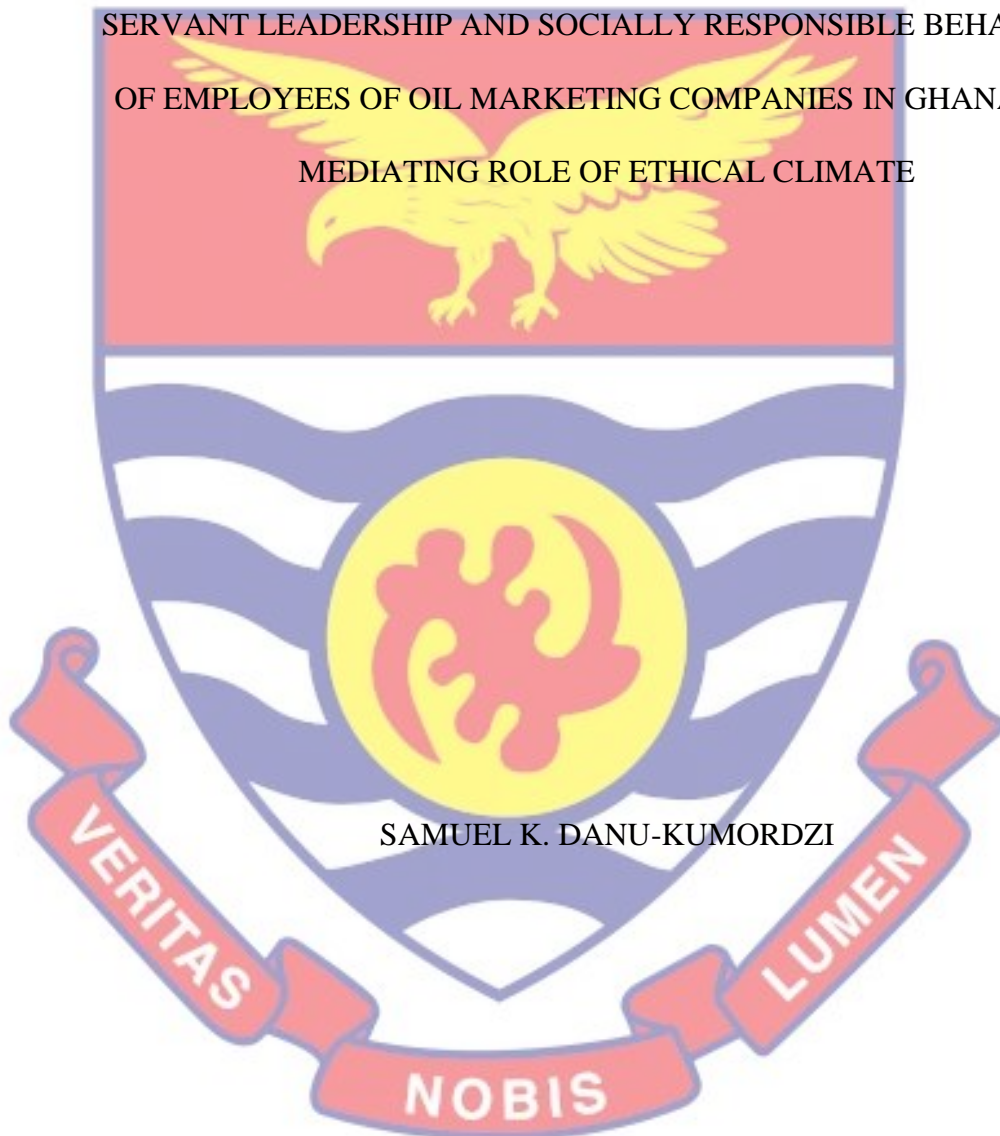


UNIVERSITY OF CAPE COAST

SERVANT LEADERSHIP AND SOCIALLY RESPONSIBLE BEHAVIOUR
OF EMPLOYEES OF OIL MARKETING COMPANIES IN GHANA: THE
MEDIATING ROLE OF ETHICAL CLIMATE



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MEDIATING ROLE OF ETHICAL CLIMATE

BY
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Science, College of Humanities and Legal Studies, University of Cape Coast,
in partial fulfillment of the requirement for the award of a Master of Business
Administration Degree in Oil and Gas Management

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DECLARATION

Candidate's Declaration

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

Candidate' Signature..... Date.....

Name: Samuel K. Danu-Kumordzi

Supervisor's Declaration

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

Supervisor's Signature..... Date.....

Name: Prof. Abraham Ansong



ABSTRACT

The study examined the effect of servant leadership on socially responsible behaviour among workers in oil marketing companies [OMCs] and controlled for the mediating effect of perceived CSR as well as the moderating effect of ethical climate. The study targeted OMCs in the Accra metropolis of Ghana which had an estimated population of 700 workers. The study adopted an explanatory research design owing to the cause-and-effect relationships the study sought to examine through structural equation modelling. A quantitative research approach was adopted. A structured questionnaire was used to collect the primary data. The convenience sampling technique was used to select the 216 participants that were surveyed. The path analysis proves servant leadership accounts for a moderate improvement in the state of socially responsible behaviour among workers in the OMCs. Servant leadership accounts for a weak improvement in the state of perceived CSR among workers in the OMCs. Furthermore, perceived CSR accounts for a moderate improvement in the state of socially responsible behaviour among workers in the OMCs. Perceived CSR partially mediates significantly and in a positive manner, the predictive relationship between servant leadership and socially responsible behaviour but ethical climate fails to significantly moderate such relation. Management of OMC should inculcate among their managerial leadership style the conceptualized servant leadership modelled in this context of study if the essence is to significantly influence employees to demonstrate socially responsible behaviour at their workplace to ensure efficient delivery of their assigned duties to promote excellence service delivery.

DEDICATION

To my beloved mother Madam Lena Dela Gborglorvor and my daughter

Hannah Sedinam Danu-Kumordzi.



ACKNOWLEDGEMENT

I express my uttermost appreciation to my supervisors Professor Abraham Ansong for their valuable comments and useful criticism throughout the course of writing this thesis. Without them, this work would have been a total debacle.

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CHAPTER ONE

INTRODUCTION

This chapter gives an overview or background on the servant leadership and socially responsible behaviours to establish the gaps that necessitate the study. The chapter therefore, presents the statement of the problem, the objectives of the study, significance of the study, delimitation of the study and finally how the entire study is organised.

Background of the study

The history of personnel development in corporate culture holds many examples of socially responsible actions by individuals and groups. The ability of people to demonstrate positive behaviours has both awed and inspired contemporaries on organisational culture through the ages. A few possible explanations have been attributed to socially responsible behaviours by employees in an organisation. One of these reasons is leadership. Leadership is widely acknowledged as a commodity that adds value to businesses and improves them as a result (Northouse, 2013). However, in today's ever-changing, highly competitive business environment, a lack of ethics and power abuse is progressively demanding more ethical, accountable, and productive leadership (Shekari & Nikoparvar, 2012).

Generally, leadership is considered an important aspect of management. The notions of leadership and management are linked because they both deal with processes, working with people, and achieving goals, all of which contribute to the four factors described before. If an organization is to function effectively, according to Kotter (1990), one cannot function without the other. Furthermore, it is widely accepted that for businesses to increase

their performance, they require both management and leadership. An aspect of leadership which has emerged significantly is the practice of servant leadership.

Van Dierendonck (2011) defines servant leadership as a way of life that begins without just being a management technique, but the natural feeling that one wants to serve, to serve first. Servant leadership is operationalized by their fundamental drive to serve, that is, what they do, and their self-construction, who they are, and they strive to lead as a result of this purposeful choice of "doing" and "being" (Sendjaya & Sarros, 2002). Dierendonck (2011) believes that servant leadership is an inward lifelong journey. Hoch, Bommer, Dulebohn and Wu (2018) argued that, when compared to other developing forms of positive leadership, servant leadership revealed its uniqueness and ability to explain numerous results above and beyond other pattern or kind of leadership.

Servant leaders, according to researchers, outperform other forms of leaders in diverse areas. That is, focusing on the needs of their followers and acknowledging their social responsibilities (Pressentin, 2020). Leaders should grow their followers so they can eventually possess the servant leadership qualities according to the idea of servant leadership. They believe that it is a moral obligation to protect the interests of all stakeholders, including employees, customers, and the community. As a result, the question of how servant leadership might affect employee behavior remains unanswered. Leaders should grow their followers so that they can eventually become servant leaders themselves, according to the idea of servant leadership. Servant leaders believe that it is a moral obligation to protect the interests of

all stakeholders, including employees, customers, and the community. As a result, the question of how servant leadership might affect employee behavior remains unanswered.

Understanding how servant leadership affects employee behavior necessitates an understanding of that underlying psychological procedures. To fill this gap in the literature, this study uses the theory of social exchange to investigate the psychological safety at the workplace referring to an individual's belief that, it is safe to take interpersonal risks, speak up for ideas, opinion sharing, and act autonomously on critical decisions (Edmondson & Lei, 2014). According to this study, supervisors' servant leadership first improves employees' psychological safety which then influences their behavior.

Greenleaf (1977) defined servant leadership as actively being a servant first to ensure that other people's highest priority needs, particularly the least privileged in society, are being served so that they can grow as persons, become wiser, freer, and more likely to become servants themselves. Van Dierendonck (2011) explained how servant leadership encompasses and remains different from transformational leadership, ethical leadership, and socially responsible leadership with its focus on others first. Servant leaders in particular are interested in growing the capacity and capability of their people so that they can be stronger, healthier, more autonomous, more self-reliant, more competent (Greenleaf, 1977).

Grounded in moral and ethical standards of behaving, servant leaders are concerned with stewardship of creation by both people and institutions because serving others “naturally and explicitly demands that such leaders

focus on a wider set of organizational outcomes than profit alone” (Christensen, Mackey & Whetten, 2014 p. 173). Servant leaders were also found to have a relationship with justice as an outcome variable (Kool & van Dierendonck, 2012). Brown and Treviño (2006) proposed that servant leadership may be an effective means to creating organizational ethical culture that can moderate relationships “between an individual’s moral reasoning level and ethical/unethical behavior” (p. 601). To test this theory, this study sought to better understand the relationship between servant leadership and CSR within the context of organizational ethical climate.

According to stakeholders’ theory, the fear of the negative reactions of stakeholder’s forces organisations to be ethical in their operations. This theory links the relationship of servant leadership on social responsibility behaviour of oil companies. Organizational context is important for understanding how leadership style relates to CSR. Detert, Schroeder and Maauriel (2000) defined organizational culture as the collective values, beliefs, ideologies, customs, norms, traditions, knowledge, and skills shared by the members of the organization.

Kiker, Callahan and Kiker (2019) conducted a meta-analysis of published literature to explore the main effects of servant leadership on organizational outcomes moderated by culture, gender, profit-seeking status, and methodological factors such as common method bias and had mixed results regarding the relationship between servant leadership and organizational culture due to differences between individualistic versus collectivist cultures. This current study is interested in the relationships amongst servant leadership, organizational ethical culture, and CSR in the

USA, an individualistic culture. Organizational ethical culture can be defined as those elements of the perceived organizational context that impede employees' unethical behavior and promotes their ethical behavior (Kaptein, 2011). Reed, Vidaver-Cohen and Colwll (2011) argued that servant leadership with its focus on teamwork, serving others, and building a sense of community is an effective approach to creating an ethical organizational culture. Subsequently, two scales to

The oil and gas industry are a critical industry in the socioeconomic development of a country due to its role in energy production, job creation, tax revenue generation, and poverty alleviation among others. These roles are serviced by the leadership and employees of companies within the sector. Therefore, leadership in the sector must be conducted in a manner to ensure sustainable competitive advantage, profitability, and favourable stakeholder relations. Within the extractive sector, a few pressing global and structural challenges that affect the stability of critical natural, social and economic structures have often raised concerns (Taştan & Davoudi, 2019). These issues, including climate change, overexploitation of resources, environmental challenges, social implications, accelerated loss of biological diversity and increased poverty, all demonstrate the need for deep systemic and cultural reforms and a global transition towards a more prosperous, accountable and equitable economy and community. Basically, as corporate responsibility is already a vital part of a profitable business; it is becoming particularly relevant in today's globally fierce competition (Taştan & Davoudi, 2019).

