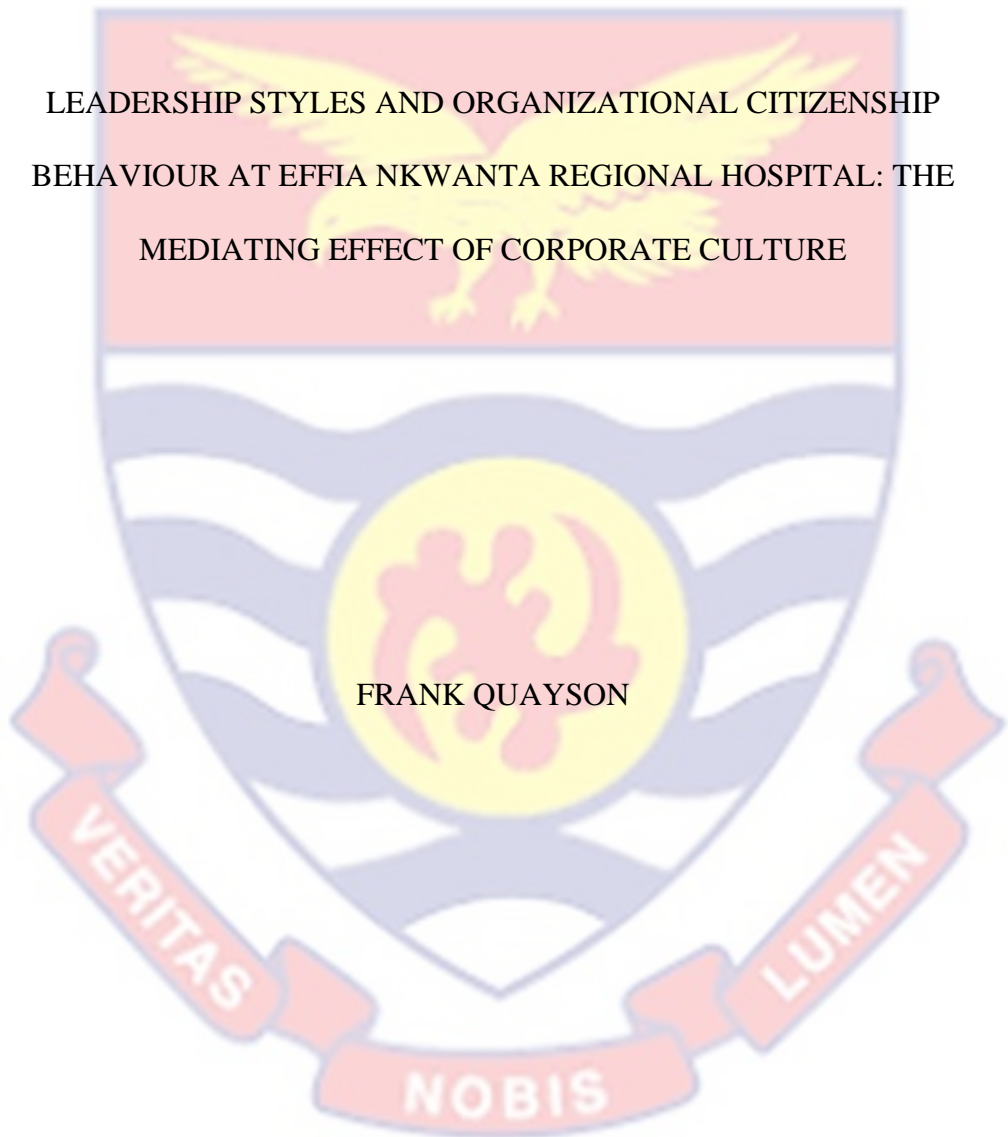


UNIVERSITY OF CAPE COAST

LEADERSHIP STYLES AND ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR AT EFFIA NKWANTA REGIONAL HOSPITAL: THE
MEDIATING EFFECT OF CORPORATE CULTURE

FRANK QUAYSON



2022

UNIVERSITY OF CAPE COAST

LEADERSHIP STYLES AND ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR AT EFFIA NKWANTA REGIONAL HOSPITAL: THE
MEDIATING EFFECT OF CORPORATE CULTURE

BY

FRANK QUAYSON

This thesis submitted to the Department of Management of the School of Business,
College of Humanities and Legal Studies, University of Cape Coast, in partial
fulfillment of the requirements for the Award of Master of Commerce Degree
in Management.

APRIL 2022

DECLARATION

Candidate's Declaration

I hereby declare that this thesis 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's Signature Date.....

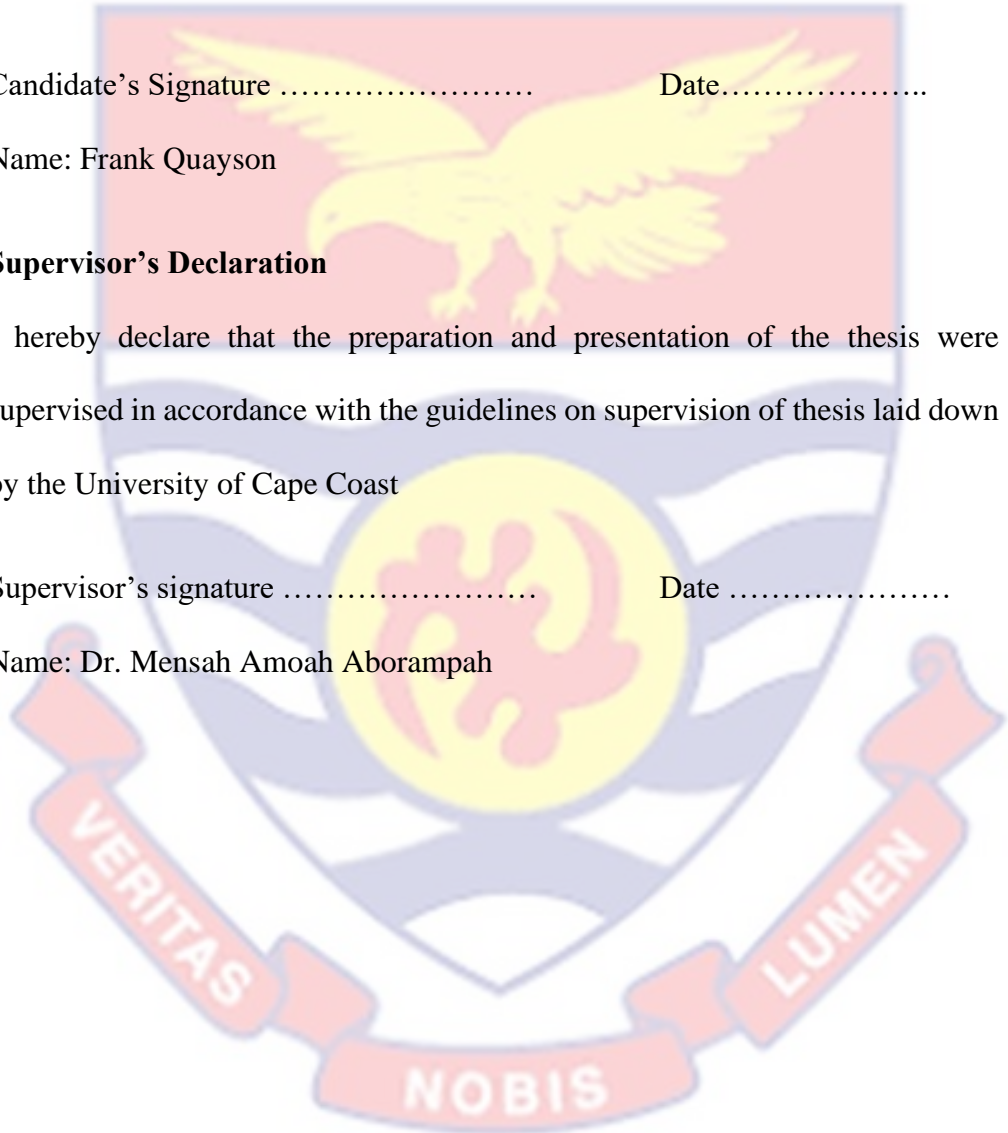
Name: Frank Quayson

Supervisor's Declaration

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

Supervisor's signature Date

Name: Dr. Mensah Amoah Aborampah



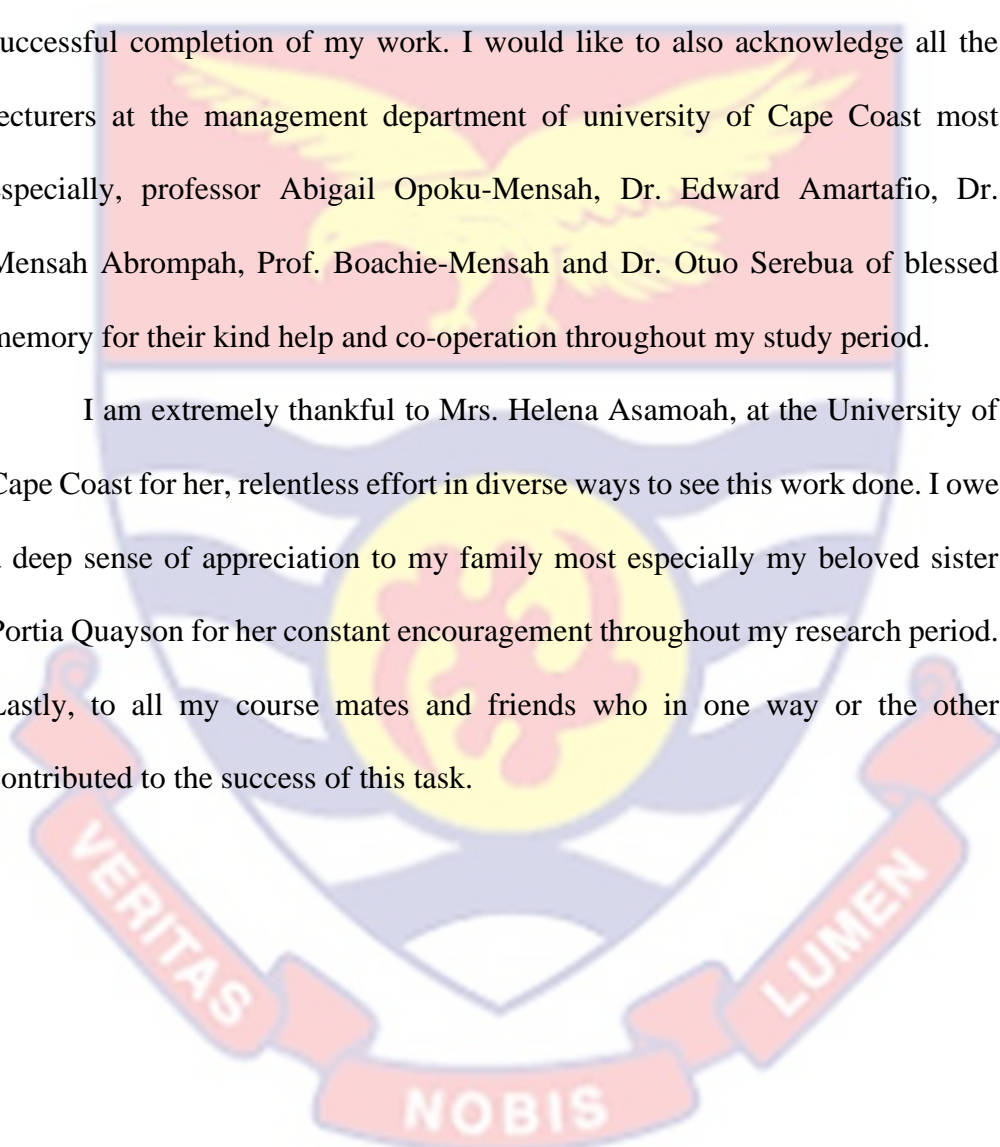
ABSTRACT

The study was conducted to examine the leadership styles (LS) and organisational citizenship behaviour (OCB) at Effia-Nkwanta Regional Hospital: the mediation effect of the corporate culture (CC). The study used an explanatory research design supported by a quantitative research approach. A total of 154 employees were sampled from their target audience using a simple random sampling procedure, out of which 141 were considered appropriate for analysis. Structured questionnaire is used for primary data collection. The tool is considered reliable based on the results of internal consistency obtained from all the research (LS= 0.603, CC=0.607 and OCB =0.601) depicts that all the constructs were above Cronbach's Alpha 0.5. The SMART PLS 3 statistics tool were used to analyze the specific research hypotheses. The results of the study concluded that employees are able to improve more on organisational citizenship behaviour when the required corporate cultures are provided. The study also showed that there was a positive relationship between leadership style and organisational corporate culture. Indicating that immediate supervisors and leaders within the health sector play an important role in creating a culture conducive for citizenry within their units and departments. The study recommends to leaders in healthcare sector in general and those working in Effia-Nkwanta Regional Hospital to adopt democratic leadership and transformative leadership styles in leading the workforce in their respective organizations. The findings suggested that democratic and transformational leadership should be used to encourage OCB and maintain a supportive CC that builds the level of OCB among workers in the Hospital.

ACKNOWLEDGEMENT

It is a genuine pleasure to express my deep sense of thanks and gratitude to my supervisor, and advisor Dr. Mensah Amoah Abrompah at the department of Management studies, University of Cape Coast for painstakingly reading through my manuscript and offering useful suggestions and guidance for successful completion of my work. I would like to also acknowledge all the lecturers at the management department of university of Cape Coast most especially, professor Abigail Opoku-Mensah, Dr. Edward Amartafio, Dr. Mensah Abrompah, Prof. Boachie-Mensah and Dr. Otuo Serebua of blessed memory for their kind help and co-operation throughout my study period.

