher give some description of the sample used. Section B consisted of the organizational support scale and section C consisted of the ethical climate scale and the last section, D, consisted of the workplace deviance scale.

3.4.2 Perception of Organizational Support (POS)

POS was assessed by using the short version of the survey of perceived organizational Support (SPOS) (with eight items) developed by Rhoades and Eisenberger (2002). In line with prior work in POS, employees POS was assessed by using the eight highest loading items of the Survey of Perceived Organizational Support (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades & Eisenberger, 2002). Respondents indicated the extent to which they agree or disagree with the statements such as “my organization really cares about my well-being”, “the organization fails to appreciate any extra efforts from me” and “the organization really cares about my well-being” on a six-point Likert scale (0 indicates strongly disagree; 6 indicates strongly agree). Scores ranged from 0 to 48 with 48 being a possible maximum score and 0 being a possible minimum score. Higher scores indicated higher levels of perceived organizational support. Series of studies have established the reliability of the POS instrument.

The POS scale also had a mean score of 24. Using 326 full time employees, Shore et al. (2013) found the reliability of the POS instrument to be .80. The coefficient alpha for POS in this study was 0.87.

3.4.1 Perceptions of Organizational Ethical Climate.

To assess perceptions of organizational ethical climate, participants were asked to complete a 22-item ethical climate questionnaire (ECQ) from the Victor and Cullen (1988) scale, measuring employees perceptions of their organization regarding ethical criteria, based on four types of moral climates or dimensions identified empirically by Victor and Cullen (1988). The Cronbach's α for the four ethical climate subscales were all acceptable. Accordingly, seven (7) items assessed Caring (Cronbach's alpha = .79), four (4) items assessed Law and Code (Cronbach's alpha = .73), four (4) items examined Rules (Cronbach's alpha = .82), seven (7) items examined Instrumental climate (Cronbach's alpha = .75).

Responses were indicated on a Likert scale ranging from 0 (completely false) to 5 (completely true). Scores ranged from 0 to 110, with 0 being a possible minimum score and 110 being a possible maximum score. Higher scores indicated higher levels of ethical climate and lower scores indicated lower levels of ethical climate. The ECQ also had a mean score of 55. Examples of each of the dimensions are: "In this company, people look out for each other's good" and "(caring climate); "In this company, "Each person in this company decides for himself what is right or wrong" (law and code climate); "Everyone is expected to stick by company rules and procedures" (rules climate); "In this company, people are guided by their own personal ethics."

(Instrumental climate). The four dimensions were combined into an overall measure of perceived organizational ethical climate and a Cronbach alpha of .79 was obtained

3.4.3 Workplace Deviance

Workplace deviance was measured using the Dimensions of the workplace deviance scale developed by Bennett and Robinson (2000).

As in most deviance research (e.g. Liao & Chuang 2004; Tepper, Carr, Breaux, Geider, Hu & Hua, 2009), the current study measured deviant behaviour through self-reporting because the behaviour (deviant) is often performed in private. Research has suggested that the self-report method often provides a more accurate and valid assessment of deviant behaviours than other methods because respondents are likely to accurately and honestly self-report instances of deviance if they are guaranteed anonymity (Bennett & Robinson 2000). The Dimensions of the workplace deviance Scale consists of 19 items capturing the two components of workplace deviance sub-construct (i.e. Interpersonal deviance and organizational deviance). The interpersonal deviance consists of items that assess deviant behaviours directly harmful to other individuals within the organization.

A few examples are: ‘Said something hurtful to someone at work’; ‘Played a mean prank on someone at work’; and ‘Acted rudely toward someone at work.’ The organizational deviance consists of items that assess deviant behaviours directly harmful to the organization. Examples of items are: ‘Taken property from work without permission’; ‘Intentionally worked slower than you could have worked’; and ‘Come in late to work without permission’.

Because of the deviance hypotheses developed at the construct level in the current study's theoretical argument and because previous research had found the two dimensions of deviance to be very highly correlated (Bennett & Robinson 2000; Lee & Allen 2002). A path consistent with Lee and Allen (2002) and Judge, Scott and Ilies (2006) was followed. That is, the two dimensions of the workplace deviance (interpersonal and organizational deviance) were not distinguished and the 19 items in the analysis was averaged to form a composite score that would represent the latent construct of deviant behaviour. All respondents rated how often they engage in these behaviours during the 12 months on a six-point Likert scale with anchors ranging from 0 (never) to 5 (always). Scores ranged from 0 to 95, with 0 being a possible minimum scores and 95 being a possible minimum scores.

Higher scores indicated a higher level of workplace deviance. The scale had a mean score of 47.5. The Cronbach's alpha for the 19-item scale was 0.83.

3.5 Design

The study used a cross sectional survey design. This design is used in research to identify any pattern of relationship that exists between two or more variables and to measure the strength of the relationship. This process consisted of defining the purpose and objectives, deciding on the sample, creating and pre-testing the instrument, contacting the respondents, and collecting and analysing data.

In the study, a self-report measurement technique (questionnaires) was employed to collect data from participants at a single point in time concerning workplace deviance and its predictors.

The independent variable in this study is perceived organizational support and the proposed moderating variable is perceived ethical climate.

3.6 Procedure for Data Collection

Two major stages were involved in the study. The first procedure involved a pilot study while the second procedure involved data collection for the main study.

3.6.1 Pilot Study

Questionnaires that were used in this study were those that already existed with already established validities and reliabilities. Nevertheless, a pilot study was conducted before the actual study because the current study was conducted on a Ghanaian sample.

This was essential because the establishment of the reliability and validity of the existing scales was done on different samples from different environments and not on any Ghanaian sample.

Another important reason why the pilot study was done was to give a prior notice of where the final research could fall short or whether the methods and instruments proposed for the research were either suitable or unsuitable or even too complex (Graham et al., 2001). As such the pilot study informed the researcher on the reliability of the instruments. These reliabilities were compared to the reliabilities established by the developers of the scale to ascertain whether they were appropriate for the study or not.

Again, the pilot study was used to check for clarity and transparency of items that were on the scale.

This is because there was the possibility that some of the terminologies on the scales may not be conversant to Ghanaians, as such making it difficult for participants to comprehend and interpret it as intended. Twenty five employees comprising 14 males and 11 females from a shipping company were sampled for the pilot study. Permission to get access to participants were granted from the directors of both organizations before the piloting was conducted.

A five-page questionnaire were completed by participants. Comments made by participants on the returned questionnaires prompted the researcher to make some amendments to the perceived ethical climate scale; specifically in terms of expression to facilitate a better understanding by the participants. For example items that read “in this company, people are mostly out of themselves” was modified to read “in this company, people mostly consider others before themselves” and “in this company people are expected to follow their own personal and moral beliefs” was modified to “in this company, people can engage in theft, follow own personal and moral beliefs”. The internal reliability coefficient (Cronbach alpha values) of the scale after the amendment was .84. The alpha value of the subscales ranged from 0.73 to 0.82 and therefore showed that the scale was appropriate for data collection in the Ghanaian context.

3.6.2. Main Data Collection

A letter seeking permission to conduct the study was obtained from the Department of Psychology and taken to the Noguchi Institutional Review Board, including the research proposal and other relevant documents for approval before data collection begun. A certificate of ethical clearance endorsed by the Chairman of the Board was then issued.

A copy of the certificate for ethical clearance, consent form and sample of questionnaires were then given to the human resource managers of the three organizations (i.e. Civil Service Training Centre, Meridian Port Services Limited and eTranzact Ghana Limited) to seek permission to collect data from their employees. The assistance of the various administrators and departmental heads were sought as well to help identify the main targets of employees in the organizations. The target employees in each of the three organizations were then briefed on the essence of the study and their consent to participate in the study was sought as well as confidentiality assured.

The questionnaires were then distributed by the principal investigator to the participants in addition to a consent form which was to be signed before filling the questionnaire. The participants were then given time to complete the questionnaires. Where there was anything the participants could not understand, the researcher was available to explain. After completing the questionnaires, the principal investigator collected the questionnaires from the participants and they were thanked for their time and participation. Collection of questionnaires from participants was a gradual process since the participants were given time to fill them. It took three weeks (15 working days) for the principal investigator to collect the data.

After data was collected, it was scored and statistically analysed with the statistical package for social sciences (SPSS). Out of two hundred and twenty (220) questionnaires that were sent, 180 of them were returned completely filled.

3.6.3 Rate of collection

Out of the two hundred and twenty (220) questionnaires that were given out, a total of one hundred and eighty (180) were properly filled but only one hundred and seventy-seven (177) met the required criteria for inclusion in the study and represented 81% response rate.

Throughout literature, various researchers have commented about the response rate of participants in studies. A general view of a good response rate is 70% and 75% for very good. As such, a response rate of 81% was sufficient for proper analysis of data. Statistical analysis was then performed on the one hundred and seventy-seven (177) usable questionnaires.

3.6.4 Ethical Considerations

In accordance with the American Psychological Association (APA, 2002) Ethical Code, certain ethical considerations were deemed necessary and therefore included in this study in accordance with the ethical principles governing the use of human participants for research purpose. The Ethical Code as stipulated by APA is intended to provide specific standards to cover most situations encountered by psychologists. The main purpose of the Ethical Code is the welfare and protection of individuals and groups with whom psychologists work and the education of students, members, and the public regarding ethical standards of the discipline.

In consonance with the APA guidelines, certain steps were taken in this research to ensure that these principles were followed. In the first place, what was expected of participants was explained to them both in writing and verbally and their consent respectfully sought.

Specific instructions regarding the purpose of the study, voluntary participation in the research were explicitly stated on the questionnaire. In addition, it was explained to participants that there was no predictable risk, discomfort or adverse effect should they participate or decline to participate in this research.

Also, they were not induced financially to participate in the study. To ensure confidentiality and anonymity of responses, participants were informed not to write their names on the questionnaires or mark the questionnaire in ways that would reveal their identity.

Again, participants were advised that they were not in any way obliged to partake in the study and could also pull out at any point in the study.

Lastly, the investigator made available his phone number on the questionnaire so that participants could contact him whenever they wanted to seek any clarifications about the research.

CHAPTER FOUR

RESULTS

4.1 Introduction

The present study examined the relationship between perceived organizational support and workplace deviance. In addition, the study examined whether perceived ethical climate will moderate the relationship between perceived organizational support and workplace deviance. It further examined the contribution of the various dimensions of perceived ethical (caring, rules, law and order and instrumental climate) in moderating the relationship between POS and workplace deviance.

4.2. Data Analysis Procedure

One hundred and seventy-seven (177) questionnaires met the requirement for inclusion in the data analysis. SPSS version 22.0 software was used for the data entry and analysis. Descriptive Statistics was performed on the various variables. Correlational analysis was run to determine the relationship between the predictor and the criterion variable. Regression analyses were also performed to determine the amount of variance in the criterion the predictor accounted for.

