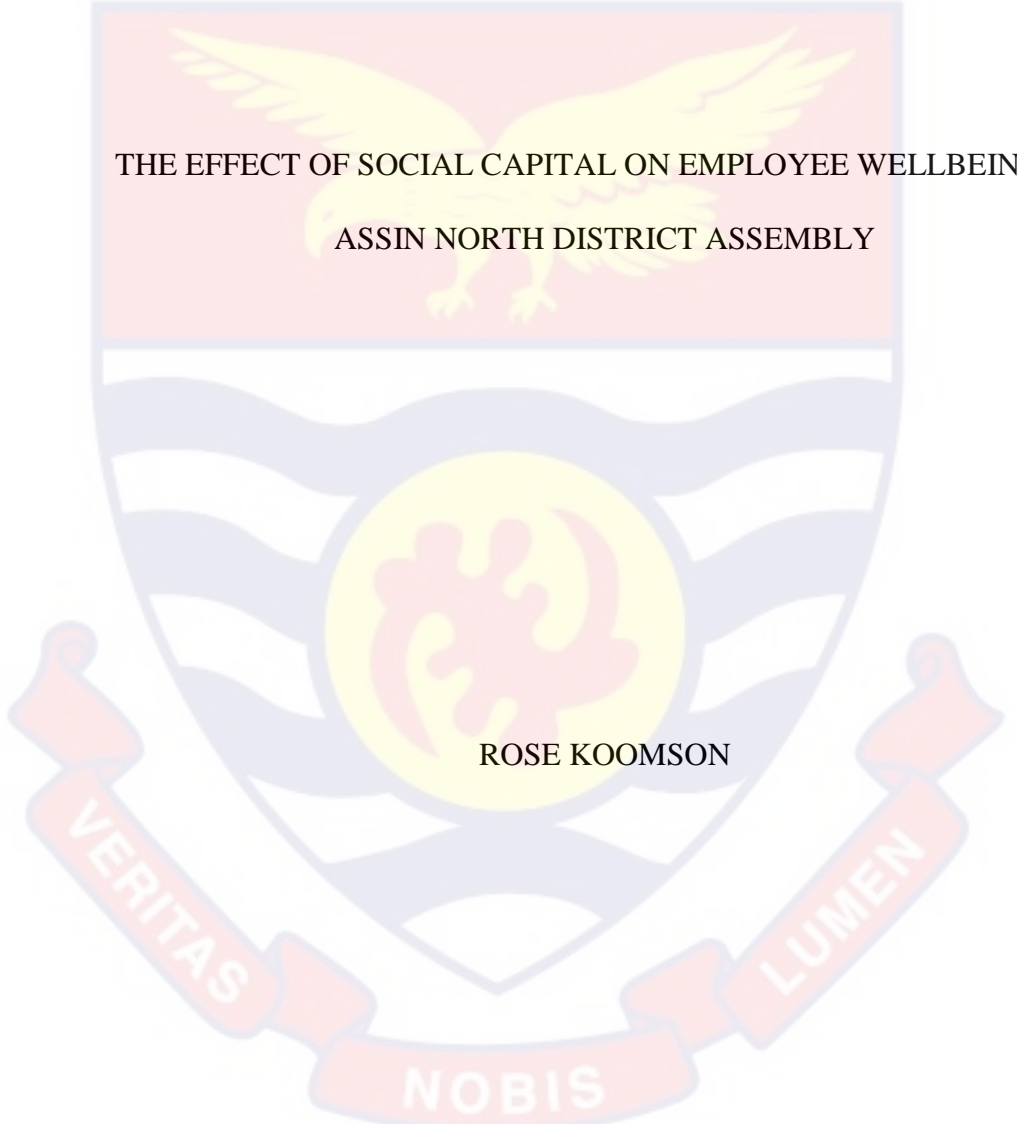


UNIVERSITY OF CAPE COAST



THE EFFECT OF SOCIAL CAPITAL ON EMPLOYEE WELLBEING AT
ASSIN NORTH DISTRICT ASSEMBLY

ROSE KOOMSON

2023

UNIVERSITY OF CAPE COAST

THE EFFECT OF SOCIAL CAPITAL ON EMPLOYEE WELLBEING AT
ASSIN NORTH DISTRICT ASSEMBLY

BY

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Business, College of Humanities and Legal Studies, University of Cape Coast
in Partial Fulfillment of the Requirements for the Award of Master of Business
Administration degree in Management

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in the University or elsewhere

Candidate's signature..... Date.....

Name: Rose Koomson

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation were supervised in accordance with the guidelines of supervision laid down by the University of Cape Coast

Supervisor's signature..... Date.....

Name:.....

ABSTRACT

The purpose of this study was to examine the effect of social capital on the wellbeing of employees at Assin North District Assembly in the Central Region of Ghana. Based on the dimensions of Social Capital, there were four specific objectives which included examining structural, relational, cognitive and lastly the combined effect of the three variables of social capital on employee wellbeing. The study was quantitative with an explanatory research design. The population size was known to be 340 out of which 181 was used as sample size based on Krejcie and Morgan (1970 Table). Questionnaire was used to collect data from the employees with the response rate of 90% (163) and 10% (18) as non-response rate. Simple random sampling technique was used to select the sample and data processing was done using SPSS version 22. The analytical tools used were descriptive statistics using percentages and frequencies and regression analysis. The results of the study revealed that each dimension of Social Capital (structural, relational, cognitive) as well as all the three combined had positive significant influence on employee wellbeing. However, in the context of this study it was found out that structural social capital had the highest level of influence on employee wellbeing, followed by relational and finally the cognitive social capital. In conclusion it can be said that Social Capital has significant influence on employee wellbeing. To this end, it was recommended that Assin North District Assembly Authorities should endeavor to promote social capital in order to sustain their employees' welfare.

KEY WORDS

Social Capital

Structural Social Capital

Relational Social Capital

Cognitive Social Capital

Employee Wellbeing



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Also, special thanks go to all my families and friends who helped me through all these endeavours.



DEDICATION

To my family and friends



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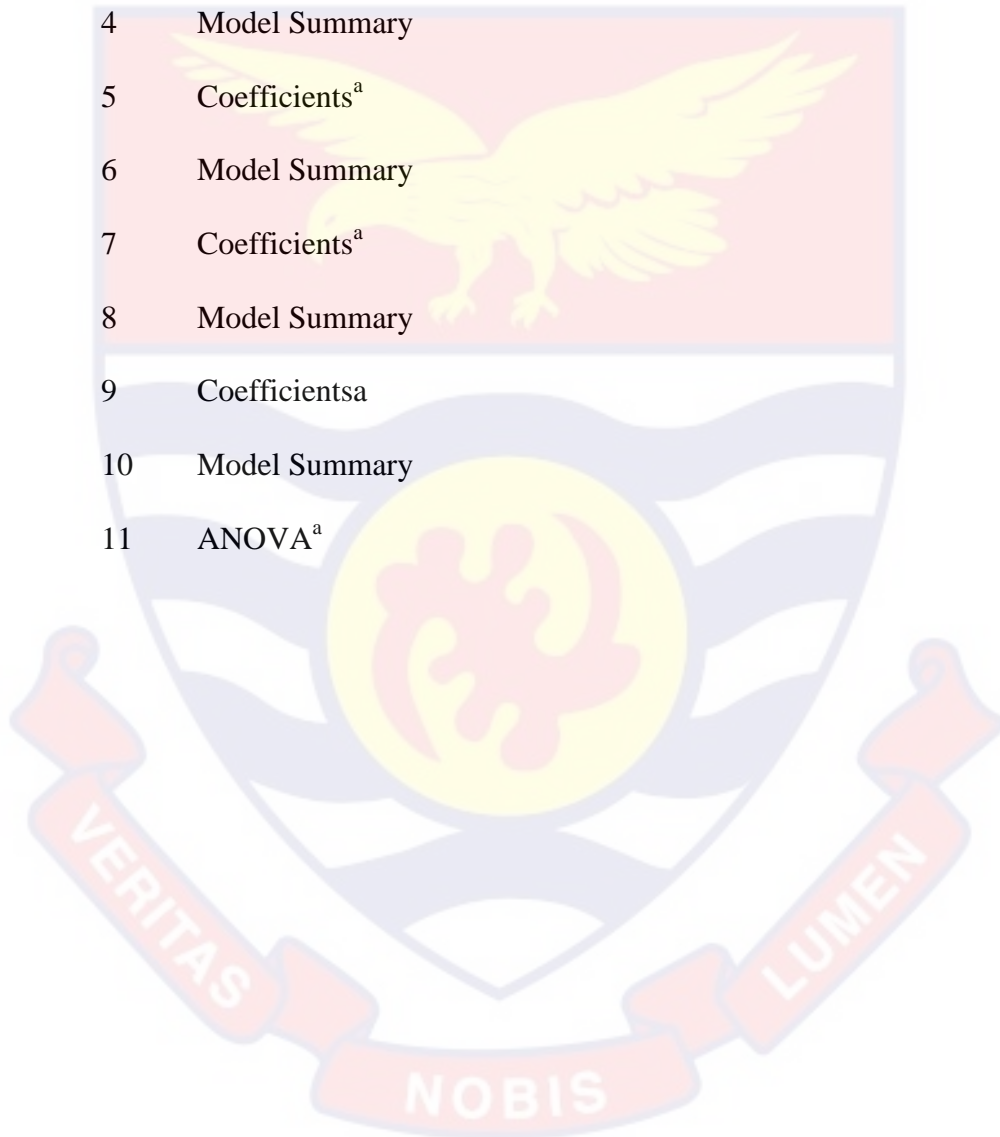
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CHAPTER ONE

INTRODUCTION

This study focuses on the effect of social capital on Employee Wellbeing among employees at Assin North District Assembly. In this study there are five chapters and this is the first chapter that presents a general idea of the study. The chapter begins by providing the background of the study. This is followed by the statement of the problem, justifying the existing research gap that this study seeks to fill. Accordingly, this part of the chapter provides the purpose, specific objectives and the research hypothesis. The chapter then proceeds to define and provide the boundary of the study - delimitation. The limitations of the study are also provided. This chapter ends with how the rest of the dissertation has been organised.

Background to the study

In today's knowledge economy, organisations have come to realize that, while intellectual capital and organizational capital helps to improve their innovation and creativity, social capital (SC) has been one key resource that contributes to firms' success and competitive advantage (Berraies, 2019; Bontis et al., 2018). To this end, throughout the world, workplaces are characterized by social organizations with employees being brought together towards constant interactions which ultimately foster social capital (Milana & Maldaon, 2015). This is particularly true considering the fact that the various social relations that exist in organizations are the antecedents of social capital (Asiaei et al., 2018). According to Bourdieu (1986), "Social capital is the aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual

acquaintance and recognition”(p. 248). The idea here is that social capital is made up of social obligations and connections within members in a group bounded by trust of individuals, norms within organizations, and networks created among themselves (Donate et al., 2019). Social capital can therefore be seen as the different resources that individuals or a group possess and have acquired from solid relational networks considering the fact that SC refers to the relationships and connections governed by norms of reciprocity and trust between individuals (Sachit & Himyari, 2022; Kumasey & Hossain, 2020).