The conventional method to management that stressed control, oppression, exploitation and dependency was then criticised and lost

importance when it was found to be less successful than responsible, legal, charismatic, and compassionate methods (Greenleaf, 1997; Lux, 2012; Blakeley & Higgs, 2014; Koh, 2014). George (2003) emphasised the need for principles and honest leaders who can inspire workers consistently to deliver a superior result that creates sustainable organisations, and value for shareholders. Waldman and Siegel (2008) accepted that business leaders play a vital role in the development and execution of CSR policies and implied the necessary motivators of those leaders' socially conscious decisions and actions. Therefore, there is the need for leadership that have the interest of employees, the environment at heart; create the appropriate ethical climate in their organizations and are socially responsible.

Statement of the problem

Employees are likely to be susceptible to a sense of purpose, competence and self-determination when they see their leadership believing in creating value for society and comes out in support of their environmental projects. Psychological empowerment, as postulated by Walumbwa, Hartnell, and Oke (2010), could be the fundamental process that explains the association between servant leadership and employee behavior outcomes. Moreover, Gerard (2019) discovered that eight managers from about four oil and gas companies in the United States of America employed strategies such as leadership engagement, employee work-life balance and monitoring and evaluation of employees' behaviours as vital in retaining specialized employees in the industry.

In Gerard (2019) study, the managers through these three effective strategies did not only influence employees' retention, but their performance

and job-related behaviours in the industry. Even though managerial and servant leadership have proven to have impact on employees' behaviours (Gerard, 2019; Walumbwa, et al. 2010), the problem this study addresses is that it does not know if, and to what extent, a relationship existed between servant leadership and employee behaviours in the extractive sector as perceived by culturally diverse employees within the sector.

Based on a review of the literature, the researcher discovered a gap in prior studies on this topic. The first gap according to literature was about servant leadership and socially responsible behaviours. Previous studies on servant leadership, socially responsible behaviour and ethical climate have focused on outside the Ghanaian jurisdictions (Schinzel, 2018; Afsar, Cheema & Javed, 2018; Burton, Welty-Peachey & Wells, 2017) with little emphasis in Africa and especially Ghana. However, there are plethora of studies on corporate social responsibility and various factors such as financial performance (Iqbal, Ahmad, Hamad, Bashir & Sattar, 2014; Trang & Yekini, 2014; Ofori, Nyuur & Darko, 2014), community development (Asumah, 2015; Crețu & Iova, 2016; Muturi, 2016), among others on foreign countries and Africa. The challenge is that these studies have not sought to establish the relationship between servant relationship, socially responsible behaviour (SRB) and corporate social responsibility (CSR). Those studies that tried to analyse the effect of servant leadership on socially responsible behaviour failed to consider the role of ethical climate and corporate social responsibility on this relationship.

To fill a research gap, the currently reviewed literature examines the relationship between servant leadership, socially responsible behavior (SRB),

and corporate social responsibility (CSR). The researchers also wanted to see if perceived corporate social responsibility (CSR) and ethical atmosphere had any mediating or moderating impact on workers' socially responsible behavior (SRB).

Purpose of the Study

The main purpose of the study is to analyse the moderating role of ethical climate and the mediating role of corporate social responsibility on the relationship between servant leadership and socially responsible behaviour of employees of Oil Marketing Companies in Ghana.

Research Objectives

The specific objectives were to:

1. assess the effect of servant leadership on socially responsible behaviour of employees.
2. Examine the effect of servant leadership on perception of corporate social responsibility.
3. Assess the effect of perceived corporate social responsibility on socially responsible behavior of employees.
4. Investigate the mediating role on perceived corporate social responsibility in the relationship between servant leadership and socially responsible behavior of employees.
5. Examine the moderating role of ethical climate in the relationship between servant leadership and employees' socially responsible behavior.

Research Hypotheses

The following hypotheses would be tested in this study.

H_A : There is a significant and positive relationship between servant leadership and socially responsible behaviour of employees.

H_A : There is a significant and positive relationship between servant leadership and perceived corporate socially responsibility.

H_A : There is a significant and positive relationship between perceived corporate social responsibility and socially responsible behaviour of employees.

H_A : Perceived corporate social responsibility is a mediator in the relationship between servant leadership and socially responsible employee conduct.

H_A : The relationship between servant leadership and socially responsible employee behavior is moderated by the ethical climate.

Significance of the Study

The results of the study will serve as reference for future studies and contribute to existing literature on servant leadership, socially responsible behaviour and corporate socially responsibility. The findings of the study will help oil marketing companies streamline their servant leadership, socially responsible behaviour and corporate socially responsibility strategies to enable them to attain and retain competitive advantage. The study is of benefit to policymakers such as Ministry of Energy (MoE), Petroleum Commission, National Petroleum Authority (NPA), Ghana Investment Promotion Centre (GIPC), Minerals Commission, Environmental Protection Agency (EPA), Ministry of Employment and Labour Relations (MELR) among others in the formulation and implementation of policies and programmes in relation to

servant leadership, socially responsible behaviour, corporate socially responsibility and ethical climate of OMCs.

The findings of the study will help companies streamline their CSR operations and practices to maximise impact, stakeholder relations, and achieve organizational and CSR goals. The study will contribute to existing literature on servant leadership, socially responsible behaviour, and corporate socially responsibility. It will there serve as a reference material to academics, students and practitioners of employment, labour relations, leadership, marketing, CSR, ethics, organizational behaviour and management, etc. and future studies on servant leadership, socially responsible behaviour and corporate socially responsibility.

Delimitations

The study is limited to oil marketing companies (OMCs) in the Accra because many of the staff are found in the capital city, therefore, obtaining the required participants for the study will be easier and faster. Accra Metropolis was selected because of number of OMCs in the area and the fact majority of the primary target participants of the study are resident in Accra. The administering of questionnaire focused on randomly selected employees of OMCs in the Accra metropolis. Corporate social responsibility in the study was adopted from Carrol (1991).

Limitations

The study was limited to employees and oil marketing companies in Accra Metropolis and therefore findings cannot be generalised to represent the oil marketing sector of Ghana. Some respondents were also reluctant to provide relevant information to the study due to confidentiality and anonymity

concerns. These were addressed using the University's introductory letter and a confidential agreement between the researcher and the respondents.

Definition of Key Terms

Servant Leadership: Servant leadership is a leadership philosophy built on the belief that the most effective leaders strive to serve others, rather than accrue power or take control.

Corporate Social Responsibility: Corporate Social Responsibility (CSR) is the idea that a company should play a positive role in the community and consider the environmental and social impact of business decisions.

Ethical Climate: According to the classical definition by Victor and Cullen (1987), ethical climate may be defined as a set of shared perceptions of procedures and policies, both codified and informal, which shape expectations for ethical behavior within an organization or a company.

Organisation of the Study

The study was divided into five (5) sections. That is, the background of the study, statement of the problem, research questions and objectives, significance, delimitation, limitation, and organization of the investigation were all included in the first chapter of the research. The second section included a review of the literature on theories, concepts, and empirical evidence related to the topic. The third chapter which is the methodology highlighted the design used for the research, the approach to the research, area of study, population, sampling procedure, data collection instruments as well as the procedure and analysis. The last but one chapter which is the chapter four involved results and discussions of the findings based on the objectives of

the study. The final chapter presented a summary of the findings, conclusions and recommendations by the study.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter looked at research on servant leadership, the mediating role of perceived corporate social responsibility (CSR), and the moderating role of ethical climate on employee's socially responsible behavior. The chapter presents a review existing theoretical, conceptual and empirical literature on servant leadership and socially responsible behaviours of employees. It ends with a presentation on the development of conceptual framework for the study and a summary of the chapter.

Theoretical Framework

The study's theories were discussed in this part. Social Identity Theory and stakeholder theory is the theories that underpinned this study.

Theory of Social Identity

The theory of social identity (He & Brown, 2013) is a theory where employees tend to categorize themselves and others into numerous social groups, namely institutions, gender, age and cohort. The social identity theory can be used to generate two incentives for organizational identification. These perceptions are:

1. Self-categorization as a requirement (cognitive component)
2. Self-improvement (affective component) is also required.

The former involves rewarding group participation, such as aligning oneself with a successful or appealing organization, whereas the latter requires rewarding group participation, such as aligning oneself with a successful or appealing organization. Employees' self-improvement is also aided when they

feel valued in the workplace. One can stress either cognitive or affective linkages with the organization, or both, in order to create organizational identity through communication (Mael & Ashforth, 1992; Smidts et al., 2001; Riketta, 2005). Employees can feel solidarity with the company, support for the organization, and perceptions of shared traits with other employees thanks to the cognitive and affective components (Riketta, 2005). Edwards (2005) claims that social identity can explain and predict some workplace behaviours. Employees that identify strongly with the organization or management, for example, are more inclined to work in the organization's strategic interests.

Social identity groups are usually defined by some physical, social, and mental characteristics of individuals. Examples of social identities are race/ethnicity, gender, social class/socioeconomic status, sexual orientation, (dis)abilities, and religion/religious beliefs. Relating to the study, social identity theory links servant leadership to the social responsibility behaviour of employees. The characteristics of individuals play a key role in their response to the leadership style of leaders. Also, being socially responsible is a status and belief of employees.

Stakeholder Theory

This theory offers a realistic, economical, effective, and ethical way to govern organizations in a highly complex and chaotic environment (Freeman, 2010; Freeman, Harrison & Wicks, 2007). Because all firms must manage stakeholders, the stakeholder theory is a practical concept; whether they are effective at doing so is another thing. This theory works because well-treated stakeholders are more likely to respond positively to the organization by sharing valuable information, purchasing more products or services

(customers), providing tax breaks or other incentives (communities), providing better financial terms (financiers), purchasing more stock (shareholders), or working hard and remaining loyal to the organization, even in difficult times (employees).

It succeeds because it channels stakeholders' energy towards the aims of the organization. In a complex and dynamic environment, it is advantageous because firms that manage for stakeholders have better knowledge on which to base their decisions and a level of strategic flexibility that competitors who do not manage for stakeholders do not have. According to the stakeholder theory, all stakeholders should be treated equally, honestly, and generously.

According to stakeholder theory, addressing all stakeholders well produces a synergy (Parmar, Freeman, Harrison, Wicks, Purnell & de Colle, 2010; Tantalo & Priem, 2014). How a company treats its customers has an impact on its employees' attitudes and behavior, and how a company treats the communities in which it operates has an impact on its suppliers' and customers' attitudes and behavior (Cording, Harrison, Huskisson & Jensen, 2014; du Luque, Washburn, Waldman & House, 2008).

Also, this theory links organisation to the ethical climate. The social identity approach is a widespread theoretical framework in the social psychology field, which comprises the social identity theory (Tajfel and Turner, 1979) and its cognitive elaboration, the self-categorization theory (Turner et al., 1987). The core statement of this approach relies on the consideration that whereas in many situations people perceive themselves as unique and independent individuals, in many other contexts, they are inclined

to think of themselves in terms of group membership (e.g., as a member of a specific organization). This self-definition in terms of group membership becomes part of the individual's collective self-concept: As a consequence, group membership, and the connection with one's group (i.e., social identification), provides individuals with normative guidelines that help them define who they are, how to behave, and which aspects of their group belongingness are particularly important (Ellemers et al., 2004).

Social Learning Theory

We draw on social learning theory (SLT; Bandura, 1977, 1986) to explain the effects of ethical leadership on ethical climate. SLT posits that individuals learn appropriate ways to act through a role-modeling process by observing the behaviors of others (Bandura, 1977, 1986). SLT further suggests that individuals are likely to pay attention to and emulate behaviors from credible and attractive role models. Leaders in organizations are often considered legitimate models for normative behavior. In addition to direct observation, employees are influenced by their supervisor because he/she has the power to delve out both punishments and rewards for ethical and unethical behavior. SLT also allows for individuals to learn vicariously through the experiences of those around them. Individuals learn what is expected of them in terms of appropriate behavior not only through their own experience, but also by observing others and what happens to them (Bandura, 1977, 1986). In sum, ethical leaders signal to employees that doing the right thing is expected, encouraged, and valued. In turn, employees are more likely to perceive an ethical organizational environment. Ethical leaders, as role models of ethical behavior, demonstrate to followers how to be skillful in recognizing ethical

issues and equipped in handling ethical issues. Additionally, ethical leaders teach subordinates how to maintain high ethical standards without feeling pressure to forego ethical conduct for the sake of achieving business objectives. In essence, by role modeling appropriate behavior, ethical leaders help create a climate in which doing the right thing is valued. Indeed, Stringer (2002) states that “most studies have shown that the single most important determinant of an organization’s climate is the day-to-day behavior of the leaders of the organization” (p. 12).

Conceptual Review

The section discusses concepts that relate to servant leadership, corporate social responsibility, socially responsible behaviour and ethical climate.