4.3 Preliminary Analysis

The preliminary analysis done were descriptive statistical analysis and reliability analysis of all the scales used and analysis of the normal distribution of the variables. The normality of the data obtained for the study was verified by assessing the skewness and kurtosis (see Table 4.1).

4.3.1 Analysis of the normal distribution of variables

A test of normality was also done on the scores obtained from the participants in the study by assessing the skewness and kurtosis of the scores obtained for the variables under study as indicated in Table 4.1. This involved ascertaining whether or not the data for the study was normally distributed. Since the scales for the study were normally distributed, appropriate parametric statistical analysis could be utilised in the study.

Table 4.1. Summary of the Means, Standard Deviation, Skewness and Kurtosis

	N	Mean	Std. Deviation	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis	Minimum	Maximum	Alpha
Gender	177	1.28	.45	1.06	.18	-1.0	.36	1.00	2.00	
Education	177	2.88	.42	-1.53	.18	1.89	.36	1.00	3.0	
Tenure	177	4.27	2.70	.58	.18	-.10	.36	1.00	15.0	
Organizational Support	177	32.76	9.60	-.122	.18	-.85	.36	12.00	48.00	.87
Ethical Clim.	177	46.03	9.19	-.10	.18	.00	.36	22.00	70.0	.79
Workp. Dev.	177	4.62	5.64	1.35	.18	.88	.36	.00	20.00	.83

4.3.2 Factor analysis of the scales

As part of preliminary analysis, the researcher did a principal component factor analysis of the items in the scales. This was done to ensure that the scales have construct validity. This ensured that they measured what they were intended to measure (Tabachnick & Fidell, 2007).

The influence of the factors on each construct was measured by means of their factor loadings; the value of each of the factor loadings indicates the strength of the influence of the factor on the variable. For a factor loading to make a significant contribution to the variable of study it had to be greater than .3 (Tabachnick & Fidell, 2007). Most of the factors of the items on the scales loaded satisfactorily upon the principal component analysis.

Tables 4.2 to 4.4 show the result of the principal component analysis of the items of the scales used in the study.

Table 4.2 Factor loadings based on a principal component analysis of the eight items on the survey of perceived organisational support scale (N=177).

No	Item	Factor Loading
1.	The organization values my contributions to its well-being	.63
2.	The organizations fails to appreciate any extra efforts from me	.79
3.	The organization would ignore any complaint from me	.80
4.	The organization really cares about my well-being	.53
5.	Even if I did the best job possible, the organization would fail to notice	.67
6.	The organization cares about my general satisfaction at work	.88
7.	The organization shows very little concern for me	.68
8.	The organization takes pride in my accomplishment at work	.85

The eight items on the survey of perceived organisational support scale were subjected to principal components analysis (PCA) using SPSS. Prior to performing PCA, the suitability of the data for factor analysis was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of .3 and above. A Kaiser-Meyer-Olkin (KMO) value of .69, exceeding recommended value of .6 (Kaiser, 1974) and Bartlett's Test of Sphericity ($p=.000$) was also significant (Bartlett's, 1954) thus supporting the factorability of the correlation matrix.

Principal components analysis revealed the presence of components with eigenvalues exceeding 1, explaining for a cumulative variance of 61%. The coefficients of the items ranged from .63 to .88, with the factor loadings making significant contributions to the variable; the varimax method of rotation was used which exposed the presence of a simple structure of the factor loadings of the items. The interpretation was similar with previous research done using the scale (Rhoades & Eisenberger, 2002).

Table 4.3 Factor loadings based on a principal component analysis of the items on the survey of Perceived Ethical Climate Scale (N=177).

No	Item	Factor Loading
2	The major responsibility for people in this company is to consider efficiency	.65
3.	In this company, people can engage in theft, follow own personal and moral beliefs.	.62
4.	People are expected to do anything to further the company's interests.	.54
5.	In this company, people look out for each other's good.	.63
6.	There is no room for one's own personal morals or ethics in this company.	.59

Table 4.3 Factor loadings based on a principal component analysis of the items on the survey of Perceived Ethical Climate Scale (N=177). (Cont.)

No	Item	Factor Loading
7.	It is very important to follow strictly the company's rules and procedures here.	.74
8.	Work is considered sub-standard only when it hurts the company's interests	.50
9.	Each person in this company decides for himself what is right or wrong.	.58
10.	In this company, people protect their own interest above other considerations.	.55
11.	The most important consideration in this company is each person's sense of right or wrong.	.66
12.	The most important concern is the good of all the people in the company.	.69
13.	The first consideration is whether a decision violates any law.	.75
14.	People are expected to comply with law and professional standards over and above other considerations.	.60
15.	Everyone is expected to stick by company rules and procedures.	.71
16.	In this company, our major concern is always what is best for the other person.	.70
17.	People are concern with the company's interest – to the exclusion of all else.	.54

Table 4.3 Factor loadings based on a principal component analysis of the items on the survey of Perceived Ethical Climate Scale (N=177). (Cont.)

No	Item	Factor Loading
19.	The most efficient way is always the right way in this company.	.50
20.	In this company' people are expected to strictly follow legal or professional standards.	.54
21.	Our major consideration is what is best for everyone in the company.	.76
22.	In this company, people are guided by their own personal ethics.	.56

The twenty-two items on the survey of perceived ethical climate scale were subjected to principal components analysis (PCA) using SPSS. Prior to performing PCA, the suitability of the data for factor analysis was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of .3 and above. A Kaiser-Meyer-Olkin (KMO) value of .51, and Bartlett's Test of Sphericity ($p=.000$) was also significant (Bartlett's, 1954) thus supporting the factorability of the correlation matrix.

Principal components analysis revealed the presence of components with eigenvalues exceeding 1, explaining for a cumulative variance of 42%. The coefficients of the items ranged from .50 to .76, with the factor loadings making significant contributions to the variable; the varimax method of rotation was used which exposed the presence of a simple structure of the factor loadings of the items.

Table 4.4 Factor loadings based on a principal component analysis of the items on the survey of Workplace Deviance Scale (N=177).

No	Item	Factor Loading
1.	Taking property from work without permission	.51
3.	Made fun at someone at work	.55
4.	Falsified a receipt to get reimbursed for more money than you spent on business expenses.	.60
5.	Said something hurtful to someone at work.	.50
6.	Taking an additional or a longer break than its acceptable at your workplace.	.51
7.	Made an ethnic, religious, or racial remark or joke at work.	.53
8.	Come in late to work without permission.	.66
9.	Littered your work environment.	.72
10.	Cursed at someone at work.	.52
11.	Neglected to follow your boss' instructions.	.77
12.	Intentionally worked slower than you could have worked.	.70

Table 4.4 Factor loadings based on a principal component analysis of the items on the survey of Workplace Deviance Scale (N=177). (Cont.)

No	Item	Factor Loading
13.	Discussed confidential company information with unauthorized person.	.66
14.	Played a mean prank on someone at work.	.80
16.	Used an illegal drug or consumed alcohol on the job.	.62
17.	Put little effort into your work.	.76
18.	Publicly embarrassed someone at work.	.53
19.	Dragged out work in order to get overtime.	.66

The nineteen items on the survey of workplace deviance scale were subjected to principal components analysis (PCA) using SPSS. Prior to performing PCA, the suitability of the data for factor analysis was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of .3 and above. A Kaiser-Meyer-Olkin (KMO) value of .61, exceeding recommended value of .6 (Kaiser, 1974) and Bartlett's Test of Sphericity ($p=.000$) was also significant (Bartlett's, 1954) thus supporting the factorability of the correlation matrix.

Principal components analysis revealed the presence of components with eigenvalues exceeding 1, explaining for a cumulative variance of 33%. The coefficients of the items ranged from .51 to .80, with the factor loadings making significant contributions to the variable; the varimax method

of rotation was used which exposed the presence of a simple structure of the factor loadings of the items.

4.3.3 Reliability Analysis of the Scales

The coefficient of internal consistency (Cronbach's alpha) was computed to establish reliability of the measures used in the study. This ensured the researcher's confidence in the internal and external consistency of the scales. All the scales used in this analysis yielded acceptable results of Cronbach's alpha coefficients with alpha values ranging from .73 to .82 (see Table 4.1 & Appendix 3).

4.3.4 Descriptive Statistics

The next step involved the computation of descriptive statistics of the data, which comprised summarizing the raw data obtained by finding means and standard deviations. Results from this analysis can be obtained from Table 4.1

Table 4.1 shows that perceived organizational support had a mean of 32.76 which can be considered high in comparison with the mean of the POS scale (24), with a standard deviation of .45 and individual scores ranged from a minimum of 12 to a maximum of 48. Perceived ethical climate also reported a mean of 46.03 which comparatively may be considered low with the ECQ scale mean (55), with a standard deviation of 9.19 and showed a minimum score of 22.00 and a maximum score of 70.00. Additionally, the workplace deviance scores ranged from a minimum of .00 to a maximum of 20, with a mean score of 4.62 which may be considered very low compared to the WPD scale mean (47.5) and a standard deviation of 5.64.

Data may be considered to be normal when the skewness and kurtosis values fall within 2 and -2. An observation from table 4.1 shows that all the skewness and kurtosis values were within the 2 and -2 range (Tabachnick & Fidell, 2007).

4.3.5 Correlation matrix of the study variables.

The final step in the preliminary analysis was the computation of Pearson Product-Moment Correlations among the key variables. This was done to explore the relationship between the variables. The summary of this outcome is presented in Table 4.5.

Table 4.5 Person's Product Moment Correlations for study variables

	1	2	3	4
1. Tenure	-	-	-	-
2. Organizational support	.03	-	-	-
3. Ethical climate	-.10	.16*	-	-
4. Workplace deviance	.03	-.31**	-.04	-

** $P < .01$ * $P < .05$ (One tailed)

Findings from Table 4.5 indicated that among the psychological variables (organizational support, ethical climate and workplace deviance) there is a significant negative correlation between organizational support and workplace deviance ($r_{(177)} = -.31, \rho < .01$). There was however no significant correlation between ethical climate and workplace deviance ($r_{(177)} = -.04, \rho > .05$).

The interrelationships between variables from Table 4.5 indicated no significant correlation between organizational support and tenure ($r_{(177)} = .30, p > 0.05$). Also, there was no significant correlation between tenure and ethical climate ($r_{(177)} = -.10, p > 0.05$). Finally, there was no significant correlation between tenure and workplace deviance ($r_{(177)} = .03, p > 0.05$).

4.4 Hypotheses Testing

Hypothesis 1: Perceived organizational support is negatively related to workplace deviance.