I am extremely thankful to Mrs. Helena Asamoah, at the University of Cape Coast for her, relentless effort in diverse ways to see this work done. I owe a deep sense of appreciation to my family most especially my beloved sister Portia Quayson for her constant encouragement throughout my research period. Lastly, to all my course mates and friends who in one way or the other contributed to the success of this task.



DEDICATION

To Mrs. Helena Asamoah and my parents, Mr. Michael Quayson and Mrs.

Rebecca Awotwi of blessed memory.



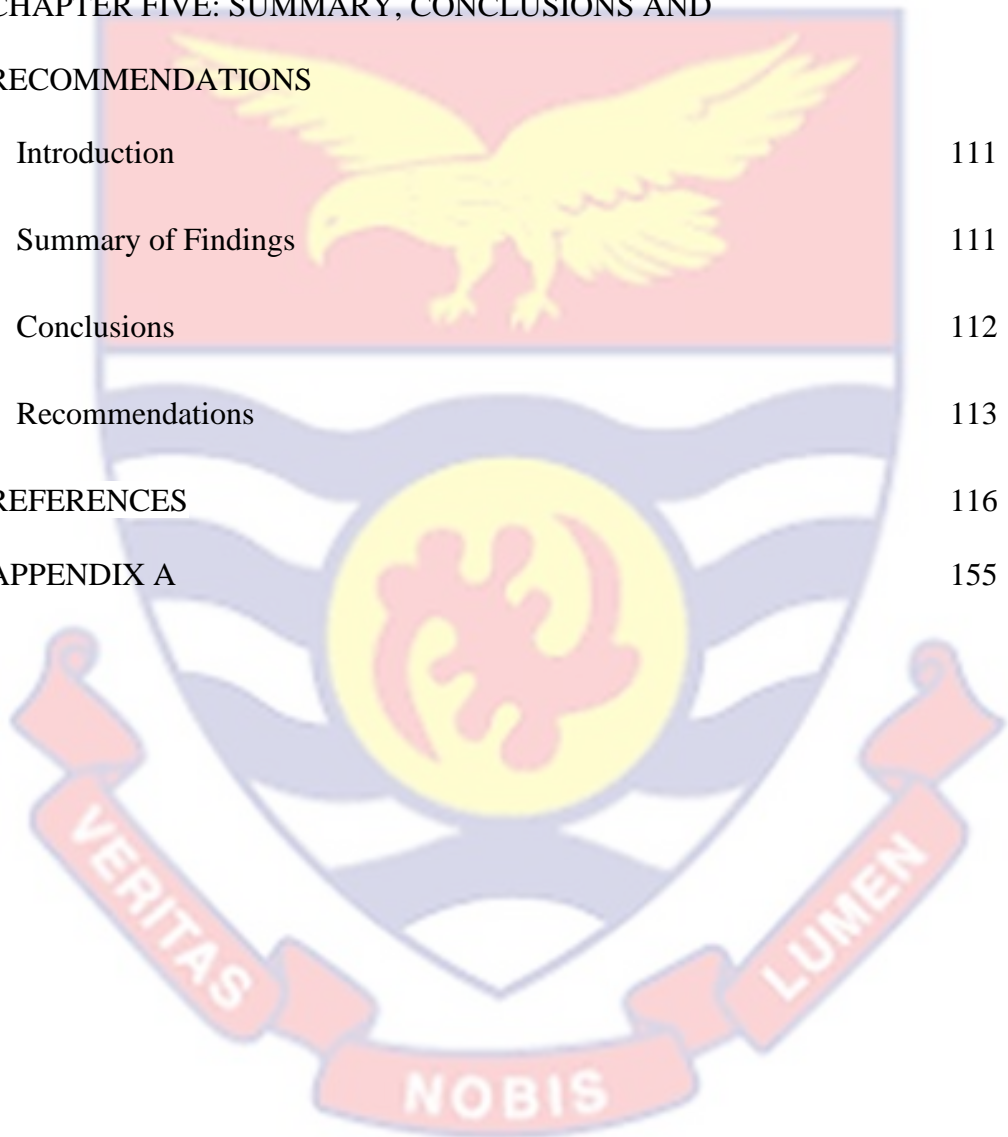
TABLE OF CONTENTS

DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
DEDICATION	v
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ACRONYMS	xii
CHAPTER ONE: INTRODUCTION	
Background of the Study	2
Statement of the Problem	8
Purpose of the Study	13
Research Hypotheses	13
Significance of the Study	14
Delimitations	15
Limitations	15
Organization of the Study	16
CHAPTER TWO: LITERATURE REVIEW	
Overview	17
Theoretical Review	17
Review of Theories Underpinning Leadership Style, Organisational Citizenship Behaviour and Corporate Culture	17
Conceptual Review	23

The Concept of Leadership	23
Four Factors of Leadership	26
The Concept of Leadership Style	27
Autocratic Leadership Style	32
Democratic Style of Leadership	35
Laissez Faire Style of Leadership	37
Transformational Leadership	39
The Concept of Corporate Culture	42
Organisational Citizenship Behaviour (OCB)	45
Empirical Review	50
Lessons Learnt from Empirical Review	59
Conceptual Framework	60
Chapter Summary	61
CHAPTER THREE: RESEARCH METHODS	
Introduction	62
Research Design	62
Research Approach	64
Study Area	65
Population	68
Sampling Procedure and Sample	68
Data Collection Instrument	71
Validity and Reliability	73

Data Collection Procedure	74
Response Rate	75
Data Processing and Analysis	76
Structural Equation Modelling	77
Validity and Reliability of the Model	78
Convergent Validity	79
Discriminant Validity	80
Specifying the Structural and Measurement Model	81
Common Method Bias	83
Ethical Consideration	84
Chapter Summary	85
CHAPTER FOUR: RESULTS AND DISCUSSIONS	
Introduction	86
Demographic Information	86
The Findings of the Main Study Objectives	89
Assessment of Measurement Models for the Study	89
Assessing indicator loadings	90
Assessing internal consistency reliability	92
Assessing convergent validity	93
Assessing discriminant validity	93
Assessing the structural model	95
Assessing coefficient of determination and predictive relevance	97

Objective 1	97
Objective 2	103
Objective 3	105
Chapter Summary	110
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	111
Summary of Findings	111
Conclusions	112
Recommendations	113
REFERENCES	116
APPENDIX A	155



LIST OF TABLES

Table		Page
1	Questionnaire Items and Their Reliability Coefficients	74
2	Response Rate	75
3	Demographics	87
4	Indicator loadings	90
5	Validity and Reliability	92
6	Fornell-Lacker criterion	94
7	Heterotrait - Monotrait Ratio (HTMT)	95
8	Collinearity amongst constructs	96
9	Structural model results for hypotheses 1, 2, 3, and 4	99
10	Summary of objective 1	103
11	Structural model results for hypothesis 5	104
12	Total effect	106
13	Coefficient of Determination (R^2) and predictive relevance	108
14	Structural model results for hypotheses 5	108

LIST OF FIGURES

Figure		Page
1	Conceptual Framework	61
2	Structural Model	83
3	Outer and inner model results	98



LIST OF ACRONYMS

OLS	Organisational Leadership Style
LS	Leadership Style
CC	Corporate Culture
OCB	Organisational Citizenship Behaviour



CHAPTER ONE

INTRODUCTION

It is an unquestionable fact that employee in-role behaviours and task performance can promote organisational performance and success (Tziner, Drory, & Shilan, 2021; Sisson, 2021). However, research on employee attitudes and behaviours also identify discretionary behaviours also known as organisational citizenship behaviours (OCB) (Bantha, & Sahni, 2021) as an integral component of an organisation's performance. However, corporate culture (CC) binds employees who work in it to behave by the existing culture in that organisation. If this understanding is drawn into the organisation, a set of norms has become a culture in the organization, so that employees must behave by the existing culture without feeling forced (Laras, Jatmiko, Nugroho, 2021).

In view of the above, Asgari, Mezginejad and Taherpour (2020) asserted there are three important reasons to study leadership style (OLS). First, the responsibility for an organization's effectiveness is placed squarely on the shoulders of the leader. Second, with a rapid pace of change, followers need a leader from whom they can seek guidance and direction. Third, in an era of moral conflict, leadership is critical to assist in the development of conscience and integrity. This study taking into consideration the relevance and place of OLS, CC and OCB was undertaken to evaluate leadership style and organisational citizenship behaviour: the mediating effect of corporate culture.

Background of the Study

Leadership is a unique skill set of individual characters (Ameen & Ahmad, 2012). The concept of leadership is the concept of a person who is constantly researched, and continues to develop the aspect of leadership (Saleh, Nusari, Ameen & Alrajawy, 2018). Leadership is the ability to persuade others to pursue goals that are clearly defined. It is a human factor that brings a team together and improves its performance and directs it to goals. Leaders are key sources of influence on organizational flexibility and productivity (Mohammed, Puni & Asamoah, 2018).

According to Schmoker (2001) leadership has a way, not magic. Kamisan and King (2013) define leadership as a process by which one invites a group of people to achieve a common goal. Leadership is the ability to get other people to do something important that they would not otherwise do. It empowers people to achieve a goal (Mills, 2005). Agus and Alamsyah (2018) in their study concluded that there is an important effect of leadership on national behavior as an organization. Also, Tucker-Lloyd (2019) also found a positive relationship between leadership and corporate culture. In the past, organizations operated in stable environments, so they needed little change; however, they are now competing in powerful areas (Moradi, Jafari, Omid, & Alidost Ghahfarokhi, 2014).

Today, organizations need to have leaders who are enlightened and responsive towards bringing change in the organization (Harper, 2012). Moreover, success of the organization lies in the ability of leader to effectively manage stress and addressing the various needs of its subordinates (Darling & Heller, 2011). Today organisations around the world are increasingly concerned

about leaders who are more effective and sympathetic with the vision and mission of the organisation. Every organisation needs that leader who is capable of achieving organisational goals in an effective manner as well as empowering its followers (Khan, Ghouri & Awang, 2013).

The term leadership styles refer to a consistent behaviour pattern as perceived by people around a leader, every leader develops a pattern or style while handling his subordinates, leadership style can also be said as the outcome of a person's philosophy, personality and experience, it also depends on the type of followers and the environment of an organisation (Al-Hawary & Mohammed, 2017). An effective leader builds good and long-lasting relations with stakeholders (Al-Khasawneh & Futa, 2013). Leadership style plays a vital role in the success of organization. Leaders are able to influence not only their followers but also firm's performance (Darling & Heller, 2011; Sahaya, 2012).

However, Men and Stacks (2012) suggested that in future research qualitative research methods such as in-depth interviews with organizational leaders and public relations professionals can be applied to provide thorough explanations while incorporating different perspectives to the leadership style in an organisation. Considering that leadership in the context of public relations has not been fully explored, Purnomo, Eliyana and Pramesti (2020) also suggested that future research should be devoted to investigate how leadership factors interact with public relations functions to contribute to communication effectiveness; for example, how managers with different leadership styles choose communication worldviews and strategies (i.e. symmetrical vs. asymmetrical communication; one-way communication vs. two-way

communication), and how leadership is associated with other public relations outcomes such as relationships and public engagement.

Irwan, Mahfudnurnajamuddin, Nujum, and Mangkona (2020) finding suggests that organisations should have the right person (with ability) to do the right kind of job and give employees suitable and adequate training to increase his/her ability and efficiency on the job. Irwan, Mahfudnurnajamuddin, Nujum, Mangkona (2020) further posited that organisations should focus and give much attention to employees to improve leaders' leadership skill and competency, because there is no leadership without someone to follow.

Organizations will not work properly or cannot survive without its members who act as good citizen (Astuti, Sa'adah, Rahmawati, Astuti & Suprpti, 2020). According to Dargahi, Alirezaie and Shaham, (2012) organizational citizenship behaviour (OCB) refers to as an individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate, promotes the effective functioning of the organization. In general, OCB can be defined as a positive behaviour showed voluntarily by employees depending on their personal choice without written roles which OCB increase the efficiency of the whole organization (Martinez, Sun, Gergen & Wheeler, 2018).

Hennekam Peterson, Tahssain-Gay, and Dumazert (2018); Mousa, Massoud and Ayoubi (2020) and Benuyenah (2021) in their researches further suggested to explore the impact on OCB at team and organisational level to provide a clearer picture with detailed information on the influence of OCB in different context. Again, these researchers suggested that extra caution must be taken before generalising the findings of OCC in other countries with low power

distance culture and with different occupations. Benuyenah (2021) further posited that in future, a control variable like culture can be incorporated into such similar research model (OCB) to obtain different findings.

OCBs demonstrate employees' commitment toward their organization, encourage teamwork and make extra effort (Demirkiran, Taskaya & Dinc, 2016). OCB is associated with behaviours that have benefit of individuals or groups within the organization including altruism and courtesy while conscientiousness, civic virtue and sportsmanship have benefit for the organization as a whole (Albalas, 2020). OCB flourishes in a good supportive corporate culture (Palomino, Amaya & Knörr, 2011; Dubey, Pathak & Sahu, 2020). It has been almost a decade and a half since Organ (1988) and his colleagues first coined the term OCB. The term OCB is based on Barnard's (1968) concept of willingness to cooperate with Katz and Kahn's (1978) concept of new and automatic behavior.