Servant Leadership

The ability of an individual to influence, motivate, and urge others to continue to make the organizations in which they are members lucrative and competitive is referred to as leadership. Leadership applies to the actions of those that are willing to inspire followers to accomplish and define corporate objectives and priorities and motivate workers to move above planned job standards (Sarros, Cooper & Santora, 2008).

According to Patterson (2003), servant leaders are those who serve with a focus on the followers, putting the needs of the followers before of organizational concerns. A person's good moral quality, or the general quality of goodness, or moral perfection, is defined by the qualities that the servant leader cultivates. Servant leadership is defined as an (1) other-oriented approach to leadership manifested through one-on-one prioritization of

follower individual needs and interests, (3) and an outward reorienting of their concern for self toward concern for others within the organization and the larger community (Eva, Robin, Sendjaya, van Dierendonck & Liden, 2019, p. 114).

The definition points three features of servant leadership namely, motive, mode, and mindset. The feature of motive indicates that the driving force of servant leaders is to serve others and for to not serve themselves or their ambitions (Eva et al, 2019). The personal motive underlying the responsibility for leadership is a major component of servant leadership and where it differs from other leadership perspectives. The willingness, conviction, and belief of the leader to move away from self-orientation is reflected in this orientation toward others. This is in stark contrast to other leadership styles that rely on leaders' ambitions or agendas being advanced. That is, servant leadership is focused on others rather than on oneself (Eva et al, 2019).

Secondly, the mode of servant leadership (manifested by giving individual followers priorities above the leaders' needs, interests and objectives) represents the realisation that each follower is unique and have various needs, ambitions, aspirations, abilities and weaknesses. While there are generic policies and institutions in place to ensure equity, each leader-follower relationship might take many distinct shapes. The servant leader is interested in knowing the background, core values, convictions, assumptions and idiosyncratic behaviours of followers, thus blurring the distinction between professional and personal lives (Eva et al, 2019).

In contrast to other approaches to leadership that strive mainly to promote the financial and non-financial facets of the organisation, service leadership focuses on the development of followers across a variety of fields, such as their psychological well-being, emotional maturity and ethical wisdom (Eva et al, 2019). This emphasis is consistent with the stewardship principle, which states that servant leaders should regard their subordinates as stewards, encouraging them to improve as people allocated to them. Followers deem them trustworthy as leaders. Ultimately, the attitude of the servant leadership ('external self-orientation to those in the organisation' and the general community) represents that of a trustee. In order to create greater community and to be responsible for their well-being, a deliberate emphasis on follower development is maintained.

Leaders accept their followers as people entrusted to their care, according to Block's (1993) stewardship principle. As trustees, they maintain the responsible cultivation and growth of their followers and other tools within the organisation, Eva et al, (2019). Thus, servant leadership is a centrifugal power, allowing followers to be active and pro-social catalysts that can transform the lives of individuals from self-serving to other-serving orientations, and modify the fractured systems through which they work (Eva et al, 2019).

Corporate Social Responsibility (CSR)

Corporate social responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large (World Business Council for

Sustainable Development, 1999). The European Commission defined social responsibility in the workplace or corporate social responsibility is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (CEC, 2006). On the other hand, Skripak (2018, p. 61) defined corporate social responsibility as the approach that an organization takes in balancing its responsibilities toward different stakeholders when making legal, economic, ethical, and social decisions.

According to the definitions, CSR conversations have primarily taken place at the organizational level, with little attention paid to individual perceptions, decisions, and company performance in terms of social responsibility. This is because most CSR activities, such as promoting charitable projects, providing educational and health services to local communities, advising or assisting NGOs in socially worthwhile matters, and looking for solutions to facility closures, are the result of individual decisions made by leaders, managers, or employees (Crilly, Schneider & Zollo, 2008). Managers have discretion in selecting and executing CSR policies (Carroll, 1979), and individual managers' moral decisions have a significant impact on the firm's corporate culture and social impacts (Swanson, 1995).

CSR to Community

Corporate Social Responsibility to communities looks at the relationships between business and society. Ashridge (2005) argues that businesses should contribute to a better society through the integration of social concerns in their operations and considering their impact on communities. Community activities are related to promoting the health and

wellbeing of the (local) communities in which an enterprise operates. Corporate Community Investment, contributing cash, giving employee time, giving presents, and being a good neighbour are the key CSR linked community activities. CSR activities related to community activities include supporting charity, applying commercial initiatives, donating, sponsoring events, arts or sports clubs; allowing employee volunteering, providing facilities, giving assets among others (Carroll, 1991; Ashridge, 2005; Campbell, 2007).

Corporate social responsibility also has various effects on the communities within which it is undertaken. These include community development, infrastructure development, poverty alleviation, job creation, education, healthcare, environmental protection and conservation, community support policy (Fluhman, 2005; Ismail, 2009; Molewa, 2010; Proti, 2012; Al-Kayed, 2014; Mbirigenda, 2015; Ng'eni, Bukwimba, Kwesigabo & Kaaya, 2015; Yeboah & Akenten, 2015; Jannat & Eyesmin, 2018). Others argue that CSR has tendency to have negative effect such as creation of dependency relationships; exploit resources through mining, profit repatriation, expatriate employment, and international sourcing while giving little back in terms of CSR projects such as provision of social services, scholarship, infrastructure etc (Werner, 2009).

CSR to Environment

Environmental Corporate Social Responsibility (ECSR) is a concept in which businesses incorporate environmental concerns into their operations and interactions with stakeholders without jeopardizing their financial performance (Rashid, Khalid & Rahman, 2015). The primary CSR-related

environmental activities are resource and energy consumption, pollution and waste management, environmental product responsibility, and transportation planning. Community activities include using 'green' technologies, improving energy efficiency, treating emissions, reusing and recycling, managing the supply chain, reducing goods transport, and among others (Ashridge, 2005; Babiak & Trendafilova, 2011).

Social Responsibility Behavior

Crilly, Schneider and Zollo (2008, p. 176) defined socially responsible behaviour as discretionary decisions and actions taken by individuals in organisations to enhance societal well-being (do good) or to avoid harmful consequences for society (do no harm). Managers are operating in the public interest when they make decisions and take actions that increase social well-being or avoid harmful social consequences. This necessitates considering the interdependencies and diverse requests of the various parties involved. As a result, SRB is based not only on moral idealism, but also on the ability to make rational decisions under a variety of circumstances. SRB entails actions that aim to improve the well-being of stakeholders both inside and outside the company (Crilly et al, 2008).

Green Behaviours

Green behaviour at work has been defined as a broad set of environmentally responsible activities such as learning more about the environment, developing and applying ideas for reducing the company's environmental impact, developing green processes and products, recycling and reusing, and questioning practices that hurt the environment (Graves, Sarkis & Zhu, 2013, p. 81).

Employee green behavior is defined as scalable acts and behaviours that employees engage in that are linked to and contribute to or detract from environmental sustainability (Ones & Dilchert, 2012a, p. 87) and can be voluntary or involuntary. EGB entails energy conservation (e.g., turning off lights before leaving offices), resource efficiency (e.g., teleconferencing instead of in-person meetings), waste reduction (e.g., electronically editing papers instead of printing them), recycling (e.g., printing drafts on scrap paper), and water conservation (e.g., reporting bathroom leaks) (Saleem, Qadeer, Mahmood, Ariza-Montes & Han, 2020; Norton, Zacher, Parker & Ashkanasy, 2017; Norton, Zacher & Ashkanasy, 2015; Ones & Dilchert, 2012a).

Green behavior that is needed as part of an employee's job obligations is known as mandated EGB (Norton, Parker, Zacher & Ashkanasy, 2015). It involves adherence to company policy, reform of operating practises, including selecting ethical alternatives and creating sustainable goods and processes. The concept of the required EGB applies to the task performance (Borman & Motowidlo, 1993), which relates to the employee's actions and leads directly or indirectly to the core company. As illustrated by Schmit, Fegley, Esen, Schramm and Tomassetti (2012), businesses are working to boost their environmental performance by the establishment of green jobs and duties. Ones and Dilchert (2012b) estimate that the company or part of a workforce's duties are expected to provide from 13% and 29% of the EGB found in the U.S. and European samples.

Voluntary employee green behavior is defined as personal initiative that goes above and beyond organizational goals (Norton et al, 2015).

Employees may also opt to go above the environmental behaviour of the company. This includes prioritising environmental concerns, implementing and promoting environmental programmes, lobbying and activism. The concept of voluntary EGB is closely associated with the notions of contextual performance and citizenship behaviour that relate to actions which support the organisational, social and psychological environment where task performed is carried out (Borman & Motowidlo, 1993; Organ, 1997).

Voluntary green actions not only help business greening goals, but they also have the potential to avert additional environmental harm by having a positive impact on environmental improvements (Ying, Faraz, Ahmed & Raza, 2020). Servant leaders view the protection of the good of all stakeholders (staff, clients, the society, and the environment) as their moral responsibility (Ehrhart, 2004). The ideology of servant leadership, such as stewardship, community value formation, servanthood, and altruistically calling, encapsulates the essence of service leadership (Eva et al, 2019).

Ethical Climate

In an organisation, ethical climate plays a major part. It determines what is right and how ethical problems should be addressed by and within organisations. An ethical environment refers to members of an organization or portion of an organization's shared beliefs of what constitutes appropriate behavior. It happens when members think that specific forms of ethical reasoning or behavior are anticipated standards or norms for decision-making inside the enterprise (Martin & Cullen, 2006). Ethical climates develop as a result of corporate strategies, policies, procedures and leadership and affect the

ethical decision making and behaviours and actions of organisational members (Schminke, Arnaud, & Kuenzi, 2007; Simha & Cullen, 2012).

According to Victor and Cullen (1988) & Martin and Cullen (2006), there are five types of ethical climate: instrumental, caring, independence, rules, and law and codes. An ethical climate that fosters serving the organization's interests is essential. Independence is a climate that encourages decisions based on personal moral ideas; caring is a climate that encourages concern for and consideration of others. Rules is a climate that supports decisions based on external codes such as the law or professional codes of conduct, whereas law and codes is a climate that supports judgments based on external codes such as the law or professional codes of conduct (Naiyananont & Smuthranond, 2017).

Servant Leadership and Corporate Social Responsibility

Leadership style has been theorized as a factor that influences corporate leaders to choose to make socially responsible business decisions. Christensen et al. (2014) underscored the importance of leadership styles and the leader's characteristics and behaviors in influencing the creation of CSR. To that purpose, several quantitative studies have investigated the link between leadership styles and CSR. In their review of the literature on leadership and the creation of CSR, De Ruiter et al. (2018) found that transformational leadership was the focus of several studies. Du et al. (2013) surveyed managers to conduct a quantitative moderation analysis of the relationship between transformational and transactional leadership styles and institutional CSR practices moderated by marketing activities and found that

organizations enacting transformational leadership were more likely to engage in institutional CSR practices.

Alonso-Almeida et al. (2017) structural equation model study estimated that different leadership styles and gender were related to differences in attitudes about CSR. Alshihabat and Atan (2020) investigated and found that there was a mediating effect of organizational citizenship behavior on the relationship between transformational leadership style and CSR practices. While transformational leadership and CSR have been given due attention, in a systematic literature review of high-quality quantitative studies, Coetzer et al. (2017) found that servant leadership was related to two major organizational outcomes: customer service and procedural justice. However, limited studies have examined CSR as an outcome of servant leadership. Senge (2002) observed, in an era of massive institutional failure, the ideas in servant leadership point toward a possible path forward and will continue to do so (p. 345).

Listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, the growth of others, and community building, according to Kincaid (2012), present a feasible option for boosting the authenticity and efficacy of firms' social responsibility activities. Christensen et al. (2014) specifically called out the need for more research on servant leadership and SRB. There are no quantitative studies that operationalize the association between servant leadership and SRB that are based on the conceptual framework and instruments used in this study. Hence, it is proposed that servant leadership has a positive relationship with perceived corporate social responsibility.

Servant Leadership and Organizational Ethical culture

Greenleaf (1977) described servant leadership as deliberately becoming a servant first to ensure that other people's highest priority needs are satisfied, especially those of the most disadvantaged in society, so that they can grow as persons, become wiser, freer, and more likely to become servants themselves. Van With its focus on others first, Dierendonck (2011) outlined how servant leadership comprises and differs from transformational leadership, ethical leadership, and socially responsible leadership. Servant leaders want to develop their people's capacity and capability so that they can become stronger, healthier, more independent, self-reliant, and competent (Greenleaf, 1977).