This hypothesis was tested using hierarchical regression because the amount of variance accounted for workplace deviance by perceived organizational support was assessed and the demographics (education and tenure) were controlled. As indicated in Table 4.6 perceived organizational support is negatively related to workplace deviance ($r = -0.31, p < .001$). The regression coefficients presented in Table 4.6 below indicates that, perceived organizational support made significant contribution in explaining the variations in workplace deviance ($\beta = -.27, p < .01$), after controlling for education and tenure. Organizational support accounted for 9% of the variance in explaining workplace deviance ($\Delta R^2 = .09, F_{(1, 176)} = 18.4, p < .001$).

The results therefore support Hypothesis 1 that ‘Perceived organizational support is negatively related to workplace deviance.’

Table 4.6 Summary of the Hierarchical Regressions of Perceived Organizational Support as Independent Variable and workplace deviance as Dependent Variable

Step	Variable	B	SEB	β
1	Education	-2.3	1.0	-.17*
	Tenure	.30	.85	.03
2	Education	-.95	1.0	-.07
	Tenure	.41	.82	.03
	Organizational Support	-.18	.05	-.27**

Note. For organizational support; $R^2=.12$, $\Delta R^2=.09$ for model 1, ** $P<.01$. * $P<.05$

Hypothesis 2: Perception of caring, rules, law and code climate by employees will moderate the relationship between perceived organizational support and workplace deviance such that the relationship between POS and workplace deviance is stronger when caring, rules and law and code climates are high than when low.

The hierarchical multiple regression was used to test this hypothesis following the procedure outlined by Baron and Kenny, (1986) and results are shown in Table 4.7.

Table 4.7 Summary of the Hierarchical Regression Analysis Testing the Moderating Effect of Perceived Ethical Climate on the Relationship between Perceived Organizational Support and Workplace Deviance.

Model	Variable	B	SEB	β
1				
	Organizational Support	-.18	.04	-.31***
	Ethical climate	.01	.05	.01
	Org. Sup.*Eth. Climate	-.01	.01	-.21**

*Note. For interaction; $R^2=.13$, $\Delta R^2=.12$, *** $P<.001$ ** $P<.01$*

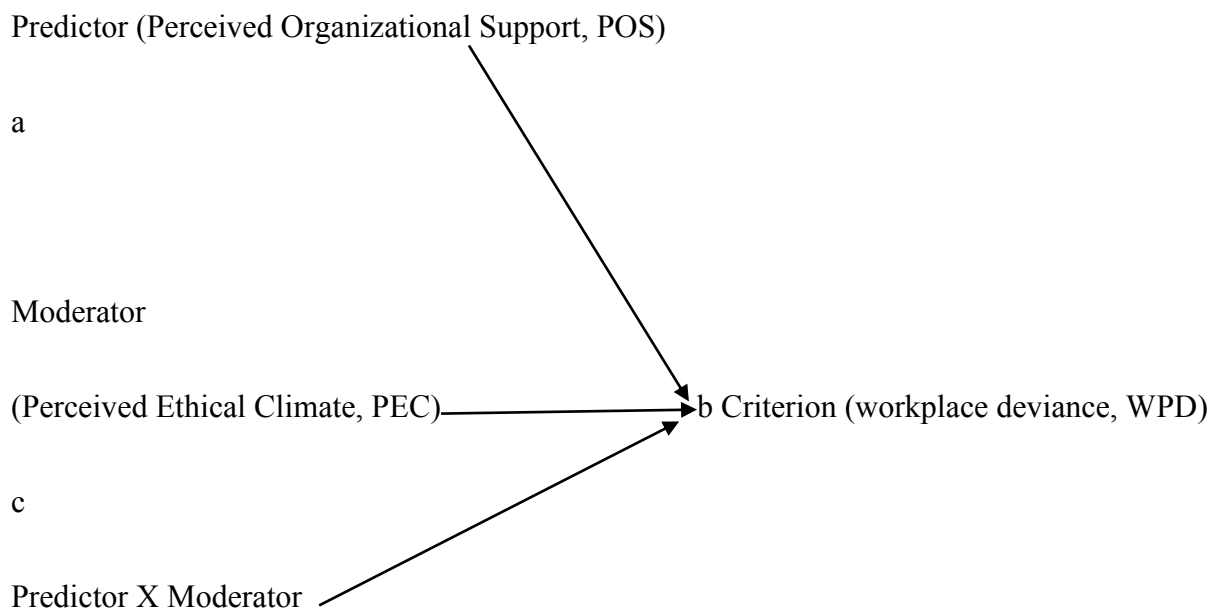
Testing for the moderating effect perceived ethical climate on the relationship between perceived organizational support and workplace deviance.

To test hypotheses 2 and 3 that seek to find out which of the sub-constructs of perceived ethical climate significantly moderate the relationship of perceived organizational support and workplace deviance, the procedures proposed by Baron and Kenny (1986) for testing moderation effect was used.

According to Baron and Kenny (1986), a common framework for illustrating moderating effect from both correlational and experimental perspectives is possible using a causal path analysis. The three causal paths as illustrated on Figure 4.1 (a, b, and c) was used.

This involved the criterion or dependent variable (DV), workplace deviance: the effect of the IV (perceived organizational support) on the DV (workplace deviance) (path a), the effect of the

moderation variable (perceived ethical climate) on the DV (workplace deviance) (path b), and the interaction or product of these two paths on the DV (path c) (See Figure 4.1).



(POS * PEC), Fig 4.1: Path diagram of moderation model (Baron & Kenny, 1986)

According to Baron and Kenny, (1986) the moderator hypothesis is supported if the interaction term (path c) is significant.

With respect to the interaction term, the independent and the moderating variables were centred to reduce the effect of multicollinearity (Aiken & West, 1991). In centering, the mean value of the variable was subtracted from the individual scores of the variables.

Model 1 of Table 4.7 indicated that perception of organizational support explain a significant variance on workplace deviance ($\Delta R^2 = .09$, $\beta = -.31$, $p < .001$). Table 4.7 shows that, ethical climate did not explain a significant variance in workplace deviance ($\beta = .01$, $p > .05$).

Nonetheless, from the model 1 of Table 4.7, the interaction term between perceived organizational support and perceived ethical climate shows significantly more variance in workplace deviance ($\Delta R^2 = .12$, $\beta = -.21$, $p < .01$). That is, perceived ethical climate moderate the negative relationship between perceived organizational support and workplace deviance.

The interaction was further probed to determine the contingent nature of the association of the relationship at the four levels of the moderator (ethical climate).

Table 4.8 Summary of the Hierarchical Multiple Regression Analysis Testing the Moderating Effect of caring climate on the Relationship between Perceived organizational Support and Workplace Deviance.

Model	Variable	B	SEB	β
1	Organizational support	-.18	.04	-.31***
	Caring climate	-.28	.10	-.20**
	Caring clim.* Org. support	-.03	.01	-.73**

Note. For interaction; $R^2 = .18$, $\Delta R^2 = .16$, *** $P < .001$ ** $P < .01$ * $P < .05$

Table 4.8 showed that caring climate made a significantly negative variance on workplace deviance ($\beta = -.20$, $p = .007$). In addition, model 1 accounted for a significant 16% variance in the interaction of caring climate and organizational support [$\Delta R^2 = .16$, $F_{(1, 176)} = 12.5$, $p < .001$] with ($\beta = -.73$, $p < .01$).

Table 4.9 Summary of the Hierarchical Regression Analysis Testing the Moderating Effect of Law climate on the Relationship between Perceived organizational Support and Workplace Deviance.

Model	Variable	B	SEB	β
2	Organizational support	-.18	.04	-.31***
	Law climate	-.03	.10	-.02
	Law clim.* Org. support	-.02	.01	-.76**

Note. For interaction; $R^2=.12$, $\Delta R^2=.10$ *** $P<.001$ ** $P<.01$

Secondly, model 2 of Table 4.9 shows that law climate did not account for a significant variance on workplace deviance ($\beta = -.02$, $p = ns$). Also, model 2 accounted for a 10% variance in the interaction of law and code climate and organizational support which was significant [$\Delta R^2 = .10$, $F_{(1, 176)} = 7.7$, $p = .00$] with ($\beta = -.76$, $p < .01$).

Table 5.0 Summary of the Hierarchical Regression Analysis Testing the Moderating Effect of Rule climate on the Relationship between Perceived organizational Support and Workplace Deviance.

Model	Variable	B	SEB	β
3	Organizational support	-.18	.04	-.31***
	Rule climate	-.07	.11	-.05
	Rule climate.* Org. support	-.01	.01	-.24

Note. For interaction; $R^2=.10$, $\Delta R^2=.08$ *** $P<.001$

Furthermore, model 3 of Table 5.0 shows that rule climate does not make a significant variance on workplace deviance ($\beta = -.05$, $p > .05$) and also accounted for an 8% variance in the interaction of rule climate and organizational support in predicting workplace deviance [$\Delta R^2 = .08$, $F_{(1, 176)} =$

6.4, $p = .001$] with ($\beta = -.24, p > .05$) which was not significant. Therefore Hypothesis 2 which stated that ‘Perception of caring, rules, law and code climate by employees will moderate the relationship between perceived organizational support and workplace deviance such that the relationship between POS and workplace deviance is stronger when caring, rules and law and code climates are high than when low’ was partially supported.

Hypothesis 3: Instrumental climate by employees will moderate the relationship between perceived organizational support and workplace deviance such that the relationship between POS and workplace deviance is stronger when instrumental climate is low than when high. The hierarchical multiple regression was also used to test this hypothesis following the procedure outlined by Baron and Kenny, (1986) and results are shown in Table 4.9.

Table 5.1 Summary of the Hierarchical Regression Analysis Testing the Moderating Effect of instrumental climate on the Relationship between Perceived organizational Support and Workplace Deviance.

Model	Variable	B	SEB	β
4	Organizational Support	-.17	.04	-.29
	Instrumental climate	.25	.10	.18**
	Instrum. climate.* Org. support	.02	.01	.65**

*Note. For interactions; $R^2 = .16, \Delta R^2 = .15$ ** $P < .01$*

Model 4 of Table 5.1 shows that instrumental climate made a significantly positive variance on workplace deviance ($\beta = .18, p < .05$) and further accounted for a 15% variance in the interaction of rule climate and organizational support in predicting workplace deviance [$\Delta R^2 = .15, F_{(1, 176)} =$

11.3, $p = .00$] with ($\beta = .65, p < .01$) which was significantly positive. Thus showing that instrumental climate positively moderate the negative relationship of perceived organizational support and workplace deviance. Hence instrumental climate weakens the relationship between POS and workplace deviance. Therefore the hypothesis that ‘Instrumental climate by employees will moderate the relationship between perceived organizational support and workplace deviance such that the relationship between POS and workplace deviance is stronger when instrumental climate is low than when high’ was supported.