In general, according to Nahapiet and Ghoshal, (1998), social capital has three key distinct, though interrelated, dimensions which may enable the unlocking of ideas and information that can positively influence organizational outcomes. These include: *structural* (connections among actors); *relational* (trust among actors); and *cognitive* (shared goals among actors). Structural SC refers to the characteristics of social system and the structure of social networks as a whole that provide opportunities for people to interact with each other (Nahapiet & Ghoshal, 1998; Berraies, Lajili & Chtioui, 2020). It embodies the strength of social relationships and the frequency and intensity of communication with other individuals. This dimension of SC builds on the familiarity between individuals, the solid formal and informal relationships and the organization of networks. Relational SC, on the other hand, focuses on the nature of the relationships between individuals and encompasses respect, friendship, trust, engagement, reciprocity, norm regulations, identification, cooperation and obligations (Berraies, Lajili & Chtioui, 2020; Nahapiet and Ghoshal, 1998). It concerns the resources gained via interpersonal relationships and represents the quality of these links and how they are built

over time (Polyviou et al., 2019). Finally, Cognitive SC embodies shared goals, vision and culture, common knowledge and codes that can help to develop and strengthen mutual understanding and exchange of ideas between employees (Andrian, 2013; Nahapiet & Ghoshal, 1998). It allows people to build common perspective, understanding and interpretation (Zhang et al., 2017).

All these features of SC such as strong social relationships, mutual understandings, shared values and goals, friendship and trust that act as vehicles of advantage to leverage valuable resources embedded in relationships (Ganguly et al., 2019). It builds a social foundation fostering collective intelligence and creating a sense of cohesion that nurture the knowledge base of an organisation and help employees to have access to valuable knowledge and execute their tasks successfully (Allameh, 2018). Overall, high levels of structural, relational and cognitive social capital can enable organizations to generate important collective assets, such as knowledge, reciprocity, and commitment, which lead to improvement in employees' wellbeing (Berraies, Lajili & Chtioui, 2020). Within workplace, employees' well-being encompasses employees' satisfaction, quality-of work life and positive emotion (Huang et al., 2016). Bietry and Creusier (2013) define SC as “a psychological state resulting from a positive relationship with others, with oneself, with time and physical working environment” (p. 34) and as also “the manager's response to aspirations personal development” (p. 35). Thus, employees' well-being at workplace covers emotional and cognitive aspects and is based on their relationships with their colleagues, the pleasant environment in which they work, the possibilities offered to employees to

develop their skills and to achieve their goals and the managers' recognition of their efforts (Bhunia & Shome, 2023).

Considering the situation in the public sector in Ghana, study has shown that macro-level social capital, which encapsulates civil society and political institutions as well as legal and governance aspects, had deteriorated (Koomson & Enu-Kwesi. 2020). Within the context of district assemblies, although there is freedom of association which is protected by Ghana's constitution, some percentage of the population is still perceived to be politically disadvantaged (Koomson & Enu-Kwesi. 2020). In the majority of the district assemblies such as Assin North, it has become obvious that access to promotion has become very difficult. This is largely due to the high nepotism and as a result, trust and connectedness have become very important ingredients in position seeking (Shaibu, 2013). Social issues are highly politicised as some political parties benefit from the over politicisation of such pertinent issues. Consequently, people who are well connected to those at the top stand a better chance of getting promoted as compared to those who are less connected leading to worsening of employees' wellbeing (Koomson, 2014). Thus, as exemplified by some studies, there is the link between SC and employees' well-being at the workplace. Read (2014) indicated that the level of employees' well-being is high for those who work in firms or teams characterized by good social relationships and higher level of trust. Ehsan et al. (2019) stressed that SC and in particular social resources influence subjective well-being as SC influences employees' success at work by improving their well-being and satisfaction. Chang and Hsu (2016) explained

that social links influence employees' well-being given that they provide access to social support, advice and cooperation.

The major theory that underpins this positive relationship between SC and employee wellbeing in this study is the Social Capital theory of Pierre Bourdieu (1986). The social capital theory emphasizes the collective resources of groups that can be drawn upon by individual group members for procuring benefits and services in the absence of, or in conjunction with, their own economic capital. In the broader view of social capital theory, the concept predicts that higher associational activities inside a group are able to foster a sense of civic engagement where cooperation, reciprocity and mutual trust are developed and used in order to solve collective action and asymmetric information problems (Andriani, 2013).

From the above discussion it can be deduced that SC can be considered as social assets, either with respect to the source of investment or with the goods or services produced (Reimer 2002; Allameh, 2018). Therefore SC can be treated either as stock (networks, institutions) or flow (social participation, collective action) components (Reimer 2002) and whichever way it is SC will include the extent of social trust and relationships found between individuals or within a particular group or community. This foundation of trust and prior relationships is thus a resource drawn upon to accomplish things for individuals or groups such as the provision of services to meet local needs (Zhang et al., 2017).

Problem Statement

In Ghana, since the inception of decentralisation, most district assemblies have struggled to come with the provision of quality of services.

The problem has been lack of resources thereby making individuals, whose capabilities and resources cannot cope to demands and events face stressful situations in their workplace. The stressful situations in the workplace due to occupational stress ultimately increase mistakes, lower morale, increase conflict with others and cause physical and emotional problems (Addison 2015; Doh, 2017). These negative consequences often have negative effect on employees' wellbeing in most of the district assemblies (Doh, 2017). Thus, in recent times employees' wellbeing in the public sector, particularly in the local government like the district assemblies, has been an issue.

However, while the literature is replete with studies that have examined the effect of social capital on various constructs like knowledge management (Inkpen & Tsang, 2005; Chow & Chan, 2008) and creativity (Burt, 2000; Chen et al., 2008; Reagans & Zuckerman, 2001), little is known about considering the social capital in a peculiar setting like the district assemblies. This is particularly important because it is in the public sector where networks of individuals, their relationships that are embedded in those networks and their social interactions in the socio-technical system are actually observed (Koomson, 2014). This neglect has engendered our understanding of the adoption of a network view of the situation and how the web of relationships especially those manifested as social capital helps to facilitate the wellbeing of employees. Meanwhile, according to Addison (2015), in order to increase the wellbeing of individuals, social capital is vital as it provides a sound socio-economic environment for individual to thrive.

From this view, identifying the factors that may increase employee being within public sector organisations can be the key to solving the problem

of employee wellbeing issues. Nonetheless, whereas the relationship between SC and employee wellbeing is well documented, empirical studies investigating the effect of the dimensions of SC namely structural, relational and cognitive SC on employee wellbeing in district assemblies in Ghana are limited. The majority of previous studies focused on SC as a second-order construct, however it is important to examine the contribution of each dimension of SC on wellbeing in order to grant more valuable information (Ehsan et al. 2019). In this regard, the few studies that have examined the links between dimensions of SC and employee wellbeing have been carried out within the advanced countries leaving a knowledge gap in Africa and for that matter Ghana. This revelation is significant because the culture of public sector in Ghana is different as it is a collectivistic society, which may have a significant effect on employees' attitudes towards work and wellbeing. It is against this background that this study is conducted.

Purpose of the study

The main purpose of this study is to examine the influence of SC on Employee Wellbeing from the perspectives of employees at Assin North district assembly in the Central Region of Ghana

Specific Objectives:

Based on the main purpose of the study, the specific objectives are to

1. examine the structural social capital on Employee Wellbeing
2. assess relational social capital on Employee Wellbeing
3. ascertain the cognitive social capital on Employee Wellbeing
4. examine the combined effect of structural, relational and cognitive social capital on Employee Wellbeing

Based on the above specific objectives, the hypotheses of the study are:

H1: Structural social capital has significant positive influence on Employee Wellbeing

H2: Relational social capital has significant positive influence on Employee Wellbeing

H3: Cognitive social capital has significant positive influence on Employee Wellbeing

H4: The combined effect of structural, relational and cognitive social capital has significant positive influence on Employee Wellbeing.

Significance of the study

From the literature, it is noted that a substantial number of qualitative studies in the area of social capital exist with few empirical studies being done quantitatively on the link between organizational social capital and the employee wellbeing. Therefore, by quantitatively examining the social capital concept at the institutional level, this study has the potential to make a theoretical contribution to social capital research. This study can, therefore, provide an important basis for future research in the field of employee wellbeing in Ghana, which is another significance of the study.

Besides, being aware of the importance and benefits of effectively managing employee wellbeing and its complexity, organizations' are interested in the effects of social capital on wellbeing so as to understand the dimension that needs to be well considered. Put simply, this study will help in seeking to increase the value of social capital theory to employee wellbeing by clarifying our understanding of what social capital is and how it creates sustainable performance advantage for firms engaged in projects. In essence,

the current study has significant potential to shape policy formation for policy makers and law enforcement practitioners regarding performance-improvement activities.

Delimitations

The study will be out at Assin North district assembly in the Northern region of Ghana. The study seeks to examine the extent to which social capital influence Employee Wellbeing from the perspectives of employees at Assin North district assembly. Therefore the study is limited to the views of the employees in this district alone.

Limitations of the study

This study has limitations which mean that the findings of this study cannot be taken as definite evidence because of the various limitations to the study results which deserve commentary. First, the study is limited to only a small geographical area with one district and this could not provide a large scope of the study. In this sense, the results reported in this study emerge from a certain limited area and as such might differ from the views of other people found in different area or district. This implies that in quantitative studies, the sample would not be a representative of all local government district assemblies in the country, thus limiting the generalisation of the results

Furthermore, data analysis methodology was another area that affected the study results. For example, the study used a cross-sectional descriptive survey and only questionnaire was used a research instrument to gather data. Qualitatively, respondents were not given the opportunity to provide a detailed accounts of their views on the subject matter and thus unable to provide additional contextual information that could have enriched the findings.

Definition of Key words

1. **Social Capital** – the network of relationships among people to work together effectively based on trust and common values to achieve a common purpose.
2. **Structural Social Capital** – This constitutes by the configurations of linkages between people and units
3. **Relational Social Capital** –those resources created through actors’ interactive relationships
4. **Cognitive Social Capital** –This refers to the development of cognitive elements that allow communication to occur between actors which include shared meaning, representations and interpretations.
5. **Employee Wellbeing** – refers to the overall mental, physical, emotional, and economic health of employees which are influenced by workplace relationships, resources, and decisions.

Organisation of the study

The study is presented in five chapters. The first chapter is the introduction which covers the background to the problem, statement of the research problem, objective of the study, research hypothesis, and significance of the study, delimitations, and organisation of the study. Chapter Two comprises theoretical literature review, conceptual definitions, empirical literature review, and conceptual framework. Chapter Three focuses on the research methods which includes research design, study area, population of the study, sample and sampling procedures, data collection instrument, data collection procedures, reliability and validity of the data, data processing and

analysis. Chapter four covers data analysis, and discussions while Chapter Five comprises summary, conclusions and recommendations.



