

UNIVERSITY OF GHANA

DEPARTMENT OF PSYCHOLOGY

**SOCIAL CAPITAL, PERCEIVED ORGANIZATIONAL POLITICS, AND
WORKPLACE CRIME: A STUDY OF WORKERS AT THE DRIVER AND VEHICLE
LICENSING AUTHORITY IN THE EASTERN AND GREATER ACCRA REGIONS OF
GHANA.**

BY

SAMUEL DOKU TETTEH

10303759

**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF M.PHIL
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JULY, 2016

DECLARATION

I hereby declare that this thesis is the result of my own research work and that no part of it has been presented for another degree by anyone for any academic award in this university or elsewhere. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

.....

SAMUEL DOKU TETTEH
(10303759)

DATE

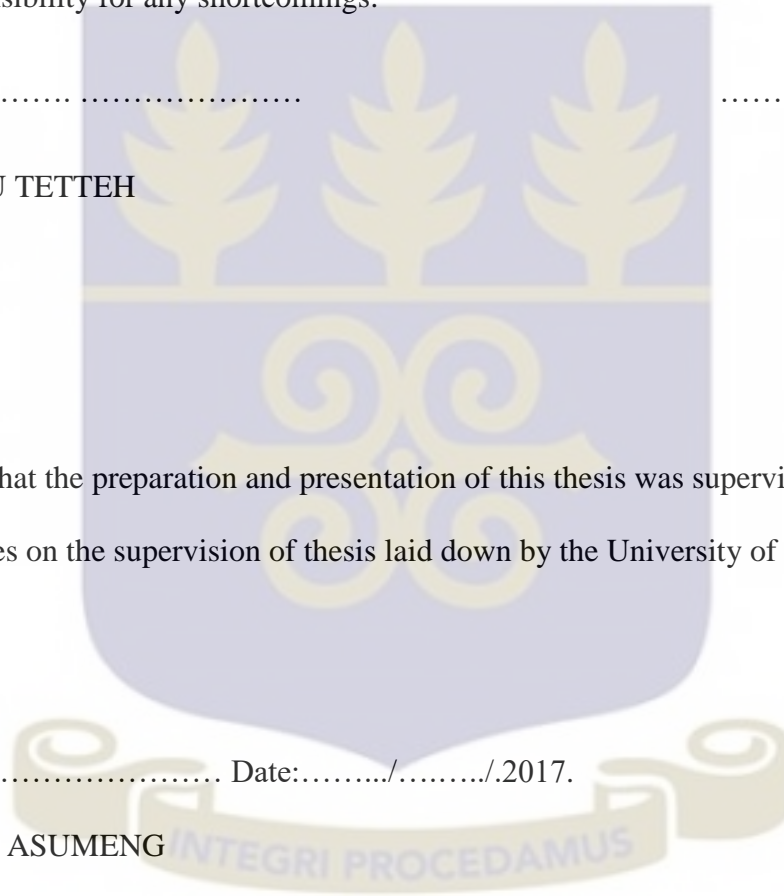
I hereby declare that the preparation and presentation of this thesis was supervised in accordance with the guidelines on the supervision of thesis laid down by the University of Ghana.

..... Date:...../...../2017.

DR. MAXWELL ASUMENG
(Principal Supervisor)

..... Date:...../...../2017.

DR. ADOTE ANUM
(Second Supervisor)



DEDICATION

This work is first and foremost dedicated to my LORD and Master Jesus Christ who gave me everything that I needed to make the dream of obtaining an MPhil degree a reality. I also dedicate this masterpiece to all members of the Doku and Narh families.



ACKNOWLEDGEMENTS

This thesis is the culmination of the efforts of many individuals to whom I owe my sincere appreciation. My first acknowledgement goes to my principal supervisor Dr. Maxwell Asumeng. His constructive criticisms, corrections and directions are what kept me going to make this project a success. To Dr. Adote Anum, my research methods lecturer and second supervisor, I say ‘thank you’ for your supervisory excellence that resulted in this beautiful piece. Words are not enough in conveying my gratitude to you for the expert review you did which made this work what it is now.

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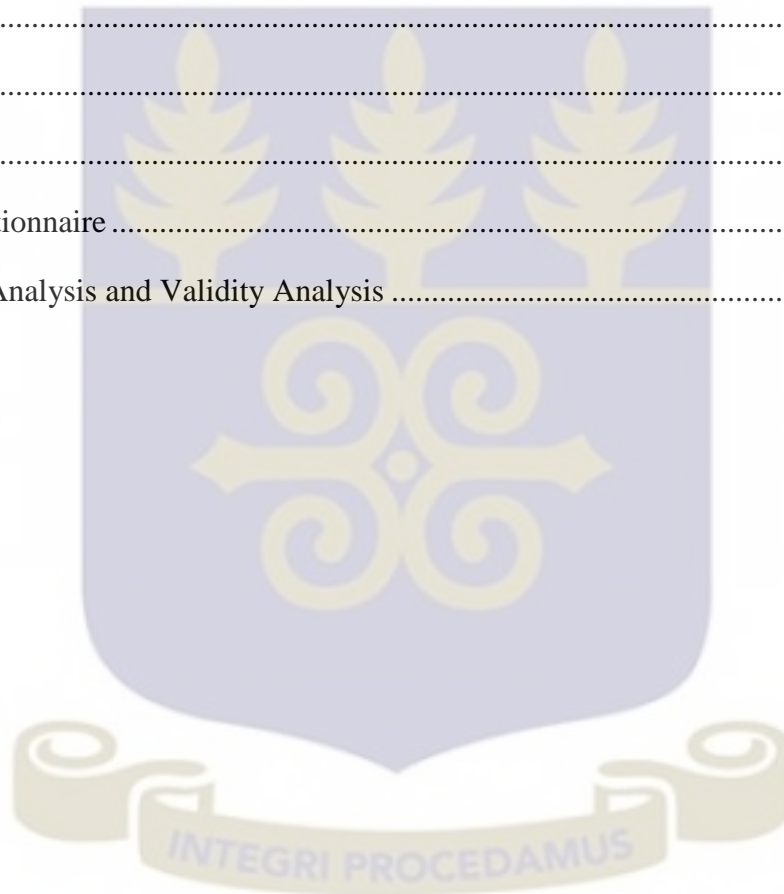
Finally, I thank you all who contributed immensely in diverse ways. May the good Lord bless you all, Amen.

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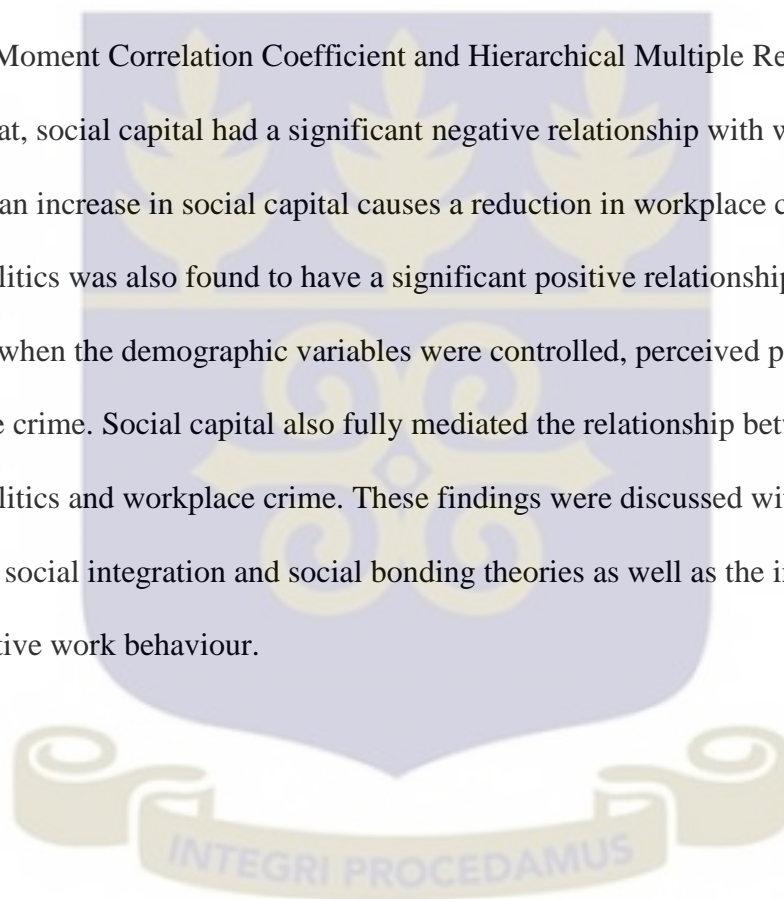
LIST OF ABBREVIATIONS

1. DVLA..... Driver and Vehicle Licensing Authority
2. WPC.....Workplace Crime
3. SOCAP.....Social Capital
4. POPSPerceived Organizational Politics
5. SPSS....Statistical Package for Social Sciences



ABSTRACT

This study examined the relationship between social capital, perceived organizational politics and workplace crime. In addition, the study explored the mediating role of social capital on the relationship between perceived organizational politics and workplace crime. Using the cross-sectional survey design, a total of one hundred and fifty employees from the Driver and Vehicle Licensing Authority were conveniently sampled and tested. The hypotheses were tested using Pearson Product Moment Correlation Coefficient and Hierarchical Multiple Regression. The results showed that, social capital had a significant negative relationship with workplace crime. This implies that an increase in social capital causes a reduction in workplace crime. Perceived organizational politics was also found to have a significant positive relationship with workplace crime. However, when the demographic variables were controlled, perceived politics could not predict workplace crime. Social capital also fully mediated the relationship between perceived organizational politics and workplace crime. These findings were discussed within the framework of the social integration and social bonding theories as well as the integrative model of counterproductive work behaviour.



CHAPTER ONE

INTRODUCTION

Background to the Study

The public sector is very crucial in providing affordable services to the citizens of every country. This sector is very important, especially in developing countries, since the private sector is driven by profits which may lead to too much cost for the citizens. The government therefore is expected to set up some organizations (corporations) which will render quality services at moderate costs for the average citizen. In essence, the public sector is committed to providing basic necessities of life. In Ghana, some of the main public institutions are the Electricity Company of Ghana (ECG), the Ghana Water Company, The Driver and Vehicle Licensing Authority. Due to the recent economic crisis, public-private ownership have become a prudent option in cutting down cost with some of these public institutions being managed through collaborations with the private sector.

Despite the importance of the services rendered by these public sector companies, there have been many questions about their effectiveness and efficiency. Quality of service has been compromised as well as issues about transparency and misappropriation of state funds in these public sector organizations. Over the years there have been allegations of bribery and corrupt activities ongoing in these public institutions (Agbodohu & Churchill, 2014). However, not much have been done to corroborate this assertion, demanding that studies be conducted to ascertain some of the factors related to these negative workplace behaviours in some public institutions in Ghana.

Specifically, this study concentrated on the Driver and Vehicle Licensing Authority (DVLA), which is considered as one of the corrupt state institutions in Ghana (Yamoah, 2014). The DVLA was hitherto the Vehicle Examination and Licensing Division until 1999 when the name was changed to the Driver and Vehicle Licensing Authority. The DVLA is the only authorized body that is mandated to promote good driving standards and approve road worthy vehicles. Its responsibilities include ensuring safety of vehicles on roads, and related matters. To achieve its objectives, the DVLA performs various functions including establishing standards and methods for the training and testing of driving instructors and drivers of motor vehicles as well as riders of motor cycles.

Workplace crime is a form of crime that is perpetuated through prospects or opportunities generated while undertaking a legitimate occupation (Green, 2001). Brightman (2009) defined workplace crime as a diplomatic act directed towards self-gain within an organization. Sociologists and criminologists use the term white-collar crime in place of workplace crime. This study however used the terms interchangeably. Sutherland (1940), one of the experts in criminology and a pioneer of the term white-collar, defined crime as any misconduct by people of a reputable position within an organization. The main drawback of this definition is the use of occupational status as the criterion. In 1964, Quinney asserted that Sutherland's conception of white collar or executive crime has to be broadened to encompass all violations that take place in one's working life irrespective of the status or position occupied by the offender within the organization. These disagreements make it difficult to have a universally accepted definition of white-collar crime. However, Kempa (2010) defined white collar crime as a wide-ranging act that embraces unacceptable behaviours that take advantage of job positions, power and opportunity structures available in business for personal and corporate gain. Judging from the

definitions above, workplace crime can be said to comprise all intentional and unacceptable behaviours that workers engage in at the workplace during their course of a legitimate employment.

According to Hansen (2009), workplace crime can be categorized into two types; occupational crime and corporate crime. Corporate crimes are those crimes that are committed by organizations against the state and the entire society with some examples been tax evasions and environmental pollutions (Hansen, 2009). On the other hand, occupational crime (which is the focus of this study), refers to crimes committed by workers or employees against their organizations. Embezzlement of company funds, vandalism, sabotage, misuse of information are all examples of occupational crime. Occupational crime often involves a dishonest way of taking money from companies, or from private individuals who may need the services of these organizations. Agbodohu and Churchill (2014) listed corruption as an example of workplace crime and defined it as the “use of public office for private gain or use of official position, rank or status by an office bearer for his own personal benefit” (p. 4). Corruption occurs in the form of appropriating public assets and properties for private use (Agbodohu & Churchill, 2014). Employee fraud which is another example of occupational crime is, any form of employee disloyalty that causes damages and harm to the organisation or its members.

The lack of a well-accepted model of workplace crime made Bowling and Gruys (2010) to argue that contemporary studies on workplace crime should measure the particular crimes that are likely to occur in the organization. In essence, this study conceptualised workplace crime based on Ahmad and Norshahim’s (2008) categorization. They posited that workplace crime can either be in the form of amoral behaviours, fraud, theft and deception. This model is very

appropriate looking at the DVLA and considering the kind of services they provide to the citizenry of Ghana.

Workplace crime is deemed to have many causes which are classified into organizational factors and individual or personality factors (Robinson & Bennett, 1997). Ambrose, Seabright, and Schminke (2002) outlined some of the antecedent conditions of workplace crime; powerlessness, frustration, boredom/fun, and injustice. Workplace crime can be as a result of personality characteristics such as egotism (Penney & Spector, 2002), agreeableness (Mount, Ilies & Johnson, 2006), employees displeasure (Fatima, Atif, Saqib & Haider, 2012), and negative work emotions (Khan, Peretti & Quratulain, 2010). Other researchers have suggested that workplace crime is caused by an interaction of both individual and organizational factors (e.g. Martinko & Douglas, 2002). Examples of some of the organizationally based antecedents of workplace crime are: unspecified job description, job uncertainties, lack of career advancements, (Osezua, Daniel & Emmanuel, 2009), offensive supervision (Eisenberger & Zagenczyk, 2013), stressful conditions, intention to quit (Muafi, 2011), injustice (Fatima, Atif, Saqib & Haider, 2012), and unacceptance of peer group (Wing Lo, Cheng, Wong, Rochelle & Kwok, 2011).

As demonstrated above, the social environment at work has a significant effect on the people as well as the organization. Organisational social capital which is embedded in the social environment at work has been found to have a relationship with workplace crime (Salmi & Kivivuori, 2006) such that it serves as a glue which keeps all the conflicting elements of an organization together (Jofreh, Dehsorkhi & Yasin, 2013). Every organization has many conflicting parts but social capital provides the means of keeping all these parts together to work as a unit for a common purpose. Organizational social capital shows the quality and quantity of social relations within an organization. Put differently, it is the extent to which organization's

members are connected (structural dimension) and the nature and quality of these connections (relational and cognitive dimensions). Substantial body of facts remain that explain how social capital contributes to the success of organizations. Organizational social capital as measured from three main dimensions, (Nahapiet et al., 1998) was examined in this study. These dimensions or subthemes are the structural, relational and cognitive dimensions.

The structural dimension of social capital is the general ways of association amongst people which is concerned with, who one gets to, and how one gets to them (Burt, 1992). Very important features of this dimension are the presence or absence of network ties between actors describing the pattern of linkages in terms of such measures as density, connectivity, and hierarchy within an organization (Coleman, 1988). The structural dimension is further broken down into network ties and network configuration. A network tie refers to the social networks that individuals have or form within an organization. It is related to the degree to which an individual has access to other members in an organization. The characteristics of these connections, such as density and closeness, constitute what is known as network configuration. Nahapiet et al. (1998) opined that this dimension of social capital affects the ability of individuals to access other members and exchange knowledge.

The relational dimension of social capital also consists of assets which are created through relationships and are beneficial to the individual. This is based on interactions that the individual has with other people which affects the behaviour of the individual such as esteem, respect and alliance. These associations are the bases of realisation of social needs such as sociability, approval and prestige (Nahapiet et al., 1998) which leads to the development of trust,

mutual understanding and complete interdependence among members of a social group (Bolino, Turnley, & Bloodgood, 2002).

The cognitive dimension of social capital has to do with the means of shared understandings and beliefs in an organization (Chow & Chan, 2008). It is rooted in attributes such as shared lingua franca or use of same jargons, shared dreams and visions that promote mutual ideas in terms of the goals and objectives of the organization. Within big and complex business environments, shared vision and values aids development by supporting individuals in joint actions which goes to benefit the organization (Tsai & Ghoshal, 1998).

As discussed earlier, one of the personal factors that causes workplace crime is perceived organizational politics. Organizational Politics can be seen as the presence of diverse interests and mismatched goals of organization members beyond the goals of an organization. Political behaviours consist of influence tactics designed to further self and /or organizational interests (Kurchner, Hawkins & Miller, 2006). Kacmar, Bozeman, Carlson and Anthony (1999) defined organizational politics as acts or behaviours of individuals, that are directed towards the goal of furthering their own self-interests without regard for the well-being of others or their organization. Politics is inevitable in organizations since life in general is full of struggle against one another which can be termed politics (Vigoda & Cohen, 2002a). Molm (1997) also asserted that, it is impracticable to have a politics free organization because organizations are social units where workers make efforts individually and in groups for valued resources, which can result in executing many influential tactics for self-benefits and interest.

If politics is present in all organizations, then its perception is nothing but a reality. Perception of politics within an organization is simply the idea that some individuals are getting

ahead of others (mostly the perceiver) due to unmerited favours that they enjoy within the organization. That is, the notion that others are using tactics and plans to further their own interests at the expenses of the interest of others or the organization. Ferris and Kacmar (1992) argued that the more employees perceive politics or see their organization as politically polarized, the lower their perception of justice, equity, and fairness which stimulates crime at the workplace.

From the 1990s, researchers have studied perceptions of organizational politics and how it serves as a good predictor of job outcomes and job performances (Ferris, Kacmar, Bozeman, Vigoda-Gadot & Drory, 2006). Their main interest has been the negative effects that perceptions of politics seem to have on job outcomes (such as job satisfaction, organizational commitment) and on affective performance (e.g., job stress, job burnout), as well as the indirect relationships that potentially mediate or moderate these relationships (Vigoda, 2000).

Problem statement

Crime in business is on the increase and as a result many organizations (especially, public organizations) are in the state of insolvency (Yamoah, 2014). The predominance of crime such as fraud, theft, withholding effort, violence, and sexual harassment in the workplace is a big challenge for organizations (Challinger, 1995). According to the Report-to-Nations (2016), organizations lose 5% of revenue each year due to business fraud with total estimated cost greater than \$6.3 billion. It also approximated typical damage per single case of fraud or occupational crime to be \$2.7 million. Asset misappropriation, according to the report, was the most conjoint form of occupational fraud, occurring in more than 83% of cases. Also, Appelbaum, Desguire and Lay (2005) reported that one out of every fifteen employees steals from his or her employer in the course of their service to the organization. It has further been

reported that 33% to 75% of all employees do engage in negative behaviours such as theft, fraud, vandalism, sabotage, and voluntary absenteeism at work (Robinson & Bennett, 2000).

Workplace crime in Ghana is not different from what has been reported in other parts of the world. According to Yamoah (2014), the service providing public organizations (i.e. Driver and Vehicle Licensing Authority, Custom Exercise and Preventive Services, and the Ports and Harbour Authority) in particular are fertile grounds for these forms of crime. Alarming, the regulatory agencies (such as the police or judiciary) who are supposed to exercise checks and balances on these institutions have rather been corrupted by those they are meant to oversee (Yamoah, 2014).