4.5 Summary of Results

Results of the data analysis shows that;

1. Perceived organizational support had a negative relationship to workplace deviance.
2. Caring and law and order climate negatively moderated the relationship between organizational support and workplace deviance while law and rules climate did not moderate the relationship. Thus, ‘Perception of caring and law and code climate by employees moderate the relationship between perceived organizational support and workplace deviance such that the relationship between POS and workplace deviance is stronger when caring, law and code climates are high than when low’.
3. Instrumental climate positively moderated the relationship between organizational support and workplace deviance. Thus, ‘Instrumental climate by employees moderate the relationship between perceived organizational support and workplace deviance such that the relationship between POS and workplace deviance is stronger when instrumental climate is low than when high’.

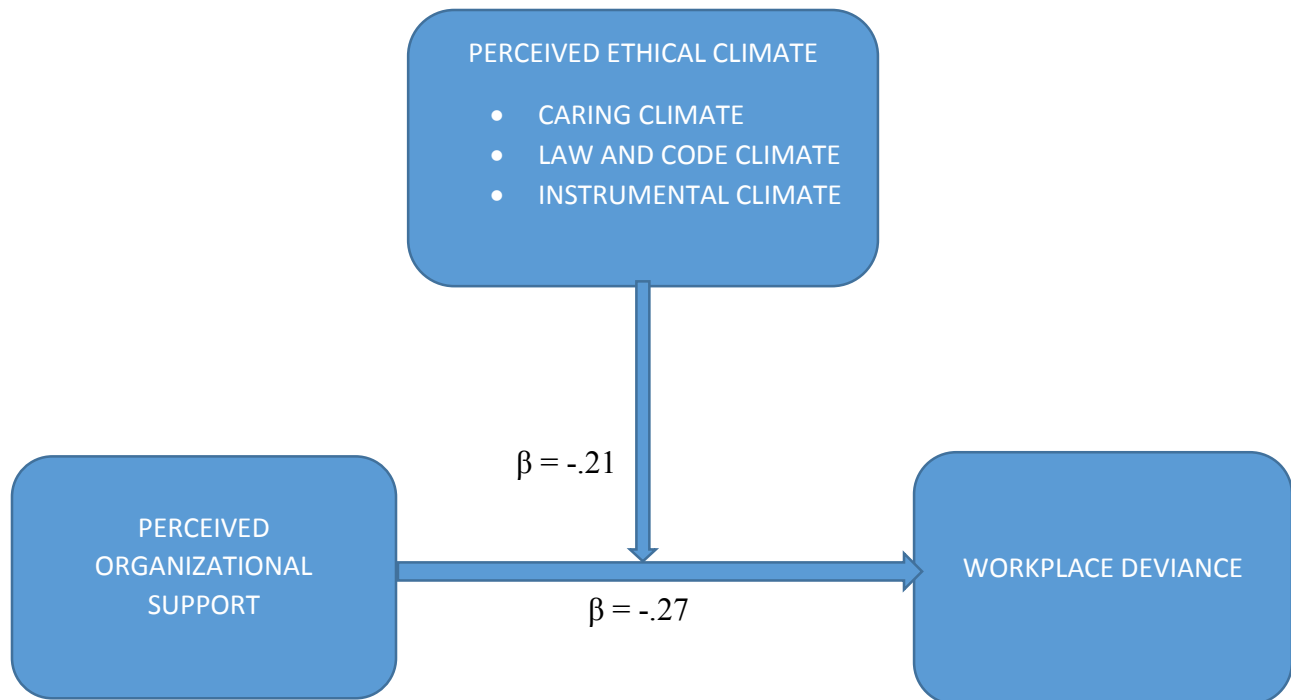


Figure 4.2 Observed Conceptual framework

The observed conceptual framework is shown in Fig. 4.2

4.6.1 Description of the Observed model

The final results model illustrates that the independent variables (perceived organizational support) is significantly related to the dependent variable (workplace deviance). Furthermore, perceived ethical climate significantly moderated the relationship between perceived organizational support and workplace deviance.

However among the four levels of the perceived ethical climate, caring, law and instrumental climate were the significant moderators on the relationship between perceived organizational support and workplace deviance. Comparatively, the proposed conceptual framework predicted all

the dimensions of PEC to moderate the relationship between POS and workplace deviance, but the observed conceptual framework shows that, only three of the PEC dimensions (caring, law and code and instrumental climate) significantly moderate the relationship. Thus, caring and law and code climate strengthens the relationship between POS and workplace deviance. Nonetheless, the instrumental climate weakens the relationship between POS and workplace deviance.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

The study investigated the relationship between perceived organizational support (POS), perceived ethical climate (PEC) and workplace deviance (WPD). Specifically, the study examined the relationship between perceived organizational support and workplace deviance and the moderating role of perceived ethical climate in this relationship. The rationale for investigating the moderating effect of PEC was to help understand the conditions under which POS will most strongly predict WPD. Thus, the study investigated the amount of variance accounted for by each PEC sub-dimensions in moderating the relationship between perceived organizational support (POS) and workplace deviance (WPD). Also the various dimensions of perceived ethical climate were investigated to know the relationship each has with workplace deviance.

In light of previous literature and theory, the findings of the study are discussed in detail in the next section of this chapter. Implications of the findings on theory and practice as well as limitations and recommendations for future research are addressed in order to find practical ways of applying the findings of the study.

5.2 Discussion of Main Findings

5.2.1 Relationship Between Perceive Organizational Support and Workplace Deviance

Perceived organizational support significantly predicted workplace deviance. The results of the study supported the hypothesis that, ‘Perceived organizational support is negatively related to workplace deviance.’ Thus the outcome of the analysis suggest that, when employees perceive the organization to be supportive, they may be less likely to engage in workplace deviance. Consequently, the study also suggest that, employees may be more likely to engage in workplace deviance when they do not perceive support from the organization. This finding is in consonance with the social exchange theory (SET) by Blau (1964) which claims that, social relationships are formed by the use of a subjective cost-benefit analysis and that, exchange relationship typically flourishes on the idea that benefits will be reciprocated. This implies that when employees perceive the organization to be supportive, they will reciprocate with higher obligations to contribute to the organization and hence decrease workplace deviance. Conversely, when employees do not perceive organizational support, they may be less satisfied with their jobs and hence become more prone to reciprocate by engaging in workplace deviance. This result can also be explained using the organizational support theory which state that, employees form a general belief concerning the extent to which the organization values their contribution and care about their well-being (Rhoades & Eisenberger, 2002; Shore & Shore, 1995).

The organizational support theory adopts Levinson's (1965) view that, employees personify the organization, viewing it as having dispositional characteristics including benevolent or malevolent intentions toward them. Perceived organizational support (POS) is also valued as assurance that, aid will be available from the organization when it is needed to carry out one's job effectively.

However such perceived organizational support is associated with greater psychological well-being and behavioural outcomes helpful to the organization (Rhoades & Eisenberger, 2002). Therefore, when employees perceive the organization to be supportive, they become more likely to engage in helpful behaviours to the organization and hence more unlikely to engage in workplace deviance.

The finding was supported by the study conducted by Colbert et al. (2004) which concluded that, when employees believed that their jobs and others in the organization supported their developmental efforts, they will be less likely to reciprocate by withholding effort. It also agrees with the findings by Na-Ting and Chern (2012) that suggest that, if individuals have the judgments of actively benefiting from illegal activities, POS could exert effects on restraining their intentions to engage in interpersonal workplace deviance. For example, when managers provide supportive environment and vindicate employees rights and needs, they are more likely to compensate by increasing positive and decreasing negative behaviours such as withholding efforts or using an illegal drug or consuming alcohol on the job. The level of perceived organizational support felt by an employee is has been found to be related to variables such as pay, rank, job enrichment, organizational rewards, promotions, verbal praise, and one's influence over organizational policies (Eisenberger et al., 1986).

Moreover, Monnastes (2010) showed that if employees feel supported by the organization they will feel obligated to care about that organization's well-being and put forth effort to help the organization to succeed and achieve its goals. Research has also showed that when employees perceive that they are supported, they tend to be committed to and identify with the organization as well as, help the organization succeed through citizenship behaviour and decreased withdrawal behaviours (Rhoades & Eisenberger, 2002).

Also, the research findings by Boateng (2014) is in consonance with the current findings. The study by Boateng (2014) to examine the influence of perception of organizational support of police officers effectiveness in controlling crime, indicated that, the results showed that there was a link between POS and job effectiveness. Nonetheless, there has been a series of studies that has suggested job effectiveness to reduce the occurrence of workplace deviance (e.g. Riggle et al., 2009).

This findings is consistent with the study outcome by Eisenberger et al. (2013) which investigated why employees who experience abusive supervision retaliate against the organization. The results of their research indicated that, reduced POS was related to heightened organizational deviance and lowered in-role performance. The outcome of the study suggests that, negative perception of organizational support makes employees more prone to engaging in organizational deviance. Eisenberger et al. (2013) further indicated in their research that, positive perception of the organization by employees make them less prone to engage in workplace deviance.

In addition, a meta-analytic study by Edmondson and Boyer (2013), to examine the moderating effect the boundary spanning role has on the relationship between perceived supervisory support and other important constructs within the marketing domain, including job satisfaction,

organizational commitment, performance and turnover intentions seems to be in consonance with the current findings. Edmondson and Boyer (2013) found a positive relationship between perceived supervisory support and every construct except turnover intentions, which was negative.

Since job satisfaction, organizational commitment, performance can all be related to positive job outcomes (Edmondson & Boyer, 2013; Riggle et al., 2009), the result of the study suggested that, when employees perceive positive supervisory support, they will be more likely to engage in positive behavioural outcomes and hence, less likely to engage in workplace deviance.

A study conducted by Cheng et al. (2013) suggested that, POS plays a major role in reducing workplace deviance. The analysis of a survey conducted on Taiwanese hotel employees revealed that, employees perceptions of organizational support were effective in increasing their job responses and hence reducing workplace deviance.

Comparatively result of the study by Cheng et al. (2013) also implies that, when employees perceive the organization to be supportive it may increase their job responses and ultimately reduce their tendency of engaging in workplace deviance. Similar to the findings by Cheng et al. (2013) that confirms the current finding is the research by Poon (2013) to test the predictive effect of perceived career support and affective commitment on work engagement. The multiple regression analysis by Poon (2013) yielded results indicating that, perceived career support is positively related to work engagement.

Work engagement can be considered to be an important determinant of individual and organizational performance outcomes, (e.g. Rich, LePine, & Crawford, 2010) such as workplace deviance.

Moreover, the research by Eisenberger et al. (2004) suggested that employees POS may be influenced by non-organizational agents via social influence which occurs through monitoring of and direct interaction with co-workers. This however implies that, in order for organizations to reduce workplace deviance through POS, they need to monitor and increase the direct interaction with co-workers.

