

2018

Relationships Between Transformational Leadership and Organizational Citizenship Behavior in Ghanaian Organizations

Adjoa Randy-Cofie
Walden University

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College of Management and Technology

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Adjoa Randy-Cofie

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Review Committee

Dr. Jean Gordon, Committee Chairperson, Management Faculty
Dr. Robert DeYoung, Committee Member, Management Faculty
Dr. Bharat Thakkar, University Reviewer, Management Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2018

Abstract

Relationships Between Transformational Leadership and Organizational Citizenship

Behavior in Ghanaian Organizations

by

Adjoa Randy-Cofie

MBA, University of Bradford, 2011

BA, University of Liberia, 1989

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

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Abstract

The recent global financial crisis prompted organizations to search for effective ways to minimize loss of revenue due to settlement of organizational scandals. Transformational leadership and organizational citizenship behavior (OCB) are known to affect employees and subsequently organizational productivity. However, little is known about the relationship between transformational leadership and the OCB of employees of multinational corporations (MNCs) in Ghana. The purpose of this quantitative study was to bridge the gap in knowledge by examining the relationships between transformational leadership and the OCB of employees of MNCs in Ghana. The theoretical frameworks for this study were Bass' transformational leadership theory and Organ's OCB theory. A random sample of 180 employees, who had worked with MNCs in Ghana for at least 5 years, were surveyed on transformational leadership using a 40-item transformational leadership scale and OCB using a 24-item OCB scale. A correlation coefficient test and a regression analysis revealed statistically no significant correlational relationship between transformational leadership and OCB, and statistically no significant multiple regression relation between the 4 dimensions of transformational leadership and OCB. The implication for social change includes importance to theory, business managers, and the society, that there is no relationship between transformational leadership and OCB of employees in MNCs in Ghana. Apprising individuals of this lack of relationship would inspire future researchers to search for other types of ethical leadership or non-financial incentives that could influence positive behavior of employees to enhance the organization's productivity, and produce ethical citizens for society.

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Dedication

I dedicate my dissertation to my family and many supporters who encouraged me in diverse ways along the journey. I dedicate this work to my dearly departed father who was a trailblazer and influence in my life as he left our dear country Ghana with my mother, brothers, and I to the U.S., when I was six years old, to pursue his doctorate degree in Education.

My deepest gratitude goes to my dear husband and my wonderful children who have been my best cheerleaders and supported me every step of this long journey to completion. I could not have done it without my husband's constant support and urging me on.

I would like to thank my many friends and supporters who were interested to hear me speak about my research topic, which enabled me to increase my knowledge on the topic. I dedicate this work to all adult learners pursuing their degrees and simultaneously juggling life while setting a brilliant example to their children that you are never too old to achieve your dreams.

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Chapter 1: Introduction to the Study

Introduction

Sabir, Iqbal, Rehman, Shah, and Yameen (2012) posited that negligence of leadership by organizations contributes to an increase in their ethical misconduct. Researchers claimed that organizations must employ ethical leaders and followers to reduce financial payouts through litigation triggered by unethical employee behaviors, (Greenwood, 2013; Schuh, Zhang, & Tian, 2013). This claim about organizations will be the focus of this study.

This study is of business management importance to Ghanaian multinational corporation (MNC) leaders because there has been an increased number of organizations facing financial hardships and dwindling financial resources. Many organizations' senior management is actively seeking business strategies and solutions that will assist in nurturing and maximizing financial and human resources, improve ethical behaviors, and decrease costly litigation (Floyd, Xu, Atkins, & Caldwell, 2013; Giacalone & Promislo, 2013; Maclagan, 2012; May, Luth, & Schroerer, 2014). Organizational scandals, unethical employees, costly litigation, and poor leadership are some of the primary contributors identified as causes of financial hardship, diminishing resources, and increased turnover rates within a company (Floyd et al., 2013; Giacalone & Promislo, 2013; Maclagan, 2012; May et al., 2014). An organization's tarnished reputation could be contributing to corporations' financial hardships (Floyd et al., 2013; Giacalone & Promislo, 2013; Maclagan, 2012; May et al., 2014).

Organizations can obtain maximum output from employees when organizations employ transformational leaders (Choudhary, Akhtar, and Zaeer, 2013). Barnes, Christensen, and Stillman (2013) reported that transformational leaders inspire their followers. Hence, organizations are eager to employ ethical leaders and followers in an attempt to avoid costs associated with bad publicity, scandalous behaviors, and costly litigation due to unethical or illegal employee activities (Floyd et al., 2013; Giacalone & Promislo, 2013; Maclagan, 2012; May et al., 2014). In addition to transformational leadership, OCB, which promotes efficiency within an organization and is not remunerated by the organization, is considered an additional way for organizations' leaders to assess employees' behaviors, because OCB consists of employee behaviors that are neither in the job description nor remunerated (Lu, 2014). OCB is described as employees' willingness to go beyond formal employment duties to contribute to organizational effectiveness without receiving any formal rewards or additional monetary compensation (Alzayed, Jauhar, & Mohaidin, 2017; Choudhary, Akhtar, & Zaheer, 2013; Kernodle & Noble, 2013; Randhawa & Kaur, 2015; Wang, 2014).

This research study can create positive social change by providing data to organizational leaders and stakeholders on ways in which transformational leadership and OCB could influence their organizations. Giacalone and Promislo (2013) highlighted that promoting transformational leadership and OCB emanating from the results of the study may help organizations to promote transformational leadership and encourage OCB, which will produce ethical employees and leaders in the organization. The literature

indicated that employees who uphold high ethical values Choudhary, Akhtar, and Zaer (2013), exhibit ethical behavior, which can help reduce corporate scandals that abound in the business world (Floyd et al., 2013; Giacalone & Promislo, 2013; Maclagan, 2012; May et al., 2014; Soltani, 2014).

Chapter 1 covers the following topics: The introduction, background of the problem, problem statement, purpose of the study, research questions and hypotheses, and the theoretical frameworks. The nature of the study, operational definitions of key terms, assumptions, and scope and delimitations, will also be included in Chapter 1. Chapter 1 contains the limitations of the study, significance of the study implications for social change and a summary of Chapter 1.

Background of the Problem

Over recent years, scandals have increased, costing organizations millions of dollars in litigation and settlements for victims (Bello, 2012; Schaubroeck et al., 2012; Schuh et al., 2013). Many MNCs have paid millions of dollars of compensation to third parties due to unethical and corrupt behaviors triggered by unethical leaders. Bello noted that unethical behaviors of employees have increased, and continue to do so. Unethical behavior ensues when leaders and employees attempt to circumvent official procedures to attain organizational missions (Bello, 2012; Schaubroeck et al., 2012; Schuh et al., 2013). Increasing unethical organizational situations have made ethics and human resources topics of interest to organizations. For an organization to develop ethical employees there

must be a positive influence on the employees by their moral leaders. Moral leaders can help lead and inspire their employees (Bello, 2012).

There is some research on OCBs, but little on how transformational leadership is related to ethical or unethical follower behavior (Hannah, Van Yperen, Wisse, & Sassenberg, 2014; Hannah, Avolio, Walumbwa, & Chan, 2012; Pucic, 2015; Schaubroek et al., 2012; Shin, Sung, Choi, & Kim, 2015). To address employee ethical behavior, leaders must understand and cultivate ethical behavior, promote and protect whistle blowers_(Sabir et al., 2012; Schaubroeck et al., 2012). Following the last major global financial crisis in 2007/2008, there have been more discussions and an increased awareness of ethics, values and leadership behaviors within corporations as a result of dwindling financial resources (Sabir et al., 2012; Schaubroeck et al., 2012).

In times of financial crises, organizations have fewer financial resources to achieve its objectives. This has led to increased awareness of management about the benefits of having ethical employees, which will reduce settlement of claims for unethical behavior. Management is aware of the importance of introducing positive leaders and leadership methods in order to inspire employees to perform morally and to encourage them to excel in their assigned tasks.

Employees who exhibit ethical behaviors are imperative to the success of multinational corporations (MNCs). Today's global, competitive, and complex business environments are plagued with unethical behavior, where leaders do not probe the ethical standards of employees when recruiting staff. Lowering the ethical standards result in

growing incidences of unethical behavior in the organization (Bello, 2012; Schuh, Zhang, & Tian, 2013). Scandals based on employees' unethical behaviours have risen.

Organizations have spent millions of dollars on lawsuits and settlements stemming from unethical employee behaviors (Bello, 2012; Schuh et al., 2013). An example of the damages that can be caused by corrupt and unethical behaviors of corporate leaders are evidenced by (a) the 2002 Vivendi Universal French media conglomerate scandal, where a \$15.2 billion loss was reported and (b) Royal Ahold, a Dutch corporate food conglomerate, collapsed in 2003 with accounting irregularities of \$880 million (Soltani, 2014).

Given the increasing global organizational scandals and the 2007/2008 global financial crisis, organizations seek to promote an ethical workforce (Bello, 2012; Schuh et al., 2013; Soltani, 2014). According to Moore and Moore (2014), an ethical workforce has a ripple effect on workers' family, community, and the society because people consider ethics as knowledge and a precursor to a moral society. Social interaction and moral discussion are the basis of ethical and moral development of people (Klikauer, 2013; Kohlberg, 1976; Nather, 2013). To reduce scandals, organizations need to foster ethical behavior among its leaders and followers (Greenwood, 2013; Schuh et al., 2013).

In order to cultivate an ethical workforce, organizations are seeking nonfinancial incentives that can inspire ethical behavior in employees. Researchers found a relationship between OCB—extra-role behaviors that are neither mandated nor rewarded (Barnes et al., 2013; Hirak, Peng, Carmeli, & Schaubroeck, 2012)—and organizational

effectiveness (Kim, Dyne, Kamdor, & Johnson, 2013). Furthermore, employees who are satisfied with their jobs tend to exhibit OCBs (Chiang & Hsieh, 2012). There are 30 different employee behaviors that are considered acts of OCBs, which are grouped into seven overarching themes: (a) helping behaviors; (b) sportsmanship; (c) organizational loyalty; (d) organizational compliance; (e) individual initiation; (f) civic virtue; and (g) self-development (Kehoe & Wright 2013; Lee, Kim, & Kim, 2013; Podsakoff, Whiting, Welsh, & Mai, 2013).

Transformational leadership improved employees' work performance in the for-profit sector (Choudhary et al., 2013). The limitations of Choudhary et al.'s study, which compared transformational and servant leadership styles, included the inapplicability of the study results to not-for-profit organizations, the manufacturing sector, and the public sector. The research findings indicated how employee performance under transformational leaders improved organizational profitability (Choudhary et al., 2013). Several researchers posited mismanagement of organizational resources by leaders as the cause for the increase in ethical misconduct (Greenwood, 2013; Sabir, Iqbal, Rehman, Shah, & Yameen, 2012; Schuh, Zhang, & Tian, 2013). Because leaders can influence their employees, organizations should promote ethical leadership. An organization's employees are strategically important to organizations. There is a positive relationship between the organization's employees and the organization's performance (Choudhary et al., 2013; Shurbagi, 2014). Nevertheless, there has been limited research on the effect of employees' leadership, although there is a heightened awareness and increased discussion

of corporate leadership ethics and values (Sabir et al., 2012; Schaubroeck et al., 2012). While there has been previous research on the relationship between OCB and transformational leadership in a single cultural environment, there have been no studies on this relationship using employees from multicultural environments, as in this study (Dao & Han, 2013; Ekowati, Troena, & Noermijati, 2013; Lee, Kim, & Kim, 2013; Lin & Hsiao, 2014).

Problem Statement

Ghana's known corruption level, and the tendency for Ghanaians to use bribes or gift-giving to have their wishes achieved, makes it more important for organizations working in Ghana to understand how an ethical type of leadership affects employees' behavior and subsequently the organization's bottom line (Amankwah, Boakye-Agyemang, & Martin, 2015; Ameyaw & Mensah, 2013). The business management problem addressed in this study is the unethical behaviors of employees working in MNCs in Ghana. It is important to help businesses and MNCs impart ethics to Ghanaian employees so that these employees can change and become ethical employees, who will inspire other Ghanaians to change. Having ethical employees in Ghanaian organizations would not only improve the bottom line but will also enhance Ghana's reputation of being less corrupt and attract investors.

As a result of poor ethics, Ghana ranks 61 out of 175 countries on the transparency international corruption index, a non-profit non-governmental organization that tracks corruption perception index of countries, in 2014 by scoring 48 points

(Dogbevi, 2014). Ghana's score on the transparency international corruption index, a non-profit, non-governmental organization that tracks the corruption perception index of countries, has been improving over the past 3 years, and its culture of bribery, may escalate corruption within the country. The ethics of MNCs, which multinationals bring with them from their parent country, should encourage host country nationals to be more ethical, (Hah & Freeman, 2014; Voetglin, Patzer, & Scherer, 2012). If Ghanaians are aware of how ethical leaders and followers may improve the organization, ultimately the Ghanaian society will gain. This behavior enhances the employees' performance. Loans, grants, and expertise are often misappropriated when provided to a country where there is a high risk of corruption. An ethical type of leadership, such as transformational leadership, motivates and inspires followers (Barnes et al., 2013; Choudhary et al., 2013; Hirak et al., 2012) and OCB inspires the employee and organizational performance (Chiang & Hsieh, 2012; Organ, 1997; Randhawa & Kaur, 2015). It is expected that this research will provide scholarly support for the benefits of (a) introducing and promoting transformational leadership in MNCs in Ghana, (b) curtailing corruption, (c) sensitizing workers to ethical practices, and (d) bringing awareness of ethical practices to organizations management, employees, and communities.

Ghana's ranking is an improvement from 2013, when the score was 46 points, and in 2012 when the score was 45 points (Dogbevi, 2014). Corruption in Ghana is present in the public procurement sector and even though there is an anticorruption legal framework, the government faces challenges in enforcing it (Ameyaw & Mensah, 2013).

Due to unavailability of resources and low and unreliable wages of professions, corruption in Ghana has seeped into the police service, public services, civil society, legislation, public procurement, land administration, and customs administration (Ameyaw & Mensah, 2013). Amankwah, Boakye-Agyemang, and Martin (2015) posited that economic conditions and job insecurity make it challenging for the average worker to cope with work challenges because demands exceed resources. Stress deters employees from high performance, which reduces their productivity and makes them prone to accept bribes from clients in order to have work done speedily.

Due to the high level of corruption within the country, Ghanaian organizations would benefit from nonfinancial ways of motivating ethical behavior from employees. Transformational leadership is a style of leadership that inspires and motivates employees (Choudhary et al., 2013; Shurbagi, 2014). There has been no conceptual framework for examining the impact of transformational leadership on employees and the relationship between transformational leadership and OCB in multicultural environments, especially in Ghana, West Africa (Newman, Kiazad, Miao, & Cooper, 2014). There are challenges in diverse organizations like MNCs because of the seemingly poor matching of leadership styles of parent country nationals and host country nationals, where many strong and talented leaders move to other companies or resign in despair (Lin, 2014). There are many reasons why competent leaders may leave an organization. One of the most common reasons is the mismatched leadership styles of the leaders their parent country nationals (Hemsworth, Muterera, & Baregheh, 2013; Jirawuttinaunt, 2013; Lin,

2014). Boehm, Dwertmann, Bruch, & Shamir (2015) posited that employees must consider their leaders as influential in order to achieve a common goal.

Historically, OCB is studied in the context of psychology and organizational behavior (Chiang & Hsieh, 2012; Organ, 1997; Randhawa & Kaur, 2015). However, there is ongoing research on OCB in other areas such as human resources management, marketing, industrial and labor law, strategic management, military psychology, economics, and leadership (Chiang & Hsieh, 2012; Organ, 1997; Randhawa & Kaur, 2015). Observing this wide interest from varied disciplines helps to demonstrate the importance of OCB, and highlights why it is imperative to examine the correlation between transformational leadership and OCB. Research on this correlation may have a profound effect on practitioners, researchers, and society as a whole. Research findings would be used by practitioners to elicit ethical behavior from employees, and such behavior could trickle down to the family and eventually the nation as a whole. The findings would add to the body of knowledge on the effect that transformational leadership has on ethical behavior of employees.

The relationship between OCB and transformational leadership, especially in MNCs, has not been adequately researched (Chernyak-Hai & Tziner, 2012; Kehoe & Wright 2013; Lee et al., 2013). There has been limited research on the effects of leadership on employees working in MNCs (Shurbagi, 2014). This study could add to that body of knowledge. This study explored the effects of leadership on employees'

ethical behaviors through the lens of transformational leadership theory and an objective examination of OCB and in Ghana.

The research problem this study addressed is that Ghana ranks 61 out of 175 countries on the global corruption index and with organizations aiming to become more efficient, there is no room for paying out huge amounts of organizational funds to settle costly litigation (Floyd, Xu, Atkins, & Caldwell, 2013; Giacalone & Promislo, 2013). This study explored whether transformational leadership in organizations, if promoted in Ghana, could reduce people's susceptibility to corruption so that this positive effect would trickle down from the worker to his family, to his community and to society as a whole. Spreading ethical behavior within the society could eventually lower Ghana's ranking on the corruption index. Conducting a nonexperimental quantitative study on transformational leadership and OCB in MNCs in Ghana, West Africa is expected to help fill a gap in literature. The research findings would provide by providing scholarly literature on whether ethical leadership, which, in this study, is transformational leadership, influences employees' behavior positively or negatively within the participants' organizations.

Purpose of the Study

The purpose of this nonexperimental, quantitative investigation was to explore the influence of transformational leadership on the citizenship behaviors of employees in MNCs subsidiaries in Ghana. In this study, OCB is the dependent variable while the independent variable is transformational leadership. This study used a regression

equation to determine if any of the individual dimensions of transformational leadership accounted for variation in OCB. The study is important because most organizations are having to achieve their objectives with fewer financial resources, and hence do not tolerate having to spend organizational dollars on paying out huge amounts to settle organizational scandals.

Research Questions and Hypotheses

This study examined Ghanaian MNC employees' reported experiences with transformational leadership. OCB was the other variable in this study. The aim of this study was to examine if there is a relationship between Ghanaian MNC employees' citizenship behaviors within their organization when their leaders used transformational leadership practices. This study further examined the four components of transformational leadership—intellectual stimulation, inspirational motivation, individualized consideration, and idealized influence—to determine if any of the individual components has an impact on employees' behavior.

Research Question 1: What is the relationship between transformational leadership and OCB of employees in Ghanaian multinational corporations?

H_0 1: There is no significant relationship between transformational leadership and OCB of Ghanaian multinational corporations' employees.

H_0 1: $r = 0$, where r is the correlation coefficient

H_1 1: There is a significant relationship between transformational leadership and OCB of Ghanaian multinational corporations' employees.

H₁₁: $r \neq 0$, where r is correlation coefficient

The Pearson's correlation coefficient statistics test indicates whether there is a relationship exists between the two variables, and the strength and direction of that association. The null hypothesis will be rejected for two reasons: (a) if the research findings indicate a Pearson correlation that is not zero as per the null hypothesis and (b) if the p-value associated with the significance test for the correlation indicates statistically no significant relationship.

Research Question 2: To what extent does idealized influence dimension of transformational leadership predict Ghanaian multinational corporations' employees' OCB?

H₀₂: Idealized influence dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

H₀₂: $\beta_1 = 0$, where β is the regression coefficient

H₁₂: Idealized influence dimension of transformational leadership does predict Ghanaian multinational corporations' employees' OCB.

H₁₂: $\beta_1 \neq 0$, where β is the regression coefficient

Research Question 3: To what extent does inspirational motivation dimension of transformational leadership predict Ghanaian' multinational corporations' employees' OCB?

H₀₃: Inspirational motivation dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

H₀₃: $\beta_2 = 0$, where β is the regression coefficient

H₁₃: Inspirational motivation dimension of transformational leadership does predict Ghanaian multinational corporations' employees' OCB.

H₁₃: $\beta_2 \neq 0$, where β is the regression coefficient

Research Question 4: To what extent does intellectual stimulation dimension of transformational leadership predict Ghanaian multinational corporations' employees' OCB?

H₀₄: Intellectual stimulation dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

H₀₄: $\beta_3 = 0$, where β is the regression coefficient

H₁₄: Intellectual stimulation dimension of transformational leadership does predict Ghanaian multinational corporations' employees' OCB.

H₁₄: $\beta_3 \neq 0$, where β is the regression coefficient

Research Question 5: To what extent does individualized consideration dimension of transformational leadership predict Ghanaian multinational corporations' employees' OCB?

H₀₅: Individualized consideration dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

H₀₅: $\beta_4 = 0$, where β is the regression coefficient

H₁₅: Individualized consideration dimension of transformational leadership does predict Ghanaian multinational corporations' employees' OCB.

H₁₅: $\beta_4 \neq 0$, where β is the regression coefficient

The null hypotheses for RQ2–RQ5 will be rejected if the multiple regression coefficient result indicates that the dimension of transformational leadership being tested is zero. Should the p-value associated with the significance test for the multiple regression coefficient test for the dimension of transformational leadership being tested, produce statistically no significant relationship, the null hypotheses will be rejected. If the individual dimension does not make a significant contribution to the prediction equation, the null hypothesis will be rejected.

Theoretical Framework

The theoretical framework underlying this study were Bass' (1985) transformational leadership theory and Organ's (1988) OCB theory. Ethical theories can be classified as either *descriptive*, which explains how leaders behave, or *normative*, which indicates how leaders ought to behave (Greenwood, 2013). Transformational leadership, which shows how leaders ought to behave, is part of normative ethics theory.

Transformational Leadership Theory Origin

Burns (1978) originally developed what is now referred to as transformational leadership theory as transforming leadership. Originally, theorists used Burns' transforming leadership to categorize politicians' leadership styles. Burns contrasted this transforming leadership to the traditional leadership style, which he linked to transactional leadership. Burns' premise for transforming leadership consisted of transactional leaders, ordinary leaders, or transformational leaders, extraordinary leaders.

Burns concluded that the leaders' actions and the impact of those actions on their followers formed the basis of transactional and transformational leadership types.

Bass (1985) changed Burns' transforming leadership theory's name to transformational leadership theory and provided a more structured and detailed description of transformational leadership and its components. Bass' transformational leadership has been a leadership approach that organizational leaders have used to examine if followers are inspired by their leaders to ascend in their morals and work performance motivation level (Bass, 1985; Hyypia & Parjanen, 2013). Differing from Burns (1978) outline of transforming leadership, Bass did not classify transformational and transactional leadership as being polar opposites (Krishnan, 2012; Leroy, Palanski, & Simons, 2012). Bass described transactional leadership and transformational leadership as being useful simultaneously. Bass' transformational leadership theory consists of four main dimensions: intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence (Bass, 1985; Grant, 2012; Olafsen, Halvari, Forest, & Deci, 2015; Pandey, Davis, Pandey, & Peng, 2015).

Transformational leadership is a type of normative theory of leadership that indicates how leaders ought to behave (Grant, 2012; Hyypia & Parjanen, 2013; Olafsen, Halvari, Forest, & Deci, 2015). Bass' (1985) transformational leadership theory indicated that followers felt admiration, loyalty, and trust and focused on followers' impact and influence of their leaders (Bass, 1985; Pandey, Davis, Pandey, & Peng, 2015).

Transformational leadership theory, according to Bass, consisted of leaders behaving

ethically by inspiring and providing intellectual stimulation to followers to curtail the employees' individual interests and focus on a higher purpose, which broadens the leadership scope (Bello, 2012; Hirak et al., 2012; Krishnan, 2012; McKnight, 2013). Transformational leadership focuses on the parameters of ethics of leaders and non-leaders/followers (Bass, 1985; Pandey, Davis, Pandey, & Peng, 2015). Transformational leadership assimilates traditional ethics theories where leaders encourage moral behaviors and the dissolution of selfishness for the betterment of others (Bass, 1985; Pandey, Davis, Pandey, & Peng, 2015; Sahin, Cubuk & Ushi, 2014). Effective leadership empowers employees and this empowerment can be manifested in four ways, firstly by employees feeling valued, by employees learning, employees being a part of a community, and work being exciting (Hogg, Van Knippenberg & Rast, 2012; Olivier, 2011; Siegel, 2015; Voegtlin, Patzer, & Scherer, 2012).

Transformational leaders present a vision complimentary to their organization's mission with a focus on the empowerment and inspiration of all those working within the organization (Bass, 1985). Transformational leaders demonstrate moral and ethical behaviors to their followers via interpersonal interactions (Choudhary et al., 2013; Mayer, Aquino, Greenbaum, & Kuenzi, 2012; Wang, Walumbwa, Wang, & Aryee, 2013). Transformational leadership theory encourages leaders to inspire employees by establishing organizational objectives, promoting a vision amid personnel, and influencing change within the organization via inspiration (Bello, 2012; Hirak et al.,

2012; Krishnan, 2012; McKnight, 2013). A more detailed review of Bass' (1985) transformational leadership theory is unveiled in Chapter 2.

OCB Origin

Organ's (1988) study of OCB began with his interest in exploring citizenship behaviors within organizations and was a form of alternate performance, which had freedom as compared to the traditional performance (Jung & Yoon, 2012; Organ, 1988). The phrase OCB originated by Organ in 1988 derived from Barnard's (1938) concept cooperation and Katz's (1964) separation of dependable role performance, innovation, and impromptu behaviors (Champoux, 2016; Charbonneau, Kim, & Henderson, 2014; Kontoghiorghes, 2015). Organ's research suggested that job satisfaction was a dominant predictor of OCB (Organ, 1988).

Organ (1988) posited that agreeableness and conscientiousness were two dimensions that influenced variances between job satisfaction and OCB. Conceptually, Organ's (1988) definition of OCB could be true but there have been inconsistencies when investigating this concept. Although, an empirical study found a relationship between OCB and the effectiveness of organizations, there were many limitations in the study. For instance, one limitation is the measurements of each of the variables were subjective; however, previous studies have addressed this limitation (Kim, Dyne, Kamdar, & Johnson, 2013). Recent researchers have pinpointed consequences of OCB on managerial performance evaluations and the ramifications of OCB on the performance and success within organizations (Alpy et al., 2012; Kehoe & Wright 2013; Lee et al., 2013;

Podsakoff et al., 2013). Researchers have noted the need to develop the literature and theory of OCB to explore the voids in leadership research (Chaliskan, 2010; Lee et al., 2013; Randhawa & Kaur, 2015).

Organ (1988) established five dimensions of OCB to include altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. It is important to note that OCB could focus on individuals as well as the organizations, hence deriving the terms OCB – individual, OCBI, and OCB – organization, OCBO (Chih, Yang, & Chang, 2012; Rose, 2016). Altruism and courtesy focus on individuals while conscientiousness, sportsmanship, and civic virtue focus on the organization. Organ discussed three additional forms of organization citizenship behavior as sportsmanship, courtesy, and civic virtue. Organ (1997) accepted that the organization in 1988, which was when he came up with the OCB concept, might not be as influential during today's time with the same organizational attributes. Today's organizations are different in nature as they tend to have flatter management, they are virtual as well as physical entities, and they are multicultural, with influences globally and with diversity (Organ, 1997). It may be challenging to see effects of OCB in organizations today as they had influence on organizations at the time that OCB came into existence in 1988. Organ's original definition of OCB stated that "individual behavior that is discretionary, and not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1997, p. 86). Organ suggested that OCB was behavior that an employee either exhibited to another employee or exhibited

about the organization without expectation of any additional remuneration. Organ (1997) likened OCB to contextual performance. The difference between these two concepts was that while OCB was thought of as an extra role and unrewarded labor, whereas contextual performance was basic role responsibilities for which one was rewarded.

Researchers perceived OCB to be a contribution to organizational effectiveness (Bukhari, Hassan, Bukhari, & Haseeb, 2014; Organ, 1997). There was evidence that OCB was an outcome of social exchange and found that OCB affected profitability and not customer satisfaction (Bukhari et al., 2014). Jacobson, Jacobson, & Hood (2015) posited that employees reciprocated with OCB because of the employee's perception of organizational treatment. Organ (1997) suggested that considering OCB as extra-role or in-role is up to the understanding of the person describing it as different persons could view it differently. Organ (1997) believed that OCB description, as an extra-role behavior, was inaccurate. Jobs as described by formal job descriptions, are changing due to the changing face of organizations through downsizing, flattening structures, being team-based, and existence of flex-form organizations (Chiang & Hsieh, 2012; Organ, 1997). Hence, rendering formal job descriptions with in-role behaviors are now non-existent and all behavior that contributes to organizational effectiveness is OCB. Organ (1997) suggested that OCBs are performances that do not require formal rewards although this is too vague a definition of OCB.

Bukhari et al. (2014) posited that altruism, conscientiousness, and civic virtue have a direct relationship with OCB. Organ (1997) stated that out of the five dimensions

of OCB, altruism and conscientiousness are the two that have a significant relationship with OCB. Bukhari et al. (2014) argued that OCB has a positive relationship with unit performance of an organization and hence by further studying it, researchers would find ways to increase the unit performance. Bukhari et al.'s (2014) findings indicated that their results, based on participants in the banking sector in Pakistan, were the same as what earlier researchers had discovered with their participants coming from a Western culture. Geographical, cultural, and environmental factors do not affect OCB. Bukhari et al. (2014) suggested that there were limitations to their study for example sample size, employees not having enough knowledge about OCB, and that other antecedents should be included in future studies. Bukhari et al. noted that with these limitations researchers might obtain different results from their results. Researchers are encouraged to conduct further research in this area. It is with this in mind that this research topic came up to further research OCB in a multicultural environment and not a single-cultural environment as the one that Bukhari et al. study took place in.

Research into OCB began when theorists suggested that job satisfaction would influence job performance and would generate helping and cooperative behaviors among fellow colleagues (Organ, 1997). There was a research problem generated by these suggestions and Organ (1997) approached lower-level leaders to find out what they would like to see in their followers without paying their employees tangible rewards. Based on the research, an OCB-measuring instrument was constructed which focused on what leaders thought were discretionary behaviors that were not formally rewarded.