Despite the relevance of the public sector, due to resource mismanagement, misappropriation of funds, theft, bribery, corruption and general workplace crime, almost all have collapsed and even the few that are left are also on the verge of collapsing. For instance, Ghana Railways, State Transport Company (STC) and Ghana Airways, all in the transport ministry, have become defunct and those that are still in operation are doing so below their operational or functional capacities. Also, Ghana Post and Ghana Telecom have been privatised. Also, Kumasi City hotel which experienced organizational decline some few years ago has been sold out and now called Golden Tulip hotel (Mensah & Mensah, 2013). Also, Ambassador Hotel which was sold in 2005 to Kingdom Investment has been renamed Movenpick Ambassador Hotel (Mensah & Mensah, 2013).

Although efforts have been made by successive governments to arrest the challenge of collapsing government owned enterprises, too much emphasis has been placed on economic and managerial tendencies which caused the folding up of these state companies. Thus, psychological

factors are for the moment neglected. Criminologists and industrial sociologists have to some extent studied other forms of white-collar crimes but gave little attention to how social capital influences employees behaviour at work. No effort has also been made to find out how perceived politics affects workplace crime. Meanwhile, it has been established by Salmi and Kivivuori (2006) that there is a link between various forms of family social capital and criminal behaviour at the community level.

Lederman, Loayza, and Menendez (2002), have noted that there are two basic arguments in favour of the crime-reducing effect of community social capital. Firstly, social capital decreases the costs of social transactions, which would then allow for peaceful resolution of conflicts. The second argument is that communities with stronger ties among its members are better equipped to organize themselves to overcome the free-rider problem of collective action. However, there are also reasons to think that social capital may lead to more violent crime. In some circumstances, greater social interactions create opportunities for people who have crime intentions to plan and easily exchange information and expertise which leads to a more sophisticated form of crime. Moreover, these interactions facilitate the influence of criminals on other organizational members to develop a propensity to also engage in workplace crime and violence (Wasko & Faraj, 2005).

Moreover, Buonanno, Montolio and Vanin (2009) contended that civic morals may confer disgrace and disapproval on criminal acts such as thefts hence has the potential of decreasing its occurrence. Associational networks may also increase the return to noncriminal activities and raise detection probabilities (Buonanno et al., 2009). However, these researchers also raised the argument that, social networks may also work as communication channels for

criminals and may offer official cover for criminal activities. The above findings make the understanding of social capital quite ambiguous and hence needs to be studied.

In addition, Vigoda-Gadot and Kapun (2005) observed that most studies on perceived politics have focused on the private sector to the neglect of larger bureaucracies in the public sector. But it is probable that, perceived politics at the workplace would have some relationship with workplace crime and hence must be given attention especially within public organizations. When workers perceive that; others are fighting for their own interests within an organization, they would also tend to seek their own interest which may lead to conflicts within the organization (Vigoda-gadot & Kapun, 2005). The current study therefore seeks to investigate this and explore the relationship between social capital, perceived organizational politics and workplace crime.

The study therefore seeks to answer the following questions:

- Do workers at the DVLA engage in workplace crime?
- Do workers at the DVLA perceive organizational politics?
- Do employees at the DVLA form social capital?
- Will workers' perception of politics and possession of social capital predict their engagement in workplace crime?

Aim and objectives of study

This study is aimed at exploring empirically, the interrelationship between the predictors (Social Capital and Perceived Organizational Politics), and Workplace crime among workers at the DVLA.

Specific Objectives;

- To examine whether there is a relationship between social capital, perceived organizational politics and workplace crime.
- To explore the mediating role of social capital on the relationship between perceived organizational politics and workplace crime.
- To determine the relationship between employees demographic characteristics (e.g. sex, age, marital status, religion, education, and tenure) and workplace crime.

Relevance of Study

The contribution that employees make or have to make to their organization is very vital and hence necessary to understand. Managing the human resource is however not an easy task. The human relations school has advised that, in order to tap the full potentials of employees, management has to treat them well with equity. Social capital has been found to have a great impact on the success of organizations. Although very few studies have examined the dark side of social capital. This study will also inform management of public organizations and other stakeholders on how the prevalence of office politics or its perception affects the behaviour of the workers. Many studies have examined the impact of politics on such job attitudes and behaviours such as, job satisfaction, organizational commitment and counterproductive work behaviours (Vigoda-gadot & Kapun, 2005). Although a significant positive relationship has been found between perceived politics and counterproductive work behaviour, no study has examined how perception of politics may influence criminal behaviour of the employees.

Also, the outcome of this study shall inform business managers on how aspects of social capital at the workplace can be used as a tool to control or minimize workplace crime.

In terms of contribution to literature, this study will provide empirical evidence on how social capital and perceived organizational politics predict workplace crime among workers at DVLA. Thus this study shall fill the gap in the literature as to how social capital can help ameliorate or exacerbate the experience of workplace crime. Theoretically, this study adds to knowledge where it explains that demographic variables (e.g. age, sex, religion, and education) and environmental factors (e.g. politics, social capital) interact to predict workplace crime.



CHAPTER TWO

LITERATURE REVIEW

This chapter contains the various theories that explain how the variables of interest in this study are related. These theories serve as the foundation and guide for the research. Various studies that are related to this study have also been reviewed in this chapter. Other topics discussed here include the conceptual framework, and study hypotheses.

Theoretical Framework

This section is made up of theories or assumptions and paradigms that explain the relationship between the variables under consideration in this study. The main theories discussed are: social Integration theory, the social bonding theory and the integrative theory of counterproductive behaviour. These theories are discussed in the preceding paragraphs.

Social Integration Theory

The theory of social integration appeared in the literature in the early 1960s by Peter Blau in his paper “a theory of social integration”. According to Blau (1960), individuals or people will do everything possible (including making personal sacrifices) to join or be part of a group/organization they cherish. This, he said, starts by way of trying to impress the existing members of the group and to get attraction from them. Meanwhile, when the person becomes integrated in the group and can provide valued services to the others, he or she now challenges the other members of the group to forgo their ego propensities and becomes bossy over them. The social integration model explains that, when people are very much integrated in their jurisdictions, they feel a sense of belongingness and solidarity among themselves. That is, to say

people are integrated is to say they share common values and norms. This reduces their chances of committing crimes since each one will be putting the interest(s) of others above his/hers. Those who are integrated well (socially) will have mutual respect and trust for one another. Social integration defines the process of building institutions that promote a culture for all on the ethics of social justice.

The defined aim of social integration is to create a society or solidarity for all. Social integration was defined as the process of nurturing organizations that are fair, sustainable, and harmless that are based on the advancement and defence of all human rights (Jones-Johnson, 2013). Social integration in broad terms can be assumed as the basic requirement for making the social order and systems work (Putnam, 2000). For this reason, social integration is considered to be the very foundation upon which social cohesion, social solidarity, democratic and civic values are formed. Cultural and socio-economic alterations are often suspected to weaken social cohesion and lead to social disintegration. This theory was first developed by sociologists who emphasized on societies. However, the concept has been accepted in the organizational setting to explain how relationships tend to develop and how these relationships influence workers at the workplace.

This theory is relevant to the current study because, a well-integrated organization will record fewer crimes because workers will be working towards a common goal of the organization. Thus when workers feel well integrated in their organization, they will forgo their personal interest for their organization's interest. Thus the relationship between social capital and workplace crime is expected to be negative. In this sense, organizational politics will be said to be in the minimum and hence social capital will decrease crime at the workplace.

Although the social integration theory as discussed above has many strengths, it makes the assumption that as soon as people get well integrated in a group/society that they belong, they will challenge others to manifest their attraction to them. This however, may not apply to all individuals in the sense that, people who are political are more likely to exhibit such attributes more than those who are not. Also, not everyone in a group would want to be exalted above others so this will only go for people who already have some tendency to be rulers or leaders in the group that they belong. Also, with groups that have well-structured procedures for determining who should emerge as leader, this struggle that has been envisaged by the theory is not likely to be observed. In that case, the person who wants to become a leader will try and obey all rules and regulations to attain the position he or she wants. Thus, it will serve as a motivating factor for people to put in their best.

Social Bond Theory

Social bond theory explains that, when people are connected to one another, they are less likely to commit crimes. Hirschi (1969) outlined four factors that limit the chances of people engaging in criminal behaviour; belief, attachment, commitment, and involvement. The social bond theory is interested in factors that will prevent people from committing crime. Hirschi (1969) defined attachment as the degree of emotional ties to significant others (e.g., parents, teachers, and institutions). Commitment, he said, represents investment in conventional activities and expectations. For example, an individual who is committed to a particular career is likely to be controlled or restrained by his or her stake or investment such that all efforts will be directed towards that career to which commitment is made. Belief reflects the extent to which an individual embraces values, rules, and norms of the society. The connection between social bonds and crime and deviance is the most frequently tested proposition derived from Hirschi's

social bonds theory. This proposition has received empirical support when tested on samples featuring a range of demographic characteristics (Estevez & Emler, 2010; Fukushima, Sharp, & Kobayashi, 2009; Özbay & Özcan, 2006; Tripodi, 2010).

Bringing this theory to the organizational setting would mean that, the less committed employees are to their employers and their organization, the more likely the employees are to commit workplace crime. Commitment relates to weighing the costs and benefits of the consequences of conventional or unconventional actions of the employee. Hirschi (1969) further advanced the idea that, if someone is passionate about using the resources he or she has on activities that are accepted and valued in society/organization, he or she is less likely to commit crime. This implies that, the person involved in activities; is likely to be busy with plans, programs, targets, and schedules (Ozbay et al., 2006). Such a person will therefore have no time to engage in antisocial behaviours. Finally, on the aspect of belief, if employees believe that it is morally wrong to indulge in crime that breaches the formal (laws) and informal (social norms) rules, they are less likely to engage in crime.

Applying this in organizations would mean that, when workers are emotionally involved in their jobs and committed to their organizations customary lines of action, there will be less occurrences of workplace crime. In other words, when social bonds to organizations are strong, workers would be prevented from becoming delinquent, deviant, or criminal. In line with the theory, it is expected that the elements of social capital are likely to be negatively related to workplace crime.

The social bonding theory has great contribution to this study. However, the theory's assumption that, social bonding at all times will cause people to commit less crimes may not

always be the case. For instance in very large organizations, social bonds will be stronger within departments and units and weaker in terms of the entire organization. In other words, a very large organization will have its departments segmented in such a way that, different departments will see themselves as rivals even though they are all part of the larger organization. If this should happen, it may result in strife/competition among departments which may lead to some negative work behaviours like crime or deviance. Also, in smaller organizations, if the bonding is too high, there will be groupthink. This is where everyone will be following the direction of a few influential people within the organization. In this case, these influential people have the potential of encouraging others to act in ways that will sabotage the organization and retard its growth.

Integrative Model of Counterproductive Behaviour

Integrative model of counterproductive work behaviour has its roots in the theory of reasoned action which also emanated from the cognitive belief system (Fishbein & Ajzen, 1975). Reasoned action theory suggests that, behaviour can be best foretold from an individual's intent, or will, to accomplish a task. Intent also is a function of two conceptually distinct components such as (1) the attitudinal, and (2) the normative. The attitudinal constituent reveals the acceptance of people's appraisal of the conduct, while the subjective norm denotes the level at which important others consider that the behaviour should occur.

The integrative theory was developed by Martinko, Gundlach and Douglas (2002) as an upgrade of the theory of reasoned action. However, the integrative theory of counterproductive behaviour focuses more on dysfunctional workplace behaviour. The theory posits that, counterproductive behaviour is the outcome of a complex interaction amidst demographic variables and situational variables (environmental determinants) concerning one's job. The integrative model also holds the view that there is a central theme in all the previous models that

tried to explain counterproductive behaviour which cannot be ignored. They named this “the causal reasoning theory”. The causal reasoning model simply argues that workers at all times analyse and evaluate how they are being treated in an organization. That is, they analyse the cause of a dysfunctional behaviour. Some of the means of evaluating quality of outcome is by doing some comparison with others within or outside the organization which most at times results in experiences of injustice, inequity, or disequilibrium. Examples of studies which outlined this is that of Nyarko, Ansah-Nyarko and Sempa (2014) who found that, perception of injustice leads to workers’ engagement in counterproductive behaviour in Accra, Ghana. The causal reasoning model holds a dual process view where individuals on one hand, are believed to experience disequilibrium (e.g. injustice or inequity) in the workplace; and on the other hand, make an attribution for the disequilibrium (Martinko et. al., 2002). The attribution stage determines to a large extent how the individual will react to the cognitions made. For instance one is likely to behave in self-destructive behaviours (i.e. alcoholism, drug abuse etc.) if he or she perceives that the disequilibrium he or she is experiencing is due to lack of personal effort or commitment. However, behaviour will be more externally directed either to the organization or co-workers if the individual perceives that the disequilibrium is emanating from injustice and inequity on the part of the organization or a co-worker. Some of the individual variables mentioned includes gender, locus of control, attribution styles, core self-evaluation and integrity (Martinko et. al., 2002).

In a summary, the integrative model of counterproductive behaviour at the workplace posits that, personal variables and situational variables increases the probability of perceived injustice and offer the chance for ascription procedures which contributes to counterproductive behaviour (workplace crime). The theory also clarifies how personal variables moderate the

perceptions of injustices as well as the process of making attributions that leads to engagement in workplace crime.

This theory is relevant to the current study because it explains how personality and perceptions of individuals can influence them to engage in disruptive behaviours which may either be directed towards themselves or to third parties within their social environment. Thus perception of workplace politics as used in this study can influence workers to engage in crime at the workplace. The theory further explains that, situational variables can also cause workers to commit crimes at the workplace. In this study social capital is therefore expected to have a negative relationship with workplace crime. In that, the more integrated workers are, the less crimes they are expected to engage in at work. Finally, both personal and situational variables can interact to cause workers to commit different forms of crime at the workplace.

REVIEW OF RELATED STUDIES

Relationship between Social Capital and Workplace Crime

The link between social capital and crime within groups and associations have been established in the literature. However, there are inconsistencies concerning the direction of this relationship. While some researchers found this relationship to be negative (e.g. Buonanno et al., 2009; Ismail, 2010; Lederman et al., 2002; Salmi et al., 2006), others also hold the view that the relationship is positive (e.g. Bolino et al., 2002; Savage & Torgler, 2010). Some researchers in a way debated that social capital is pertinent to the lessening of negative job performances such as counterproductive work behaviours, workplace deviance and workplace incivility (Alipour, & Feizi, 2013; Acquah, 2004; Shahi).

Ismail (2010) examined the association between social capital and police drug law enforcement. The study specifically explored the relationships between the subthemes of social capital in the organizational context and how these dimensions influence the performance of drug law enforcement agencies (police) through the use of structural equation modelling. Data collection was done among police units and departments in Turkey. The outcome of the study specified that relational and cognitive (subthemes of social capital) were strongly associated with perceived performance of drug law enforcement among police officers in Turkey. Moreover, relational and cognitive social capital, as constructs, had a strong positive association with organizational performance. Structural social capital, however, was found to have no direct link with organizational performance. It was further found that, structural dimension of social capital influenced organizational performance indirectly through its joint effect with the two other social capital areas. Nonetheless, strong and positive relationships were established among all the dimensions of social capital. These findings indicated that social capital is crucial for drug law enforcements which could be attributed to the fact that police officers who know, understand, and trust each other are more likely to work together efficiently and effectively towards achieving organizational performance. The familiar arrangements shaped by informal relations among officers may also be a key factor for organizational performance. Encouraging and building social interactions and networks promotes trust within organizations which is significant for administrators to increase organizational effectiveness.

Ismail's (2010) study has demonstrated that social capital among police officers is actually helpful in enforcing drug law in Turkey. The researcher however did not pay attention to some of the side effects of social capital among the police officers. For instance, the police officers may take advantage of the solidarity between them and engage in workplace crimes or

other counterproductive behaviours when other contingent factors such as Perceived organizational politics are present in their work environment. The current study will therefore strive to explore this.

Aboyasin, Ridha, Yousif and Nsour (2015) also studied the link or association between organizational social capital and organizational commitment. They focused on the impact of a four dimensions of social capital (trust, groups networks, shared values and norms, and collective activities) on three types of organizational loyalty (affective, continuance, and normative). With a sample of 90 individuals from (9) insurance companies, results of the study confirmed that there is a positive effect of the four dimensions of social capital on the affective (emotional) commitment of the employees. The study confirmed the existence of the effect of social values and standards on organizational commitment. According to them, these findings are consistent with that of other studies (e.g. Pesamaa & Hair, 2013) which stressed the importance of group and team work over the organizational commitment. Aboyasin et al., (2015) study emphasizes the positive effect of social capital in an organization. The study explains that, social capital enhances employees' loyalty to their organization. However, the study failed to recognize how in the presence of other factors, the relationship between social capital and employees' work attitude may change. The current study therefore seek to find out if the perception of office politics within an organization will have any relationship with workplace crime.

Stam, Arzlanian and Elfring (2013), employed a meta-analytic approach to integrate the outcomes of 59 studies on how social capital influences the effectiveness of entrepreneurs. Sampling and measurement errors were controlled for in the meta-analysis. According to Stam et al., (2013), this method enabled them to derive a more accurate appraisal of the association between social capital and performance of small scale firms as well as recognize how this

relationship is contingent on contextual and methodological moderators. Stam et al (2013) reported after their study that, social capital positively relates to small firm performance. According to them, the moderation analyses show the strength at which organizational social capital and job performance are related depending on the age of firms and the type of industry in the institutional contexts. They found that weak ties, structural holes, and network diversity were more valuable for new firms, whereas network size and strong ties were more positively related to the performance of older firms.

Although the majority of studies on social capital emphasised on its positive effects on organizational outcomes, findings also exist to suggest that it can also have a negative consequence. Choi, Lee and William (2016) found that Social Capital among a board of directors and management, hinders the effectiveness of internal monitoring and control by the board. Furthermore, it has been found that strong internal social capital prevents inflow of new information and promotion of new ideas, making it hard to explore new opportunities for the firm (Lee et al., 2016). Social Capital (internal bonding) impedes the effectiveness and efficiency of managers which leads to unsuccessful exploration for firm growth. For instance, management board with strong groupthink may perhaps find it problematic to accept and generate new ideas and plans, which prevents them from taking opportunities for the firm. Results of a study by Lee et al. (2016) revealed that a negative relationship exists between the internal social capital of the management boards and firm growth, and a positive relationship between the external social capital of inside directors and firm growth. These findings imply that strong bonding among corporate directors can reduce the board's active functioning and firm growth.

Another study by Buonanno et al. (2009) investigated the influence of civic norms and associational networks on crime rates at the community level. According to them, civic norms

attach humiliation to criminal behaviour, thereby reducing the probability of its occurrence.

Associational networks may also increase returns to noncriminal activities and raise detection probabilities, but these may also work as communication channels for criminals and provide an official cover for criminal activities to take place. The study concluded that both civic norms and associational networks had a negative and significant effect on property crimes. Buonanno et al., (2009), observed that social capital has a bilateral relationship with job outcomes and work performances. However, they failed to list some of the variables that will lead to social capital having these observed relationships occur.

Relationship between Perceived organizational Politics and workplace crime

The concept of organizational politics has received attention from many organizational science researchers because of its importance in determining behaviour of workers at the workplace. There is still argument about whether POPS carries a positive or a negative influence at the workplace. In as much as organisational politics have been broadly accepted to have some positive values, many studies show that individuals still predominantly perceive organizational politics as negative (Drory & Vigoda-Gadot, 2010; Othman, 2008).