Also, the meta-analysis by Rhoades and Eisenberger (2002) indicated that, three major categories of beneficial treatment received by employees (i.e., fairness, supervisor support, and organizational rewards and favourable job conditions) were associated with POS. The result of their analysis showed that, POS in turn, was related to outcomes favourable to employees (e.g., job satisfaction, positive mood) and the organization (e.g., affective commitment, performance, and lessened withdrawal behaviour). The summary of the literature shows that, there is paucity of research conducted to investigate the direct relationship of POS and workplace deviance. Thus, most of the studies seem to examine the relationship of POS on desired behavioural outcomes and not a direct relationship with workplace deviance. For example, some researchers have found a strong, positive relationship between POS and desired employee outcomes (e.g. Whitener, 2001), others have found the relationship to be weak (e.g. Blau et al., 2001; Coyle-Shapiro & Kessler, 2000; Stinglhamber & Vandenberghe, 2003), or even negative (e.g. Cropanzano et al., 1997; Masterson et al., 2000). Nonetheless, according to Riggle et al. (2009), conflicting findings such as these are problematic, considering the resources firms are investing in these programs, and highlight the need for clarification.

Rhoades and Eisenberger (2002) indicated that, addressing the psychological processes underlying POS should yield favourable outcomes for both employees and the organization (e.g., reduced workplace deviance).

The findings of the current study reveals that there is a negative relationship between POS and workplace deviance. Therefore the findings of the study underscores the importance of organizational support in predicting workplace deviance.

5.2.2 Moderating effect of perceived ethical Climate on the relationship between perceived organizational support and workplace Deviance.

After establishing that a relationship exist between the independent variable (perceived organizational support) and the dependent variable (workplace deviance), the moderating effect of perceived ethical climate on the relationship between perceived organizational support and workplace deviance was tested by the researcher. The result revealed that, perceived ethical climate affect the relationship between POS and WPD. More specifically, the current study showed that, perceived ethical climate negatively moderates the relationship between perceived organizational support and workplace deviance. The result suggest that, employees perception of ethical climate may strengthen the relationship between perceived organizational support and workplace deviance. Since perceived ethical climate was found to moderate the relationship between perceived organizational support and workplace deviance, the researcher further probed the interaction to determine the contingent nature of the association of the relationship at the four levels of perceived ethical climate.

The post-hoc hierarchical analysis on the various dimension of the PEC clearly showed that, caring climate, law and code climate, and instrumental climate moderated the relationship between perceived organizational support and workplace deviance.

Specifically, caring climate and law climate moderated the relationship between perceived organizational support negatively, while instrumental climate moderated the relationship positively. Therefore, the second hypothesis that stated that “Perception of caring, rules, law and code climate by employees will moderate the relationship between perceived organizational support and workplace deviance such that the relationship between POS and workplace deviance is stronger when caring, rules and law and code climates are high than when low” was partially supported by the study.

Thus, caring, law and code climate affects the relationship between perceived organizational support and workplace deviance by strengthening its negative relationship. This implies that, perception of caring climate and law and code climate by employees would increase or strengthen the effect of perceived organizational support in reducing workplace deviance. However, rule climate did not significantly moderate the relationship between POS and WPD.

To the best of the researcher’s knowledge, this study is the first study to moderate perceived ethical climate on the relationship between POS and WPD. Nonetheless the result of the study implies that, as an organization, in order to strengthen the effect of POS on workplace deviance, it is pertinent to ensure the presence of caring climate and law and code climate. Therefore steps should be taken to ensure the perception of caring and law and code climate to strengthen the effect of perceived organizational support in reducing workplace deviance.

The third major objective of the study was to examine whether instrumental climate moderates the relationship between perceived organizational support and workplace deviance.

The third hypothesis which stated that “instrumental climate by employees will moderate the relationship between perceived organizational support and workplace deviance such that the

relationship between POS and workplace deviance is stronger when instrumental climate is low than when high” was supported by the study. Thus, instrumental climate affects the relationship between perceived organizational support and workplace deviance by weakening its negative relationship. This implies that, perception of instrumental climate by employees would decrease the effect of perceived organizational support in reducing workplace deviance.

This findings is important because it clearly shows that ethical climate is an important contextual variable for perceive organizational support. Thus, this findings contributes to the social exchange theory (SET) by Blau (1964) and the perceived organizational theory by Shore and Shore, (1995), which claims that social relationships are formed by the use of a subjective cost-benefit analysis and that, exchange relationship typically flourishes on the idea that benefits will be reciprocated. Nonetheless, the findings of the current study suggest that “the exchange relationship” do not only flourish on the idea that benefits will be reciprocated but can also be strengthen or weaken on the basis of the kind or the type of ethical climate prevailing in the organization.

There are studies that have established that, ethical climate may moderate relationship between variables that are related to workplace deviance. The study by Zhang (2013) to determine whether stretch goals disrupt organizations and, if so, how organizations minimize those disruptions, considered how two different kinds of justice climates (i.e. interpersonal and informational) interact to influence employees unethical behaviour and relationship conflicts in the face of stretch goals. The results supported their hypotheses that, stretch goals foster unethical behaviour and intensify relationship conflict among employees.

Furthermore, the study concluded that, informational-justice climate weakens the negative relationship between stretch goals and unethical behaviour. Thus, informational-justice climate may reduce the effect of stretch goals on unethical behaviour. However, the current study reveals that, caring and law and code climate strengthen the effect of perceive organizational support in reducing unethical behaviour or workplace deviance.

Even though series of research evidence (e.g. Alias et al., 2012; Henle et al., 2005; Lin & Namasivayam, 2005) seems to suggest that neuroticism or negative affective (NA) employees are more likely to engage in workplace deviance, the study by Chen et al. (2013) showed that, ethical climate may moderate these relationships.

According to Chen et al. (2013), the rules climate weakens the positive relationship between NA and workplace deviance, and also, the instrumental climate strengthens the relationship between NA and workplace deviance.

The current study also confirms that ethical climate may either strengthen or decrease the relationship between workplace deviant variables. Therefore the current findings suggest that, as an organization, in order to ensure the effect of POS in reducing workplace deviance, the organization need to put in place a system to curb instrumental climate. Schminke et al. (2007, pp. 178) provided the “managerial tool box for diagnosing and developing ethical climate” which can be considered in creating caring and law and code climates and also, curbing instrumental climate in order to ensure the effect of POS in reducing workplace deviance. Schminke et al. (2007) provided three major strategies in diagnosing and developing an ethical climate for organizations.

The first step to take by organizations in order to ensure the effect of POS in reducing workplace deviance is to use assessment tools such as ECQ to diagnose the ethical climate of the organization.

For ethical action to occur, the presence of all four components of the ethical decision process (caring, law and code, rule and instrumental climate) must be known (Schminke et al., 2007).

Therefore, assessing each of the four processes simultaneously is important in order to identify existing strengths and weaknesses on each dimension at a particular point in time. Doing so reveals the specific needs of an individual organization, or even a department or work group within an organization. This step is critical in designing a comprehensive training program capable of creating a supportive ethical environment, which with regards to the finding of the study are, caring climate and law and code climate.

Once the ethical landscape has been assessed, development tools such as role play videos, scenarios, ethic games may be used to design training programmes aimed at creating or enhancing caring climate and law and code climate. Also, the training programme should also be aimed at reducing the presence of the instrumental climate in the organization. Finally, effective implementation tools may be used to enhance caring climate and law and code climate, and nonetheless reduce instrumental climate. Thus in implementing the training programme effectively, the trainee characteristics, training design, transfer of training skills and evaluation must be critically considered.

5.3 Discussion of Other Findings

5.3.1 Relationship between Dimensions of Ethical Climate and Workplace Deviance

The result of the study revealed that caring and instrumental climate were significant in predicting workplace deviance. Specifically, caring climate negatively predicted workplace deviance. This implies that, employees that perceive caring ethical climate are less likely to engage in workplace deviance. Also, instrumental climate positively predicted workplace deviance.

Thus, employees that perceive instrumental climate are more likely to engage in workplace deviance. In other words, the results suggest that, while caring climate seems to reduce the occurrence of workplace deviance, instrumental climate seems to increase the likelihood of its occurrence.

This result is consistent with the study by Bulutlar and Oz, (2009), conducted on 201 full time employees. They concluded from their study that caring climate is one of the best climates in terms of reducing employee deviance and employee dysfunctional behaviours.

Also, Bulutlar and Oz, (2009) concluded instrumental ethical climate to be positively associated with bullying behaviours. However, unlike the result of the current study that did not find a significant relationship between the rule climate, law and code climate and workplace deviance, Bulutlar and Oz, (2009) concluded from their study that rule and law and code climate are negatively associated with bullying behaviour.

Vardi (2001) also found a significant negative relationship between benevolent climate otherwise known as caring climate and organizational misconduct. Vardi (2001) further showed that frequency of misbehaviour reported by managers was negatively related to caring climate.

Moreover, Koh and Boo (2001) and Chiang and Hsieh (2012) have indicated that, the ethics programs of a company (e.g., ethical codes, ethics training, and institutionalized beliefs) can promote favourable attitudes and hence, reduce deviant behaviours in the workplace.

To contribute to the existing body of knowledge, Chernyak-Hai and Tziner (2014) examined psychologically experiences' organizational distributive justice and climate as predictors of workplace deviance. Two studies were conducted in two different organizations (i.e. a governmental electricity company and a private company specializing in electronic device commerce). The results supported their hypothesis and indicated a negative relationship between perceived general ethical climate and workplace deviance.

Thus, the result of their study suggested that, when employees perceive ethical climate to be loosed, they are more likely to engage in workplace deviance than when general ethical climate is perceived to be firmed. However, the specific ethical climate related to workplace deviance and also, the nature of the relationship was not tackled by Chernyak-Hai and Tziner (2014). Nonetheless, the current study has revealed specifically that, the caring and law and code climate is negatively related to workplace deviance and also indicated the instrumental climate to be positively related to workplace deviance.

Another research that seems to confirm the findings of the current study is the research by Mawritz et al. (2014). Using participants recruited from upper level, undergraduate management courses at a North-Eastern university and a Midwestern university in the United States, Mawritz et al. (2014) found that, perceived hostile climates also known as instrumental climate (Simha & Cullen, 2012) promote destructive acts by signalling to supervisors that abuse is acceptable and instigating the transfer of hostility from supervisors to subordinates.

There has also been series of researches suggesting that, employees who work for ethical leaders are less likely to engage in deviant or unethical workplace behaviours (e.g. Mayer et al., 2009, 2010; Taylor & Pattie, 2014). In examining the role of ethical cognition as a psychological mechanism linking leadership to employee engagement in specific discretionary behaviour, Resick et al. (2013) collected data from a cross sectional sample of employees with their immediate supervisors. Results indicated that, employees who worked for leaders displaying high levels of ethical leadership tended to form harsh evaluations of workplace deviance behaviours, judging them as unfair, unjust, and morally inappropriate (i.e. morally inequitable). In contrast, the study also showed that, employees who worked for supervisors demonstrating lower levels of ethical leadership tended to judge workplace deviance behaviours less harshly.