Harper (2015) identified dimensions of OCB as behaviors targeted towards an individual, termed as OCB-individual and those behaviors targeted towards the organization, termed as OCB-organization. Randhawa & Kaur (2015) highlighted Organ's suggestion that OCB consisted of five elements: sportsmanship, civic virtue, courtesy, conscientiousness, and altruism.

Past research that examined ethical as well as unethical leadership practices conceded that OCB is advantageous to organizations and should be encouraged (Randhawa & Kaur, 2015; Shin, Sung, Choi, & Kim, 2015). Researchers exploring ethical leadership practices and theories expressed that there is a significant negative relationship amidst pro-social behaviors and unethical leadership practices (Randhawa & Kaur, 2015; Shin et al., 2015). Chapter 2 provides a more detailed review of Organ's (1988) OCB theory.

As applied to this study, the independent variable, transformational leadership, has an influence on the dependent variable, OCB, as leaders inspiring actions and high energy levels can motivate employees. Followers will exhibit behaviors that goes beyond their official duties as described in their job descriptions when their leaders perform OCBs. For the independent variable, transformational leadership is defined as leaders who transform the attitudes and beliefs of their followers as well as bring challenge and meaning to followers via collaboration by spotlighting the seriousness of surpassing ones' own interest for the betterment of the group and organization (Garcia-Morales, Jimenez-Barrionuevo, & Gutierrez-Gutierrez, 2012; Hannah, Schaubroeck, & Peng,

2016; Pandey, Davis, Pandey, & Peng, 2015). OCB is defined as discretionary individual behavior, which is neither indirectly nor explicitly recognized by any formal reward system, which promotes the efficient organizational functioning (Alzayed, Jauhar, & Mohaidin, 2017; Kernodle & Noble, 2013; Randhawa & Kaur, 2015; Tehran, Abtahi, & Esmaeili, 2013). Discretionary behaviors are not required acts to perform a specific job. Discretionary job behaviors are personal choices and performed at the will of the employee. Hence, there are no reprimands for an employee who fails to exhibit discretionary behaviors (Podsakoff et al., 2013).

Nature of the Study

This nonexperimental, quantitative research study examined the relationship between the independent variable, transformational leadership, and the dependent variable, OCB, in multinational organizations based in Ghana. The study explored which of the four dimensions of transformational leadership—intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence—caused variation in OCB. The study used established survey questionnaires, based on continuous scales and the Likert scale (scores ranged from 1 (disagree very much) to 7 (agree very much)). The survey questionnaires collected data from a statistically significant sample size of participants (computed with G*Power), of both males and females, who were representative of the population of workers and leaders in each organization.

Operational Definition of Terms

This subsection of the study offers definitions of operation in order to establish the context in which the major and frequently used terms for this quantitative study are used. Hence, readers recognize the terms used in this study in a similar manner.

Ethical behavior: Exhibited behavior that upholds societal moral values such as honesty and fairness (Bouckenooghe, Zafar, & Raja, 2014).

Normative theory of leadership: The way in which leaders should behave (Voegtlin, Patzer, & Scherer, 2012).

Transformational leadership: Leadership that inspires creativity, encourages support, articulates a vision, and promotes role model behavior to followers (Bass, 1985).

Intellectual stimulation: A dimension of transformational leadership that encourages creativity and innovation among followers in order to find various ways of completing tasks and establishing new learning opportunities (Bass, 1985).

Individualized consideration: A transformational leadership dimension that includes keeping lines of communication open between followers and leaders, and offering support and encouragement to individual followers (Bass, 1985).

Inspirational motivation: A dimension of transformational leadership where leaders are able to articulate a clear vision to their followers (Bass, 1985).

Idealized influence: A dimension of transformational leadership where the leader is a role model for his followers (Bass, 1985).

OCB: Extra-role behavior that is not formally rewarded or recognized by organizations (Alzayed, Jauhar, & Mohaidin, 2017; Chowdhury, 2014; Kernodle & Noble, 2013; Tehran, Abtahi & Esmaeili 2013).

Morality: Morality refers to beliefs by society of good or bad behaviors (Durkheim, 2013).

Multinational corporations: Corporations that have their headquarters outside of the host country in which they operate (Harzing, Pudelko, & Reiche, 2015).

Transformational leader: A leader who serves as an example for other employees to emulate. Employees who respect and trust their leaders will assimilate the leaders' ideals to emulate those leaders (Bass, 1985).

Assumptions

This study was based on 7 assumptions: (a) The combined strategy for sampling, being systematic and stratified sampling, generated a sample that accurately represented the employees in the participating Ghana MNCs. (b) That the participants who met the inclusion criteria accurately represented the actual functional areas within the organization. (c) The participants provided honest responses to the two questionnaires about their leaders' management style.

The assumption was that the close-ended responses of the two measuring instruments effectively captured the participants' views on transformational leadership styles and OCB of the participants. The assumptions were that participants understood the questions and that, the research data reflected the true behavior and actions of

transformation leaders. The final assumption was that the measuring instrument had construct, face, empirical and content validities.

Scope and Delimitations

This nonexperimental quantitative study examined the relationship between transformational leadership and OCB as well as the predictability between these two variables. This study focused on employees working in a multicultural environment in Africa and used volunteers working in any of the two participating MNCs based in Accra, Ghana. The scope of participation was selected to ascertain whether ethical leadership from MNC leaders had an influence on and could inspire Ghanaian MNC employee to exhibit ethical behavior. The study was focused on Ghanaian MNC employees working in Accra, the capital city, hence the research findings would be challenging to generalize to all Ghanaians working with MNCs in other parts of the country, because they were not included in the study. This study used the only theory of leadership that is focused on a type of ethical leadership, transformational leadership.

There were 5 delimitations identified in this study. The researcher is focused on MNCs only and no other nonprofit organizations. Even though there is a difference between MNCs and the UN, the researcher's work background, these two types of organizations depend on donor funding and have a mix of national and international staff working within a country. The selected population of employees who have worked with MNCs for 5 years under ethical leaders did not include all MNC employees in this research. The cross-sectional methodology does not allow for generalization of the

research findings to other functional work groups because the information collected is time bound and the research findings could change depending on when the data was collected. The Likert scales were used in data collection even though open ended questions would have brought out depth of participant responses. The study was limited to participant responses to the Likert scales. The quantitative methodology used in this study set boundaries on what the research findings could ascertain. The variables were examined using correlational and regression tests.

Limitations

This study was subject to 3 limitations. (a) The participants used self-reporting, which may introduce a bias of inflation of responses. The participants' self-reporting may not be accurate because they may have inflated their responses, misinterpreted the questions, or withheld information. The strategy used for sampling was systematic and stratified sampling, which safeguarded the accuracy of the sample with the grouping and functional areas of the organizations' employees. (b) Using the cross-sectional design presented methodological constraints, which included that the research findings cannot be used to analyze behavior over a period of time. Similarly, research findings obtained using a cross-sectional design cannot be used to determine causality. The cross-sectional design limitations were addressed it by statistical analysis of the collected data. (c) Unlike an inferential study, a cross-sectional, nonexperimental, quantitative design limited the generalizability of the results.

Significance of the Study

This research study, which that examined the relationship between transformational leadership and OCB, could be beneficial for scholars, for management practice, and for organizations' employee and productivity policies. The findings are expected to complement existing scholarly literature on OCB by detecting the relationship, if any, between OCB and transformational leadership in MNC subsidiaries. Should the research findings identify a relationship between transformational leadership and OCB, the findings could enhance the practice of leadership, inspiring leaders of MNCs to promote ethical leadership in their overseas subsidiaries. Once they realize the influence that leaders can exercise over their employees and the linkage of that influence to organizational performance, management's awareness is heightened. If the study results are positive, organizational scandals may be reduced. The findings of this research study may enhance organizational policies as organizations increase their leaders' levels of sensitivity to ethical behavior and its influence on the organization's effective use of its funds on achieving organizational objectives, and possibly ensure, in the future, assessment of candidates' ethics. The resulting high ethical standards of employees emanating from leaders' display of ethical behavior, could generate a synergistic result and could help ensure that management would avoid scandals caused by the behavior of unethical leaders.

Social Change

This study has implications for positive social change. Leaders and followers would be more aware of the need to uphold high morals and ethics. An unethical

workforce could cause scandal, expensive litigation, a diminishing customer base, and thus diminishing returns. This study is relevant to organizations' corporate success because applying the results would inspire ethical employees who will ultimately become ethical citizens of society. Ethical employees would also influence their friends and family, resulting in an ethical society throughout the nation. Having a workforce made up of ethical employees and leaders could increase an organization's performance, reputation, and ultimately profitability. Considering that transformational leaders have a positive effect on employee performance and OCB, it is important to sensitize MNC managers to be ethical in their work.

Summary

This study on examining the relationship between OCB and transformational leadership used a quantitative research approach. The global business scandals mentioned in Appendix A, occurred through the unethical behavior of leaders and leaders, and demonstrated an increase in unethical behavior within the workforce. These global business scandals resulted in increased organizational costs, both in terms of finances and reputation. The business scandals indicated an identified need for ethical leadership. This need prompted this study, which focused on exploring the relationship between an ethical leadership framework and employee behavior. There were five research questions that were examined to identify the relationships between transformational leadership and OCB. The theoretical frameworks used in this study were Bass' transformational leadership theory and Organ's OCB theory. The study was based on 7 assumptions and

the scope of the study was restricted to employees working in MNCs in Ghana, who met specific criteria. This research study had 5 delimitations related to the type of organizations participating in the study, the data collection method using Likert scales, and the research methodology and design used in this study. The research study had 3 limitations, which were related to the research design, the research methodology, and participants' self-reporting in data collection. The significance of the study was discussed, indicating how ethical leaders could influence their followers who would also influence their family and eventually the nation. Social change resulting from this study was also discussed, this included the impact on theory and practitioners.

Chapter 2 provides an exhaustive literature review of this study's primary variables, transformational leadership, and OCB. Chapter 3 offers details of the research method used in this study including the sample population, the measuring scales, the data analysis plan, threats to external and internal validity, and ethical procedures followed in this study. Chapter 4 makes available information of the survey results, while Chapter 5 stipulates the interpretation of the research findings, recommendations, and significance to theory, practice, and social change.

Chapter 2: Literature Review

Introduction

The research problem this study addressed was how employees in Ghana, with its high rate of corruption, could be inspired by ethical leaders in MNCs, to become ethical employees within the organization and society. Having ethical employees in an organization would minimize organizational scandals that result in financial loss from organizations having to settle litigations resulting from unethical behavior of employees. The purpose of this nonexperimental, quantitative research study was to examine the extent to which OCB and transformational leadership is influential in MNC subsidiary units in Ghana.

Corruption in Ghana is present in the public procurement sector and even though there is an anticorruption legal framework, enforcing the framework is a challenge (Ameyaw & Mensah, 2013). Due to the lack of financial resources and to low and unreliable wages in the professions, corruption in Ghana has seeped into the public services, civil society, legislation, public procurement, land administration, and customs administration (Ameyaw & Mensah, 2013). It is important to help businesses—MNCs for example— impart ethics to their Ghanaian employees so that gradually ethical employees will influence their families and subsequently the Ghanaian society to take decisions that are more ethical. Amankwah, Boakye-Agyemang, and Martin (2015) posited that economic conditions and job insecurity made it challenging for the average worker to cope with challenges of insufficient wages because family and societal needs exceeded

the employees' financial resources. Inadequate financial resources to meet family and societal needs inevitably cause employees stress. Stress affects employees, which affects their productivity and thus makes them prone to accept bribes from clients in order to have their work done speedily.

This chapter covers the following topics: the search strategies, key variables, theoretical foundation, Transformational leadership theory, OCB theory, and the independent and the dependent variables.

Literature Search Strategy

An extensive literature review was conducted via the following electronic databases: ProQuest, Business Source Complete, EBSCOhost, PsycINFO, ABI/INFORM, ERIC, Academic Search Complete, and Google Scholar. The following key terms and phrases were used: *ethical leadership, ethics, ethicality, morality, organizational behavior, extra-role, in-role, transformational leadership, multinational corporations, global financial crises, OCB and its dimensions of altruism, sportsmanship, conscientiousness, courtesy, and civic virtue*. Other key words and phrases included, *normative ethics theory, virtue ethic, organizational commitment, unethical pro-organizational behavior (UPB), MNCs, Diversity management, and cross-sectional survey* which provided peer-reviewed articles on theories and theorists of transformational leadership and OCB. The literature reviewed consists of moral theories and theorists, transformational leadership, OCB, ethical and unethical behaviors of

leaders and their followers, and MNCs. The literature reviewed variables in this study and included adult employees in organizations in all public and private sectors.

Theoretical Foundation

The theoretical frameworks underlying this study are Bass' 1985 transformational leadership theory and Organ's 1988 OCB theory (Bass, 1985; Organ, 1988). This section discussed each of the theoretical frameworks under separate headings. This chapter presented an extensive review of each theory's origin as well as a review of scholarly peer literature.

Literature Review

Transformational Leadership Theory

The relationship that existed in the 1950s between an employee and the organization, which was more authoritative, is no longer as such (Bass, 1985; Ishikawa, 2012). In those early days, employees were dedicated to the organization and placed the organization's interest above their own interests. Currently, the employee's interests must be in line with the organization's interests before the employees can fathom going beyond their own interests (Pandey, Davis, Pandey, & Peng, 2015), which is one of the components of transformational leadership. Burns (1978) initially researched transformational leadership theory while Bass (1985) further studied the theory.

Burns (1978) developed transactional and transformational leadership, which he described as types of political leadership. While transactional leadership involved an exchange of value taking place between two parties, transformational leadership focuses

more on followers' compliance (Crossan et al., 2016; Hannah et al., 2012). Burns believed transformational leadership could convert followers to become leaders and leaders to become moral agents. Bass (1985) applied Burns' concepts to organizations as he felt that transactional leaders improved and maintained quality and quantity of performance in small increments while transformational leaders inspired their followers to a higher level of awareness influenced by the self-confident leader and maintained quality and quantity of performance in greater increments (Crossan et al., 2016). Burns and Bass did not produce a framework to highlight which personal differences resulted in the two types of leadership. The authors proposed a framework based on constructive/developmental personality theory, which presented a dynamic view of the two types of leaders. Transformational leadership that motivates followers evolved from personal values for instance justice and integrity (Crossan et al., 2016; Hannah et al., 2012). Transactional leadership, on the other hand, emanated from an exchange between the leader and the follower (Crossan et al., 2016).

Burns (1978) suggested that there was a difference between transactional and transformational leaders while Bass (1985) discovered the different dimensions of transactional and transformational leadership behaviors (Krishnan, 2012; Leroy, Palanski, & Simons, 2012). Leadership that is described as transactional, employs dependent rewards as an indication to an employee how his work should be conducted so that the follower may benefit from compensation from the organization (Garcia-Morales et al., 2012; Hemsworth, Muterera, & Baregheh, 2013; Jirawuttinaunt, 2013; Lin, 2014). This

nonexperimental quantitative study will focus on transformational leadership as one of the variables of this research study.

Transformational leadership is beneficial for individuals, teams, and the organization as a whole (Garcia-Morales et al., 2012; Hannah, Schaubroeck, & Peng, 2016; Pandey, Davis, Pandey, & Peng, 2015). Bass (1985) theorized that loyalty, commitment, performance of the employees and involvement resulted from leadership described as being transformational. Bass stated that transformational leadership comprises four different dimensions, namely individualized consideration, idealized influence, inspirational motivation, and intellectual stimulation. Leadership described as being transformational uses motivation and inspiration to influence their followers while leadership termed as being transactional utilizes actions based on compliance of employees (Bass, 1985). Leaders who are transformational inspire and stimulate their followers who go on to develop their leadership capabilities while achieving great results (Bass, 1985).

Transformational leaders react to their employees' needs in a bid to develop and expand the employees to become leaders (Grant, 2012). Transformational leaders empower their members and align the goals and objectives of the leader and the employees with the goals of the organization (Grant, 2012). Transformational leaders view intra- and extra-organizational factors as being part of the organizational system (Bass, 1985; Pandey, Davis, Pandey, & Peng, 2015). Transformational leaders serve as models for their followers and act according to the organization's values, which motivate

and inspire employee creativity and self-confidence (Hirak et al., 2012; Pandey, Davis, Pandey, & Peng, 2015). Transformational leaders stimulate creative thinking among their followers and encourage them to question old ways to transform the old ways into new, innovative ways (Barnes et al., 2013; Jirawuttinaunt, 2013). Followers are encouraged to challenge social and basic organizational assumptions.

Transformational leaders acknowledge individual differences of their followers and motivate them to achieve their full potential (Garcia-Morales et al., 2012; Hirak et al., 2012; Pandey, Davis, Pandey, & Peng, 2015). Transformational leaders provide inspirational meaning to their followers and foster supportive environments (Barnes et al., 2013; Jirawuttinaunt, 2013). A transformational leader needs to ensure that the goals of employees are in alignment with the organization's goals (Jirawuttinaunt, 2013; Simola, Barling, & Turner, 2012; Wang, Tsai, & Tsai, 2014).

Transformational leaders demonstrate more developed morals than transactional leaders (Hirak et al., 2012). Transformational leadership can be directive or participative and research has demonstrated that transactional leaders affect the organization's performance less than transformational leaders (Hirak et al., 2012; Pandey, Davis, Pandey, & Peng, 2015). This impact of transformational leaders on organizational performance indicates that inspiring and motivating followers bring out more of the follower, than using the contingent reward system of transactional leadership (Barnes et al., 2013; Hirak et al., 2012; Korkmaz, Yucel, Aksoy, Cesim, & Gumus, 2014; Krishnan, 2012; McKnight, 2013; Schuh et al., 2013; Simola, Barling, & Turner, 2012; Wang, Tsai,

& Tsai, 2014). Factors such as changes in the economy, outsourcing, increasing absence of job security, and flattened organizational hierarchy have necessitated this need for moral leadership. Research indicates that leaders may use empowerment of their employees to nurture followers into engaging employees (Acar, 2012; Pandey, Davis, Pandey, & Peng, 2015). Transformational leadership mediates stress among followers (Ishikawa, 2012). Dimensions of transformational leadership, which are, charismatic and inspirational leadership, intellectual stimulation, and individualized consideration, result in followers performing beyond expectations (Bass, 1985; Grant, 2012; Pandey, Davis, Pandey, & Peng, 2015). Transformational leaders transform their followers through inspiring and motivating acts while transactional leadership achieves results through rules and punishment (Bass, 1985; Pandey, Davis, Pandey, & Peng, 2015).

Intellectual stimulation is the component of Bass' transformational leadership theory that consists of leaders encouraging their followers to use their creative abilities to find innovative solutions to problems within the organization (Grant, 2012; Hemsworth, Muterera, & Baregheh, 2013; Jirawuttinaunt, 2013; Lin, 2014). In addition, followers are encouraged to rethink old problems using new ways to reexamine organizations protocols and standard assumptions to come up with solutions that are evidence-based reasoning instead of unsupported opinions in decision-making (Bass, 1985). Achen, Maestas, and McIntire (2014) posited that intellectual stimulation helps the leader to stimulate creativity in their followers. In times of organization change, leaders encouraging

intellectual stimulation would lead their followers to accept organizational change and potentially move away from the old and less efficient practices (Achen et al., 2014).

Individualized consideration is the component of transformational leadership where leaders provide individualized attention to their followers and recognize each of their differences and efforts (Garcia-Morales et al., 2012; Hannah, Schaubroeck, & Peng, 2016; Jirawuttinaunt, 2013; Lin, 2014). Bass (1985) stated that coaching and developing followers is an intricate part of an individualized consideration. Additionally, the personalized attention followers receive from their leader assist in the development of the followers' self-confidence (Simola, Barling, & Turner, 2012).

Inspirational motivation is the component of transformational leadership in which leaders motivate their followers by communicating the leaders' vision with confidence (Grant, 2012). Bass (1985) explained that transformational leaders demonstrate inspirational motivation through self-determination, by increasing their followers' optimism, enthusiasm, and by inspiring their followers to go beyond their personal initial motivational expectations. Leaders providing inspirational motivation provide emotional support and emotional appeals to their followers (Bass, 1985; Pandey, Davis, Pandey, & Peng, 2015).

Grant (2012) stated that transformational leaders who exhibit idealized influence also exhibit charismatic tendencies. Such leaders also possess several characteristics; they possess a vision, have a sense of mission, and motivate their employees to be enthusiastic. Transformational leaders who exhibit charismatic tendencies tend to possess

faith, pride, and trust in themselves (Hemsworth, Muterera, & Baregheh, 2013; Jirawuttinaunt, 2013; Lin, 2014; Simola et al., 2012). Charisma, research has shown, can also occur at lower levels of the organization (Grant, 2012; Pandey, Davis, Pandey, & Peng, 2015).

Leaders who are exceptional role models exhibit the transformational leadership dimension of idealized influence to their followers (Hemsworth et al., 2013; Jirawuttinaunt, 2013; Lin, 2014). The followers' trust and respect leaders who exhibit idealized influence to make right decisions on behalf of the followers as well as the organization (Garcia-Morales et al., 2012; Hannah, Schaubroeck, & Peng, 2016; Pandey, Davis, Pandey, & Peng, 2015). Achen, Maestas, and McIntire (2014) posited that the use of idealized influence indicates conviction and trust from followers as it emphasizes the importance of ethical values and consequences of decisions. Idealized influence is an inherent skill rather than a learned skill (Achen et al., 2014).

There are many ways transformational leaders influence their followers. Transformational leaders inspire and motivate their followers whereas transactional leaders use contingent reward system towards their employees. Transformational leaders inspire and stimulate their employees to attain higher goals and transform them to be moral leaders (Bass, 1985). Transformational leaders view intra- and extra-organizational factors as being part of the organizational system (Grant, 2012). These two components motivate and inspire employee creativity and self-confidence (Bass, 1985; Grant, 2012). Transformational leaders serve as models for their followers and act according to the

organization's values (Hirak et al., 2012; Pandey, Davis, Pandey, & Peng, 2015). They also stimulate creative thinking among their followers and encourage them to question old ways and to transform them into new and innovative ways (Barnes et al., 2013; Jirawuttinaunt, 2013). Followers are encouraged to challenge social and basic organizational assumptions (Barnes et al., 2013; Jirawuttinaunt, 2013). Transformational leaders acknowledge individual differences of their followers and motivate them to achieve their full potential (Hirak et al., 2012; Pandey, Davis, Pandey, & Peng, 2015). Transformational leaders provide inspirational meaning to their followers and foster supportive environments (Barnes et al., 2013; Jirawuttinaunt, 2013). The primary goal of a transformational leader is to ensure that the organizational goals are in alignment with the employees' goals (Barnes et al., 2013; Jirawuttinaunt, 2013; Korkmaz et al., 2014; Wang, Tsai, & Tsai, 2014). There are limited studies on ethical behavior of employees influenced by transformation leaders (Effelsberg, Solga, & Gurt, 2014). Using a theory where consequences forms the basis of assessing morality of behavior, Effelsberg et al. (2014) theorized that an unintentional consequence of transformational leadership would be employees exhibiting behavior that is unethical, in their enthusiasm to ensure the success of the organization. Choudhury et al., (2013) advanced that transformational leaders inspired employees to attain higher goals for the organization's success, which can result in employees exhibiting unethical behavior. Effelsberg et al. (2014) posited that there could be conflicting interests of employees and other stakeholders of the organization, which could negate each other. Such examples of employees' unethical

behavior negatively impacts external stakeholders' interests and the organization as a whole (Effelsberg et al., 2014).

Leaders who exhibit the four qualities of a transformational leader are those who can emotionally manage situations, and who possess abstract orientation, take risks, and innovate (Grant, 2012; Simola et al., 2012). Achen, Maestas, & McIntire, (2014) hypothesized that leaders exhibiting the four qualities of transformational leadership, which are intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence, facilitated two-way communication as followers empathized with their leaders. The dimension of individualized consideration particularly helps the leader to appreciate the uniqueness of the members of the team and the individual differences brought to the table, which has a synergistic effect on the team's output (Achen, Maestas, & McIntire, 2014).

Maslow's (1943) hierarchy of needs indicated the highest level of the hierarchy to be self-actualization although idealization was proposed by critics to be a higher level in Maslow's hierarchy of needs, which would supersede self-actualization (Otway & Carnelley, 2013; Pettijohn, Ahmed, Pettijohn, 2012). Critics further believed that the dimension of idealization could accommodate someone who achieved the transcendence of self-interest level (Hemsworth, Muterera, & Baregheh, 2013; Jirawuttinaunt, 2013; Lin, 2014). Burns (1978) hypothesized that transformational leaders influenced followers to achieve levels that exceeded Maslow's highest level of self-actualizing level, and which included employees' self-awareness (Otway & Carnelley, 2013; Pettijohn, Ahmed,

& Pettijohn, 2012). It is important to note that transformational leaders display conscientiousness, altruism, sportsmanship, civic virtue, and courtesy, which are similar to OCB dimensions (Pandey, Davis, Pandey, & Peng, 2015). It is challenging to equalize employees' development with the transcendence of the self-interest of employees (Pandey, Davis, Pandey, & Peng, 2015). Transformational leadership influences employees' attitude to corporate social responsibility (Effelsberg et al., 2014; Olafsen, Halvari, Forest, & Deci, 2015). Transformational leadership is a predictor of the commitment of employees to their moral values (Effelsberg, Solga, & Gurt, 2014; Olafsen, Halvari, Forest, & Deci, 2015). In a bid to curb unethical organization behavior, organizations must embark on an ethical mission linked with transformational leadership to advocate pro-organizational behavior (Effelsberg et al., 2014; Olafsen, Halvari, Forest, & Deci, 2015).

Olafsen, Halvari, Forest, & Deci (2015) study indicated that leadership qualities of teachers' influenced teachers' motivation and well-being. Transformational leadership increases independent enthusiasm among teachers, and this effect mediates the relationship between teachers' burnout and transformational leadership (Olafsen, Halvari, Forest, & Deci, 2015). Olafsen, Halvari, Forest, & Deci (2015) examined the limitations of empirical research on the different types of motivation related to various leadership styles. Olafsen, Halvari, Forest, & Deci (2015) research findings uncovered the adverse relationship between teacher burnout and transformational leadership. The teachers'

autonomous motivation caused the adverse relationship, which relates to high performance of the employees and self-actualization.

The findings of this research will add to the body of knowledge to transformational leadership, which currently has limited empirical studies on this topic. The current limited studies did not focus on the possible relationship with the antecedents of OCB but rather emphasized transformational leaders' effectiveness (Olafsen, Halvari, Forest, & Deci, 2015). There is a gap in the literature on how leaders can influence employee motivation by transformational leadership's four dimensions (Olafsen, Halvari, Forest, & Deci, 2015). The quantitative research study will indicate how transformational leaders transform their employees' work. Transformational leaders protect their employees from burnout, encourage retention within an organization, and improve employee effectiveness, (Olafsen, Halvari, Forest, & Deci, 2015).

Transformational leadership radiates creativity, positivity, inspiration, motivation, and innovation of an organization's employees (Bass, 1985; Olafsen, Halvari, Forest, & Deci, 2015). These positive qualities of leadership, which inspire organizational performance, motivate organizations to promote transformational leadership. Limited empirical research exists on transformational leadership's influence on employee ethical behavior (Effelsberg et al., 2014).

Transformational leaders work effectively in individualistic and collectivist societies as the high level of group orientation among their followers enhances their performance (Pandey, Davis, Pandey, & Peng, 2015). Transformational leaders may be

more persuasive in collectivist societies than in individualistic cultures (Pandey, Davis, Pandey, & Peng, 2015). Research has shown that gender differences play a role in effective transformational leadership, as women tend to be more transformational than men are (Gilligan, 2015; Pandey, Davis, Pandey, & Peng, 2015). Transformational leaders are sensitive to culture and diversity. The three primary transformational dimensions of individualized consideration, intellectual stimulation, and idealized influence demonstrate a strong correlation with each other (Ishikawa, 2012). Researchers proposed to conduct further research in to explore mediating links between transformational leadership and work outcomes (Ozbag, Cekmecelioglu, & Ceyhun, 2014; Pandey, Davis, Pandey, & Peng, 2015).

Bass' (1985) transformational leadership is generating much interest in the business world. Studies have identified significant correlations between dimensions of transformational leadership and organizations (Boies, Fiset, & Gill, 2015; Simola, Barling, & Turner, 2012; Wilderom, Van den Berg, & Wiersma, 2012). These correlations between transformational leadership and organizations indicate that subordinates' satisfaction with the supervisor has a direct link to the supervisor exhibiting a transformational leadership behavior. Research confirmed that followers of leaders, who had received training, viewed their leaders as being higher on all the four dimensions of transformational leadership (Simola, Barling, & Turner, 2012). Hence training leaders in transformational leadership has a significant effect on their followers (Simola, Barling, & Turner, 2012).

Organizational Citizenship Behavior

Organ (1988) developed OCB and he first called this theory pro-organizational behavior (Carpenter, Berry, & Houston 2013; Randhawa & Kaur, 2015). Initially, Organ viewed OCB as unrewarded by the organization and as being discretionary behavior; in 1997, Organ redefined OCB to include these two aspects (Bono, Hooper & Yoon, 2012; Wang, Walumbwa, Wang, & Aryee, 2013). Written evaluations do not measure OCB (Alzayed, Jauhar, & Mohaidin, 2017; Chowdhury, 2013; Kernodle & Noble, 2013;; Organ, 1988; Randhawa & Kaur, 2015; Tehran, Abtahi, & Esmaceli, 2013; Wang et al., 2013). Examples of OCB efforts would include, representing the organization, punctuality, cooperation with peers, helping others, accepting extra duties, ensuring efficient use of office hours, and sharing ideas with other employees (Alzayed, Jauhar, & Mohaidin, 2017; Chowdhury, 2013; Kernodle & Noble, 2013; Organ, 1988; Randhawa & Kaur, 2015; Tehran et al., 2013; Wang et al., 2013). Antecedents of OCB are procedural justice, job satisfaction, and organizational commitment, and OCB dimensions include sportsmanship, courtesy, altruism, conscientiousness, and civic virtue (Chernyak-Hai & Tziner, 2012; Harrison & Motowidlo, 2012; Organ, 1988).