CHAPTER TWO

LITERATURE REVIEW

This second chapter focuses on the literature review which is about the important issues relating to the study. The first section set the theoretical framework for the research issues to be discussed. This section discusses the social capital Theory as the theoretical framework of the study. The second section would address the concept of social capital including its various dimensions and the employee wellbeing. This will be followed by the empirical review which examines existing studies on the subject matter. Specifically, the review will be the relationship between social capital and employee wellbeing. Finally, based on the reviewed literature pertaining to the constructs and the relationships among the constructs, a conceptual framework which assists in developing an understanding of the situation under investigation will be proposed.

Theoretical framework for the research

This section addresses the theory that underpins this study. The theory is Social Capital Theory

Theoretical Framework

Social Capital Theory

The foundations of social capital theory can be traced back to sociology and it was pioneered by Pierre Bourdieu (1986). In the broader view of social capital theory, the concept predicts that higher associational activities inside a community are able to foster a sense of civic engagement where cooperation, reciprocity and mutual trust are developed and used in order to solve collective action and asymmetric information problems (Moore & Kawachi, 2017). In

essence, social capital theory tries to explain qualitative and quantitative characteristics of social interactions by means of trust, networks and social participation. Thus, the central issue in social capital theory is the relationship between government institutions and the individual by which the process is driven by communication with oneself and with others within the governmental structure (Ganguly, Talukdar & Chatterjee, 2019). According to Lin, (2016), an important feature of this theory is its emphasis on the role of interaction in the formation of identity and belongingness which may protect against mental wellbeing (Sedivy et al., 2017). Bonfim, Segatto, & Takahashi, (2018), also opined the relation between social capital and employee wellbeing might vary due to level of analysis (individual or contextual), as well as for different forms of social capital and various health outcomes. It is well-known though in existing literature that social support is a protective factor for health, including both physical and emotional wellbeing (Sedivy, et al., 2017).

In sum, it can be argued that the definition of group of people involves two main elements: *social networks* and a *sense of community*, which are created through the act of communication (Putnam 2000). Often formation of a group is organised and structured into complex networks of relationships and in order to become a member of a group, certain qualities and content within the relationships, in terms of solidarity or a sense of community, are also needed (Wang, Yang, & Xue, 2017). People get to know each other through participating in social networks, which leads to a broader sense of self. This in turn constitutes a community identity, solidarity and belonging with a sense of community. At the same time, it leads to increased interaction between people

and facilitates the creation of social networks which ultimately leads to the betterment of people (Martin-Salerno, Micheaux & Stan, 2019).

Conceptual Review

Concept of Social Capital

The concept of SC has been defined differently by different scholars. According to Coleman, (1998) Social capital (SC) is a social resource resulting from how well people in the community are connected through their network, trust, and norms of the society. Putnam (2000) also defined social capital as the connections among individuals in terms of social networks and the norms of reciprocity and trustworthiness that originate from them. The Social capital notion was initially used to describe the relational resources included in cross-personal links useful for encouraging the development of individuals in organized social communities (Loury 1977; Berraies, 2019).

Generally, there are two different types of social capital which are known to exist: organizational social capital and community social capital. This study focuses on organizational social capital. Leana and Van Buren (1999) defined organizational social capital “as a resource reflecting the character of social relations within an organization” (p. 538). Furthermore, organizational social capital can be considered an asset that can create positive effects to the organization itself and to the people that are part of those organizations (Berraies, 2019).

Similarly, the concept of SC can be considered for analysis on different levels: individual or group (intra-organizational), and inter-firm (inter-organizational) (Bonfim, Segatto, & Takahashi, 2018). Considering the internal approach, social capital is principally developed through links

between company's agents -shareholders, employees, executives, and the rest or groups -strategic business units, divisions, departments, which have common problems and interests (community), thereby facilitating the search for the resolution of such problems. This kind of social capital is shared by, and available to, all groups of firms and individuals (Bonfim, Segatto, & Takahashi, 2018). Additionally, from an external point of view, social capital is understood as being the set of direct and indirect relationships that an actor has with others actors, outside of the established bounds of the organizational community (Martín-Rios & Septiem 2013; Ganguly, Talukdar, & Chatterjee, 2019). According to Ganguly, Talukdar, & Chatterjee, (2019), external social capital is the set of relationships that a firm has with other agents when occupying a specific position on its business environment, thus allowing it to identify and transfer valuable resources beyond its borders. Moreover, such relationships can be both formal and informal depending on whether there exists a contractual agreement as origin of the exchange ((Martín-Rios & Septiem 2013).

Dimensions of Social Capital

In general, SC has three main dimensions namely: structural, relational and cognitive and this section discusses all these dimensions

The Structural Dimension

According to Nahapiet and Ghoshal, (1998) Structural SC refers to the characteristics of social system and the structure of social networks as a whole that provide opportunities for people to interact with each other. It embodies the strength of social relationships and the frequency and intensity of communication with other individuals (Chiu et al., 2006). This dimension of

SC builds on the familiarity between individuals, the solid formal and informal relationships and the organization of networks. Relational SC regards the nature of the relationships between individuals and encompasses respect, friendship, trust, engagement, reciprocity, norm regulations, identification, cooperation and obligations (Chang and Chuang, 2011; Ganguly et al., 2019).

It concerns the resources gained via interpersonal relationships and represents the quality of these links and how they are built over time (Polyviou et al., 2019). This implies that the pattern of the interconnection between people is useful to develop interpersonal trust between people and it determines the network strength between people (Allameh, 2018). On the other hand, it can be oral, written, or electronic interconnection between the people of a firm whatever among these connections, it is important to the organization for their success (Aslam et al., 2013).

The main aspect of the structural social dimension is network ties between people of the network which can be measured by using network density, connectivity, and hierarchy number of contracts, diversity of contract, configuration, and network stability (Celestini, Gavronski, & Kaynak, 2013). Interaction between people is the most important aspect of the structural dimension and can be made via meetings, teamwork, emails, or discussion with people (Aslam, Shahzah, Syed, & Ramish, 2013).

The Relational Dimension

Relational SC regards the nature of the relationships between individuals and encompasses respect, friendship, trust, engagement, reciprocity, norm regulations, identification, cooperation and obligations (Chang and Chuang, 2011; Nahapiet & Ghoshal, 1998). It concerns the resources gained via

interpersonal relationships and represents the quality of these links and how they are built over time (Polyviou et al., 2019). Thus Relational social capital is based on the level of trust and reciprocity between individuals within an organization (Nahapiet & Ghoshal, 1998). Trust can be defined as the “positive expectations individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies” (Shockley-Zalabak et al. 2000, p. 35).

In general it can be said that the relational aspects of social capital are concerned with the underlying normative dimensions that guide exchange relationship behaviors (Chung et al. (2016). Norms exist when the socially defined right to control an action is not held by the individual actor, but instead is held by others (Downey et al. 2015). Therefore, norms represent a degrees of consensus and hence are a powerful albeit fragile form of social capital (Nahapiet & Ghoshal, 1998). Specifically, norms of trust lead to enhanced cooperation, which in turn lead to increased trust. Similarly, reciprocity is an obligation, which when satisfactorily fulfilled, can lead to further reciprocal arrangements (Downey et al. 2015).

In terms of its resourcefulness, Relational social capital is considered as assets for the firm as it is often connected with trust (Priyanath & Premaratne, 2015). This is because relational social capital helps to exchange resources, improve communication, foster cooperation between people as well the promotion of teamwork and improvement in organizational functioning of a company (Ashleigh et al. (2012; Soesanto & Setiadi, 2017). In addition, it can raise trust, honesty, and integrity which helps to access more information and capital and get a competitive advantage (Ozigi, 2017). Berraies et al.

(2020) have argued that together with other dimensions, relational, operating in conjunction with the opportunity for combination and exchange in the organization, result in the creation of new intellectual capital which is associated with organizational effectiveness and value creation.

The Cognitive Dimension

Cognitive social capital recognizes that exchange occurs within a social context that is both created and sustained through ongoing relationships (Nahapiet & Ghoshal, 1998). Chow and Chan, (2008) also asserted that cognitive social capital refers to the capacity of the organization to share the same vision, mission and goals among members. Cognitive social capital can therefore be seen as the willingness and ability to define collective goals that are then enacted collectively. Chow and Chan (2008) define shared goals in the context of social capital as “the force that holds people together and lets them share what they know” (p. 460). Similar to the notion of community of practice cognitive social capital can also be understood as to the shared meanings that are created through stories and continual discussions within a specific, often clearly defined group (Downey et al. 2015). These shared meanings are self-reinforcing in that participation in the community is contingent upon an a priori understanding of the context coupled with continual contribution to these on-going dialogues (Chung et al. 2016).

The sharing of the same goals can happen either through language and codes, the same narratives, or a combination of both. Language is the primary tool for exchange in social interactions and relations. Codes help to create a common language that facilitates communication itself and the capacity to understand each other. Therefore, shared language and codes “may provide a

common conceptual apparatus for evaluating the likely benefits of exchange” (Nahapiet & Ghoshal, 1998, p. 254). The idea here is that cognitive social capital is the ability of individuals within the organization to understand each other and mutual understand between people facilitated to exchange of ideas and sharing stories that people can discuss the problems, transfer ideas, share knowledge and help each other very easily (Soesanto & Setiadi, 2017).

Concept of Employee Wellbeing

A broadly recognized definition of "well-being" is still elusive due to the term's multidisciplinary use. This is made worse by the disparate viewpoints expressed by persons with expertise in economics, health, and social science, all of whom are interested in the topic, as well as the trivialization of the problem in certain media outlets (Litchfield et al. 2016). Unresolved definitional issues have led to several ambiguous and excessively inclusive definitions of what constitutes well-being (MacLeod, 2014). Thus there isn't, however, a single definition for the idea. Additionally, several terms are used to refer to the same issue, including health and work capacity, workplace well-being, employee well-being, occupational safety and health, and health and well-being at work. Nonetheless, Wallace (2019) argued that employee wellbeing refers to the whole mental, physical, emotional, and financial wellness of your staff. (Dodge et al. 2012) also asserts that employee well-being at work can broadly be described as the overall quality of an employee's experience and functioning at work.

Within the organizational context, two general types of employee well-being are differentiated (Grant, Christianson & Price, 2007). In the first type, employee well-being is focused on subjective experiences and functioning at

work. This refers to job-related experiences as overall job satisfaction, facet specific work satisfaction (e.g. satisfaction with pay, promotion opportunities), and organizational commitment (Reynolds, 2018; Grant, Christianson & Price, 2007). The happiness component refers to subjective experiences of employees i.e. their psychological well-being, for example job satisfaction and organizational commitment. On the other hand, work-related health is distinguished. Health in the workplace encompasses both physiological and psychological indicators related to employee health (Danna & Griffin, 1999), for example job strain, or job stress (Reynolds, 2018; Grant, Christianson & Price, 2007). In sum, both dimensions are defined as properties of the individual employee.

However, more recently, Grant et al. (2007) added social well-being as an important third dimension. It should be noted that this dimension is somewhat distinct from the dimension of subjective experiences and the health dimension. It is the relationships component of employee (social) well-being, which focuses on the quality of relations between employees and their employer and colleagues, for example: trust, social support and cooperation (Grant et al., 2007). Whereas these latter dimensions are individual focused, this dimension is focused on interactions that occur between employees or between employees and their supervisor or the organization they are working for (e.g. trust, cooperation, morale).