Therefore, to contribute to existing literature, the current study further suggest that, employees who work for caring or law and code ethical leaders may be less likely to engage in deviant or unethical workplace behaviours. Also, employees who work for instrumental ethical leaders may be more likely to engage in deviant or unethical workplace behaviours.

Also, an empirical investigation by Karatepe and Agbaim (2012) to test a research model that examines the effect of perceived ethical climate on hotel employee outcomes in Nigeria showed that, job performance and extra-role customer service perceived were significantly related to perceived ethical climate. Consequently, the results of the study implied that, frontline employees with favourable perceptions of the hotel's ethical climate have satisfaction with the job and thus, display effective performance outcomes.

Consistent with the result of the current study is the finding by Birtch and Chiang (2014).

Drawing on social learning and identity theories and using data collected from undergraduate business students, Birtch and Chiang (2014) found that, ethical climate is a significant predictor of unethical behaviour, such that students with positive perceptions about their business school's ethical climate were more likely to refrain from unethical behaviours. Moreover, the study established that high moral and institutional identities strengthened the effect of ethical climate on unethical behaviour.

In sum, this research throws more light and agrees with other researches on the fact that ethical climate influence workplace deviance. Specifically, the study indicated that caring and instrumental climate are significantly related to workplace deviance. Therefore, managers can design and implement policies and training programmes aimed at creating caring ethical climate in order to directly reduce the occurrence of workplace deviance. For example management can employ values-based approach that seeks to create and define organizational values and encourage employees to hold and act upon caring ethical aspirations.

These programs may seek to construct an environment where employees are encouraged to be aware of caring ethical issues. Values-based programs attempt to have employees care about ethics and shared values through words and consistent actions, rather than through fear of doing something wrong (Schminke et al., 2007).

5.4 Recommendations for Practice

Research shows that that 90% of all employees had committed at least one type of interpersonal workplace deviance (e.g. mocking a colleague) or organizational deviance (e.g. using business material for one's personal use) in the last 6 months (Rioux et al., 2005). Practically, surveys have shown workplace deviance to be both a common and an expensive problem for organizations (e.g. Bennett & Robinson, 2000), of which Ghanaian organizations cannot be excluded. Therefore for organizations to succeed, they need employees who devoid themselves of workplace deviance or unethical behaviour of any kind.

The finding of the research revealed that there is a significant negative relationship between perceive organizational support and workplace deviance. This implies that, employees that perceive organizational support are less likely to engage in workplace deviance. This underscores the importance of organizational support in reducing deviant behaviours in the organization. Therefore for organizations to restrain the occurrence of workplace deviance, it is imperative of management to create and maintain management systems, mechanisms, procedures, policies and strategies that are aimed at promoting organizational support.

Management efforts devoted to enhancing employees perceptions of organizational and trainer support may offer positive outcomes. Management may engage industrial psychologist to design programs that include more participant-centered activities, and emphasize cooperative activities and fairness.

Rhoades and Eisenberger (2002) showed that job conditions and fairness increase perceived organizational support.

Likewise, emphasizing the importance of perceived organizational support through the establishment of career management systems could be promoted through access to training, skills development, and clearly defined job changes.

These approaches should enable employees to perceive more clearly the importance of human capital and how to best develop it within their own institutions (Allen, Shore, & Griffeth, 2003). Organizational support programs may include computer training programs, customer relations workshops. Also, according to Rhoades and Eisenberger (2002), organizational rewards and job conditions contribute to positive perception of organizational support. Thus, human resources practices showing recognition of employee contributions is positively related to POS. A variety of rewards and job conditions have been studied in relation to POS—for example, recognition, pay, promotions, job security, autonomy, role stressors, and training. Another alternative of increasing POS can be achieved by granting scholarships to employees on paid leave to take up more challenging courses in other areas of study in order to broaden their knowledge, skills and abilities needed for their job. Social events like holiday community activities where prizes are awarded to employees to appreciate extra efforts that is made to achieve organizational goals and aims can also be utilized to enhance POS.

The finding of the study also revealed that, caring climate, law and code climate and instrumental climate moderates the relationship between perceive organizational support and workplace deviance. Thus specifically, caring and law and code climate strengthens the effect of organizational support in reducing the occurrence of workplace deviance and in contrast, instrumental climate weakens the effect of POS on workplace deviance.

Therefore, the result implies that management should incorporate caring and law and code climate into their management systems, procedures and policies to strengthen the effect of perceive organizational support in reducing deviant workplace behaviours. Thus management may encourage ethical climate that tends to encourage behaviours that yield positive outcome for the greatest number of people (caring climate) and also ethical climates that ensures that principled decision making is based on external codes such as the law, the bible or the professional codes of conduct (law and code climate) (Simha & Cullen, 2012).

Consequently, for organizational support programmes to be effective on deviant behaviours, management should curb the presence of instrumental climate; behaviours that promote self-interest even to the detriment of others.

The finding also revealed that, caring and instrumental climate is significantly related to workplace deviance. Specifically, caring climate is negatively related to workplace deviance, but in contrast, instrumental climate is positively related to workplace deviance. This findings implies that, organizations may directly reduce workplace deviance by creating or enhancing caring ethical environment. Also, management may also reduce deviant workplace behaviour by strategically restraining instrumental climate in the organization through system policies and procedures.

Management plays a major role in ensuring positive attitudes and behaviours in the organization that goes a long way to control the problem of workplace deviance. Therefore it is very important for management of various organizations to be proactive in taking effective strategic steps to promote organizational support and also, strengthen the effect of POS by incorporating caring climate and law and code climate into their programmes.

5.5 Recommendations for Future Studies

Future researchers can first and foremost draw on an eclectic approach (both qualitative and quantitative research) to better understand and appreciate the relationship that exists among variables.

Arnaud and Schminke (2010) have introduced a newer measure of ethical climate, the Ethical Climate Index (ECI), which is a measure used to determine contextual determinants of ethical behaviour.

The ECI measures the dimensions of collective moral sensitivity, collective moral judgment, collective moral motivation, and collective moral character. Future research can consider examining the ECI as a moderator of variables that predict workplace deviance.

Also, even though this study used cross-sectional survey to collect data, future research may employ the use of longitudinal design in order to clarify the direction of causality among variables (organizational support, ethical climate and workplace deviance).

5.6 Strength and Limitation

The main contribution of this study lies in its investigation of the moderating effects of the various dimension of ethical climate on the relationship between perceived organizational support and workplace deviance.

Nonetheless, despite the contributions of the study, there were some limitations. The first limitation of the study is the assessment of the constructs through the use of self-reports.

Though self-reports were considered appropriate for the study, sensitive questions (e.g. workplace deviance) may enhance social desirability bias especially when employees perceive that their managers or employers may see their responses. This perception may bias responses of the participants and thus affect the actual relationships that exist between the variables being studied. Notwithstanding, the researcher took practical steps in reducing the possible effects of common method bias by protecting the anonymity of participants.

Also, the scales used in the research were pre-tested and some items were modified by the researcher to minimize any ambiguity in the items.

Secondly, the use of scales developed in the Western culture poses a limitation to the findings of the study. Though the researcher conducted a pilot study to enhance participant's general understanding of the items, developing a Ghanaian based scale would have offered a true reflection of the state of research on perceived organizational support and workplace deviance in Ghana by taking into account the actual components of perceived organizational support and workplace deviance life in the Ghanaian context.

In spite of these limitations, this study extends our understanding of the role of organizational support in reducing workplace deviance. Thus, despite the theoretical and empirical significance of organizational support and its potential effect on workplace deviance (e.g. Colbert et al., 2004; Ferris et. al., 2009; Sluss et. al., 2008), there is paucity of research conducted to contribute to the understanding of how perceived ethical climate may moderate the relationship between organizational support and workplace deviance. To the best of the knowledge of the researcher, this is the first study that has examined the moderating effect of perceived ethical climate on the relationship between perceived organizational support and workplace deviance.

The finding of the study revealed that perceived organizational support is negatively related to workplace deviance. Nonetheless, the result further showed that, caring, law and code strengthens the relationship between POS and workplace deviance. Also, the findings showed that instrumental climate weakens the relationship between POS and workplace deviance.

5.7 Summary and Conclusion

This cross survey design was basically used to examine the relationship between perceived organizational support, ethical climate and workplace deviance. The study also examined the moderating effect of ethical climate on the relationship between perceived organizational support and workplace deviance.

The study examined the variables among 177 employees across three different organizations in Ghana. Participants consisted of employees with specializations such as software developers, trainers and human resource personnel's in the organizations. The social exchange theory served as the main theoretical underpinning for the research. The theoretical framework from the theory proposed that perceived organizational support will predict workplace deviance and further predicted perceive ethical climate to moderate this relationship. Relevant studies were reviewed and respondents were given Likert type questionnaires to answer after which their responses were subject to analysis.

The responses from the 177 employees revealed that perceived organizational support negatively predicted workplace deviance. Thus, the result implies that when employees perceive the work environment to be supportive, they will be less likely to engage in workplace deviance.

Hence, for organizations to curb the occurrence of workplace deviance, it is imperative for management or human resource experts to develop and implement policies and strategies that will enhance perceived organizational support.

The study also revealed that, perceived ethical climate moderates the relationship between perceived organizational support and workplace deviance. Specifically, a post hoc analysis on the dimension of ethical climate showed that, caring climate and law and code climate strengthen the effect of organizational support in reducing workplace deviance. In other words, even though employees that perceive the organization to be supportive are less likely to engage in workplace deviance, a further perception of caring climate or law and code climate will further decrease the likelihood of them engaging in workplace deviance.

This therefore implies that it is important for management of organization to incorporate caring and law and code climate in organizational support designs in order to strengthen the effect of organizational support in restraining the presence of workplace deviance.

Nonetheless, instrumental climate was found to weaken the relation between POS and workplace deviance. This also implies that human resource managers should incorporate a strategy in restraining instrumental climate when designing organizational support programmes in order to ensure the effect of POS on workplace deviance.

The moderated hierarchical analysis also revealed the direct relationships of the four dimensions of ethical climate. Thus the result also indicated that, caring climate negatively predicts workplace deviance and in contrast, instrumental climate positively predicts workplace deviance. This is an indication that, organizations that intend to curb workplace deviance from the direct perspective

of ethical climate should specifically utilize caring climate and further restrain instrumental climate in their strategy or design.

It is the aspiration of the researcher that, the conclusions and recommendations made in this study will not only contribute to the workplace deviance literature but also, go a long way to aid private and public organizations in curbing the predominate problem of workplace deviance.

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APPENDICES

APPENDIX 1: CONSENT FORM

Title: ‘The Relationship between Perceived Organizational Support, Ethical Climate and Workplace Deviance’.