Cultures are a natural success of communication that forms what we call organisations (Mohanty & Rath, 2012). A culture of unity is a collection of shared ideas, philosophies, values, morals, attitudes and practices that exist in an organisation (Balay & Ipek, 2010). Corporate culture (CC) can be competitive if it helps organisations to cope with external environmental changes, maintain internal consistency (Ubius & Alas, 2009) and strengthen employee commitment (O'Reilly, 1989). In addition, Gimenez-Espin, Jiménez-Jiménez and Martinez-Costa (2013) reported that the most successful organizations were those with strong cohesive cultural values. In the Bureaucratic system, all the efforts of managers and administrators have been

gaining tremendous success in maintaining the sovereignty of the organizations pyramids (Askarian & Attar, 2012).

For this reason, there are high and unpredictable relationships that exist between people (Dargah, Haghani-Zemydani & Galavand, 2017). For this reason, in a system of human values and democracy, there will be constructive and trusting relationships between people. In such a case, there is an opportunity for the organization and its members to continue in their capacity (Liu et al., 2008). Now the importance of national ethics has been understood as one of the most important sources of organization, the way they behave can also be considered very important and therefore, many researchers are analyzing ethnic practices (Ghashghaeinia & Hafezi, 2015).

According to performed studies, the existing culture in the corporation is one of the impressive factors in the emergence of the organizational citizenship behaviours in employees (Ebrahimpour, Zahed, Khaleghkhah & Sepehri, 2011). Previous studies also suggest that corporate culture and leadership style are important components in the field of organizational behavior, particularly in the attempt to better understand the context of organizations and their managements (Ezirim, Nwibere, & Emecheta, 2012; Nwibere, 2013).

However, there has been no known study to examine the relationship between corporate culture and leadership style (Ilham, 2018). In fact, a desired corporate culture can be a stimulus for efficiency and increase the employees' productivity. It can also create and reinforce of the organisational citizenship behaviours (Liu et al., 2008). The emergence of the citizenship behaviours in profit-making firms can lead to increase in their income and sustain such

institutions that will have positive effect on the country's economy (Groysberg, Lee, Price, & Cheng, 2018).

On the other hand, the emergence of the organizational citizenship behaviours in level of governmental organizations and public institutions is very important (Pham, Phan, Tučková, Vo & Nguyen, 2018). Ghashghaeinia and Hafezi (2015) further revealed that dissemination of organizational citizenship behaviors will lead to the increase of public trust, promotes their performance and efficiency, lead to the increase to engagement in between the experts of the organization and will place these organizations along with people. A study by Wong and Gao (2014) and Behram and Özdemirci (2014) identifies corporate culture dimensions in the People's Republic of China to include employee development, harmony, customer orientation and innovation.

For example, positive relationships were found by the study conducted by Wong and Gao (2014) and Behram and Özdemirci (2014) between employee attitudes such as job satisfaction and corporate culture (Mullakhmetov, Sadriev, & Akhmetshin, 2018). Relationships grow especially when culture helps employees make decisions, improve their skills, and work in teams (Zhao, Teng, & Wu, 2018). Morgan (2002) also described culture as an active life in which people collectively create and revitalize the lands in which they live. Corporate culture provides a framework for using the concept work and scholarship to improve organisational performance (Liao, 2018).

Bogler and Somech (2005) also found that it is difficult to find a highly successful organization that does not have a separate company policy, which is easily identified because of its strong effect on performance, citizen behavior and long-term performance. Effective corporate culture encourages OCB and

recognizes the actions of each employee. The OCB promotes the smooth flow of the organisation's operations, increases productivity and reduces the amount of resources used due to careful and efficient use (Coyne & Ong, 2007). Due to the importance of corporate culture on the leader's style and the effect of the chosen leadership style on the organisational citizenship behavior, this study was conducted to investigate the influence of leadership styles and corporate culture on organizational citizenship behaviour at the Effia-Nkwanta regional hospital.

Statement of the Problem

OCB research has grown globally, with studies being conducted in organizations in countries especially in the United States. Concerns are related to OCB's operational and personal costs, organizational costs, and unintended consequences (Bolino, Clotz, Turnley, & Harvey, 2013). OCB has been studied in organizations in Canada (Latham & Skarlicki, 1996), Taiwan (Farh, et al. 1990), China (Farh, Zhong, & Organ, 2004), and Israel (Somech & Drach-Zahavy, 2004). Chhokar, Zhuplev, Fok, and Hartman (2004) conducted a study in the OCB that extended the borders of five different countries. They examined the OCB in France, Britain, India, Russia and the United States and found that in all cases the OCB had an impact on the organization's results. However, this study was concentrated in one study area with the lens of the research on a single healthcare facility in the nation.

Despite all the attention given to this issue, there is still much confusion and misunderstanding surrounding the OCB (Waldman, Kenett, & Zilberg, 2007). According to Abugre (2014) research on OCB is receiving little attention in Ghana despite gaining great momentum in Western countries. Abugre further

posited that studies in Ghana focus on management views on OCB programs not on the views of factory workers who perform such OCB activities, particularly in the health care industry. Clearly, OCB performance studies remain a very important issue that needs to be addressed (Ghashghaeinia & Hafezi, 2015).

Again, the area of leadership styles had gained the attention of numerous academic practitioners and scholars since the beginning of twentieth century (AlKhasawneh & Futa, 2013). Clearly, studies on leadership styles and OCB initiatives in the Health sector of Ghana is limited (Puplampu, 2005), necessitating the conduct of this study to fill this gap.

Leadership styles have been an organizational struggle for many sectors and organizations (Bottomley, Mostafa, Gould-Williams, & Leon-Cazares, 2016). Researchers of transformational leadership have documented its positive influence in a number of settings, but not in hospitals and health care centres. One outcome discovered in industrial settings is that transformational leadership has a positive effect on OCB (Olcer, Floescu, & Nastase, 2014). In manufacturing and banking sector, a relationship between leadership style and corporate culture on OCB has been well documented and demonstrated to enhance productivity (Ghashghaeinia & Hafezi, 2015).

Also, leadership lapses at the Effia Nkwanta Regional Hospital have resulted in inadequate access to computers and inadequate training for hospital staff (Acquah-Swanzy, 2015) which has resulted in difficulty and prolonged working time for healthcare professionals at the hospital (Mbiniwaya, 2015). Effia Nkwanta Regional Hospital faces the challenge of work overload with limited capacity (Oriesh, et al., 2014), thereby making it difficult for staff to

handle the healthcare needs of the region. Again, another empirical study discovered that there is bad attitude of staff towards clients of the Effia Nkwanta Regional hospital, which is partly blamed on poor leadership and administration of the hospital (Baiden, Baiden & Ayariga, 2016).

The study of Baiden, Baiden and Ayariga, (2016) further proved lack of proper socio-cultural access is among the major challenges faced by clients who visit Effia Nkwanta Regional Hospital. Poor relationship between staff in the hospital and clients born out of the cultural orientation at the Effia Nkwanta Regional Hospital (Dodor & Afenyadu, 2005). This poor relationship is blamed on bad attitude among staff especially nursing staff in the discharge of their services in the hospital, hence limiting the extent of trust among people for the Effia Nkwanta Regional Hospital (Mensah, 2018). Others believed it is attributed to lack of training for nurses in the hospital (Kusi Amponsah, Kyei, Agyemang, Boakye, Kyei-Dompim, Ahoto & Oduro, 2020). Besides, there is public perception that workers at Effia Nkwanta Regional Hospital have lower level of commitment, owing to low compensation, unfairness and unsatisfactory job design (Mensah, Akuoko & Ellis, 2016).

The literature review reveals that most of the studies regarding OCB and leadership styles have been conducted using transformational, transactional and laissez faire leadership style (Kamisan & King, 2013; Sahaya, 2012). This study contributes to literature through incorporating democratic and autocratic leadership style and proposed its influence on OCB. Although this influence has been studied before, there has yet been much study that may investigate the influence of democratic, autocratic and laissez faire leadership on OCB in the Health care sector of Ghana.

Similarly, the relationships between corporate culture and OCB have also been explored (Desky, Mukhtasar, Ariesa, Dewi, Fahlevi, Nur, & Purwanto, 2020). Currently, there is a shortage of nurses in healthcare, and good leaders can help any attrition. Furthermore, the leadership styles of administrators in the healthcare sector can contribute to the success of their organization (Teffu, 2020). Leadership is of increasing importance in clinical nursing (Swearingen, 2009). Although leadership and organizational culture constructs have been well studied, the relationship between them has not been established in the field of healthcare (Casida & Pinto-Zipp, 2008). Hence, the need to study corporate culture and leadership style and OCB in the healthcare industry in Ghana.

Further, researchers have argued for the improving, maintaining or changing corporate culture assists in making organizations more competitive and in helping revitalize declining organizations. Still, despite this potential importance, corporate culture is still a very controversial area of study among organizational researchers (Bencsik, Kosár, & Machová, 2018). Culture has been historically moulded (Podsakoff, MacKenzie & Fetter, 1993) and deeply ingrained in an organization and as a result of difficult to change (Drucker, 1995; Podsakoff, MacKenzie & Fetter, 1993; Narine & Persaud, 2003). It has been further noted that the culture of an organization may affect organizational system operations, productivity, leadership actions (Purwanto, Wijayanti, Hyun, & Asbari, 2019), performance (Cameron & Quinn, 1999), organizational effectiveness (Mohanty & Rath, 2012) and organizational citizenship behaviour of employees of a corporation (Ameer, 2017).

There is a literature gap in leadership styles and the culture of labor companies in Regional Hospitals throughout Ghana. This is because studies have revealed that many studies on leadership and corporate culture and OCB have been conducted in Information Technology (IT) firms, education, banking sector and aviation (AlKhasawneh & Futa, 2013; Kamisan & King, 2013; Khan et al., 2013; Mohanty & Rath, 2012). This study contributes to the literature by analyzing the impact of various types of leadership and corporate culture on OCB at Effia-Nkwanta regional hospitals, which is a fast-growing hospital and undergoing some common changes like the upcoming intensive care unit and the training of 10 State Registered Nurses and Midwives at the University of Ghana Medical School (UGMC) in Accra.

Also, most of the studies conducted on leadership style and corporate culture on OCB focus on the relationships that exist between these three variables (Lucey, 2017; Malik, Saleem & Naeem, 2016; Ghashghaeinia & Hafezi, 2015; Khan, Ghouri & Awang, 2013; Ebrahimpour, Zahed, Khaleghkhah & Sepehri, 2011) but did not focus on the extent to which corporate leadership styles and cultures could influence the OCB in the organization. The problem with some research was that, these researchers found that OCB work at Effia-Nkwanta hospital directly affects the quality of life of patients (MOH, 2017); however, little is written about how the leadership style and corporate culture trends of Effia-Nkwanta regional hospital influence OCB. It is for this reason that this research was conducted to investigate the influence of leadership styles and corporate cultures on organisational citizenship behaviour (OCB) at the Effia-Nkwanta Regional Hospital.

Purpose of the Study

Generally, the purpose of the study was to investigate the influence of leadership styles and corporate culture on organizational citizenship behaviour at the Effia-Nkwanta regional hospital. In order to achieve the overall purpose of the study, the following specific research objectives were pursued.

1. To investigate the effect of leadership styles on organizational citizenship behaviour at Effia-Nkwanta regional hospital.
2. To examine the effect of corporate culture on organizational citizenship behaviour at Effia-Nkwanta regional hospital.
3. To investigate the mediating role of corporate culture on the relationship between leadership styles and organizational citizenship behaviour at Effia-Nkwanta regional hospital.

Research Hypotheses

Based on the research objective one of the study, the following hypotheses were tested;

H1: Autocratic leadership style has a positive effect on organizational citizenship behaviour

H2: Democratic leadership style has a positive effect on organizational citizenship behaviour

H3: Laissez-faire leadership style has a positive effect on organizational citizenship behaviour

H4: Transformational leadership style has a positive effect on organizational citizenship behaviour

Based on the research objectives two and three of the study, the following research hypothesis guided the study;

H5: Corporate Culture has a positive effect on organizational citizenship behaviour

H6: Corporate Culture mediates Leadership styles and organizational citizenship behaviour

Significance of the Study

The findings of the study will be of great help to many different participants. Firstly, it is expected that the findings of this study will provide information on how the management of Effia-Nkwanta district hospitals can rely on making informed scientific decisions on how to use the predictions contemplated in the model to improve OCB performance. As such, the findings will provide sufficient evidence of how managers can approve their investments in a variety of leadership styles and corporate cultures to improve the organization's citizenship approach. All non-essential indicators can be identified and processed properly by the hospital management.

Also, the findings of this study will be useful to HR staff as it will provide information on structural dimensions and how these elements can be used to produce the required exclusion status in the job settings. Students and researchers may also touch on the rich information that this study will present at the end of the study. The study will serve as a source of literature on the relationship between leadership styles, corporate culture and OCB. It will also provide research opportunities that can be used by students and researchers alike to better build knowledge about the interdependence between leadership styles, corporate cultures and national ethics.