Grounded in moral and ethical standards of behaving, servant leaders are concerned with stewardship of creation by both people and institutions because serving others naturally and explicitly demands that such leaders focus on a wider set of organizational outcomes than profit alone (Christensen et al., 2014, p. 173). Servant leaders were also found to have a relationship with justice as an outcome variable (Kool & van Dierendonck, 2012). Brown and Treviño (2006) proposed that servant leadership may be an effective means to creating organizational ethical culture that can moderate relationships between an individual's moral reasoning level and ethical/unethical behavior (p. 601). This study aimed to better understand the relationship between servant leadership and CSR in the context of organizational ethical culture in order to test this theory.

Awareness on how leadership style affects CSR requires an understanding of the organization's setting. Detert et al. (2000) defined

organizational culture as the members of the organization's collective values, beliefs, ideologies, customs, norms, traditions, knowledge, and skills. Kiker et al. (2019) conducted a meta-analysis of published literature to investigate the main effects of servant leadership on organizational outcomes moderated by culture, gender, profit-seeking status, and methodological factors such as common method bias. They found mixed results when it came to the relationship between servant leadership and organizational culture due to differences between individualistic and collectivist cultures. In the extractive sector, where ethics is particularly important, this study is interested in the links between servant leadership, ethical culture, and SRB.

The characteristics of the perceived corporate setting that inhibit employees' unethical activity and support their ethical behavior can be characterized as organizational ethical culture (Kaptein, 2011). According to Reed et al. (2011), servant leadership, which emphasizes teamwork, helping others, and fostering a sense of community, is a successful strategy for fostering an ethical company culture. The Ethical Culture Questionnaire (ECQ) has since been widely used in quantitative research to evaluate individual perceptions of an organization's ethical elements (Kapstein, 2011, p. 221). As a result, ethical culture is offered as a moderator of the relationship between servant leadership and socially responsible behavior.

Role of Ethical Climate

Brown et al.'s (2005) conceptualization of ethical leadership has two main aspects: (1) the moral person component (e.g., integrity, concern for others, justice, trustworthiness), and the (2) moral manager component (e.g., communicating, rewarding, punishing, emphasizing ethical standards, role

modeling ethical behavior). Thus, ethical leaders embody many positive personal characteristics and also seek to influence their employees by actively managing ethical conduct. To date, there has been a dearth of research examining the mechanism(s) through which ethical leadership is associated with employee behavior. Theoretical work has sought to explain how leaders are critical in developing an ethical climate (Dickson et al., 2001).

Leaders set the ethical tone for an organization by enacting practices, policies, and procedures that help facilitate the display of ethical behavior and reduce the likelihood of misconduct. In the broader climate literature, research indicates that leaders serve as interpretive filters of organizational policies and processes for group members (Kozlowski and Doherty, 1989). Based on the policies and practices leaders emphasize and how they present them to employees, leaders impact employees' perceptions of climate. Ethical leaders, in particular, are expected to enforce practices, policies, and procedures that serve to uphold ethical conduct. Ethical leaders make decisions with ethics in mind, consider "what is the right thing to do" in terms of ethics, regularly communicate with subordinates regarding ethics, and reward and punish employees in accordance with ethical principles. In this way, ethical leaders make it clear to employees that upholding ethics is an important organizational outcome.

Empirical Review

This section of the literature review presents review of empirical works and focuses on servant leadership, corporate social responsibility, socially responsible behaviour and ethical climate.

Servant leadership and corporate social responsibility

Schinzel (2018) investigated the link between responsible leadership and corporate social responsibility (CSR) in Luxembourg, as well as the country's distinctive CSR traits. Four culturally diverse samples were interviewed in 64 semi-structured interviews: Luxembourgers of Luxembourgish nationality, foreigner's resident in Luxembourg, cross-borderers, and people from other countries. On the one hand, the responses from all four samples were similar, yet they were highly contradictory on the other. There were three types of respondents: euphoric respondents who said the leader's authenticity and role as a role model in lived CSR are important; moderate respondents; and critical respondents who deny any link between responsible leadership and CSR and claim for change and innovation, blaming the high Uncertainty Avoidance Index on the high Uncertainty Avoidance Index. They believe that managers should understand responsible leadership and corporate social responsibility as soon as possible.

Employees' pro environmental actions were explored by Afsar, Cheema, and Javed (2018). We also considered the moderating influence of environmentally specific servant leadership and the mediation effect of organizational identification. The research is based on a survey of 298 employees from various industries. The findings reveal that, through organizational identity, perceived CSR has both a direct and indirect influence on pro environmental behavior. The findings also supported the idea that environmental focused servant leadership and CSR had an interaction effect in predicting employee pro environmental behavior.

Servant leadership and ethical climate

Burton, Welty-Peachey, and Wells (2017) investigated the effect servant leadership has on perceptions of an ethical climate in intercollegiate athletic departments, looking at how organizational justice's trust and perceptions influences the relationship between servant leadership and ethical climate indirectly. The results showed that servant leadership was linked to leadership trust and views of an ethical climate. Additionally, the relationship between servant leadership and ethical climate was influenced indirectly by both trust in the leader and procedural justice.

Conceptual Framework

The conceptual framework of the study shows the relationship between the servant leadership (independent variable) and socially responsible behaviours (dependent variable) of oil marketing companies in Greater Accra Metropolis. Perceived corporate social responsibility is mediating variable and ethical climate as moderating variable. It showed the relationship between servant leadership and socially responsible behaviours. It shows that changes in servant leadership will lead to an increase or decrease in socially responsible behaviours. Figure 1 shows the conceptual framework used for the study.

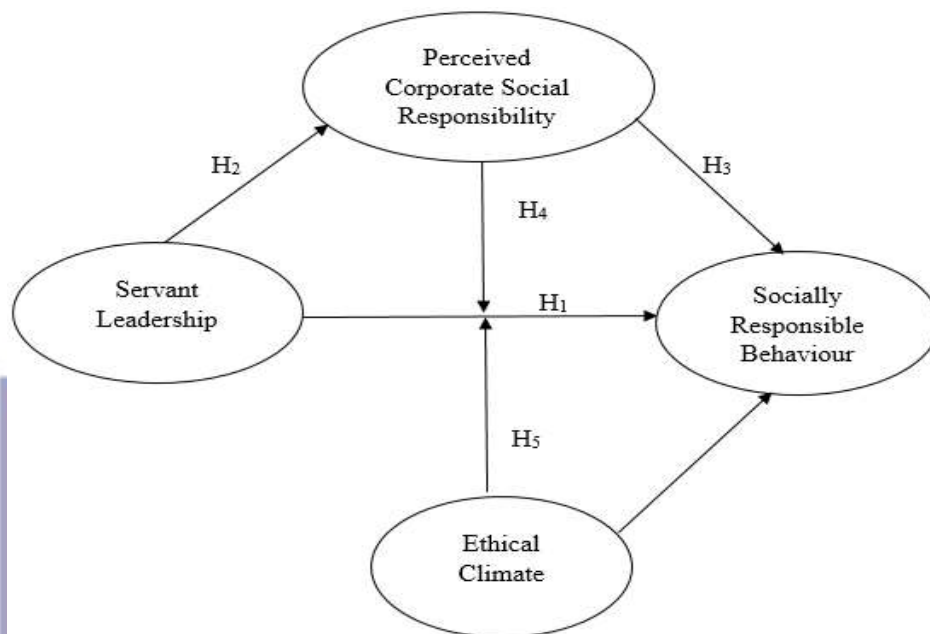


Figure 1: Conceptual Framework

Source: Author's own construct (2020)

Lessons Learnt

The reviewed showed that series of studies have been done in relation to servant leadership and socially responsible behaviour. However, most of the studies were done in other countries outside Ghana. None of the studies also studied the role of ethical climate and corporate social responsibility on socially responsible behaviour of employees.

Chapter Summary

This Chapter analysed the theoretical framework, underpinning this research. The concept within the study was explained from other researchers' perspective. The empirical review of other researchers was also analysed in order to identify the results from other research on the subject matter.

CHAPTER THREE

RESEARCH METHODS

Introduction

The purpose of the research is to examine the relationship between servant leadership and socially responsible behaviours of employees in the oil marketing sector of Ghana. This chapter was concerned with the methods and techniques through which the research was conducted. The following subject area were discussed: the design used by the researcher, the approach adopted by the study, the target population, the sampling techniques, the instrument used in the data collection as well as the procedure, the ethical considerations, data processing and analysis, and the summary of the chapter.

Research Design

A research design is a conceptual framework for conducting research. It serves as a roadmap for data gathering, measurement, and analysis. An explanatory research design was adopted by the researcher for the study. Explanatory research design (Saunders, Lewis, & Thornhill, 2009) aims to analyze a cause-and-effect relationship among constructs by documenting a study occurrence in its natural setting without the intervention of the researcher. The orientation of the study is to examine how changes in servant leadership induces changes in socially responsible behaviour, given the intervening roles of changes in ethical climate and perceived CSR (van Wyk, 2019). The explanatory design was appropriate because the study sought to analyse the causal relationship between the variables underpinning the study.

Research Approach

The study adopted a quantitative approach for the study. Quantitative research aims to investigate phenomena, often with a rigorous and controlled design that need precise measurement and quantification (Polit & Beck, 2004). A quantitative approach was used for the study because the data to collected, analyzed and produced are quantifiable in nature and was analyzed and presented using statistical techniques and tools. The quantitative approach was also adopted since it aids in the understanding of the best outcome predictors (Creswell, 2012). The quantitative approach gives room for deduction since inferences that are drawn from statistical hypothesis tests lead to wide conclusions about the population's characteristics (Harwell, 2011). They were gathered using questionnaires given to respondents. The quantitative was appropriate because it is often fast, focused, scientific and relatable. The speed and efficiency of the quantitative method called for the use of this approach.

Study Area

The Greater Accra Region of Ghana, which includes Accra Metropolis, was the focus of this study. Accra Metropolis, Ghana's capital, can be found in the country's south and serves as the country's largest urban centre. It has a total land area of 225.67 kilometres squared (Ghana Districts, 2020). According to the results of the Population and Housing Census that was carried out in 2010, the population of the Metropolis was estimated to be 4.2 million (Ghana Statistical Service, 2012). There is one metropolis and eleven municipal districts within the Accra metropolitan area. Since Accra is the nation's capital, the majority of oil marketing businesses in Ghana have their

headquarters here in order to better serve the needs of the people who live in the city.

Population

The population, according to Bryman and Bell (2011), is the group of units from which a sample will be drawn. Thus, all members, personnel, or identity elements who meets the criteria for a study group and from which a representative sample is taken for detailed examination. It is from this group that the researcher wishes to extrapolate the study's findings. The population of the study are the management and staff of oil marketing companies (OMCs) in the Accra Metropolis. There are over fifty (50) OMCs in the Metropolis with Ghana Oil Company Limited (GOIL), Total Oil Company Limited and Vivo Energy Ghana (Shell) being market leaders in terms of market share, presence and sales (NPA, 2020). The OMCs in Accra metropolis have over seven hundred (700) employees.

Sample Size and Sampling Procedure

Sampling is the set of procedures for picking units (people, organizations) from a population of interest so that findings may be traced back to the population from which they were chosen by examining the sample (Trochim, Donnelly & Kanika, 2016).

The sample size of this study comprises the respondent population of the entire staff/employees of Oil Marketing Companies in Ghana. The total number of employees in the industry was 700. Therefore, since the entire population is 700, the Krejcie and Morgan (1970) was used to bring-out the sample unit that was used and distributed. According to the Krejcie and

Morgan Table (1970), the appropriate sample size is 249. However, the available sample size was 151 respondents.

Convenience sampling technique was used for the selection of the participants because of it was impractical to access the elements in the sampling frame through any probability sampling techniques. The use of convenience sampling technique in this situation is recognized as appropriate (Rehman, Samad, Singh & Usman, 2021). It is best used for testing as part of hypothesis generation, getting a 'sense' of opinions or as an initial pilot before further research. This implies that convenience sampling technique was appropriate because of the hypothesis generations.

Data Collection Instrument

Primary data sources were employed for the study. The primary data was collected using questionnaires administered to employees of the selected oil marketing companies (OMCs) in the Greater Accra Metropolis. A questionnaire is a type of survey that uses a standardized set or list of questions that are administered to individuals or groups and whose results may be compared over time (Trochim, Donnelly & Kanika, 2016). There were four sections to the questionnaire (A, B, C and D). The demographic information of the respondents was collected in Section A. Section B contained information on servant leadership; section C contained information on perceived corporate social responsibility (CSR to community and CSR to environment); and section D contained information on socially responsible behavior (green behaviours, social behaviours and ethical climate).