OCB issues are controversial as the responses differ amongst employees and the particular situations (Carpenter, Berry, & Houston 2013; Randhawa & Kaur, 2015) and these issues are similar to the definition of contextual performance (Organ, 1997). Some employees exhibit OCB that is beyond the requirements specified in the job description. Leaders cannot enforce the presence of OCB, and its absence cannot be penalized

(Carpenter et al., 2013). Organ (1997) suggested that OCB comprised of five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

There are two traditional theories of OCB proposed by Organ (1997) and Harper (2015). Organ's original OCB model, included courtesy, altruism, sportsmanship, civic virtue, and conscientiousness (Alzayed, Jauhar, & Mohaidin, 2017; Kernodle & Noble, 2013; Organ, 1997; Tehran et al., 2013; Wang, Walumbwa, Wang, & Aryee, 2013).

Researchers later expanded this model to include other dimensions for instance peacekeeping and cheerleading. There are different dimensions of OCB, which target the individual and the organization (Harrison & Motowidlo, 2012; Organ, 1997; Podsakoff et al., 2013). Organ's model added to include two other constructs: OCB individual (OCBI) and OCB organization (OCBO) (Chih, Yang, & Chang, 2012). These two constructs cover any OCB geared towards the benefit of individuals within the organization, and focuses on the benefit of the organization (Bono, Hooper, & Yoon, 2012; Organ, 1997; Wang et al., 2013). This conceptual framework includes courtesy, cheerleading behaviors, altruism, and peacekeeping with examples of OCBI being conscientiousness, while OCBO examples include sportsmanship and civic virtue.

In addition to the factors of OCBI and OCBO, there are other constructs for example interpersonal helping, interpersonal facilitation, helping co-workers, and interpersonal harmony constructs (Kehoe & Wright 2013; Podsakoff, Whiting, Welsh, & Mai, 2013). OCBO was also extended to include other constructs, for instance organizational loyalty, endorsing, supporting, and defending organizational objectives,

job dedication, voice behavior, individual initiative, and promoting the company's image (Kehoe & Wright 2013; Podsakoff, Whiting, Welsh, & Mai, 2013). OCBO effects on the organization have been shown to be related to organizational effectiveness measures for example production quantity, efficiency, profitability, and reduction of costs (Kehoe & Wright 2013; Podsakoff, Whiting, Welsh, & Mai, 2013).

Altruism

Altruism consists of discretionary helping behaviors by employees, directed to fellow employees within or outside of the organization (Carpenter, Berry, & Houston, 2013; Clark, Zickar, & Jex, 2014; Randhawa & Kaur, 2015). Altruism benefits the organization from altruism, because over time, it is advantageous to the organization's performance. An advantage of altruism presence in organizations is that it is not necessarily observable each time an employee exhibits some helping behavior. Dash and Pradhan (2014) postulated that altruism included all helping behavior and volunteering, and this fostered healthy interpersonal relationship between employees and their leaders, which resulted in positive work climate. Employee retention is prominent in organizations resulting from the effects of altruism (Dash & Pradhan, 2014).

Sportsmanship

Sportsmanship is evident when an employee is willing to succumb to less ideal organizational conditions without complaining about the issue (Organ, 1997; Wang et al., 2013). It is apparent when employees accept the change within an organization even though they may not like or agree with it (Carpenter et al., 2013; Clark et al., 2014).

Exhibition of this dimension reduces the time and effort of leaders to deal with employee complaints (Carpenter et al., 2013; Clark et al., 2014; Randhawa & Kaur, 2015). Dash and Pradhan (2014) suggested that the dimensions' sportsmanship and courtesy, fostered employee retention in organizations.

Conscientiousness

Conscientiousness includes behaviors that surpass the minimum role requirements of the organization (Carpenter et al., 2013; Clark et al., 2014; Randhawa & Kaur, 2015). When an employee exhibits this dimension, it shows that the person understands, accepts, and adheres to the organization rules, regulations, and procedures (Carpenter et al., 2013; Clark et al., 2014). Dash and Pradhan (2014) conceived that conscientiousness and altruism fostered job satisfaction among employees. They further stated that conscientiousness and civic virtue dimensions reduced employee absenteeism in organizations.

Courtesy

Courtesy consists of discretionary behaviors that an employee exhibits (Carpenter et al., 2013; Randhawa & Kaur, 2015). The employee exhibits this dimension in order to prevent work-related conflicts with others, and by consulting others before taking action (Carpenter et al., 2013; Clark et al., 2014). Courtesy compares to helping behavior that aims to prevent conflicts or problems starting. Other ways of exhibiting this behavior occur when an employee is polite and considerate of others.

Civic Virtue

Civic virtue characterizes behavior that shows the employee's deep concern for the organization (Clark et al., 2014). The employee is actively interested in the life of the organization as he shows positive involvement in the organization's concerns and activities (Carpenter et al., 2013; Clark et al., 2014). The employee indicates this dimension on different scales (Carpenter et al., 2013; Clark et al., 2014). Civic virtue exhibits on a larger scale through an employee's loyalty to the organization's policies and practices and by the employee defending them when challenged by someone. Employees display civic virtue on a smaller scale by attending meetings for updates on all that goes on in the organization (Carpenter et al., 2013; Clark et al., 2014).

OCB produces both individual and organizational outcomes (Harrison & Motowidlo, 2012; Kasemsap, 2012; Kehoe & Wright 2013; Morrison, 2014).

Organizations that are high in the use of OCB have lower employee absence rates and more employee compliance with company rules. Other advantages to organizations that use OCB are that employees utilize office time for official issues, and employees take appropriate breaks, which increases organizations' efficiency (Morrison, 2014).

Organizational efficiency relates to a high productivity of its employees. Some individual level outcomes produced by OCB include managerial ratings of employee performance, reward allocation decisions, and reduced level of absenteeism. Some organizational level outcomes produced by OCB include productivity, efficiency, reduced costs, and customer satisfaction (Carpenter et al., 2013; Clark et al., 2014)

Harrison and Motowidlo (2012) found perceptions of procedural justice, organizational commitment, and job satisfaction as OCB antecedents. Procedural justice, organizational commitment, and job satisfactions are OCB antecedents that significantly correlate with OCB, although organizational commitment accounts for a greater variance than job satisfaction or perceptions of procedural justice do in OCB (Chernyak-Hai & Tziner, 2012; Harrison & Motowidlo, 2012). Research has shown that further studies on OCB should be encouraged (Podsakoff, Podsakoff, MacKenzie, Maynes, & Spoelma, 2014; Randhawa & Kaur, 2015).

Further research of OCB would help to assess its influence on ethical leadership, as research has shown a significant negative relationship between unethical attitudes and pro-social behaviors (Kehoe & Wright 2013; Podsakoff et al., 2014). Although a relationship exists between OCB and its consequences, there are limited empirical studies conducted on this type of relationship (Kehoe & Wright 2013; Podsakoff et al., 2014). Research has also indicated that the five dimensions of OCB are highly correlated, which suggests some overlap in them (Carpenter, Berry, & Houston, 2013; Randhawa & Kaur, 2015). Many of the journal articles written on OCB in this century highlight important employee discretionary behavior, which the organization's performance (Harrison & Motowidlo, 2012; Kasemsap, 2012; Kehoe & Wright 2013; Podsakoff et al., 2014).

Rose (2016) stated that antecedents of OCB, which include role clarity, leadership, organizational commitment, organizational justice, and individual traits, have a strong relationship with OCB. There are three areas of antecedents of OCB;

personality/trait, attitudinal, and leadership factors although influence from personality is minimal whereas the other two areas provide more influence on OCB (Rose, 2016). Rose (2016) described consequences of OCB as reduced absenteeism, reduced turnover, employee satisfaction, and employee loyalty. These consequences have a positive effect on organizational performance (Rose, 2016). Rose (2016) identified a research gap that could strengthen the OCB theory for instance future research to focus on individual personal traits, on organization's effectiveness and performance, on satisfaction, loyalty, and participation and on analyzing OCB on socio-demographic factors. Leadership, an antecedent of OCB, has a positive relation with OCB and its dimensions of altruism, conscientiousness, organizational compliance, individual initiative, and civic virtue (Rose, 2016). Research has shown that certain leadership styles, for example transformational leadership, encourage OCB (Jiao, Richards, & Hackett, 2013).

In order to understand better OCB and its dimensions, its precursors and outcomes should be identified (Podsakoff et al., 2014; Podsakoff et al., 2013). Leaders should be aware that there is an unintended consequence of OCB, which is an unethical behavior (Chowdhury, 2014; Effelsberg, Solga, & Gurt, 2014). Understanding unethical pro-organization behavior (UPB) ensures a deeper insight into the ethical aspect of transformational leadership, which can go wrong when employees focus on doing all that they can for the organization's benefit. Interestingly, research indicates that employees who strongly identify with their organizations are likely to exhibit UPB (Chowdhury, 2014; Effelsberg et al., 2014). UPB is an unintentional and unexpected result of OCB.

Research has shown that OCB has positive effects on an organization's external effectiveness measures for instance, customer satisfaction, group or unit turnover, and group cohesiveness (Aryee, Walumbwa, Seidu, & Otaye, 2012; Aryee, Walumbwa, Zhou, & Hartnell, 2012; Podsakoff et al., 2013). OCB is employer behavior that organizations do not recognize but which promotes employees to exhibit constructive behavior through actions such as civic virtue, sportsmanship, helping each other, and courtesy (Harrison & Motowidlo, 2012).

Although organizations do not formally reward OCB to employees who exhibit such behaviors, such employees do receive higher performance evaluation ratings and more rewards, for example promotions, than others who exhibit lower levels of OCB (Podsakoff et al., 2013). A lack of OCB in an employee would indicate a lack of motivation of the employee and hence a withdrawal from the organization, (Podsakoff, Whiting, Welsh, & Mai, 2013). This lack of OCB in an employee results in a negative relationship between OCB and employee withdrawal behaviors for instance absenteeism and voluntary turnover.

Research has primarily focused on constructs for instance job satisfaction and performance, whereas cooperative behaviors within the organization, for example Organ's seven-level model as well as even mood state and individual difference in attitudes, tend to contribute to variances on the traditional construct of job satisfaction (Kasemsap, 2012; Lu, 2014; Wang et al., 2013). These are not mandatory in-role behavior that will receive formal rewards or recognition by the organization, but which

do yield rewards to the one practicing them, and which translate into future rewards for instance, performance appraisals and promotion for the one practicing such positive behaviors. These extra-role behaviors advance organizational effectiveness (Lu, 2014).

Barnard (1938) propounded that employees' willingness to contribute their efforts to organizational effectiveness had an effect on organizations (Champoux, 2016; Charbonneau, Kim, & Henderson, 2014; Hayes, Caldwell, Licona, & Meyer, 2015; Kontoghiorghes, 2015). This type of extra-role behavior is spontaneous action. The formal reward does not explain OCB and may even inhibit voluntary cooperation of an organization's members if there are significant differences in members' outcomes (Champoux, 2016; Kontoghiorghes, 2015). OCB is an additional resource for the organization and it does not increase expenses to the organization (Lu, 2014). The correlation of OCB to job satisfaction raises such issues as attitudes that can be cognitively driven or affectively-driven, and further research is required to identify the appropriate driving force behind these two variables of OCB and job satisfaction (Lu, 2014). OCB focuses on supervisor ratings, which rely more on cognition than on emotional behavior (Kacmar, Bachrach, Harris, & Noble, 2012). OCB ratings may not be the same from an employees' perspective, where Affect, and not cognition, may drive OCB. It is for this reason that this research will analyze data provided by leaders and followers in order to obtain well-rounded objective data on predictors and consequences of OCB (Lu, 2014).

Harrison and Motowidlo (2012) identified precursors of OCB as perceptions of procedural justice, commitment to the organization, and job satisfaction, with significant correlation to OCB while commitment to the organization accounted for higher variation in OCB. Katz (1964) identified extra-role and intra-role behavior as components of OCB (Champoux, 2016; Kontoghiorghes, 2015). Antecedents of OCB include procedural justice and job satisfaction while the dimensions of OCB dimensions are conscientiousness, altruism, sportsmanship, courtesy, and civic virtue (Harrison & Motowidlo, 2012; Kasemsap, 2012). Research showed that there were significant paths between an interactive justice, which is the interpersonal dimension of procedural justice, and four of the OCB dimensions except for civic virtue (Harrison & Motowidlo, 2012). There was no significance found between the structural dimension of procedural justice and the five dimensions of OCB, although other researchers (Jiang & Law, 2013) found contrasting results, which showed that OCB was linked more with formal procedures than with interactional justice (Harrison & Motowidlo, 2012).

Morality Development

Researchers believe that moral values develop from childhood and shapes the morality of a person (Banks, 2014; Bubbio, 2013; Durkheim, 2013; Forschler, 2013; Kohlberg, 1971; Nather, 2013; Stokke, 2016). The identification of what is good and bad is what morality is (Durkheim, 2013). Society accepts, questions, and sometimes denies morals. The fact that some persons question or deny morals is not an indication that the

persons are bad. The next section will focus on earlier philosophers Kant (1787) and Aristotle (384-322 B.C.), who have studied morality.

Ethical and Moral Influence on Character Development

Kantian ethics theorizes that people are always truthful and honest. Kant (1787) posited that not being truthful contradicted one's civic responsibility. Kantian ethics allows for exceptions in cases where a person had to tell a necessary lie (Stokke, 2016). Kant argued that intentional telling a lie was a breach of one's civic responsibility to oneself and society (Stokke, 2016). Kant theorized that a person's ethics resulted from the person undertaking duties based on morality. Kantian ethics views a person who lies for another resulting in the other person performing a crime, then the person who lied in the first place is just as criminally responsible as the person who actually committed the crime.

Bubbio (2013) posited that Kant's theory of transcendence had an element of martyrdom associated with it. Kant related Christ's sacrificial death as a natural moral issue. Research criticized Kant's ethics as regards consequentialism, charity, hedonism, supererogation, and constructivism (Bubbio, 2013). Kant's ethics postulated that the martyrdom builds value for the martyr (Bubbio, 2013). Kant considered martyrdom as important in the theory of transcendence (Bubbio, 2013).

Forschler (2013) stated that other critics argued about Kant being more of a utilitarian than a consequentialist. Others further argued that one could not bridge the Kantian and utilitarian views (Bubbio, 2013). Forschler (2013) stated that bridging

Kantian and utilitarian views was possible. Further to Kantian ethics, Gilligan (2015), Kohlberg (1971), Lillard et al., (2013), all researched and propounded their theories on morality development.

An employee's ethical behavior based on a person's morality indicates that a person develops morals from their early years of life (Banks, 2014; Kohlberg, 1971; Lillard et al., 2013; Nather, 2013). Kohlberg studied the works of Jean Piaget (Lillard et al., 2013). Jean Piaget developed the theory of moral development which had four stages (Durkheim, 2013; Klikauer, 2013; Koh, 2012; Kohlberg, 1971; Nather, 2013). Kohlberg's six-stage theory of moral development uses Piaget's four-stage theory as a base. Kohlberg's theory was not based on maturation or on socialization (Durkheim, 2013; Klikauer, 2013; Koh, 2012; Kohlberg, 1971; Nather, 2013).

Lillard et al., (2013) posited that international cooperation was based on the two principles of solidarity and justice. He further posited that these two principles be incorporated into the moral development of children by teaching solidarity and justice in the context of children's school life. Children should not learn of these two principles only through lessons or through factors that influence the development of learnings. Lillard et al., (2013) posited that self-government, on the ethical side, and teamwork, on the intellectual side, were the active methods to ensure that children learnt of intellectual and moral solidarity. Kohlberg's research of moral development used male participants with ages ranging from 10 to 16 years. Kohlberg's research participants were from the U.S.A. and other developed countries, and also from low-income and middle-income

families (Klikauer, 2013; Koh, 2012; Kohlberg, 1971; Nather, 2013). Kohlberg's focus was on the rationale of the response and not the resultant response obtained from the participants. Three levels made up Kohlberg's theory. The pre-conventional morality level is composed of two stages; a person obeying or punished for not obeying, and being an individual. The conventional morality level, composed of stage three, included a person maintaining interactive relations. The fourth stage consisted of persons who upheld society's expectations (Klikauer, 2013; Koh, 2012; Nather, 2013). The fifth stage, which constitutes Kohlberg's third level, included the individual fulfilling society's expectations while stage six included the acceptance of global principles (Banks, 2014; Kohlberg, 1971; Kohlberg, 1976; Nather, 2013).

Kohlberg's theory of morality remains pertinent today for leaders and organizations. Individuals follow moral rules for the society's benefit starting from stage six (Banks, 2014; Kohlberg, 1971; Kohlberg, 1976; Nather, 2013). Highly moral employees will abide by the organization's mission and vision and hence add value to and reliability of the public in the organization. Ultimately, this benefit to the organization motivates the organization's performance. Theories of morality can be applied to social workers as they can take ethical decision when confronted with ethical dilemmas (Klikauer, 2013; Koh, 2012; Nather, 2013).

Kohlberg's theory of morality and moral education applies to various sectors such as counseling and teaching. It would be important to merge the theory with practice (Klikauer, 2013; Koh, 2012; Kohlberg, 1971; Nather, 2013). Counseling is a social

activity and there is a relationship between social development and all stimulants for development changes (Banks, 2014; Kohlberg, 1971). Much like other management methods, other theorists in this domain (Klikauer, 2013; Koh, 2012; Kohlberg, 1971; Nather, 2013) have commented on Kohlberg's theory. Durkheim (2013) stated that people obtain a better comprehension of diverse practices when using Kohlberg's theory. The varied processes are named as internalization, imitation and identification, sex role identity, early education, the influence of culture and social experience in personality formation, social dependency and attachment, mental health, adaptation, and pathology (Durkheim, 2013). Research showed that education could benefit from replicating Kohlberg's theory of moral development theory such as the just community concept (Klikauer, 2013; Koh, 2012; Kohlberg, 1971; Nather, 2013). Critiques posited that Kohlberg might have instructed his research participants into collaborating as a society based on his theory (Klikauer, 2013; Skisland, Bjornestad, & Soderhamn, 2012; Zarkadi & Schnall, 2013).

Moral reasoning is the center of Kohlberg's theory, which indicates that a person moves through the six stages, starting from the lowest and completing at the top stage. At this next higher stage, a person acts based on his conscience. It is inappropriate to consider that a person knowing the appropriate action to take would necessarily make the right choice of action. Researchers are unsure of the effect that a person's surroundings play a role in a person taking an immoral action (Klikauer, 2013; Koh, 2012; Kohlberg, 1971; Nather, 2013). At the conventional level of Kohlberg's theory, the child is aware of

the expectations of the family. At this level, the child upholds the family's expectations as valuable, and makes decisions more out of loyalty to the family than conformity to his own expectations (Banks, 2014; Kohlberg, 1971; Kohlberg, 1976; Metzger & Ferris, 2013). Kohlberg (1971) described his post-conventional level as an autonomous or principled level where the individual defined valid moral values.

Critics are unsure how Kohlberg's theory affects women as the research participants were all males although Kohlberg acknowledged people requiring softer qualities such as being caring (Carlo et al., 2013; Gilligan, 2015; Kagitcibasi, 2012). Being caring is an issue that features prominently in a person's ethical thinking. Kohlberg's morality theory was formulated with participants from the western world and hence based on the individualistic cultures of the western world. Kohlberg did not take into account the collectivist cultures practiced in African or Asian cultures, where society and community dominant their cultures. Researchers have criticized Kant's theory of just communities (Banks, 2014; Klikauer, 2013; Koh, 2012; Nather, 2013). These authors felt that Kohlberg might have influenced his child participants' behavior during the study. The children's behavior may therefore have introduced bias into the research results.

Kant (1785; 1787), Kohlberg (1971), and Lillard et al., (2013) previously researched the topics of ethics, morality, and the moral development of a person. Even today, the importance of moral development of a person has not diminished (Bubbio, 2013; Durkheim, 2013; Forschler, 2013; Klikauer, 2013; Koh, 2012; Nather, 2013). It is important to organizations to benefit from ethical employees. Organizations will benefit

from promoting ethical theories within their work units as that will positively affect the organization's performance, which will help the organization in gaining an edge in their industry.

Organizations and its leaders will find relevance in applying Kohlberg's theory of morality. Kohlberg's morality theory indicates that after individuals achieve the highest level of his theory, the society's benefits are the reason that individuals adhere to moral laws (Klikauer, 2013; Koh, 2012; Metzger & Ferris, 2013; Nather, 2013). Highly ethical individuals take correct choices at their work places, which increases the organization's integrity, ultimately positively affecting the organization's customers as well as higher organizational productivity. Application of the morality theory is used with social workers to enable them take ethically correct choices during ethical dilemmas (Jespersen, Kroger, & Martinassen, 2013; Klikauer, 2013; Koh, 2012; Nather, 2013).

Normative Ethics Theory

Transformational leadership, which shows how leaders ought to behave, is part of normative ethics theory. This section highlights what normative ethics theory is about, with a focus on virtue ethics. The discussion in this section shows that although virtue ethics and transformational leadership are both types of normative ethics theory, this researcher pursued transformational ethics in this study given the limitations of relativity and flexibility of virtue ethics.

Voegtlin, Patzer, and Scherer (2012) indicated the need for more development in ethical leadership. The authors posited the linkage of many new leadership theories to

moral or ethical values of leaders such as transformational leadership, authentic leadership, which is leadership that emulates a leader's moral values, and servant leadership, where leaders act as servants to their followers. As this research study focuses on ethical leadership, this eliminates focus on transactional leadership in this study. As the independent variable in this research study is transformational leadership, this paper will focus on transformational leadership and not on the other types of ethical leadership such as authentic or servant leadership.

Virtue Ethics

Virtue ethics focuses on the character while consequentialism and deontology focus on action guidelines (Amankwah, Boakye-Agyemang, & Martin, 2015). Virtue ethics contributes the least to political issues although virtue and austerity assist people to discern morally right action (Allmark, 2012). Aristotle, the founding father of virtue ethics, theorized that the right action is the action that is the best in practice. Criticism of virtue ethics includes that its fixed characteristics are not in line with the flexible and adaptable business environment of today (Allmark, 2012; Kivunja, 2014). Researchers consider the virtue approach as an alternative to consequentialism and deontology (Allmark, 2012; Newswander, 2015) although all three assist the professional to do the right thing as regards the morally right thing to do. Aristotle propounded the Nichomachean ethics that focused on how one can live well and not on how to be good (Allmark, 2012; Taylor, 2012; Newswander, 2015). Aristotle's discussion of ethics is part

of an overall practical philosophy that includes politics (Allmark, 2012; Newswander, 2015; Whitfield, 2015).

The deontologist and consequentialist all theorize fundamental moral values that should guide people in moral dilemmas. Research has shown that virtue ethics deals with elements of morality about character and motive. Virtue ethics does not focus on deontic notions that focus on responsibilities and ethically incorrect issues (Kaptein, 2017).

Virtue ethics differs from other ethical theories in that the core of the virtue ethics theory is in the heart of the individual whereas deontology emphasizes the rules or a focus on the consequences of actions. Virtue ethics is a derivative of the Greek language meaning excellence or virtue. Aristotle (384 - 322 B.C.), a student of Plato, studied Nichomachean ethics, which was the basis of Aristotle's theory of the virtues (Kaptein, 2017; Newswander, 2015; Taylor, 2012). Aristotle stated that there was not only one good, but rather there were as many as the sciences and the branches of knowledge (Kaptein, 2017; Newswander, 2015; Whitfield, 2015).

Aristotle professed that the achievement of eudaimonia, that is, happiness, is the highest of good that is achievable by action (Kaptein, 2017; Newswander, 2015).

Aristotle links the state of eudaimonia to human beings living rationally and distinguishes humans from animals. Happiness identifies with what the human being desires at a point in time. Researchers link this happiness with virtue and describe happiness as the excellence of the soul (Kaptein, 2017; Newswander, 2015). Aristotle argued that there were intellectual virtues and moral virtues. Aristotle asserted that for human beings to

practice what is right is harder than practicing what is wrong which indicates that people need to make a conscious effort to do the right thing. It is imperative that moral training sessions frequently take place in organizations to help the workforce take ethical and moral decisions when faced with ethical dilemmas.

Aristotle and Confucius propounded the ethics of virtue when comparing ethics with consequentialism and deontology, virtue ethics lacked universal laws, and virtue ethics did not provide resources to deal with social justice and human rights practices. Aristotle viewed the law-abiding person as a just person (Hackett & Wang, 2012; Newswander, 2015; Whitfield, 2015). Confucius on the other hand did not see rules as playing a significant role in virtue or government. Virtue ethics, which forms part of normative ethics theory, has strengths over other main ethical theories, for example utilitarianism and deontological theories (Allmark, 2012; Kivunja, 2014).

Organizational Commitment

Altruism and compliance relate to effective job satisfaction and organizational commitment (Kasemsap, 2012). This relationship has been refuted by other researchers as even though the variables, job satisfaction and organizational commitment, were found to predict OCB significantly (Kasemsap, 2012), they were tested using only one variable at a time and not the two concurrently (Harrison & Motowidlo, 2012; Podsakoff, Whiting, Welsh, & Mai, 2013). Traditionally the basis of work performance is formal job descriptions. Research in the area of OCB, which behavior is outside the purview of job descriptions and which has a positive relationship with individual and organizational

performance, has shown that leaders should be aware of these extra-role behaviors and should promote their use within the organization. OCB is primarily an extra-role behavior, which does not receive formal rewards or recognition through the formal systems within an organization (Wang et al., 2013).

Consequences of Organizational Citizenship Behavior

Although there is a relationship between OCB and its implications, there is limited research on the type of relationship (Kehoe & Wright 2013; Podsakoff et al., 2014). Group size moderates the prediction of OCB, although there is limited research on this predictor (Cohen et al., 2012). Group characteristics, for instance its size and cohesiveness, have a significant joint effect on predicting organizational commitment even though there is limited research on group characteristics as factors that contribute to explaining variation in OCB. The influence occurs through direct interaction, between group members, and indirectly, through subtle effects of the group as a whole, even though research has shown that as group size increases, its members are less enthusiastic to be part of the group, and thus this leads to reduced cohesiveness performance effects (Champoux, 2016; Kontoghiorghes, 2015). Cohen, Ben-Tura, and Vashti (2012) posited that transformational leadership stimulates performance in large and cohesive groups only. Hence, organizations that want to increase organizational commitment on OCB and in-role will benefit more from using large cohesive work groups.

There is a significant relationship between job satisfaction and supervisory ratings of citizenship behavior. Job satisfaction contributed significantly to the variance in

altruism but not in generalized compliance that was later renamed conscientiousness by Organ (1988) (Harrison & Motowidlo, 2012). Certain factors explain the inability to identify job satisfaction as a predictor of OCB. Such factors include for example, reliance on self-reports during data collection and the use of shorter versions of measuring instruments (Harrison & Motowidlo, 2012). This research study will utilize original versions of the two measuring instruments, that is Reichard, Riggio, and Smith's (2009) transformational leadership instrument, and that of Podsakoff, MacKenzie, Moorman, and Fetter's (1990) instrument measuring OCB.

Unethical Pro-Organizational Behavior

Based on a consequentialist theory, Effelsberg et al. (2014) questioned the evidence that employees, in a quest to contribute to their organization's performance, can demonstrate behavior that may be unethical. Workers' attitude towards corporate social responsibility has a positive correlation to transformational leadership. This relationship also envisages employee moral principles and commitment (Effelsberg et al. 2014; Olafsen, Halvari, Forest, & Deci, 2015).

It would benefit leaders to understand moral and ethical leadership. According to Effelsberg et al. (2014), understanding unethical pro-organization behavior (UPB) ensures a deeper insight into the ethical aspect of transformational leadership, which can go wrong when employees focus on doing all that they can for the organization's benefit. Interestingly, research indicates that employees who strongly identify with their organizations are likely to exhibit UPB (Chowdhury, 2014; Effelsberg et al., 2014). UPB,

which has a negative correlation to leadership based on morality, is an unintentional and unexpected result of leadership that is ethical behavior (Miao, Newman, Yu, & Xu, 2013).

As ethical leadership practices increase, UPB decreases (Miao et al., 2013). Leaders can inspire moralistic behaviors within an organization by developing and implementing a set of clear standards to evaluate and punish UPB, which in turn decreases UPB (Chowdhury, 2014; Fehr, Yam, & Dang, 2015). Chowdhury (2014) explained that by integrating ethics into the core values of organizations, UPB reduces. Providing various employee ethics training and monitoring the implementation of behaving ethically within an organization will help to minimize acts of UPB (Miao et al., 2013). Miao, Newman, Yu, and Xu's (2013) study took place in a Chinese setting, which indicates that the construct of UPB is a global issue.