Ogunbamila (2014) examined the literature on workplace incivility by exploring the extent to which perception of organizational politics and job-related negative emotions predicted workplace incivility. A sample of 248 employees (males=121; females=127) of distressed commercial banks, with an average of 27.43 years ($SD=9.58$). Results showed that employees who perceived organizational politics tended to engage in workplace incivility. Job-related negative emotions also significantly predicted workplace incivility in such a way that employees who felt bad about their jobs tended to exhibit workplace incivility. Workplace violence according to the researcher was used as a means of coping with self-serving behaviours and other

negative work situations. Marital status predicted workplace incivility such that employees who were single tended to be less civil than those that were married. Academic qualification also exerted influence on workplace incivility such that workplace incivility reduced as employees' level of education increased.

The study above explored how workplace politics can affect an organization negatively. It however, did not consider whether group solidarity will have any role to play in the established relationship of politics and incivility at the workplace. Group is crucial in this relationship because without groups, there will be no politics. It is therefore very important that social capital of employees is examined to see if it is in anyway related to workplace crime/deviance.

Rashid, Karim, Rashid and Usman (2013) also reported in their study that organizational politics' relationship with Job stress is inevitable. They proposed in their research to test empirically the association between perceived organizational politics and work stress among formal organizations in Pakistan. With a sample size of 70 workers from different organizations of Peshawar, Abbottabad and Islamabad, the Pearson Correlation and Multiple Regression results established support for their prediction that higher perception of organizational politics significantly relates to higher job stress.

Another study by Yilmaz (2014) also examined the effects of perception of politics on impression management behaviors of hotel staffs in Izmir, Turkey. A sample of 205 employees working in five star hotels in Izmir city center of Turkey were recruited and used for the study. The results showed that organizational politics perception among employees played an important role in impression management behaviors of hotel staffs. Specifically, perceived politics was found to account for 62% of the variance in impression management (Yilmaz, 2014). Impression

management is defined as a process through which people seek to influence others to attain a specific goal (Bozeman & Kacmar, 1997). The study concluded that perception of politics have the potential to paralyze the organizational climate and can affect the relationship both between employees, and between employees and managers which is in line with the current assertion that perception of politics has a potential to foster workplace crime.

Jam, Sheikh, Iqbal, Zaidi, Yasir and Muzaffar, (2011) also did a cross-sectional field survey with the aim of investigating the direct and combined effects of political skill and perceived politics on employee job outcomes such as job stress, affective commitment, intention to quit and contextual performance. A total of 300 managerial workers from public and private sector organizations of Pakistan were used as respondents for the study. Results showed significant differences in intention to quit and contextual performance for combined effects of political skill and perception of organizational politics.

Mediating role of Social Capital on the Relationship between Perceived Politics and Workplace Crime

Social capital has been found to mediate some relationships such as poverty and psychological distress in urban poor communities. A study by Neeft (2012) explored the mediating role of social capital on virtual working teams and organizational performance. This was to address the possible disadvantages of workplaces becoming virtual such as professional and social isolation (Neeft, 2012). In her study, all the three dimensions of social capital (i.e. structural, relational and cognitive) were tested to see if each of them mediated the virtual workplace structure and individual performance relationship. It was reported in the study that virtual work truly had a significant positive effect on performance. However, this effect is partially mediated by social capital. The mediating role of structural social capital infers that a deleterious influence of virtual work on (structural) social capital will affect the association between (structural) social capital and

performance and hence reduce the performance of an employee in an organization. In conclusion, Neef (2012) reported that both the structural and cognitive dimensions of social capital (the two mediating constructs) are positively affected by virtual work and would therefore reinforce the relationship between virtual work and performance. Neef's (2012) study demonstrates how social capital and the scope of virtual work can be accomplished to maximize an employee's performance, and to address an important managerial and theoretical need.

Another study by Abdullah, Hamzah, Arshad, Isa and Ghani (2011) studied the mediating role of social capital on the association between psychological contract and knowledge sharing among workers in Malaysia. The study recruited a sample of 145 workers from Malaysian colleges through the means of questionnaires. Structural Equation Modeling was employed for the data analysis. The outcome of the study explains that, interdependence and collaboration (i.e. aspects of relational social capital) fully mediated the association between psychological contract and knowledge sharing.

The study by Abdullah et al. (2011) calls for more practical evidence with regards to the mediating role of social capital the relationship that takes place at the workplace. For that matter, social capital was examined in the current study to see if it has the potential of mediating the relationship between perceived politics and workplace crime at the DVLA.

An additional study by Vigoda-Gadot and Talmud (2010) proposed a model for examining the moderating role of trust and social support on the relationship between organizational politics and job outcomes. This model was tested empirically with data collected from 142 workers of a public university in Israel. Results based on interaction effects support the hypothesis that organizational trust and social support were good moderators of the relationship between perceived organizational politics (POPs) and several job outcomes (i.e., job satisfaction, organizational commitment, stress, burnout). In other words, the potentially negative aftermaths

of POPs can be controlled and reduced when trust and social support dominate the intra-organizational climate.

With reference to the above findings, the current study tested the mediating effect of social capital (which has both trust and support as sub constructs) on the relationship between perceived organizational politics and workplace crime. Social capital is expected to mitigate the above relationship.

A study by Butt, Imran, Shah and Jabbar (2013) tested the moderating effect of preference for teamwork on organizational politics and job outcomes using multiple regression analysis on data collected from 200 employees of a public sector bank in Pakistan. The results of the study revealed that employees who valued teamwork (those who are networked with other employees in the organization) are less affected by organizational politics in terms of job satisfaction and affective organizational commitment. Also, based on statistical significance, interaction of teamwork and organizational politics in their proposed model suggested that the potential adverse consequences of organizational politics can be mitigated through promoting importance of teamwork within organization.

In summary, Butt et al., (2013) study explains that relationships and networks (social capital) of an individual helps to mitigate or reduce the effects of organizational politics on some job outcomes such as job satisfaction and commitment. The study however failed to look at how the networks built can be used as an asset to reduce the effect of perceived politics on negative workplace behaviours. It only concentrated on how perceived politics affects positive work attitudes and promotes good and acceptable behaviours at work. The current study will therefore seek to investigate how social capital can be used to as a tool to reduce crime at the workplace.

Relationship between Gender and Workplace Crime

It has been argued that female workers commit less white-collar crimes than male workers (Holltrefreter et al., 2010; Huffman et al., 2010). Reasons given for these findings have been lack of opportunity and risk perception. That is, women risk averse while men have the urge to take more risks. Also, men are seen as having greater opportunities as compared to women at the workplace because they occupy senior positions and so have strong connections with those who are in position to ensure checks and balances on these workers.

For the past decades, attention has been focused on gender differences in ethical perceptions. A review of literature by O'Fallon and Butterfield (2005) revealed that there are no differences between males and females in terms of ethical perception. Explanations given to support gender differences when identified, stems from the different biological makeup between males and females, which emphasize on innate dispositions of men and women (Buss, 1995) and social explanations which focus on the way the social structure is organized (Eagly & Wood, 1999). Kankaanranta and Muttilainen (2010) in their study found that, 9% of white-collar criminals were women in a construction industry, even though this number is considerably higher than women working generally in a construction sector (7%).

Rationale for the Study

The current study is needed in the sense that, Ghana as a country has been battling with the problem of corruption and other forms of crime that occur at the workplace in both the public and the private sector (Yamoah, 2014). Studies that examined the concept of workplace crime or other related constructs such as counterproductive behaviours, workplace incivility and workplace deviance concentrated on factors that promote these behaviours with little attention given to factors that can help decrease or manage these behaviours (e.g. Agbodohu & Churchill,

2014). One of the main resources needed to manage these negative work behaviours is organizational social capital. Social capital lessens the possibility of conflicts and promotes supportive conduct because of its relationship with shared vision, trusting relations, and social ties (Villena, Revilla & Choi, 2011). That is to say, the more workers trust their organization and feel a sense of belonging to their organization the less they engage in these negative behaviours.

Also, perceived organizational politics has been found to have both positive and negative influence on employees' workplace behaviour. This dilemma and inconclusiveness in the literature on social capital demands that a study is conducted to find out how perceived politics affects workplace crime as a form of workers behaviour at work. A number of studies (e.g. Bolino et al., 2002; Savage & Torgler, 2010) have looked at the concept of social capital and how it contributes to the success of organizations but none of these studies have examined how social capital can help reduce the level of crime at the workplace (e.g. Ismail, 2010; . Meanwhile social capital has been found to have a reduction effect on crime at the community level (Salmi et al., 2006).

Study Hypotheses

The present study seeks to test the following hypotheses.

H1: There will be a significant negative relationship between perceived organizational politics and social capital.

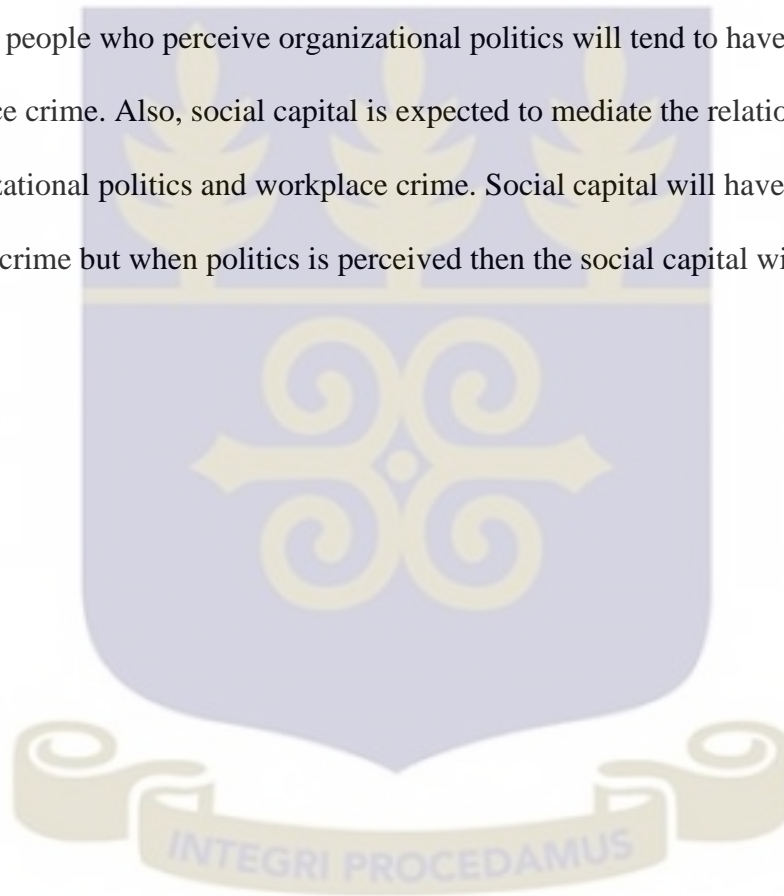
H2 Perceived organizational politics will have a significant positive relationship with workplace crime.

H3: Social capital will predict workplace crime.

H4: Social capital will mediate the relationship between perceived organizational politics and workplace crime.

Conceptual Framework

The model below represents the relationships that were predicted for testing in this study. First of all, Social Capital was perceived to have a direct relationship with workplace crime. Secondly, perceived organizational politics was also expected to have a relationship with workplace crime; people who perceive organizational politics will tend to have positive attitude towards workplace crime. Also, social capital is expected to mediate the relationship between perceived organizational politics and workplace crime. Social capital will have a negative relationship with crime but when politics is perceived then the social capital will be an asset for criminal acts.



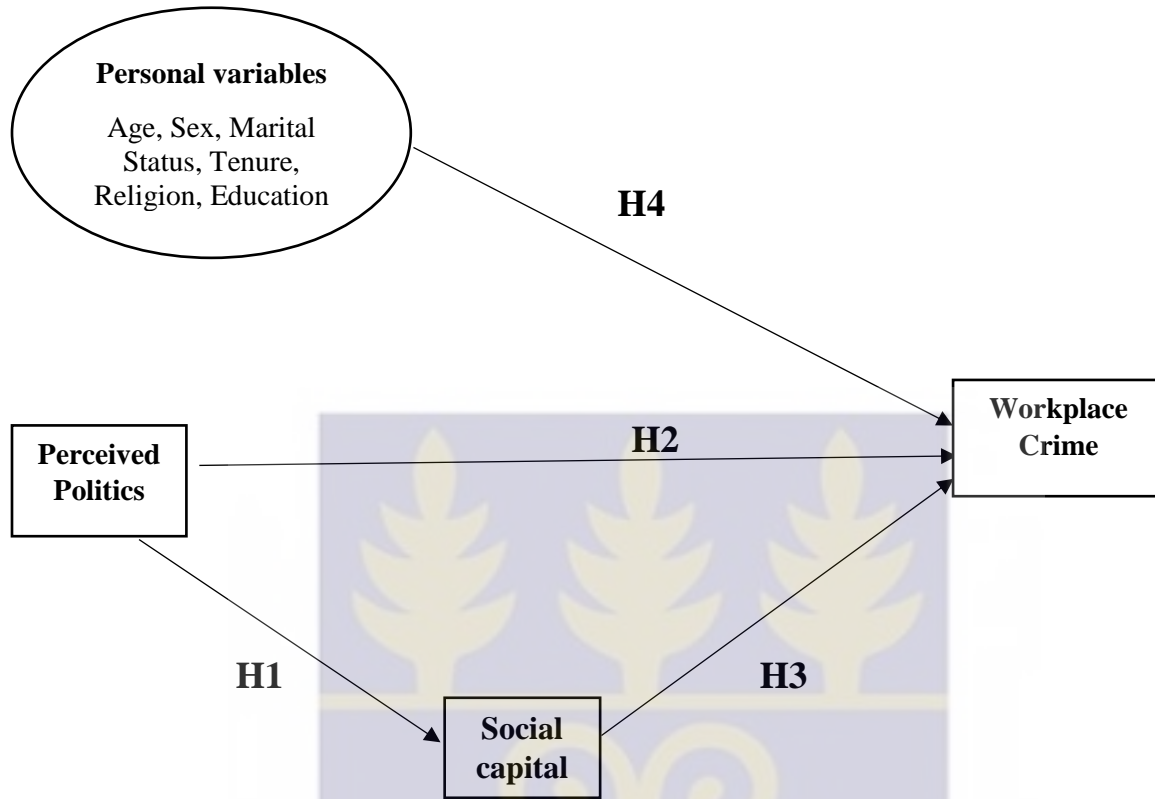


Figure 1: Conceptual Model Showing the Relationship between the Study Variables

CHAPTER THREE

METHODOLOGY

This chapter described the methods, and procedures that were employed for the study in order to achieve the objectives outlined above. Some of the main issues discussed here include the research setting; the scene of the research, the population; the group from which the sample was selected, sample size; the number of respondents that were used in the study, sampling technique; the sampling method that was used in selecting the respondents for the study. In addition, the research design, measures; instruments that were used for obtaining data for the study. Finally, procedures for data collection was also discussed alongside the ethical considerations that were observed in the study.

Research Setting

Respondents for the study were permanent workers of the DVLA from the Greater Accra and the Eastern Regions of Ghana. These settings were chosen based on proximity and convenience with respect to the timeline for the study. Also, according to the Ghana Living Standard Survey (2014), the Greater Accra Region has the second largest population (4.31 million representing 16.3% of the population) as residents most of whom may need the services rendered by the DVLA. The researcher therefore perceives these regions will record more of workplace crimes due to the large population that they have to serve.

Population

The DVLA was established in 1999 by an Act (Act 569) of the Parliament of the republic of Ghana, to replace the Vehicle, Examination and Licensing Division (VELD). It is the only authorized organization responsible for promoting good driving standards as well as approving vehicles that are fit for the road. Its duties include warranting safety of vehicles on roads, instituting ideals and procedures for the training and examining driving tutors and motorists, issuing of driving licenses, registration and certifying driving schools. The DVLA also tests and issues vehicle registration certificates, and vehicle examination certificates.

The current study focused on workers at the DVLA in Accra and the Eastern Region, who have worked for at least two years. Unfortunately it is perceived as one of the most corrupt institutions in Ghana (Yamoah, 2014). The current study therefore examined the kind of crimes that workers at the DVLA engage in and how organizational social capital mitigates or escalates these crimes.

Sample size determination

The research employed/recruited one hundred and fifty (150) full time workers from the DVLA as respondents for the study out of about two hundred and twenty (220) questionnaires that were distributed (response rate of 68%). This sample comprised males and females, from ages 20 and above, ethnic groups, educational levels, different religious faiths and different socioeconomic backgrounds. This sample size was used based on Tabanick and Fidel's (2007) recommended formula for determining sample size when using multiple regression. They gave the formula $N > 50 + 8m$; N signifying sample size, and m denoting the number of predictors or IVs considered in the study. Since the current study has two IVs (predictors) the sample size

should therefore be greater than 66. The sample size of 150 is therefore adequate. Below is a summary table showing the distribution of respondents on the demographic variables.

Table 1: *Frequency Distribution of Demographic Characteristics of Respondents*

Demographic Variable	N	Percentage (%)
Sex		
• Male	80	53.3%
• Female	70	46.7%
Age		
• 20 – 29 years	50	33.3%
• 30 – 39 years	63	42.0%
• 40 – 49 years	30	20.0%
• 50 – 49 years	7	4.7%
Tenure		
• Less than 2 years	45	30.0%
• 3 – 6 years	63	42.0%
• 7 – 10 years	13	8.7%
• 11 years and Above	29	19.3%
Religion		
• Christianity	117	78.0%
• Islam	27	18.0%
• Traditional	6	4.0%
Marital Status		
• Single	64	42.7%
• Married	82	54.7%
• Other	4	2.7%
Educational Level		
• Basic	2	1.3%
• Secondary	10	6.7%
• Graduate/Tertiary	100	66.7%
• Postgraduate	36	24.0%
• Other	2	1.3%

From Table 1, 150 respondents {males = 80 (53.3%) and females = 70 (46.3%)} were used for the study. In terms of age, 50 (33.3%) were between 20 – 29 years, 63 (42%) also were

within the age range of 30 – 39 years, 30 (20%) were also between 40 and 49 years and finally 7 (4.7%) were found to be more than 50 years old. With respect to tenure, 45 (30%) had worked for two years only. 63(42%) respondents also reported having worked for between 3 – 6 years. Likewise, 13 (8.7%) respondents fell between the age group of between 7 and 10 years. In terms of religion too, 117 (78%) were Christians while only 27 (18%) were Muslims and 6 (4%) were Traditionalists. For marital status, 64 (42.7%) were single and 82 (54.7%) were married while 4 chose other (those who are not married legally, but are in serious relationship and even cohabiting). In terms of educational level too, 2 had basic education only, 10 had secondary education and 100 (66.7%) were graduates (tertiary) and 36 had Postgraduate degrees. Two people chose other and indicated that, they were electricians but do not have any certificate except the basic education certificate.

Sampling Technique

The convenience sampling technique was used to recruit 150 workers from the DVLA for the study. Convenience sampling refers to the selection of a desirable group of people for a study based on ease. This sampling technique was employed because of the limited time span for the completion of the study, cost, and suitability since the researcher is bound by research ethics not to coerce anyone to be part of the study. Thus only those who have agreed to take part in the study were used.

Design of Study

The study explored the relationship between social capital, perceived organizational politics, and workplace crime. Hence, the researcher adopted the correlational survey (quantitative) design. This was an appropriate design as the study sought to find out whether

relationships exist between the variables being examined and how strongly the pairs of variables (social capital, perceived organizational politics, and workplace crime) are related.

Measures/Instruments for Data Collection

A survey questionnaire (see appendix 1) was used to collect data on the study variables. All questions were answered on a 5 point Likert type scale except the demographic variables. The questionnaire had four major sections, namely demographic information, workplace crime, perceived organizational politics, and employees' social capital.