A 7-point Likert Scale with 1 (strongly disagree) being the lowest end of the scale and 7 (strongly agree) being the highest end of the scale was used

as part of the questionnaire. The questionnaire was adopted and modified for the study from previous studies such as Ehrhart (2004); De Roeck and Farooq (2018); and Danley, Harrick, Schaefer, Strickland and Sullivan (1996). van Dierendonck and Nuijten (2010) verified the servant leadership questionnaire used in this study by administering to 1571 participants and they found that the questionnaire adequately measured the construct of servant leadership. The Cronbach Alpha value of the variables is found in table 2.

Table 1: Measurement of Construct

Construct	Sources
1. Servant Leadership	Ehrhart (2004)
2. Perceived (CSR)	De Roeck and Farooq (2018)
2a. CSR to Community	De Roeck and Farooq (2018)
2b. CSR to Environment	De Roeck and Farooq (2018)
3. Socially Responsible Behaviours	De Roeck and Farooq (2018)
3a. Green Behaviours	De Roeck and Farooq (2018)
3b. Social Behaviours	De Roeck and Farooq (2018)
3c. Ethical Climate	Danley et al (1996)

Source: Author's construct (2022)

Data Collection Procedure

The data collection was from January to March 2021. The questionnaire administered through self-administration and drop and pick-up approach. The self-administration gave the researcher the opportunity to brief the respondents of the questionnaire and to assure them of their anonymity and confidentiality. The drop and pick-up approach gave the respondents 2 week to fill the questionnaire after which follow ups were made. Since larger sample

size is better than small sample size in survey studies, the researcher targeted 220 participants from the various OMCs that were conveniently approached for the data collection exercise.

To ensure accuracy and completeness of data and ensure quality, questionnaires were piloted and numbered serially. The participants fully completed the questionnaires and returned them, however, 4 participants did not return the issued questionnaires. Therefore, a response rate of 98.18% was recorded in this study. Also, the follow-up helped ensure high response rate. However, the data collection exercise was cumbersome and tedious given the numerous field visits that had to be made to the participants that were scattered across different parts of the Greater Accra Metropolis.

Ethical Consideration

The debriefing allowed the researcher to obtain the respondents' express consent to participate in the study and to ensure them of their anonymity, confidentiality, and use of the material solely for academic purposes. The data collected was treated with anonymity, confidentiality and academic purposes only. Also, an introductory letter from the University of Greater Accra Metropolis was sent to the OMCs to authenticate the study and assure the respondents of their confidentiality and anonymity.

Data Processing Analysis

Prior to analysis, the data was coded, categorized, and entered the Statistical Package for Social Sciences (SPSS). The data was analyzed with the SMART pls application after datafile had been generated from the SPSS application. Owing to the predictive nature of the formulated objectives, a reflective structural model [SEM] was configured to test the formulated

objectives (Wagner, Petera, Popesko, Novak & Safr, 2021). Evaluation of the SEM was based on the two-stage approach for model evaluation that considers the assessment of the measurement model as precursor for the structural model. Evaluation of model was based on these parameters.

Table 2: Model Evaluation Criteria

Measurement Model	Indices
Reliability	Cronbach's alpha ≥ 0.7 rho_A ≥ 0.7 (Sarstedt, Ringle & Hair, 2017)
Convergent validity	The average variance extracted ≥ 0.5 (Ringle, Wende & Becker, 2015)
Discriminant validity	Heterotrait-Monotrait Ratio ≤ 0.85 (Sarstedt, Ringle & Hair, 2017)
Constructs' internal consistency reliability	Composite reliability ≥ 0.7 (Benitez, et al., 2020)
Common method bias	Variance inflation factor < 5 (Kock, 2015)
Structural Model	Indices
Indicator reliability	Indicator loading >0.7 ; $p \leq 0.05$ (Benitez, et al., 2020)
Coefficients, effect size and predictive relevance	Unstandardized beta f^2 : Effect size values above 0.35, 0.15, and 0.02 are interpreted as strong, moderate, and weak respectively (Benitez, et al., 2020)
Coefficient of determination	R^2 : Results above 0.67 (Substantial), 0.33 (Moderate) and 0.19 (Weak) (Benitez, et al., 2020)

Source: Author's Construction, (2022)

Chapter Summary

The research approach utilized to perform the study was detailed in this chapter. It signifies that the study used a descriptive survey research design with a quantitative methodology. It further says that the study used a random sample of 100 employees from oil marketing companies (OMCs) in the Greater Accra Metropolis. The study used a 7-point Likert scale questionnaire, according to the report.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study assessed how changes in servant leadership affect changes in socially responsible behaviour among workers in the OMC in Ghana and thus controlled for the mediating effect of perceived CSR and moderating effect of ethical climate in this empirical study. In this chapter, the findings obtained after the data analysis for the respective specific research objectives are presented and discussions made are also presented as influenced by the theoretical, practical and policy stances of the study. It begins with the demographics and then the respective objectives follow accordingly.

Demographics

Table 3 shows the demographic characteristics of respondents.

Table 3: Demographics

Variable	Options	Frequency	Percentage (%)
Gender	Male	120	55.5%
	Female	96	44.4%
Age range	Below 30 years	59	27.3%
	30-39 years	94	43.5%
	40-49 years	52	24.1%
	50 years and above	11	5.1%
Level of education	Diploma	15	6.9%
	HND	42	19.4%
	Bachelor	101	46.8%
	Masters	45	20.8%
	Others	13	6.0%
Job position	HoD	15	6.9%
	Security	8	3.7%
	HR	33	15.3%
	IT officer	9	4.2%
	Administrator/Auditor	31	14.4%
	Accountant/Secretary	20	9.3%

	Operations/Procurement/ Marketing Officer	83	38.4%
	Driver	7	3.2%
	Pump attendant/Engineer	10	4.6%
Working experience	Less than 5 years	65	30.1%
	5-0 years	88	40.7%
	11-15 years	39	18.1%
	Above 15 years	24	11.1%

Source: Field survey (2022)

The demographic information in Table 3 shows majority of the participants are male although female workers are somewhat represented. This structure proved the operations of OMCs is male dominated due to the peculiar nature of its demands. This situation probably could be justified on the fact that gender considerations could be efficacious in such work context (Lawrence, 2018). The age range of the participants proves most of the participants are between 30-39, followed by those below 30 years. Only a few (5.1%) are 50 years and above. Thus, the distribution of the age range thus proves the workforce structure of OMCs could be youthful in nature and therefore more use could be made if appropriate retention strategies are implemented by the OMCs.

With relatively youthful population for their workforce, OMCs can leverage of their life-time value by committing resources into the development of their workers in the short run so that in the long run, through learning and experience, more synergistic value could be generated from their deployment (Rousseau & Arthur, 1999; Sennett, 2007). Most of the participants have a first degree as their highest level of formal education although relatively fewer workers have masters and HND certificates. Holistically, the participants are well-educated hence the belief that they are better positioned to respond accurately to the items in the questionnaire. The items were formulated in the

English language hence no need for interpretation in the data collection process (Zohrabi, 2013).

Observation of the position of the respondents shows most of them are operations/procurement/marketing officers although other portfolios including HR managers, administrator/auditor and accountant/secretary are somewhat relatively represented. The working experience of the participants proves most of them have 5-10 years of working experience. This was followed by those with less than 5 years and then those with 11-15 years. Only a few have more than 15 years of working experience.

Assessment of Measurement Models for the Study

The measurement models that were used for the investigation are the primary emphasis of this section. The evaluation of the indicator loadings comes first in this part of the section. Indicator loadings, internal consistency reliability (also known as composite reliability), convergent validity (AVE-average variance extracted), and discriminant validity are some of the aspects of the measurement model that are evaluated throughout the process (Fornell-Lacker and HTMT). In order to provide indications for the evaluation of the measurement model, a dependable PLS algorithm was put through its paces.

Assessing Indicator Loadings

The data in Table 2 reveals that some of the indications have been removed. In order to make the overall model more reliable, we eliminated any and all indicators that had a loading score lower than the suggested threshold of 0.7, which was established by Hair et al (2016). 31 of the 35 measurement items scored significantly over the threshold, which was established at 0.7, while all of the ones that fell within the individual variables were kept.

Table 4: Cross Loadings

	EC	PCSR	SL	SRB
CSR1	0.5174	0.8986	0.7474	0.6269
CSR2	0.2497	0.8385	0.6216	0.418
CSR3	0.2776	0.781	0.2432	0.2364
EC1	0.908	0.4749	0.5942	0.7563
EC2	0.9307	0.346	0.5246	0.6994
EC3	0.8913	0.503	0.5765	0.7053
EC4	0.2429	0.0583	0.0356	0.1698
SL10	0.156	0.3466	0.7529	0.3692
SL21	0.5708	0.5955	0.8431	0.7239
SL22	0.5662	0.6734	0.8024	0.5965
SL24	0.3333	0.4351	0.648	0.4239
SL25	0.5579	0.5859	0.7834	0.6566
SL26	0.407	0.7183	0.7955	0.6124
SL27	0.4623	0.6064	0.7175	0.5558
SRB10	0.642	0.4349	0.4556	0.7948
SRB5	0.0206	0.0665	-0.0292	0.839
SRB6	0.6918	0.5918	0.7064	0.8826
SRB7	0.6814	0.579	0.65	0.8743
SRB8	0.6012	0.3596	0.6286	0.8098
SRB9	0.5961	0.5116	0.6887	0.785

From Table 4, all the items loaded strongly under their respective constructs.

Those which failed to load strongly were deleted from the model.

Assessing Internal Consistency Reliability

In this particular investigation, the composite reliability was used in order to determine the level of internal consistency and dependability possessed by the various structures. Cronbach's alpha is not the most effective way to quantify internal consistency; the composite reliability is a more acceptable metric (Rossiter (2002). According to the findings shown in Table 3, which show that all of the latent variables investigated in this research are trustworthy since their loadings were all very close to the 0.7 criterion (1988). In addition, the findings of the convergence validity are shown in Table 7.

Table 5: Validity and Reliability

	Composite			Cronbachs	
	AVE	Reliability	R Square	Alpha	Communality
EC	0.636	0.8586	0	0.7655	0.636
PCSR	0.5519	0.7694	0.6112	0.5663	0.5519
SL	0.5488	0.8933	0	0.8604	0.5488
SRB	0.5503	0.8623	0.7657	0.7975	0.5503

Source: Field Survey (2022)

Before a “data gathering device can be considered dependable, Cronbach (1951) suggests that its Cronbach alpha value should be at least 70 percent. According to the findings shown in the table that is located above, the levels of reliability achieved were higher than those considered to be acceptable (Cronbach's alphas $>.70$, Average Variance Extracted $>.50$, and composite reliability $>.70$), as suggested by researchers (Fornell & Larcker) (1981). In addition, the factor loadings, which ranged from 0.5845-0.6309, demonstrated high convergent validity.

Assessing Discriminant Validity

In order to establish discriminant validity, a construct has to demonstrate that it is singular and can reflect phenomena that are not captured by any of the other constructs “in the model (MacKinnon) (2008). In order to determine the discriminant validity of the HTMT and the Fornell-Lacker criterion's results, this research was carried out. The Fornell-Larcker criteria is a comparison that is made between the square root of the AVE values and the correlations of the latent variables (Fornell & Larcker (1981). To be more specific, the square root of the average variance explained for each construct need to be higher than the greatest correlation it has with any other construct (Hair et al (2013). According to the findings in Table 4, the square root of

each variable has a correlation that is much higher than its correlations with the other constructs that were investigated in this research. This indicates that every construct is one of a kind and that no two constructions capture the same phenomena in the same way.

Table 6: Fornell-Lacker Criterion

	EC	CSR	SL	SRB
EC	0.7975			
CSR	0.4811	0.7429		
SL	0.6122	0.7818	0.7408	
SRB	0.7907	0.6151	0.7762	0.7418

Assessing Coefficient of Determination and Predictive Relevance

According to Hair et al. (2014), a level of significance of 0.25, 0.5, or 0.75 for a structural model's coefficient of determination (R²) is considered to have a low level of significance, moderate level of significance, and large level of significance, respectively. In addition, the author said that a predictive relevance (Q²) of "0.02, 0.15 and 0.35," as well as an effect size (f²) of "0.02, 0.15 and 0.35," are each regarded as being "little," "mid," and "large," respectively, for structural models. The following conclusion is one that may be drawn from the data that is shown in Table 7: Both the HPWS and Work Self-Efficacy show a moderate coefficient of determination (0.4281) and together they account for 42.8 percent of the variation in work innovativeness. The results show that the model has a modest level of predictive relevance when it is applied to the endogenous variable. This is based on the examination of the predictive relevance of the model (0.209). This indicates that the independent variables are capable of generating accurate predictions

about the dependent variable. [Cause and effect] The results of the impact size indicate that each variable has a very little” influence on the endogenous variable.