Hirak, Peng, Carmeli, & Schaubroeck (2012) posited that assessing transformational and transactional leadership could predict unit performance. A unit's level of cohesion boosts its performance under transformational leadership. The world is changing, and leaders, as well as organizations, need to be adaptive and flexible to survive the tumultuous times in order to obtain or maintain a competitive advantage in the business world. Transformational leaders are adaptive and motivate their followers to come up with creative ideas for complex problems while setting higher expectations and transformational leaders are more willing for involvement in conversations about complex issues. Transformational leadership is one of the new organizational leadership

theories proposed over the past 40 years (Burns, 1978; Hemsworth, Muterrera, & Baregheh, 2013; Krishnan, 2012; Leroy, Palanski, & Simons, 2012). There is an adverse relationship between passive and active management by objectives and unit performance (Acar, 2012; Wang & Gagne, 2013). Further contingent reward that is related to transactional leadership has a negative relation to a unit's performance (Acar, 2012; Wang & Gagne, 2013). There is a positive relationship between the dimensions of transformational leadership, that is, individualized consideration, intellectual simulation, and charisma, with the consolidated unit or group performance (Hemsworth et al., 2013; Ishikawa, 2012). Locus of control of leaders relates to ratings of transformational leadership. Research findings demonstrated that leaders who exhibited more of the three dimensions of transformational leadership, for example individualized consideration, intellectual simulation, and charisma, undoubtedly contributed to the achievement of business goals (Grant, 2012; Ishikawa, 2012). Hence, leaders should develop their transformational leadership behaviors in order to have a bigger payoff from their employees, which will eventually positively affect the organization.

Research has shown that transformational leadership has a better impact on employee performance than the other leadership styles for instance laissez-faire, management-by-exception, and transactional leadership (Grant, 2012). It is important to identify the personal characteristics of a transformational leader. Identifying the personal characteristics would have a direct implication on recruitment, selection, and training of

leaders, especially since there seems to be a dearth of empirical work in this area (Grant, 2012).

Group cohesiveness and emotional intelligence have a positive relation with transformational leadership (Hemsworth et al., 2013). Leaders who practice transformational leadership have a direct effect on their followers' attitudes and behaviors, with results for instance higher levels of job satisfaction, involvement, and performance of their employees. Transformational leadership directly affects employees' performance and OCBs, and yet research has not focused on the reasons why leaders choose to practice transformational leadership (Olcer, Florescu, & Nastas, 2014).

Emotional intelligence is an important variable used in understanding transformational leadership (Olcer et al., 2014). Transformational leaders' influence both individual, and group level outcomes, and thus it is suggested that transformational leadership is a competency that should be included in leaders' recruitment, selection, training, and development (Olcer et al., 2014).

Research shows that transformational leadership training had a positive impact on followers' development and an indirect impact on followers' performance (Leroy, Palanski, & Simons, 2012; Peterson, Walumbwa, Avolio, & Hannah, 2012).

Transformational leaders are charismatic and visionary. The motivation from transformational leaders that is felt by their followers generates an urge to satisfy self-actualization needs rather than lower needs levels as per Maslow's need hierarchy table (Hemsworth et al., 2013). Follower moral development which is Burns' (1978) second

developmental continuum and which incorporates Kohlberg's (1971) theory indicated that a transformational leader needed to be morally uplifting. Transformational leaders empower their followers and enhance them to develop new ideas and think on their own. Transformational leaders develop in their supporters' self-management and self-development skills.

The Globalization of Multinational Corporations

Globalization is the cross-national flow of goods (Ahmad, 2013). Due to globalization, there is diversification in today's organizations in terms of their employees, as regards their locations, and their partnerships. Globalization has given rise to MNCs that have unrestrained mobility and profit maximization opportunities (Ahmad, 2013; Voetglin, Patzer, & Scherer, 2012). Organizations are finding out more and more that their leaders need to manage employees in multicultural situations and different time zones. Leaders now need to be sensitive to employees of different cultures in the organization. MNCs create transnational networks (Ahmad, 2013; Voetglin et al., 2012). MNCs are transnational actors without any international regulation to control their actions, although MNCs are subject to influence from local organizations to change the laws of MNCs. Even though previous studies have examined antecedents and consequences of OCB, there is room for future research of the relationship of transformational leadership to OCB in MNCs that have multiculturalism and diversity issues (Effelsberg et al., 2014). MNCs customarily operate outside their home country

where their headquarters is based, with offices overseas (Harzing et al., 2015; Lacina, Marks, & Shin, 2013).

Hah & Freeman (2014) reported on MNCs method of making ethical decisions in their organizations both home and abroad, particularly when the host country's moral values differ from the MNC's headquarter country's moral values. Hah & Freeman (2014) postulated that since MNCs influence political, social, and economic areas of globalization, ethical would be important to MNCs. Research demonstrated that the corruption rate of the host country drastically reduced due to the presence of the MNC in the host country (Voetglin et al., 2012). A reduction of the host country's corruption rate shows the positive effect that MNCs can inspire other countries (Hah & Freeman, 2014). Hah and Freeman's research highlighted the difference with which MNC's handle ethical situations in the host country in contrast to how they handle similar situation in their home country. Hah and Freeman highlighted the need to update the theoretical framework with MNC proven practices of handling ethical issues especially in light of increasing globalization.

In order to investigate MNCs' proven ethical practices in handling issues, Hah and Freeman (2014) used business ethics, international business, and institutional theory to create a two-by-two pattern. They identified four moral criteria, namely defiance, camouflage, negotiation, and compliance that multinationals use to manage differences in ethics and morality found between host and home countries. The results of Hah and Freeman's researched study revealed that a MNC usually adheres to the ethical standards

of their headquarters especially when the MNC had a high commitment to corporate social responsibility (CSR), and if they are working in a country with low ethical standards (Egbe, 2012).

To ensure that positive effects of the MNC are left on the host country nationals, MNCs are encouraged to put in place a system of exit plans for their host communities, in advance of leaving, which should be shared and discussed with the host communities before the MNC exits from the host country (Egbe, 2012; Voetglin et al., 2012). MNCs involvement in CSR programs are advantageous for the host communities to observe first-hand, because of the mutual benefits that organizations can derive from the work of an MNC (Egbe, 2012; Hah & Freeman, 2014). One can see a classic example of issues that can occur in the host country with what has happened in the Niger Delta of Nigeria, where pirates create havoc for these MNCs as the local inhabitants believe the MNC companies are not promoting benefits for the host community (Idemudia, 2014).

With MNCs, organizations handle efficiently diversity management, to encourage, motivate, and bring out the best of employees (Hah & Freeman, 2014). Promotion and managing individual differences of employees of organizations should be encouraged. Promotion of employee individual difference adds synergistic benefits to the organizational outputs (Hah & Freeman, 2014). Individual diversities, when effectively managed, inspire corporate synergies e- (Polat, 2012). Polat (2012) suggested that organizations that do not exploit the synergies created by an organization's human resources are neglecting an important resource. Managers should exploit the corporate

synergies by MNCs through their access to constant interaction with various cultures of their employees (Polat, 2012). Diversity, if well managed, has a positive relationship with the effectiveness of organizations because organizations' existence needs effective management of diversity (Hah & Freeman, 2014; Polat, 2012).

Managing diversity effectively produces a positive correlation on corporate devotion and job satisfaction (Hah & Freeman, 2014; Polat, 2012). This positive correlation parallels the correlation found of transformational leadership and OCB (Hah & Freeman, 2014; Polat, 2012). Mismanagement of employees' individual differences results in organizations facing problems in the areas of communication, conflicts, and delays in decision-making (Hah & Freeman, 2014; Polat, 2012). Shared group values and basic ethics form the basis of the values of organizations (Hah & Freeman, 2014; Polat, 2012). It is important to note that problems arise when employees' values differ from the organization's values. Organizations should make their newly hired employees aware of the possibility of such a problem and encourage the employees to align their values with those of the organization to achieve a unified team within the workplace.

With increased use of technology and information systems and increased globalization, MNCs can sustain their competitive advantage, work across borders, and manage a diverse workforce (Islam, Jasimuddin, & Hasan, 2015). Harnessing the benefit from having a diverse workforce is something that MNCs must not ignore (Berry, 2013). In MNCs in foreign countries, diversity helps to sensitize other employees to high ethical standards (Yacobian & Sekerka, 2014). Research has identified the diverse approaches

used by MNCs in the countries where they work. Eventually morally based behaviors will become the norm for the local employees of MNCs (Hah & Freeman, 2014).

MNCs are innovative in particular contexts. Local integration does not imply high creative intensity (Berry, 2013). Subsidiaries integrated in the global corporation and the host economy tends to be highly innovative (Marin & Costa, 2013). MNC subsidiaries have intensified research and development over the past two decades because of three-factor differences across the country, firm, and in the industry (Marin & Costa, 2013). MNCs usually impart to their host country employees the ethical standards of the MNC's parent company as Hah and Freeman's (2014) research indicated. Encouragement of having more MNCs in Ghana would help to increase the ethical awareness of the Ghanaian employee in the MNC and this would inspire those employees' decision-making. In this way, the Ghanaian who is associated with an MNC would promulgate ethical standards to the employees' friends and families, gradually encourage Ghanaians to reduce the mentality of giving and receiving bribes in order to have one's request for services achieved.

Diversity Management in the Workplace

Diversity management is an important aspect of the work of MNC leaders. With effective diversity management, organizational culture should prevail over individual culture in order to achieve organizational goals (Polat, 2012). Polat posited that in order for effective diversity management to occur, corporate culture and values should embrace openness to innovation or self-improvement values. Organizational values that promote

efficient diversity management include openness to innovation, democratic attitude, fairness, respect for differences, demonstrating employee value, empathy, equality, trust, responsibility, independence, and optimism (Polat, 2012). These attributes are similar to the antecedents of OCB as well as the dimensions of transformational leadership (Polat, 2012).

Smith, Morgan, King, and Peddie (2012) posited that both, demographic diversity and attention to diversity management create a reputation for genuine commitment to diversity within an organization. Commitment to diversity protects against employee perceptions of discrimination within the organization (Smith et al., 2012). Effective diversity management aids organizations in many ways, and this aspect may be what provides MNCs with a competitive advantage (Smith et al., 2012). Diversity in the workforce has come about in the last half-century with more women and minorities joining the workforce, and this has led to challenges of effectively managing diversity in the workplace. People favorably perceive organizations that have well-communicated diversity management strategy. This positive external perception is necessary for recruitment, customer attitudes, and shareholder value (Polat, 2012; Smith et al., 2012). Diversity is evident when the organization balances respect of both individual differences of their employees and the organization in order to promote a single organizational identity (Polat, 2012; Smith et al., 2012). Advantages of effective diversity management include employee satisfaction, retention, and performance. Peršič, Markič, and Peršič, (2016) posited that diversity management includes certain leadership styles, for instance a

visionary style, inspiring style, and a communicator style. Additional characteristics of these leadership styles include a leader who brings out the best in people (Peršič, Markič, and Peršič, 2016). A leader who exhibits integrity, emotional intelligence, adaptability, as well as cultural empathy is part of diversity management, which characteristics are all similar to the dimensions of transformational leadership (Peršič, Markič, and Peršič, 2016). This topic of diversity management is the most discussed but the least implemented by organizations, and with all its advantages, should be the first topic on any organization's agenda. Effective diversity management is advantageous to any organization. Diversity management helps organizations to reap the benefits of the competitive advantage produced by the organization's human capital (Huda, Rini, Anggraini, Hudori, & Mardoni, 2016; Lin & Wu, 2014).

In order to be successful in today's business world, organizations require a flexible and dedicated workforce as well as a flexible and innovative management team, coupled with a high retention power of the workforce (Peršič, Markič, and Peršič, 2016). Leaders' competencies can have influences from global competition, information technology, rapid and flexible organizations, teams, and differing employee needs (Peršič, Markič, and Peršič, 2016). Hence, a leader who can motivate and co-ordinate a team-based approach is the leader that dynamic organizations need because such a leader will be able to unlock the potential of the organization's human capital. These leaders must be able to assume four essential roles of being strategists, change leaders,

relationship network builders, and talent developers (Peršič, Markič, and Peršič, 2016).

These roles are very similar to the foundations of transformational leadership.

Use of the Cross-Sectional Survey Method

Bernhardsson, Johansson, Nielsen, Oberg, and Larsson (2014) are researchers that have used cross-sectional method in their survey that examined employee behaviors and attitudes. Bernhardsson et al.'s study participants used self-reporting to collect the data and were aware of the risk of introducing bias at this stage. Bernhardsson et al.'s data collection achieved a high rate of response of 64% though a similar study (Wangensten, Johansson, Bjorkstrom, & Nordstrom, 2012) received a response rate of only 33%. Bernhardsson et al.'s 23-item survey, is a five-point Likert scale, with scores ranging from 1 (strongly disagree) to 5 (strongly agree). An electronic distribution of the measuring instrument took place by sending a link to the participants via email. After receiving feedback from the electronic survey, researchers used EPiServer CMS 5 and Server AB to tabulate the results (Bernhardsson et al., 2014).

The participants of this research study received one reminder email in a bid to ensure a high response rate. The reminder email was necessary to increase response rates when using internet based survey tools (Bernhardsson et al., 2014; Wangensten et al., 2012). Data analysis was conducted using IBM SPSS version 23 (2015) statistical tool. All participants completed the questionnaires anonymously; without a way to ascertain, the responses back to the respondents. Data analysis did not reveal any missing values within the data collection. A missing response rate of up to 5% is acceptable for research

studies of this nature (Morrow, 2014). Researchers use cross-sectional research methods in quantitative and qualitative studies, which indicate that the timeline of the survey was up to six months duration (Tierney, Elkin, & Nielsen, 2015).

Justification for Further Study of Transformational Leadership Qualities and Organizational Citizenship Behavior

Further research is required on the antecedents of OCB, although there has been previous research conducted on the influence that transactional and transformational leadership has on justice. On the relationship between transformational leadership and OCB, there is limited empirical research conducted in multicultural organizations such as MNCs (Lee et al., 2013; Podsakoff et al., 2013). The research findings were pertinent to organizations and organizational policy and practice reflected the advantages of having an ethical workforce. Researchers are interested to explore this relationship in different organizational sectors.

The research findings would raise awareness in organization about the importance of having a moral workforce, which advance social change. Employees will be aware of how immoral behavior can bring down an organization. Organizations that have employees who are not ethical will face scandals and litigations, which will have a negative impact on organizational performance. There should be further research conducted on reducing UPB in organizations can contribute to having an increased number of moral employees in organizations and society.

Miao et al. (2013) posited that UPB had a negative correlation to moral leadership, which emphasizes how essential it is to organizations to develop moral leaders. Miao et al. (2013) theorized that UPB had a negative correlation with core values of organizations that integrated ethics into it. UPB reduces when there are ethical employees in an organization. Ethical leaders need to provide ethical missions to their employees and as a result, instances of organizational UPB will decrease (Miao et al., 2013).

Summary and Conclusions

Chapter 2 focused on the literature review of the independent and dependent variables, transformational leadership and organizational behavior, and their different dimensions. This researcher discussed other related concepts of this study namely MNCs, measuring instruments, and moral development in this section. The literature review contained the origins of the two theoretical frameworks that were used in this research study. The effect that transformational leadership and OCB have on an organization's productivity were highlighted in this section. Discussion in this section of each of the dimensions of transformational leadership and OCB showed the relevance of including these dimensions in this research study.

This discussion of the dimensions of transformational leadership and OCB variables, as well as morality development, indicates that enhancement of transformational leaders and OCB in organizations yield positive results. MNCs operate through diversity management, which focuses on harnessing the strength of individual

differences in the workforce. Promotion of individual differences in the workforce is also part of a dimension of transformational leadership, which is individualized consideration. Ethical leadership encourages moral behavior from employees who are motivated to exhibit OCB, which is going beyond the formal tasks outlined in employees' formal job. Past research conducted on transformational leadership and OCB has used multiple research methodologies to include quantitative, qualitative, and a mixed approach. The literature review indicates that this study of exploring the relationships between transformational leadership and OCB will contribute significantly to researchers and practitioners alike. The literature review specifies that most attributes of transformational leadership, OCB, and diversity management are positive and similar to all three concepts. Morality development has been a concern from long ago and its relevance today continues to be important.

The existing literature indicated that there is a relationship between transformational leadership, and OCB. The research does not show the relationship between the different factors of each variable neither does it show if certain factors of transformational leadership predict OCB dimensions. This gap lends support to the need for this research. With globalization, there is increasing diversification at the workplace, and leaders must learn to harness the synergy of individual differences of employees, given the strategic nature of human resources and its positive relation to organizational productivity (Oppong, 2013).

The following topics are covered in Chapter 3: research method, research design, design rationale, population and sampling procedures, procedures for data collection, measuring instruments for data collection, and the assessment of reliability and validity of the instruments. Chapter 3 reviews the data analysis procedures for the correlation and multiple regression analyses, and restates the research questions and hypotheses. Chapter 3 examines the internal and external validity, and ethical procedures employed throughout the research process.

Chapter 3: Research Method

Introduction

The purpose of this nonexperimental, quantitative research study was to examine the relationship between transformational leadership (with its four dimensions) and OCBs in MNC subsidiaries in Ghana. I used the Pearson's coefficient statistical test to identify the correlation between the variables. This study used a multiple regression equation to examine each of the four dimensions of transformational leadership (individualized consideration, inspirational motivation, idealized influence, and intellectual stimulation) to determine whether any of the individual dimensions' influenced employees' OCBs in MNCs in Ghana.

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Research Design and Rationale

A cross-sectional design was used to examine the relationships between the independent variables of transformational leadership and the dependent variable, OCB, of workers with MNCs in Ghana. This nonexperimental, quantitative study used a cross-

sectional research design, which is common practice in survey research (Frankfort-Nachmias & Nachmias, 2008; Glaser & Hecht, 2013). The cross-sectional design makes it possible to identify the relationship between the variables (Frankfort-Nachmias & Nachmias, 2008), and to conduct research in natural settings (Glaser & Hecht, 2013).

Cross-sectional research design studies use probability samples, which increase the external validity of such a study (Babbie, 2014; Frankfort-Nachmias & Nachmias, 2008). The random assignment of individuals to comparison groups is not done, because it limits the internal validity of the study (Frankfort-Nachmias & Nachmias, 2008). The participants in this study were in natural groups of their respective organizations. Thus, it was not necessary to divide employees and leaders into comparison groups.

The results of a cross-sectional design cannot be used to establish causality, because the time interval in which transformational leadership may influence employees' attitudes is not long enough (as opposed to using longitudinal design), and the independent variables were not manipulated. A cross-sectional design study made it possible to examine, separately, the relationships between transformational leadership and its four dimensions (individualized consideration, inspirational motivation, idealized influence, and intellectual stimulation), and the OCB of employees at MNCs based in Ghana (Frankfort-Nachmias & Nachmias, 2008).

Questionnaires were distributed to organizations' leaders and followers using an internet-based program, SurveyMonkey. All participants were working with the participating organizations. The exposure of participants to transformational leadership

experience may have begun at another MNC, prior to the employees joining the participating MNCs. After using literature and examples derived from the measuring scales (Appendices E & F), the MNCs' population were stratified between leaders and followers and then further stratified by gender, using random sampling stratification, in order to be representative of the MNCs total leaders and non-leaders' numbers and gender within each participating organization. By selecting randomly from each strata using the systematic sampling of selecting each person to participate in the research study, the sample size was obtained.

These definitions and examples of transformational leadership and its four dimensions assisted the participants to know what transformational leadership qualities were and they then were able to identify if they had or have transformational leaders (Garcia-Morales et al., 2012; Hannah, Schaubroeck, & Peng, 2016; Pandey, Davis, Pandey, & Peng, 2015; Reichard et al., 2009). The quasi-experimental design used a logic based on experimental design, which made it a challenge to subject elements of the same administrative unit to different treatments. The inability to have differential treatments is a requirement for a controlled group experiment (Babbie, 2014; Campbell & Stanley, 1963; Crain et al., 2013; Johannessen & Berntsen, 2013).

Methodology

Using the quantitative method allows other scientists to further replicate an investigation and arrive at conclusions that do not have intentional errors (Frankfort-Nachmias and Nachmias, 2008). The quantitative method allows for knowledge sharing,

and logical and valid reasoning, which help to explain and predict human behavior.

Researchers use the quantitative method of research as it allows empirical research based on a theory. I selected quantitative research being deductive for this study as it allows the researcher to examine the relationship of variables by collecting data using a measuring instrument and statistical analysis. I used quantitative method for this research, as the aim of this research study was to measure the correlation and prediction of the independent and dependent variables.

Population

The target population for this study was comprised of office employees in their capacities as leaders and non-leaders, in multinational companies in Ghana, West Africa. The use of two companies provided ample participants for the collection of data to obtain the necessary sample size for this quantitative study. The section below provided more details about each of the two companies that provided their consent to participate in this research study.

MNC 1(MNC1), a multinational telecom services company, is a South African based company that started its operations in Ghana and operates in 22 countries to include Africa, the Middle East, and Asia with 27,000 employees. The mission of MNC1 is to contribute to Ghana's economic development by promoting innovation and sustainable corporate social responsible initiatives in the communities that they work in (MNC1 representative, personal communication, December 27, 2015). In 2007, MNC1

established in Ghana a CSR initiative in the areas of health, education, and economic empowerment. MNC1 Ghana has 750 employees.

MNC 2 (MNC2) Ghana is part of the Standard Bank group based in South Africa, which operates in 20 countries in Africa, and has been in service in South Africa for 153 years. MNC2, which began its operations in 1999, handles personal, business banking as well as corporate, and investment banking. MNC2 Ghana is involved in community support programs, which focuses on education, health, and entrepreneurship as its corporate social responsibility mission. MNC2 Ghana has about 700 employees. Table 1 shows the staff numbers and the proportionate numbers that are required for the sample size from each organization.

Table 1

Employees of participating organizations

| Participating organization | Total number of employees | Participants survey percentage | Sample size |
|----------------------------|---------------------------|--------------------------------|-------------|
| MNC1Ghana | 750 | 51.7 | 102 |
| MNC2 Ghana | 700 | 48.3 | 96 |
| TOTAL | 1,450 | 100.0 | 198 |

MNCs and operational practices within Ghana have gained attention in recent pasts due to the growth of MNCs globally and in Ghana, West Africa (Albu, Lupu, & Sandu, 2014). Although there has been a substantial growth of MNCs in Africa since the early 1990s, very little empirical research has been performed (Akorsu, 2013). The researcher selected these two participating MNC organizations based on their willingness to participate in the research study. I searched the internet for a list of MNCs in Accra, Ghana. To obtain my participating organizations, MNC1 and MNC2, I called each of the organizations to find out who the gatekeeper of the organization would be so that I could direct my letter requesting the participation of their employees in my research study to the responsible person in the organization who would provide me the authority to approve their participation. I visited the two organizations, MNC1 and MNC2, for discussions with human resources and legal section staff members to obtain their agreement to participate in the research. Gatekeepers received information about my research study as well as an outline of the process of this study to understand my

research. I shared information about the process of selection of the employees of the two organizations in my research study with the gatekeepers in my request letter for the participation of the employees of the two organizations. After each MNC's confirmation to participate in the study, each organization signed a letter of cooperation (Appendices G, and H).

Sampling and Sampling Procedures

I used a probability sample design in this study as the sampling method. A probability sampling design, based on random sampling, provides an equal opportunity to all units of the population to be included in the sample (Acharya, Prakash, Saxena, & Nigam, 2013). The four major types of probability sampling that are used by social scientists are, cluster sampling, simple random sampling, stratified sampling, and systematic sampling (Acharya et al., 2013; Frankfort-Nachmias & Nachmias, 2008).

This researcher used the stratified sampling design to obtain a first sample of the population and then applied systematic sampling of selecting each person after a particular number to participate in the research study. As described by researchers, I obtained the sampling interval by dividing the MNC population size by the research study sample size (Babbie, 2014). The participants were from two MNCs based in Accra, Ghana. Using a stratified random sampling strategy ensured a realistic representation of leaders and followers in the participating MNCs (Acharya et al., 2013), as the attitudes of these two groups of workers formed the basis of this quantitative study. With stratified sampling, which lowers the probable sampling error, the researcher obtains a greater

degree of representativeness of the population than when using other types of probability sampling (Babbie, 2014).

The sampling frame was a stratified sample taken from two MNCs' offices located in Ghana. There was an independent sample size calculation for each sub-population of leaders and followers to allow the sample size of each strata to be proportional to the size of the population. This independent sampling ensures that the two strata within the population was more realistic, as an organization always has less leaders as compared to followers in any organization. The sample size of each stratum was proportionate to the stratum size. The strata will be was collectively exhaustive, mutually exclusive, and randomly selected. The use of stratified sampling reduced the sampling error, which guaranteed a realistic population representation (Frankfort-Nachmias & Nachmias, 2008).

This researcher used the stratified sampling along with a systematic sampling method in obtaining a random sample from leaders and followers after obtaining permission from gatekeepers of the participating MNCs in Ghana, who were the Chief Executive Officer and the Human resources officer, to survey their employees. There are several benefits to these two selected probability-sampling designs of stratified sampling and systematic sampling when used in a research study (Acharya et al., 2013). The selection of stratified sampling ensured the two groups of the population, leaders and non-leaders, were adequately represented in the sample population. The use of stratified sampling increased the accuracy of the population estimates while simultaneously

reducing the cost of the research (Acharya et al., 2013; Ahmed, Moussa, Petterson, & Asamoah, 2012; Frankfort-Nachmias & Nachmias, 2008). The stratification process respects the random selection principle, as the composition of each group has its basis on probability samples drawn. Although using the systematic sampling can introduce bias, the incorporation of the systematic sampling is basic and simple to use and is a sampling strategy previous researchers employ in similar studies (Acharya et al., 2013). Many social scientists combine the simple random sampling design with other probability sampling designs (Acharya et al., 2013). The systematic sampling has many advantages, for example, having high external and internal validity and the fact that the data analysis can easily be conducted (Acharya et al., 2013).

The sampling strategy and sample size has an impact on the reliability of the research findings, because of the generalization ability of the rationalizations and extrapolations (Acharya et al., 2013; Frankfort-Nachmias & Nachmias, 2008; Nigatu et al., 2014; Shahid, Nasim, Memon & Mustafa, 2012). When selecting sampling strategy and sample size of a study, a researcher should take into account many factors such as the sampling unit and frame, sample designs, as well as any sampling frame errors (Acharya et al., 2013; Frankfort-Nachmias & Nachmias, 2008).

The inclusion criteria for the MNC organization to participate in the research study was their location in Ghana, which was in the capital city. Inclusion of the organization consisted of the MNCs' willingness to participate in the study upon the researcher producing all information pertinent to the study to each organization. Inclusion

criteria for the participants was that the minimum age of participants were at least 25 years and they must have had at least 5 years working experience under leaders who exhibit transformational leadership qualities. The letter of consent (Appendix B) indicated definitions of the variables studied, transformational leadership and OCB, as well as provided sample questions that showed the traits of transformational leadership and OCB. These definitions and examples of transformational leadership assisted the participants to know what transformational leadership and OCB qualities were and they then could identify if they had or have transformational leaders (Garcia-Morales et al., 2012; Hannah, Schaubroeck, & Peng, 2016; Pandey, Davis, Pandey, & Peng, 2015; Reichard et al., 2009).

Upon receipt of the completed survey questions, I initially reviewed the responses to the demographical questions and used the participants' responses to screen which participants met my inclusion criteria and hence were invited to participate in my research. This was to ensure that only questionnaires from participants who met the inclusion criteria were used in the data collection and analysis stages of this research study. The questionnaires were then sorted out between leaders and followers and by gender, after which the random sampling procedures was applied to these questionnaires in order to have a sample that was representative of the organization's leader/non-leader and gender.

As English is Ghana's lingua franca, all participants of this study must have had at least a secondary school education background in order to participate in this research

study. The population for this quantitative study was MNC employees with at least five years working experience, and as of 01 January 2014, and working in Ghana, West Africa. There were several exclusion criteria of participants that included any staff of the participating organizations, who had less than five years' cumulative work experience with any MNC, and who did not have a minimum of secondary education, were excluded from participating in the study. Any persons who were unable to provide implied consent were excluded from the study. The five years' work experience included staff work experience before joining the participating organizations. All the inclusion criteria were identified through participants' responses to the demographic questionnaire. The organizations also upheld social change activities for the local communities. Information regarding the participating MNCs' social change activities was made available via self-declaration in their Annual Reports or through information collected from the gatekeepers of each organization.

In this paragraph, an explanation warranting the exclusion of participants is set forth. Participants must be employed leaders or followers in a MNC in Ghana for a minimum of 5 years; otherwise, the individual was not eligible to participate in this study. Employees who did not have the minimum secondary school education were not included in this study. The exclusion criteria also included employees who did not provide implied consent to participate in the study.

Participants for this study must have been willing to participate voluntarily and able to provide informed consent for participation (Appendices B & C). Apart from the

leaders and non-leaders' strata, the study also reviewed demographical data to include education level, length of tenure with the company, gender, and age (Appendix J).

Although demographics was not a part of my core study, reviewing such data may lend information or suggest trends that future researchers may want to study; therefore, a brief discussion of demographics features in Chapter 5 of this study as future research suggestions. The selected sample of this study's participants was representative of the make-up of the organizations' employees' population in terms of gender by using the organization's staff list. There is an expectation that the representativeness of the selected sample may present certain themes, for instance, the cultural diversity in which the participants work in a multinational company. Although a bias of self-reporting was likely to be found in the data collection, there was assurance through triangulation of data. Triangulation of data was achieved by having employees also provide information to confirm or refute transformational leadership allegations by their leaders and vice versa. Burkholder (2013) posited that the effect size should be determined in advance of the study, to calculate the sample size, statistical power values, including the alpha. Burkholder further noted that the accepted value for statistical power is .80, and this value indicates that a researcher would identify a true effect in any sample size, 80% of the time. The statistical power indicates the likelihood of the test uncovering that the variables have an actual relationship (Burkholder, 2013). Using statistical power of .80 indicated that a 20% chance that a type II error could occur in the research findings (Cumming, 2014). Most researchers use a power of .80. This researcher used a power set

of .95 in this study, so that the researcher found a true effect 95% of the time (Burkholder, 2013). Burkholder stated that using a high statistical power certified that the research findings were scientifically derived. Power is the probability of finding statistical differences when these differences are present in a statistical test (Cumming, 2014). Statistical power has a direct relationship with a type II error, indicating that when a true difference is present, the researcher will fail to reject the null hypothesis (Burkholder, 2013; Cumming, 2014).