Delimitations

The study sought to examine the influence of leadership styles and corporate cultures on organisational citizenship behaviour (OCB) at the Effia-Nkwanta Regional Hospital. Effia-Nkwanta District Hospital provides medical care to an estimated 1347788 (Second-Takoradi Metro Analytical Report, 2015). The study used a descriptive research design supported by a quantitative research approach. The use of descriptive design for his study is informed by the fact that statistical information can be obtained, and analysis of that data can be made to deduce desired results. Also, descriptive research design provides an in-depth view of any topic we might want to study, and the level of detail that we can find in descriptive research is extremely valuable.

The sample size can also be determined by Krejcie and Morgan (1970) but the sample size in this study was determined by Yamane's (1973) formula for determining the sample size. $n = N [1 + N (e)^2]$. The structured questionnaire was used to collect key data for further analysis using Statistical Package for Social Sciences (SPSS version 25.0). Inferential statistics such as standard multiple regression, Pearson-product moment correlation and descriptive statistics (such as mean, standard deviation, frequency and percentage) were used to analyze specific research objectives.

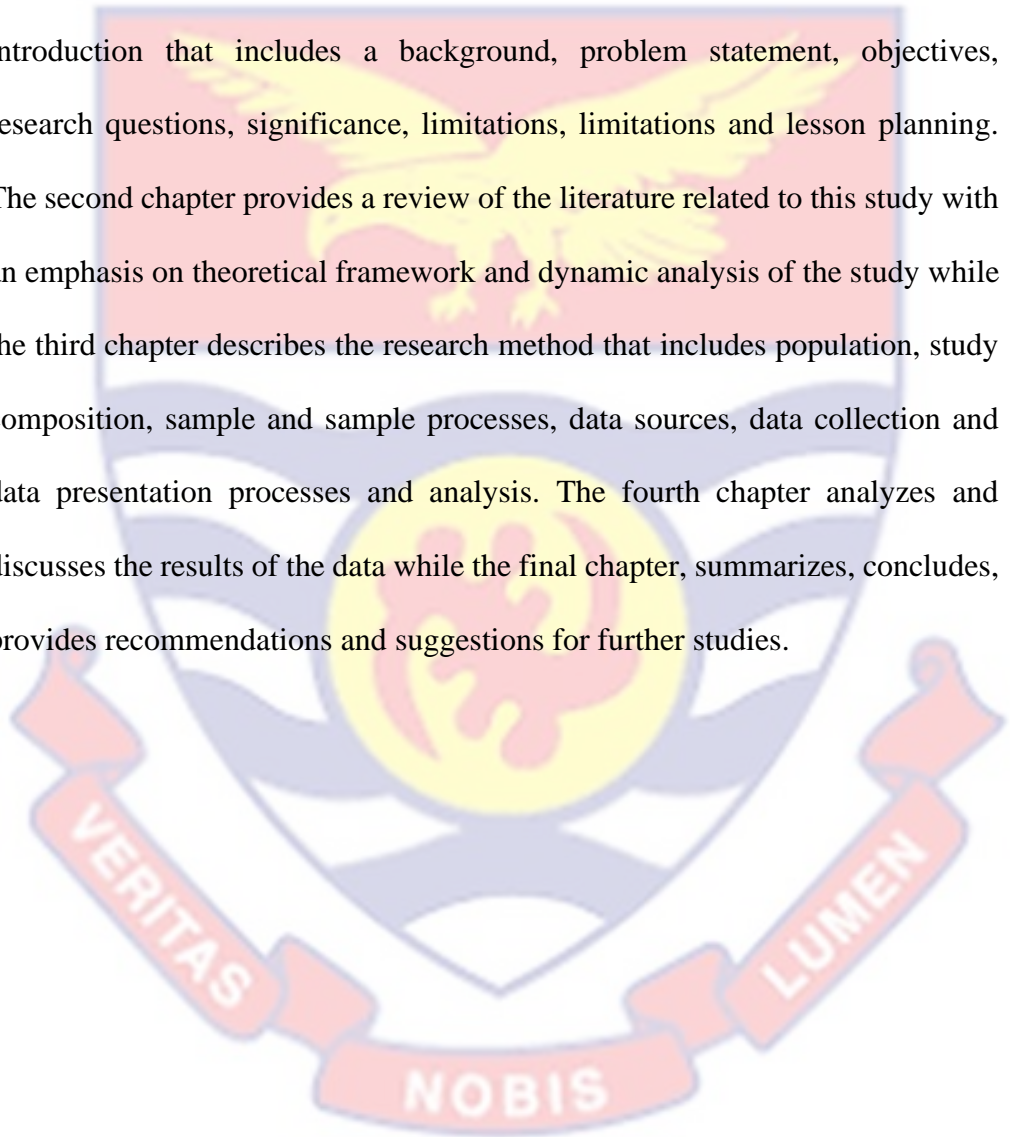
Limitations

Given the type of statistical choice in the data analysis, it is assumed that the retrospective model was limited in the sense that it relied solely to transformed the dependent variable to form a composite variable for OCB in order to facilitate the conduct of the multiple regression hence it was difficult to know how each measure of OCB contributed to predicting the construct.

Similarly, as this study was directed at staff at a public health facility only, the findings could not be made to include all health care providers including private health workers in Ghana.

Organization of the Study

The study is divided into five chapters. The first chapter contains an introduction that includes a background, problem statement, objectives, research questions, significance, limitations, limitations and lesson planning. The second chapter provides a review of the literature related to this study with an emphasis on theoretical framework and dynamic analysis of the study while the third chapter describes the research method that includes population, study composition, sample and sample processes, data sources, data collection and data presentation processes and analysis. The fourth chapter analyzes and discusses the results of the data while the final chapter, summarizes, concludes, provides recommendations and suggestions for further studies.



CHAPTER TWO

LITERATURE REVIEW

Overview

This chapter observes literature that is related to this research. The chapter provides appropriate materials relating to the key concepts under consideration in the framework of the study, theoretical review, empirical review and conceptual framework. The chapter is organized chronologically to reflect the central theme of the study, review key concepts underpinning this study and also identify dispositions in literature, as well as provide conceptual framework that brings to light the interrelationships among the major constructs of the study. The theoretical perspective of the study will consider the theory of social exchange theory and the leader-member exchange theory while the conceptual framework will give a summary of the relationship that exist between the key constructs of the study.

Theoretical Review

Review of Theories Underpinning Leadership Style, Organisational Citizenship Behaviour and Corporate Culture

Leadership Style derives most of its theoretical foundations from several leadership theories. Corollary, the complex nature of health sector demands a leadership approach that emanates from multiple behavioural perspectives as this will be ideal for achieving employee citizenry and high performance. Notable among these is the path-goal theory. In this study, the path-goal theory is used to establish the link that exists between leadership style organisational citizenship behaviour in the health sector. Also, the social exchange theory will

be used to establish the relationship between leadership style, corporate culture and organizational citizenship behaviour.

Path-Goal Theory

Path-Goal theory is categorised under the contingency approach, which concentrates its studies on the interaction between the variables involved in a leadership situation and patterns of leadership style. The theory is based on the belief that denies the existence of a single leadership pattern for all cases (Fielder, 1967). According to House and Mitchell (1974), Path-Goal theory focuses on the behaviours a leader uses to stimulate subordinates' motivation to achieve both personal and organisational goals. In the initial version, House (1971), classified two types of leadership style that are behaviour directed toward the satisfaction of individual's needs and path-goal clarifying behaviour. Based on these descriptions, they were not well defined operationally as part of the theory.

The two leadership behaviours were expanded to four well defined behaviours (House & Mitchell, 1974). The four behaviours included; Directive leadership, which depicts the psychological support a leader provides to individuals through basic tasks of providing instructions on what is expected of subordinates, how it is done and offering timeliness. In addition, Supportive leadership, which is another behaviour focused on being friendly and approachable, and keen on satisfying the needs of individuals. The third leadership behaviour is Participative leadership, this typically is a directive leadership behaviour that emphasises individual participation in decision making, where subordinates are encouraged to provide suggestions and share ideas to be integrated in the organisation. The fourth behaviour is the

Achievement-oriented leadership, this behaviour focuses on challenging individuals through setting performance goals, focusing on performance excellence to achieve high standards and improved confidence (House & Mitchell, 1974; House, 1996).

Leadership behaviours can be exercised in different situations by the same person (House & Mitchell, *ibid*). Ratyan, Khalaf and Rasli (2013) add that, the applications of one or many of these behaviours by a manager can result in influencing subordinates and pave the way for the achievement of goals. House (1996) adds that, the essence of the path-goal theory is rooted in the fact that, the effectiveness of leadership rests in the engagement of behaviours that complements subordinates' environments and abilities in a way that is instrumental to the subordinate's satisfaction, individual and work unit performance and compensates for deficiencies that exist within the system. By choosing the appropriate behaviour, leaders can increase subordinates' expectations for success and satisfaction (House & Mitchell, 1974).

A review of the Path-goal theory has determined some weaknesses. It is difficult to use the theory in a specific organisational setting because it comprises a large number of interconnected hypotheses sets. The theory fails in perceiving the leadership transactional nature although it is leader-oriented theory. Furthermore, the theory does not encourage the subordinates to participate in leadership process (Northouse, 2010; Ratyan, et al. 2013). Amidst these weaknesses, the theory has several positive strengths which include; the provision of groundwork for understanding situations where a leader's behaviour will motivate an individual's performance and job satisfaction in distinct leadership style and behaviours (Jermier, 1996; Cote,

2017). The theory provides a great model for helping individuals clarify goals, set goals through coaching and direction to achieve goals of productivity (House & Mitchell, 1974; Cote, 2017).

In the view of Ratyan et al (2013), the path-goal theory is employed to explain the fact that the leader's behaviour affects the subordinate's satisfaction, motivation and performance. The theory proposes that leadership behaviours can be exercised in different situations and times by the same leader. Based on the assumptions proposed by the path-goal theory, this study argues that public leaders act as facilitators and various leadership behaviours to motivate subordinate towards innovativeness by removing obstacles, creating support networks and creating an innovation supporting environment. Based on the path-goal theory, leadership behaviours as a source of influence can change the attitude, motivation, and behaviour of an individual subordinate (Malik, Dhar, & Handa, 2016). Given the high levels of environmental complexity that characterises the health sector, leadership style appears to be a practical tool for answering the need for an organizational citizenship behaviour or employees (Sarti, 2014; Bos-Nheles et al., 2017).

Social Exchange Theory

The social exchange theory (SET) was initiated by Homans in 1958 (Devan, 2006). The theory refers to a two-sided rewarding process involving two or more social groups engaged in tangible or intangible exchanges (Balu, 1964; Rasoolimanesh et al. 2015). It implies that social behaviour is the result of an exchange process (Soieb, Othman & D'Silva, 2013). Social exchange theory aims to explain human behaviour in social exchange, and differs from the economic exchange theory through two assumptions: general expectations

of future return with uncertainty and long-term relationships rather than one-off exchange (Blau 1964). The main reason for this exchange is to maximize benefits and minimize costs (Soieb et al. 2013). The theory has been used in many fields, especially in investigating organizational citizenship behaviour and creativity (Kheng et al. 2013; Zhang, Zheng & Darko, 2018).

According to Blau (1964), SET in the environment of an organisation has the principle that employees might feel obliged toward their supervisor, co-worker, or organisation if they have received any benefit from an exchange with the individual or the organisation in the past. Konovsky and Pugh (1994) suggest that the immediate supervisor or leader is an agent of the organisation. Therefore, because a supervisor has his/her own exchange relationship with employees and can influence the relationship an employee has with the organisation, supervisors are considered to be a pillar that supports the social exchange framework (Tekleab & Chiaburu, 2010). The theory has the basic principle that employees will pay back their supportive leaders by demonstrating positive behaviours and attitudes, which contribute positively to organisational citizenship behaviour, work performance, and innovative work behaviour (Xerri & Brunetto, 2013; Choi, Kim, Ullah & Kang, 2016).

In this study, it is postulated that based on the SET, leaders adopt specific leadership styles and create a corporate culture in the organisation which in turn stimulates organizational citizenship behaviours among employees based on the reciprocity principle (Gouldner, 1960). Leaders create a corporate culture by providing an organizational citizenship behaviour in advance, not as a direct reward of performance by employees (Schulte, Hauser & Kirsch, 2009). This theory, therefore, implies that employees will increase

their loyalty, engagement, and work performance since they are obliged to return the act of kindness that they have received (Aselage & Eisenberger, 2003). Hence, the above descriptions depict that when employees are given more citizenry-relevant resources, the more trust and fairness will be perceived by them exist in the organisation. This will, in turn, make the employees obliged to take on the extra role behaviour (Organ, 1988) which is important in seeding organizational citizenship behaviour among the employees. The larger the obligation, the greater it will exert the organizational citizenship behaviour on them (Blau, 1964).

Deductions from the theoretical review

The path-goal theory supports the view that leadership style is contextual, depending on the goal and the environment. Given the complex nature of the health sector and the various conflicting goals health sector organisations in Africa are set out to achieve, a look at leadership based on just a behavioural or trait perspective will give a myopic view of the impact of leadership in organisational setting. Therefore, if the goal is to stimulate organizational citizenship behaviour to deal with complex public problems, leadership can best be approached from a multi behavioural perspective. This gives a background for approaching the leadership behaviour-employee organizational citizenship behaviour link from the five innovation-related leadership behaviours proposed by Ricard et al. (2017) and Lewis et al (2018).