Principal Investigator: Michael Adu Appiah

Principal Supervisor: Dr. Maxwell Asumeng

Address: University of Ghana, Department of Psychology, P.O. Box LG 25, Legon.

You are being asked to participate in a research titled ‘The relationship between perceived organizational support, ethical climate and workplace deviance’. The main purpose of this research is to understand the relationship between perception of organizational support and workplace deviance. If you agree to be in this study, you will be given a questionnaire to fill out. The questionnaire will include questions about your job, work environment and personal behaviour or attitudes towards other employees and the organization. The questionnaire will take about 25 minutes to complete. You must be a full time employee of your organization before you can complete this questionnaire.

There are no anticipated risks involved in participating in this research. No physical or psychological harm will be caused to any participant.

There are no known benefits to you that would result from your participation in this research. However most organizations are having challenges with how to reduce workplace deviance.

Therefore this research may help managers and employers to understand the main correlates of workplace deviance to enable them adopt and implement strategies that would go a long way to ameliorate this situation in our organizations.

Any information given out will be kept confidential and any report made public will not include any information that will make it possible to identify you.

Your participation in this research study is voluntary. You may choose not to participate and you may withdraw your consent to participate at any time. You will not be penalized in any way should you decide not to participate or to withdraw from this study.

Please ask any questions you have now. If you have questions later, you may contact Michael Adu Appiah at micky3as@yahoo.com or 0242106536.

Your rights as a Participant

This research has been reviewed and approved by the Ethics Committee for Humanities (ECH) of the Institute of Statistical, Social, and Economic Research. If you have any questions about your rights as a research participant you can contact the ECH Office between the hours of 8am-5pm.

VOLUNTEER AGREEMENT

The above document describing the benefits, risks and procedures for the research title **(The Relationship between, Perceived Organizational Support, Ethical Climate and Workplace Deviance)** has been read and explained to me. I have been given an opportunity to have any questions about the research answered to my satisfaction. I agree to participate as a volunteer.

Date

Name and signature or mark of volunteer

I certify that the nature and purpose, the potential benefits, and possible risks associated with participating in this research have been explained to the above individual.

Date

Name Signature of Person Who Obtained Consent

APPENDIX 2: QUESTIONNAIRES

The researcher is a student of University of Ghana conducting a study on Workplace Deviance. The purpose of this research is to understand the relationship between perception of organizational support and workplace deviance and whether ethical climate moderate its relationship. You must be a full time employee to complete this questionnaire. The questionnaire will include questions about your job, work environment and personal behaviour or attitudes towards other employees and the organization. The questionnaire will take about 25 minutes to complete. There are no anticipated risks involved in participating in this research. Any information given out will be kept confidential. If you agree to participate in this study, please read the instructions and continue to fill out the questionnaire.

Instructions

The questionnaire is in four (4) sections. Sections A, B, C and D

Please be truthful and accurate as possible in your responses to ensure true results of the study.

Thank you.

Section A – Demographics

Gender: Male Female

Highest Level of Education: JHS SHS TERTIARY

Tenure (Number of years you have worked in this company):

Section B – PERCEPTION OF ORGANIZATIONAL SUPPORT

Listed below are statements that represent possible opinions that you may have about working at this organization. Please indicate the degree of your agreement or disagreement with each statement by filling in the circle on your answer sheet that best represent your point of view about the organization.

Please choose from the following answers

0 = strongly disagree

1 = moderately disagree

2 = slightly disagree

3 = neither disagree or agree

4 = slightly agree

5 = moderately agree

6 = strongly agree

1. The organization values my contributions to its well-being	0	1	2	3	4	5	6
2. The organizations fails to appreciate any extra efforts from me	0	1	2	3	4	5	6
3. The organization would ignore any complaint from me	0	1	2	3	4	5	6

4.The organization really cares about my well-being	0	1	2	3	4	5	6
5.Even if I did the best job possible, the organization would fail to notice	0	1	2	3	4	5	6
6.The organization cares about my general satisfaction at work	0	1	2	3	4	5	6
7.The organization shows very little concern for me	0	1	2	3	4	5	6
8.The organization takes pride in my accomplishment at work	0	1	2	3	4	5	6

Section C – ETHICAL CLIMATE QUESTIONNAIRE

Instruction to participants

We would like to ask you questions about the general climate in your organization (or other unit reference). Please answer the following in terms of how it really is in your organization, not how you would refer to it to be. Please be candid as possible; remember all your responses will remain strictly anonymous.

Please indicate the degree to which you agree or disagree with each of the following statements about your organization. Please use the scale below and circle the number which best represents, your answer. To what extent are the following statements true about your company?

Completely	Mostly	Somewhat	Somewhat	Mostly	Completely
false	false	false	true	true	true
0	1	2	3	4	5

1. In this company, people mostly consider others before themselves	0	1	2	3	4	5
2. The major responsibility for people in this company is to consider efficiency	0	1	2	3	4	5
3. In this company, people can engage in theft, follow own personal and moral beliefs.	0	1	2	3	4	5
4. People are expected to do anything to further the company's interests.	0	1	2	3	4	5

5. In this company, people look out for each other's good.	0	1	2	3	4	5
6. There is no room for one's own personal morals or ethics in this company.	0	1	2	3	4	5
7. It is very important to follow strictly the company's rules and procedures here.	0	1	2	3	4	5
8. Work is considered sub-standard only when it hurts the company's interests	0	1	2	3	4	5
9. Each person in this company decides for himself what is right or wrong.	0	1	2	3	4	5
10. In this company, people protect their own interest above other considerations.	0	1	2	3	4	5
11. The most important consideration in this company is each person's sense of right or wrong.	0	1	2	3	4	5
12. The most important concern is the good of all the people in the company.	0	1	2	3	4	5
13. The first consideration is whether a decision violates any law.	0	1	2	3	4	5
14. People are expected to comply with law and professional standards over and above other considerations.	0	1	2	3	4	5
15. Everyone is expected to stick by company rules and procedures.	0	1	2	3	4	5
16. In this company, our major concern is always what is best for the other person.	0	1	2	3	4	5

17. People are concern with the company's interest – to the exclusion of all else.	0	1	2	3	4	5
18. Successful people in the company go by the book.	0	1	2	3	4	5
19. The most efficient way is always the right way in this company.	0	1	2	3	4	5
20. In this company' people are expected to strictly follow legal or professional standards.	0	1	2	3	4	5
21. Our major consideration is what is best for everyone in the company.	0	1	2	3	4	5
22. In this company, people are guided by their own personal ethics.	0	1	2	3	4	5

Section D – WORKPLACE DEVIANCE

We would like to ask you some few questions about your actions or attitude towards work and colleagues in your company for the past 12 months. Please answer the following in terms of how it really is. Please be candid as possible; remember your responses will be strictly anonymous.

Please use the scale below and circle the number which best represents, how often you engage in the stated behaviour.

Knowledge of action

- 0. Never
- 1. Rarely (once or twice in the past 12 months)
- 2. Neutral
- 3. Sometimes (monthly)
- 4. Usually (weekly)
- 5. Always (Daily)

1. Taking property from work without permission	0	1	2	3	4	5
2. Spent too much time fantasizing or day dreaming instead of working	0	1	2	3	4	5
3. Made fun at someone at work	0	1	2	3	4	5
4. Falsified a receipt to get reimbursed for more money than you spent on business expenses.	0	1	2	3	4	5
5. Said something hurtful to someone at work.	0	1	2	3	4	5

6. Taking an additional or a longer break than its acceptable at your workplace.	0	1	2	3	4	5
7. Made an ethnic, religious, or racial remark or joke at work.	0	1	2	3	4	5
8. Come in late to work without permission.	0	1	2	3	4	5
9. Littered your work environment.	0	1	2	3	4	5
10. Cursed at someone at work.	0	1	2	3	4	5
11. Neglected to follow your boss' instructions.	0	1	2	3	4	5
12. Intentionally worked slower than you could have worked.	0	1	2	3	4	5
13. Discussed confidential company information with unauthorized person.	0	1	2	3	4	5
14. Played a mean prank on someone at work.	0	1	2	3	4	5
15. Acted rudely towards someone at work.	0	1	2	3	4	5
16. Used an illegal drug or consumed alcohol on the job.	0	1	2	3	4	5
17. Put little effort into your work.	0	1	2	3	4	5
18. Publicly embarrassed someone at work.	0	1	2	3	4	5
19. Dragged out work in order to get overtime.	0	1	2	3	4	5

APPENDIX 3: RELIABILITY OF SCALES

Scale: Organizational Support

Case Processing Summary

		N	%
Cases	Valid	25	100.0
	Excluded ^a	0	.0
	Total	25	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.87	8

Scale: Organizational Ethical Climate

Case Processing Summary

		N	%
Cases	Valid	25	100.0
	Excluded ^a	0	.0
	Total	25	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.79	22

Scale: Workplace Deviance

Case Processing Summary

		N	%
Cases	Valid	25	100.0
	Excluded ^a	0	.0
	Total	25	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.83	19

APPENDIX 4: FREQUENCY TABLES**Descriptive Statistics**

	GENDER	EDUCATION	TENURE	POS	EC	WP
Mean	1.2768	2.8757	4.2655	32.7627	46.0339	4.6215
Std. Deviation	.44870	.42148	2.69313	9.60115	9.18552	5.63856
Skewness	1.006	-1.531	.580	-.122	-.100	1.346
Std. Error of Skewness	.183	.183	.183	.183	.183	.183
Kurtosis	-.999	1.886	-.098	-.845	.001	.878
Std. Error of Kurtosis	.363	.363	.363	.363	.363	.63
Minimum	1.00	1.00	1.00	12.00	22.00	.00
Maximum	2.00	3.00	15.00	48.00	70.00	20.00
N	177	177	177	177	177	177

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	128	72.3	72.3	72.3
	female	49	27.7	27.7	100.0
	Total	177	100.0	100.0	

EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	JHS	6	3.4	3.4	3.4
	SHS	10	5.6	5.6	9.0
	TERTIARY	161	91.0	91.0	100.0
	Total	177	100.0	100.0	

TENURE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
1-5 years	115	65.0	65.0	65.0
6-10 years	61	34.5	34.5	99.4
11-15 years	1	.6	.6	100.0
Total	177	100.0	100.0	