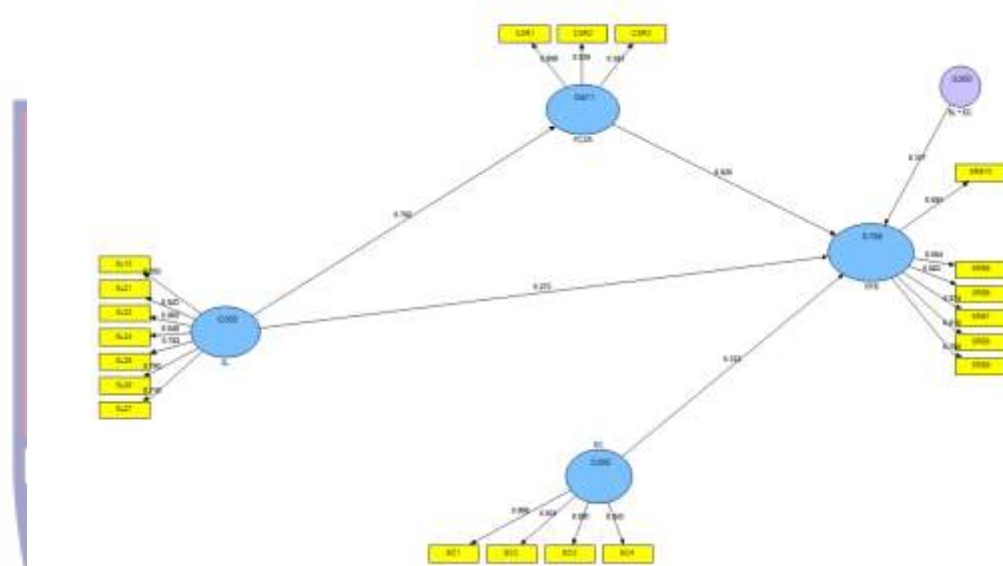


Figure 2: PLS Algorithm

Source: Field Survey (2022)

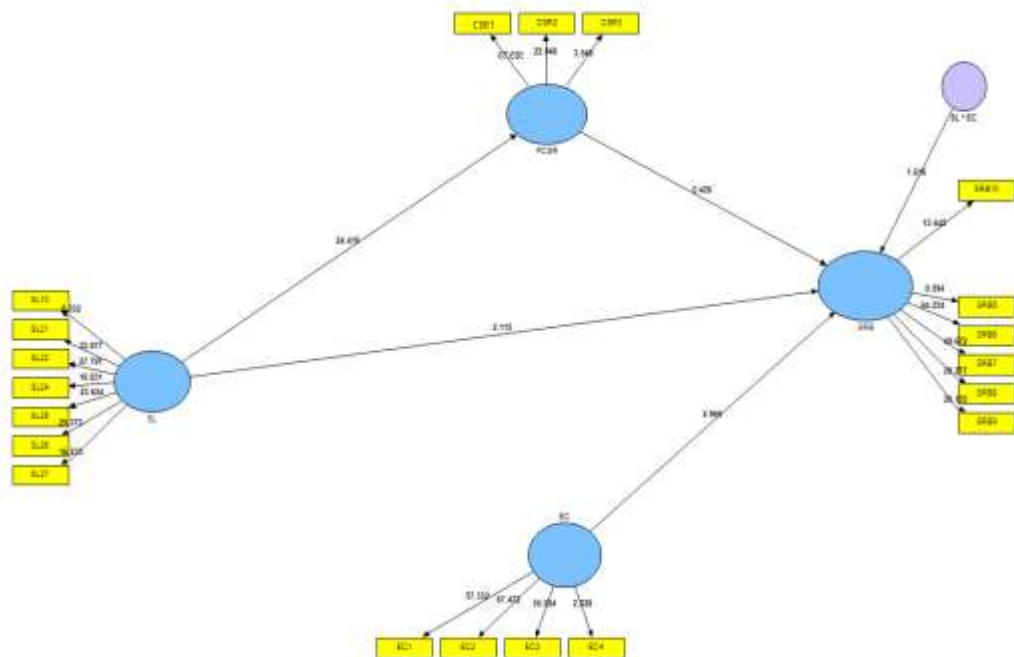


Figure 3: Bootstrapping

Source: Field Survey (2022)

Servant Leadership and Socially Responsible Behaviour

The first objective of the study was to analyse the effect of servant leadership on socially responsible behaviour. The results is presented on

Table 7: Path Coefficient for Servant Leadership and Socially Responsible Behaviour

	Beta	f ²	T Statistics	P Values
Servant leadership -> Socially responsible behaviour	0.615	0.609	13.129	0.000

Source: Field survey (2022)

The path coefficient results (Table 7) show the contribution of servant leadership to predicting the moderate positive change socially responsible behaviour. It proves servant leadership makes a statistically significant positive large effect to predicting the moderate change in socially responsible behaviour (Beta=0.615; f²=0.609; p=0.000; p<0.05). Therefore, it implies a 100% rise in scores for servant leadership causes 61.5% rise in socially responsible behaviour in a significant manner. On the other hand, 100% fall in scores for servant leadership causes 61.5% fall in socially responsible behaviour in a significant manner.

The OMCs. This therefore means that changes in socially responsible behaviour among employees as occasioned by changes in servant leadership are not due to chance and thus management can rather rely on this finding to make predictable managerial decisions in respects of how to manipulate the elements in servant leadership to influence socially responsible behaviour among workers in the OMCs in Ghana.

Therefore, the implication of this finding is that OMCs that are practicing servant leadership in an effective manner are indeed providing the

means to enriching the extent of socially responsible behaviour among their employees and thus, positioning these employees to discharge their assigned duties in a socially responsible manner (Tripathi, Priyadarshi, Kumar & Kumar, 2020). This finding supports the position of some previous empirical studies that collectively hold the view that servant leadership improves socially responsible behaviour among employees (Afsar, Cheema & Javed, 2018; Gotsis & Grimani, 2016; Linuesa-Langreo, Ruiz-Palomino & Elche-Hortelano, 2018).

The study shows servant leadership accounts for a moderate positive change in socially responsible behaviour among workers in the OMCs that were surveyed in the context of this study ($r^2=0.379$). Thus, the study proves when the effects of other factors that influence changes in socially responsible behaviour among the OMCs apart from servant leadership are statistically controlled for, servant leadership accounts for a moderate improvement in the state of socially responsible behaviour among workers in the OMCs.

Completing assigned duties in an environmentally friendly manner, fulfilling responsibilities specified in their job description in an environmentally friendly manner, performing job tasks expected of workers in an environmentally friendly manner, and making adequate contributions to charities and donations are all examples of socially responsible behavior influenced by servant leadership.

This study backs up the idea that psychological empowerment could be the underlying mechanism describing the relationship between servant leadership and employees' behavioral outcomes, including socially responsible behavior (Walumbwa, Hartnell, & Oke, 2010). (Gerard, 2019). The study

also confirms the fact that non-conventional management method including servant leadership practice is successful at inducing socially responsible behaviour among workers in the oil and gas industry (Afsar, Cheema & Javed, 2018; Gotsis & Grimani, 2016; Linuesa-Langreo, Ruiz-Palomino & Elche-Hortelano, 2018; Blakeley & Higgs, 2014; Koh, 2014; Kincaid, 2012).

Servant Leadership and Perceived CSR

The second objective was to analyse the effect of servant leadership on perceived corporate social responsibility. The results is presented on Table 8.

Table 8: Path Coefficient

	Beta	f ²	T Statistics	P Values
Servant leadership -> Perceived CSR	0.557	0.449	11.940	0.000

Source: Field survey (2022)

The path coefficient results (Table 8) show the contribution of servant leadership to predicting the weak positive change perceived social responsibility among the workers in the OMCs surveyed. It proves servant leadership makes a statistically significant positive large effect to predicting the weak change in perceived social responsibility (Beta=0.615; $f^2=0.609$; $p=0.000$; $p<0.05$). Therefore, it implies a 100% rise in scores for servant leadership causes 55.7% rise in perceived social responsibility in a significant manner.

On the other hand, 100% fall in scores for servant leadership causes 55.7% fall in perceived social responsibility in a significant manner. This therefore means that changes in perceived CSR among employees as occasioned by changes in servant leadership are not due to chance and thus

management can rather rely on this finding to make predictable managerial decisions in respects of how to manipulate the elements in servant leadership to influence perceived CSR among workers in the OMCs in Ghana.

This study thus provides the insight that the more OMCs practice servant leadership as their managerial style, the more it has bearing on positive perception about CSR from the perspective of their workers. Servant leadership is now seen as a tool to improving employee perception in the work context, especially on issues bothering on the CSR orientation of such businesses. This finding is therefore in line with a similar stance expressed by some empirical studies that collectively hold the view that servant leadership can improve perception about CSR orientation of firms (Afsar, Cheema & Javed, 2018; Lythreatis, Mostafa, Pereira, Wang & Del Giudice, 2021; Broch, Escrig, Gomez & Alcami, 2020).

The study shows servant leadership accounts for a weak positive change in perceived social responsibility among workers in the OMCs that were surveyed in the context of this study ($r^2=0.310$). Thus, the study proves when the effects of other factors that influence changes in perceived CSR among the OMCs apart from servant leadership are statistically controlled for, servant leadership accounts for a weak improvement in the state of perceived CSR among workers in the OMCs.

This outcome is consistent with the findings of several empirical research, which demonstrated a beneficial influence of servant leadership on employee perceptions of CSR (Afsar, Cheema & Javed, 2018; Lythreatis, Mostafa, Pereira, Wang & Del Giudice, 2021; Broch, Escrig, Gomez & Alcami, 2020).

Perceived CSR and Socially Responsible Behaviour

The third objective of the study was to analyse the effect of perceived corporate social responsibility on socially responsible behaviour. The result is presented on Table

Table 9: Path Coefficient

	Beta	f ²	T Statistics	P Values
Perceived CSR -> Socially responsible behaviour	0.606	0.579	11.106	0.000

Source: Field survey (2022)

The path coefficient results (Table 23) show the contribution of perceived CSR to predicting the moderate positive change socially responsible behaviour among the workers in the OMCs surveyed. It proves perceived CSR makes a statistically significant positive large effect to predicting the weak change in socially responsible behaviour (Beta=0.606; f²=0.579; p=0.000: p<0.05). Therefore, it implies a 100% rise in scores for perceived CSR causes 57.9% rise in socially responsible behaviour in a significant manner.

On the other hand, 100% fall in scores for perceived CSR causes 57.9% fall in socially responsible behaviour. This therefore means that changes in socially responsible behaviour among employees as occasioned by changes in perceived CSR are not due to chance and thus management can rather rely on this finding to make predictable managerial decisions in respects of how to manipulate the elements in perceived CSR to influence socially responsible behaviour among workers in the OMCs in Ghana.

This finding proves perception about CSR programmes in a positive manner among employees can induce significant positive change in socially

responsible behaviour that thus investments in CSR programmes and initiatives by OMCs are strongly justified by the findings of this empirical study. This finding could be somewhat attributed to the effectiveness of implementation of CSR activities among the OMCs given the state of employee involvement in such programmes. Furthermore, these findings once again re-echo the sentiments expressed in earlier empirical studies (Ahmad, et al., 2021; Broch, et al., 2020; Alazzani, Aljanadi & Shreim, 2018; De Roeck & Farooq, 2018).

The study shows perceived CSR accounts for a moderate positive change in socially responsible behaviour among workers in the OMCs that were surveyed in the context of this study ($r^2=0.310$). Thus, the study proves when the effects of other factors that influence changes in socially responsible behaviour among the OMCs apart from perceived CSR are statistically controlled for, CSR accounts for a moderate improvement in the state of socially responsible behaviour among workers in the OMCs. Figure 4 provides a pictorial representation of the estimated model.

Mediating Role of Perceived CSR

The fourth objective of the study was to analyse the mediating role of corporate social responsibility on the relationship between servant leadership and socially responsible behaviour of employees.