Section one: Workplace crime scale

Workplace crime was measured using Ahmad and Norshahim's (2008) 'Attitudes toward employee fraud'-scale. Participants were advised to specify their level of acceptance of a colleague's engagement in criminal acts at the workplace rated on a five point Likert scale ranging from 1, not acceptable at all, to 5, very much acceptable. This scale has 13 items originally but the researcher adopted 14 questions from Robinson and Bennet's (1995) counterproductive work behavior typology questionnaire which was later revised by Al-Fayyad (2015). A pilot study conducted on this scale which has 27 items in all, with a sample size of 25 workers had a Cronbach's alpha of .903 as compared to the 13 item scale by Ahmad and Norshahim's (2008) which recorded an internal consistency (Cronbach's Alpha) of .89. The subscales of this scale; employee theft and deception, fraudulent behaviours, and amoral behaviours. Fraudulent behaviour was measured with 10 items (items 11, 12, 13, 14, 15, 23, 24, 25, 26, and 27) and showed a Cronbach's alpha of .74. Amoral Behaviour was also measured with 8 items (items 5, 6, 16, 17, 18, 19, 20, and 22) with a Cronbach's alpha of .85. Finally,

employee theft and deception was measured with 9 items (items 1, 2, 3, 4, 7, 8, 9, 10, and 21) which also had a Cronbach's alpha of .79.

Scores of workplace crime ranged from 1 (strongly disagree) to 5 (strongly agree) on each of the individual items. These are added up to get the overall scores for each participant. Workplace crime was measured with a 27 item scale on five point Likert indicating that the minimum score will be 27 and maximum score of 135; with a higher score indicating higher workplace crime.

Section Two: Organizational social capital scale

Organizational social capital was measured with a 15 item scale which showed a Cronbach's Alpha of .87. The scale had 3 main subscales as outlined in Ismail (2010). These subscales are; relational, cognitive, and structural. Five items on intra-organizational trust was used to measure the relational dimension of social capital. A pilot of this dimension of the social capital scale gave a high internal consistency score (Cronbach's alpha) of .80 which is very close to what was observed by Ismail (.79). The cognitive dimension was also measured with 5 items social capital measure which had relatively lower Cronbach's alpha of .56 in the pilot study. Lastly, the structural dimension of social capital was measured with 5 items and exhibited a high internal consistency score/Cronbach's alpha of .87.

Score of social capital ranged from 15 to 75 with higher scores indicating higher levels of social capital. Since the entire organizational social capital measure is made up of 15 items on a 5 point Likert type of scoring.

Section Three: Perceived Organizational Politics (POPS)

Perceived organizational politics was measured with 12 items which were initially constructed by Kacmar and Ferris (1991) and latter reviewed by Kacmar and Carlson (1994). This measure has been used by many researchers and been reported to have a reliability coefficient of between .76 and .83 (e.g. Parker et al, 1995; Vigoda – Gadot, 2006). A pilot of this scale produced an internal consistency (Cronbach’s Alpha) of .79. Four items on the scale were reversed scored. A sample item on the POPs scale is “*One group always get their way at this workplace*”

The scores of perceived organizational politics scale ranged from 12 to 60 since it was made up 12 items each measured on a 5 point Likert scale with a higher score indicating a higher perception of politics at the DVLA.

Section Five: Demographic information

The last part of the questionnaire captured the demographic characteristics of respondents which consisted of; age, sex (0 = male and 1 = female), educational level (primary, secondary, tertiary), month/years’ of work (less than a year, 1-2years, 3years and above) of the respondent who happens to be a worker in any of the institutions of interest.

Procedure

The procedure for the study was in two main folds: the pilot study, and the main data collection (questionnaire distribution).

Pilot study

In order to make sure that the items in the various scales are culturally relevant and comprehensible by the respondents, the standardized scales for the variables (predictors and criterion) were administered to 25 workers at the DVLA in the Accra Regional Office to establish internal consistency of the scale among the present population. The SPSS was used to analyse the data and establish the internal consistency (Cronbach Alpha) of the various scales.

Data collection and Administration Procedure

Introductory letter was taken from the Department of Psychology to the head office of the DVLA at Cantonment in Accra. A day was arranged and the researcher was called for an interview by the Chief Executive of the DVLA. After the interview, another introductory letter was written and attached to copies of the introductory letter from the Psychology Department to be taken to various branch managers of the DVLA at the following subunits; Greater Accra Regional Office at 37, Tema and Weija, all of which are in the Greater Accra Region. In the Eastern Region, the offices considered are at Koforidua and Akim Oda. Having obtained these letters, the researcher took these letters to various heads of the units who then gave the permission to go round and distribute the questionnaires to those who are willing to be part of the study. Due to the busy work schedule at these offices, the researcher had to give some time lapses, normally three days or so, and then goes back to collect the filled questionnaires. Sometimes, it took almost a week and a half to retrieve majority of the distributed questionnaires.

CHAPTER FOUR

RESULTS

This chapter comprises the findings of the study that were obtained from the data analyses and their interpretations which are in the form of descriptive statistics (mean, standard deviation, etc.), and the inferences that were made in the testing of the hypotheses. The study examined the nature of relationships between two independent variables (perceived organizational politics & social capital) on one dependent variable (workplace crime). In all, the study tested four hypotheses using parametric statistical tests. Specifically, the Pearson Product Moment Correlation Coefficient (Pearson r) and the Multiple Regression were employed in testing the hypotheses. The results obtained from these data analyses are presented in the preceding paragraphs.

Data Analysis

Before using parametric tests, there are certain assumptions that have to be taken into consideration. These assumptions have to be satisfied before any meaningful analysis could be carried out. Field (2013) asserts that, an assumption is a condition that ensures that what one is doing works. Put simply, the preliminary analysis was done to make sure that the data to be analysed has all that is needed to be able to produce valid and acceptable results when it runs through the analysis process. This was done in three main steps. Initially, principal component analysis was run to test the construct validity of the measures after which the assumption of normal distribution of the scores of the dependent variables was considered in the study. Following this, the reliabilities of the study measures were checked through the use of the internal consistency (Cronbach's Alpha) of the measures. Moreover, the bivariate correlations

among the study variables was computed to check the multicollinearity of the measures and their subscales using the Pearson r . Furthermore, residuals were also observed to verify the spread of individual scores and how the variables relate to each other. The results indicated no problems of linearity and homoscedacity since all fall within the range of -3 and 3 (Field, 2009).

Additionally, the Average Variance Inflation Factor (VIF) of 1.19 is very close to 1 and the largest VIF of 1.41 is less than 10 (Field, 2009) and tolerance statistics were all above .2 with the least being .71. These therefore confirm that collinearity was not a problem and that the predictor and criterion variables were all normal and can be used for parametric analyses (Field, 2009).

The hypotheses were analysed in four ways. First of all, a bivariate correlation was ran among all the study variables in order to ascertain the relationship that exists between the variables in this study. Result of this correlational analysis is presented in table 6. Correlation is adequate for testing relationships between variable in order to know which variable has a relationship with another. It must however, be noted that no causality is established at this point. The aim here was to verify the nature of relationships that exist among the study variables.

After this, the hierarchical multiple regression was used to test the variation that each predictor is causing on the criterion. The study explored the amount of variance in workplace crime that can be attributed to organizational social capital and perceived organizational politics having controlled for the demographic variables. This enabled the researcher to make sound

judgements as to how much of the change in workplace crime can solely be attributed to the predictors.

Also, the mediation model proposed by Baron and Kenny (1986) was used to test for the mediation effect of social capital on the perceived politics and workplace crime relationship. The conditions for a mediation analysis were all met.

Validation of Scales

All the scales measuring the study variables were validated in order to ensure that, they could actually measure what they are supposed to measure. The Exploratory Factor Analysis (EFA) was done with the aim of verifying whether the foreign measures are able measure the same constructs in the African setting. With this methodology, the individual items on the scales were analysed in relation to the subthemes to establish the amount of variance that each component of the scale is able to account for in the overall variations. The EFA helped to ascertain whether the items of the corresponding scales would yield factor loadings that could be considered to be part of a single construct (Field, 2009).

Exploratory Factor Analysis of Social Capital Scale

All 15 items on the social capital scale were first correlated to see if they will all have, at least .3 correlation coefficient which is the minimum requirement before loading the factors into the factor components. It was realized that all 15 items correlated at least .3 with at least one item suggesting reasonable factorability (Field, 2009). Secondly, the Kaiser-Meyer, Olkin measure of sampling adequacy was .802, which is above the commonly recommended value of .60.

Barthlett's test of sphericity was also significant [$X^2_{(150)} = 620.309$, $p = .000$]. The diagonal anti-image correlations also were over .50 for all items. Finally, the communalities were above .3 (see appendix), confirming that each item shared some common variance with other items.

Principal component analysis (see table 2 below) was utilized since its primary purpose is identifying and computing composite scores for the factors on the social capital scale. Eigen values obtained denoted four different components but only three of these components of social capital were considered as reported by Ismail (2004) in his confirmatory factor analysis. All the three components explained 49.98% of variance in social capital with the first component explaining 30.96%, second components also explaining 10.10% and the third also accounting for 8.93% of variance.

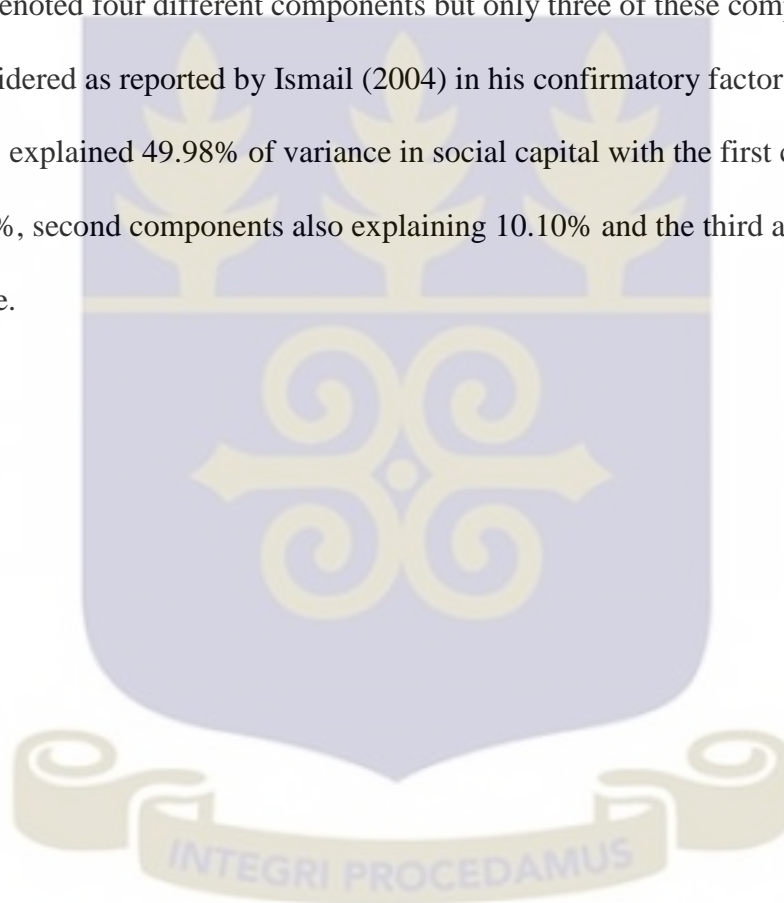


Table 2: Summary of Principal Component Analysis of Social Capital Scale

	Component		
	1	2	3
1. Structural			
I discussion work linked experience with my worker friends.	.80		
I mingle with work colleagues even out of workplace after work.	.79		
I all the time, talk to workmates about the work matters.	.75		
In this organization, I have the chance to talk and visit anyone.	.61		
I am able to work with my co-workers to collectively solve problems.	.56		
2. Cognitive			
In this establishment, we discuss job-related ideas using the same kind of vocabulary or jargon.		.75	
In this institution, we perceive the ideas and precepts of others alike.		.71	
In this institution, we all fully trust one another.		.63	
In this institution, we depend on each other to fully live up to our word.		.55	
In this workplace, we interpret organizational events and experiences similarly.		.48	
3. Relational			
At this workplace, we expect the complete truth from each other.			-.81
In this organization, every officer shows integrity.			-.80
In this organization, we respect each other's competencies.			-.66
In this organization, we can easily communicate with each other at work.			-.45
In this organization, we have the same dream as to what the organization should achieve			-.43
Eigen Values	4.64	1.51	1.34
Percentage of Variance	30.96	10.10	8.93

Extraction Method: Principal Component Analysis; Rotation Method: Oblimin with Kaiser Normalization

Exploratory Factor Analysis of Perceived Organizational Politics Scale

The 12 item perceived organizational politics scale was subjected to exploratory factor analysis to check whether they will all have; at least .3 correlation coefficient which is the minimum requirement before loading the factors into the factor components. Before carrying out the EFA, the appropriateness of data for factor analysis was considered. The correlation matrix showed that many coefficients were .3 and above. The Kaiser-Meyer-Okin value was .748, which exceeded the commended value of .6 (Kaiser, 1974). The Barlett's Test of Sphericity [$X^2_{(66)} = 434.14$, $p = .000$; Bartlett, 1954) was also significant.

The Principal components analysis extracted four components with eigenvalues exceeding 1, explaining 27.25 per cent, 17.51 per cent, 9.47 per cent and 8.37 per cent of the variance respectively. Further examination of the scree plot showed a clear break after the third component. Using scree test, it was decided to retain three components for further investigation.

As shown in table 3 below, it was observed that, all items but one loaded well (at least .4) on each component of the perceived organizational politics scale.



Table 3: *Summary of Principal Component Analysis of Perceived Politics Scale*

	Component		
	1	2	3
1. Supervisor's Behaviour			
Some individuals always have their way at this office	.84		
Some prestige people, no one dares to cross	.81		
Rule modifications help only a few	.76		
Do not speak due to fear of retaliation	.46		
2. Organization's Policies and Structures			
Better to agree than to speak your mind		.76	
Rewards go to hardworking people (RS)		.69	
Cheered for speaking what you believe (RS)		.67	
Promotion goes with high performance (RS)		.58	
Promotion are solely based on merit (RS)			
3. Co-workers' Behaviour			
Some build themselves by tearing others down			-.68
Favouritism is what gets people ahead and not merit			-.66
Pay/Promotion decisions are in line with policies			-.55
Eigen Values	3.27	2.10	1.14
Percentage of Variance	27.25	17.51	9.47

Extraction Method: Principal Component Analysis; Rotation Method: Oblimin with Kaiser Normalization.

Factor Analysis of Workplace Crime Scale

As done for the already discussed scales, all the 27 items on the workplace crime scale were correlated to see if they will have at least .3 correlation coefficient which is the minimum requirement to be able to load into factor components. It was realized that all 27 items met this criteria, thus each item correlated at least .3 with at least one of the items on the entire scale.

Items correlated significantly with total score on the workplace crime and nine of these components were obtained and considered for they showed sufficient strength in loading onto these components.

With the EFA analysis, the Kaiser-Meyer-Olkin value which tested the sampling adequacy obtained was .901, which exceeds the accepted value of the .6 (Kaiser, 1970; 1974). KMO values for individual items were also within .68 to .94 which is very great (Field, 2009). In addition, the Bartlett's Test of Sphericity (Bartlett, 1954) was also statistically significant [$X^2_{(351)} = 3010.131, p = .000$] which also emphasizes that intercorrelations of items on the scale were large. It was also realized from the PCA analysis that six eigenvalues were above 1, and this explained (44%), (7%), (6%), (4%), (4%) and (3%) respectively for the first, second, third, fourth, fifth and sixth components respectively. Cartell's (1966) test on the Scree plot (see Appendix) was used, which led to the retaining of three of the components for further analysis. For this analysis, the Direct Oblimin (Pattern Matrix) rotation was carried out. Table 4 indicates that all the items loaded considerably on at least one component. The signal from these components was consistent with the previous research on the workplace crime by Ahmad et al., (2008), with theft and fraud items loading under Component one, the amoral behaviours items loading on component two, and general misbehaviours loading on component three.

Table 4: *Summary of Principal Component Analysis of Workplace Crime Scale*

	Component		
	1	2	3
1. Theft and Fraud			
Falsified education certificates.	.89		
Physically attacked (e.g. pushing, shoving, hitting) a supervisor	.80		
Took money or assets that belongs to a workfellow.	.74		
Falsified accounting records.	.75		
Physically attacked (e.g. pushing, shoving, hitting) a customer	.73		
Physically attacked (e.g. pushing, shoving, hitting) a co-worker.	.70		
Filed for travelling expense claim for a personal holiday trip.	.62		
Took cash or property belonging to a customer	.61		
Took money from a client unlawfully*	.53		
Falsified managerial reports.	.52		
Aided another or gave them information on how to get away with a company's assets.	.50		
Filed for expense claim for lunches with friends.	.48		
2. Sexual Harassment			
Made undesirable sexual advances toward a customer			-.91
Made undesirable sexual advances toward a co-worker			-.88
Made undesirable sexual advances toward a supervisor			-.88
Made unwanted sexual advances toward a subordinate.			-.83
Bought expensive gifts for an officer who works for one of the company's potential customers			-.64
3. General Misbehaviours			
Used office photocopy machine for personal use.			.68
Left work early without permission			.67
Made 'additional payment' to a city officer to ensure company's business application is approved.			.51
Was absent from work without a legitimate excuse			.46
Sent home company's inventory for personal use.			.45
Sent home office stationery for personal use.			.42
Accepted money or other favours from a client in order to fast track procedures and avert bureaucracy.			.41
Added extra hours to the actual hours worked for overtime claim.			.41

Extraction Method: Principal Component Analysis; Rotation Method: Oblimin with Kaiser Normalization.

Reliability Analysis of Scales

One of the assumptions considered in this study has to do with reliability of the measures used in data collection. Reliability of a measure is defined as the stability or consistency of the measure (Gravetter, 2006). According to Gravetter, (2006) when the same people are measured at the same or similar conditions, a reliable measure should produce the same or similar results. In this study, the internal consistency (Cronbach's Alpha) was used to assess the reliability of the scales and subscale and results are presented in table 5 below together with the Means and standard deviations. The Alpha's for all the scales and subscales ranged from .7 to .95 except for Cognitive Social Capital (a subscale of social capital) which recorded an alpha of .63. These alphas are appropriate as described by Nunnally (1978).

Normality

Normality of data was tested by checking the Skewness and kurtosis. All the variables were normally distributed (see Table 5). Normality was said to have been obtained since Skewness and Kurtosis were between -2 and 2 (Garson, 2012). In the Table 5 below, it was realized that all the values of skewness falls within this range thereby implying that the distribution is very normal.

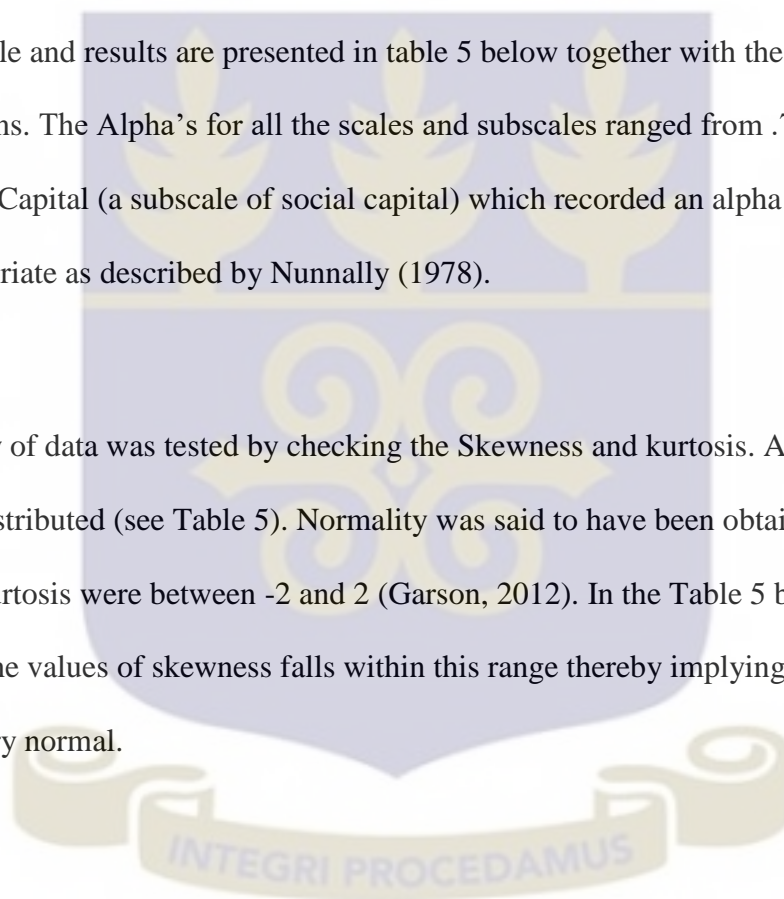


Table 5: *Descriptive Statistics and Reliability Indices of the Study Variables*

Study Variables:	Mean	Std. Dev.	Skewness	Kurtosis	Alpha (α)
Perceived Politics	35.65	6.99	.48	.46	.71
Social Capital	54.33	8.38	-.73	1.10	.80
Rel. Social Capital	17.70	3.43	-.57	.52	.70
Cog. Social Capital	17.79	3.23	-.37	-.09	.63
Str. Social Capital	18.84	3.64	-.88	1.22	.78
Workplace Crime	56.05	18.82	.25	-1.16	.95

The bivariate correlation matrix in table 6 also shows that all the independent variables and their subscales had significant relationships with the dependent variable. Specifically, perceived politics had a significant positive relationship with workplace crime ($r_{(150)} = .18, p < .05$). Social capital also had a significant negative relationship with workplace crime ($r_{(150)} = -.28, p < .01$). There was also a significant negative relationship between social capital and perceived politics ($r_{(150)} = -.34, p < .01$). It was also observed in the table that, the subscales of social capital correlated well with the dependent variable (workplace crime). As expected, there were very high inter-correlations coefficients between the relational, cognitive and structural dimensions of social capital.