The social exchange theory as used in this study, supports the proposition that an organizational citizenship behaviour is dependent on leadership style and the corporate culture within the organisation. The extent that leadership style and corporate culture influences organizational citizenship

behaviour is based on the principle of reciprocity. Organizational citizenship behaviour can, therefore, be spurred in the health sector if leaders adopt styles that communicate the right perception of trust, fairness and support for organizational citizenship behaviours to employees. In addition to this, health leaders can achieve the goal of stimulating organizational citizenship behaviour among employees if the resources for citizenry are provided, not necessarily as a reward for employees' performance. When such resources and support is provided in advance, it gives employees perception of an organizational citizenship behaviour supporting corporate culture. In summary, leadership style and provision of citizenry resources will stimulate organizational citizenship behaviour among employees.

Conceptual Review

The conceptual review was recommended to set the conduct of this study. The study proposes that leadership styles and organizational citizenship behaviour is scientifically operationalized in the contest of this study. Furthermore, it is proposed that there are statistically significant positive correlations between leadership styles and corporate culture components and organizational citizenship behaviour among employees at the Effia-Nkwanta Regional Hospital. Further, concepts like leadership styles, corporate culture and organizational citizenship behaviour was also treated under this conceptual review.

The Concept of Leadership

Leadership is a social phenomenon that influences the process of influencing and giving purpose in a concerted effort to ensure the achievement of group goals (Jones et al., 2000; Jacobs & Jaques, 1990, cited in Yukl, 1994).

Leadership is needed in an organization, and it should play an important role in business processes. The leader must know the clear vision of the organization, and know how to achieve the goal. According to Ameen, Almulla, Maram, Al-Shibami and Ghosh (2018) in order to be a good leader, a leader must have knowledge, great commitment to the organization, knowledge and high patience in performing its duties .

A good leader can contribute to lower performance and customer satisfaction. To be a good leader, by increasing leadership development, through a wide range of resources, namely knowledge, independence, training and experience in many fields (Bass, 1990). According to Jenkins (2013), the foundation of good leadership is strong character and unselfish commitment to the organization. Over the past two decades, the idea of leadership styles has been growing (Bass & Avolio, 1994). Leadership is one of the most important branches of management (Wehrich, Cannice, MV, & Koontz, H, 2008; Ameen, Almari, & Isaac, 2018).

Also, leadership is an act of cooperation between people that is expressed in certain contexts through a communication process and focuses on selecting a specific goal or objectives. Koontz and O'Donnell (1980) also look at how leadership involves influencing people in the way that they devote all their efforts, voluntarily, to achieving the same goals. Leadership is the ability to make the best use of all available resources to turn a hypothetical view of reality into reality (Vihanskii et al, 1998). Leadership is probably only a function of communication. Indeed, successful leaders communicate clearly, quickly, compassionately, and keep the team members informed. Real leaders “go the extra mile” by delivering on their promises (Rosenbach et. Al., 1996).

Similarly, the various views of leadership say that leadership is about the context; and as a result different situations require different leadership (Kasapoğlu, 2014; Muller & Turner, 2007; Muller & Turner, 2010; Muller et al., 2012; Anantatmula, 2010; Boykins et al., 2013; Dulewic & Higgs, 2005; Grosse, 2004; Keegan & Den Hartog, 2004). As a result, leadership has been studied under a variety of conditions (Oke et al., 2009; Bossink, 2004; Mumford et al., 2002; Bech, 2001; Apekey et al., 2011; Halbesleben et al., 2003; Jung et al., 2003; Krause, 2004; Gumusluoğlu & Ilsev, 2009; Vlok, 2012); leadership in the form of change (Dulewicz & Higgs, 2005) and leadership in the OCB (Framework, 1987; Turner, 1999; Keegan & Den Hartog, 2004; Dulewicz & Higgs, 2003; Dainty et al., 2000; Turner et al., 2009; Turner & Müller, 2005, 2006; Müller & Turner, 2007, 2010).

In addition, within the context of the project leadership was learned in the following situations. For example, according to the project phase (Frame, 1987 quoted in Turner & Muller, 2005), according to the project industry and company culture (Anantatmula, 2010; Boykins et al., 2013; Kasapoğlu, 2014, Mäkilouko 2004 Turner & Müller, 2005) and according on the complexity of the project (Muller & Turner; 2007). However, the two most revealing qualities of successful leaders have been identified as effective listening and empathy for what people are saying (Rynders 1999). Leaders know how to listen and have important qualities that promote good working relationships, promote trust, and increase productivity. Successful leaders know that people need to be heard. Empathy is valued as a willingness to listen, noted by Lucia (1997).

Four Factors of Leadership

Leadership is a process in which a person influences others to achieve a goal and directs the organization in a way that unites and cohesively. This definition is similar to Northouse's (2007). Leadership is a process in which a person influences a group of people to achieve a common goal. Leaders practice this process using their leadership knowledge and skills. This is called Process Leadership (Jago, 1982). However, we know that we have traits that can affect our actions. This is called Trait Leadership (Jago, 1982), because it was common to believe that leaders were born rather than created. While leadership is learned, the skills and knowledge considered by a leader can be influenced by his or her qualities or characteristics; such as beliefs, values, morals, and personality. Knowledge and skills contribute directly to the leadership process, while other attributes give the leader certain features that make him or her unique.

There are four major aspects to leadership (U.S., Army, 1983):

1. **Leader:** You need to have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the fans, not the leader or anyone else who decides whether the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you need to convince your fans, not you or your bosses, that you deserve to be followed.
2. **Followers:** Different people need different styles of leadership. For example, new appointments require more supervision than an experienced employee. A person who is not interested needs a different approach than one that has a high level of motivation. You need to know

your people! The basic premise is to begin to better understand human nature, such as needs, feelings, and motivations. You need to know that your employees have, know, and perform qualities.

3. **Communication:** You lead by two means of communication. Two-way communication involves feedback from the receiver to the sender. Most of it does not. For example, when you "set an example," that connects your people that you will not ask them to do anything you are not willing to do. What and how you interact with experiences that build or damage relationships between you and your employees.
4. **Situation:** All situations are different. What you do in one case will not always work in another. You should use your judgment to determine the best course of action and the leadership style needed in each case. For example, you may need to deal with work with improper conduct, but if the dispute is too quick or too quick, too harsh or too weak, the results may not work. Also note that the situation often has a greater impact on the leader's action than his or her characteristics. This is because although traits may have impressive stability over time, there is little consistency in all situations (Mischel, 1968).

The Concept of Leadership Style

Suddaby (2010) emphasized the need for constructive clarity in management research and the need to 'create a straightforward and clear distinctive distinction between concepts' and 'show their semantic relationships with other related structures' (Suddaby, 2010). This is no more evident than in growing texts on leadership styles. 'Higher leadership thinking in organizational behavior' is a style of change (Judge et al. 2008 p.132), a style often compared

to a work ethic. Research has shown that leadership in the period 2000-2014 found that a staggering 22.7% (275 out of 1212) spoke of revolutionary leadership.

Independent leaders make decisions according to their own decisions and are not willing to accept advice from their supervisors. These leaders set the direction, objectives and function of the structure. Leaders outline all the processes and mechanisms that will be implemented by team members (Northouse, 2011). Democratic leadership is a form of leadership in which party members play a key role in decision-making and focus on the party's position in which party members feel empowered (Al-Khasawneh & Futa, 2013). Laissez's leadership style differs from both Theory X and Theory Y. These leaders use fan-centered approaches (Sahaya, 2012).

Defining leadership is a complex issue. Bass and Avolio (1994) point out that while there are always leaders, defining, educating and nurturing leadership is a modern concept. Burns (1978) described leadership, "Leadership is used when people with specific goals and objectives come together, competitively or in conflict with others, institutionally, politically, psychologically, and other responses to arouse, meet, and satisfy the ideals of followers". This definition provides some key concepts. First, it recognizes that if the process of action is clear and there is no conflict or competition in action, leadership is not necessary. Second, it points to the need to collectively motivate the leader and followers to be considered leaders (Burns, 1978).

Burns (1987) also compares this to the use of force, which, when used, does not identify conflicts and does not take into account the intentions or other needs of fans. The definition of leadership varies from person to person. A

leader is defined as a person with an important position in a group who recruits others in terms of job expectations; and organizes and directs the group to support itself and achieve its goal (Doh et al., 2011). The qualities of a leader as a leader must be able to change his or her leadership styles and behaviors to achieve the goals and objectives of the organization (Ababneh, 2009). At each level, leaders who are able to influence, motivate and direct employees are often rewarded for the honesty and performance of their employees (Mosadegh & Yarmohammadian 2006).

With effective leadership Goleman (2000) shared guidelines as he added that a leader should not only rely on a single leadership style but should be able to transform and implement a number of different styles (be it transformation, commercial, career-oriented, workers - well-directed, fair, democratic, democratic, or other styles) that are appropriate for a particular situation or place where the leader works with people. Leaders and their leadership and ethics and subordinates resources and authorities affect or influence the overall performance of a company. Paoching and Chichun (2009) and Ali (2009) pointed out in their studies that a business owner / self-employed manager or a high level of loyalty to leadership for example has a profound effect on those under him.

Numerous studies have shown a positive impact of leadership on individual OCB use by subordinates (Podsakoff et al., 2000). Pearce & Herbik (2004) and Ehrhart and Naumann (2004) argue that leadership behavior is critical to the growth of OCB practices and practices in groups. The authors of prominent leaders have consistently found that the style of leadership affects the attitudes and performance of followers (Bass, 2008; Lord & Maher, 1991).

According to Al-Khasawneh and Futa (2013), leadership is "a social way of influencing others to participate voluntarily in achieving the goals of the organization".

Chemers (1997) provided a related, but slightly different, definition of leadership, as a process of influence in society where one person was able to enlist the help of others in achieving a goal. If you look at the different challenges of organizational leadership styles, this definition suggests that different times require different actions and leadership skills. For example, when leading in a stable period, initial leadership activities are related to providing leadership and motivation; however, while leading the way in times of change, early leadership tasks need to be adaptable, with a strong focus on problem solving, strategic planning, and innovation (Chemers, 1997).

In general, leadership researchers suggest that an effective leader should be able to express an opinion, inculcate trust, belief, and honesty and lead employees' skills directly to achieving organizational goals (Kirkpatrick & Locke, 1996; Strange & Mumford, 2002; Levin, 1999; Bennis, 2002; DePree, 2002). There are several well-established mechanisms for the division of leadership. Stogdill (1963, 1974) advocates so-called "thoughtful leadership" and "structural leadership", similar to Fiedler (1967) proposing "career guidance" compared to relationship relations "and Hersey and Blanchard (1977) recommend" caring for people "and" job anxiety". Greenleaf (2002) declared that a leader's mark is the best one in the world.

Policy development can be done with team consensus or leadership inspiration or feeling. Once a goal has been developed, the challenge for leadership is to articulate the goal and its steps in a way that will make it clear

to all fans (Greenleaf, 1977). Supportive leadership facilitates the development of active commitment, “emotional communication” that leads to supporting the organization and its vision, mission and activities (Zhou & Miao, 2014). In the first half of the 20th century, social scientists focused on determining the characteristics of leaders. Early investigators tried to determine if the leaders shared the length or features of the intelligence. However, as the concept of leadership changed, leadership qualities also emerged from physical attributes to the talents and social skills.

According to Bennis, a leader must be self-aware and be able to create a vision for the future of the organization. The leader should convey the organisation's vision to the workers, promote trust and staff in the leader and vision, and encourage employees to participate in the actions necessary to achieve the vision. Cho and Poister (2014) examined the relationship between three types of leadership trust and team performance: trust in the department, trust in the leadership team, and trust in the manager. Individual performance was related to reliance on departmental leadership, and teamwork was often influenced by trust in the leadership team and trust in the manager (Cho & Poister, 2014).

Also, by taking the lead within the framework of integrity, a leader can expect good results from their organization. The consequences of integrity can lead to high standards and a strong reputation. Higher standards arise from imitating values and principles (Greenleaf, 2002). Emotional intelligence has been learned in a variety of ways, but it varies naturally in thinking in leadership lessons. Dapke (2016) studied 200 managers. Their subordinates and supervisors measure managers in terms of emotional intelligence and apparent

leadership performance. As expected, managers who are rated with high levels of emotional intelligence are also rated as having high levels of visible leadership performance.

Autocratic Leadership Style

Independent leaders make decisions according to their own decisions and are not willing to accept advice from their supervisors. These leaders set the direction, objectives and function of the structure. Leaders indicate all the procedures and methods to be implemented by team members. Team members are not allowed to contribute to important issues and publications because they are not considered trustworthy. These leaders govern communication and are responsible for completing tasks (Euwema et al., 2007; Malos, 2012). The leaders of the Autocracy restricted the operation of the lower castes, thus being negatively associated with the OCB (Bambale et al., 2011).

Strong leadership is very similar to Theory X. These leaders stay away from group discussions but clarify the roles of team members. They have pessimistic and negative ideas about the performance of their subordinates. These leaders promote individual trust, humility and loss. However, these leaders are able to bring clarity in the short term and are effective in encouraging others to accomplish their mission. It is an effective form of emergency leadership (Northouse, 2011). The type of independent leadership is characterized by individual control over the actions of all team members and minimal inclusion.

Often, independent leaders tend to make choices based on their beliefs and judgments and are less likely to look to follower's advice that requires full control and control of the group (Cherry, 2019). These types of leaders want

their subordinates to act the way they command (Al Khajeh, 2018). Independent leadership can help in emergencies where there are similar employees, where the leader is smart, impartial and has a good understanding of the followers (Armstrong, 2012). However, in some cases, it is worth the effort. It is important when a company is facing an issue or emergency that needs immediate response (Bargavi & Yaseen, 2016).