An alpha level of .05, power level of .95, and an effect size of .3 was selected by using the G*Power 3.1 program (Faul, Erdfelder, Lang, & Buchner, 2007; Faul, Erdfelder, Buchner, & Lang, 2009; Kelley, Eastwick, Harmon-Jones, & Schmeichel, 2015; Lebel & Campbell, 2013; Rowley et al., 2014) and an a priori power analysis (Burkholder, 2013). Based on this information, the resulting total sample size required for this quantitative study was 180 persons, 134 participants for the correlation test and 46 participants for the logistic regression test. The sample size was increased by 10% of 180 persons, the calculated sample size, to cover for non-responses, hence the sample size was 198 persons, and the actual power of this study was .9501, with an alpha level of .5, and an effect size of .3. There were two groups of participants that were leaders and non-leaders. In the two groups, the sample size was 99 participants in each group. It may have been challenging to have 198 participants meeting the inclusion criteria from one organization only and this was the reason that this researcher approached two organizations to participate in this research study.

Electronic data collection via the use of the internet is common practice used by researchers to collect data from surveys or questionnaires due to its many advantages (Burkholder, 2013). There was no bias involved or double counting happening as each participant responded once to the survey invitation by clicking on the link provided in the email invitation sent to the participants. This study used the electronic data collection method by distributing surveys via the internet, using Survey Monkey, to research participants. One hundred and ninety eight participants represented a cross-section of leaders and followers employed by the two participating MNC organizations in Ghana, West Africa.

Appropriateness of Internet and Survey Research to the Design

Collection of data occurred using the internet by participants completing surveys or questionnaires. The use of internet data collection takes place in research in many forms to include but not limited to interviewing, virtual focus groups, and validating instruments (Stern, Bilgen, & Dillman, 2014). Cost-effectiveness, the speed, easy access to many participants, allowing participants easier access, allowing participants to complete the questionnaires in their natural settings, and providing access to geographically challenged populations, are some of the many advantages of using the internet in research (Frankfort-Nachmias & Nachmias, 2008; Stern, Bilgen, & Dillman, 2014). Using this type of internet research appeals to social scientists because of the provision of participant comfort while eliminating any biases from the researchers'

physical presence or contact with the research participants (Stern, Bilgen, & Dillman, 2014).

Using the internet for research has constraints namely security and confidentiality issues, as well as errors from participant responses. Ethical and methodological concerns constitute other constraints of using the internet and if the sampling population does not represent the population, this could result in external validity threats (Stern, Bilgen, & Dillman, 2014). As non-responses reduce the accuracy of the research findings, it is important that strategies such as sharing information on the funding of the survey and follow-up mailings are used to ensure a high response rate (Frankfort-Nachmias & Nachmias, 2008).

It is important that researchers are computer literate in order to use and benefit from internet in research. Researchers are attracted to use the internet to plan and perform quantitative and qualitative studies and to have access to diverse and vulnerable populations as a result of the many benefits of the internet. It is important to assure researchers are computer literate in order to benefit from the internet to disseminate their findings (Stern, Bilgen, & Dillman, 2014). Since there are many benefits of the internet, researchers and practitioners must seize the opportunity to research using the internet.

Procedures for Recruitment, Participation, and Data Collection

The gatekeepers of the two MNC organizations, the Chief Executive Officer and the Human Resources Manager, provided a directory list of the staff numbers of the population, which were the employees of the two MNC organizations. Recruitment was

coordinated through a mix of informed consent document and email correspondence with potential participants. Each participating MNCs' gatekeeper provided the researcher with a staff list that had contact information for potential participants. An initial email (Appendix J) was sent to all employees requesting them to complete a demographic survey (Appendix I) which helped the researcher to identify those employees who met the researcher's inclusion criteria. Recruitment email and consent letter were not coercive by nature. Participants, who met the inclusion criteria, subsequently received an email correspondence providing information and background of their participation in the study (Appendix K) and an informed consent form (Appendix B) to inform them to decide whether they would participate or not, in the study. The participants were not considered a vulnerable population, based on the inclusive and exclusive criteria set forth to participate in this study. However, there could be pregnant women, those who may be economically disadvantaged, or those who may be suffering from serious illness at the time of the survey. If the employee is at work and not on any type of leave from the office, it was assumed that they were competent to complete the survey. Should they feel incompetent to complete the survey, they would not have clicked the survey link provided in the email, which was an implied consent to participate. The potential participants were aware that they were at liberty to decide not to participate in the survey with no repercussions.

It is important to note that the sampling frame dictated the correctness of the sample, and to take into account the issues that may occur in sampling frames, which

include the researcher not having complete frames (Frankfort-Nachmias & Nachmais, 2008). Several elements can influence the research findings such as the effect size, the sample size, alpha level, and power. The confidence level when increased increases the power. A lower alpha level and power level reduces the probability of a Type1 error occurring (Button et al., 2013). Frankfort-Nachmias and Nachmias (2008) posited that to ensure the sample is representative of the population, a researcher should use probability sample designs to ensure the same findings even when the study is replicated using different samples from the same population (Acharya et al., 2013). The selection of the probability sampling strategy ensured an accurate depiction of leaders and followers in the MNCs as the attitudes of these two groups of workers formed the basis of this nonexperimental quantitative study.

Instrumentation and Operationalization of Constructs

It is important to note that previous research studies on OCB dimensions have measured job satisfaction using the Minnesota Satisfaction Questionnaire (MSQ) while the organizational commitment is measured using the Organizational Commitment Questionnaire (OCQ; Harrison & Motowidlo, 2012). The OCQ is a 15-item scale with participants self-reporting using a 7-point Likert scale. The OCQ alpha coefficient values range from .82 to .93 and has a retest reliability of .59 that indicates positive validity (Kanning & Hill, 2015). The MSQ has a 21-item long form and a 3-item short form that researchers may administer by mail or interview. The long form takes about 15-20 minutes to complete. The validity of the MSQ scale had alpha coefficient values ranging

from .85 to .91 (Martins & Proenca, 2012). In research studies on transformational leadership, most studies measure the transformational leadership dimensions using the Multifactor Leadership Questionnaire (MLQ; Bacha & Walker, 2013; Hemsworth et al., 2013; Ishikawa, 2012; Jirawuttinaunt, 2013; Lin, 2014; Simola et al., 2012). The authors confirmed the validation of the scale as it had alpha coefficient of .92 (Bacha & Walker, 2013). The MLQ has been associated with a potential source of bias being that the ratings are influenced by social desirability and with the participants conducting self-reporting, this can introduce leniency or the halo effect which could distort survey results (Acar, 2012; Ishikawa, 2012; Sahin et al., 2014; Wang & Gagne, 2013). A one-way ANOVA statistical test findings assists in comparing variances within and between leadership styles (Eisenbeib & Boerner, 2013; Ishikawa, 2012; Martin, 2012; Sahin et al., 2014).

Research indicated that organizations could manage their competitive issues by using Transformational leadership (Bacha & Walker, 2013; Eisenbeib & Boerner, 2013; Ishikawa, 2012; Sahin et al., 2014). Researchers' limitations included the use of cross-sectional self-reported data, as causal inferences about relationships of variables in a study are made only if the research uses longitudinal data (Bacha & Walker, 2013; Eisenbeib & Boerner, 2013; Ishikawa, 2012; Jakobsen & Jensen, 2015). Self-reporting introduces a bias called common method variance (Jakobsen & Jensen, 2015). Collecting survey data from the participants through self-reporting consequently introduce inaccurate relationships (Jakobsen & Jensen, 2015). The use of different methods to

obtain information for the different variables included in this study reduced common method variance bias (Jakobsen & Jensen, 2015).

This quantitative cross-sectional research study using transformational leadership and its the four dimensions, the independent variables, computed by means of the Reichard, Riggio, and Smith's (2009) 40-item instrument that measures behavior that epitomizes transformational leaders' behavior (Appendix E). The measuring scale for measuring OCB was the Podsakoff, MacKenzie, Moorman, and Fetter (1990) 24-item instrument that was used for measuring OCB (Appendix F). The 24-item OCB scale was created to measure employee behavior that is not evident in the employees' formal job description but which affects the efficient functioning of an organization (Podsakoff et al., 2014; Shoss, Eisenberger, Restulog, & Zagencyk, 2013). The five dimensions of OCB form the basis of the 24 items of the measuring scale. A seven-point Likert scale was used, with scores ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

The OCB scale reliability contains five subscales that have internal consistency where the measures surpassed Cronbach's alpha of .80 except for one dimension, civic virtue, which measure was at .70. The responses from the participants' self-reporting will constitute the data collection. Leaders and followers will report on each other's behavior thereby minimizing biases that are usually associated with self-reporting.

Two measuring instruments were used to gather data regarding leaders and non-leaders' perception of the use of transformational leadership, each of transformational leadership components separately, and the relationship that transformational leadership

and its individual components have with OCB within MNCs in Ghana. Participants complete the Transformational Leadership scale to gather data regarding transformational leadership from each participant (Appendix E; Reichard et al., 2009). Participants completed Podsakoff et al.'s 24-item full text OCB Measuring Scale collect data from participants regarding OCB (Appendix F; Podsakoff, Whiting, Podsakoff, & Blume, 2009). The participants completed the survey electronically via Survey Monkey (www.surveymonkey.com). Electronic data collection was most appropriate for this study due to the vast geographical dispersion of the participants. Attached in the appendices are the permission letters from participating organizations, consent form, authors' permission to use the scales, and sample scales used in this quantitative study (Appendices B, C, D, E, F, & G).

Organizational Citizenship Behavior (OCB Scale)

Participants provided information regarding OCBs via the use of the OCB scale (Podsakoff et al., 2014; Podsakoff, MacKenzie, Moorman & Fetter, 1990; Shoss, Eisenberger, Restulog & Zagenczyk, 2013). The development of the OCB scale was to measure transformational leadership behaviors and their effects on followers' trust in their leader, their job satisfaction, as well as their OCB (Podsakoff et al., 2014; Podsakoff et al., 1990; Shoss, Eisenberger, Restulog, & Zagenczyk, 2013). Podsakoff et al. (1990) tested the scale on the population of female and male employees from a petrochemical company located in the United States and Canada. Other researchers have used this scale to survey male and female elementary school teachers in Israel (Liu, 2013). Additionally,

the researchers used the OCB scale to test idiocentrism and allocentrism as moderators of the relationship between transformational leadership, transactional leadership, and OCB. The purpose of the OCB scale is to measure discretionary behaviors that are not part of an employees' official job description but which nonetheless contribute to positive behaviors that in turn enhance organizational performance (Podsakoff et al., 1990). This OCB scale may be used for research and teaching purposes at no fee and without obtaining permission from the authors (Podsakoff et al., 1990; Shoss et al., 2013). This unpublished instrument is used in an industrial or organizational setting, and the setting corresponds with the setting of this quantitative study (Podsakoff, et al., 1990; Shoss et al., 2013).

This OCB scale has 24-items that represent the five dimensions of OCB namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Nielsen, Bachrach, Sundstrom, & Halfhill, 2012). Organ's (1988) original OCB scale was pilot tested, and the resultant measuring scale included the items that scored 80% or more (Nielsen, et al., 2012). A seven-point Likert scale was used, with scores ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). The internal consistency reliability of four out of five subscales of the OCB scale was more than 80% except for civic virtue that had an alpha of .70 and indicated discriminant validity (Morrison, 2014; Podsakoff et al., 1990). Confirmatory factor analysis showed a linkage with Organ's OCB theoretical framework (Podsakoff et al., 1990). The confirmatory factor analysis of leadership behavior measures showed that all the OCB dimensions had significant and substantial loadings on

their hypothesized factors (Podsakoff et al., 1990). The factor correlations demonstrated that all the constructs met the discriminant validity criterion (Podsakoff et al., 1990). With respect to reliability, the alpha coefficient values for altruism, sportsmanship, courtesy, civic virtue, and conscientiousness were .93, .91, .76, .89, and .80 respectively (Liu, 2013; Podsakoff et al., 1990). The breakdown of the questions of the subscales were as follows: six questions on the conscientiousness dimension; four questions on the sportsmanship dimension; four questions on the civic virtue dimension; five questions on the courtesy dimension; and five questions on the altruism dimension. The OCB measuring scale has reverse-coded questions for those questions on the sportsmanship dimension and one question on the conscientiousness dimension (Podsakoff et al., 2014; Podsakoff et al., 1990).

Transformational Leadership Scale

The measuring instrument for the variable transformational leadership was Reichard, Riggio, and Smith (2009) transformational leadership-measuring instrument. It is a 40-item measure developed to assess behaviors that depicted those of transformational leaders (Perreault, Cohen, & Blanchard, 2016; Reichard, Riggio, & Smith, 2009). The measuring instrument is based on the four factors of transformational leadership, which are idealized influence (10 questions), inspirational motivation (12 questions), individual consideration (9 questions), and intellectual stimulation (9 questions) (Reichard, Riggio, & Smith, 2009). The questionnaire employed a 7-point Likert scale with 1 representing *strongly disagree*, and 7 representing *strongly agree*,

while six of the questions on this scale were reverse coded. This unpublished instrument may be used for research and teaching purposes at no fee and without obtaining permission from the authors (Reichard, Riggio, & Smith, 2009).

Reichard et al.'s (2009) transformational leadership survey has been reviewed in several situations for instance in adolescent family environmental antecedents, which have the transformational potential to utilize a longitudinal mediational analysis (Day, Fleenor, Atwater, Sturm, & McKee, 2014). The longitudinal analysis used males and females of Fullerton, California, U.S.A. as well as childhood and adolescent antecedents with leadership potential in adulthood. The correlations between the dimension of the transformational measure and those of the multifactor leadership questionnaire (Crow, Lee, & Joo, 2012; Hirak, Peng, Carmeli, & Schaubroeck, 2012), suggested a moderate level of convergent evidence of the constructs. Internal consistency and reliability using Cronbach's alpha were .82 for idealized influence, .92 for inspirational motivation, .89 for individualized consideration, and .83 for intellectual stimulation (Reichard et al., 2009). The setting in which to use this test is in an industry and organization and that was consistent with the participants' setting in this quantitative study. Testing of this instrumentation indicated a strong overall reliability of .96 as well as a good model fit (Reichard et al., 2009).

Assessment of Reliability and Validity of the Instrument

Using survey questionnaires completed only by employees could introduce a self-report bias. By leaders reporting on the employees' behavior and followers reporting on

leaders' behaviors, the researcher promoted minimization of self-reporting bias. The participants had to select one of the responses on the scale that best described their response. To reduce the introduction of the possibility of non-response bias in this nonexperimental quantitative study, the participants, on different occasions, were reminded of the importance of their participation in the study, and the need for them to respond to the questionnaire in a timely manner. This strategy minimized the rate of non-responses. The small sample size may also have introduced a bias on these self-administered questionnaires and researchers have indicated that if there are non-responses, it decreases the power of the data collected (Cumming, 2014).

Operationalization

Transformational leadership, the independent variable, is leaders who motivate, inspire, and transform their followers into leaders (Grant, 2012). The operational definitions for the four dimensions of transformational leadership are:

- a. Intellectual stimulation: A dimension of transformational leadership that encourages creativity among employees to reinvent the current processes and to seek new ways of acquiring new knowledge (Bass, 1985).
- b. Individualized consideration: A dimension of transformational leadership that involves keeping lines of communication open between followers and leaders, and offering support and encouragement to individual followers (Bass, 1985).
- c. Inspirational motivation: A dimension of transformational leadership where leaders communicate the organizational vision to employees (Bass, 1985).

- d. Idealized influence: A dimension of transformational leadership where the leader is a role model for his followers (Bass, 1985).

The dependent variable, OCB, is the behavior exhibited by employees which are not required in the formal job description but which enhance employee and organizational productivity (Chowdhury, 2013). The measuring scales used in this study were Reichard, Riggio, and Smith's (2009) Transformational leadership 40-item scale and Podsakoff, MacKenzie, Moorman, and Fetter's (1990) OCB 24-item scale. It is to be noted that Reichard et al.'s (2009) measuring scale was used in this study as it is freely available upon obtaining the authors' consent whereas the MLQ-5X must be purchased. Table 2 indicates the number of questions on each of the two measuring scales of this study as per each dimension of independent and dependent variables.

Table 2

Number of items on measuring scales

| Variables | | Dimensions of each variable | Number of items per dimension |
|-----------------------------------|-------------------------------------|------------------------------|-------------------------------|
| Independent variables | Transformational leadership | Intellectual Stimulation | 9 |
| | | Idealized Influence | 10 |
| | | Inspirational Motivation | 12 |
| | | Individualized Consideration | 9 |
| Transformational leadership Scale | | Total Number of items | 40 |
| Dependent variable | Organizational citizenship behavior | Conscientiousness | 6 |
| | | Sportsmanship | 4 |
| | | Civic Virtue | 4 |
| | | Courtesy | 5 |

| | | |
|-----------|-----------------------|----|
| | Altruism | 5 |
| OCB scale | Total Number of items | 24 |

Reichard, Riggio, and Smith's 40-item scale, emanated from their study in 2009, and they propounded it in order to overcome shortfalls of Bass and Avolio's (1985) MLQ 5X scales (Acar, 2012; Wang & Gagne, 2013). The shortfalls identified were in the areas of its simplicity in using 20 items in the scale to measure five dimensions of transformational leadership, the social desirability aspect as well as the acquiescence bias of the MLQ-5X (Perreault, Cohen, & Blanchard, 2016; Reichard, Riggio, & Smith, 2009).

The higher the overall score of each dimension of the TL, for TL sample questions, (Appendix E) and the OCB measuring scale, for OCB sample questions (Appendix F), the higher the individual possesses of the overall factor or the individual dimension. I involved the authors of the measuring scales with the live data to assist me with the interpretation as they had already expressed interest over the interpretation of the results.

Data Analysis Plan

I used the Statistical Package of Social Sciences (SPSS) software version 21 (2015) to perform statistical analysis of data and produced multivariate tables and descriptive statistics namely frequency distribution tables, measures of central tendency, and measures of dispersion. The data analysis included a descriptive analysis of the raw data collected from participants in this quantitative study. Descriptive statistics do not

draw conclusions about the population but rather, provides information namely the mean, median, mode, variance, and standard deviation of the responses of the sample population (Babbie, 2014; Bezzina & Saunders, 2014). Descriptive statistics allows for simpler interpretation of the raw data (Babbie, 2014; Bezzina & Saunders, 2014).

There are two types of inferential statistics for example estimation statistics or confidence interval and hypothesis testing (Babbie, 2014; Bezzina & Saunders, 2014).

This quantitative study derived inferential statistics from the data collected using hypothesis testing. Inferential statistics allows the researcher to draw conclusions about the population based on the sample (Babbie, 2014; Bezzina & Saunders, 2014).

Inferential statistics allowed this researcher to identify the association of the four transformational leadership dimensions with OCB, as well as which of the predictor variables of transformational leadership, was the best predictor of the criterion variable, which was OCB. SPSS software assisted in the computation of inferential statistics to include multivariate regression, ANOVA, and logistics regression (Martin, 2012; Patel, Pahd, & Bhavsar, 2013).

In this quantitative research study, statistical parametric tests were used to examine bivariate correlation and regression tests on the data collected namely the Pearson's correlation coefficient test to examine the influence of the transformational leadership dimensions on OCB and the multiple regression forced entry test to identify the dimensions of transformational leadership that best predicted OCB. In the case of assumptions, this researcher was to use non-parametric tests for correlation tests and

regression tests such as Spearman's correlation coefficient or Kendall's tau respectively, if there were any violations found after data cleaning. This research study also used a robust regression namely bootstrapping (Martin, 2012; Patel, Pahd, & Bhavsar, 2013). The total number of participants for the sample was 198 and the response rate as well as the non-response rate, was part of the findings report.

Research Questions and Hypotheses

Research Question 1: What is the relationship between transformational leadership and OCB of employees in Ghanaian multinational corporations?

H_01 : There is no significant relationship between transformational leadership and OCB of Ghanaian multinational corporations' employees.

H_01 : $r = 0$, where r is the correlation coefficient

The Pearson's correlation coefficient statistics test indicates whether a relationship exists between the two variables, and it indicates the strength and direction of the association. The null hypothesis will be rejected should the research findings indicate a Pearson correlation that is not zero, as per the null hypothesis. Should the p-value associated with the significance test for the correlation produce a statistically no significant relationship, the null hypothesis will be rejected.

H_11 : There is a significant relationship between transformational leadership and OCB of Ghanaian multinational corporations' employees.

H_11 : $r \neq 0$, where r is correlation coefficient

Research Question 2: To what extent does idealized influence dimension of

transformational leadership predict Ghanaian multinational corporations' employees' OCB?

H₀₂: Idealized influence dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

H₀₂: $\beta_1=0$, where β is the regression coefficient

H₁₂: Idealized influence dimension of transformational leadership does predict Ghanaian multinational corporations' employees' OCB.

H₁₂: $\beta_1 \neq 0$, where β is the regression coefficient

Research Question 3: To what extent does inspirational motivation dimension of transformational leadership predict Ghanaian' multinational corporations' employees' OCB?

H₀₃: Inspirational motivation dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

H₀₃: $\beta_2 = 0$, where β is the regression coefficient

H₁₃: Inspirational motivation dimension of transformational leadership does predict Ghanaian multinational corporations' employees' OCB.

H₁₃: $\beta_2 \neq 0$, where β is the regression coefficient

Research Question 4: To what extent does intellectual stimulation dimension of transformational leadership predict Ghanaian multinational corporations' employees' OCB?

H₀₄: Intellectual stimulation dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

H₀₄: $\beta_3 = 0$, where β is the regression coefficient

H₁₄: Intellectual stimulation dimension of transformational leadership does predict Ghanaian multinational corporations' employees' OCB.

H₁₄: $\beta_3 \neq 0$, where β is the regression coefficient

Research Question 5: To what extent does individualized consideration dimension of transformational leadership predict Ghanaian multinational corporations' employees' OCB?

H₀₅: Individualized consideration dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

H₀₅: $\beta_4 = 0$, where β is the regression coefficient

H₁₅: Individualized consideration dimension of transformational leadership does predict Ghanaian multinational corporations' employees' OCB.

H₁₅: $\beta_4 \neq 0$, where β is the regression coefficient

The null hypotheses for RQ2-RQ5 will be rejected if the multiple regression coefficient results indicate that the dimension of transformational leadership being tested do not make a significant contribution to the prediction equation. Should the p-value associated with the significance test for the multiple regression coefficient test for the dimension of transformational leadership being tested, result in statistically no significant relationship, the null hypotheses will be rejected.

Reliability and Validity

According to Campbell and Stanley (1963), the posttest-only control group design provides eight sources of internal validity controls, which are maturation, testing, history, regression, instrumentation, selection, mortality, and interaction of maturation and selection. The cross sectional research design used in combination with advanced statistical analysis similarly controls for these eight sources of internal validity (Babbie, 2014; Campbell and Stanley, 1963; Crain et al., 2013). The design is weak in external validity as it controls only one out of four sources of external validity. The design controls the interaction of testing and X, whereas the other factors namely interaction of selection and X, reactive arrangements, and the factor multiple-X interference, are not relevant (Babbie, 2014; Campbell and Stanley, 1963; Johannessen & Berntsen, 2013). The cross-sectional research design can be compared to the single group or multiple group experiment research designs, which are conducted in the participants' natural social setting, and which are described as quasi-experimental designs (Babbie, 2014; Campbell & Stanley, 1963; Crain et al., 2013; Johannessen & Berntsen, 2013). Natural administrative units for example a classroom or organization use single groups, which is what this quantitative study will be utilizing. Figure 1 illustrates how participants are randomly assigned to groups (R), those who have received treatment of transformational leadership and those who have not (X), and this measurement by O posttest. The research may include auxiliary information and advanced statistics techniques that would help to increase the internal validity of cross-sectional designs.

| | |
|---------|----------------------------|
| Group A | R-----X-----O ₁ |
| Group B | R-----O ₂ |

Figure 1. Random assignment of participants to groups. This figure illustrates the random assignment of participants to groups (R), showing those who have received the treatment (X), and the measurement through a posttest (O). From “Experimental and quasi-experimental designs for research” by Campbell and Stanley, 1963, p. 8. Copyright by Wadsworth Cengage Learning.

Establishing internal validity ensures that changes in the independent variable indeed affect the dependent variable to change (Babbie, 2014; Frankfort-Nachmias & Nachmias, 2008). There is a possibility that the internal validity threat of mortality could occur in this quantitative study. To counter this threat, the researcher, calculating the sample size, increased the size by ten percent as a buffer against the number of participants who may drop out during the research. There was a close follow-up to have participants complete the questionnaires so there would not be a low or non-response rate. Diffusion of treatment could be a threat to internal validity, as the participants were working in the same organization although the researcher randomly selected and assigned participants. It was challenging to keep the participants apart during the data collection stage. Participants had access to the questionnaires within a one to two day period for completion in order to minimize communication between the participants, which could affect their responses.

Extrinsic factors that occurred before the study took place could jeopardize internal validity or create selection effects, especially if participants self-nominated.

Utilizing random selection controlled these extrinsic factors (Frankfort-Nachmias & Nachmias, 2008). Matching and randomization is a method used to control extrinsic factors (Frankfort-Nachmias & Nachmias, 2008). Intrinsic factors that could occur in the study would be a threat of mortality and diffusion of treatment (Frankfort-Nachmias & Nachmias, 2008). Frankfort-Nachmias and Nachmias (2008) posited that the posttest-only control group design reduces the cost of the survey, the impracticability of pre-testing, as well as the reactive nature of pre-tests. Without the pre-test, the threats of testing and instrumentation are irrelevant sources of invalidity. Matching and randomization will control the extrinsic factor of the selection. As the participants matured at the same time and had previous exposure to the independent variable, the researcher controlled the other intrinsic factors in this quantitative study of history, outside of testing and instrumentation.

Threats to Validity

Validity of a study describes whether the research conclusions are true or false (Babbie, 2014; Campbell & Stanley, 1963; Crain et al., 2013). There are several types of validity explored when conducting research to include internal, external, construct, and statistical conclusion validity (Babbie, 2014; Campbell & Stanley, 1963; Crain et al., 2013). This section discusses the external and internal validity of this research study.

External Validity

Factors known to threaten generalizability of a study or external validity, are the the “interaction effects of selection biases” and the experimental variable, interaction

effect of testing, the reactive effects of experimental arrangements , and the “multiple treatment interference” (Campbell & Stanley, 1963, p. 8). These factors did not threaten the external validity of this study for the following reasons: the experimental conditions were the natural conditions, the test was the same for all the population, there were no multiple treatments tried on the same patients, and subjects did not serve as their controls (Babbie, 2014; Campbell & Stanley, 1963; Crain et al., 2013). A potential threat to external validity would be the interaction of history and treatment (Babbie, 2014; Frankfort-Nachmias & Nachmias, 2008), which would impede generalizing the study results to future situations.

Further external validity threats in this study would be the representativeness of the sample. The randomly selected participants would not be representative of the MNC’s population in all organizations. Hence, the study used the probability methods for the sampling. To minimize threats to external validity of reactive arrangements, this researcher used the natural setting of the participants, meaning the participants used their office computers in their offices to complete the questionnaires. Pearson’s correlation and multiple regression were the appropriate statistical tests of the study (Martin, 2012; Patel, Pahd, & Bhavsar, 2013). If there were violations of normality after data cleaning, then non-parametric tests, namely Spearman rank-order correlation would be the statistical test to be employ in this quantitative correlation study (Martin, 2012).

Internal Validity

Internal validity describes the appropriateness for one to conclude that the correlation amongst variables is causal (Campbell & Stanley, 1963; Crain et al., 2013). Internal validity threats can be problematic if the researcher does not control the threats, because the results will not be interpretable (Babbie, 2014; Campbell & Stanley, 1963; Crain et al., 2013). Several factors can threaten internal validity of a research study. Some of the many validity threats consist of selection-maturation interaction, history, testing, maturation, statistical regression, and instrumentation (Campbell & Stanley, 1963; Crain et al., 2013).

Threats to internal validity that involve participants are history, maturation, regression, and selection (Babbie, 2014). In this quantitative research study, these threats to internal validity did not occur, as the participants experienced external event of transformational leadership during their earlier working years, the participants did not mature during the research, the participants were randomly selected, and the participants did not drop out. The researcher collected data in a very short time, as participants completed the survey questionnaires at one point in time. The testing and instrumentation threats to internal validity was also not an issue in this quantitative study as the participants completed their forms only once, as there was no pre-testing stage.

This study's research design, cross-sectional design, has some disadvantages. The two commonly identified disadvantages of cross-sectional design are (1) researchers may be unable to make unambiguous causality and (2) the direction of causality are logically or theoretically inferred (Frankfort-Nachmias & Nachnias, 2008; Glaser & Hecht, 2013;

Johannsson & Berntsen, 2013). The inability to make unambiguous causality from research findings affected the internal validity of this study.

The cross-sectional design has weaker internal validity than experimental designs; hence, researchers recommend utilizing statistical data analysis techniques for instance correlation and regression methods of control (Glaser & Hecht, 2013). There is an increase in the internal validity when utilizing cross-sectional analysis for a research study (Frankfort-Nachmias & Nachmias, 2008; Van der Stede, 2014). Cross-sectional design presents challenges in manipulating the independent variable, which allows causal inferences to be made and not generalizability (Chow et al., 2015; Frankfort-Nachmias & Nachmias, 2008). It is for all these reasons that I used advanced statistics such as correlation and regression to mitigate the study's internal validity weaknesses.