Table 6: *Bivariate Correlation of the Relationship Between, Independent Variables and Dependent Variables*

Study Variables	1	2	3	4	5	6
1. Workplace Crime	-					
2. Social Capital	-.28**	-				
3. Relational Social Capital	-.24**	.83**	-			
4. Cognitive Social Capital	-.23**	.81**	.57**	-		
5. Structural Social Capital	-.22**	.80**	.48**	.45**	-	
6. Organizational Politics	.18*	-.34**	-.25**	-.21*	-.37*	-

* = $p < .05$, ** = $p < .01$

Hypothesis Testing

H1: *There will be a significant relationship between perceived organizational politics and social capital.*

The Pearson Product Moment Correlation Coefficient (Pearson r) was used to test hypothesis 1 and the results are presented in the correlation matrix table (Table 6) above. Result shows that there was a significant negative association between perceived politics and social capital [$r_{(150)} = -.34, p < .01$] demonstrating a moderate correlation (Cohen, 1988)]. Precisely, perceived politics accounts for 11.6% of variance ($r^2 = .1156$) in social capital at the workplace. This finding suggests therefore that, the hypothesis that, “*There will be a significant negative relationship between perceived organizational politics and social capital*” is supported.

H2: *Perceived organizational politics will have a significant relationship with workplace crime.*

Again, the Pearson r was used to test hypothesis 2 and results are presented in correlation matrix table (6) above. Results reveal that there was a positive and significant association between perceived organizational politics and workplace crime [$r_{(150)} = .18, p < .05$; representing

a low correlation (Cohen, 1988)]. Specifically, perceived politics accounted for 3.2% of variance ($r^2 = .032$) in workplace crime. This finding suggests therefore that, the hypothesis 2 is supported.

H3: *Social capital will predict workplace crime more as compared to perceived organizational politics.*

The hierarchical multiple regression was used to test hypothesis three as stated above. This was suitable to use since the goal was to check for the amount of variation in workplace crime that can be attributed to social capital as compared to perceived politics while controlling for the demographic variables. Normality and linearity; the basic assumptions that need to be satisfied before running a regression analysis were all adequate. As revealed in table 6, the relationship between social capital and workplace crime was significant ($r_{(150)} = -.28, p < .01$). This correlation coefficient was adequate for a regression analysis since it is below the .7 threshold which is too high and hence considered to be violating the assumption of multicollinearity (Field, 2009).

This analysis was done in four steps as presented in table 7 below. In the first step, the dependent variable (workplace crime) was regressed on two personal variables (Gender and Age) which are status ascribed to a person and the individual has no control over. In the second step, other personal variables (level of education, tenure, religion, and marital status) which are also status acquired by the individual through his or her own effort were entered. In the third step also, the dependent variable was regressed on social capital (one of the predictor variables). Finally, in the fourth step, the second predictor variable was entered into the model. The results obtained from this analysis are presented in table 7 below.

Table 7: Summary of Hierarchical Multiple Regression Analyses of Perceived Organizational Politics and Social Capital as Predictors of Workplace Crime.

	B	S. E.	β	t	p
Step 1					
Gender (male 1, female2)	5.00	3.08	.13	1.62	.11
Age	.46	1.81	.02	.25	.80
Step 2					
Gender	4.65	2.90	.12	1.60	.11
Age	1.08	2.48	.05	.44	.66
Marital Status	-1.58	3.23	-.05	-.49	.63
Educational level	4.28	2.62	.14	1.63	.11
Tenure	-2.53	1.93	-.14	-1.31	.19
Religion_1	-22.50	11.41	-.49	-1.97	.05
Religion_2	-8.41	11.52	-.18	-.73	.47
Religion_3	1.83	9.35	.02	.20	.85
Step 3					
Gender	3.96	2.88	.11	1.38	.17
Age	.94	2.43	.04	.39	.70
Marital Status	-.37	3.20	-.01	-.11	.91
Educational level	3.78	2.58	.13	1.46	.15
Tenure	-2.55	1.89	-.15	-1.35	.18
Religion_1	-21.16	11.22	-.46	-1.89	.05
Religion_2	-9.76	11.33	-.20	-.86	.39
Religion_3	2.99	9.19	.03	.33	.75
Social Capital	-.45	.18	-.20	-2.51	.01

Continued on next page

Table 8: Summary of Hierarchical Multiple Regression Analyses of Perceived Organizational Politics and Social Capital as Predictors of Workplace Crime (Cont'd).

	B	S. E.	β	t	p
Step 4					
Gender	4.12	2.89	.11	1.44	.15
Age	.91	2.44	.04	.37	.71
Marital	-.62	3.22	-.02	-.19	.85
Educational level	3.67	2.59	.12	1.42	.16
Tenure	-2.71	1.91	-.15	-1.42	.16
Religion_1	-21.95	11.26	-.48	-1.95	.05
Religion_2	-10.68	11.38	-.22	-.94	.35
Religion_3	1.63	9.31	.02	.18	.86
Social Capital	-.39	.19	-.17	-2.04	.04
Perceived Politics	.21	.23	.08	.92	.36

For Step 1, $F = 1.39$, $R^2 = .02$; step 2, $\Delta F = 4.17$, $\Delta R^2 = .15$; for step 3 $\Delta F = 6.32$, $\Delta R^2 = .04$, For Step 4, $\Delta F = .84$, $\Delta R^2 = .01$. Sex (male 0, female 1), Religion_1 (Christians 1, others 0), Religion_2 (Muslims 1, others 0), Religion_3 (Traditionalist 1, others 0).

In Table 7 above, model 4 ($F_{(10, 139)} = 3.63$, $p = .00$, $R^2 = .21$) which is the summary of the overall regression was significant. That is, all the variables considered in the study accounted for 21% variation in workplace crime. Going through the steps, it was found that, for step 1, the model ($F_{(2, 147)} = 1.39$, $p = .25$, $R^2 = .02$) was not significant. From the table, gender ($\beta = .13$, $t = 1.62$, $p = .11$) and age ($\beta = .02$, $t = 1.62$, $p = .80$) of respondents could not account for any significant variation in workplace crime.

In step 2 however, a significant model was obtained ($F_{(6, 143)} = 3.52$, $p = .00$). The output observed also indicated that, all the personal variables together accounted for 15% ($\Delta R^2 = .15$, $p = .00$) of variance in workplace crime. In addition, it was found that religion_1 which compared Christians with non-Christians ($\beta = -.49$, $t = -1.97$, $p = .05$) significantly predicted workplace crime. This indicates that, non-Christians engage more in workplace crime than Christians.

In step 3 also, results reveal that social capital significantly accounted for (4%) variance in workplace crime [$F_{(7,142)} = 5.13, p = .00; \Delta R^2 = .04$]. This means, social capital significantly predicted ($\beta = -.20, t = -.26, p = .01$) workplace crime among workers at the DVLA.

In step 4, the model was significant [$F_{(8,141)} = 3.63, p = .01$]. However the results show that, perceived organizational politics correlated, but could not cause any significant variation ($\Delta R^2 = .01, \beta = .07, t = .90, p = .36$) in workplace crime. The implication of this is that social interactions among workers at the workplace create bonds, build interdependencies and offers a sense of belongingness to the organizations. If this happens, struggle between workers for scarce resources decreases which makes politics to have no significant variation in workplace crime. Therefore, the hypothesis that, '*Social Capital will account for a significant variance in predicting workplace crime*' was supported.

H4: *Social Capital would mediate the relationship between perceived organizational politics and workplace crime.*

Baron and Kenny's (1986) suggestion for testing mediation analysis was used to analyse this hypothesis. A series of regression analyses were run to find out if indeed social capital plays a mediating role on the perceived politics and workplace crime relationship. The process model of Hayes (2012) was also employed in the analysis. Specifically, the Sobel's test of significance was determined by the Process Model.

For a variable to play a mediating role according to Baron and Kenny (1986), first of all, variations in the predictor variable (X) should significantly account for variation in the mediating variable (M). Secondly, changes in the mediating variable should significantly account for a

variance in the criterion (Y). Thirdly, when the relationship between the predictor and the mediator and that of the mediator and criterion are controlled, an earlier significant association between the predictor and criterion should no longer be significant. In other words, for Baron et al (1986), there should always be a relationship between the independent and dependent variable before a third variable which renders this relationship insignificant will be said to be a mediator.

However, Bollen (1989) argued that the nonexistence of relationship between a predictor and a criterion does not refute causality. He is noted to have said that establishing relationship is neither a necessary nor an adequate prerequisite for causality. Recent researchers interested in mediation analysis have taken on this perspective (Hayes, 2009).

Table 9: *Mediation Analysis of Social Capital on Perceived Organizational Politics – Workplace crime Relationship*

Model	Predictor	Criterion	B	S. E.	β
Model 1		Social Capital			
	Religion_1		3.63	1.57	.18*
	Perceived Politics		-.38	.09	-.32**
Model 2		Workplace Crime			
	Religion_1		-13.99	3.54	.31**
	Social Capital		-.47	.17	-.21**
Model 3		Workplace Crime			
	Religion_1		-13.73	3.56	-.30**
	Social Capital		-.42	.18	-.19*
	Perceived Politics		.18	.22	.07

*Sobel's test for significant mediation displayed $Z=2.41$, ** $P<.01$, * $p<.05$*

From table 7 above, it was observed that perceived organizational politics which is the independent variable could not predict workplace crime when the personal variables were controlled. However, based on the argument by Bollen (1989), and Hayes (2009; 2013) it is possible to test for mediation (M) even if the predictor (X) and the criterion (Y) aren't

associated. For this study, there was a significant relationship between the predictor and the criterion (see table 6).

As presented in table 8 above, in the first model, social capital (the mediator) was regressed on perceived organizational politics (the predictor) whiles controlling for religion_1 which was the only personal variable that had a significant effect on workplace crime. All other personal variables were not considered because they could not account for a significant variance in the criterion. Results indicated that there was a significant relationship between perceived politics and social capital ($\beta = -.32, \rho < .01$).

In the second model, workplace crime was regressed on social capital while holding the effect of religion_1 constant. It resulted that, a negative significant relationship was found to exist between social capital and workplace crime ($\beta = -.21, \rho < .01$).

For the third model too, workplace crime was regressed on both social capital and perceived politics. It resulted that, while perceived politics could not predict workplace crime ($\beta = .07, \rho > .05$), social capital significantly predicted workplace crime ($\beta = -.17, t = .92; \rho < .04$) which suggests the presence of a mediating effect. Finally, using the process model by Hayes (2013), Sobel's test for mediating effect was conducted. Results indicated that the mediator (social capital) significantly explained the influence of perceived politics on workplace crime ($Z = 2.41, p < .05$).

The above result suggests the presence of a mediating effect of social capital on the relationship between perceived organizational politics and workplace crime. Therefore the hypothesis that *“social Capital would mediate the relationship between perceived organizational politics and workplace crime”* is supported.

Summary of Results

The results presented in the tables above indicate that social capital negatively predicted workplace crime. Perceived organizational politics also had a positive relationship but could not predict workplace crime when the demographic variables were controlled. Also, a significant negative relationship was found to exist between perceived organizational politics and social capital. In addition, social capital fully mediated the relationship between perceived politics and workplace crime. Finally, no significant difference was found between married and unmarried men, older and younger workers in engagement in workplace crime.

Observed Model

The diagram below represents the observed model from the data analysis based on the study hypotheses that were developed from the study objectives. It was found that both perceived organizational politics and social capital have a significant relationship with workplace crime. However, social capital had a negative relationship while politics had a positive relationship with workplace crime. Also, social capital fully mediated the relationship between perceived organizational politics and workplace crime. The model below therefore holds that, social capital fully mediates the perceived organizational politics and workplace crime relationship. Meanwhile, this is negative which means that social capital is associated with a reduction in workplace crime.

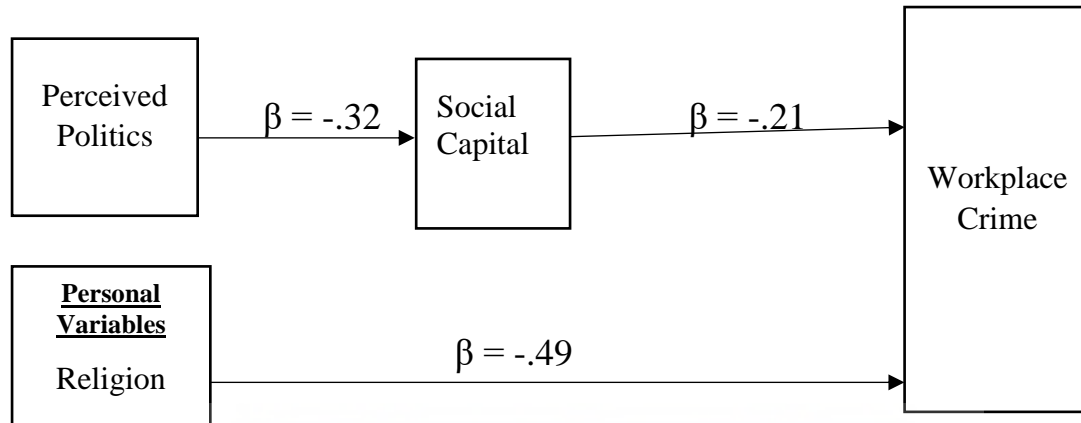
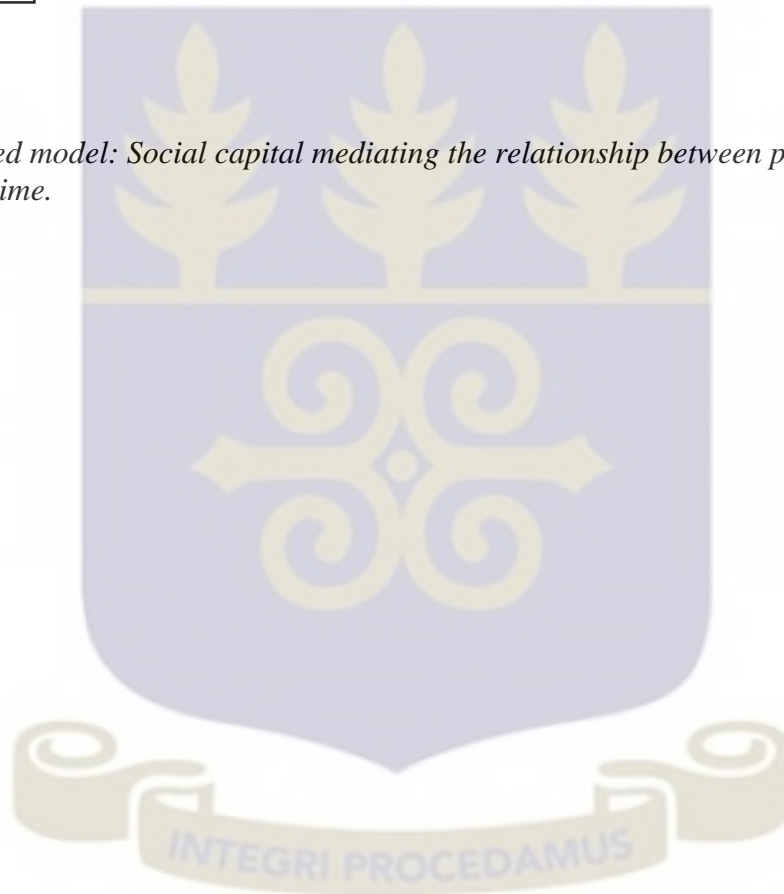


Figure 2: *Observed model: Social capital mediating the relationship between perceived politics and workplace crime.*



CHAPTER FIVE

DISCUSSION, RECOMMENDATION, AND CONCLUSION

This study explored the amount of variance in workplace crime that could be attributed to social capital and perceived organizational politics among employees at the DVLA. Precisely, the study investigated how perceived politics and employees' social capital influence workplace crime among DVLA workers in the Greater Accra and Eastern regions of Ghana. In addition, some demographic characteristics such as age, gender, education and religion were all controlled. This chapter covers the main discussions and explanations given for the findings derived from the data analysis presented in the previous chapter (four). The meanings derived from the current data are discussed in relation to the findings of other studies as well as the assumptions of the theories considered in the study. The contributions to of this study to literature as well as recommendations for future research are also highlighted.

Discussion of Findings

This section contains the explanations and general discussion of the results that were presented in chapter four. The discussions are done in accordance with the stated and tested hypotheses and also in relation to the literature review and theories above. The researcher's aim here is to make meaningful deductions from the results obtained from the data analysis in this study.

Relationship between Employees' Social Capital and Workplace Crime

From the results of the data analyses above, it was found that social capital had a negative relationship and accounted for significant variance in workplace crime among workers at the

DVLA. This means that when workers are very well connected to one another at the workplace, they are less likely to engage in workplace crime. Thus, when the social needs of organization workers are met through networking with their fellow employees, they are less likely to engage in workplace crime. For instance, workers who discuss among themselves some of the bad treatments they face at the workplace will experience a reduction of the burden that injustice or unfair treatment will be having on them and hence will decrease their chances of engaging in retaliatory behaviours which may take the form of workplace crime.

This finding is similar to other studies which looked at the impact of organizational social capital of employees on the success of organizations. Specifically, this finding is much similar to that of Jofreh et al. (2013) who argued that organizational social capital serves as glue which keeps all the conflicting elements of an organization together. According to Jofreh et al (2013) every organization has many conflicting parts but it takes social capital to keep all these parts together to work as a unit for a common purpose. With respect to this, workers feel part of the organization and will minimize their chances of engaging in workplace crime or deviance. Other scholars who also observed similar results are Ismail (2010) and Buonanno et al. (2009). Ismail (2010) looked at how social capital aids in drugs law enforcement among the police workforce and found out that, the greater the level of social capital among police officers, the more efficient they are in enforcing drug laws. Buonanno et al. (2009) also investigated the effects of civic norms and associational networks on crime rates, and concluded that civic norms attached guilt and shame to criminal behaviour, hence reducing the probability of its occurrence.

In addition, associational networks according to Buonanno et al. (2009) increase returns to noncriminal activities and raise detection possibilities. That is to say that, social capital has the potential to reduce the amount of criminal acts that take place within the work environment. This

has been confirmed by the current study in the sense that, social capital was found to have a significant negative relationship with social capital.

In another study by Aboyasin et al. (2015), social capital was found to have a significant positive relationship with organizational commitment. These findings are also corroborated by Pesamaa et al. (2013) and Chuang et al. (2013) who stressed the importance of group and team work on organizational commitment. Social capital enhances employees' loyalty to their organization (Aboyasin, et al., 2015). Employees' loyalty has been found to decrease negative work attitudes and behaviours. In addition to these findings, Stam et al. (2013) also reported in their study that, on average, social capital significantly and positively relates to small firm performance. This means that social capital actually enhances organizational performance. These findings are similar to the current study in the sense that, if social capital aids to ameliorate workplace crime, the performance of the organization will be said to have increased.