The leadership style according to Maqsood, Bilal and Baig (2013) is known for individual control over all decisions and minimal input from employees. Independent leaders themselves make decisions based on their own opinions and judgments and rarely accept advice from followers or subordinates. Other aspects of independent leadership as seen in Leadership Styles (2015) include little or no input of team members; leaders make decisions; party leaders call for all means of action; team members are less likely to be trusted with decisions or important tasks. Independent leadership can be helpful in some situations, such as when decisions have to be made quickly without consulting a large group of people.

Also, objectively can be achieved successfully with the autocratic form of leadership style. However, Maqsood, Bilal and Baig (2013) further argued that during wartime conflicts, party members could choose an autocratic leadership style. The autocratic leadership style allows employees to focus on specific tasks without having to worry about making complicated decisions and becoming highly skilled in performing certain tasks, which can be useful for the organization. Independent leadership can be good at times, but there can be many times when this style of leadership can be a reason to do nothing which is why leaders who misuse the independent leadership style alone are seen as

dictatorship. New ideas can escape organizations due to the use of autonomous style and this is due to the failure of staff to contribute because they are not questioned (Northouse, 2015).

Ojokuku et al. (2012) examined a study on the effect of an independent leadership style on organizational performance within the Nigerian Bank in Nigeria. The findings showed that the relationship between success and the style of independent leadership was strong and unproductive in some cases. The study concluded that constructive and inclusive independent leadership styles have positive effects on outcomes and successors. Also, Dallyay and Jalagat (2016) conducted a study in Cavite, Philippines on the implications of the effective management style of managers and heads of departments in job satisfaction and productivity of employees in selected small businesses. The result concluded that, while there is room for improvement, organizations should continue to make greater use of a dictatorial leadership style that enhances staff productivity and the right level of professionalism.

Another study was conducted by Nasir et al. (2014) in leadership style and IPTA Educational leadership and organizational success in the Malaysian region of Klang Valley. The findings of the study concluded that autocratic leadership styles had a significant impact on employee engagement. In addition, Ukaidi (2016) investigated a study on the effect of independent leadership styles on organizational performance in order to explore two Nigerian University leadership styles. It was revealed that the autocratic leadership style has a positive impact on the outcomes of the organization compared to other forms of leadership styles such as democracy and Laissez's leadership style.

Khan & Adnan (2014) in their research focused on autocratic leadership style on organizational performance. They pointed out that autocratic leadership has a strong impact on employee performance, which has led to greater business. Akther (2015) conducted a study to investigate the styles of independent leadership during a meeting in the Bangladeshi hospitality industry. Ten managers were taken from the Dhaka & Chittagong region to take part in the study. The study by Akther (2015) showed that the behavior of these ten managers was characterized by anxiety, anxiety, cultural shocks and job insecurity during meetings and acquisitions.

Democratic Style of Leadership

Democratic leadership is a form of leadership in which party members play a major role in decision-making and focus on the party's position when party members feel empowered. This style of leadership is similar to Theory Y. These leaders do not use a high level of communication and keep subordinates at the same level. A review of the literature reveals that democratic leadership leads to higher productivity, better outcomes, increased party enthusiasm, team cohesion, higher commitment, OCB and better involvement of party members. However, it may take longer to find the commitment of subordinates (Al-Khasawneh & Futa, 2013; Cruz et al., 1999; Malos, 2012; Northouse, 2011).

A democratic leader keeps his or her employees informed of all that affects their work and participates in decision-making and problem-solving responsibilities. Maqsood and Bilal (2013) noted that a leader is a coach who has decided to tune in but comments from staff are taken into account when making decisions. It is a style characterized by high productivity and this high output is maintained for a long time. This is because many employees love the

trust they receive and respond with teamwork, team spirit, and high ethics in a democratic environment. According to Hernon and Rositer (2007), a democratic leader develops a workforce program and allows them to evaluate their performance against inconsistencies. Employees are helped to grow to the limit of their work. Success is also valued and encouraged.

The Democratic leadership style like other leadership style has some problems. It can be most effective when used with highly skilled or experienced staff or when making operational changes or solving individual or team problems. Leadership styles highlight the following as situations in which a democratic leadership style may or may not be used. It can be very effective when a leader wants to inform employees about issues that affect them and a leader wants employees to participate in decision-making and problem-solving.

Also, it can work when a leader wants to provide an opportunity for employees to develop a higher sense of personal growth, job satisfaction and to promote team building and participation. Democratic leadership should not be used if we do not have enough time to get everyone's opinion; it is easy and expensive for a manager to make a decision and the business cannot afford to make mistakes (Chiyem & Adeogun, 2016). Democratic leadership is closely linked to the positive emotions experienced by workers, while independent leadership itself is closely linked to negative emotions. Democratic leaders inspire and motivate workers by clearly articulating a promising and compelling vision for the future.

Men (2010) explain that democratic leaders support workers, encourage workers to learn and develop, and build good working relationships with workers, which nurtures workers with a positive organizational outlook.

Independent leadership rewards (or threatens to be punished) for the conduct of the desired behavior and is highly controlling. This type of leadership leads to compliance and can work in some situations, but there is very little chance of building trust and commitment to the work (Northhouse, 2015) and good organizational evaluation.

In Lewin's study, children in the Democratic Party were less productive than members of the dictatorship, but their contributions were at a much higher level (Cherry, 2015). Also, in a study by Hoyle (2012), he suggested that democratic leaders strive to leave the authoritarian dictatorship to the personal side of a business set. Hoyle (2012) study found that productivity and human relations were highly correlated, and they opened an investigation into informal structures and social systems.

By promoting good social cohesion among workers, Adeyemi (2011) and Val and Kemp (2015) in their study on the effect of democratic leadership explain that a democratic leader promotes a positive work ethic. Democratic leadership treats workers fairly and this produces many positive results, but as explained by Caza, Caza and Lind (2011) those leaders' efforts for justice are often unsuccessful because they emphasize the negative aspects of justice. They tend to emphasize shared justice, although employees may be more concerned with procedural justice and cooperation.

Laissez Faire Style of Leadership

Laissez faire leadership style differs from both Theory X and Theory Y. These leaders use methods that are not close to the fans. Leaders often avoid a sense of responsibility, are not qualified enough, lack leadership qualities and leadership and decision-making skills, are unable to motivate or influence fans,

create communication spaces and lack any form of leadership qualities (Sahaya, 2012). Laissez faire leader does nothing excessively leading to lowering the independence of subordinates (Harper, 2012). These leaders make no effort to encourage their subordinates. Thus, this style of leadership leads to negative consequences: more time in completing the task, frustration among the lower castes, difficulty finding purpose and direction of work etc. (Northouse, 2011).

Laissez-Faire is that style of leadership in which authority and power are given to employees to determine objectives; the manager gives little or no guidance to employees (Richard & Robert, 2009) is sometimes regarded as lacking leadership (Aydin et al., 2013; Bass, 1990; Lam & O'Higgins, 2013) or reflective leadership (Skogstad, Einarsen, Torsheim, Aasland , & Hetland 2007). Simply put, with laissez-faire leadership there is no communication between leaders and followers. Such leaders avoid responsibility, ignore the needs of their followers, provide feedback, and delay decision-making (Bass & Riggio, 2006). Laissez-faire leadership can be the best or worst styles (Goodnight, 2011). Laissez-faire leaders often allow their subordinates to make decisions about their work (Chaudhry & Javed, 2012). This type of leadership can also occur when managers do not have adequate control over their employees (Ololube, 2013).

The laissez-faire leadership style often has ugly tribes. This style of leadership depicts an inert leader who does not want to offend their subordinates (Deluga, 1999). The laissez-faire leadership style emphasizes the staff-oriented attitude discussed at the University of Michigan and at Ohio State University Studies (professional organization). A leader who uses this style fails his employees because he does not give good or bad guidance and does not interrupt

at any time (Webb, 2007). Van-Eeden (2008) asserted that leaders assume that employees will make timely decisions and address any issues that arise (professional organizations).

Also, these are some of the pros and cons of using this style of leadership. It allows team members to develop working relationships in an informal environment and create an opportunity for success by making their own decisions. On the other hand, the team makes the wrong decisions and it is possible for the group to reprimand which could lead to a lack of commitment within the group affecting the process and their motivation (professional organizations). This lack of leadership leads to a lack of action that promotes ineffective leadership (McGuir & Kennedy, 2006).

Transformational Leadership

Transformational leadership means a process of leadership change that involves individuals, groups and an organization. Kuhnert and Lewis (1987) emphasize that revolutionary leadership is made possible when the end-of-life values (internal values) are accepted by the followers and thus reflect a change in the attitudes, beliefs and intentions of the followers. Similarly, Bryman (1992) argued that a change of leadership involves both leaders and followers developing a passion and sense of purpose.

This ultimate goal is one in which the goals and aspirations of leaders and supporters come together in one. Both leaders and followers are transformed by following goals that express the desires they can point to. There is no doubt that revolutionary leadership is of great interest in the study because of its popularity and attractiveness of this style of leadership which has been found to be consistently associated with high performance (Barling, Weber &

Kelloway, 1996; Bass, Avolio, Jung & Berson, 2003; Dvir, Eden, Avolio & Shamir, 2002; Yammarino & Bass, 1990), increased effects related to behaviors such as hard work (Kirkpartick & Locke, 1996), active commitment (Barling et al, 1996), internal motivation (Charbonneau, Barling & Kelloway, 2001) and trust in the leader (Podsakoff et al., 1990).

Good relations have also been reported consistently between national, group, and organizational behavior. In general, these findings have been described as indicating that the behavior of leaders causes the basic values, beliefs and attitudes of the followers to conform to the interests of the organization (Podsakoff, MacKenzie, Moorman & Fetter, 1990). Flexible leaders throw themselves into strong relationships with followers who will feel elevated by them and work for themselves (Krishna, 2001). According to the literature in general there are four elements in leadership change that have a positive impact, motivating motivation, motivating ingenuity, and individual consideration (Nilwala, Gunawardana & Fernando, 2017). Flexible leadership inspires others to a degree beyond what they once thought possible (Bass & Avolio, 1994).

A study by Nguni, Slegers and Denessen (2006) found that transformational leadership influences the organizational commitment, which underpins the subordination of the organization, the goals of the organization and the values. Transformation leaders increase the inner motivation of the lower castes, which stimulates ingenuity, and the intellectual stimulus encourages the lower castes to think creatively (Bass & Riggio, 2006). It is very important that change leaders are able to inspire others to be creative (Bass &

Riggio, 2006). Authors such as Nguni et al., (2006), Emery and Barker (2007) have shown that job satisfaction goes hand in hand with change leadership.

Morrow (2012) suggested that a transformation leader would help promote employee skills, organizational involvement, choice, deployment, and self-awareness. Eisenbeiss, Van Knippenberg and Boerner (2008) investigated the relationship between transformative leadership, new team formation, and innovation support and climate excellence. The results showed that the transformation leadership supports innovation. Renaming deals with climate prominence, so new support enhances team naming only when the weather is favorable.

Moreover, similarly, Gong, Huang and Farh (2009) found that learning direction and change leadership are closely related to employee skills, new climate, or leader job identification. However, the identification of staff and leader and the new climate are associated with the skill of the employee. Lee and Kim (2011) found that transformational leadership is closely related to employee satisfaction in government agencies, and that performance, professional satisfaction and leadership go hand in hand.

Numerous studies have shown that evolutionary leadership is closely linked to human outcomes (Dumdum et al., 2013). According to the results of Yıldız and Özcan (2014), there is a positive link between revolutionary leadership and low art. Moreover, the leadership of change and art are closely related. Most of the developed studies have focused on highlighting the impact of change leadership in lower performance (Bo, 2013; Clifford et al, 2010; Hawkins & Dulewicz, 2009) and organizational performance (Jing & Avery, 2008; Vincent-Höper et al., 2012). The culture of the organization is strongly

influenced by leadership (Girneata & Potcovaru, 2015). Wang and Rode (2010) analyzed the relationship between transformation leadership, job identification and leadership, new climate, and employee skills. In terms of results, transformation leadership has nothing to do with employee performance.

The Concept of Corporate Culture

The corporate culture element that emerged at the beginning of the work of the management academic ethics school in the 40s of the 20th century was also described in the 60s with organizational status and in the 70s as the need to research human factor to gain insight into the informal side of the "dignity" of corporate life (Mullakhmetov, Duferovic & Ahkmetshin, 2018). It is a critical requirement to build a high standard of corporate culture as a requirement for effective and sustainable corporate governance and competition in the current environment (Mullakhmetov, 2016). The 80s of the 20th century were marked by a boom of promoting corporate culture. Cultures receive general recognition as a powerful management tool.

This is due to the success of the Japanese economy, several authors (Ouchi, 1982; Pascal & Athos, 1981) who were connected with Japanese culture. The culture of unity, being one of the most important aspects of organizations, largely determines the functioning of the administration and the administrative resources as a whole (Mullakhmetov, 2013). The level of corporate culture and the characteristics of human capital are closely related and, under the context of their successful cooperation, are the most important variables that enhance the internal strength of the organization (Sharafutdinov, Gerasimov, Yagudina, Dmitrieva, Pavlov & Akhmetshin, 2017). Culture often serves two critical functions in organizations: (1) to bring members together to

know how to communicate and (2) to help the organization adapt to its external environment.