Ethical Procedures

One assumption was that participants voluntarily accepted to participate in the study after receiving explanations from the researcher about the objective of the study and the process of the data collection. The gatekeeper of each participating MNC sent the mailing list of their employees to the researcher who then contacted them to complete the demographic survey. This researcher was available to clarify to the gatekeepers any questions that they had to ensure that they had the same understanding of the research study as the researcher did. Anticipating ethical issues in all stages of quantitative research is essential.

Protection of Participants' Rights

This quantitative study was based on organizational management, which is a social science that makes the study humanistic as well as scientific. Any study based on humans has risks of ethical dilemmas for the researcher (Babbie, 2014; Frankfort-Nachmias & Nachmias, 2008). One should not violate the rights of the participants, but the conditions should be respected in order to have unbiased scientific knowledge generated by the research. This quantitative study took into account the benefits and costs of this research not only to the researcher but also to the participating members of the selection organizations. To comply with the ethical protection of participants' requirement, the researcher obtained Walden University Institutional Review Board (IRB) authorization no. 11-08-16-0160365, before commencing data collection from the sample participants (Walden University, 2015). In order to conduct an ethical research that protects the rights of the participants, participants were requested to submit implied informed consent forms prior to data collection, and the privacy of the participants was ensured in order to avoid encroachment on the participants' rights and welfare (Maheu-Giroux & Castro, 2013). To assure participants' privacy, I ensured anonymity of the participants and kept the study data confidential.

Ethical issues may come up in three areas, which are in the setting of the study, which will be the office space of the selected organization, in the type of data collected, which includes demographic and leadership practices in public organizations, as well as in the research problem (Maheu-Giroux & Castro, 2013). The participants and organizations derived benefits from this quantitative study. The participants of the study

received full disclosure on the purpose of the study, whether the research had benefited from financial aid, and on the distribution of the research findings, all the while ensuring the confidentiality of the survey data. The right to conduct scientific research that adds to existing body of knowledge should not violate the rights, welfare, privacy, or dignity of the participants.

The study participants submitted implied informed consent forms on the electronic versions of the survey questions, describing all risks and their voluntary participation in the study before commencing the research. These forms also indicated that the researcher assured the anonymity of the participants and confidentiality of the data collected. The researcher did not duplicate the participant records, there were passwords to data on the researcher's computer, and when sharing the data with committee members, there were no identifying information of participants from the data set to maintain anonymity. Coding information that could identify the participants included using the participants' age instead of their exact date of birth, and using the general profile of participants.

Benefits of the research study to organizations included promotion of those variables of transformational leadership that predict positive OCB. Promotion of such variables would render the work environment of the employees more favorable to them. A favorable environment would have a positive effect on employees' work output, which would enhance organizational performance. The informed consent form was transparent in order to suppress any ethical issues in data collection (Maheu-Giroux & Castro, 2013).

In data analysis and interpretation, the researcher shared the results discussion and findings sections with the participants through the gatekeeper of the participating organizations after approval of the write-up by the researcher's committee members. This researcher ensured the confidentiality of the data by destroying them after five years, in compliance with Walden University's requirements (Walden University, 2015).

Summary

The purpose of this nonexperimental quantitative study was to investigate the relationship between transformational leadership and OCB as well as to identify which of the four dimensions of transformational leadership was the best predictor of OCB. The cross-sectional design used in this study was analyzed for its advantages and disadvantages and justification made on why it was selected for the study.

The data collection method for this study was through the distribution of questionnaires using SurveyMonkey, to leaders and followers of participating MNCs. The selection of participants was done randomly using the random sampling stratification and subsequently the systematic sampling methods. The use of these two random sampling methods assured the representativeness of the sample population with those of the participating MNCs in terms of numbers and gender.

Justification for use of the selected measuring instruments was detailed in this chapter. A comprehensive background of the two participating MNCs was provided. The inclusion criteria of MNC employees included having worked with an MNC based in Ghana for five years and had a minimum secondary school education. A detailed

description of the sample size calculation was provided in this chapter. The reliability and validity of the measuring instruments were discussed.

This chapter provided a detailed data analysis plan which included the use of SPSSv.21 for the analysis of the research data. The five research questions and hypotheses were restated in this chapter. This study employed a nonexperimental quantitative study design involving statistics analysis namely correlation and logistics regression based on volunteer participant responses. Leaders and followers with at least 5 years' work experience voluntarily completed the two questionnaires used in this quantitative study, that is, the transformational leadership instrument and the OCB scale. The raw data was analyzed using SPSS software version 21 to produce descriptive and inferential statistics for better understanding of the data.

Ethical procedures for the protection of participants rights included the researcher obtaining IRB approval before data collection started, while ensuring that participants were provided with adequate information to make an informed decision regarding their participation in the research study, Participants' were ensured of anonymity and confidentiality of their responses. There was no physical or psychological risk anticipated for participants.

The following topics are covered in Chapter 4: data collection including the timeline for collecting data, the recruitment of the participants and the response rates. Chapter 4 shows the descriptive and demographic characteristics of the sample as well as the means and standard deviations of newly created variables. Chapter 4 review the

reliability analysis, presents the study results for the correlation and multiple regression tests, including the research question and results for the multiple regression analysis.

Chapter 4: Results

The purpose of this study was to examine the relationship between transformational leadership and OCB. This chapter presents the results of this nonexperimental, quantitative study. The findings of the research study are presented in this chapter.

There were five research questions and corresponding hypotheses for this study. It was hypothesized that there is a relationship between transformational leadership and OCB of Ghanaian MNCs' employees. It was also hypothesized that the four dimensions of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—would predict Ghanaian MNCs' employees' OCB.

Chapter 4 describes the process of data collection, highlighting what may have been different from what was proposed in Chapter 3 of the proposal; the data analysis, highlighting demographic statistical characteristics of the sample; and a presentation of the results. The chapter closes with a summary of findings, as well as a transition to Chapter 5.

Data Collection

Timeline, Recruitment, and Response Rates

The researcher provided the participants with a 12-week window to participate in the survey. Due to a slow response rate, the timeframe for data collection was extended from the original 3 months to secure a sufficiently large sample size. The extension of the

deadline for collecting completed surveys ensured that the researcher had an appropriate sample size for the study.

The directories for each of the two participating organizations provided the e-mail addresses of 1,400 employees. Based on the responses of these staff members, after contacting them with the first survey, the survey instruments for measuring were distributed to transformational leadership and OCB employees who met the inclusion criteria: $n = 1000$, 71%). A total of 207 completed surveys were received for a 20.7% response rate.

A sample size of 134 participants was required to ensure statistical power to use the correlation coefficient; 46 participants were required for the regression analysis. A total number of 27 incomplete surveys (i.e., 15-35 omitted responses) were discarded before conducting the analyses. The remaining 180 surveys were reviewed for outliers and missing data, and then tested for normality of data—one of the main assumptions for the correlation and regression tests. Table 3 shows the results of the assumptions of normality tests, Kolmogorov-Shapiro and Shapiro-Wilk tests, which indicated that the data distribution was not normal because the significance of each is $p < 0.05$. However, using a sample size of more than 50, enabled the use of parametric tests as it mitigated the fact that the data was not of normally distributed. (Green & Salkind, 2014). Since the sample size of this research exceeded 50, parametric testing was used. Missing responses identified in the 180 surveys were fewer than 5%, which is considered an acceptable rate for the statistical tests (Green & Salkind, 2014).

Table 3

Tests of Data Normality

| | Kolmogorov-Smirnov | | | Shapiro-Wilk | |
|---|--------------------|-----|------|--------------|------|
| | Statistic | df | Sig | df | Sig |
| Transformational Leadership Mean | .115 | 180 | .000 | .896 | .000 |
| Organizational Leadership Behavior Mean | .125 | 180 | .000 | .919 | .000 |

a. Lilliefors Significance Correction

Descriptive and Demographic Characteristics of Sample

The sample studied in this research was employees who had at least a high school diploma, who were at least 25 years of age, and had worked with multi-national corporations for at least five years. The majority of participants were leaders ($n=104$, 58%), and female ($n = 99$, 56%). The participant gender breakdown does not reflect the actual gender ratio of the participating organizations. The actual gender ratio of the organizations is approximately 1:2 (33% female, 67% male). It should be noted that this organizational gender ratio takes into account other categories of office employees, such as drivers and ancillary staff, who do not meet the research inclusion criteria requirements for education and an acceptable knowledge of English. This category of employees could not participate in the survey. The age of participants ranged from 36 - 45 years ($n = 48$, 27%). The majority of participants had a high school diploma ($n = 60$, 34%) that was closely followed by participants with a Bachelor degree ($n = 56$, 31%).

Many participants had worked in MNCs for between five to ten years ($n = 128$, 71%).

These demographic characteristics reveal a diverse sample of MNC employees. Table 4 presents the frequencies and percentages for the sample characteristics.

Table 4

Frequencies and Percentages for Demographic Sample Characteristics (N = 180)

| Variable | N | % |
|-------------------------------|-----|----|
| Gender | | |
| Male | 81 | 45 |
| Female | 99 | 56 |
| Age | | |
| 0-24 | 0 | 0 |
| 25-35 | 43 | 24 |
| 36-45 | 48 | 27 |
| 46-55 | 45 | 25 |
| Over 55 years | 44 | 24 |
| Education | | |
| High School Diploma | 60 | 34 |
| Associates Degree | 36 | 20 |
| Bachelor Degree | 56 | 31 |
| Master Degree | 18 | 10 |
| PhD | 10 | 5 |
| Years with MNC | | |
| 5-10 years | 128 | 71 |
| Over 10 years | 52 | 29 |
| Holding a Leadership Position | | |
| Yes | 104 | 58 |
| No | 76 | 42 |

Upon receipt of the completed surveys, the questionnaires were arranged into groups of leaders and non-leaders. Subsequently, the stratified sampling method along with a systematic sampling method were applied to the questionnaires. The sampling

methods were used in order to arrive at a randomly selected sample that was representative of leaders and non-leaders.

Means and Standard Deviations of Newly Created Variables

The total sum of the means was calculated as new variables by obtaining the average for the transformational leadership variable and the OCB variable. The transformational leadership scores ranged between 1.13 and 6.25, with $M = 4.85$ and $SD = 0.81$ while the OCB scores ranged between 1.92 and 7.00, with $M = 5.55$ and $SD = 0.91$. This average score indicates that the responses for both surveys were leaning towards agreeing with the scale items. Table 5 indicates the descriptive statistics for these two variables, while Figures 2 and 3 show the distribution of the scores for the two newly created variables.

Table 5

Descriptive Statistics for Independent and Dependent Variables

| | N | Minimum | Maximum | Mean | SD |
|----------------------------------|-----|---------|---------|------|------|
| Transformational Leadership Mean | 180 | 1.13 | 6.25 | 4.85 | 0.81 |
| OCB Mean | 180 | 1.92 | 7.00 | 5.55 | 0.91 |
| Valid N (Listwise) | 180 | | | | |

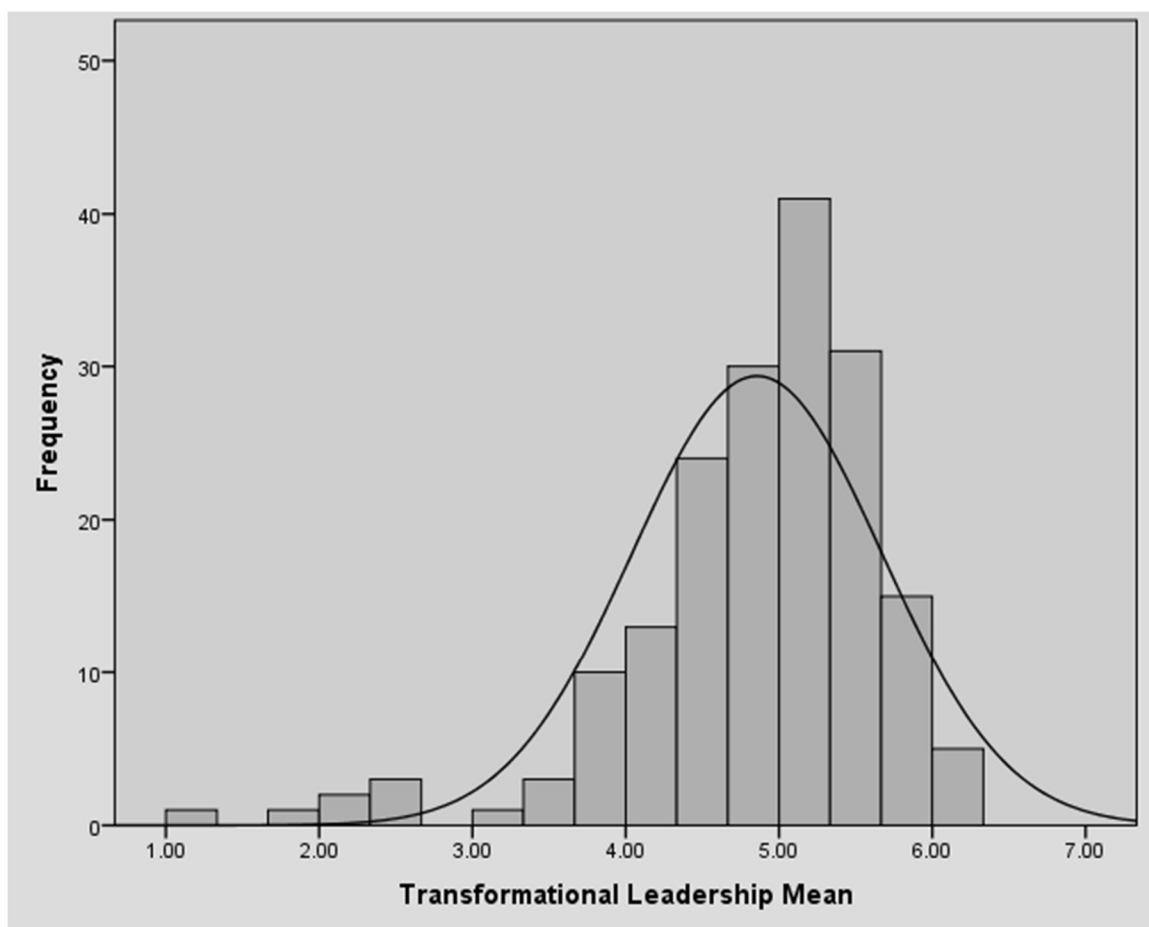


Figure 2. Histogram for transformational leadership scores.

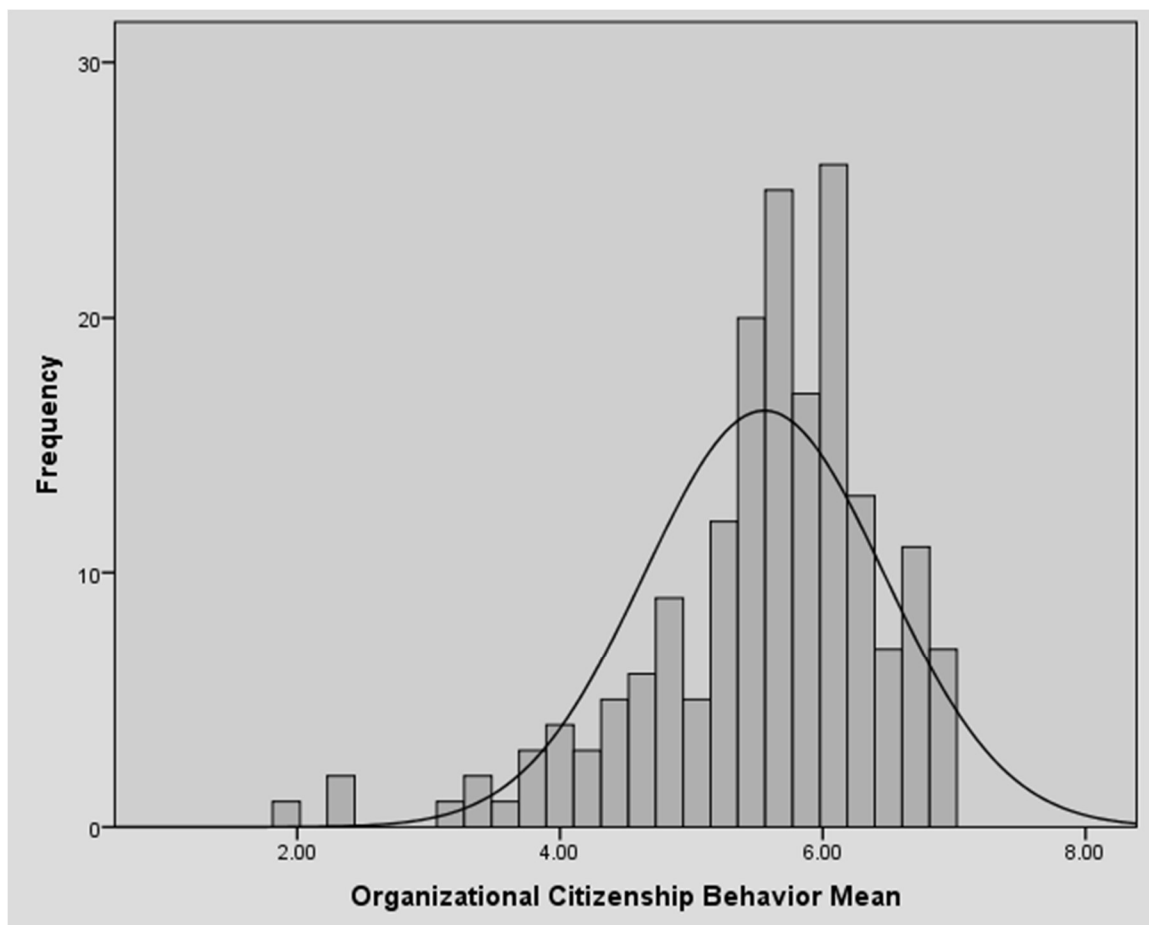


Figure 3. Histogram for OCB scores.

Reliability Analysis

The inter-item reliability of these two measuring scales was examined using Cronbach's alpha. The reliability estimate of alpha for transformational leadership scale ($\alpha = .887$) and that of the OCB ($\alpha = .851$) indicate a good level of inter-item reliability. The results of the reliability estimate of the two measuring scales are indicated in Table 6. A reliability coefficient of .7 or higher demonstrates an acceptable level of inter-item

reliability (Green & Salkind, 2014). The co-efficient alpha of the two measuring scales indicated that the scores were reliable for respondents who are similar to the research study participants.

Table 6

Reliability Analysis Test for Transformational Leadership and OCB

| Variable | Number of Items | α |
|-----------------------------|-----------------|----------|
| Transformational Leadership | 40 | .887 |
| OCB | 24 | .851 |

Figure 4 shows a scatter plot graph indicating the non-linear relationship between the two variables, transformational leadership and OCB. The relationship is described as being non-linear because a straight line cannot be drawn through the points.

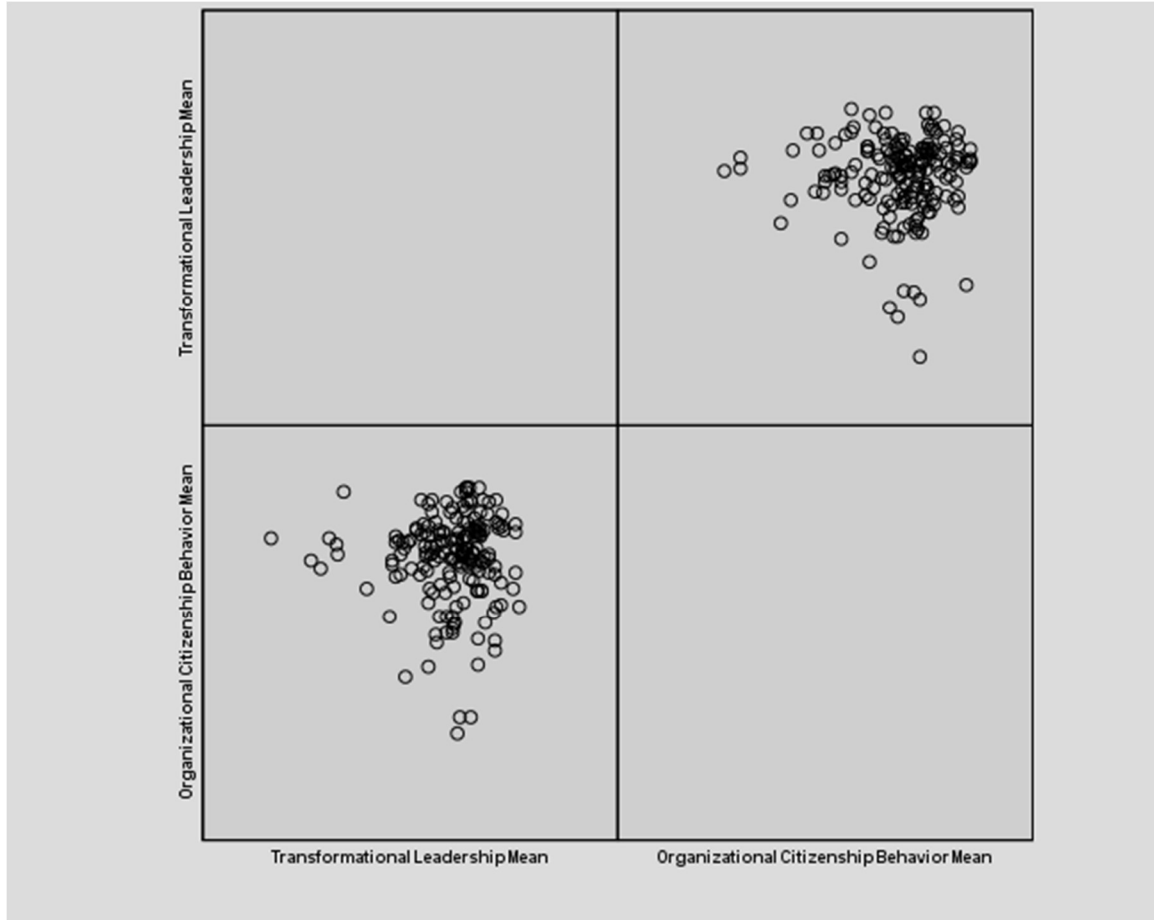


Figure 4. Scatterplot showing relationship between transformational leadership and OCB.

Study Results

Correlation

This section analyses the results of the correlation coefficient that measured the relationship between the two variables, transformational leadership and OCB, of Ghanaian multinational corporations' employees. The first research question examined was:

RQ1: What is the relationship between transformational leadership and OCB in employees of Ghanaian multinational corporations?

H₀1: There is no significant relationship between transformational leadership and OCB of employees of Ghanaian multinational corporations.

H₀1: $r = 0$, where r is the correlation coefficient

Table 7 shows the mean and standard deviation information of transformational leadership variable, which was obtained by averaging its four dimensions, and OCB variable, which was also obtained by averaging its five dimensions. The data collected from 134 respondents was used for the Pearson's correlation coefficient statistics test to whether a relationship existed between the two variables as well as the strength and direction of that association.

Table 7

Descriptive Statistics of Transformational Leadership and OCB

| | Mean | SD | N |
|----------------------------------|------|------|-----|
| Transformational Leadership Mean | 4.77 | .864 | 134 |
| OCB Mean | 5.54 | .850 | 134 |

The results of the correlational analysis of Transformational Leadership and OCB are shown in Table 8. Table 8 shows the correlation results between transformational leadership and OCB ($r = -.087$). The correlations table presents the correlations, the p-value associated with the significance test for the correlation (Sig.), and the sample size (N). The correlation between the transformational leadership and OCB was statistically

no significant relationship, $r(132) = -.087, p = .315, p > .05$. Based on these findings, the researcher failed to reject the null hypothesis for RQ1 as the null hypothesis states that r was equal to zero. The findings indicate no relationship between the two variables in employees of Ghanaian multinational corporations.

A correlation coefficient was computed between transformational leadership and OCB. The results of the correlational analysis presented in Table 8, which indicates statistically no significant relationship where $p > .05$ ($p = .315$). There was statistically no significant relationship between the two variables. In general, the results showed a statistically no significant relationship between the two variables, ($r = -.087$), $p = .315$, which is $p > .05$. The findings of this research indicate that there is lack of strong evidence that there is a relationship between transformational leadership and OCB. The researcher thus failed to reject the null hypothesis for question one.

Table 8

Correlations of Transformational Leadership and OCB

| | | OCB |
|--------------------------------|---------------------|-------|
| Transformational Leadership | Pearson Correlation | -.087 |
| | Sig. (2-tailed) | .315 |
| | N | 134 |

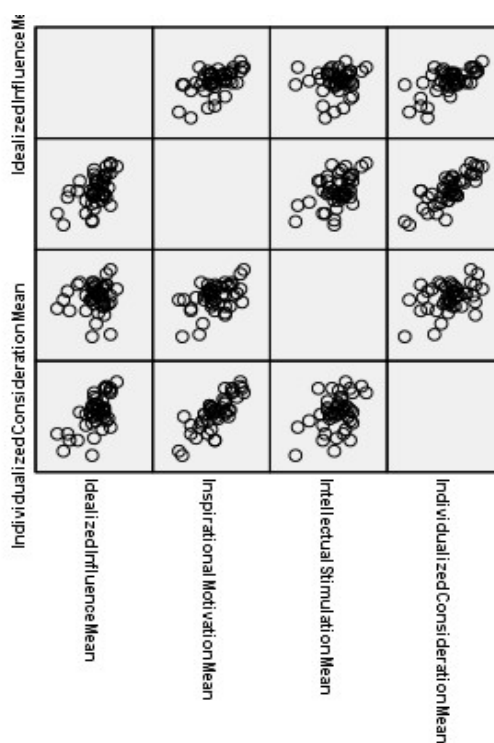


Figure 5. Scatterplot matrix of the four dimensions of Transformational Leadership Scores.

The scatterplot in Figure 5 shows a correlational analysis of the four individual dimensions of transformational leadership scores. This scatterplot in Figure 5 indicates linearity in two instances, which is between dimensions inspirational motivation and individualized consideration. However, all the other 10 scatterplots indicate a lesser degree of linearity because a straight line cannot be drawn through the points in each of the 10 scatterplots.

The bivariate correlation procedure was also used to compute a Kendall's tau-b and Spearman's rho, which results are shown in Table 9. These non-parametric tests were used to corroborate the information obtained using the parametric tests for correlation. The non-parametric tests were used to assess the strength and direction of the association between the two variables because the measurement scales for the variables are ordinal as the data was collected using Likert scale measurement. Kendall's Tau and Spearman's rank correlation coefficient were found to be non-significant as the p-value results of the two non-parametric tests, (Kendall's tau_b $p = .539$ and Spearman's rho significance is = $.569$), were larger than the p-value of 0.05, which is used as the cutoff for significance. As the tests indicate statistical non-significance, the researcher fails to reject the null hypotheses for RQ1 as the research findings indicate statistically no significant relationship between transformational leadership and OCB, and hence the researcher failed to reject the null hypothesis indicating no relationship between the two variables. The results of these non-parametric tests support the results of parametric tests that were conducted on the variables, Transformational Leadership and OCB.

Table 9

Non-Parametric Test Results of Transformational Leadership and OCB

| | | OCB Mean | |
|-----------------|----------------------------------|-----------------|-------|
| Kendall's tau_b | Transformational Leadership Mean | Correlation | -.036 |
| | | Coefficient (r) | |
| | | Sig. (2-tailed) | .539 |
| | | N | 134 |
| Spearman's rho | Transformational Leadership Mean | Correlation | -.050 |
| | | Coefficient | |
| | | Sig. (2-tailed) | .569 |
| | | N | 134 |

Multiple Regression

A multiple regression analysis was conducted for Research Questions 2 to 5 to determine the goodness of fit and how well the dimensions of transformational leadership predicted OCB for MNC employees in Ghana, West Africa. The independent variables were the four dimensions of transformational leadership, while the dependent variable was OCB. The forced entry method was used. The following research questions were examined using the multiple regression analysis. Each research question, as well as its corresponding null hypothesis, is shown in the following section.

Research Questions for Multiple Regression

Research Question 2: To what extent does Idealized Influence dimension of transformational leadership predict Ghanaian multinational corporations' employees' OCB?

H₀2: Idealized Influence dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

Research Question 3: To what extent does Inspirational Motivation dimension of transformational leadership predict Ghanaian' multinational corporations' employees' OCB?

H₀3: Inspirational Motivation dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

Research Question 4: To what extent does Intellectual Stimulation dimension of

transformational leadership predict Ghanaian multinational corporations' employees' OCB?

H₀₄: Intellectual Stimulation dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

Research Question 5: To what extent does Individualized Consideration dimension of transformational leadership predict Ghanaian multinational corporations' employees' OCB?

H₀₅: Individualized Consideration dimension of transformational leadership does not predict Ghanaian multinational corporations' employees' OCB.

To conduct the multiple regression test, four multiple regression analyses were conducted to determine which dimension of the independent variable, transformational leadership, predicted the dependent variable, OCB. The predictors were Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC). These dimensions were analyzed in an unordered consecutive manner. The mean and standard deviation results of the data used in the multiple regression, ($N = 46$), are indicated in Table 10. The means of the four dimensions of transformational leadership ranged between 4.91 and 5.19 while the standard deviation ranged from .62 to .87. The mean of the dependent variable, OCB was 5.6 while its standard deviation was 1.09. Standard deviation, which indicates the spread of data, is relatively high, showing that the data points of OCB are spread out over a wider range of values.