The above discussions are reflected in Ryan and Deci (2001) presentation on well-being as a complex phenomenon comprising two main perspectives namely hedonic and eudaimonic. The hedonic approach refers to subjective well-being, is

associated with happiness and includes two dimensions, which results from a cognitive and an affective evaluation of employees' work life (Diener et al., 1995). The first dimension regards the predominance of positive effects and pleasure over the negative effects and pain (Bietry & Creusier, 2013; Diener et al., 1995). The second dimension, psychological in nature, reflects the satisfaction with work life which is related to employees' aspirations (Bietry and Creusier, 2013). The eudaimonic approach is psychological in nature and refers to the personal expressiveness and fulfillment (Wiklund et al., 2019). In this perspective, Downey et al. (2015) conceptualized well-being as a multidimensional concept including six dimensions namely: self-acceptance - having positive attitudes regarding the one's strengths and weaknesses, autonomy- self-determination, challenge and independence, personal growth, self-realization, skills and talents development and achievement of one's potential, environmental mastery, control of a suitable environment that responds to personal values and needs, positive relations with others and purpose in life perceiving one's life as having meaning, goals and direction (Bietry & Creusier, 2013).

In this study, we refer to Bietry and Creusier (2013) who defined well-being at the workplace on the basis of a mixed approach combining between hedonic and eudaimonic aspects as "a psychological state resulting from a positive relationship with others, with oneself, with time and physical working environment" (p. 34) and as also "the manager's response to aspirations personal development" (p. 35). Thus, employees' well-being at workplace covers emotional and cognitive aspects and is based on their relationships with their colleagues, the pleasant environment in which they work, the possibilities

offered to employees to develop their skills and to achieve their goals and the managers' recognition of their efforts.

In sum, employee well-being is impacted by several things, including their interactions with co-workers, the choices they make, and the resources and tools they have at their disposal (Pescud, 2019). Employee well-being is significantly impacted by hours worked, remuneration, and workplace safety. While it will differ from person to person, average employee well-being should allow for a successful and healthy workplace (Berraies, 2019). Employers have a responsibility to provide employees with the assistance and care they need for both their physical and mental health. In spite of this, a lot of firms still lack a focused well-being plan (Bontis et al., 2018). A key component of every company is its ability to maintain its well-being and a well-being plan may promote a sense of worth and support among staff members. It may also raise employee engagement and inspire groups throughout the whole organization to achieve their objectives (Pescud, 2019).

The relationship between Social Capital and Wellbeing

Within workplace, employees' well-being encompasses employees' satisfaction, quality-of work life and positive emotion (Huang et al., 2016). Some studies have examined the link between SC and employees' well-being at the workplace (Requena, 2003). Read (2014) suggested that SC characterizes healthy work environments. Requena (2003) indicated that the level of employees' well-being is high for those who work in firms or teams characterized by good social relationships and higher level of trust. SC therefore influences employees' success at work by improving their well-being and satisfaction. Ehsan et al. (2019) stressed that SC and in particular

social resources influence subjective well-being. Agneessens and Wittek (2008) also explained that social links influence employees' well-being given that they provide access to social support, advice and cooperation. Chang and Hsu (2016) found that all dimensions of SC are associated with subjective well-being. The ongoing discussions on the study results on the relationship between SC and wellbeing is aptly found in Putnam's summary of the positive consequences of SC which is quite enthusiastic: "social capital makes us smarter, healthier, safer, richer, and better able to govern a just and stable democracy" (Putnam, 2000: 290). In brief, "the more integrated we are with our community, the less likely we are to experience colds, heart attacks, strokes, cancer, depression, and premature death of all sorts" (ibid.: 326).

Theoretically, there are mechanisms from which social capital can influence wellbeing. The fact of the matter is Networks can provide social support and more specifically, SC can buffer the effects of stress, and generate a sense of belonging. It gives the members of a network moral backing that enhances life satisfaction (Bontis et al., 2018; Donate et al., 2019). In a similar fashion, social connectedness provides individuals with emotional support and personal fulfillment while, at the same time, they are protected from the negative effects of social isolation (Bontis et al., 2018; Lee et al., 2008). Consequently, Thoits (1995) argues: "social support is considered a coping resource, in this case, a 'social fund' from which people may draw when handling stressors." (p. 64). According to Zhang et al. (2017) decreasing face-to-face contact causes alienation and less trust between people. This can result in a diminished sense of community, a loss of purpose, finally leading on to depression and low wellbeing.

Furthermore, it has been argued that due to the positive externalities of SC, the benefits of someone's SC are not even restricted to that person. Instead, the whole society can profit from an individual's SC. This is the case because one's membership in a civic association (e.g. neighbourhood watch, sports association) is usually in some direct or indirect way also beneficial to the people in one's environment (Bietry & Crozier 2013). Neighbourhoods, regions and even nations of high SC become environments with higher SWB because people in them support each other. Thus, SC improves the functioning of society, and environments with high levels of SC may provide individuals with mutual assistance (Bietry & Crozier 2013). From a psychological point of view, it has been shown that social relationships are a vital element of human well-being. Respondents have reported over and over again that good interpersonal relationships were prerequisites for their life satisfaction, so having good social relationships is widely considered a basic human need that is fundamental to well-being (Donovan et al., 2002; Martin-Salerno et al. 2019). It is for this reason that social belonging is a vital part of Maslow's hierarchy of needs

Structural SC

Structural social capital can be identified as a collection of network ties, network configuration, and network appropriability (Nahapiet & Ghoshal, 1998). . Structural social capital refers to the pattern of the connection between people in the firm and outside the firm. The pattern of the interconnection between people is useful to develop interpersonal trust between people and it is determined the network strength between people (Mark, William & James, 2009). According to Coleman (1990), the transfer of information within the

firm is useful to build an interconnection between people. Network ties mean a connection between people in the firm and it is caused to the success of a firm's activities because the workers have knowledge among them & they know them. Structural social capital is structural networking among people with alignment relationships and binding, forming and matching networks can be identified as structural networks and activities of the company will be effective when the people have effective understand between those people and build a good interpersonal relationship between people within the organization (Soesanto & Setiadi, 2017).

Structural SC is also a foundation for employees' well-being. It reflects in enjoyment and in reducing conflicts into the workplace. Indeed, good social ties represent important resources for psychological support that in turn leads to greater level of satisfaction and well-being.

Structural SC encompasses proximity, secure attachment to others and close interpersonal ties that contribute to the fulfillment of basic needs such as relatedness and are key predictors of well-being (Agneessens & Wittek, 2008).

Lin (2016) postulated in this line that the perceived quality of online and offline communication with other individuals and the frequency of communication are associated with greater well-being. This author studied in particular how the users of social media like Facebook can achieve their needs of relatedness and social connectedness, which in turn affect positively their psychological well-being.

Ko and Kuo (2009) highlighted that SC and in particular social integration and social bonding and bridging are related to subjective well-being. Within a workplace, employees need strong ties to have emotional support and

psychological safety and to fulfill their intrinsic need of affiliation, which in turn affect their well-being.

Relational SC

Relational social capital refers to the level of trust and reciprocity between individuals within an organization (Nahapiet & Ghoshal, 1998). Trust can be defined as the “positive expectations individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies” (Shockley-Zalabak et al. 2000, p. 35). Relational social capital is considered as assets for the firm (Priyanath & Premaratne, 2015) it is a relationship that is indicated by a high level of confidence. It helps to exchange resources, improve communication, foster cooperation between people. It can be built a high level of relational social capital and develop teamwork and improve organizational functioning company (Soesanto & Setiadi, 2017).

Thus, relational SC is also an important element that positively influences well-being. The relational attachment and friendship links are considered as prerequisites for employees’ wellbeing (Agneessens & Wittek, 2008). Furthermore, it has been noted that the existence of a high level of interpersonal trust in such relationships allows employees to access to key resources and is a channel for good emotions and moods and thus for flourishing employees’ well-being and comfort at work (Agneessens & Wittek, 2008). Ganguly et al. (2019) emphasized that individual’s propensity to trust is linked to individual’s well-being, while highlighting that this link between these variables is not well documented in the literature. Downey et al. (2015) also revealed that the existence of trust-based relationships within

workplaces through which actors experience less uncertainty and vulnerability are key ingredients for better cooperation and employees' well-being. With respect to these links, they found that the integrity and the reliability are critical factors. In essence, social network links and mutual trust between individuals have positive impacts on individual's sense of well-being and psychological health (Chung et al. 2016). Trust as well as perceptions of trust is associated with perceptions of happiness and it improves the work life quality and the employees' feeling of well-being (Ganguly et al., 2019).

Cognitive SC

Cognitive social capital refers to the capacity of the organization to share the same vision, mission and goals among members (Chow and Chan, 2008; Inkpen and Tsang, 2005, p. 542). Leana and Van Buren (1999) refer to cognitive social capital as the "willingness and ability to define collective goals that are then enacted collectively". Chow and Chan (2008, p. 460) define shared goals in the context of social capital as "the force that holds people together and lets them share what they know".

Cognitive SC also plays a role as a predictor of employees' well-being. Agneessens and Wittek (2008) explained that within social networks, individuals develop larger similarity of job-related affect that facilitates the coordination of their behaviors and thoughts and improve their cohesion and mutual understanding. This in turn may breed their psychological comfort and well-being at workplace. Kinjerski and Skrypnek (2006) purport that when common goals are shared between employees, this in turn will develop strong connection and cooperation between them and a sense of community and foster spirit at work that embodies employees' well-being. They added that

shared vision, values and goals developed within organization may increase spirit at work..

The implication here is that employees' well-being is dependent on the employees' positive emotions and their achievement of long-term purposes. Those elements can be nourished by mutual understanding, meaningful work and shared goals and responsibilities that generate a sense of belonging. Chang and Hsu (2016) revealed that among the dimensions of SC, cognitive SC has the strongest impact on subjective well-being, signifying that employees' perception of well-being may be triggered thanks to mutual understanding and shared vision within a network. Chung et al. (2016) explained that a great level of shared goals is positively linked to employees' well-being in virtual organizations. Read (2014) highlighted that shared understandings are key indicators of employees' well-being and health.

In the light of the literature analysis, our study suggests that SC and in particular structural, relational and cognitive SC increase employees' well-being (Chang & Hsu, 2016), Indeed, SC encompasses good social ties that constitute a source of valuable knowledge, frequency and intensity of communication, trust-based relationships shared values and goals and allows mutual understandings between employees, which in turn may create an environment likely to lead to employees' well-being (Kim et al., 2013). The strong social ties and the frequency and the intensity of the interactions between employees that define structural SC pave the way for strong cooperation and allow employees to better execute their tasks. This may result in greater employees' psychological comfort and well-being at workplace and in turn positively affect their attitudes at work regarding intellectual sharing

(Chung et al., 2016). Relational SC is also a source of friendship, psychological support, secure attachment, mutual care and trust-based relationships that result in better satisfaction and well-being (Agneessens and Wittek, 2008), that constitute a foundation for KS (Lei et al., 2019). Finally, cognitive SC encompasses shared goals, vision and languages that improve common understandings, connection and cooperation between employees and a sense of community and generates spirit at work and employees' well-being (Chung et al. (2016),

Empirical Review

There is a substantial body of empirical work that relates to the relationship social capital and employee wellbeing. Some of the significant findings show that SC, indeed, has a positive impact on employees' welfare. For example, Herrera, González & VerásteguiC (2023) examined the literature trends that linked the study of social capital with well-being. The methodology used was through bibliometric tools on data extracted from the Web of Sciences platform, a total of 1248 indexed publications were reached, which provided a general and schematic overview of trends in research on the subject. The results of annual scientific production, showed that SC, indeed, represented an important element for the well-being of society, both individually and collectively. These were as a result of elements such as trust, which is why they are strongly related to happiness, satisfaction with life and, consequently, with the well-being of the people where SC was present.