Internal integration refers to the development of integrated ownership that enables them to work together more effectively. External adaptation refers to how an organization meets its goals and how it interacts with external people (Amah & Daminabo-Weje, 2013). Culture helps guide the daily activities of employees to meet specific goals. It enables organizations to respond quickly to customer needs or to competitor months. Nickels et al (2011) also described corporate culture as widely shared values within an organization that provides integration and collaboration to achieve goals. This means that corporate culture brings employees together and enables them to work together to achieve organizational goals. The culture of unity is also defined as a set of values, guiding beliefs, understandings, and ways of thinking shared by members of the organization and taught to new members as specific (Duncan, 1989).

This means that culture is studied not as genetic. The process of learning often continues unknowingly passing on culture from one generation to the next unseen (McShane & Von-Glinow, 2006). It suggests that culture can be changed if the power of the learning process is known. Basic values may include ethics, employee commitment, efficiency or customer service. Hills and Jones (2003) defined corporate culture as a set of values and norms shared by individuals and groups within the organization and that governs the way they interact with other stakeholders outside the organization. Many authors also acknowledge that corporate culture refers to the set of values, beliefs, and values that make up the organization's identity.

The corporate culture is most clearly followed in the process of preparation, adoption and decision-making of management decisions (Mullakhmetov, 2016), and defining the mechanisms for the implementation of management processes in various aspects of the management system (Mullakhmetov et al., 2016; Mullakhmetov, 2015; Krotkova, Mullakhmetov & Ahkmeantoin, 2016; & Thalassinou, 2017). Casson (2006) argues that a working culture has a strong moral content. Ethics can overcome problems legal processes based on consideration of compliance with contracts - which they cannot. A strong culture therefore reduces transaction costs and improves performance - economic success depends on the quality of their culture (Casson, 2006; Cummings, 2010; Giannakopoulou, Stamatopoulos & Thalassinou, 2016; Mullakhmetov, 2013).

In light of the above definitions, one can safely say that a culture of unity means a clear system of beliefs, values and practices, which are held by members of the organization, passed on to newcomers. Cultures seem to determine such things as honesty and responsibility, how employees work and how willing they are to put themselves at risk. It is also a 'cohesive organization' of the psychological system that all members of the organization share (Ahiazu, 1999). McShane and Von Glinow (2006) have described corporate culture as an automated driver that guides employees in ways that are consistent with organizational expectations. It can be seen as a deeply embedded system of social control that directs the decisions and conduct of employees to align with the success of the organization.

This means that organizations with strong traditions targeted in the market place may not need organizational policy manuals, detailed procedures

and rules for it to be effective. In such organizations, people under the line know what to do in most cases because a number of guiding values are clear (Peter & Waterman, 1982). Employees' actions are based on the culture of their company. Company culture often provides an inexpensive alternative to the old system of control and control that is incompatible with today's independent working class.

The level of corporate culture and the characteristics of human capital are closely related and, under the context of their successful cooperation, are the most important variables that enhance the internal strength of an organization (Sharafutdinov et al., 2017). Functional management environments such as sub-system management systems have all their system features. The business culture is most clearly followed in the process of preparation, adoption and decision-making of management decisions (Mullakhmetov, 2016), and defining the mechanisms for the implementation of administrative processes in various aspects of the management system (Mullakhmetov et al., 2016; Mullakhmetov, 2015; Krotkova et al., 2016; Suryanto & Thalassinou, 2017).

Organisational Citizenship Behaviour (OCB)

Organisational citizenship behaviour represents voluntary human behavior and utilization without the request of compensation or legal compensation for restitution and has now become a very new concept in performance analysis (Lian & Tui, 2012). According to George and Brief (1992), the OCB is an important factor in human resource development as organizations can see all the work required to achieve goals without job-defined job descriptions (Chen & Jin, 2014; Perreira & Berta, 2015). The concept of the OCB was introduced by Bateman and Organ (1983) by drawing on the concept of morality as expressed by Katz and Kahn (1966). Examples of OCB staff

include: accepting additional duties and responsibilities at work, working overtime when necessary and assisting juniors with their work (Organ, 1988; Masterson, Lewis, Goldman & Taylor, 1996).

Determining why people are involved in the OCB has taken a lot of research into organizational behavior and social psychology (Brief & Motowidlo, 1986; McNeely & Meglino, 1994). Previous researchers have suggested that there is a relationship between OCB and multiple outcomes, such as satisfaction (Bateman & Organ, 1983); commitment (O'Reilly & Chatman, 1986); theories of fairness (Folger, 1993; Martin & Bies, 1991; Moorman, Rohit & Zaltman, 1993; Tepper & Taylor, 2003) and theories of monetary equality (Organ, 1988).

According to Supriadi et al., (2020) Organizational Citizenship Behavior (OCB) is defined as behavior that enhances values and social maintenance and a psychological environment that supports work outcomes. The OCB indicator consists of five things. Altruism, which shows a person who is more concerned with the interests of others than personal interests. Courtesy, which shows a behavior of helping others voluntarily which is not their duty and obligation? Sportsmanship, which shows a willing / tolerant behavior to survive in less than ideal or uncomfortable situations without complaining. Civic Virtue, which shows a behavior that is involved and takes responsibility for the survival of the organization. Conscientiousness, which is showing voluntary behavior to improve his work creatively so that the organization can increase and exceed the minimum required limits.

By choice, Organ (1988) described this behavior as a behavior "not a requirement for role-playing or a legitimate definition of work... ethics is a

matter of personal choice". This concept has also been described as work in addition to the official definition of work and conduct that assists an organization, but has not been officially defined by the organization (Batool, 2013). Also, while the OCB is a new concept in organizational research, it brings forward the oldest human character of volunteerism and community service and assistance where needed, without any request for payment or compensation. In the view of Organ OCB it is defined as the positive steps of other employees to improve productivity and cohesion in the workplace more or more of their work and organizational responsibilities (Hodson, 2002). Organ (1988) saw certain specific behaviors: self-sacrifice, conscience, sport, respect, and social well-being as national ethics for organizations. This behavior is described below in detail.

- a. **Altruistic behaviours:** Altruistic is a somewhat broad term for behaviours that could be viewed as simply helping a co-worker or subordinate. This includes helping a new employee learn how to use the copying machine, helping a co-worker who is behind in work, or offering advice. Organ (1988) defined this as “discretionary behaviours that have the effect of helping a specific person with any organizationally relevant task or problem”.
- b. **Conscientiousness:** A second type of OCB relates to the “various instances in which organizational members carry out certain role behaviours well beyond the minimum required levels” (Organ, 1988). Some of the examples suggested by Organ (1988) include outstanding attendance, helping to maintain the cleanliness and order of the work environment, and other ways to preserve the resources of the

organization. Altruistic behaviours are those in which the behaviour is directed to an individual, while conscientiousness is a behaviour directed to the workplace or work group as a whole. An example might be to clean an employee refrigerator. Citizenship behaviours benefiting an individual, as well behaviours benefiting the overall work environment, are necessary for an effective workplace to exist.

- c. **Sportsmanship:** A third factor is one that Organ (1988) was unable to define in a positive term, but rather as an absence of negative behaviours. Every manager or administrator recognizes this behaviour and, perhaps to a greater extent, recognizes the lack of sportsmanship. Organ (1988) further stated that those participants who demonstrate sportsmanship 76 avoid complaining, petty grievances, railing against real or imagined slights, and making a federal case out of small potatoes.
- d. **Courtesy:** Courtesy is the act of helping the organization by communicating upcoming events to individuals or departments impacted or involved with some organizational activity (Organ, 1988). Examples of this might be to call human resources before an unhappy employee comes to meet with them or to let the production department know of a large order. Courtesy differs from altruism; altruism is working to solve a problem that exists, while courtesy is working to prevent or minimize a problem.
- e. **Civil virtue:** Organ (1988) described the goodwill of society as an active participation in the political life of an organization. This may sound frustrating and an attempt to influence workers to make public political decisions depending on their employment, but it can also be reflected in

behaviours such as attending organizational meetings, studying policies and taking action, commenting on proposed changes, and speaking (Takeuchi, Bolino, & Lin, 2015). An employee may demonstrate the goodwill of the community by participating in the organization's citizenship, such as the United Way or other employer-sponsored community activities.

Since the OCB is useful to the organization, it makes sense for leaders to look for ways to promote the OCB within its employees (Batool, 2013; Chen & Jin, 2014). The OCB can improve the life of an organization, both at the organizational level and within the individual level among employees (Perreira & Berta, 2015). The OCB can improve organizational performance by allowing employees to innovate, manage resource changes, and increase flexibility. Chipps, Prieto, and Deis (2015) found that leaders who do not have strong personality traits that often promote OCB, such as conscience or openness of experience, can use ideology to overcome those potential shortcomings and build a sense of human dignity by taking the image they present to employees and still receive additional job promotion. OCB is rationally operationalized in the contest of this study in terms of Altruistic behavior, conscientiousness, sportsmanship, courtesy and civil virtue. Additionally, it is recommended that there are statistically significant positive correlations between leadership style and OCB among nurses and administrative staff at the Effia-Nkwanta Regional Hospital.

Empirical Review

Leadership styles and Organisational Citizenship Behaviour

Podsakoff et al. (2000) emphasizes that the leadership style displayed by a leader is an indication of the willingness of their subordinates to engage in moral support and plays an important role in attracting the OCB to their subordinates. According to Wang et al. (2005), the theory that the Leader Member Exchange (LMX) is intended for dyadic exchanges between leader and follower. When leaders convey expectations to their followers and offer them tangible and intangible rewards, their subordinates feel obligated to repay this good treatment and are encouraged to take on additional moral roles. Perhaps a number of ideas point to aspects of leadership; there is an influence on the use of multi-style leadership (Harper, 2012). Therefore, this study uses a multi-faceted leadership style by analyzing the influence of Laissez's independent, democratic style of leadership on the OCB.

A review of related literature reveals that the leadership style has a positive relationship with OCB of an organisation (Al-Khasawneh & Moh'd Futa, 2013; Desky et al., 2020; Ho, & Le, 2020). However, in this study conducted at the Effia-Nkwanta Regional Hospital, the main concern is the influence of leadership styles (autocratic, democratic, Laissez faire and transformational leadership) on the OCB (Altruistic behaviours, Conscientiousness, Sportsmanship, Courtesy and civil virtue). Transformational leadership styles have a strong influence on organizational performance and especially on the willingness of subordinates to participate in the OCB (Dartey-Baah, & Addo, 2018). The leader enables the subordinates to act as direct stewards and to satisfy their needs at the same time. The leader

conveys the organisation's vision, purpose and objectives in a clear and concise manner, thereby enhancing innovation and innovation to provide a sustainable competitive advantage in today's global market (Al-Khasawneh & Futa, 2013).

The study was conducted by Lucey (2017) to identify the relationship between the leadership style of managers in residential care institutions and the organization citizenship behavior of residential care staff. The research questions focused on the link between leadership styles and organizational citizenship behaviour (OCB) with a second focus especially on transformation leadership. Residential caregivers in three districts working in 65 institutions within one organization completed 2 surveys: the Multifactor Leadership Questionnaire and the Organizational Citizenship Behavior List. 49 completed returns returned. The leadership style in practice was consistent with OCB in 2 defining the following factors: emergency reward $r(42) = .424, p < .001$ and different / active managers $r(42) = .417, p < .001$. The transformational leadership style was in line with the OCB's 4 defining sub-factors: good character $r(42) = .388, p < .001$, steel inspiration $r(42) = .417, p < .001$, positive influence $r(42) = .395, p < .001$, and per consideration $r(42) = .371, p < .005$.

These findings have never been previously reported in mental health care accommodation settings. The overall availability of this study is limited by sample size and scope, since employees come from institutions under one business organization. Community care was part of a positive social change in mental health care, giving the mentally ill a chance for an improved, community-based life. The study initiated a process to ensure that sufficient evidence-based information and professional staffs are available to lead meaningful work for vulnerable people; additional study is recommended.

Another study was conducted by Malik, Saleem and Naeem, (2016) to examine the relationship between leadership styles and OCB of organizations in telecommunications companies operating in Pakistan. Three popular leadership styles including autocratic leadership style, democratic leadership style and Laissez leadership style have been identified and their relationships explored with the OCB of organizations in Pakistan's three largest telecommunications companies. The standard multiple regression analysis and ANOVA were used in data collected from 72 leaders and subordinates of 144 to test the hypothesis of the study. The result of the study revealed that there is a significant difference in leadership styles across all telecommunications companies.

The findings of the study by Malik, Saleem and Naeem, (2016) indicated that there is strong positive relationship between leadership styles and organizational citizenship behaviour. This study demonstrates that leadership styles significantly contribute to augment the organizational citizenship behaviour. Democratic leadership style stimulates more organizational citizenship behaviour among the employees. However, autocratic leader is unable to stimulate the feelings of helping others due to its task-oriented nature. Furthermore, Laissez faire leadership style has a very weak relationship with organizational citizenship behaviour.

In a different study carried out by Eltarhuni, Alhudiri, Almanfi and Elbakosh (2020), the study investigated the impact of leadership styles on organizational citizenship behaviours among employees working at hospitals. The study aimed to determine the relationship between leadership styles and organizational citizenship behaviour. This study was a correlation cross-

sectional design. Data collected from employees at Pediatric hospital was analysed with SPSS version 25.0. 55 set of survey questionnaires were distributed and only 39 questionnaires were completely filled up. Response rate was 70.9%. ANOVA, correlation coefficient (Pearson) and multiple linear regressions were used for analysis. Three types of leadership styles (autocratic, democratic and laissez-faire) were used at the targeted hospital, whereas the dominant leadership style was democratic leadership followed by autocratic and laissez- faire leadership style.