Table 10: Path Coefficient

	Beta	f ²	T Statistics	P Values
Perceived CSR -> Socially responsible behaviour	0.359	0.166	4.643	0.000
Servant leadership -> Perceived CSR	0.570	0.482	11.536	0.000
Servant leadership -> Socially responsible behaviour	0.418	0.224	6.563	0.000

Source: Field survey (2022)

The findings prove perceived CSR makes a statistically significant positive moderate contribution to predicting the change in socially responsible behaviour (Beta=0.359; $f^2=0.166$; $p=0.000$: $p<0.05$). Therefore, it implies a 100% rise in scores for perceived CSR causes 35.9% rise in socially responsible behaviour in a significant manner. On the other hand, 100% fall in scores for perceived CSR causes 35.9% fall in socially responsible behaviour. Therefore, the two constructs have proven to possess significant positive linear association apart from the fact that perceived CSR has the capacity to improve the state of socially responsible behaviour. This claim is supported by some previous empirical studies (Ahmad, et al., 2021; Broch, et al., 2020; Alazzani, Aljanadi & Shreim, 2018; De Roeck & Farooq, 2018.).

Furthermore, servant leadership makes a statistically significant positive large contribution to predicting the change in perceived CSR (Beta=0.570; $f^2=0.482$; $p=0.000$: $p<0.05$). Therefore, it implies a 100% rise in scores for servant leadership causes 57.0% rise in perceived CSR in a significant manner. On the other hand, 100% fall in scores for servant leadership causes 57.0% fall in perceived CSR. This finding is similar to the earlier position of some empirical studies that collectively found servant leadership as a significant predictor of perceived CSR (Afsar, Cheema & Javed, 2018; Gotsis & Grimani, 2016; Linuesa-Langreo, Ruiz-Palomino & Elche-Hortelano, 2018).

Finally, servant leadership makes a statistically significant positive medium contribution to predicting the change in socially responsible behaviour (Beta=0.418; $f^2=0.224$; $p=0.000$: $p<0.05$). Therefore, it implies a 100% rise in scores for servant leadership causes 41.8% rise in socially

responsible behaviour in a significant manner. On the other hand, 100% fall in scores for servant leadership causes 57.0% fall in socially responsible behaviour. This contribution is well acknowledged in some previous studies (Afsar, Cheema & Javed, 2018; Gotsis & Grimani, 2016; Linuesa-Langreo, Ruiz-Palomino & Elche-Hortelano, 2018; Blakeley & Higgs, 2014; Koh, 2014; Kincaid, 2012).

Table 11: Indirect Effect

	Beta	T Statistics	P Values
Servant leadership -> Perceived CSR -> Socially responsible behaviour	0.205	4.266	0.000

Source: Field survey (2022)

Analysis of the specific indirect effect proves perceived CSR partially mediates significantly and in a positive manner the predictive relationship between servant leadership and socially responsible behaviour among workers in the OMCs surveyed (Beta=0.205; p=0.000: $p < 0.05$). Therefore, the study proves although servant leadership relates positively with socially responsible behaviour, such impact is partially influenced to prove more potent in influencing socially responsible behaviour when there is favorable perception for CSR participation of the OMCs they work for, hence justifying the need for OMCs to practice servant leadership and implement CSR concurrently and this will have modeling effect on the socially responsible behaviour exhibition among workers in the OMCs. This supports the call for integration of servant leadership and CSR in same work context for better organizational outcomes (Faraz, Ahmed, Ying & Mehmood, 2021; Ahmad, et al., 2021).

This finding backs up the social identity theory, which claims that employees who identify strongly with the organization or management are more likely to work toward the organization's strategic goals, proving that the combination of effective servant leadership and perceived CSR leads to socially responsible behavior among employees (Edwards, 2005). Effective servant leadership that is CSR-oriented provides the means that promotes self-enhancement among employees (Smidts et al., 2001; Riketta, 2005) which triggers their emotional attachment to their organisation which eventually induces socially responsible behaviour among employees (Riketta, 2005).

The study shows servant leadership accounts for a weak positive change in perceived CSR among workers in the OMCs that were surveyed in the context of this study ($r^2=0.325$). Thus, the study proves when the effects of other factors that influence changes in perceived CSR among the OMCs apart from servant leadership are statistically controlled for, servant leadership accounts for a weak improvement in the state of perceived CSR among workers in the OMCs.

Additionally, servant leadership and perceived CSR account for a moderate positive change in socially responsible behaviour among workers in the OMCs that were surveyed in the context of this study ($r^2=0.325$). Thus, the study proves when the effects of other factors that influence changes in socially responsible behaviour among the OMCs apart from servant leadership and perceived CSR are statistically controlled for, servant leadership and perceived CSR account for a moderate improvement in the state of socially responsible behaviour among workers in the OMCs.

Moderating Role of Ethical Climate on the relationship between servant leadership and socially responsible behaviour

The fifth objective of the study was to analyse the moderating role of ethical climate on the relationship between servant leadership and socially responsible behaviour. The result is presented on the Table 12.

Table 12: Path Coefficient

	Beta	f ²	T Statistics	P Values
Ethical climate -> Socially responsible behaviour	0.325	0.114	3.940	0.000
Moderating Effect 1 -> Socially responsible behaviour	-0.008	0.000	0.262	0.397
Servant leadership -> Socially responsible behaviour	0.423	0.188	6.448	0.000

Source: Field survey (2022)

The findings prove ethical climate makes a statistically significant positive small contribution to predicting the change in socially responsible behaviour (Beta=0.325; f²=0.114; p=0.000: p<0.05). Therefore, it implies a 100% rise in scores for ethical climate causes 32.5% rise in socially responsible behaviour in a significant manner. On the other hand, 100% fall in scores for ethical climate causes 32.5% fall in socially responsible behaviour. Therefore, OMCs can obtain insight into the workings on how changes in ethical climate influence changes in socially responsible behaviour. This finding is supporting the studies that proved there is a significant causative relationship between ethical climate and socially responsible behaviour in the work context (Talha, Sallehuddin & Masoud, 2013; Zoghbi-Manrique-de-Lara & Guerra-Baez, 2016).

Moreover, servant leadership makes a statistically significant positive medium contribution to predicting the change in socially responsible behaviour (Beta=0.423; $f^2=0.188$; $p=0.000$: $p<0.05$). Therefore, it implies a 100% rise in scores for servant leadership causes 42.3% rise in socially responsible behaviour in a significant manner. On the other hand, 100% fall in scores for servant leadership causes 42.3% fall in socially responsible behaviour. This finding proves, as in the case of these empirical studies (Afsar, Cheema & Javed, 2018; Gotsis & Grimani, 2016; Linuesa-Langreo, Ruiz-Palomino & Elche-Hortelano, 2018) that servant leadership style among OMCs has the causative capacity to determining socially responsible behaviour among workers in the work context.

However, for ethical atmosphere in intervening in the predictive association between servant leadership and socially responsible behavior, the interaction impact (Moderating effect) is negative and minor (Beta=-0.008; $p=0.397$: $p>0.05$). Therefore, the study proves ethical climate do not have bearing on the strength and direction of effect of servant leadership on socially responsible behaviour among workers in the oil marketing industry.

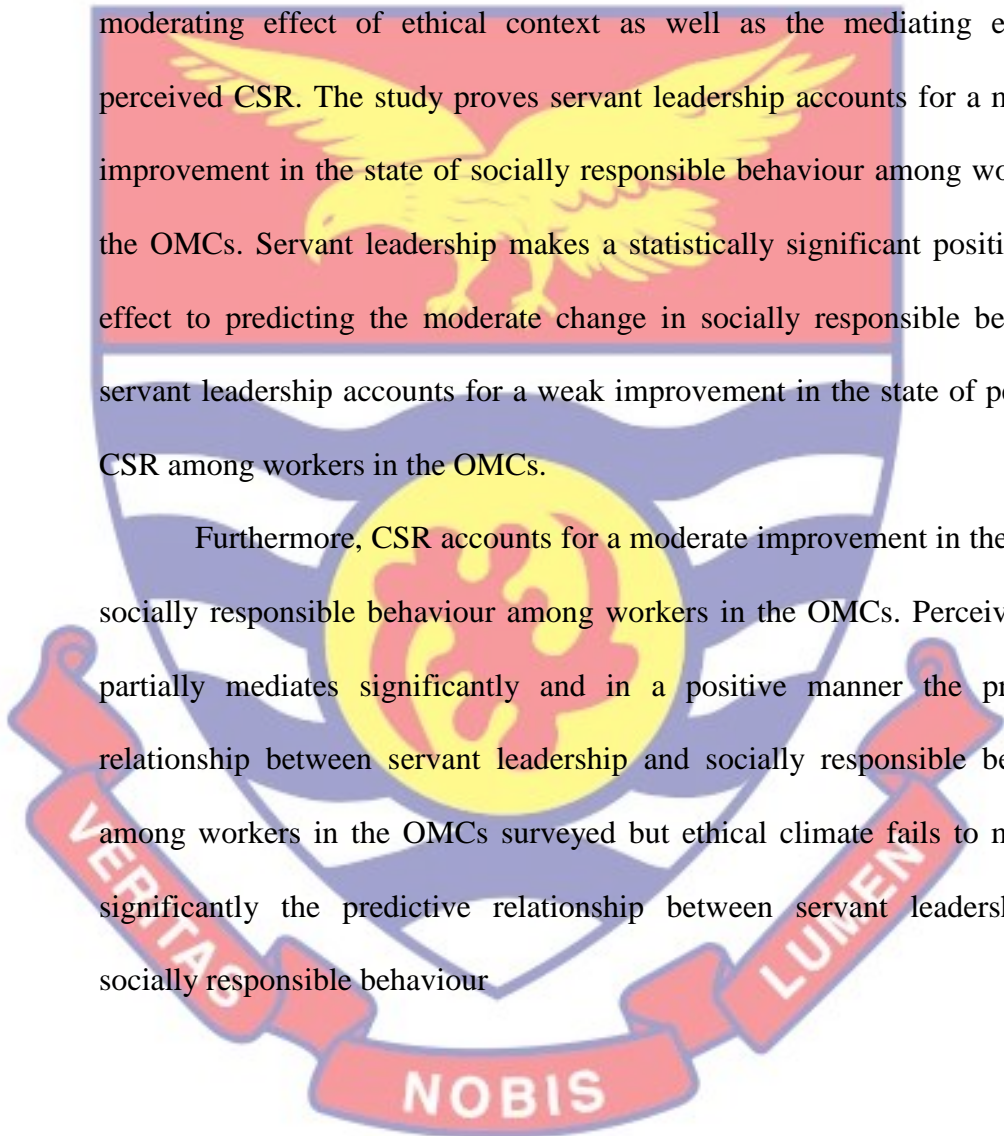
According to the findings, servant leadership, ethical climate, and the interactive effect of ethical climate account for a moderate positive shift in socially responsible behavior among workers in the OMCs studied. ($r^2=0.457$). When other factors that influence changes in socially responsible behavior among OMCs, such as servant leadership, ethical climate, and the interactive effect of ethical climate, are statistically controlled for, the study shows that servant leadership, ethical climate, and the interactive effect of

ethical climate account for a moderate improvement in the state of socially responsible behavior among OMC workers.

Chapter Summary

The study looked at the effects of servant leadership on socially responsible behavior among workers in Ghana's OMCs, considering the moderating effect of ethical context as well as the mediating effect of perceived CSR. The study proves servant leadership accounts for a moderate improvement in the state of socially responsible behaviour among workers in the OMCs. Servant leadership makes a statistically significant positive large effect to predicting the moderate change in socially responsible behaviour. servant leadership accounts for a weak improvement in the state of perceived CSR among workers in the OMCs.

Furthermore, CSR accounts for a moderate improvement in the state of socially responsible behaviour among workers in the OMCs. Perceived CSR partially mediates significantly and in a positive manner the predictive relationship between servant leadership and socially responsible behaviour among workers in the OMCs surveyed but ethical climate fails to moderate significantly the predictive relationship between servant leadership and socially responsible behaviour



CHAPTER FIVE

SUMMARY, FINDINGS AND RECOMMENDATIONS

Introduction

This happens to be the study's final chapter. The summary of the findings, conclusions and policy implications and recommendations are discussed in this chapter. For further study, the chapter also includes suggestions.

Summary

The study was conducted to examine the effect of servant leadership on socially responsible behaviour and controlled for the mediating and moderating roles of perceived CSR and ethical climate respectively in the oil and gas sector. The population includes employees in the various OMCs. The study employed the quantitative research approach and relied on pre-validated structured questionnaire for the primary data collection. SMART PLS structural equation modeling was configured to test the formulated specific research objectives. This chapter is concerned with providing summary of the key findings, conclusions drawn on the specific research objective and the recommendations offered based on the findings made in respect of the demands of the specific research objectives.