Bahadorikhosroshhi, Abad, & Kheyroddin, (2015) also discovered that there was a significant relationship between SC and Psychological Well-being in a sense that SC and its components can predict changes in Psychological

Well-being significantly. This finding was supported by Erik, Godfried, Jande, and Marianne, (2022) who explained that even during the COVID -19 Pandemic SC has had an effect on Psychological Well-being on young women, young people, low income earners among others. In this study, it was found out that the SC people received in terms of support and trust among people in various institutions which influenced their Psychological Well-beings in a way that those that received more support and trust had less fear and stress about passing through the pandemic but also the older high income earners had less stress and fear simply because they had high SC.

A study by Read (2014) indicated that the level of employees' well-being is high for those who work in firms or teams characterized by good social relationships and higher level of trust. SC influences employees' success at work by improving their well-being and satisfaction. Ehsan et al. (2019) also stressed that SC and in particular social resources influence subjective well-being. The study explained that social links influence employees' well-being given that they provide access to social support, advice and cooperation. Chang and Hsu (2016) found that all dimensions of SC are associated with subjective well-being. Wang et al. (2017) purport that employees' positive emotions and subjective well-being push employees to share their tacit and explicit knowledge. They explained that when employees are happy, enjoy working within an organization and experience positive emotions, they tend to help their colleagues even by sharing their knowledge with them.

Furthermore, the study of Chung et al. (2016) revealed also that the employees' well-being had boosts on their tacit and explicit knowledge

sharing behavior. They stated that employees who have good relationships with their colleagues which are part of eudaimonic aspect of well-being, are more likely to help them to share what they know. The same idea was highlighted by Chung et al. (2016) and Wasko and Faraj (2005) who emphasized that the positive emotions and the positive psychological traits of employees have a positive effect on their wellbeings. In the same vein, Cavaliere et al., (2015) reported that employees who are characterized by positive psychological traits and exude positive emotions like pleasure and enjoyment tend to be cooperative, spread helpful and benevolence and care about the need of others and improve their potential. Salas-Vallina et al. (2018) found that happiness of knowledge workers as a result of SC at workplace is a key factor of knowledge sharing.

Berraies et al., (2020) also found out that employees' autonomy in workplace as a feature of well-being fosters their involvement and initiatives. In their study it was demonstrated that employees that perceive that are recognized are more motivated to learn from their colleagues and share their knowledge. When managers give latitude to knowledge workers, the latter perceive the meaningfulness of their tasks, that their managers valorize their skills and that their intrinsic needs are fulfilled which in turn push them to be active in knowledge collecting and donating (Chung et al., 2016). Indeed, SC encompasses good social ties that constitute a source of valuable knowledge, frequency and intensity of communication, trust-based relationships shared values and goals and allows mutual understandings between employees, which in turn may create an environment likely to lead to employees' well-being (Kim et al., 2013). The strong social ties and the frequency and the intensity of

the interactions between employees that define structural SC pave the way for strong cooperation and allow employees to better execute their tasks. This may result in greater employees' psychological comfort and well-being at workplace (Chung et al., 2016).

Sulphey, (2022) also conducted a study that examined whether psychological capital and SC are related to wellbeing of employees. Data for the study was collected from a sample of 395 gainfully employed samples, using three standardized questionnaires. Results of the study show that SC are positively related to employees' wellbeing. Moreover, Naghavi et al., (2019) also examined the relationship between the dimensions of social capital, namely structural, relational and cognitive social capital and employees' well-being. In this study, quantitative approach was performed within a sample of 168 middle managers working in knowledge-intensive firms in Tunisia. The Partial Least Squares method was used to analyze the data collected. The findings indicated the importance of the dimensions of social capital as a lever for boosting knowledge sharing which eventually influence employees' well-being. Berraies et al. (2020) highlighted that when managers show recognition to knowledge workers' work, empower them and valorize their efforts, this in turn motivates those workers to exhibit more knowledge sharing behavior. Employees who are more autonomous tend to feel more responsible for their tasks and to be more motivated and involved in sharing their knowledge and acquiring new ones. Lei et al.,(2019) also realized that Relational SC is also a source of friendship, psychological support, secure attachment, mutual care and trust-based relationships that result in better satisfaction that constitute a foundation for employees wellbeing Finally, cognitive SC encompasses

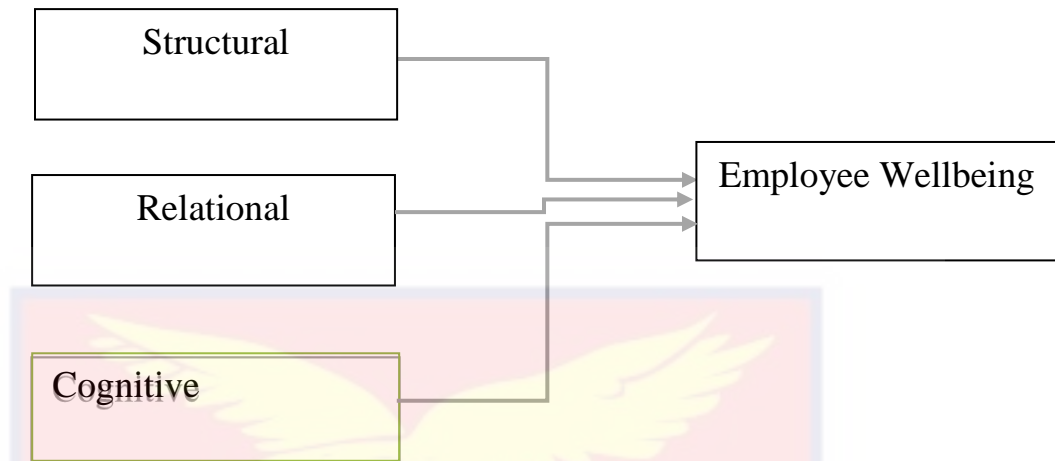
shared goals, vision and languages that improve common understandings, connection and cooperation between employees and a sense of community and generates spirit at work and employees' well-being (Berraies, Lajili and Chtioui, 2020).

However, the results of these studies could be said to have been undermined by a study by Xiaolei, Panpan, Peng, Meijuan, and Xianrong, (2022) which explained that the value of SC differs among countries or cultures in terms of people wanting to bond, link, interact with others among others. This is because, SC has been found to be positively associated with psychological Well-being in terms of physical health and mental health among older people and has protected them from stress and depression in some countries and not in others.

Conceptual Framework

Drawing from the literature, it is evident that SC (structural, relational and cognitive) has significant relationship with Employee Wellbeing. Drawing on theory of social capital theory, a conceptual framework of the study was formulated as shown in Figure 1. According to the framework below, the independent variable comprises structural, relational and cognitive, as measures of SC whereas the dependent variable was Employee Wellbeing.

Social Capital



*Figure 1: Conceptual Framework
Source: Author's construct (2023)*

Conclusion

This second chapter has focused on the literature review which is about the important issues relating to the study. The first section set the theoretical framework for the research issues to be discussed. This section discussed the social capital Theory as the theoretical framework of the study. The second section addressed the concept of social capital including its various dimensions (structural, relational and cognitive) and the employee wellbeing. This was followed by the empirical review which examined existing studies on the subject matter. Specifically, the review was about the relationship between social capital and employee wellbeing. Finally, based on the reviewed literature pertaining to the constructs and the relationships among the constructs, a conceptual framework which assisted in developing an understanding of the situation under investigation was proposed.

CHAPTER THREE

RESEARCH METHODS

Introduction

Having reviewed literature, it was necessary to discuss the methods and approaches employed in collecting data and analyzing the available information as this provides the information by which the study's validity is judged. This chapter is devoted to establishing the methods, tools and techniques employed in the interpretation, analysis and collection of the data. Key issues captured here include research approach, research philosophy, research design, unit of analyses, sampling process, methods of data collection and analysis as well as ethical consideration employed in analyzing data.

Research Philosophy

The philosophy of a research study entails the underlying assumptions and intellectual structure that governs a study. In terms of methodology, truth in positivist inquiry is achieved through the verification and replication of observable findings (Guba and Lincoln, 2005), variable manipulations of the research objects (Trochim, 2000) and the application of statistical analysis (Bryman, 1998; Kim, 2003). Post-positivists therefore, emphasise the use of valid and reliable methods in order to describe and explain the events in a social world (Bryman, 2014). This study employed post-positivist philosophy for the study as it was informed by the fact that the post-positivist approach which favors quantitative research design and therefore advances the mathematical rigor of the study which could provide more useful findings and explanations. Furthermore, positivism allows researchers to move away from unobservable beliefs and desires and to focus on objective facts. As Friedman

(1953) states, the design of positivism and the quantitative approach to research is to provide a system of generalization that can be used to make correct predictions about the consequences of events.

Research Approach

From the foregoing, the deductive research approach was adopted in assessing the influence of social capital on Employee Wellbeing from the perspectives of staff at Assin North District Assembly. In agreement with Malhorta (2017), the deductive approach starts with an uncertain hypothesis to explain a theory to explain a situation or specific problem and then proceeds as observations to test the hypothesis rigorously (confirm the hypothesis). The quantitative research method can take the form of a deductive approach. This technique adopts numerical and statistical procedures in analyzing and processing information gathered, while corroboration between the variables and experimenting with the theories to draw a valid conclusion (Creswell, 2014).

Research Design

Kothari (2015) revealed that the design of a research study shows the overall plan and strategy employed to conduct a study. It serves as a mechanism to bring together different components of the study coherently and logically aimed at addressing the problem of the study (Sekaran & Bougie, 2016). Besides, it establishes the plan for gathering, measuring, and analyzing data obtained for the study. The identification of an approach to a research study encompasses an interconnection of the research philosophy and the subsequent choice of data collection instrument and analysis (Denzin & Lincoln, 2005). According to Singh (2000), research design is essentially a

statement of the objective of the inquiry and the strategies for collecting the evidence, analyzing the evidences and reporting the findings. Research design is a plan which specifies how data relating to a given research should be collected, measured and analyzed (Sekaran & Bougie, 2016). Research design can further be categorized into three broad categories based on the purpose of the study namely, exploratory, descriptive and casual designs.

The study adopted the descriptive and explanatory design. Descriptive design is often employed by researchers in order to afford them the opportunity to describe and understand the characteristics of the study variables, while the explanatory is used to understand the cause and effect between variables (Sekaran & Bougie, 2016). This design helped to examine the influence of social capital on Employee Wellbeing from the perspectives of staff at Assin North District Assembly. The bone backing the use of descriptive design in the study is to have a better understanding of the behaviour, attitude and opinion of the employees under study.