This outcome is also explained by the social integration and the social bonding theories. These theories assert that, people are compelled to put up decent acceptable behaviours when they are in a group that they feel attracted to so as to make the other members of the group accept them. In this case, if employees feel connected to their organizations and feel that they are part of the organizations' family, they will be less likely to engage in fraudulent behaviours in order to make sure that the familial relationships that they have with other members of the organization are not destroyed.

This finding of the study is however contrary to the findings of some researchers. For instance Lee et al. (2016) found that social capital has a negative effect on the success of organizations. They explained that social capital among board of directors, management and

employees hinder the effectiveness of internal monitoring and control by the board, which in the long run is transferred unto the employees. This may create room for some workers to engage in petty crimes such as thefts and extortions at the workplace. Furthermore, social capital (internal bonding) impedes the effectiveness and efficiency of managers which leads retarded growth. Findings of a study by Lee et al. (2016) revealed that a negative relationship exists between the internal social capital of the management boards and firm growth, and a positive relationship between the external social capital of inside directors and firm growth. These findings imply that strong bonding among corporate directors can reduce the board's active functioning and firm growth.

Relationship between Perceived Organizational Politics and Workplace Crime

This study also tested the relationship between perceived organizational politics and workplace crime. It was realized that perceived politics had a positive and significant relationship with workplace crime. Precisely, perceived politics accounts for 3.2% of variance in workplace crime although with the presence of the social capital, perceived politics could not account for any significant additional variation in workplace crime. This means that when workers perceive that other people are seeking their own interests ahead of the organization's interest, they are likely to react by also fighting for their own interest at the expense of the organization. When for instance a worker perceives that a colleague employee is enjoying some favours in the organization for which he or she is not qualified, the employee will also react by decreasing the level input to the organization and in some cases will even engage in some deviant acts. Seeking for personal gains within an organization has in itself a detrimental effect on both the organization and its members.

This result is in agreement with other findings. A study conducted in Nigeria by Ogungbamila (2014) disclosed that employees who perceived organizational politics engaged in workplace incivility. Job-related negative emotions significantly predicted workplace incivility such that employees who felt bad about their jobs in turn exhibited workplace incivility. The findings are also in line with Rashid et al. (2013) who also reported that organizational politics has a high relationship with job stress. Job stress has many adverse aftermaths which eventually may influence workers to engage in certain kinds of crime. Another study by Jam et al. (2011) which also utilized a cross-sectional field survey design found political skill and perceived politics to have an interaction effect on employee job outcomes such as job stress, affective commitment, intention to quit and contextual performance. In all these, it was concluded that perceived politics reduced the positive attitudes and increased intention to quit.

In addition, office politics has the potential of causing social disintegration. This separation reduces the solidarity and commitment that workers have to their organization. It also decreases the level of social capital within an organization which creates room for more and greater politics to take place which eventually leads to a total deprivation to the organization. Vigoda (2000) asserted that perceptions of politics reduce the level of job satisfaction, organizational commitment and affective performance but increases job stress, job burnout, sabotage, theft, withholding efforts, absenteeism, workplace incivility and deviance.

Mediating Role of Social Capital on the Relationship between Perceived Organizational Politics and Workplace Crime

The aim of this hypothesis was to examine the influence of social capital on the relationship between perceived politics and workplace crime. The results indicated that social capital fully mediated the relationship between perceived organizational politics (predictor) and workplace crime (criterion). Using the model and assumptions by Baron and Kenny (1986), there

was a significant relationship between the predictor and the criterion but when the personal variables were controlled, the independent variable could not predict the dependent variable. Based on the assertion of Bollen (1989) and Hayes (2009; 2013), mediation analysis was tested. Also, there was a significant relationship between the predictor and the mediator. The mediator also had a significant relationship with the criterion. When the relationship between the predictor and the mediator and that of the mediator and the criterion were controlled, the relationship between the predictor and the criterion were no longer significant. Finally Sobel's test showed a significant mediation effect of social capital.

This therefore implies that, in the absence of social capital, politics significantly predicts workplace crime positively within the DVLA. In that case, social capital was found to explain the relationship between perceived politics and workplace crime. It suggests that as workers are allowed to make friends and socialize at the workplace, they build trust among themselves and their organizations. This makes them sacrifice their selfish interests for the interest of the whole group which becomes the organizational interest. If managers and supervisors will put themselves into these networks, they will be able to better inculcate the goals (mission and vision) of the organization through these networks which will minimize the chances of individuals putting their interests ahead of that of the organization.

Moreover, it was found that, politics loses its potential to increase crime rate when social capital is present. Meanwhile, it has been reported that politics is inevitable in organizations (Molm, 1997; Vigoda & Cohen, 2002) since organizations are social units where workers make efforts individually and in groups for valued resources, which can result in conflicts. Some works have concluded that, politics in itself is neither good nor bad and can as well have a positive influence on organizations. What is unclear in the literature is that, at what level will politics be

harmful and at what level will politics be an asset to the organization? It is possible therefore that social capital can be used to change the negative effects of perceived politics and hence may not be detrimental to the success of the DVLA.

This finding is in line with the study by Neeft (2012) who explored the mediating role of social capital on virtual working teams and organizational performance. Neeft (2012) argued in her study that social capital partially mediated and diminished the negative relationship between virtual work teams and organizational performance. This outcome of social capital playing a mediating role is also similar to the findings of Abdullah et al. (2011) who also discovered the mediating role of relational social capital on the relationship between psychological contract and knowledge sharing among workers in Malaysia. Abdullah et al. (2011) explained that confidence in association (features of relational or interpersonal social capital) fully mediates the association between psychological contract and information distribution.

This result supports the assumption of the social integration theory which postulates that people feel well integrated into a group or society, they feel committed and are willing to do anything possible to ensure the survival and progress of that group or society. With this, it is possible that the presence of social capital has made workers at the DVLA trade their individual self-interests for that of the organization. It must be emphasized that, the mediating role of social capital has not been well explored and this study is one of the few if not the first to explore the mediating role of organizational social capital in formalized organizations.

Relationship between Personal Variables and Workplace Crime Scores

Certain personal variables were considered in this study; age, gender, education, religion, tenure and marital status. Among all these variables, only religion was found to have a

significant relationship with workplace crime among workers at the DVLA. Religion when dummy coded revealed that non-Christians reported to engage more in workplace crime than Christians. The researcher expected that married men would score lower on workplace crime than unmarried men. It resulted that there was no significant difference between married men and unmarried men. This means that marriage and sex of the individual has no significant impact on workers engagement in workplace crime. Contrary to the findings of other studies (e.g. Holltrefreter et al., 2010; Huffman et al., 2010) it was found that no significant difference was married men and unmarried men. Males were found to engage more in white-collar crime and other occupational crimes than their female counterparts (Holltrefreter et al., 2010). Huffman et al. (2010) also came out with similar results from a study conducted in Norway. Explanations given for men having higher scores on crime are that, usually men are in charge and are mostly in the managerial positions in most of the public organizations. For this reason, they have direct access to the companies' resources and hence can easily lay their hands on them. For instance, a CEO who signs a cheque on behalf of an organization can easily sign and withdraw money for his personal use as compared to the cleaner who also works in the same organization but may not have seen that company's cheque for all the years s/he has worked within the organization.

Also, it has been argued that, men as compared to women have very low risk perception and hence are more likely to engage in workplace crime than their female counterparts (Huffman et al., 2010). Men are said to be trained and socialized into a culture which also seems to allow them to take risks. Men are therefore able to take the risk of engaging in workplace crime weighing the cost and benefits. This is therefore influenced by the control measures available in the organization. If there are proper control mechanisms, one is not likely to commit crime because the cost will be too much for that fellow as compared to the benefits.

In addition, some research has shown that, married men are less likely to engage in counterproductive behaviours and are less likely to be organizational deviants as compared to unmarried men. The study tested the hypothesis that, married men will commit less workplace crimes as compared to unmarried men. Results indicated no significant difference. This finding could be due to the fact that, in Ghana, most organizations are not able to pay their workers well. The living standard in the country has also risen due to the recent economic crises the country is facing. Utility bills are on the increase, cost of food and other basic necessities of life have all increased. Therefore married men are likely to engage in certain behaviours at work such as theft, bribery and corruption in order to supplement their budget so as to be able to take care of their families. In this case it is not surprising that no significant difference was realized.

Contributions of this Study

The current study has made contributions in two ways. Firstly, this study has added to knowledge and literature in the sense that, the study explored the relationship between social capital, perceived organizational politics and workplace crime. It was found that social capital had a significant negative relationship with workplace crime. Although the relevance of social capital has long been examined in other contexts, few studies have considered it in the business settings (Salmi et al., 2006). Also in theory, the study's finding is in consonance with the social integration theory. The social integration theory argues that, employees will first put up very good behaviours and make a lot of sacrifices to make sure they get attracted to the organization that they want to work in; however, as they grow within and get to know their organization better, they then tend to act in ways where they would be the centre of attraction to make sure that other people hail them. That is, they start seeking for their own interest which in a way is tantamount to organizational politics within the organization. Perceived organizational politics

which also has to do with members' pursuance of self-interests had a positive relationship but was not able to predict workplace crime among workers at the DVLA.

Social capital and perceived politics have largely been studied in the literature but separately. In this study therefore, both variables have been looked at in relation to workplace crime of which social capital was found to reduce the influence of politics on crime. Secondly, the mediating role of social capital on perceived politics and workplace crime relationship was examined. This was found to be significant by observing a full mediation on this relation. Since testing the mediating role of organizational social capital has been largely ignored in the literature, this study is considered as one of the pioneers in the field of testing this.

Additionally, the current study expanded the scale for measuring workplace crime by Ahmad et al (2008) by adding sexual harassment to the existing subscales which include employee theft and deception, fraudulent behaviours, and amoral behaviours. This scale showed a very good reliability (internal consistency) and validity.

Limitations of the Study

This study is limited in a way due to two factors. Data was collected through the use of questionnaire and hence, respondents were restricted in a manner where they have to fall within a category. That is respondents did not have the luxury to air all their views on the variables of interest as would have been the case if interviews were considered. Also, data was collected from only the perspective of the workers through self-reports (so relationship may be due to common method variance). This does not allow for comparison in order to establish a satisfactory measurement of social capital, perceived politics and workplace crime. However, to reduce the potential risks of the common method bias, the recommendations on questionnaire

design by Podsakoff, MacKenzie, Lee, and Podsakoff (2003) were fully adhered to by assuring respondents of anonymity.

Also, this study was limited geographically to the greater Accra and Eastern Regional offices but failed to do comparative analysis between the two regions. Although proper statistical assumptions and analysis tools were adhered to and used respectively, generalization of the results obtained therefore be limited in a way. Thus, notwithstanding these limitations the researcher is assured that the results are still authentic and can be taken into consideration to make valid and informed decisions anywhere in the country concerning the DVLA.

Recommendations for Practice

The current study aimed at exploring social capital and perceived organizational politics as predictors of workplace crime. The mediating role of social capital on perceived politics and workplace crime relationship was also assessed. Also, gender, age and marital status as demographic variables were also investigated to see if they have any significant influence on workplace crime. It was observed that only social capital predicted workplace crime when the demographic variables were controlled. Perceived politics on the other hand had a significant relationship but could not predict workplace crime when the demographic variables were held constant. Social capital was found to also fully mediate perceived politics and workplace crime relationship. All the demographic characteristics did not have any significant influence except religion.

This finding implies that social capital is very crucial at the workplace and must be increased. This is because social capital actually causes a reduction in workplace crime to the point of rendering the impact of perceived politics ineffective. Organizations must therefore be

designed and structured to foster the growth and expansion of social capital. Social capital can be fostered in organizations by the formation of non-financial associations such as workers' unions, and financial groups like credit unions where workers will contribute some substantial amount which will cater for them in times of need. Payment of social security by management is also a way of making workers feel loved as it creates a form of social capital among workers and management. Provision of instrumental and emotional support to organization members in times of need is also a way of creating social capital. For example, in times of bereavement of an employee, if organization members show support and concern it serves as a platform for social capital to be established within the work settings. Management can therefore create an environment where workers will see themselves as one. Also, since politics has been found to be inevitable within an organization (Vigoda, 2008), management of the DVLA must strive hard to focus on fostering and creating internal social capital so as to mitigate or reduce the impact that politics has on workplace crime.

Direction for Future Research

The present study has highlighted the roles that internal social capital and perceived politics within organizations play with respect to workplace crime. At the end of the study, only social capital was able to predict workplace crime. Politics on the other hand failed to predict workplace crime when the demographic variables were controlled. Also, in checking the overall contributions, it was realized that, the control variables (demographic variables) accounted for 13% of variance in workplace crime whiles the study variables together accounted for less than 4% of variance in workplace crime. This suggests that, there are other predictors of workplace crime which were not considered in this study. Some organizational factors such as interpersonal conflict, hostile work environment, abusive supervision, work stress, and other personality

variables such as mastery-goal motivation verses intrinsic motivation, affective commitment, narcissist personality type can all be examined to see if they have any effect on workplace crime as they do with the other related constructs.

In addition, study methodology should be the mixed methods; interviews or focus group discussions should accompany the use of survey questionnaires in order to get a complete idea of the type of workplace crimes that occur in a particular organization and what precipitates these crimes. The use of questionnaire alone limits the respondents in giving out the relevant information. Interviews and focus group discussions will help tease out the relevant issues such as antecedents and consequences of workplace crime as compared to the use of close-ended Likert scale questionnaire.

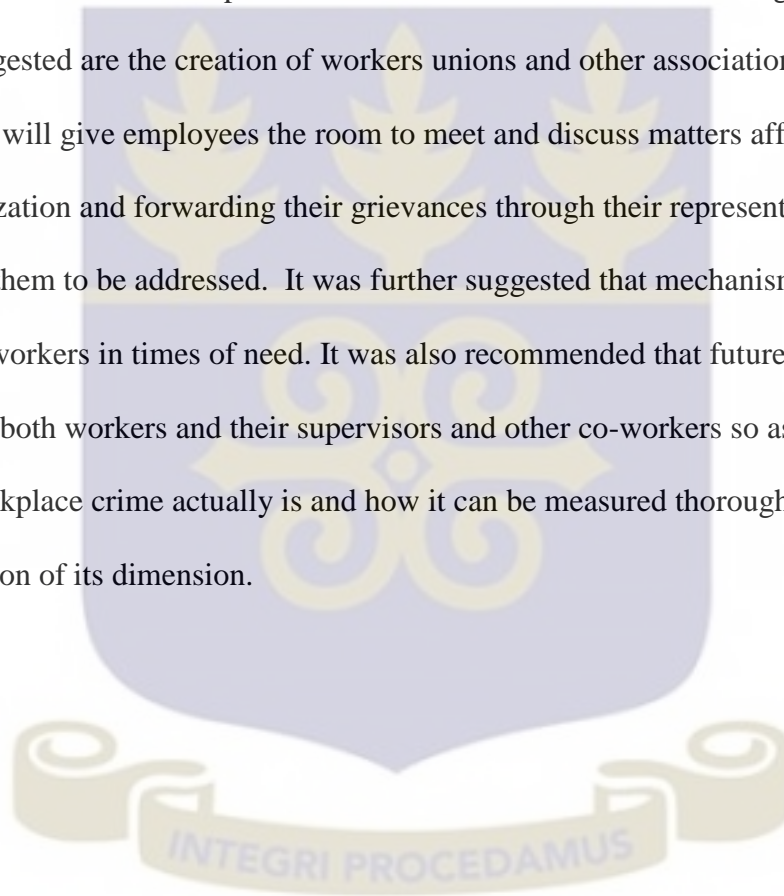
Conclusion

This study aimed at exploring the relationship between social capital and workplace crime. It also examined the proposal that perceived organizational politics would have a relationship with workplace crime. In addition, the mediating effect of social capital on the relationship between organizational politics and workplace crime was examined. The study also examined whether, some demographic variables like, sex, marital status and age have any influence on workplace crime at the DVLA.

With a sample size of one hundred and fifty employees from the DVLA, it was found that social capital accounted for a significant variance in workplace crime. However, this variance was in the negative direction which implies that social capital has a reduction effect on workplace crime. Perceived organizational politics was also found to account for a significant variance in workplace crime. Contrary to social capital, politics was found to have a positive variance, meaning it is a contributing factor to workplace crime. Also, social capital was found to

have fully mediated the politics – workplace crime relationship. Lastly, no significant sex and age differences were found with respect to workplace crime. Lastly, no age differences were found on workers engagement in crime at the workplace

These findings were discussed in line with the social integration and the social bonding theories. It was also discussed that since social capital is found to have a reducing effect on workplace crime, it must be developed and fostered at the DVLA and other organizations. Some of the means suggested are the creation of workers unions and other associations at the workplace which will give employees the room to meet and discuss matters affecting them within the organization and forwarding their grievances through their representatives to management for them to be addressed. It was further suggested that mechanisms must be put in place to support workers in times of need. It was also recommended that future studies should collect data from both workers and their supervisors and other co-workers so as to get a broader view of what workplace crime actually is and how it can be measured thoroughly in order to broaden the horizon of its dimension.



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APPENDICES

A: Study Questionnaire

Dear Respondent,

I am an MPhil student conducting a study on the topic “*Social Capital, Perceived Organizational Politics and Workplace Crime*”. The study aims at examining whether there is any relationship or correlation between social capital (networkability of employees), office politics and crime at the workplace. This study is expected to be completed by June, 2016 and hence your support is very crucial in assisting me to meet this deadline. You can be of help by sincerely responding to the 54 - item questionnaire which is expected to take a maximum of 8 minutes of your time.

You are to note that information given on this questionnaires shall be used for the purpose of research only and hence will be kept confidentially.

Your participation in this research is voluntary and may withdraw at any time without Penalty.

Thank you

INFORMED CONSENT FORM

I agree to be a respondent for this study. I acknowledge my voluntary participation in that if I wish to withdraw during the process, I can do so freely. I am sure of anonymity and confidentiality of every information that I shall disclose.

.....
Signature of respondent

.....
Date

Should you have any questions or concerns related to this research, please feel free to contact me through my email tettehdokui@gmail.com/sdtetteh@st.ug.edu.

.....
Signature of researcher(s)

.....
Date

SECTION 1: SOCIAL CAPITAL

Please indicate the extent to which you agree with each statement. Choose only one answer for each statement. 1. *Strongly Disagree* 2. *Disagree* 3. *Neutral* 4. *Agree* 5. *Strongly Agree*

		1	2	3	4	5
1	In this institution, we esteem each other's capabilities.					
2	In this institution, every officer shows integrity.					
3	In this institution, the complete truth is expected from everyone.					
4	In this institution, we have completely trust everyone.					
5	We expect each one fully to live up to our word at this workplace.					
6	In this work settings, we describe work-related ideas or thoughts using the same kind of vocabulary or jargon.					
7	In this work settings, we freely talk to each other without any hinderance.					
8	In this organization, we understand administrative happenings and practices in basically the same way.					
9	In this organization, we recognize the motives of other officers similarly.					
10	In this organization, we share the same vision for what the organization should accomplish					
11	I do work with my workmates to jointly resolve issues.					
12	In this institution, I am allowed to talk easily and visit others without any constraints.					
13	I mingle with co-workers outside of the workplace.					
14	I often talk to co-workers about the work-related issues.					
15	I exchange job related experience with other workers.					