Table 10

Descriptive Statistics of Multiple Regression of Four Dimensions of Transformational Leadership and OCB

| | Mean | Standard Deviation | N |
|------------------------------|------|--------------------|----|
| Idealized influence | 5.07 | .62 | 46 |
| Inspirational motivation | 5.19 | .77 | 46 |
| Intellectual stimulation | 4.91 | .70 | 46 |
| Individualized consideration | 5.18 | .87 | 46 |
| OCB | 5.60 | 1.09 | 46 |

Bivariate Correlations of Multiple Regression Analyses

The results of the bivariate multiple regression analysis are shown in Table 11, which indicates the correlations between the four dimensions of transformational leadership and OCB. The statistical results indicated six significant relationships (one-tailed), specifically those correlations of Inspirational Motivation with Idealized Influence ($p = .000$), Intellectual Stimulation ($p = .000$), Individualized Consideration ($p = .000$) and OCB ($p = .034$), were all significant. Individualized Consideration relationships were significant with Idealized Influence ($p = .000$), Inspirational Motivation ($p = .000$), and Intellectual Stimulation ($p = .003$), All other four indicated statistically no significant relationships.

Table 11

Correlations between the four dimensions of Transformational Leadership and OCB

| | | OCB Means | Idealized Influence Means | Inspirational Motivation Means | Intellectual Stimulation Means | Individualized Consideration Means |
|---------------------|---|-----------|---------------------------|--------------------------------|--------------------------------|------------------------------------|
| Pearson Correlation | Organizational Citizenship Behavior Means | | .193 | .272 | -.121 | .241 |
| | Idealized Influence Means | .193 | | .533 | .076 | .639 |
| | Inspirational Motivation Means | .272 | .533 | | .474 | .793 |
| | Intellectual Stimulation Means | -.121 | .076 | .474 | | .400 |
| Sig. (1-tailed) | Individualized Consideration Means | .241 | .639 | .793 | .400 | |
| | Organizational Citizenship Behavior Means | | .099 | .034 | .212 | .054 |
| | Idealized Influence Means | .099 | | .000 | .308 | .000 |
| | Inspirational Motivation Means | .034 | .000 | | .000 | .000 |
| | Intellectual Stimulation Means | .212 | .308 | .000 | | .003 |
| | Individualized Consideration Means | .054 | .000 | .000 | .003 | |

The multiple regression analysis examined the validity of each set of predictors, and the incremental validity of each set of predictors over other sets of predictors, starting with Individualized Consideration and followed by the other three predictors. The statistical analyses of model summary, ANOVA, and coefficients, are shown in Tables 12, 13 and 14.

Four multiple regression analyses were conducted to predict OCB from the four dimensions of transformational leadership. The first analysis involved Idealized Influence, the second analysis involved Idealized Influence with Inspirational Motivation, the third analysis involved Idealized Influence and Inspirational Motivation, with Intellectual Stimulation, while the fourth analysis involved Idealized Influence, Inspirational Motivation, and Intellectual Stimulation, with Individualized Consideration. The regression equation with the first block was not significant, $R^2 = .037$, adjusted $R^2 = .016$, $F(1,44) = 1.711$, $p = .198$. The regression equation with the second block was also not significant, $R^2 = .077$, adjusted $R^2 = .034$, $F(2,43) = 1.851$, $p = .181$. The regression equation for the third block was not significant, $R^2 = .154$, adjusted $R^2 = .094$, $F(3,42) = 3.827$, $p = .057$. The regression equation for the fourth block was also not significant, $R^2 = .158$, adjusted $R^2 = .076$, $F(4,41) = .205$, $p = .653$. Based on these results, a combination of Idealized Influence, Inspirational Motivation, and Intellectual Stimulation seem to be the better predictor of OCB, although the results indicated statistically no significant relationship ($p = .057$).

Table 12

Model Summary of Dimensions of Transformational Leadership and Organizational Citizenship Behavior

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .193 ^a | .037 | .016 | 1.08423 | .037 | 1.711 | 1 | 44 | .198 |
| 2 | .278 ^b | .077 | .034 | 1.07389 | .040 | 1.851 | 1 | 43 | .181 |
| 3 | .393 ^c | .154 | .094 | 1.04024 | .077 | 3.827 | 1 | 42 | .057 |
| 4 | .398 ^d | .158 | .076 | 1.05022 | .004 | .205 | 1 | 41 | .653 |

a. Predictors: (Constant), Idealized Influence

b. Predictors: (Constant), Idealized Influence, Inspirational Motivation

c. Predictors: (Constant), Idealized Influence, Inspirational Motivation, Intellectual Stimulation

d. Predictors: (Constant), Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration

Table 12 provides details of the Model Summary results from the Multiple Regression analyses. The multiple correlation coefficient, R , is always a positive value between zero and one, as it indicates the correlation coefficient between the observed values and the predicted values of the dependent variable, OCB. The direction of the multivariate relationship between the four dimensions of transformational leadership and OCB variables indicate that by adding Individual Consideration to the three previous dimensions of transformational leadership, the equation has a greater linear relationship with OCB ($R = .398$) over and above Idealized Influence (.193), Inspirational Motivation ($R = .278$) and Intellectual Stimulation ($R = .393$).

The coefficient of determination (R^2) indicates the proportion of variance in OCB that may be predicted by the values of the dimensions of transformational leadership. The adjustment is a correction for the number of dimensions of transformational leadership variables in the predicted model. The coefficient of determination (R^2) indicates that 94% of the variance in OCB, the highest as compared to 76% by the block of predictors, Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration, can be predicted by measures of the block of predictors, Idealized Influence, Inspirational Motivation, and Intellectual Stimulation. Idealized Influence predicts lower values of 16% variance while the block of predictors, Idealized Influence and Inspirational Motivation, together predict 34% variance in OCB.

Reviewing the R^2 change, the results indicate that 40% of the variance of OCB is contributed by having both sets of predictors, Idealized Influence and Inspirational

Motivation in the regression equation predictors versus having only Idealized Influence in the equation. The results of the Model Summary indicate that an additional 77% of OCB variance is contributed by one set of predictors (Idealized Influence, Inspirational Motivation, and Intellectual Stimulation) over and above other predictors (Idealized Influence, Inspirational Motivation), which is the highest set of predictors in the equation. Reviewing the standard error of the estimate in Table 11, it should be noted that the linear relationship between Idealized Influence, Inspirational Motivation, and Intellectual Stimulation indicate the smallest standard error of the estimate 1.04 that makes the third block of predictors the most predictable over Idealized Influence only ($B = 1.08$), Idealized Influence and Inspirational Motivation ($B = 1.07$) and Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration ($B = 1.05$). The standard error of estimate indicates how badly the independent variable, the four dimensions of transformational leadership, predict the dependent variable, OCB.

Table 13 shows the results of the ANOVA test of the multiple regression analyses. The linear combination of Idealized Influence was not significantly related to OCB, Block one, $F(1,44) = 2.011, p > .05$. The sample Multiple Correlation Coefficient was $R = .198$ indicating that approximately 4% of the variance of OCB in the sample can be accounted for by Idealized Influence. The linear combination of Idealized Influence Inspirational Motivation was not significantly related to OCB, Block two, $F(2,43) = 2.073, p > .05$. The sample Multiple Correlation Coefficient was $R = .278$ indicating that approximately 8% of the variance of OCB in the sample, can be accounted for by the

addition of Inspirational Motivation to the first block. The linear combination of Idealized Influence, Inspirational Motivation, and Intellectual Stimulation, were not significantly related to OCB, Block three, $F(3, 42) = 2.762, p > .05$. The sample Multiple Correlation Coefficient was $R = .393$ indicating that approximately 15% of the variance of OCB in the sample can be accounted for by the addition of Intellectual Stimulation to the second block of predictors. The linear combination of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration, were not significantly related to OCB, Block four, $F(4, 41) = 2.128, p > .05$. The sample Multiple Correlation Coefficient was $R = .398$ indicating that approximately 16% of the variance of OCB in the sample can be accounted for by the addition of Individualized Consideration to the third block of predictors. Based on these results, the linear combination of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration was the better predictor of OCB, although the results a statistically no significant relationship ($p = .124$). The results of all four blocks indicated statistical non-significance as the results indicated $p > .005$ for the four different blocks – Block one ($p = .198$), Block two ($p = .178$), Block three ($p = .068$), and Block four ($p = .124$).

Table 13

Results of ANOVA^a Test

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 2.011 | 1 | 2.011 | 1.711 | .198 ^b |
| | Residual | 51.724 | 44 | 1.176 | | |
| | Total | 53.755 | 45 | | | |
| 2 | Regression | 4.146 | 2 | 2.073 | 1.798 | .178 ^c |
| | Residual | 49.589 | 43 | 1.153 | | |
| | Total | 53.755 | 45 | | | |
| 3 | Regression | 8.287 | 3 | 2.762 | 2.253 | .068 ^d |
| | Residual | 45.448 | 42 | 1.082 | | |
| | Total | 53.755 | 45 | | | |
| 4 | Regression | 8.513 | 4 | 2.128 | 1.930 | .124 ^e |
| | Residual | 45.222 | 41 | 1.103 | | |
| | Total | 53.755 | 45 | | | |

a. Dependent Variable: OCB

b. Predictors: (Constant), Idealized Influence

c. Predictors: (Constant), Idealized Influence, Inspirational Motivation

d. Predictors: (Constant), Idealized Influence, Inspirational Motivation, Intellectual Stimulation

e. Predictors: (Constant), Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration

Table 14 shows the statistical results for the Coefficients test of the multiple linear regression analysis. The regression weights of Idealized Influence and Intellectual Stimulation are positive when entered separately and in conjunction with Individualized Consideration. However, the regression weights were negative when Idealized Influence and Intellectual Stimulation were entered with Inspirational Motivation - Idealized Influence (-.022 and -.090) and Intellectual Stimulation (-.506 and -.526).

The hypothesis test of interest evaluates whether the four dimensions of transformational leadership predict OCB in the population. Using the F test in the Model summary and ANOVA tables, denoted as F in Tables 12 and 13, which should yield the same p value as they are identical tests, will assess whether the population correlation coefficient is equal to zero. The p value in the F tests of this research sample yielded the same p values. The F test in Table 12 indicates that $F(1,44) = 1.711, p = .198, p > .05$ and the F test in Table 13 shows that $t(44) = 1.31, p = .198, p > .05$. The t test, indicated by t in Table 14, shows results of the t test.

Based on the results of the coefficient scores, all the dimensions had large p -values (Idealized Influence p -value = .198; Inspirational Motivation p -value = .181; Intellectual Stimulation p -value = .057; Individualized Consideration p -value = .653). The large p -values and non-significant statistics suggest that changes in the independent variables are not associated with changes in the dependent variable, OCB. The researcher failed to reject the null hypotheses for RQ2, RQ3, RQ4, and RQ5.

Table 14

Coefficients^a of the multiple linear regression analysis for Ordered sets of Predictors

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t-test | Sig | 95.0% Confidence Interval for B | | Correlations | | |
|-------|------------------------------|-----------------------------|------------|---------------------------|--------|------|---------------------------------|-------------|--------------|---------|-------|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound | Zero-order | Partial | Part |
| 1 | (Constant) | 3.881 | 1.327 | | 2.923 | .005 | 1.205 | 6.556 | | | |
| 2 | Idealized Influence | .340 | .260 | .193 | 1.308 | .198 | -.184 | .863 | .193 | .193 | .193 |
| 2 | (Constant) | 3.278 | 1.387 | | 2.363 | .023 | .480 | 6.076 | | | |
| 3 | Idealized Influence | .119 | .304 | .068 | .392 | .697 | -.494 | .732 | .193 | .060 | .057 |
| 3 | Inspirational Motivation | .332 | .244 | .236 | 1.361 | .181 | -.160 | .824 | .272 | .203 | .199 |
| 3 | (Constant) | 5.041 | 1.618 | | 3.115 | .003 | 1.776 | 8.307 | | | |
| 4 | Idealized Influence | -.022 | .303 | -.012 | -.072 | .943 | -.633 | .590 | .193 | -.011 | -.010 |
| 4 | Inspirational Motivation | .609 | .275 | .432 | 2.211 | .033 | .053 | 1.165 | .272 | .323 | .314 |
| 4 | Intellectual Stimulation | -.506 | .259 | -.325 | -1.956 | .057 | -1.028 | .016 | -.121 | -.289 | -.278 |
| 4 | (Constant) | 5.205 | 1.673 | | 3.111 | .003 | 1.826 | 8.584 | | | |
| 4 | Idealized Influence | -.090 | .341 | -.051 | -.264 | .793 | -.779 | .599 | .193 | -.041 | -.038 |
| 4 | Inspirational Motivation | .514 | .349 | .365 | 1.474 | .148 | -.190 | 1.218 | .272 | .224 | .211 |
| 4 | Intellectual Stimulation | -.526 | .265 | -.337 | -1.986 | .054 | -1.060 | .009 | -.121 | -.296 | -.284 |
| 4 | Individualized Consideration | .149 | .330 | .119 | .453 | .653 | -.516 | .815 | .241 | .071 | .065 |

a. Dependent variable: OCB

Summary

The purpose of this nonexperimental quantitative research study was to examine the relationship between transformational leadership and OCB. Identifying which dimension of transformational leadership predicted OCB was a secondary aim of this study. This researcher conducted descriptive statistics and cleaned the data before conducting the inferential statistics tests. The data analysis consisted of correlations and multiple regression statistics to examine the five null hypotheses corresponding to the five research questions for this nonexperimental quantitative research study. A reliability analysis of each survey instrument generated acceptable reliability scores ($\alpha > .70$). The reliability test findings suggested that there was no relationship ($\alpha = -.087$) between transformational leadership and OCB.

The correlation tests indicated large p -values, a non-significant statistical relationship between transformational leadership and OCB, which can be translated as no relationship between the two variables. The researcher failed to reject the null hypothesis H_{01} , for Research Question 1, as there were large p -values (Idealized influence p -value = .198; Inspirational motivation p -value = .181; Intellectual stimulation p -value = .057; Individualized consideration p -value = .653) between the two variables. The multiple regression tests indicated that there were statistically no significant p -values for the four dimensions of transformational leadership. The large p -values (Idealized influence p = .198; Inspirational motivation p = .181; Intellectual stimulation p = .057; Individualized consideration p = .653), which indicate a zero relationship between the two variables, and

hence the researcher fails to reject the null hypothesis, suggesting that changes in the dimensions of transformational leadership were not associated with changes in OCB.

Chapter 5 covers the following topics: summary of key findings, interpretation of key findings for each research question, and the limitations of the study. Chapter 5 examines the significance of the research findings to theory, practice and social change. Chapter 5 reviews the conclusions of the research findings. further details of the statistical findings by providing an interpretation of the research findings by research question. Chapter 5 elaborates on the limitations of the study, its potential contribution to social change and the scholar-practitioner, as well as recommendations for future research. Chapter 5 focuses on the conclusions and recommendations for further research.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this nonexperimental, quantitative study was to examine what type of relationship existed between transformational leadership and OCB in employees of MNCs in Ghana. The four dimensions of transformational leadership, were examined to establish which would predict Ghanaian MNCs' employees' OCB. Each of the hypotheses for the four dimensions was a separate hypothesis, which resulted in five hypotheses in this study. Given that OCB improves organizational effectiveness (Organ, 1988), this study was conducted to confirm whether transformational leadership could improve the ethical behavior of Ghanaian employees working in multi-national corporations in Ghana

Regarding Research Question 1, the findings showed statistically no significant relationship between the two variables. Regarding Research Question 2, the findings suggested that Idealized influence, a dimension of transformational leadership, had a larger p-value ($p = .198$), which also indicated statistically no significant relationship. As the p-value indicated statistically no significant relationship, the researcher rejected the null hypothesis. Similarly, Inspirational motivation had a larger p-value ($p = .181$), Intellectual Stimulation had a larger p-value ($p = .057$) and Individualized consideration also had a larger p-value ($p = .653$). Based on these findings, the researcher rejected the null hypotheses for RQ3, RQ4, and RQ5.

This study is significant because of the increasing rate of financial scandals, which deplete an organization's financial resources and because of the embedded culture

of bribery and corruption in Ghana (Ameyaw & Mensah, 2013). Ghana, being a developing country, is dependent on financial aid from donor countries. Due to the 2007/2008 global financial crisis, donor countries are reluctant to provide aid to countries where such aid might not achieve its intended purpose (Ameyaw & Mensah, 2013). The right dimension of transformational leadership is encouraged amongst Ghanaian employees so that ethical behavior might eventually spread throughout the country.

The government of Ghana finds it difficult to contain the corruption, even though a national, anticorruption legal framework exists (Ameyaw & Mensah, 2013). For example, it is demanding for the average worker to cope with work challenges because of job insecurity, economic conditions, and demand that exceeds resources. This condition makes workers prone to accept bribes from clients to complete their work quickly (Amankwah, Boakye-Agyemang, & Martin, 2015).

Earlier research indicated that transformational leaders motivate and inspire followers to a higher moral ground and to a higher level of work (Bass, 1985; Hyypia & Parjanen, 2013). Transformational leadership theory motivates leaders to inspire employees by establishing organizational objectives, promoting a vision, and inspiring change in the organization (Bello, 2012; Hirak et al., 2012; Krishnan, 2012; McKnight, 2013). Employees who exhibit OCB, even though they are not remunerated for these behaviors, improve their own performance as well as that of the organization (Kehoe & Wright 2013; Podsakoff, Whiting, Welsh, & Mai, 2013).

This chapter summarizes the main findings from this nonexperimental quantitative research study. The chapter presents an interpretation of the research findings as well as limitations of the study. The researcher discusses the research study's implication on positive social change, as well as recommendations for future researchers.

Summary of Findings

This research study examined five research questions – one question was on the relationship between transformational leadership and OCB. The statistical test, Pearson's correlation coefficient, was used to examine whether a relationship existed between the two variables. The other four research questions examined which of the four dimensions of transformational leadership predicts OCB. Multiple Regression was used to examine and analyze these four research questions.

Interpretation of Findings

This study examined five research questions. The first research question examined the relationship between transformational leadership and OCB of multinational corporation employees in Ghana. The second to fifth research questions examined which of the four dimensions of transformational leadership predicted OCB. The following section provides the research findings per research question and provides interpretations of the findings as compared to published literature.

Research Question 1

Survey respondents provided data that was used to examine the relationship between transformational leadership and OCB. As Pearson's correlation indicates the

strength and direction of the association of the variables, the research findings indicated that there was statistically no significant relationship between the two variables. The findings showed that as transformational leadership increases in a case, OCB decreases in that case. The researcher failed to reject the null hypothesis for research question 1 as the results indicated statistically no significant relationship between the two variables, which was not consistent with the null hypothesis.

Literature indicates that transformational leadership inspires followers to a higher level of awareness, Burns (1978) posited that transformational leadership could convert followers to leaders who could eventually become moral agents. Transformational leadership stimulates creative thinking of leaders and encourages them to change from old ways to new innovative ways (Barnes et al., 2013; Jirawuttinaunt, 2013). OCB effects on the organization have been shown to be positively related to organizational effectiveness measures (Kehoe & Wright 2013; Podsakoff, Whiting, Welsh, & Mai, 2013). However, research has shown that OCB issues are controversial as the responses differ amongst employees and the situations (Carpenter, Berry, & Houston, 2013; Randhawa & Kaur, 2015). Research has also shown that organizations benefit from OCB in areas such as lower employee absence rates, more employee compliance with company rules, use of office time by employees for official issues, which all increase organizational efficiency (Morrison, 2014). Other benefits to organizations are productivity, efficiency, reduced costs, and customer satisfaction. With the good benefits

to organizations of both transformational leadership and OCB, this study sought to identify if a relationship existed between the two variables.

The researcher failed to reject the null hypothesis of RQ1 as the correlational research findings indicated statistically no significant results, ($p > .05$) with no relationship between transformational leadership and OCB. There is no research on the relationship of the two variables among employees of Ghanaian multi-national corporations. The research findings indicated statistically no significant relationship between transformational leadership and OCB amongst employees of Ghanaian multi-national corporations. The reasons for this may be that employees of such organizations are in a dilemma over the ethical standards practiced within the country and the ethical behavior of their managers, the majority of whom are not nationals of the country. There may be other influences such as the juxtaposition of national culture versus organizational culture, where supervisors who may not be strong willed may change their ethics after being in the multinational organization through peer pressure where they are informed that things are done a certain way within the organization (Straus, 1968). There could be a lack of trust in leaders within Ghanaian MNCs resulting in the correlational research findings. Survey methodology provides a snapshot of attitudes and OCB could change over time. There could be a lack of OCB within such corporations resulting in the correlational research findings. Research has shown a negative relationship between unethical attitudes and pro-social behaviors (Kehoe & Wright 2013; Podsakoff et al.,

2014). Similarly, this research results found statistically no significant relationship between transformational leadership and OCB.

Research has shown that leadership has a positive relation with OCB and its antecedents (Rose, 2016). The current research findings do not support and are not consistent with the earlier body of literature which shows that both transformational leadership and OCB are beneficial to an organization. Therefore, there should be a positive relationship between the two variables, which was not the case with the research findings. Research indicates that transformational leaders display some traits of conscientiousness, altruism, sportsmanship, civic virtue, and courtesy, which are all dimensions of OCB (Pandey, Davis, Pandey, & Peng, 2015). The results of analysis for RQ1 does not support existing research as there was statistically no significant relationship between the two variables, and hence the research findings were interpreted as no relationship existing between transformational leadership and OCB.

Research Question 2

The research findings for Research Question 2 indicated that Idealized Influence, a dimension of transformational leadership, had a p -value that was greater than the pre-determined significance level ($p < .05$). The results were statistically no significant relation ($p > .05$), and hence the researcher failed to reject the null hypothesis for Research Question 2. Idealized influence results were statistically no significant relationship with OCB.

The research findings are inconsistent with the existing literature which shows that transformational leadership has a positive effect on OCB (Rose, 2016). Idealized influence, a dimension of transformational leadership, indicated from the research findings that it predicted change in OCB and contributed to 3.7% of variance in OCB. Transformational leadership influences more the organization's performance than transactional leadership, which uses rewards as an indication to an employee about how his work should be conducted (Garcia-Morales et al., 2012; Hirak et al., 2012; Jirawuttinaunt, 2013; Pandey, Davis, Pandey, & Peng, 2015).

Research Question 3

The research findings for Research Question 3 indicated that Inspirational motivation, a dimension of transformational leadership, had a p -value that was greater than the pre-determined significance level. The results showed statistically no significant relationship, $p > .05$, and hence the researcher failed to reject the null hypothesis for Research Question 3. The results showed that Inspirational motivation, a transformational leadership dimension, contributed approximately 8% of variance to OCB.

Inspirational motivation predicted an 8% change in OCB. Inspirational motivation results indicated statistically no significant relationship with OCB. The research findings are not consistent with the existing literature which shows that transformational leadership has a positive effect on OCB (Rose, 2016). Inspirational motivation, a dimension of transformational leadership, indicated from the research findings that it predicted OCB and contributed to 8% of variance in OCB. Transformational leadership

influences more the organization's performance than transactional leadership, which uses rewards as an indication to an employee how his work should be conducted (Garcia-Morales et al., 2012; Hirak et al., 2012; Jirawuttinaunt, 2013; Pandey, Davis, Pandey, & Peng, 2015).

Research Question 4

The research findings for Research Question 4 indicated statistically no significant relationship, $p > .05$. The researcher failed to reject the null hypothesis for Research Question 4. The results showed that Intellectual stimulation, a transformational leadership dimension, contributed 15% of variance to OCB. Intellectual stimulation predicted a 15% percentage change in OCB. Intellectual stimulation results indicated statistically no significant relationship with OCB.

The research findings are not consistent with the existing literature which shows that transformational leadership has a positive effect on OCB (Rose, 2016). Intellectual Stimulation, a dimension of transformational leadership, indicated from the research findings that it predicted OCB and contributed to 15% of variance in OCB.

Transformational leadership influences more the organization's performance than transactional leadership, which uses rewards as an indication to an employee how his work should be conducted (Garcia-Morales et al., 2012; Hirak et al., 2012; Jirawuttinaunt, 2013; Pandey, Davis, Pandey, & Peng, 2015).

Research Question 5

The research findings for Research Question 5 indicated that Individualized consideration, a dimension of transformational leadership, had a p -value that was greater than the pre-determined significance level ($p > .05$). The results indicated statistically no significant relationship, $p > .05$, and hence the researcher failed to reject the null hypothesis for Research Question 5. The results further indicated that Individualized consideration, a transformational leadership dimension, contributed approximately 16% of variance to OCB. Individualized consideration predicted a 16% change in OCB. The influence of Individualized consideration on OCB indicated statistically no significant relationship.

The research findings are not consistent with the existing literature which shows that transformational leadership has a positive effect on OCB (Rose, 2016). Individualized consideration, a dimension of transformational leadership, indicated from the research findings that it predicted OCB and contributed to 16% of variances in OCB. Out of four dimensions of transformational leadership, the results indicated that Individualized consideration was the better predictor of the four dimensions, as it contributed the highest (16%) variation of OCB. Transformational leadership inspires more the organization's performance than transactional leadership, which uses rewards as an indication to an employee how his work should be conducted (Garcia-Morales et al., 2012; Hirak et al., 2012; Jirawuttinaunt, 2013; Pandey, Davis, Pandey, & Peng, 2015).

Limitations of the Study

This researcher encountered limitations to the study, some of which were related to methodology and the research process. The recruitment of participants should have been conducted in a more informative manner so that the participants were enlightened on the research and their exact role in the research. The researcher received questions from the potential participants after the organization's gatekeepers had contacted them, which indicated that they had not read the preliminary email that elaborated what the research was about, as the e-mail contained shared elements from the consent form. The consent form provided the potential participants with information about the intent of the study and what it constituted. However, the participants had questions on the same topics. The researcher providing a presentation to potential participants on the background of the theories and variables to be tested prior to recruiting the participants, would make the researcher to be easily accessible to potential participants for immediate clarifications of any of their concerns. This direct and immediate access may have had a positive effect on the employee participation in the research survey. Due to employees' busy schedules, it may have been more time-efficient for the potential participants to have had access to the researcher, to provide oral clarifications immediately to their concerns.

The researcher identified limitations related to self-reporting of the participants. As a fixed number of potential participants was not provided to indicate leaders and followers' participants, it was challenging to triangulate their responses as there were 58% of participants holding a leadership position while 42% did not. It was not evident

that the followers were direct reports of the leaders who participated in the survey. Self-reporting may introduce bias to the data as the respondents' egoism can influence the responses of respondents. The researcher should have identified fixed numbers for the two groups and analyzed their responses in order to compare the responses of the two different groups. It may have been interesting to have supervisees of the same supervisors participate in the study, in order to have a first-hand view of the effect that self-reporting of the supervisors may have had on the responses.

Data gathering was challenging as surveys were received with missing information that were greater than 5% on participant surveys (13% of respondents, $n = 27$) while there were other surveys with missing responses that was less than 5%, and these were included in the survey. With this high rate of missing responses, the researcher was of the opinion that the survey was too long and hence tired out the participants, although completion time for the survey was 20 minutes. These missing responses may have compromised the validity of the data as participants may have responded without fully reading the questions. The measuring scales used in this study were cost-free for research students, while the more popular measuring scales for transformational leadership, were costly to the researcher. Many researchers use the MLX questionnaire in most studies on leadership, which may mitigate the limitation of this study having high rate of missing responses from survey participants.

Recommendations

Based on the findings, which do not fully support previous research on the relationship between transformational leadership and OCB, this researcher would recommend that a mixed methods study be undertaken in the future. A quantitative study would uncover inferential statistics while a qualitative approach, using focus groups and interviewing tools, would help the researcher better understand participants' understanding of the statements of the different dimensions of the measuring scale, and may provide reasons why the participants prioritize the statements as they have in the survey responses. Using a mixed methods approach would assist the researcher to understand the depth of understanding of the research participants of the survey questions. OCB can change over time and the survey questions captured the responses of the participants at a certain point in time. It will be helpful in future research to have participants explain their responses qualitatively. This research study was a quantitative one and could have benefited from a qualitative approach to provide deeper contextual insights.

Recruitment of the participants would need more researcher involvement so that the potential participants are educated about the concepts being examined in the research study. In some countries, employees are very skeptical of information collectors and, although they are assured of confidentiality and anonymity of their responses, there is a continued fear about the consequences of a breach of confidentiality and anonymity. It is essential that the researcher has a more hands-on approach in educating the potential

participants. The researcher would have been better placed to do this by presenting to potential participants and being promptly available after the presentation, to respond to participants' concerns.

Future research would benefit from exploring the different dimensions of OCB to identify which dimension is most effective in inspiring employees to exhibit behavior that is not remunerated or required, of employers. However, when employees exhibit this behavior, it impacts the employee and ultimately the organization's performance. The research studies could then promote those particular dimensions of transformational leadership, such as Individualized Consideration, and OCB for positive outcome to the individual, the family, the organization, and the society. Future research areas of conceptual/theoretical issues include the consequences of OCB at individual and organizational levels, and OCB in cross-cultural contexts (Podsakoff, Whiting, Welsh, & Mai, 2013). Leadership and other antecedents of OCB need to be further researched.

This researcher would recommend future researchers to use other means of data collection to corroborate the information obtained through self-reporting by leaders and non-leaders. It is important to have an equal number of supervisors and supervisees from the same organization respond to the questions of the measuring scales and compare the statistics of their responses. This action will provide to the researcher a better understanding of whether self-reporting negatively impacts the participants' responses through inflation of their ratings.

The use of a shorter measuring scale may help to reduce missing responses received from participant survey responses. Use of a shorter measuring scale for transformational leadership and OCB, such as the Multifactor Leadership Questionnaire and the Minnesota Satisfaction Questionnaire, which are shorter than the instruments used in this research study, may inspire participants to provide reliable responses to the research questions which would assist the researcher to obtain reliable data for data analysis. The two measuring scales used in this research had a total of 64 questions, 40 for transformational leadership, and 24 for OCB, which may have been overwhelming in terms of the time taken to complete the scales.