Study Area

The study was conducted at the Assin North District Assembly in the Central Region of Ghana. The district is one of the 261 Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana and forms part of the 22 MMDAs in the Central Region. The Assin North District Assembly is carved out of the Assin Foso (Formerly Assin North) Municipal Assembly as one of the 38 newly created and upgraded districts Assemblies in 2018. The district was created with LI 2338, the Assin North District Assembly has its capital as Assin Bereku and it was inaugurated on March 15, 2018 alongside other 37

newly created districts. The District is situated between Longitudes 10 05' East and 10 25' West and latitudes 60 05' North and 60 4' South.

The Assin North District is bounded to the north by the Adansi South District in the Ashanti Region, to the south by the Assin Foso Municipal, to the east by the Birim South District in the Eastern Region and to the west by the Twifo Atti-Morkwa District. The population of the District according to the 2021 Population and Housing Census stands at 80,539 with 40,469 males and 40,070 females (Ghana Statistical Service, 2018).

Population of the study

According to Dunn (2001), before asking any question, a researcher must identify a population of interest. The unit of analysis addresses the question of who (individual or groups etc.) or what is analyzed within the research work. As stated by Li et al. (2017), the right alignment among research questions, research design and data analysis is important in ensuring good results in research work. The unit of the analysis was the employees. The selection of the appropriate unit of analysis prevents erroneous results in research work and has significant effects on the research design, responses to surveys, as well as reliability of results and conclusion of the research (Li et al., 2017). The population for this study was 340 from which primary data were collected and the participants were staff employees at the Assin North District Assembly.

Sample and Sampling Procedure of the Study

According to Kothari (2005), sampling involves the selection of a sub-set of cases or individuals or small groups of cases from a sampling frame or accessible population to make generalized conclusions on the population.

Sampling enhances the ability to study a large group by studying a few of the members. Due to the present study's inability to cover the entire population mainly from how large the population was, time and resources constraints, a sample was employed to address the objectives and questions of the study. The population size was known to be 340 out of which 181 was used as sample size based on Krejcie and Morgan (1970 Table). The sampling frame of 181 staff was obtained from the Human Resources Department of the Assembly.

Also, in an attempt to obtain a representative sample of the population, the probability sampling procedure which allows equal selection of sample respondents from a population unlike the non-probability sampling procedure which does not allow equal selection of sample respondents from a population was employed (Kothari, 2005; Creswell & Creswell, 2017). Meanwhile, one of the probability sampling procedures adopted for the study was the simple random sampling procedure. The choice of a simple random sampling procedure was influenced by the fact that the individuals within the population share homogeneous features and also it allows the selection of sample randomly from a large group of respondents

Data Collection Instrument

In the context of the data collection instrument, the selection criteria for selecting participants in the study was determined by the requirement of the potential participant to have voluntarily consented to participation in the study. The number needed was randomly selected. The instrument used for data collection was a self-administered questionnaire. Questionnaire is a set of questions with a definite purpose designed for a target group of people to be

administered by themselves within a particular time frame. According to Plano (2010), questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs. However, Creswell & Plano (2011) emphasise that questionnaire lacks flexibility in that once a questionnaire has been designed and distributed out it becomes difficult to change the categories of data collected. Questionnaire was selected for this kind of study, because it is a self-reported measure which guarantees confidentiality and therefore it is more likely to elicit truthful response with regard to the information required from the respondents.

The questionnaire was composed in a brief and appropriate language to avoid ambiguity and to attract respondent's interest. The questionnaire consisted of different types of questions. Information about the demographic data of the participants is gathered from the multiple choice questions (closed), which just required that the right answers be ticked by the respondents. There were also open-ended questions that required the respondents to reply in their own words and give freedom of opinions. Open ended questions also allowed the researcher to explore ideas that would not otherwise be heard (Creswell & Plano, 2011).

Data Collection Procedure

As the study depended on primary data for the fulfilment of the specific research objectives, it became vital for dependence on reliable method that could guarantee access to the respondents as well as the right kind of data needed. These prospective respondents were personally contacted through mobile phone before the actual day for the primary data collection was agreed on with each would-be respondent. This was done after the formal

authorization for the gathering of the primary data had been granted by the authorities of the University, specifically, the Directorate of Human Resource. The questionnaires were administered personally to the staff employees. The sharing and retrieval of questionnaire lasted for one and half months.

The present study structured the questionnaire using closed ended questions and it comprised three (3) sections. Section A gathered the demographics or background information of the respondents. This section covered issues like gender, educational qualification, working experience among others (see Appendix A). Section B covers the measurement of SC and its dimensions (Structural Relational and Cognitive) and employees' wellbeing. They were based on Liker-scale containing five (5) self-rating items with a response scale ranging from 1 strongly disagree to 5 strongly agree (see Appendix A).

Data Collection Issues

The non-response of participants in a sample size is a daunting challenge in collecting the data. Researchers anticipate getting the smallest sample size to generate outcomes that are statistically consistent and generalizable as an insufficient sample can weaken the correctness of the conclusions (Barlett, Kotrlik, and Higgins, 2001). It can unequivocally be said that the accuracy of quantitative research results hinges on the sample size of the population. Non-response rate should be decreased to the bare minimum. By so doing, a letter should be sent to the respondents in advance to reduce non-response rate (Hox, 2007). An advance letter will pre-inform and prepare the respondent towards the answering of the questionnaire.

Instrument Design

The analysis relied on only a primary source of data that is, by means of questionnaire only as indicated. The study was undertaken at the Assin North District Assembly by directly interviewing sampled staffs using a semi-structured questionnaire. The survey of staff was broken down into five sections. Part one concerning demographics and information-building. Part two dealt with structural social capital. Part three was about the relational social capital. Part four dealt with cognitive social capital, and Part five was about the employee wellbeings.

Specifically, the study presents a brief background of the respondents including the level of education, age group and gender. The study adopted the descriptive statistics to analyze the level of agreement of the effect of structural social capital on Employee Wellbeing; the effect of relational social capital on Employee Wellbeing, and the effect of cognitive social capital on Employee Wellbeing. The influence of social capital on Employee Wellbeing among staff employees at the district was assessed by asking participants to specify their level of agreement on five-point Likert scales, established on "1" = Strongly disagree" and "4" = Strongly agree."

Validity and Reliability

Validity and reliability test in a research study provide the grounds for evaluating accuracy of the study findings. Validity test ensures that there was consensus that the adopted scale of measurement for the study measures the construct. One of the techniques to ensure the validity of the data collection instrument was through pilot testing. Pilot testing was a pre-requirement before carrying out the actual research study. According to Majid, Othman,

Mohamad, Lim, and Yusof (2017), pilot testing ensures that there are no problems with wording or measurement, rectify any inadequacies, and ultimately reduce biases. They argued that pilot testing seeks to check commonly misinterpreted questions. It also reduces sampling error, increases response rate, and ensure that the data collection instrument was valid and reliable for obtaining data. For the reliability, the Cronbach alpha was used to test the instrument.

Results of the Cronbach’s Alpha in This Study

Table 1 shows the Cronbach’s alpha of all indicators, which measures the reliability of the gathered data,

Table 1: Reliability of Scales and Cronbach’s Alpha of Study Variables

Variables	No. of Items	Cronbach's Alpha
Social Capital	7	0.882
Structural	4	0.778
Relational	5	0.758
Cognitive	4	0.756
Employee Wellbeing	6	0.871

Source: Field Data, (2023)

Table 1 above provides the values of Cronbach alpha values for all the variables. It appears from the table that the values of Cronbach’s alpha is between 0.769 and 0.842. These values are above the minimum value of 0.70 and considered acceptable. In this case, it can be concluded that the measures have a high acceptable level of reliability.

Data Processing and Analysis

To provide answers to the research questions, the data obtained from the data sources were processed and analyzed. Information analysis required a

close review of the data collected to identify and correct errors. It was done to ensure the data is reliable and compatible with other collected data. After data editing, it was necessary to group or classify data under various categories or patterns that were consistent with the objectives of the study. The results of the survey were evaluated using descriptive statistics and an analysis of correlation. The review of the survey consisted of four principal parts: (i) socio-demographic information; (ii) the effect of structural social capital on Employee Wellbeing; (iii) the effect of relational social capital on Employee Wellbeing; and (iv) the effect of cognitive social capital on Employee Wellbeing.

The data analysis and presentation of findings was carried out using the Statistical Package for Social Sciences (SPSS) Version 22. Descriptive Statistics used were percentages and frequencies for the demographic variables. The inferential data analysis techniques such as correlation analysis and regression analysis were also used to analyze the collected data. The Product-Moment Correlation Coefficient was used to test the relationship between Social Capital and employee wellbeing. This was to enable the study to test the extent the social capital was able to determine Employee Wellbeing using staff at Assin North district assembly. Further, a regression analysis was used to ascertain the amount of variations in employee wellbeing, which can be associated with changes in the degree of the social capital. Other tests done were analysis of variance (ANOVA), and t-tests.

Ethical Issues

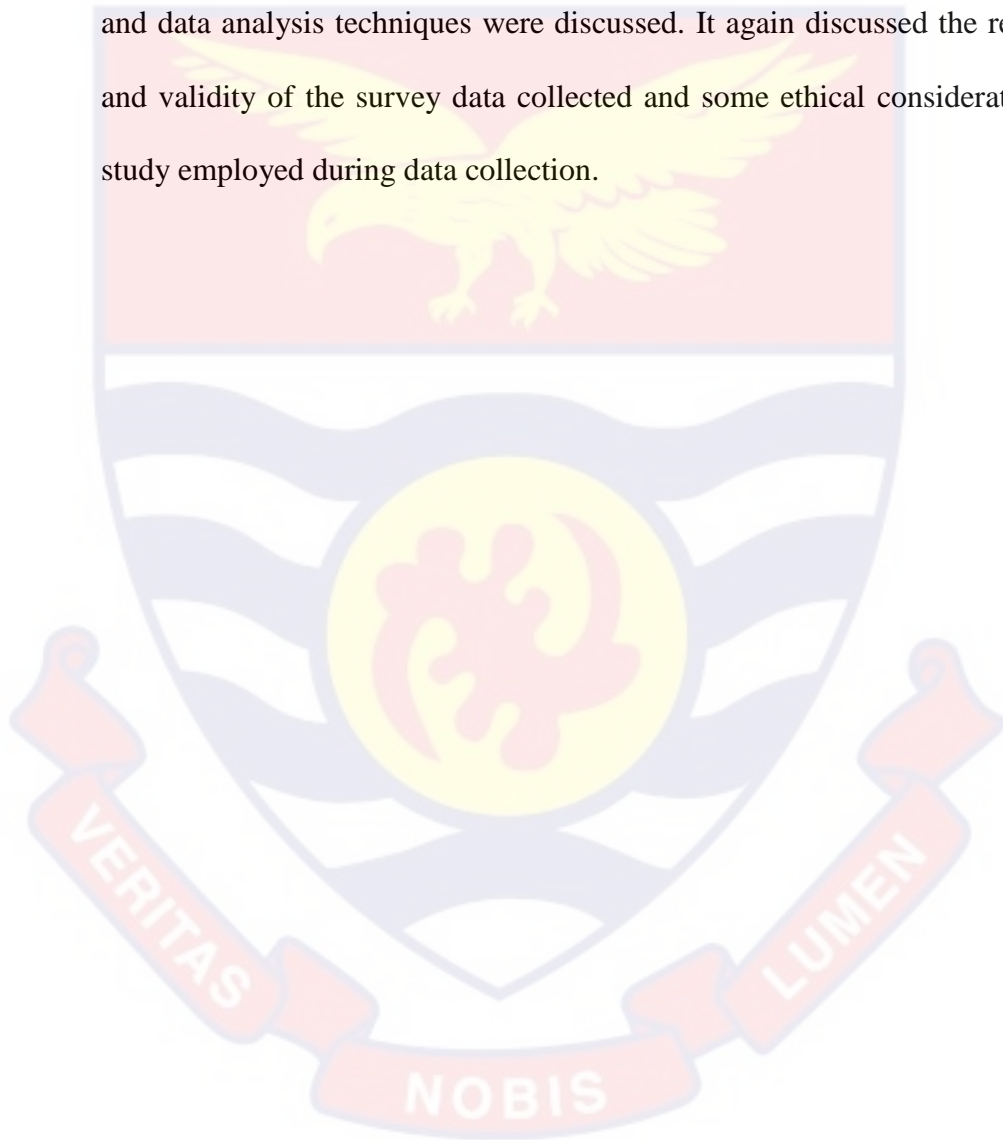
It is always relevant that respondents in a study are protected from possible negative circumstances. In this regard, ethical principles must be