APPENDIX 5: REGRESSION TABLES

Perceived Organizational Support and Workplace Deviance

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	TENURE, EDUCATION, GENDER ^b		Enter
2	POS ^b		Enter

a. Dependent Variable: WP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.233 ^a	.054	.038	5.53025	.054	3.321	3	173	.021
2	.339 ^b	.115	.094	5.36655	.060	11.715	1	172	.001

a. Predictors: (Constant), TENURE, EDUCATION, GENDER

b. Predictors: (Constant), TENURE, EDUCATION, GENDER, POS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	304.670	3	101.557	3.321	.021 ^b
	Residual	5290.968	173	30.584		
	Total	5595.638	176			
2	Regression	642.067	4	160.517	5.574	.000 ^c
	Residual	4953.572	172	28.800		
	Total	5595.638	176			

a. Dependent Variable: WP

b. Predictors: (Constant), TENURE, EDUCATION, GENDER

c. Predictors: (Constant), TENURE, EDUCATION, GENDER, POS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.351	3.362		2.484	.014
	GENDER	1.953	.930	.155	2.100	.037
	EDUCATION	-2.308	.990	-.172	-2.332	.021
	TENURE	.304	.849	.027	.359	.720
2	(Constant)	9.983	3.297		3.028	.003
	GENDER	1.553	.910	.124	1.707	.090
	EDUCATION	-.957	1.038	-.072	-.922	.358
	TENURE	.409	.824	.036	.496	.620
	POS	-.157	.046	-.267	-3.423	.001

a. Dependent Variable: WP

Hierarchical Regression Analysis Testing the Moderating Effect of Perceived Ethical Climate on the Relationship between Perceived Organizational Support and Workplace Deviance.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS ^b		Enter
2	EC ^b		Enter
3	POSEC ^b		Enter

a. Dependent Variable: WP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.308 ^a	.095	.090	5.37952	.095	18.358	1	175	.000
2	.308 ^b	.095	.085	5.39471	.000	.016	1	174	.901
3	.362 ^c	.131	.116	5.30166	.036	7.161	1	173	.008

a. Predictors: (Constant), POS

b. Predictors: (Constant), POS, EC

c. Predictors: (Constant), POS, EC, POSEC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	531.280	1	531.280	18.358	.000 ^b
	Residual	5064.359	175	28.939		
	Total	5595.638	176			
2	Regression	531.736	2	265.868	9.135	.000 ^c
	Residual	5063.903	174	29.103		
	Total	5595.638	176			
3	Regression	733.026	3	244.342	8.693	.000 ^d
	Residual	4862.612	173	28.108		
	Total	5595.638	176			

a. Dependent Variable: WP

b. Predictors: (Constant), POS

c. Predictors: (Constant), POS, EC

d. Predictors: (Constant), POS, EC, POSEC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.550	1.442		7.319	.000
	POS	-.181	.042	-.308	-4.285	.000
2	(Constant)	10.320	2.338		4.415	.000
	POS	-.182	.043	-.310	-4.236	.000
	EC	.006	.045	.009	.125	.901
3	(Constant)	-6.009	6.520		-.922	.358
	POS	.399	.221	.680	1.805	.073
	EC	.364	.141	.593	2.582	.011
	POSEC	-.013	.005	-.214	-2.676	.008

a. Dependent Variable: WP

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	EC	.009 ^b	.125	.901	.009	.974
	POSEC	-.104 ^b	-.704	.482	-.053	.238
2	POSEC	-1.242 ^c	-2.676	.008	-.199	.023

a. Dependent Variable: WP

b. Predictors in the Model: (Constant), POS

c. Predictors in the Model: (Constant), POS, EC

Hierarchical Multiple Regression Analysis Testing the Moderating Effect of caring, law and rule climate on the Relationship between Perceived organizational Support and Workplace Deviance.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS ^b	.	Enter
2	CARINGEC ^b	.	Enter
3	POSCC ^b	.	Enter

a. Dependent Variable: WP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.308 ^a	.095	.090	5.37952	.095	18.358	1	175	.000
2	.364 ^b	.132	.122	5.28208	.037	7.516	1	174	.007
3	.422 ^c	.178	.164	5.15525	.046	9.667	1	173	.002

a. Predictors: (Constant), POS

b. Predictors: (Constant), POS, CARINGEC

c. Predictors: (Constant), POS, CARINGEC, POSCC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.550	1.442		7.319	.000
	POS	-.181	.042	-.308	-4.285	.000
2	(Constant)	7.114	1.891		3.763	.000
	POS	-.163	.042	-.277	-3.875	.000
	CARINGEC	-.276	.101	-.196	2.741	.007
3	(Constant)	-1.912	3.440		-.556	.579
	POS	.137	.105	.234	1.310	.192
	CARINGEC	1.077	.276	.764	3.907	.000
	POSCC	-.027	.009	-.733	-3.109	.002

a. Dependent Variable: WP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	531.280	1	531.280	18.358	.000 ^b
	Residual	5064.359	175	28.939		
	Total	5595.638	176			
2	Regression	740.972	2	370.486	13.279	.000 ^c
	Residual	4854.666	174	27.900		
	Total	5595.638	176			
3	Regression	997.889	3	332.630	12.516	.000 ^d
	Residual	4597.749	173	26.577		
	Total	5595.638	176			

a. Dependent Variable: WP

b. Predictors: (Constant), POS

c. Predictors: (Constant), POS, CARINGEC

d. Predictors: (Constant), POS, CARINGEC, POSCC

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	CARINGEC	-.196 ^b	-2.741	.007	-.203	.975
	POSCC	-.127 ^b	-1.455	.147	-.110	.670
2	POSCC	-.733 ^c	-3.109	.002	-.230	.085

- a. Dependent Variable: WP
- b. Predictors in the Model: (Constant), POS
- c. Predictors in the Model: (Constant), POS, CARINGEC

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS ^b	.	Enter
2	LAWC ^b	.	Enter
3	POSLC ^b	.	Enter

- a. Dependent Variable: WP
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.308 ^a	.095	.090	5.37952	.095	18.358	1	175	.000
2	.309 ^b	.096	.085	5.39328	.001	.108	1	174	.743
3	.343 ^c	.118	.102	5.34247	.022	4.326	1	173	.039

- a. Predictors: (Constant), POS
- b. Predictors: (Constant), POS, LAW
- c. Predictors: (Constant), POS, LAW, POSL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	531.280	1	531.280	18.358	.000 ^b
	Residual	5064.359	175	28.939		
	Total	5595.638	176			
2	Regression	534.419	2	267.210	9.186	.000 ^c
	Residual	5061.219	174	29.087		
	Total	5595.638	176			
3	Regression	657.878	3	219.293	7.683	.000 ^d
	Residual	4937.760	173	28.542		
	Total	5595.638	176			

a. Dependent Variable: WP

b. Predictors: (Constant), POS

c. Predictors: (Constant), POS, LAWC

d. Predictors: (Constant), POS, LAWC, POSLC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.550	1.442		7.319	.000
	POS	-.181	.042	-.308	-4.285	.000
2	(Constant)	10.839	1.692		6.407	.000
	POS	-.178	.043	-.304	-4.134	.000
	LAWC	-.034	.104	-.024	-.329	.743
3	(Constant)	2.471	4.359		.567	.572
	POS	.086	.134	.146	.642	.522
	LAWC	.697	.366	.494	1.903	.059
	POSLC	-.023	.011	-.762	-2.080	.039

a. Dependent Variable: WP

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	LAWC	-.024 ^b	-.329	.743	-.025	.964
	POS LC	-.093 ^b	-.895	.372	-.068	.483
2	POS LC	-.762 ^c	-2.080	.039	-.156	.038

- a. Dependent Variable: WP
- b. Predictors in the Model: (Constant), POS
- c. Predictors in the Model: (Constant), POS, LAW C

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS ^b	.	Enter
2	RULEC ^b	.	Enter
3	POSRC ^b	.	Enter

- a. Dependent Variable: WP
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.308 ^a	.095	.090	5.37952	.095	18.358	1	175	.000
2	.312 ^b	.097	.087	5.38791	.002	.455	1	174	.501
3	.315 ^c	.099	.084	5.39703	.002	.413	1	173	.521

- a. Predictors: (Constant), POS
- b. Predictors: (Constant), POS, RULEC
- c. Predictors: (Constant), POS, RULEC, POSRC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.550	1.442		7.319	.000
	POS	-.181	.042	-.308	-4.285	.000
2	(Constant)	11.009	1.596		6.897	.000
	POS	-.171	.045	-.292	-3.834	.000
	RULEC	-.074	.110	-.051	-.674	.501
3	(Constant)	8.740	3.878		2.254	.025
	POS	-.095	.127	-.162	-.753	.453
	RULEC	.160	.382	.111	.420	.675
	POSRC	-.008	.012	-.242	-.642	.521

a. Dependent Variable: WP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	531.280	1	531.280	18.358	.000 ^b
	Residual	5064.359	175	28.939		
	Total	5595.638	176			
2	Regression	544.484	2	272.242	9.378	.000 ^c
	Residual	5051.154	174	29.030		
	Total	5595.638	176			
3	Regression	556.506	3	185.502	6.369	.000 ^d
	Residual	5039.132	173	29.128		
	Total	5595.638	176			

a. Dependent Variable: WP

b. Predictors: (Constant), POS

c. Predictors: (Constant), POS, RULEC

d. Predictors: (Constant), POS, RULEC, POSRC

Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	RULEC	-.051 ^b	-.674	.501	-.051	.896
	POSRC	-.091 ^b	-.832	.406	-.063	.438
2	POSRC	-.242 ^c	-.642	.521	-.049	.037

a. Dependent Variable: WP

b. Predictors in the Model: (Constant), POS

c. Predictors in the Model: (Constant), POS, RULEC

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS ^b	.	Enter
2	INSTRUMC ^b	.	Enter
3	POSIC ^b	.	Enter

a. Dependent Variable: WP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.308 ^a	.095	.090	5.37952	.095	18.358	1	175	.000
2	.358 ^b	.128	.118	5.29526	.033	6.613	1	174	.011
3	.405 ^c	.164	.149	5.20056	.036	7.395	1	173	.007

a. Predictors: (Constant), POS

b. Predictors: (Constant), POS, INSTRUMC

c. Predictors: (Constant), POS, INSTRUMC, POSIC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	531.280	1	531.280	18.358	.000 ^b
	Residual	5064.359	175	28.939		
	Total	5595.638	176			
2	Regression	716.709	2	358.355	12.780	.000 ^c
	Residual	4878.929	174	28.040		
	Total	5595.638	176			
3	Regression	916.710	3	305.570	11.298	.000 ^d
	Residual	4678.928	173	27.046		
	Total	5595.638	176			

a. Dependent Variable: WP

b. Predictors: (Constant), POS

c. Predictors: (Constant), POS, INSTRUMC

d. Predictors: (Constant), POS, INSTRUMC, POSIC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.550	1.442		7.319	.000
	POS	-.181	.042	-.308	-4.285	.000
2	(Constant)	7.521	1.844		4.078	.000
	POS	-.169	.042	-.288	-4.036	.000
	INSTRUMC	.252	.098	.183	2.572	.011
3	(Constant)	-.160	3.355		-.048	.962
	POS	.088	.103	.149	.851	.396
	INSTRUMC	.932	.268	.678	3.478	.001
	POSIC	.023	.009	.650	2.719	.007

a. Dependent Variable: WP