Research indicated that there are gender differences in exhibition of transformational leadership. However, the current research, which had more female participants than males, did not support earlier research, although this was not the focus of this research study. Future research should compare female responses to male responses to the exhibition of transformational leadership (Rose, 2016) indicated that consequences of OCB such as reduced absenteeism, employee loyalty, employee satisfaction, and reduced turnover, have a positive effect on organizational performance. As this is an identified research gap, it would be interesting for future research to examine this research gap (Rose, 2016).

The research findings suggest statistically no significant relationship between transformational leadership and OCB but identifies a specific dimension of transformational leadership that contributes to 16% of OCB variance. Future researchers

would be encouraged to identify other types of ethical leadership that may have a higher influence on OCB. Future researchers would also be encouraged to research other antecedents and derivatives of OCB in order to identify which aspect would have a positive strong relationship between the two variables of transformational leadership and OCB.

Implications

The nonexperimental quantitative study examined five research questions; one research question was to identify the relationship between transformational leadership and OCB while four questions examined which dimension of transformational leadership best predicted OCB. The literature indicated that transformational leadership had a positive impact on the work performance of employees (Choudhary et al., 2013) while promoting OCB in the organization had a positive impact on the output of employees and subsequently on the performance of the organization. The global financial crises has sensitized organizations to explore non-financial incentives to increase employee productivity and consequently the performance of the organization. The research findings of this nonexperimental quantitative study suggest social change impact on the organization, the individual, the family and ultimately the society. It is imperative that organizations identify and promote such non-financial incentives to benefit the organization's productivity.

Significance to Theory

The research findings would inform theory to indicate that there is no relationship between transformational leadership and OCB in employees of multi-national corporations in Ghana. Future research could focus on examining relationships of ethical leadership on other factors of behavior of employees of MNCs in Ghana. Future research may focus on using a mixed methods approach, using qualitative method to identify from participants what behaviors they acquire from ethical leaders and then investigate the relationship that exists between the identified factors and ethical leadership, using quantitative method. The various theories of transformational leadership and OCB, would then reflect that there is no meaningful relationship between the two factors for multi-national corporation employees. The theories would indicate the actual factors that may inspire employee behavior after obtaining proof through the research findings.

Significance to Practice

This study is of business management importance to Ghanaian MNC leaders because there has been an increased number of organizations facing financial hardships and dwindling financial resources because of huge payouts to settle unethical organizational scandals. Many organizations' senior management are actively seeking business strategies and solutions that will assist in nurturing and maximizing financial and human resources, improve ethical behaviors, and decrease costly litigations (Floyd, Xu, Atkins, & Caldwell, 2013; Giacalone & Promislo, 2013; Maclagan, 2012; May, Luth, & Schroerer, 2014). Organizational scandals, unethical employees, costly litigations, and poor leadership, are some of the primary contributors identified as causes of financial

hardships for organizations, resulting in diminishing resources, and increased turnover rates within an organization (Floyd et al., 2013; Giacalone & Promislo, 2013; Maclagan, 2012; May et al., 2014). Financial hardships and the impact of negative organizations' reputations, due to increased company scandals associated with employees' misconduct, has sparked researchers' interest (Floyd et al, 2013; Giacalone & Promislo, 2013; Maclagan, 2012; May et al., 2014; Soltani, 2014). An organization's tarnished reputation could be contributing to corporations' financial hardships (Floyd et al., 2013; Giacalone & Promislo, 2013; Maclagan, 2012; May et al., 2014).

Promoting the Individualized Consideration dimension or all four dimensions of transformational leadership in policy, would empower managers with new knowledge on how to inspire their followers who may actively contribute to their organization's performance. Promoting ethical behavior of employees would ensure that organizational funds would be used for the intended purpose. This can be translated nationally, as a less financially stable economy will benefit from financial assistance from more financially stable economies. The more financially stable countries would be confident that any assistance provided to a less endowed country would be put to the intended use as all financial controls are in place, and the nationals of that less endowed country would not behave unethically to misappropriate the financial assistance provided to them.

Significance to Social Change

The research findings would help to identify non-financial incentives that can both result in morally upright employees of an organization who will ultimately become

morally upright citizens of the country, would benefit all organization. Examining the relationship between transformational leadership and OCB is essential to organizations as research has indicated many benefits of each one (Shurgabi, 2014; Choudhary et al., 2013). With the global financial crises and organizations having to do more with less resources, identifying non-financial incentives would benefit the organization, the individual, the family of the employee, and ultimately the society.

As the research findings suggest that Individualized Consideration contributes to 16% of OCB variance, it would be beneficial to organizations to promote the four behavioral statements on the OCB measuring scale that promote Individualized Consideration, as this would influence employees to exhibit this behavior for the benefit of the individual and the organization. The research findings of promoting the dimension of transformational leadership through ethical leaders, would motivate the individual employee, which would also influence the employee's family. Organizations, to promote this type of ethical behavior, could provide non-financial incentives to their employees. Positive behavior when exhibited continually, could influence the person to behave and think more ethically, which research has shown will have positive influence on the employee as well as the organization. A positive change of an employee will also have a positive influence on the family when employees understand this positive behavior change and appreciate the benefits of the behavior change (Kim, Dyne, Klamdor, & Johnson, 2013).

Ghana being a country high on the global corruption scale, would benefit from promotion of this dimension of transformational leadership, although the research findings show that the more ethical leadership is promoted, the less of OCB overall is exhibited by an employee (Kim, Dyne, Klamdor, & Johnson, 2013). The research findings show that the other three dimensions of transformational leadership collectively influence approximately a total of 43% of OCB variance and so the four dimensions that influence more than 40% variance in OCB or the one dimension that influences 16% of OCB variance, if promoted, may have a positive effect on a nation's individuals and eventually have a ripple effect to the society.

Conclusions

The purpose of understanding which dimension of transformational leadership should be promoted amongst employees so they can exhibit OCB, which motivates employees' productivity as well as the organization's performance, will provide organizations with a competitive advantage over their competitors. This competitive advantage would be achieved through non-financial measures such as public recognition of an employee exhibiting this performance, which in turn will inspire other employees to exhibit OCB. OCB has been proven to enhance employee and organizational performance (Kim, Dyne, Klamdor, & Johnson, 2013) while transformational leadership has been proven to inspire employees (Choudhary et al., 2013).

The research findings suggest statistically no significant relationship between transformational leadership and OCB and identify a specific dimension of

transformational leadership that contributes to approximately 16% of OCB variance. As the research results identified a statistically no significant relationship between the two variables, further research, to identify other dimensions or antecedents of transformational leadership or other types of ethical leadership and OCB, would be beneficial to managers and organizations in future. Organizations that promote OCB will motivate the individual, the family, and ultimately the society to exhibit behavior that is more ethical. The donor countries will be reassured in such instances as the aid, when given, would be sure to be used for the intended purpose of developing the recipient nation's infrastructure.

In conclusion, this study focused on transformational leadership and OCB for employees working in multi-national corporations in Ghana, West Africa. The research study's results indicate that there is statistically no significant relationship between transformational leadership and OCB. The findings also identified one dimension of transformational leadership, Individualized Consideration, which contributed approximately 16% of variance in OCB. It is important to note that the behaviors of Individualized Consideration highlight inspirational behaviors of transformational leaders, which followers would tend to emulate. Managers of organizations who highlight behaviors that exude this dimension of transformational leadership, can inspire their followers to enhance their own productivity, which would increase the organization's productivity.

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Appendix A: Global Corporate Scandals

| Name | Date | Where | *Unethical Behaviors |
|-------------------|------|-------------|---|
| Enron Scandal | 2001 | USA | Used accounting deception to hide losses and liabilities of the company. Enron shares dropped from \$90 to \$0.50 per share. |
| Vivendi Universal | 2002 | France | A French media conglomerate that in 2001 reported a loss of US\$15.2 billion and debts of US\$41 billion. The firm's shares dropped by 70% and had negative cash flows in 2002. |
| Royal Ahold | 2003 | Netherlands | A corporate food conglomerate that collapsed in 2003 by having financial and accounting practices. The company declared accounting irregularities of US\$880 million in 2003. |
| Parmalat | 2003 | Italy | Scandal is due to the founder's questionable accounting practices in which senior managers embezzled US\$15.5 billion. |
| HealthSouth | 2004 | USA | Used accounting deception to boost the company's earnings. Embezzled US\$1.4 billion. |
| WorldCom | 2004 | USA | WorldCom was a stock market that merged with MCI in 1998. The company filed bankruptcy because of overstating income of over US\$3.8 billion. |

Appendix A. Summary of global corporate scandals. From The anatomy of corporate fraud: A comparative analysis of high profile American and European corporate scandals” by B. Soltani, 2014, Retrieved from Walden University Library.

*All finances are reported in U.S. monetary value.

Appendix B: Informed Consent for Study Participation - Electronic

You are invited to participate in this study where I will be researching on whether working under ethical transformational leaders encourages employees to exhibit helping behaviors to their fellow employees and towards the organization. Please note that these helping behaviors are not required behaviors which are paid for by the organization.

The researcher is inviting participants who are at least 25 years of age, have completed a minimum of secondary school education, are able to read and write in English, and have worked with any multinational corporation anywhere for at least five years, during which time they were supervised by ethical leaders. Kindly be aware that your organization is one of two that have agreed to participate in this survey. This form is part of a process called “informed consent” which provides you with information regarding the nature and process of this study, to help you decide whether or not you want to take part in the survey.

Ms. Adjoa Randy-Cofie, a doctoral candidate from Walden University, School of Management is conducting this study.

Background Information:

The purpose of this research study is to explore whether working under an ethical leader influences employees of multinational corporations to subsequently exhibit certain helping behaviors to their colleagues and also for the organization’s benefit.

Procedures:

If you agree to be in this study, you will need to:

1. Read and print or save this consent form for your records.
2. Click on the link in the email inviting you to participate and proceed with the surveys. By completing the surveys, you are acknowledging that you have read and consent to participate voluntarily in the online survey.
3. Complete two questionnaires, one on ethical leaders and the other on the helping behaviors that ethical leaders may influence an employee to freely exhibit to other colleagues or to the benefit of the organization.
4. Provide demographic information after completing the surveys. It is expected that participation will take no more than 20 minutes to complete the online survey.

Here are some sample questions for both surveys i.e. Transformational Leadership, an ethical type of leadership, and helping behaviors of employees known as Organizational Citizenship Behavior. You would need to indicate whether you agree to these statements or not.

I. As an ethical leader, I believe that:

My followers would report that they respect and admire my leadership style.
 I have found that motivating people to do their best is the primary key to success
 My followers would say that I am very attentive to their individual needs and concerns.
 It is extremely important to me that my followers are creative.

II. My ethical leader has influenced me so I:

Do not take extra breaks
 Obey company rules and regulations even when no one is watching.
 Attend meetings that are not mandatory, but important
 Attend functions that are not required, but help the company image
 Take steps to try and prevent problems with other workers.
 Am mindful of how my behavior affects other people's jobs
 Help others who have heavy workloads
 Help orient new people even though it is not required

Voluntary Nature of the Study:

Please be informed that participation in this study is voluntary. This means that everyone will respect your decision of whether or not you choose to be in the study. Your decision to participate or not will be respected. No one at your place of employment will treat you differently based on your decision regarding participation in this study. As a participant, if you join the study, you have no obligation to continue or complete the study. You are free to withdraw from participating in this study at any time regardless of cause.

Risks and Benefits of the Study:

Although there are no extrinsic rewards or compensations for participation in this study, an intrinsic reward of participating is providing assistance to generate knowledge and research within the human resources management profession. There are no risks anticipated with participation in this study.

This research study can provide scholarly support to Management and provide a basis for future research on the benefits of ethical leadership in MNCs in Ghana to help minimize corruption, sensitize workers to ethical practices and bring awareness of ethical practices to individuals/employees, organizations and management, and communities.

Privacy:

Any information that you provide will be kept confidential and no one, not even the researcher, will know who actually participated in this survey. Participants will not be identified by name in any reports of the completed study. No information that identifies any participants or information that could link participants with their organization will be included in the results. I would like to assure you that no information regarding any

individual will be shared with anyone in your workplace. Data will be kept for a period of at least five (5) years, as required by the university.

Contacts and Questions:

You may ask any questions you have now. Or, if you have questions later, you may contact the researcher Ms. Adjoa Randy-Cofie via email at adjoa.randy-cofie@waldenu.edu or the dissertation chair, Dr. Jean Gordon at jean.gordon@waldenu.edu. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is +1-612-312-1210. Walden University's approval number for this study is **IRB approval number 11-08-16-0160365** and it expires on **IRB approval expiration date: November 7 2017.**

Statement of Consent:

I have read the above information and I feel I understand the study well enough to make a decision about whether or not I will participate in it.

By clicking the link below, I understand that I am agreeing to the terms described above.

<SurveyMonkey Link to the Survey>

The survey is available at survey monkey for 3 weeks from today. Please be sure to complete the questionnaires before **XX/XX/XXXX**.

Yours sincerely,
Adjoa Randy-Cofie, MBA, FCMI
PhD Candidate
Walden University, School of Management,
Minneapolis, Minnesota

Appendix C: Permission to use the OCB Measuring Scale

MacKenzie, Scott B. <mackenz@[REDACTED]> Wed, May 20, 2015 at 11:45 PM
To: Adjoa Randy-Cofie <adjoa.randy-cofie@[REDACTED]>

Adjoa:

You have my permission to use the OCB scale for research purposes (only). The complete set of items is in the paper you cited. Good luck with your research.

-- Scott

From: Adjoa Randy-Cofie [mailto:adjoa.randy-cofie@[REDACTED]]

Sent: Wednesday, May 20, 2015 8:35 AM

To: MacKenzie, Scott B.

Subject: Request for information on the use of full text measuring scale (OCB)

Appendix D: Permission to Use the Transformational Leadership Measuring Scale

Becky Reichard <Becky.Reichard@[REDACTED]>

Thu, May 28, 2015 at
12:42 AM

To: Adjoa Randy-Cofie <adjoa.randy-cofie@[REDACTED]>
Cc: "Riggio, Ronald (Ronald.Riggio@[REDACTED])"
<Ronald.Riggio@[REDACTED]>

Hello,

Attached is the information that you requested. If you are able to obtain any performance data long with this, we would be interested in collaborating with you in our efforts to validate this measure.

Sincerely,

Becky

Dr. Becky Reichard, PhD

Assistant Professor, Division of Behavioral and Organizational Sciences
Director, LeAD Labs www.LeADLabs.org
Claremont Graduate University www.cgu.edu/pages/6595.asp
Research Gate: https://www.researchgate.net/profile/Rebecca_Reichard
ORCID: <http://orcid.org/0000-0002-3601-2762>

Appendix E: Sample Transformational Leadership Scale Questions Items

Idealized Influence

My followers would report that they respect and admire my leadership style.

Inspirational Motivation

I have found that motivating people to do their best is the primary key to success

Individualized Consideration

My followers would say that I am very attentive to their individual needs and concerns.

Intellectual Stimulation

It is extremely important to me that my followers are creative.

Note: Participants responded on a 7-point Likert-like scale ranging from very strongly disagree (1) to very strongly agree (7).

Appendix F: Sample OCB Scale Questions

Conscientiousness

- 18. Attendance at work is beyond the norm
- 21. Does not take extra breaks
- 22. Obeys company rules and regulations even when no one is watching.

Sportsmanship

- 16. Always focuses on what's wrong, rather than the positive side (R)
- 7. Tends to make "mountains out of molehills". (R)
- 19. Always finds fault with what the organization is doing. (R)

Civic Virtue

- 9. Attends meetings that are not mandatory, but important
- 11. Attends functions that are not required, but help the company image
- 6. Keeps abreast of changes in the organization

Courtesy

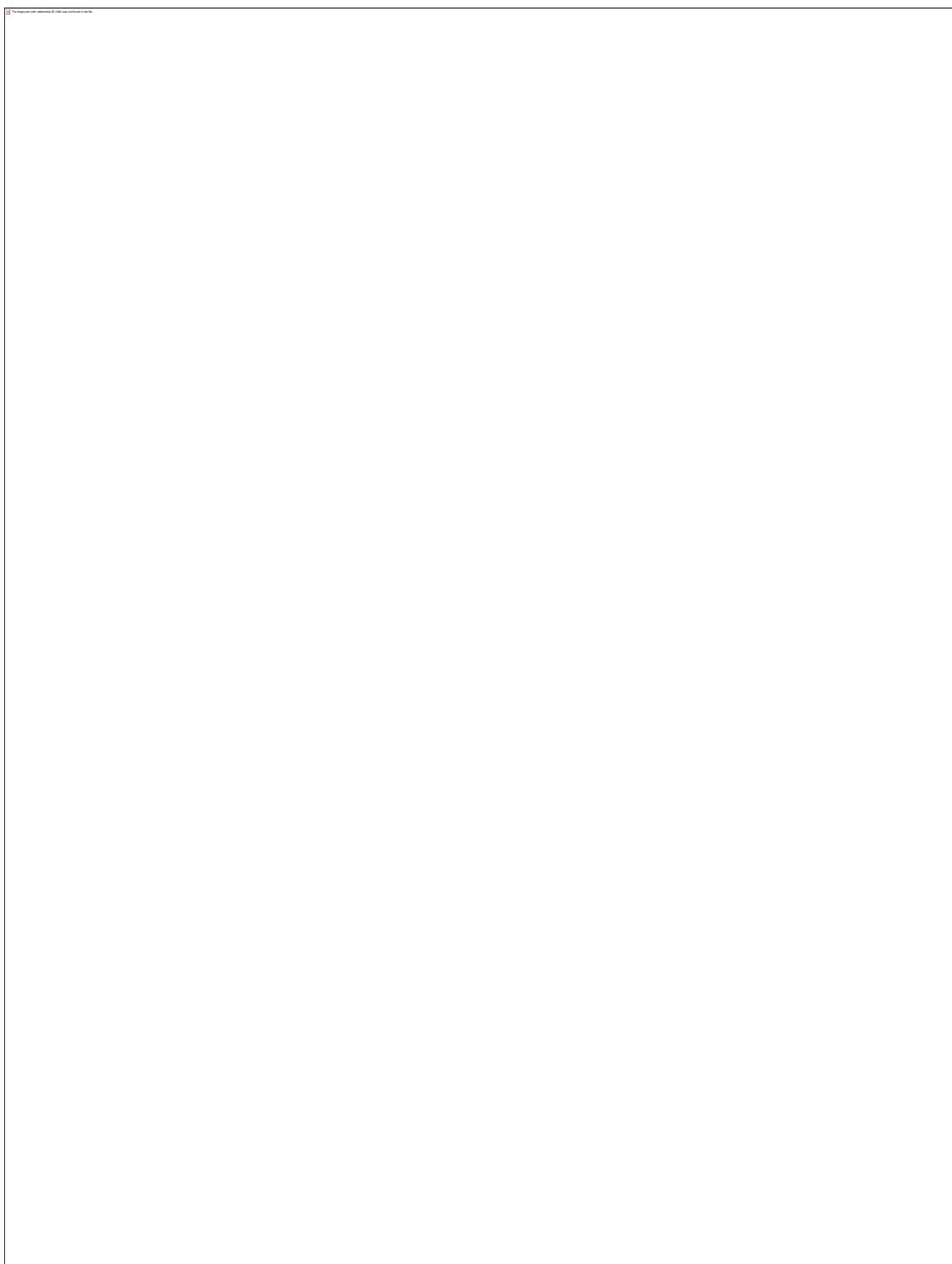
- 17. Takes steps to try and prevent problems with other workers.
- 20. Is mindful of how his/her behavior affects other people's jobs
- 14. Does not abuse the rights of others

Altruism

- 13. Helps others who have been absent
 - 1. Helps others who have heavy workloads
 - 23. Helps orient new people even though it is not required
-

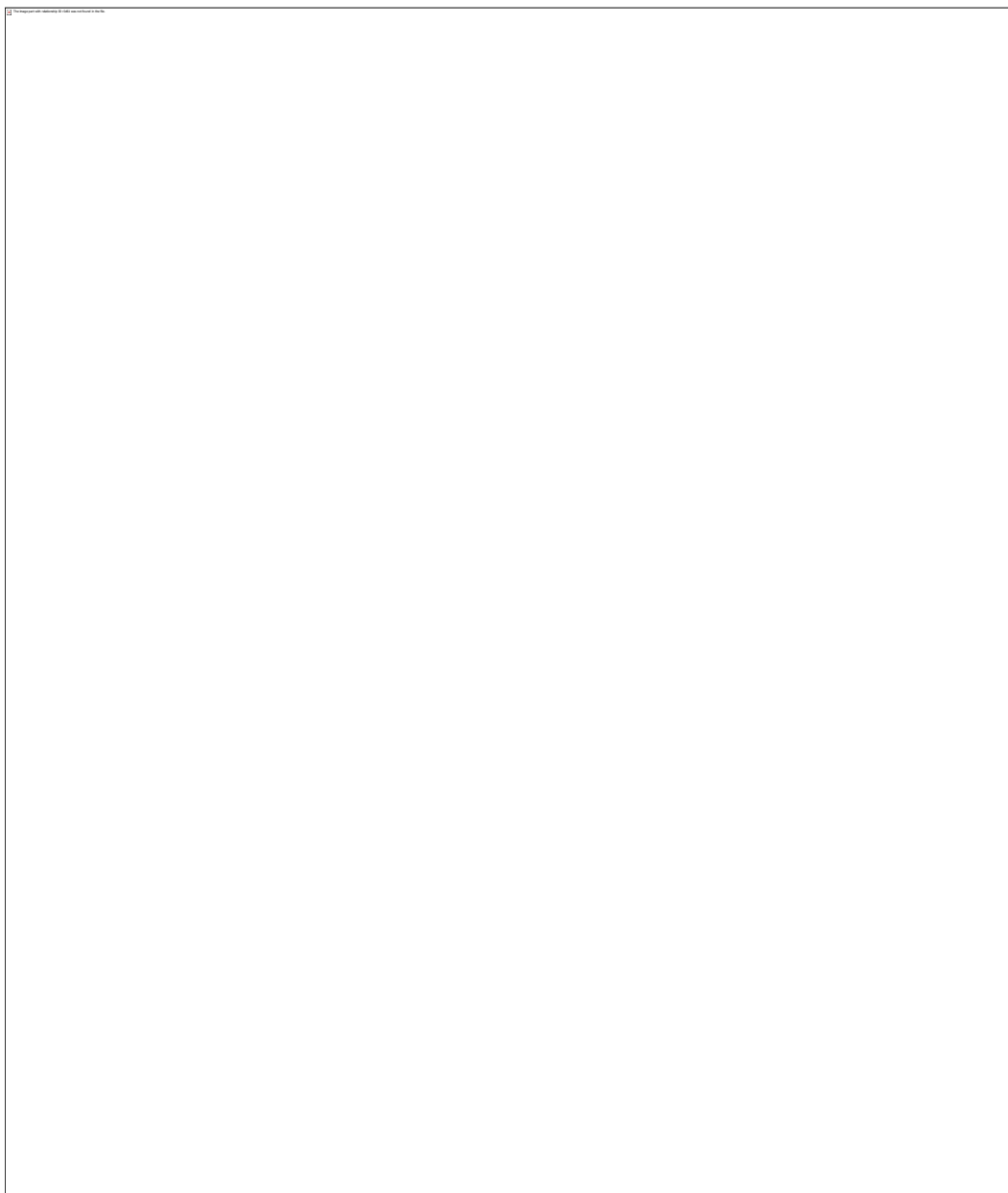
Note. (R) denotes items that have been reverse-coded.

Appendix G: MNC1 Letter of Cooperation





Appendix H: MNC2 Letter of Cooperation



Appendix I: Mini-Survey: Demographic Questionnaire

Please tick the response that most accurately describes you. Please provide only one answer per question.

1. Age
 - a. Younger than 25 years, Please write your exact age _____ years
 - b. 25-35
 - c. 36-45
 - d. 46-55
 - e. Over 55 years
2. I have been working with multi-national corporations for
 - a. Less than 1 year
 - b. 1 – 4 years
 - c. 5 - 10 years
 - d. More than 10 years
3. Highest level of education attained
 - a. High School diploma
 - b. Associate degree
 - c. Bachelors degree
 - d. Masters degree
 - e. Doctoral degree
4. I currently hold/previously held a leadership/managerial position.
Yes or No (Please select one)
5. I have worked under ethical leaders.
Yes _____ No _____
6. Gender
 - a. Male
 - b. Female
7. Ethnicity
 - a. Black
 - b. Caucasian
 - c. Asian
 - d. Hispanic
 - e. Other
8. My email address is _____

Appendix J: Initial Invitation E-mail to screen participants who meet the inclusion criteria

Dear Potential Participant,

My name is Adjoa Randy-Cofie and I am a Ph.D. student working under the supervisor of Dr. Jean Gordon in the School of Management at Walden University in Minnesota, Minneapolis, in the U.S.A. I have obtained your email address from your Management and I would like to invite you to consider taking part in a mini-survey where you may respond to a few questions, which are attached. Please be informed that participation in this mini-survey is voluntary and everyone will respect your decision of whether or not you choose to take part in this study. Your responses in this survey will help me to identify employees who meet my selection criteria and who will then be invited to consider whether or not they would like to voluntarily participate in my research study on the influence that ethical leaders have on their employees' voluntary behavior towards their colleagues and their organization.

Please be assured that your responses will be treated as confidential and will only help me to identify whom I can further contact to invite to participate in my research study. Any information that you provide will be kept confidential. Participants will not be identified by name in any reports of the completed study. No information that identifies any participants or information that could link participants with their organization will be included in the results. I would like to assure you that no information regarding any individual will be shared with anyone in your workplace.

Data from this mini-survey of those who do not meet my requirements for participation, will be kept electronically in a file labelled "excluded potential participants" on the researcher's computer. Only the researcher will have access to her password-protected laptop. The data of "excluded potential participants" will be kept for a period of at least five (5) years, as required by the university. Participants will not be identified by name in any reports of the completed study. No information that identifies any participants or information that could link participants with their organization will be included in the results. I would like to assure you that no information regarding any individual will be shared with anyone in your workplace.

Among the questions in the mini-survey, you will be requested to self-report whether you have worked under an ethical leader. I am therefore providing below suggested behavior of ethical leaders to help you decide whether you have worked under an ethical leader during your working life.

Ethical leaders' gain trust from their employees when the leaders show reliability, are willing to admit mistakes, and are trustworthy. These leaders create and

maintain a safe work environment. The leaders honor commitment and treat their employees with dignity and respect. The leaders make decisions and communicate them in a timely manner to their employees. Such ethical leaders inspire, motivate, and encourage their employees to grow and become like their leaders.

I thank you very much for choosing to participate and for your time in responding to these 8 questions. Please return your completed questionnaires to me at my email address below.

Thank you.

Yours sincerely,

Adjoa Randy-Cofie
Doctoral Candidate
School of management
Walden University
adjoa.randy-cofie@waldenu.edu

Appendix K: Follow-Up E-mail to Participants

DATE

Hello Potential Participant,

Further to my email to you dated _____, I am pleased to inform you that based on your responses, you meet the inclusion criteria to consider participating in my research study. As I informed you earlier, my name is Adjoa Randy-Cofie, a PhD student at the Walden University in Minneapolis, U.S.A. I am conducting a research study in human resources as a part of my doctoral program requirement at Walden University, and am seeking your assistance. As a result of your completion of my mini-survey last week, I am therefore inviting you to participate in my survey. I would appreciate if you would read the attached consent form, which provides you with sufficient information for you to make an informed decision on whether you would like to participate or not.

I will be requesting you to complete a couple of questionnaires to assess the leadership style of your supervisor. You will also assess how much your supervisor's behavior influences you to exhibit voluntary behavior towards your colleagues and the organization. This survey should take no more than 20 minutes to complete.

Please note that there are no right or wrong answers and your responses will be kept confidential and anonymous. Please be assured that I will ensure anonymity and confidentiality of your participation in my study, as I understand that participants willingly disclose information in surveys to assist research. This disclosure should be kept private away from others, especially your employers, as this research is workplace related. Protection of participants is important so that any disclosed information is not misused and the participants are not wrongly judged because of the information. In this regard, kindly be assured that your employers will not know who exactly participated in my research study and better yet, will not know how you responded to any of the questions.

Please read carefully all the questions in the survey and respond to them to the best of your ability. After reading the consent form, your voluntary willingness to participate will be implied by clicking the link below to complete the questionnaire. Please be assured that your organization will not know who actually participated in the survey and your organization is one of two organizations that will be participating in my survey.

For any additional information, please do not hesitate to contact the researcher at adjoa.randy-cofie@waldenu.edu or by telephone at +233 244 810158.

Best regards,

Adjoa Randy-Cofie, MBA, FCMI

Appendix L: Calculation of Sample Size using G*Power Software

[1] -- *Tuesday, July 19, 2016 -- 21:44:58*

t tests – Correlation: Point biserial model

Analysis: A priori: Compute required sample size

Input: Tail(s) = Two
 Effect size $|\rho|$ = 0.3
 α err prob = 0.05
 Power (1- β err prob) = 0.95

Output: Noncentrality parameter δ = 3.6404323
 Critical t = 1.9780988
 Df = 132
 Total sample size = 134
 Actual power = 0.9509217

[2] -- *Tuesday, July 19, 2016 -- 21:46:09*

t tests – Linear multiple regression: Fixed model, single regression coefficient

Analysis: A priori: Compute required sample size

Input: Tail(s) = Two
 Effect size f^2 = 0.3
 α err prob = 0.05
 Power (1- β err prob) = 0.95
 Number of predictors = 5

Output: Noncentrality parameter δ = 3.7148351
 Critical t = 2.0210754
 Df = 40
 Total sample size = 46
 Actual power = 0.9519727