SECTION 2: PERCEIVED ORGANIZATIONAL POLITICS

Please tick your level of agreement to the following statements: 1. *strongly Disagree* 2. *Disagree* 3. *Neutral* 4. *Agree* 5. *Strongly Agree*

		1	2	3	4	5
1	A few people always get their way at this place of work					
2	We have powerful groups, no one dares to challenge					
3	Policy changes help only a few					
4	Others develop themselves by destroying their fellows here					
5	Favour and not merit is what move people ahead here					
6	Scared to say my mind for fear of revenge					
7	Promotion goes to the top hard workers here (RS)					
8	Prizes goes to hard workers (RS)					
9	My views are taken in this organization during decision making (RS)					

10	It is safe to comply with rules than to say what I think here					
11	Pay/Promotion are solely based on merit (RS)					
12	Pay/Promotion decisions are made in line with policies and procedures					

SECTION 3: WORKPLACE CRIME

Below is a list of behaviours that a friend or a co-worker might have engaged in at work before. Please select and tick the figure that is attached in the table below which indicates your level of acceptance of that behaviour. 1. Not at all acceptable 2. Not acceptable 3. Neutral 4. Somehow acceptable 5. Very Much acceptable

		1	2	3	4	5
1.	Sent home company's inventory for personal use.					
2.	Filed for expense claim for lunches with friends.					
3.	Filed for travelling expense claim for a personal holiday trip.					
4.	Added extra hours to the actual hours worked for overtime claim.					
5.	Took cash or assets belonging to a customer					
6.	Took cash or assets belonging to a co-worker.					
7.	Aided another or gave them an information on how to take company property.					
8.	Took money from a client unlawfully*					
9.	Collected money from a client so as to fast track processes by averting bureaucracies.					
10.	Made 'extra payment' to a city officer to ensure company's business application is approved.					
11.	Falsified accounting records.					
12.	Falsified managerial reports.					
13.	Falsified education certificates.					
14.	Left work early without permission					
15.	Was absent from work without a legitimate excuse					
16.	Physically attacked (e.g. pushing, shoving, hitting) a co-worker.					
17.	Physically attacked (e.g. pushing, shoving, hitting) a customer					
18.	Physically attacked (e.g. pushing, shoving, hitting) a supervisor					
19.	Sent home office stationery for personal use.					
20.	Used office photocopy machine for personal use.					
21.	Bought expensive gifts for an agent who works for one of the company's potential customers					
22.	Made unwanted sexual advances toward a subordinate.					
23.	Made undesirable sexual advances toward a client					

24.	Made unwelcome sexual advances toward a superior					
25.	Made unwanted sexual advances toward a workfellow					

SECTION FOUR: Please answer the following questions about you, your job and your organization:

Gender: 1. Male 2. Female

Age: 1. 20-29yrs 2. 30-39yrs 3. 40-49yrs 4. 50 yrs and above

Number of years worked: 1. Less than 2 yrs 2. 3-6yrs 3. 7-10 yrs

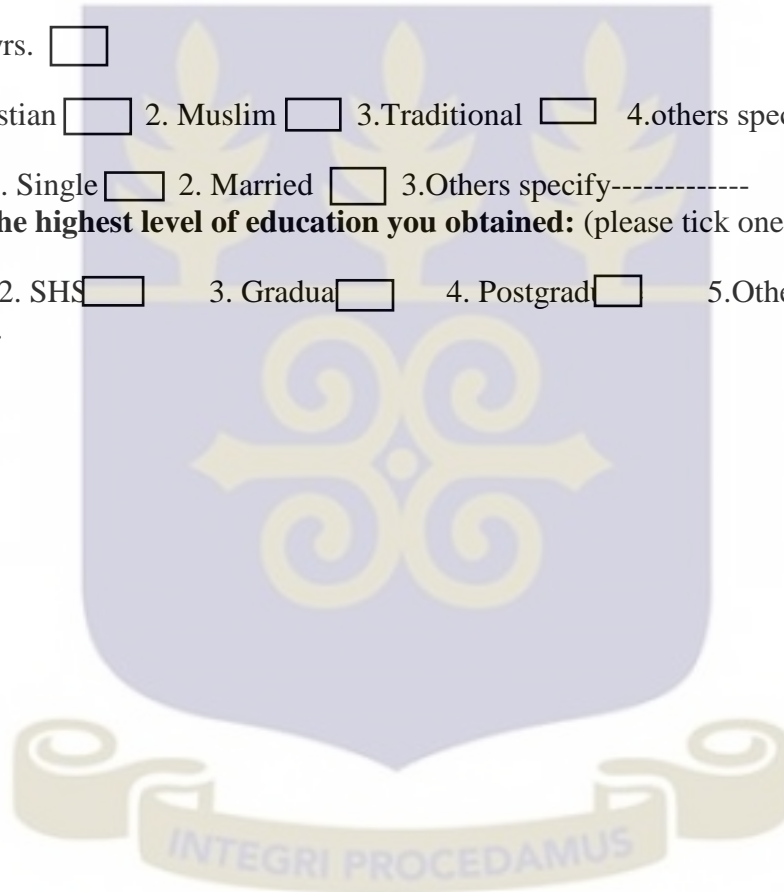
4. More than 10 yrs.

Religion: 1. Christian 2. Muslim 3. Traditional 4. others specify.....

Marital status: 1. Single 2. Married 3. Others specify-----

Please indicate the highest level of education you obtained: (please tick one)

1. Primary 2. SHS 3. Gradua 4. Postgrad 5. Other specify.....



C. Descriptive Statistics

Statistics		WPC	SOCAP	POPS
N	Valid	150	150	150
	Missing	0	0	0
Mean		56.05	54.33	35.65
Median		54.50	54.00	35.00
Mode		33	54	31
Std. Deviation		18.822	8.383	6.987
Variance		354.260	70.277	48.821
Skewness		.247	-.726	.481
Std. Error of Skewness		.198	.198	.198
Kurtosis		-1.155	1.102	.455
Std. Error of Kurtosis		.394	.394	.394
Range		70	45	34

C: Reliability Analysis and Validity Analysis**ORGANIZATIONAL SOCIAL CAPITAL****Case Processing Summary**

		N	%
Cases	Valid	150	99.3
	Excluded ^a	1	.7
	Total	151	100.0

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

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.838	.838	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
In this organization, we respect each other's competencies.	50.57	61.696	.482	.359	.827
In this organization, every officer shows integrity.	50.81	61.965	.480	.381	.827
In this organization, we expect the complete truth from each other.	50.56	62.839	.439	.348	.830
In this organization, we all fully trust one another.	51.13	61.910	.450	.345	.829
In this organization, we count on each other to fully live up to our word.	50.89	60.217	.514	.332	.825
In this organization, we explain work-related ideas or thoughts using the same kind of vocabulary or jargon.	50.70	63.594	.332	.256	.836
In this organization, we can easily communicate with each other at work.	50.45	62.518	.422	.290	.831
In this organization, we interpret organizational events and experiences similarly.	51.01	60.255	.546	.397	.823
In this organization, we perceive the motives of other officers similarly.	51.10	64.158	.349	.409	.835
In this organization, we share the same vision for what the organization should accomplish	50.61	62.160	.439	.328	.830
I am able to work with my co-workers to collectively solve problems.	50.39	61.742	.495	.407	.827
In this organization, I have the chance to talk informally and visit with others.	50.85	61.540	.492	.374	.827
I socialize with co-workers outside of the workplace.	50.73	61.113	.477	.477	.828
I often talk to co-workers about the work-related issues.	50.44	61.027	.534	.470	.824
I exchange job related experience with other workers.	50.43	62.179	.471	.393	.828

RELATIONAL DIMENSION OF SOCIAL CAPITAL**Reliability Statistics**

	Cronbach's Alpha	N of Items
	.704	5

Case Processing Summary

		N	%
Cases	Valid	150	99.3
	Excluded ^a	1	.7
	Total	151	100.0

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

Item-Total Statistics

	Scale Mean if Deleted	Scale Variance if Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Deleted
In this organization, we respect each other's competencies.	13.94	8.204	.442	.662
In this organization, every officer shows integrity.	14.18	7.974	.512	.634
In this organization, we expect the complete truth from each other.	13.93	8.095	.514	.634
In this organization, we all fully trust one another.	14.49	8.252	.409	.676
In this organization, we count on each other to fully live up to our word.	14.26	7.831	.433	.669

COGNITIVE DIMENSION OF SOCIAL CAPITAL

Case Processing Summary

		N	%
Cases	Valid	150	99.3
	Excluded ^a	1	.7
	Total	151	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.633	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
In this organization, we explain work-related ideas or thoughts using the same kind of vocabulary or jargon.	14.16	7.223	.372	.586
In this organization, we can easily communicate with each other at work.	13.91	7.731	.300	.620
In this organization, we interpret organizational events and experiences similarly.	14.47	6.546	.517	.509
In this organization, we perceive the motives of other officers similarly.	14.56	7.389	.425	.562
In this organization, we share the same vision for what the organization should accomplish	14.07	7.566	.324	.609

Structural Dimension of Social Capital

Case Processing Summary

			N	%
Cases	Valid	150		99.3
	Excluded ^a	1		.7
	Total	151		100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.776	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am able to work with my co-workers to collectively solve problems.	14.89	9.398	.481	.756
In this organization, I have the chance to talk informally and visit with others.	15.35	9.170	.503	.749
I socialize with co-workers outside of the workplace.	15.23	8.543	.562	.730
I often talk to co-workers about the work-related issues.	14.95	8.668	.612	.712
I exchange job related experience with other workers.	14.93	8.908	.587	.721

Scale: Perceived Organizational Politics

Case Processing Summary

		N	%
Cases	Valid	150	99.3
	Excluded ^a	1	.7
	Total	151	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.714	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
One group always get their way at this workplace	32.76	40.358	.429	.684
Influential groups, no one cross	32.70	40.037	.512	.673
Policy changes help only a few	32.57	40.018	.523	.672
Some build themselves by tearing others down	32.71	39.414	.499	.673
Favouritism not merit gets people ahead	32.65	40.617	.447	.682
Don't speak up for fear of retaliation	32.62	42.546	.292	.704
Promotion goes to the top performers (RS)	32.86	46.282	.072	.732
Rewards come to hard workers (RS)	32.65	40.550	.408	.687
Encouraged to speak up (RS)	32.68	43.320	.255	.709
Safer to agree than to say what you think	32.63	44.167	.240	.709
Pay/Promotion are solely based on merit (RS)	32.56	42.933	.322	.699
Pay/Promotion decisions are consistent with policies	32.71	44.826	.183	.717

Scale: Workplace Crime**Reliability Statistics**

		N	%
Cases	Valid	150	99.3
	Excluded ^a	1	.7
	Total	151	100.0

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

Cronbach's Alpha	N of Items
.948	27

Item-Total Statistics

	Scale Mean if Deleted	Scale Variance if Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Sent home company's inventory for personal use.	53.89	329.296	.568	.947
Filed for expense claim for lunches with friends.	53.74	330.663	.582	.947
Filed for travelling expense claim for a personal holiday trip.	53.82	329.357	.616	.947
Added extra hours to the actual hours worked for overtime claim.	53.61	343.851	.204	.951
Ran a side business that competed with employer's business.	53.93	330.243	.578	.947
Secured sales by making false claims about a product	54.04	326.522	.735	.945
Took cash or property belonging to a customer	54.02	327.644	.695	.946
Took cash or property belonging to a co-worker.	54.04	330.253	.633	.946
Helped another person or advised them on how to take company property or merchandise.	54.06	332.956	.543	.947
Took money from a client unlawfully*	54.20	329.758	.660	.946
Accepted money or other favours from a client in order to fast track procedures and avert bureaucracy.	53.78	329.086	.599	.947
Made 'additional payment' to a city officer to ensure company's business application is approved.	53.79	331.950	.578	.947
Falsified accounting records.	54.10	327.594	.649	.946
Falsified managerial reports.	54.15	328.837	.682	.946
Falsified education certificates.	54.09	329.100	.628	.947

Left work early without permission	53.77	327.589	.594	.947
Was absent from work without a legitimate excuse	53.81	327.629	.653	.946
Physically attacked (e.g. pushing, shoving, hitting) a co-worker.	54.15	328.663	.682	.946
Physically attacked (e.g. pushing, shoving, hitting) a customer	54.23	329.546	.680	.946
Physically attacked (e.g. pushing, shoving, hitting) a supervisor	54.23	329.452	.653	.946
Sent home office stationery for personal use.	53.95	325.723	.683	.946
Used office photocopy machine for personal use.	53.62	325.096	.625	.947
Bought expensive gifts for an officer who works for one of the company's potential customers	53.72	331.344	.516	.948
Made unwanted sexual advances toward a subordinate.	54.12	327.892	.683	.946
Made unwanted sexual advances toward a customer	54.16	327.384	.720	.946
Made unwanted sexual advances toward a supervisor	54.13	325.727	.697	.946
Made unwanted sexual advances toward a co-worker	54.08	324.034	.727	.945

FACTOR ANALYSIS

Perceived Organizational Politics

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.748
Bartlett's Test of Sphericity	Approx. Chi-Square	434.137
	df	66
	Sig.	.000

Communalities

	Initial	Extractin
One group always get their way at this workplace	1.000	.666

Influential groups, no one cross	1.000	.660
Policy changes help only a few	1.000	.638
Some build themselves by tearing others down	1.000	.696
Favouritism not merit gets people ahead	1.000	.654
Don't speak up for fear of retaliation	1.000	.371
Promotion goes to the top performers (RS)	1.000	.529
Rewards come to hard workers (RS)	1.000	.620
Encouraged to speak up (RS)	1.000	.510
Safer to agree than to say what you think	1.000	.160
Pay/Promotion are solely based on merit (RS)	1.000	.382
Pay/Promotion decisions are consistent with policies	1.000	.620

Extraction Method: Principal Component Analysis.

Total Variance Explained

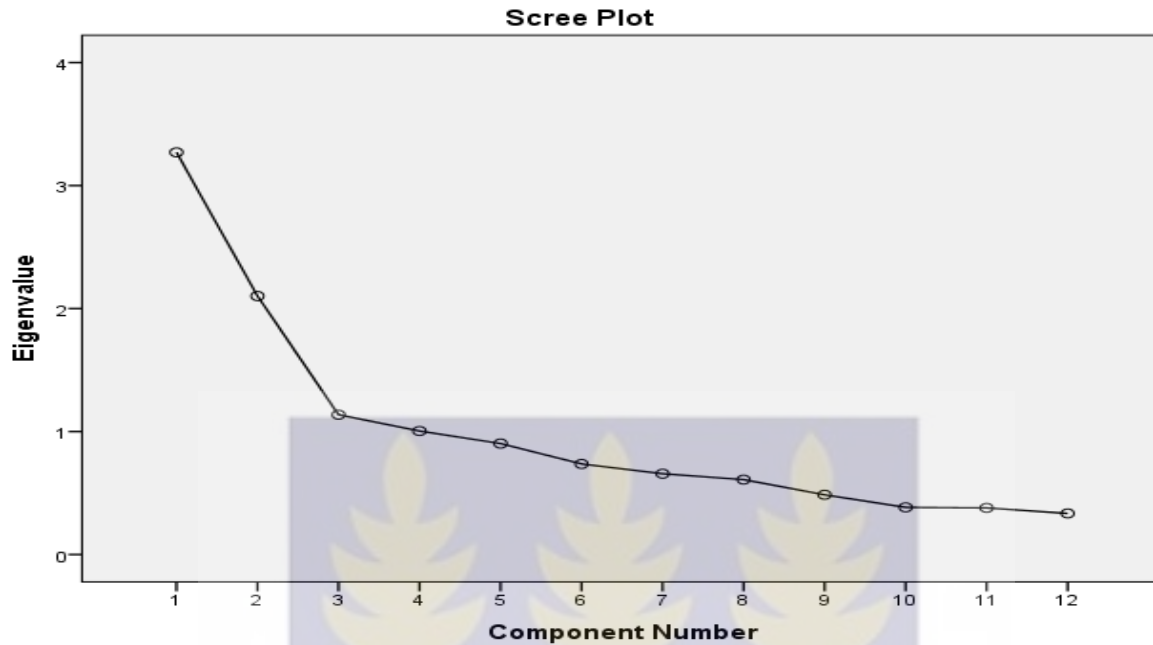
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	3.270	27.250	27.250	3.270	27.250
2	2.102	17.514	44.764	2.102	17.514
3	1.137	9.474	54.237	1.137	9.474
4	1.004	8.367	62.605		
5	.902	7.520	70.125		
6	.737	6.138	76.263		
7	.657	5.474	81.737		
8	.609	5.076	86.813		
9	.486	4.048	90.861		

10	.384	3.197	94.057
11	.379	3.160	97.217
12	.334	2.783	100.000

Total Variance Explained

Component	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings ^a
	Cumulative %	Total
1	27.250	2.964
2	44.764	2.142
3	54.237	1.842
4		
5		
6		
7		
8		
9		
10		
11		
12		

Extraction Method: Principal Component Analysis.



Component Matrix^a

	Component		
	1	2	3
Policy changes help only a few	.773		
Influential groups, no one cross	.755		
Some build themselves by tearing others down	.712		-.434
Favouritism not merit gets people ahead	.679		-.432
One group always get their way at this workplace	.676		.434
Don't speak up for fear of retaliation	.540		
Safer to agree than to say what you think			
Encouraged to speak up (RS)		.697	
Rewards come to hard workers (RS)		.673	
Promotion goes to the top performers (RS)		.618	
Pay/Promotion decisions are consistent with policies		.594	-.506
Pay/Promotion are solely based on merit (RS)		.544	

Extraction Method: Principal Component Analysis. a. 3 components extracted.

Pattern Matrix^a

	Component		
	1	2	3
One group always get their way at this workplace	.837		
Influential groups, no one cross	.807		
Policy changes help only a few	.759		
Don't speak up for fear of retaliation	.464		
Safer to agree than to say what you think			
Rewards come to hard workers (RS)		.758	
Encouraged to speak up (RS)		.690	
Promotion goes to the top performers (RS)		.665	
Pay/Promotion are solely based on merit (RS)		.576	
Some build themselves by tearing others down			-.677
Favouritism not merit gets people ahead			-.661
Pay/Promotion decisions are consistent with policies		.494	-.551

Extraction Method: Principal Component Analysis. Rotation converged in 13 iterations.

Rotation Method: Oblimin with Kaiser Normalization.

Structure Matrix

	Component		
	1	2	3
Influential groups, no one cross	.809		
One group always get their way at this workplace	.795		

Policy changes help only a few	.788	
Don't speak up for fear of retaliation	.527	
Safer to agree than to say what you think		
Rewards come to hard workers (RS)	.753	
Encouraged to speak up (RS)	.700	
Promotion goes to the top performers (RS)	.636	
Pay/Promotion are solely based on merit (RS)	.588	
Pay/Promotion decisions are consistent with policies	.537	-.509
Some build themselves by tearing others down	.512	-.761
Favouritism not merit gets people ahead	.494	-.737

Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.

Component Correlation Matrix

Component	1	2	3
1	1.000	.006	-.235
2	.006	1.000	-.081
3	-.235	-.081	1.000

Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.