adhered to in conducting a research study. Ethics in research study seeks to ensure that respondents are treated fairly and that the right procedures are followed in conducting the study. Although several ethical issues must be adhered to in a research study, the present study ensured that confidentiality, anonymity, and consent were adhered to. Thus, The researcher was very much sensitive to the ethical factors in research where three main ethical reasons were applied; (i) seeking the consent of respondents, (ii) ensuring the anonymity of participants and (iii) declaring to respondents about the confidentiality of the information they provided. The permission of respondents was first sought before administering questionnaires to them. Employees had their consents sought through the management. A research is expected to be free from any biases and it must be scientifically sound and reported honestly, thoroughly and completely (Malhotra & Birks, 2007).

As such, employees were informed about the purpose of the research and what objective it sought to achieve. They were encouraged to feel free and express their views as objectively as possible and that they have the liberty to choose whether to participate or not. They also had the option to withdraw their consent at any time and without any form of adverse consequences. Individual staff was informed of the reason for the whole exercise and the tremendous benefit the institution would derive if the research was carried out successfully. Anonymity and confidentiality were guaranteed and the researcher did not cause harm or mental stress to those who choose to participate. This research and its associated methodology adhered to all of these ethical considerations.

Chapter Summary

This chapter covered the research methods employed for the study. It discussed issues such as research philosophy, approach, and design employed. Likewise, the study area, population, the sample and sampling procedure, data source, data collection instrument, data collection procedure, data processing, and data analysis techniques were discussed. It again discussed the reliability and validity of the survey data collected and some ethical considerations the study employed during data collection.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

In this study, the main research objective has been, “*to determine the influence of social capital on Employee Wellbeing from the perspectives of employees at Assin North district assembly*”. Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the findings and discussions which reflect on the core study specific objectives as outlined in Chapter One.

Response Rate

The staff employees returned the questionnaires; however, a total 15 survey questionnaires were not returned, hence excluded from the study. Thus, the response rate was determined, which is illustrated in Table 2.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	163	90
Non Returned	<u>18</u>	<u>10</u>
Total	181	100

Table 3: Demographic Characteristics of the Respondents

The demographic variables include gender, age, and level of education at Assin North district assembly.

Gender		
	Frequency	Percentage
Male	102	62.6
Female	61	37.4
Total	163	100
Age Group		
21-30	55	33.7
31-40	42	25.8
41-50	38	23.3
51 years and above	28	17.2
Total	163	100
Tenure		
1-5 years	71	43.6
6-10 years	54	33.1
11-15 years	23	14.1
16 years and above	15	9.2
Total	163	100
Level of Education		
SSS	34	18.8
Diploma	74	40.9
HND	44	24.3
First Degree	20	11
Professionals	9	5
Positions		
Senior Staff	85	52.1
Junior Staff	78	47.9
Total		

Source: Field Survey, (2023)

From Table 3, it can be noted that the males were 62.6 % (102) while the females were 37.4% (61). This means that there were more male staff employees than female counterparts in this study. The idea here is that males

are predominantly employed in the assembly which is not surprising considering the gender inequality in terms of employment in the country. According to the Annual Report of Ghana Statistical Service, (2021) generally, labour force participation rate of males still remain higher than females which conforms to the labour force participation trend over the past decades

In respect to age distribution of the respondents, it was found out that the majority of the respondents were between the age of 21 and 30 years representing 33.7%, (55) which gives a positive impression that most of the respondents are in youthful age and that the institution can be considered to have had a lot of potentials in terms of development in the future. In addition, 25.8% (42) of the respondents were between 31-40 years of age implying that quite a percentage of middle aged employees are in the assembly. Also, 23.3% (38) of the sampled population were between 41 and 50years, while 17.2% (28) employees were in the years of 51 and above. This means that about 40% of the staff employed at the assembly have good level of experience.

In the area of education, it was also discovered that majority of the respondents were first diploma holders representing 40.9% (74), and those with HND education represented 24.3% (44) of the sampled population. On the other hand, 18.8% (34) of employees were Senior Secondary School (SSS) certificate holders. However, only 11% (20) and 5% (9) of the sample population had First degree certificates and professionals respectively.

In terms of tenure or respondent's years of working experience, it was found that the majority of the sample respondents had working experience between 1-5 years representing 43.6% (71). They were followed by those who

had working experience between 6-10 years representing 33.1% (54), while those between 11-15 years of working experience were 14.1% (23). Those with 16 years and above experience were 9.2% (15). From this, it can be concluded that at least respondents have gained substantive skills and knowledge for the number of years they have worked in the assembly. Finally, on staff category of respondents, the study disclosed that a greater proportion of the respondents were senior staff 52.1% (85) whereas the junior staff were represented by 49.7% (78).

Main Study Findings

In line with the study objectives, a regression was done on the social capital in order to know those that are significantly correlated to Employee Wellbeing, a regression analysis was run to predict the extent to which social capital (X) influences Employee Wellbeing (Y) at Assin North district assembly. This has been presented from Table 4 to Table 13.

Objective One: Examine the influence of Structural social capital on Employee wellbeing

In order to predict the extent of influence that structural social capital on Employee Wellbeing, linear regression analysis was employed. Model summary shows the coefficient of determination (R^2) which tells us the percentage of the variation in Employee Wellbeing explained by the model.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.536 ^a	.287	.284	.961

a. Predictors: (Constant), Structural Social Capital

Table 5: Coefficients^a

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.253	.141		8.911	.000
	Structural Social Capital	.545	.060	.536	9.019	.000

a. Dependent Variable: Employee Wellbeing

Source: Field data, (2023)

Table 4 shows that the adjusted R square is 0.284 and R is 0.287 at 0.05 significant levels, which indicate that 28.4% of the increase in Employee Wellbeing is explained by structural social capital, while the rest of 71.6% are explained by other variables, which are not considered in this study. Moreover, the significance of these two variables as shown on Table 5 depicts the t-test of 8.911 (p=0.000) which is significant hence, implying that there is a significant influence of structural social capital on Employee Wellbeing. Implicitly, Structural SC and Employee Wellbeing change in the same direction, and therefore the presence of structural social capital will lead to high Employee Wellbeing, and less or no structural social capital will lead to low Employee Wellbeing. Therefore, this analytical result confirms the hypothesis (H1) that structural social capital positively influences Employee Wellbeing.

Objective Two: Ascertain the influence of Relational Social Capital on Employee Wellbeing

In respect to the extent of influence that relational social capital on Employee Wellbeing, linear regression analysis was used. Model summary shows the coefficient of determination (R²) which tells us the percentage of

the variation in Employee Wellbeing explained by the model as shown in Table 6 and 7 below.

Table 6: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.403 ^a	.162	.158	1.041

a. Predictors: (Constant), Relational Social Capital

Table 7: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.175	.204		5.753	.000
	Relational Social Capital	.660	.105	.403	6.257	.000

a. Dependent Variable: Employee Wellbeing

Source: Field data, 2023

From the above Table 6, it can be deduced that the adjusted R square is 0.158 and R is 0.162 at 0.05 significant level, which indicate that 15.8% of the increase in Employee Wellbeing is explained by relational social capital, while the rest of 74.2% are explained by other variables, which are not considered in this study. Also, the significance of these two variables as shown on Table 7 depicts the t-value of 5.753 (p=0.000) which is significant hence, implying that there is a significant influence of relational social capital on Employee Wellbeing. The idea here is that the variable Relational SC and Employee Wellbeing change in the same direction, meaning that the presence of relational social capital will lead to high Employee Wellbeing, and less or no

relational social capital will lead to low Employee Wellbeing. Therefore, this analytical result confirms the hypothesis (H2) that relational social capital positively influences Employee Wellbeing.

Objective Three: Examine the influence of Cognitive Social Capital on Employee Wellbeing

In respect to the degree of influence that cognitive social capital has on Employee Wellbeing, linear regression analysis was performed. Model summary shows the coefficient of determination (R²) which tells us the percentage of the variation in Employee Wellbeing explained by the model in Table 8. The result is shown in Table 8 and 9.

Table 8: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.334 ^a	.112	.107	1.072

a. Predictors: (Constant), Cognitive Social Capital

Table 9: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.406	.205		6.856	.000
	Cognitive Social Capital	.539	.107	.334	5.040	.000

a. Dependent Variable: Employee Wellbeing

Source: Field Data, 2023

From Table 8, it can be known that the adjusted R square is 0.107 and R is 0.112 at 0.05 significant level, which indicate that 10.7% of the increase

in Employee Wellbeing is explained by cognitive social capital, while the rest of 89.3% are explained by other variables, which are not considered in this study. Also, the significance of these two variables as shown on Table 9 depicting the t-value of 6.856 ($p=0.000$). These results show that there is a positive relationship between cognitive social capital and Employee Wellbeing signifying that Cognitive Sc and Employee Wellbeing change in the similar direction. Thus, the presence of cognitive social capital leads to high Employee Wellbeing, and less or no cognitive social capital will lead to low Employee Wellbeing. Therefore, this analysis confirms the hypothesis (H3) that there is a positive relationship between cognitive social capital and Employee Wellbeing.