Key Findings

The first objective assessed the influence of servant leadership on socially responsible behaviour among workers in OMCs in Ghana. The study proves when the effects of other factors that influence changes in perceived corporate social responsibility among the OMCs apart from servant leadership are statistically controlled for, servant leadership accounts for a weak

improvement in the state of perceived CSR among workers in the OMCs. Servant leadership makes a statistically significant positive large effect to predicting the moderate change in socially responsible behaviour.

The second objective measured the effect of servant leadership on perceived CSR among workers in the OMCs. The study reveals servant leadership accounts for a weak positive change in perceived CSR among workers in the OMCs that were surveyed in the context of this study. The consideration of the contribution of servant leadership to predicting the weak positive change in CSR proves servant leadership makes a statistically significant positive large effect to predicting the weak change in perceived CSR.

Furthermore, the study examined the influence of perceived CSR on socially responsible behaviour among the workers in the OMCs that were surveyed. The study proves perceived CSR accounts for a moderate positive change in socially responsible behaviour among workers in the OMCs that were surveyed in the context of this study. Observation of the relative contribution shows perceived CSR makes a statistically significant positive large effect to predicting the weak change in socially responsible behaviour.

The fourth objective evaluated the mediating role of perceived CSR on the predictive relationship between servant leadership and socially responsible behaviour among workers in the OMCs. The study shows when the effects of other factors that influence changes in perceived CSR among the OMCs apart from servant leadership are statistically controlled for, servant leadership accounts for a weak improvement in the state of perceived CSR among workers in the OMCs. Servant leadership and perceived CSR account for a

moderate positive change in socially responsible behaviour among workers in the OMCs that were surveyed in the context of this study.

Observation of the contributions of the predictors in the model proves perceived CSR makes a statistically significant positive moderate contribution to predicting the change in socially responsible behaviour. Furthermore, servant leadership makes a statistically significant positive large contribution to predicting the change in perceived CSR. Finally, servant leadership makes a statistically significant positive medium contribution to predicting the change in socially responsible behaviour. The mediation analysis proves perceived CSR partially mediates significantly and in a positive manner the predictive relationship between servant leadership and socially responsible behaviour among workers in the OMCs surveyed.

The fifth objective looked at how ethical climate influenced the predictive association between servant leadership and socially responsible behavior among workers in Ghana's OMCs. According to the path analysis, servant leadership, ethical climate, and the interactive effect of ethical climate account for a moderate positive improvement in socially responsible behavior among workers in the OMCs evaluated for this study. However, for ethical atmosphere in intervening in the predictive association between servant leadership and socially responsible behavior, the interaction impact (Moderating effect) is negative and minor.

Conclusions

Conclusively, it is now confirmed that servant leadership implementation among OMCs accounts for a moderate improvement in the state of socially responsible behaviour among workers in the OMCs. Servant

leadership makes a statistically significant positive large effect on predicting the moderate change in socially responsible behaviour. Servant leadership accounts for a weak improvement in the state of perceived CSR among workers in the OMCs. Furthermore, perceived CSR accounts for a moderate improvement in the state of socially responsible behaviour among workers in the OMCs. Perceived CSR partially mediates significantly and in a positive manner, the predictive relationship between servant leadership and socially responsible behaviour among workers in the OMCs surveyed but ethical climate fails to moderate significantly the predictive relationship between servant leadership and socially responsible behaviour.

Recommendations

The study confirms servant leadership significantly predicts some positive but moderate change in socially responsible behavior among workers in OMCs. Therefore, it is recommended that management of OMC should inculcate among their managerial leadership style the conceptualized servant leadership modeled in this context of study if the essence is to significantly influence employees to demonstrate socially responsible behaviour at their workplace to ensure efficient delivery of their assigned duties so as to promote excellence service delivery. Management of OMCs should therefore endeavor to orient themselves by undergoing leadership training programmes on servant leaders that would provide them with the requisite competence and skills in implementing servant leaders in an astute manner to deliberately influence the work behaviour among employees so that these employees would, in turn, become more accustomed to exhibiting socially responsible behaviour in the work context. Special on-the-job training on servant leadership is also required

to empower those managers of OMCs that are not effectively practicing servant leadership in the management of their workforce. This strategy is meant to embed in the managerial cultural context of OMC with real interplay of servant leadership and to provide the impetus for employees to essentially behave in a socially responsible manner.

The study proves that servant leadership improves significantly and in a moderate manner, socially responsible behaviour among workers in OMCs, it behooves on employees in these OMCs to learn to respond in an effective manner to the demands of servant leadership managerial style being practiced by the OMCs to that they (employees) could equally help to induce the behavioral pattern in a substantial manner for socially responsible behaviour in the work context. Employees are also being advised to deliberately adopt socially responsible behaviour in the discharge of the duties so as to ensure the successful operation of their respective firms.

Furthermore, the study proves servant leadership improves changes in perceived CSR in a positive but weak manner hence the need for managers of OMCs to devise strategies that can influence the efficiency of the practice of servant leadership in influencing the state of perceived CSR among workers in the oil and gas industry of Ghana. Thus, per this finding, servant leadership is not making much impact on influencing the perception of the degree of CSR orientation of the business to their employees. This, therefore, proves more efforts and resources must be dedicated to practicing servant leadership style that is CSR oriented to provide means to influence the perception about their CSR orientation positively.

The third objective proves perceived CSR accounts for a moderate improvement in the state of socially responsible behaviour among workers in the OMCs hence appropriate CSR oriented programmes should be organized by OMCs so that an impetus could be created in translating the favorable perception scores on such CSR-based programmes on significantly improving socially responsible behaviour among employees of OMCs in the oil and gas sector of the Ghanaian economy. More CSR initiatives should be implemented by the OMCs and especially those employee-centered CSR initiatives could be more impactful. Getting employees involved in CSR programme could as well influence the degree of positive perception about CSR among such OMCs hence influencing change in worker behaviour towards socially responsible behaviour.

The mediating analysis proves perceived CSR partially mediates significantly and in a positive manner, the predictive relationship between servant leadership and socially responsible behaviour there, managers of OMCs in Ghana should align their servant leadership with CSR programmes so that collectively a perfect niche could be created at promoting socially responsible behaviour among workers in the oil and gas sector of Ghana. Practicing servant leadership alongside CSR programs could provide a perfect blend for solidifying the gains in investment in servant leadership and CSR programs in terms of significantly influencing the predictive relationship between servant leadership and socially responsible behavior among workers in Ghana's OMCs.

The fifth objective proves ethical climate existing among the OMCs fails to moderate the predictive relationship between servant leadership and

socially responsible behaviour hence the study recommends the management of OMCs should not be bothered at manipulating ethical climate in their work context because the ethical climate has no bearing on the relationship between servant leadership and socially responsible behaviour among workers in the oil and gas marketing sector. Managers of OMCs should thus desist from relying on ethical climate to influence how servant leadership affects the extent of socially responsible behaviour among their workforce.

For policy purposes, the study recommends OMCs should formulate their corporate policies in such a way those issues of servant leadership styles, perceived CSR and socially responsible behaviour could be integrated into such policies in order to maximize the gains in the interplay of these constructs for the efficiency in operations and subsequent success. Ghana National Petroleum Corporation, Ministry of Energy, National Petroleum Authority, Bulk Oil Storage and Transportation Company Limited and Petroleum Commission could champion the conscientization of OMCs to about the need for them to integrate CSR programmes in their investment portfolios so as to provide the means to improving significantly socially responsible behaviour among their workers.

Suggestions for Further Studies

The study recommends similar studies should be conducted in other sectors apart from the oil and gas sector so as to examine how these concepts interrelate in such contexts. Other contextual variables including working experience, exposure to CSR and firm characteristics could be integrated in such studies.

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APPENDIX
QUESTIONNAIRE

The information contained in this questionnaire will be treated confidentially and will not be used for any other purposes other than academic.

Please complete this questionnaire with appropriate responses and where necessary explain briefly.

Section A: Demographic Information

1. Gender: Male [] Female []
2. Age:
Below 30 [] 30 - 39 [] 40 - 49 [] 50 and Above []
3. What is your highest level of education?
Diploma [] HND [] Bachelor [] Masters [] Others []
4. What is your position in the Oil Marketing Company?
5. How long have you worked with the company?
Less than 5 years [] 5 - 10 years [] 11 - 15 years []
Above 15 years []

Section B: Servant Leadership

Please choose, by ticking a number for each statement to indicate the extent to which you agree or disagree with the statement (7= strongly agree; 6= agree; 5= slightly agree; 4= neither agree nor disagree; 3= slightly disagree; 2= disagree; 1=strongly disagree)

Servant Leadership	1	2	3	4	5	6	7
1. My manager allows others to seek help from him or her if they have personal problem.							
2. My manager emphasizes the importance of giving back to community.							
3. My manager can tell if something is going wrong.							

4. My manager gives others the responsibility for others to make important decisions about their own jobs.									
5. My manager makes others' career development a priority.									
6. My manager cares about others' success than his or her own.									
7. My manager holds high ethical standards.									
8. My manager cares about others' personal well-being.									
9. My manager is always interested in helping people in the community.									
10. My manager is able to think through complex problems.									
11. My manager encourages other to handle important work decisions on their own.									
12. My manager is interested in making others reach their career goals.									
13. My manager puts others' best interests above his/her own.									
14. My manager is always honest.									
15. My manager is takes time to talk to others on a personal level.									
16. My manager is involved in community activities.									
17. My manager has thorough understanding of the organization and its goals.									
18. My manager gives others the freedom to handle difficult situations in the way they feel is best.									
19. My manager provides others with work experiences that enables them to develop new skills.									
20. My manager sacrifices his/her own interests to meet others' needs.									
21. My manager would not compromise ethical principles in order to meet success.									
22. My manager recognizes when others are feeling down without asking.									
23. My manager encourages others to volunteer in the community.									
24. My manager can solve work problems with new or creative ideas.									

25. If others need to make important decisions at work, they do not need to consult him/her.							
26. My manager wants to know about others' career goals.							
27. My manager does what he/she can do to make others' jobs easier.							
28. My manager values honesty more than profits.							

Section C: Perceived Corporate Social Responsibility

Please choose, by ticking a number for each statement to indicate the extent to which you agree or disagree with the statement (7= strongly agree; 6= agree; 5= slightly agree; 4= neither agree nor disagree; 3= slightly disagree; 2= disagree; 1=strongly disagree)

CSR to Community		1	2	3	4	5	6	7
1.	My company gives adequate contributions to charities.							
2.	My company supports non-governmental organizations action working in the problematic areas.							
3.	My company contributes to the campaigns and projects that promote the well-being of populations in the areas where it operates.							
CSR to Environment								
4.	My company participates in activities which aim to protect and improve the quality of the natural environment							
5.	My company makes investments to create a better life for the future generations							
6.	My company implements special programs to minimize its negative impact on the natural environment							
7.	My company targets a sustainable growth							

which considers to the future generations								
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Section D: Socially Responsible Behaviours

Please choose, by ticking a number for each statement to indicate the extent to which you agree or disagree with the statement (7= strongly agree; 6= agree;

5= slightly agree; 4= neither agree nor disagree; 3= slightly disagree; 2= disagree; 1=strongly disagree)

Green Behaviours		1	2	3	4	5	6	7
1.	I adequately complete assigned duties in environmentally friendly ways							
2.	I fulfil responsibilities specified in my job description in environmentally friendly ways							
3.	I perform job tasks that are expected from me in environmentally friendly ways							
4.	I take a chance to get actively involved in environmental protection at work							
5.	I take initiatives to act in environmentally friendly ways at work							
6.	I do more for the environment at work than I'm expected to							
Social Behaviours								
7.	I give adequate contributions to charities and donations							
8.	I usually donate blood for those who needed it							
9.	I am involved in social and volunteer work that benefits my community							
10.	I engage myself in social and humanitarian causes and associations							

Ethical Climate							
11.	Top management shows a commitment to ethical business conduct						
12.	This organization is serious about uncovering and disciplining ethical misconduct when it occurs						
13.	Criticisms of policies and practices is encouraged around here						
14.	Even if their co-workers regard them as a "snitch," many employees will report instances of unethical behaviour.						
15.	I don't have to compromise my personal values to meet the demands of the firm.						
16.	Around here, performance expectations do not lead to immoral behaviour.						

Thank you for participating in this study!!