Factor Analysis: Workplace crime Scale

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.901
Bartlett's Test of Sphericity	Approx. Chi-Square	3010.131
	df	351
	Sig.	.000

Communalities

	Initial	Extraction
Sent home company's inventory for personal use.	1.000	.504
Filed for expense claim for lunches with friends.	1.000	.441
Filed for travelling expense claim for a personal holiday trip.	1.000	.522
Added extra hours to the actual hours worked for overtime claim.	1.000	.153
Ran a side business that competed with employer's business.	1.000	.422
Secured sales by making false claims about a product	1.000	.582
Took cash or property belonging to a customer	1.000	.568
Took cash or property belonging to a co-worker.	1.000	.588
Helped another person or advised them on how to take company property or merchandise.	1.000	.405
Took money from a client unlawfully*	1.000	.516
Accepted money or other favours from a client in order to fast track procedures and avert bureaucracy.	1.000	.447
Made 'additional payment' to a city officer to ensure company's business application is approved.	1.000	.470
Falsified accounting records.	1.000	.584
Falsified managerial reports.	1.000	.522
Falsified education certificates.	1.000	.678

Left work early without permission	1.000	.606
Was absent from work without a legitimate excuse	1.000	.527
Physically attacked (e.g. pushing, shoving, hitting) a co-worker.	1.000	.638
Physically attacked (e.g. pushing, shoving, hitting) a customer	1.000	.676
Physically attacked (e.g. pushing, shoving, hitting) a supervisor	1.000	.753
Sent home office stationery for personal use.	1.000	.543
Used office photocopy machine for personal use.	1.000	.662
Bought expensive gifts for an officer who works for one of the company's potential customers	1.000	.512
Made unwanted sexual advances toward a subordinate.	1.000	.780
Made unwanted sexual advances toward a customer	1.000	.898
Made unwanted sexual advances toward a supervisor	1.000	.846
Made unwanted sexual advances toward a co-worker	1.000	.870

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	11.968	44.324	44.324	11.968	44.324
2	2.039	7.552	51.877	2.039	7.552
3	1.706	6.318	58.195	1.706	6.318
4	1.257	4.657	62.852		
5	1.117	4.136	66.988		
6	1.022	3.786	70.774		
7	.892	3.302	74.076		

8	.776	2.875	76.951
9	.730	2.702	79.653
10	.623	2.307	81.961
11	.576	2.134	84.094
12	.538	1.994	86.089
13	.463	1.715	87.804
14	.444	1.643	89.447
15	.412	1.525	90.971
16	.369	1.368	92.339
17	.322	1.191	93.531
18	.285	1.055	94.586
19	.243	.900	95.486
20	.235	.872	96.357
21	.224	.828	97.186
22	.205	.761	97.947
23	.180	.666	98.613
24	.150	.557	99.170
25	.111	.410	99.580
26	.069	.254	99.834
27	.045	.166	100.000

Total Variance Explained

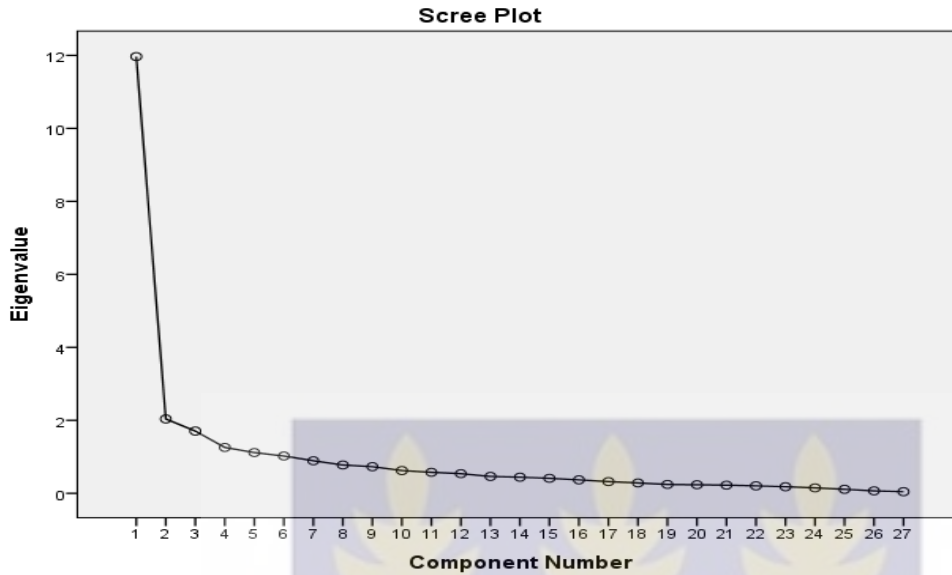
Component	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings ^a
	Cumulative %	Total
1	44.324	9.817
2	51.877	7.910

3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
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24
25
26
27

58.195

6.000





Component Matrix^a

	Component		
	1	2	3
Made unwanted sexual advances toward a co-worker	.768	-.518	
Made unwanted sexual advances toward a customer	.760	-.556	
Secured sales by making false claims about a product	.759		
Made unwanted sexual advances toward a supervisor	.740	-.524	
Took cash or property belonging to a customer	.731		
Made unwanted sexual advances toward a subordinate.	.726	-.489	
Physically attacked (e.g. pushing, shoving, hitting) a co-worker.	.724		
Physically attacked (e.g. pushing, shoving, hitting) a customer	.724		
Falsified managerial reports.	.712		
Sent home office stationery for personal use.	.706		
Physically attacked (e.g. pushing, shoving, hitting) a supervisor	.704		-.505
Took money from a client unlawfully*	.692		

Falsified accounting records.	.689	
Was absent from work without a legitimate excuse	.682	
Took cash or property belonging to a co-worker.	.674	
Falsified education certificates.	.669	.413
Used office photocopy machine for personal use.	.646	.487
Filed for travelling expense claim for a personal holiday trip.	.640	
Accepted money or other favours from a client in order to fast track procedures and avert bureaucracy.	.632	
Left work early without permission	.616	.476
Filed for expense claim for lunches with friends.	.612	
Ran a side business that competed with employer's business.	.609	
Made 'additional payment' to a city officer to ensure company's business application is approved.	.602	
Sent home company's inventory for personal use.	.596	
Helped another person or advised them on how to take company property or merchandise.	.573	
Bought expensive gifts for an officer who works for one of the company's potential customers	.549	-.402
Added extra hours to the actual hours worked for overtime claim.		

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Pattern Matrix^a

	Component		
	1	2	3
Falsified education certificates.	.885		
Physically attacked (e.g. pushing, shoving, hitting) a supervisor	.803		

Took cash or property belonging to a co-worker.	.774	
Falsified accounting records.	.746	
Physically attacked (e.g. pushing, shoving, hitting) a customer	.725	
Physically attacked (e.g. pushing, shoving, hitting) a co-worker.	.701	
Filed for travelling expense claim for a personal holiday trip.	.620	
Took cash or property belonging to a customer	.607	
Took money from a client unlawfully*	.531	
Falsified managerial reports.	.524	
Helped another person or advised them on how to take company property or merchandise.	.503	
Filed for expense claim for lunches with friends.	.481	
Secured sales by making false claims about a product		
Made unwanted sexual advances toward a customer		-.914
Made unwanted sexual advances toward a co-worker		-.877
Made unwanted sexual advances toward a supervisor		-.876
Made unwanted sexual advances toward a subordinate.		-.830
Bought expensive gifts for an officer who works for one of the company's potential customers		-.639
Ran a side business that competed with employer's business.		
Used office photocopy machine for personal use.		.679
Left work early without permission		.675
Made 'additional payment' to a city officer to ensure company's business application is approved.		.513
Was absent from work without a legitimate excuse		.457
Sent home company's inventory for personal use.	.447	.454
Sent home office stationery for personal use.		.423
Accepted money or other favours from a client in order to fast track procedures and avert bureaucracy.		.411

Added extra hours to the actual hours worked for overtime claim.

.407

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 14 iterations.

Structure Matrix

	Component		
	1	2	3
Falsified education certificates.	.812		
Physically attacked (e.g. pushing, shoving, hitting) a supervisor	.794	-.552	
Physically attacked (e.g. pushing, shoving, hitting) a customer	.774	-.562	
Took cash or property belonging to a co-worker.	.766		
Physically attacked (e.g. pushing, shoving, hitting) a co-worker.	.764	-.544	
Falsified accounting records.	.764		
Took cash or property belonging to a customer	.729	-.513	
Falsified managerial reports.	.682	-.474	.462
Filed for travelling expense claim for a personal holiday trip.	.680		.491
Took money from a client unlawfully*	.674	-.411	.501
Secured sales by making false claims about a product	.645	-.582	.549
Filed for expense claim for lunches with friends.	.602		.507
Helped another person or advised them on how to take company property or merchandise.	.587		.464
Made unwanted sexual advances toward a customer	.508	-.946	
Made unwanted sexual advances toward a co-worker	.532	-.928	
Made unwanted sexual advances toward a supervisor	.517	-.915	

Made unwanted sexual advances toward a subordinate.	.506	-.879	
Bought expensive gifts for an officer who works for one of the company's potential customers	-.657	.441	
Ran a side business that competed with employer's business.	.438	-.537	.503
Used office photocopy machine for personal use.	-.511	.760	
Left work early without permission	.403	-.434	.749
Made 'additional payment' to a city officer to ensure company's business application is approved.	.488		.637
Was absent from work without a legitimate excuse	.546	-.478	.629
Sent home office stationery for personal use.	.588	-.485	.617
Sent home company's inventory for personal use.	.578		.604
Accepted money or other favours from a client in order to fast track procedures and avert bureaucracy.	.500	-.458	.573
Added extra hours to the actual hours worked for overtime claim.			

Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.

Component Correlation Matrix

Component	1	2	3
1	1.000	-.485	.420
2	-.485	1.000	-.311
3	.420	-.311	1.000

Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.

Factor Analysis: Social Capital

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.802
Bartlett's Test of Sphericity	Approx. Chi-Square	620.309
	df	105
	Sig.	.000

Communalities

	Initial	Extraction
In this organization, we respect each other's competencies.	1.000	.489
In this organization, every officer shows integrity.	1.000	.622
In this organization, we expect the complete truth from each other.	1.000	.596
In this organization, we all fully trust one another.	1.000	.464
In this organization, we count on each other to fully live up to our word.	1.000	.457
In this organization, we explain work-related ideas or thoughts using the same kind of vocabulary or jargon.	1.000	.519
In this organization, we can easily communicate with each other at work.	1.000	.319
In this organization, we interpret organizational events and experiences similarly.	1.000	.457
In this organization, we perceive the motives of other officers similarly.	1.000	.472
In this organization, we share the same vision for what the organization should accomplish	1.000	.316
I am able to work with my co-workers to collectively solve problems.	1.000	.491
In this organization, I have the chance to talk informally and visit with others.	1.000	.445

I socialize with co-workers outside of the workplace.	1.000	.635
I often talk to co-workers about the work-related issues.	1.000	.618
I exchange job related experience with other workers.	1.000	.597

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	4.644	30.961	30.961	4.644	30.961
2	1.514	10.095	41.056	1.514	10.095
3	1.339	8.929	49.984	1.339	8.929
4	1.174	7.824	57.809		
5	1.000	6.667	64.475		
6	.761	5.071	69.546		
7	.734	4.891	74.437		
8	.689	4.593	79.030		
9	.598	3.990	83.020		
10	.531	3.538	86.558		
11	.487	3.248	89.806		
12	.434	2.896	92.701		
13	.429	2.859	95.560		
14	.393	2.623	98.184		
15	.272	1.816	100.000		

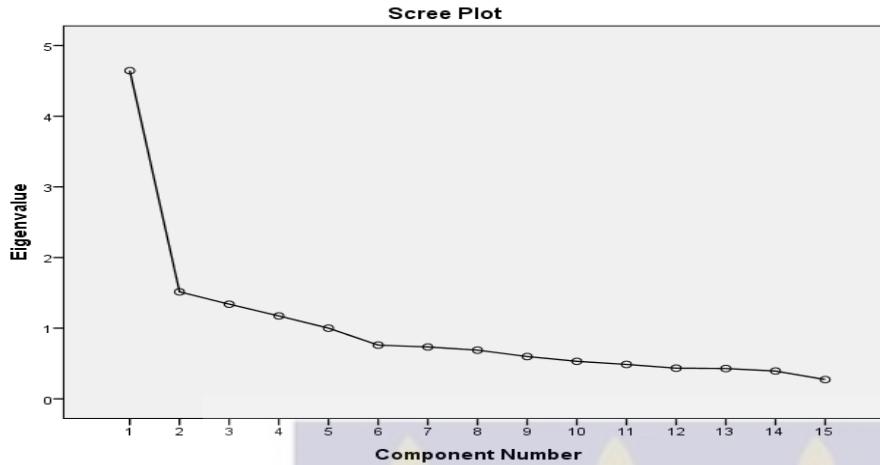
Total Variance Explained

Component	Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings ^a
	Cumulative %		Total
1	30.961		3.504
2	41.056		2.888
3	49.984		3.267
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			



Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.



Component Matrix^a

	Component		
	1	2	3
I often talk to co-workers about the work-related issues.	.642	-.450	
In this organization, we interpret organizational events and experiences similarly.	.630		
I am able to work with my co-workers to collectively solve problems.	.600		
In this organization, we count on each other to fully live up to our word.	.595		
In this organization, I have the chance to talk informally and visit with others.	.592		
I exchange job related experience with other workers.	.580	-.480	
I socialize with co-workers outside of the workplace.	.579		.421
In this organization, we respect each other's competencies.	.578		
In this organization, every officer shows integrity.	.573		-
			.505

In this organization, we share the same vision for what the organization should accomplish	.530	
In this organization, we all fully trust one another.	.526	
In this organization, we can easily communicate with each other at work.	.511	
In this organization, we explain work-related ideas or thoughts using the same kind of vocabulary or jargon.	.522	
In this organization, we perceive the motives of other officers similarly.	.415	.428
In this organization, we expect the complete truth from each other.	.535	-
		.548

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Pattern Matrix^a

	Component		
	1	2	3
I exchange job related experience with other workers.	.796		
I socialize with co-workers outside of the workplace.	.789		
I often talk to co-workers about the work-related issues.	.751		
In this organization, I have the chance to talk informally and visit with others.	.605		
I am able to work with my co-workers to collectively solve problems.	.559		
In this organization, we explain work-related ideas or thoughts using the same kind of vocabulary or jargon.		.750	
In this organization, we perceive the motives of other officers similarly.		.708	
In this organization, we all fully trust one another.		.629	
In this organization, we count on each other to fully live up to our word.		.547	

In this organization, we interpret organizational events and experiences similarly.	.479
In this organization, we expect the complete truth from each other.	- .806
In this organization, every officer shows integrity.	- .802
In this organization, we respect each other's competencies.	- .656
In this organization, we can easily communicate with each other at work.	- .446
In this organization, we share the same vision for what the organization should accomplish	- .425

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Structure Matrix

	Component		
	1	2	3
I often talk to co-workers about the work-related issues.	.775		
I exchange job related experience with other workers.	.770		
I socialize with co-workers outside of the workplace.	.756		
In this organization, I have the chance to talk informally and visit with others.	.656		
I am able to work with my co-workers to collectively solve problems.	.641		-.487
In this organization, we explain work-related ideas or thoughts using the same kind of vocabulary or jargon.		.710	

In this organization, we perceive the motives of other officers similarly.	.684
In this organization, we all fully trust one another.	.671
In this organization, we count on each other to fully live up to our word.	.637
In this organization, we interpret organizational events and experiences similarly.	.456 .601
In this organization, every officer shows integrity.	-.783
In this organization, we expect the complete truth from each other.	-.768
In this organization, we respect each other's competencies.	-.693
In this organization, we can easily communicate with each other at work.	-.527
In this organization, we share the same vision for what the organization should accomplish	-.524

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Component Correlation Matrix

Component	1	2	3
1	1.000	.304	-.387
2	.304	1.000	-.319
3	-.387	-.319	1.000

Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.

REGRESSION**Model Summary^e**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.136 ^a	.019	.005	18.773
2	.408 ^b	.166	.119	17.666
3	.450 ^c	.202	.151	17.342
4	.455 ^d	.207	.150	17.351

Model Summary^e

Change Statistics					
Model	R Square				
	Change	F Change	df1	df2	Sig. F Change
1	.019	1.385	2	147	.253
2	.148	4.168	6	141	.001
3	.036	6.319	1	140	.013
4	.005	.842	1	139	.361

a. Predictors: (Constant), Age, Sex

b. Predictors: (Constant), Age, Sex, Religion_3, Religion_2, Education, Marriage, Number of Years worked, Religion_1

c. Predictors: (Constant), Age, Sex, Religion_3, Religion_2, Education, Marriage, Number of Years worked, Religion_1, SOCAP

d. Predictors: (Constant), Age, Sex, Religion_3, Religion_2, Education, Marriage, Number of Years worked, Religion_1, SOCAP, POPS

e. Dependent Variable: WPC

ANOVA^e

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	976.537	2	488.268	1.385	.253 ^a
	Residual	51808.137	147	352.436		
	Total	52784.673	149			
2	Regression	8781.485	8	1097.686	3.517	.001 ^b
	Residual	44003.189	141	312.079		
	Total	52784.673	149			
3	Regression	10681.967	9	1186.885	3.947	.000 ^c
	Residual	42102.707	140	300.734		
	Total	52784.673	149			
4	Regression	10935.363	10	1093.536	3.632	.000 ^d
	Residual	41849.310	139	301.074		
	Total	52784.673	149			

a. Predictors: (Constant), Age, Sex

b. Predictors: (Constant), Age, Sex, Religion_3, Religion_2, Education, Marriage, Number of Years worked, Religion_1

c. Predictors: (Constant), Age, Sex, Religion_3, Religion_2, Education, Marriage, Number of Years worked, Religion_1, SOCAP

d. Predictors: (Constant), Age, Sex, Religion_3, Religion_2, Education, Marriage, Number of Years worked, Religion_1, SOCAP, POPS

e. Dependent Variable: WPC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	47.822	5.743		8.327	.000
	Sex	4.997	3.081	.133	1.622	.107
	Age	.457	1.814	.021	.252	.801
2	(Constant)	60.735	14.192		4.280	.000
	Sex	4.653	2.901	.124	1.604	.111
	Age	1.081	2.479	.049	.436	.663
	Marriage	-1.581	3.225	-.046	-.490	.625
	Education	4.280	2.623	.141	1.632	.105
	Number of Years worked	-2.528	1.933	-.143	-1.308	.193
	Religion_1	-22.496	11.414	-.491	-1.971	.051
	Religion_2	-8.406	11.523	-.175	-.730	.467
	Religion_3	1.832	9.348	.019	.196	.845
3	(Constant)	85.269	17.010		5.013	.000
	Sex	3.961	2.861	.105	1.384	.168
	Age	.936	2.434	.042	.385	.701
	Marriage	-.367	3.203	-.011	-.114	.909
	Education	3.781	2.582	.125	1.464	.145
	Number of Years worked	-2.552	1.898	-.145	-1.345	.181
	Religion_1	-21.163	11.217	-.462	-1.887	.061

	Religion_2	-9.763	11.325	-.203	-.862	.390
	Religion_3	2.996	9.188	.031	.326	.745
	SOCAP	-.449	.179	-.200	-2.514	.013
4	(Constant)	76.326	19.613		3.892	.000
	Sex	4.117	2.868	.109	1.435	.153
	Age	.908	2.436	.041	.373	.710
	Marriage	-.615	3.216	-.018	-.191	.849
	Education	3.670	2.586	.121	1.419	.158
	Number of Years worked	-2.712	1.907	-.154	-1.423	.157
	Religion_1	-21.953	11.257	-.479	-1.950	.053
	Religion_2	-10.679	11.375	-.222	-.939	.349
	Religion_3	1.630	9.313	.017	.175	.861
	SOCAP	-.388	.190	-.173	-2.037	.044
	POPS	.208	.227	.077	.917	.361

a. Dependent Variable: WPC

Excluded Variables^d

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Marriage	.047 ^a	.491	.624	.041	.747
	Education	.127 ^a	1.429	.155	.117	.844
	Number of Years worked	-.172 ^a	-1.559	.121	-.128	.546

	Religion_1	-.351 ^a	-4.544	.000	-.352	.989
	Religion_2	.302 ^a	3.845	.000	.303	.992
	Religion_3	.148 ^a	1.818	.071	.149	.997
	SOCAP	-.268 ^a	-3.385	.001	-.270	.991
	POPS	.181 ^a	2.216	.028	.180	.971
2	SOCAP	-.200 ^b	-2.514	.013	-.208	.901
	POPS	.137 ^b	1.714	.089	.143	.916
3	POPS	.077 ^c	.917	.361	.078	.805

a. Predictors in the Model: (Constant), Age, Sex

b. Predictors in the Model: (Constant), Age, Sex, Religion_3, Religion_2, Education, Marriage, Number of Years worked, Religion_1

c. Predictors in the Model: (Constant), Age, Sex, Religion_3, Religion_2, Education, Marriage, Number of Years worked, Religion_1, SOCAP

d. Dependent Variable: WPC

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	38.02	80.79	56.05	8.567	150
Residual	-44.031	44.855	.000	16.759	150
Std. Predicted Value	-2.104	2.888	.000	1.000	150
Std. Residual	-2.538	2.585	.000	.966	150

a. Dependent Variable: WPC