Objective Four: The combined effect of Structural, Relational and Cognitive Social Capital on Employee Wellbeing at Assin North District Assembly

With regard to the extent of influence that the three components of Social Capital has on employee performance, multiple regression analysis was performed which is explained by the model in Table 10 and Table 11

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 ^a	.844	.842	.451

a. Predictors: (Constant), Structural, Relational and Cognitive Social Capitals combined

Table 11: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.747	3	15.249	14.140	.000 ^b
	Residual	215.680	200	1.078		
	Total	261.426	203			

a. Dependent Variable: Employee Wellbeing

b. Predictors: (Constant), Structural, Relational and Cognitive Social Capitals

Table 10 above shows that the adjusted R square is 0.842 and R is 0.844 at 0.05 significant levels. The coefficient of determination means that a unit increase of a combined effect of all the three dimensions of social capital will increase employee wellbeing by 84.2% while the rest of 15.8% are explained by other variables, which are not considered in this study. Also, the significance of these two variables as shown on Table 11; Independent (Social Capital) and dependent (employee wellbeing) has been confirmed by the F-test, with (p=0.00) which is less than 0.05, and the value of F-test (14.140) implying that the three dimensions of social capital have a strong positive significant outcomes on Employee Wellbeing. This confirms the hypothesis (H4) that the combined effect of the three dimensions of SC, (Structural, Relational and Cognitive) have a strong positive significant effect on Employee Wellbeing

Discussions on Findings

Drawing from theoretical concepts of social capital theory, the main aim of this work has been to examine the influence of SC on Employee Wellbeing. In analyzing the extent of influence, result showed that SC has a strong positive influence on Employee Wellbeing, and very significant. This implies that when combined and practiced in the district assembly, it is likely

to affect Employee Wellbeing positively. Overall, social capital is a good predictor of Employee Wellbeing, and should therefore be a factor to which Assin North district assembly pay attention to.

Regarding the first objective, results showed that structural social capital has the most significant relationship with Employee Wellbeing. These findings are significant in the sense that they confirm Herrera, González & VerásteguiC (2023) examination of the literature trends that linked the study of social capital with well-being. In this study where the methodology used was through bibliometric tools on data extracted from the Web of Sciences platform, with a total of 1248 indexed publications, the results of annual scientific production, showed that SC, indeed, represented an important element for the well-being of society, both individually and collectively.

Additionally, the findings of this study corroborate the earlier studies of Berraies et al., (2020) who also found out that employees' sovereignty in workplace as a feature of well-being fosters their involvement and initiatives.

In their study it was demonstrated that employees that perceive that are recognized are more motivated to learn from their colleagues and share their knowledge. When managers give latitude to knowledge workers, the latter perceive the meaningfulness of their tasks, that their managers valorize their skills and that their intrinsic needs are fulfilled which in turn push them to be active in knowledge collecting and donating (Chung et al., 2016). Indeed, according to Kim et al., (2013), SC encompasses good social ties that constitute a source of valuable knowledge, frequency and intensity of communication, trust-based relationships shared values and goals and allows mutual understandings between employees, which in turn may create an

environment likely to lead to employees' well-being. The strong social ties and the frequency and the intensity of the interactions between employees that define structural SC pave the way for strong cooperation and allow employees to better execute their tasks. This may result in greater employees' psychological comfort and well-being at workplace (Chung et al., 2016).

Besides, the study findings are in line with the studies of Berraies et al. (2020) whose findings indicated the importance of the dimensions of social capital as a lever for boosting knowledge sharing which eventually influence employees' well-being. Berraies et al. (2020) highlighted that when managers show recognition to knowledge workers' work, empower them and valorize their efforts, this in turn motivates those workers to exhibit more knowledge sharing behavior. Employees who are more autonomous tend to feel more responsible for their tasks and to be more motivated and involved in sharing their knowledge and acquiring new ones. Lei et al.,(2019) also realized that Relational SC is also a source of friendship, psychological support, secure attachment, mutual care and trust-based relationships that result in better satisfaction that constitute a foundation for employees wellbeing. Finally, cognitive SC encompasses shared goals, vision and languages that improve common understandings, connection and cooperation between employees and a sense of community and generates spirit at work and employees' well-being (Berraies, Lajili & Chtioui, 2020).

Finally, this study findings supports the previous studies of Bahadorikhosroshhi, Abad and Kheyroddin, (2015) who also discovered that there was a significant relationship between SC and Psychological Well-being. This was because SC and its components can significantly predict changes in

Psychological Well-being. This finding was supported by Erik, Godfried, Jande, and Marianne, (2022) who explained that even during the COVID -19 Pandemic SC has had an effect on Psychological Well-being on young women, young people, low income earners among others. In this study, it was found out that the SC people received in terms of support and trust among people in various institutions which influenced their Psychological Well-beings in a way that those that received more support and trust had less fear and stress about passing through the pandemic but also the older high income earners had less stress and fear simply because they had high SC. Thus, for example, the structural dimension of organizational social capital (i.e., collaboration, coordination, and interaction between members of the assembly) not only makes information available, but also facilitates the exchange of performance information among the members of an organization, thus increasing its use for managerial decision making (Berraies et al. 2020)

Chapter Summary

In this chapter, the discussion has centered on the main research objective which reflects on the influence of SC on Employee Wellbeing among employees at Assin North district assembly. Based on this main research objective, three specific objectives were discussed this chapter. However, the first section discussed the response rate and the demographic features of the respondents, while the second section, addressed the main specific research objectives relating to the study. These objectives examined the effect of structural, relational and cognitive social capital. So far the results have indicated that social capital has a strong positive and significant influence on Employee Wellbeing.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations as well. Finally, the suggestion for future research is also made.

Study Summary

The study set out to examine the influence of social capital on Employee Wellbeing among employees at Assin North district assembly. There were four main specific objectives, which the study aimed to achieve and these included to:

1. examine the structural social capital on Employee Wellbeing
2. assess relational social capital on Employee Wellbeing
3. ascertain the cognitive social capital on Employee Wellbeing
4. examine the combined effect of structural, relational and cognitive social capital on Employee Wellbeing

The study was based on the views of 181 employees at Assin North district assembly. A self-administered questionnaire was the main instrument. The questionnaire contained several questions (items) and was subdivided into subscales. The maximum and minimum score for each question ranged from 5 to 1 where 5 stands for Strongly and 1 is Strongly Disagreed. The results from the survey were analyzed with Regression Analyses.

The main findings of the study indicated that all the dimensions of the SC (structural, relational and cognitive as well as the combined effect of all the three dimensions) have significant effect on the employee wellbeing.

However, in the context of this study it was found out that structural social capital had the highest level of influence on employee wellbeing, followed by relational and finally the cognitive social capital.

Conclusions

It is evidently established empirically that all three dimensions of social capital; structural, relational and cognitive, causes a strong positive relationship with Employee Wellbeing at Assin North district assembly. The study has argued that social capital is a relevant but mostly overlooked facilitator of Employee Wellbeing, where it theorized that structural (“social interaction”), relational (“trust”), and cognitive (“common goals”) social capital fosters Employee Wellbeing. Also, the study has revealed that social capital is not a feature which can be developed in the short term, it needs to “grow”. It is therefore noteworthy that even if managers believe in the “social-capital approach”, they cannot expect to use it like other managerial interventions and, instead, need a long-term strategy and organizational support.

Recommendations

Following the results of this investigation, it is recommended that the various stakeholders should rely on the practical recommendations to improve structural, relational and cognitive social capital in order to effect positively Employee Wellbeing.

Firstly, it is recommended that district assembly authorities should place a lot more emphasis on the building and maintenance of valued relationships. Administrators should be encouraged to the building of stronger relationships within their social networks as social capital thrives on

relationships within network ties in order to access available resources. Thus, district assemblies should build ties beyond their immediate ties to form relationships that require little investment in networking. This will offer managers the advantage of gaining total influence in the network that can aid their access to critical resources.

Secondly, district assembly executives should further promote the importance of trust and solidarity among network members by providing opportunities for social interactions and by striving for a shared vision. The assembly's training activities should focus not only on extending their employees' functional or specific technological knowledge and skills but also on developing their abilities to network, collaborate, and share information and knowledge.

Finally, it has to be said that in order to promote cognitive SC, norms and values should be enhanced in the form of shared vision, aspirations and goals and the commitment to the promotion of employees' well beings.

Suggestions for Further Studies

The fact that this study was a quantitative, it is vital that future research consider the role each of the three dimensions of social capital (i.e. relational, cognitive, and structural) with employee wellbeing in different contexts. Against this background, further studies should take a qualitative approach to explore for the unique contributions that elements of each social capital dimension contribute to the wellbeing of employees so as to have an in-depth understanding of the relationship between the two variables. Besides, since this study only focused on one district assembly which no better generalization

of the study results, there a need that future study focuses on more district assemblies so as to have a better generalization of the results.



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APPENDICES

QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

COLLEGE OF DISTANCE EDUCATION

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

Master of Business Administration (Management)

Questionnaire

Dear Respondent,

This is purely an academic exercise and in partial fulfilment of the requirements for the award of Master of Business Administration (Management) by the University of Cape Coast. The main purpose of the study is to investigate the extent to which the dimensions of Social Capital (Structural, Relational; and Cognitive) have effect on employees' Wellbeing from the perspectives of employees at Assin North District Assembly. Please read each statement carefully and answer them as frankly as you can. Your responses will be accorded the utmost confidentiality they need. Your maximum cooperation is highly solicited. Thank you.

SECTION A: DEMOGRAPHIC INFORMATION

Tick the appropriate answer where choices given are applicable.

- 1. Sex:** (a) Male [] (b) Female []
- 2. Age:** (a) 20-30 years [] (b) 31-40 years [] (c) 41-50 years []
(d) 51-60 years []
- 3. Education level:** (a) Below First Degree [] (b) First Degree []
(c) Postgraduate [] (d) Professional Certificate []
- 4. How long have you been working in this bank?**
1-5 [] 6-10 [] 11-15 [] 16-20 [] 21 and above []

QUESTIONNAIRES

PART TWO: Dimensions of Social Capital and Employees' Wellbeing

This section seeks to solicit information on Social Capital. On a scale of 1-5 where *1=Strongly Disagree; 2=Disagree; 3=Uncertain; 4=Agree; 5=Strongly Agree*rate, indicate how accurately the following statements describe the various constructs

			1	2	3	4	5
Structural Social Capital			SDA	DA	N	A	SA
I maintain close social relationships with my colleagues.							
I know some of the members of my organizations							
I have frequent communication with my colleagues							
I spend a great deal of time interacting with my colleagues.							

			1	2	3	4	5
Relational Social capital			SDA	DA	N	A	SA
My colleagues will not take advantage of others even when the opportunity arises.							
My colleagues will always keep their promises to one another							
My colleagues would not knowingly do anything to disrupt a conversation							
My colleagues behave in a consistent manner							
My colleagues are truthful in dealing with one another							

			1	2	3	4	5
Cognitive Social Capital			SDA	DA	N	A	SA
My colleagues share the vision of helping others to solve their professional problems							
My colleagues share the same goal of learning from each other							
My colleagues share the same value that helping others is pleasant.							

Employees' well-being at workplace			1	2	3	4	5
			SDA	DA	N	A	SA
I have good relations with my colleagues							
I feel like I am integrated among my colleagues							
My colleagues are in solidarity with me							
I have possibilities of evolution if I wish							
My needs and expectations are taken into account							
My boss shows me recognition for my work							