The result of the study by Eltarhuni, Alhudiri, Almanfi and Elbakosh (2020) also showed that all organizational citizenship behaviour dimensions were favourable. Regarding to correlation, the findings of the study indicated that there was a positive and significant correlation between democratic leadership and organizational citizenship behaviour in the studied population ($r=.585$), where the laissez- faire leadership had relatively weak correlation with organizational citizenship behaviour ($r=.435$) and autocratic leadership was negatively correlated with organizational citizenship behaviour ($r=-.140$).

Corporate Culture and Organizational Citizenship Behaviour

Mohanty and Rath (2012) investigated the relationship between corporate culture and OCB in three different industries. Their results have shown good communication between all aspects of the culture of solidarity with the OCB. Despite the differences between the unions, the alliances were very good and this was due to the strong traditions in the investigative organizations that made the workers agree and therefore join the OCB.

Ameer (2017), in his study examined the impact of corporate culture on employee performance and the ethical conduct of corporations in banks. The

purpose of the study was to determine the extent to which the company's culture had influenced the performance of affected employees and the organization citizenship behaviour (OCB) in banks. The focus of the study was to provide researchers with valuable information and to understand the factors that affect the performance of employees and OCB in banks. To collect data, 150 questionnaires were distributed among respondents and 100 questionnaires were collected and used to analyze results with SPSS version 23.0. A simple sample method was performed and the collected data was analyzed by combination analysis and retrospective analysis.

The results of the study by Ameer (2017) show that the size of the corporate culture has a significant impact on the performance of employees and the OCB. The results of the current study by Ameer (2017) will not only increase employee performance but also directly and indirectly affect other outcomes related to corporate culture, employee performance, and OCB as an organization. The banking sector should adopt such strategies that promote individual performance. The banking sector should promote a culture of independence, not a collection of things because social culture is independent and people want to work as individuals. When the energy level is high in organizations, it affects staff performance. Future investigators could include other variables that affect the performance of employees and the OCB.

In the study of Ghashghaeinia and Hafezi (2015), they examined the relationship between corporate culture and national ethics as an organization among the staff of the Islamic Azad University of Fars. The research method was described (consistent) and applied. The population includes all employees (administrators, officers, and intelligence members) of the first regional units of

the Islamic Azad University of Fars. Sample size was estimated using Morgan's table to be 351 participants and a random sampling method was used. The data collection tool was the "Organ" questionnaire of national ethics by Abraham's alpha 0.84 alignments, Abraham's organizational cultural questionnaire at alpha coefficient 0.85, based on a 5 degree Lickert scale and a binary checklist. The data collected was analyzed according to descriptive statistics such as intermediate indicators and trends, as well as baseless data such as KS test, coefficient of Spearman integration, Kruskal-Wallis, Friedman and dual distribution using SPSS and Excel software.

The results study of by Ghashghaeinia and Hafezi (2015) showed that there was a positive correlation between the company's cultural characteristics that included aspects of the organisation's national ethics in the people being studied. Higher functioning of national ethical frameworks as objects of respect and consideration; and the things that did not work best were those of the good of the organization. The highest performance among the cultural aspects of the organization is due to new strategies and limited performance to the task challenge. The level of corporate culture and corporate national ethics that differs from executives, executives, and members of intelligence. Finally, eleven practical suggestions are given to expand corporate culture through organisational citizenship behaviour.

Leadership Style and Corporate Culture

Sürücü and Yeşilada (2017) conducted research on the influence of leadership style on corporate culture. The questionnaires were used using a sample method with scenes of 156 out of 253 employees as the total number of employees (N = 156) of a manufacturing organization operating in Kocaeli,

Turkey. After explaining the theoretical framework regarding corporate leadership and culture, the findings of the field study were presented. The research by Sürücü and Yeşilada (2017) showed that a competent leadership style is a leadership style that has a major impact on corporate culture and a leadership style has no influence on the current organizational culture.

Another study was also reviewed by Omira (2015) to examine the effect of corporate culture and leadership styles on the performance of Saudi Arabian public companies, using mediators of organizational commitment and job satisfaction. In this quantitative study, separate data were obtained of 400 employees working in 16 departments of the Saudi Arabian government. The findings reflected the full mediation of the organisation's commitment to the relationship between corporate culture and organizational performance, but the organisation's commitment was found to mediate the relationship between leadership styles and organizational performance.

In Omira (2015) study, no mediation of job satisfaction was found in the relationship between leadership styles and organizational performance and the relationship between corporate culture and organizational performance. Findings can be added to existing documents by combining elements that can enhance the organization's performance. Based on the findings, the study recommends that civil society organizations in Saudi Arabia develop their corporate culture and appoint responsible executives for trade and transformation. In doing so, employee commitment is enhanced, resulting in a positive and significant impact on the performance of the organization.

In the study of Hinds (2019), using Avolio and Bass' thinking of transformational leadership as a theoretical basis, the aim of this study was to

explore corporate cultures, leadership styles, and the commitment of nonprofit employees to 1 major organization in the United States. Research data was collected (N = 100) by a device that included Cameron and Quinn's Organization Assessment and Avolio and Bass's Multifactor Leadership Questionnaire. These data were analyzed using descriptive statistics to examine the organizational culture associated with the leadership style. Statistical analysis in the study examined corporate culture for each leadership style. There were differences in the corporate culture ratio between leadership styles, which were measured using the coefficients of variation.

Significantly, when the participants saw the leader showcasing the characteristics of a dynamic leadership, there were also a number of positive ideas of corporate culture in those groups. The implications of the study by Hinds (2019) for positive social change from research include recommendations to organizational leadership to identify employees' backgrounds, cultures and practices, and to determine the appropriateness of organizational culture. These recommendations can increase participation and satisfaction in the workplace, thereby reducing profits, increasing profits and contributing to the organisation's commitment, which has resulted in more productive employees.

Leadership Styles, Corporate Culture and Organisational Citizenship Behaviour

Researchers have identified various factors that influence organizational citizenship behaviour of which leadership is an important one. Empirical support for the relationship between leadership style and organizational citizenship behaviour can be found in various research studies mainly derived from non-educational context (Podsakoff et al., 1990; Smith et al., 1983; cited

in Nguni, Slegersb & Denessen, 2006). Prior research provided consistent support for a positive relationship between leadership, OCB and corporate culture across different settings (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Several empirical studies offer strong support for the idea that the most effective leaders in organizations should understand the nature of influence, “what” influence tactics are available to them, and “how” and “when” to use those tactics (Kaplan, 1986; Kipnis & Schmidt, 1988; Mowday, 1978; Schilitand Locke, 1982; Yukl & Falbe, 1990).

Again, these works seem to infer that influence is important in all human relationships. Graham (1988) and Podsakoff, MacKenzie, Moorman and Fetter (1990) have indicated that superior’s leadership style and subordinates’ OCB are inter-related. Inappropriate leadership styles may trigger negative sequences, which might further increase the sensitivity and susceptibility to misunderstanding that may lead to organizational dysfunction such as decline in work performances, absenteeism and high turnover (Lamude, 1994; Motowidlo, 2003). Thus, prevention of subordinates’ negative outcome is important visa-vis the use of different leadership styles. Leaders have to appreciate their function in maintaining a corporate's culture. This would in return ensure consistent OCB between members of the organization, reducing conflicts and creating a healthy working environment for employees (Ogbonna & Harris, 2000).

A study conducted by Puni and Damnyag (2016) was to empirically examine the effect of leadership style and corporate culture on organisational citizenship behaviour. The research adopted a cross sectional correlation design and multiple regression analysis to investigate the effect of the independent

variables of leadership style and corporate culture on the dependent variable of OCB. Primary data was collected by the use of questionnaires adopted from Ogbonna and Harris (2000) with a reliability rate of 0.8 from 150 respondents conveniently sampled from 15 government ministries. The results from the statistical analysis show that all leadership styles (autocratic, democratic, and laissez faire) had significant positive effect on OCB with democratic leadership style contributing ($\beta=.251, P<.01$).

The study by Puni and Damnyag (2016) argued that all corporate culture dimensions (innovative, bureaucratic, and competitive) had significant positive effect on OCB, however bureaucratic culture recorded the highest contribution ($\beta=.267, p<.01$). In all leadership style contributed 28% while corporate culture accounted for 40.2% of OCB, confirming the assertion that leadership is largely responsible for the cultural formation process, but the resultant culture is principally responsible for corporate performance. The study recommends effective leadership style that creates healthy corporate cultures for sustainable OCB.

Lessons Learnt from Empirical Review

A close scrutiny of the revised studies indicates none of such studies was conducted in Ghanaian context which warrants conduct of this very study. Most of the studies used structured questionnaire for the collection of the primary data collection hence the need for similar instrument approach to be implemented in the context of this study. The use of SPSS for the primary data processing was common among the studies hence the use of SPSS (version 25.0) for the primary data processing in this study.

Since most of the studies employed regression for assessing the impact of the various independent variables on the dependent variables, similar statistical tools were applied for assessing leadership style and organizational citizenship behaviour at Effia-Nkwanta Regional Hospital: taking in recognition the mediating role of corporate role. The empirical review also demonstrated that internal consistency for the scales that were used for the measurement of the constructs was measured with the Cronbach's Alpha hence the use of Cronbach's Alpha for the internal consistency of this scale in this context of study was used.

Conceptual Framework

Based on the overall impulse of the study, theoretical expositions, objectives formulated and interrelationships established among the construct, the conceptual framework has been developed to guide the research focus of the study. Per the conceptual frame, the study proposes that leadership style (Independent variables) at Effia-Nkwanta Regional Hospital by the management of the institution can cause employees to improve their OCB considering the mediating role of corporate culture.

In the same way, it is also anticipated that leadership style (Independent variable) also predicts positively to the variance in organizational citizenship behaviour (Dependent variable). However, the study proposes that supportive corporate culture mediates the relationship between leadership styles and OCB. Thus, the presence of corporate culture could help to better explain the effect of leadership styles on OCB among the workers in the context of the study. These propositions are presented in Figure 1.

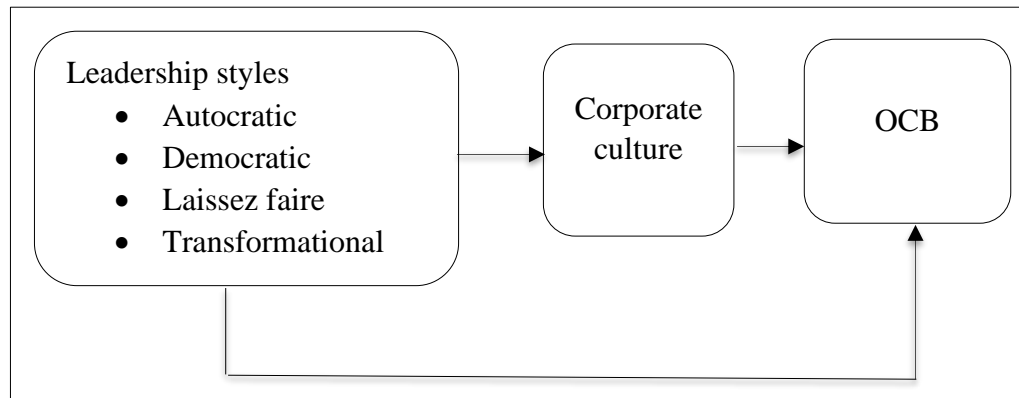


Figure 1: Conceptual Framework

Source: Field survey, (2020)

Chapter Summary

This chapter has provided information relating to literature review in the light of the central theme of the study. Special attention was given to theoretical perspective, conceptual issues, empirical review and conceptual framework. The essence of this chapter is to provide literature support that can provide grounds for testing empirically, the specific objectives of the study, comparing the findings to previous empirical claims and providing enough information for understanding of key concepts in the study.

CHAPTER THREE

RESEARCH METHODS

Introduction

The research methodology section of this study describes the methods and procedures that was used and followed in conducting the research. Research methodology represents the systemic investigation aimed at solving research problems (Maxwell, 2012; Kothari, 2004). According to Mishra and Alok (2011), research methodology is the science behind how a particular research activity is carried out. It spells out the systematic steps taken in studying a particular research problem. Since the study is meant to assess the influence of leadership styles and corporate culture on organizational citizenship behaviour at the Effia-Nkwanta regional hospital, it becomes eminent for a well-organized scientific enquiry to be followed so as to provide justifiable grounds for validating the reliability and accuracy of processes, procedures, methods and findings of this study.

This section presents a description of the research approach and research design, the study area, the population, and the sample size and sampling technique which are used for the research. It also provides a vivid description of data sources, data collection instrument, data collection procedure, as well as procedures for data processing and analysis.

Research Design

According to Potwarka, Snelgrove, Drewery, Bakhsh and wood (2019) research design is considered as a set of arrangements made to collect and analyze data in a way that seeks to integrate compliance with the purpose of the research process and economics. Williams (2007) also described the structure

of the study as “a system, structure and strategies and an integrated investigation to ensure query inquiry and diversity control” as stated in Zikmund (2000). According to Young and Javalgi (2007) a master plan that describes the process and methods for obtaining and analyzing the required information is considered a research design.

Various explanations provided by Zikmund (2000), Zikmund, Babin, Carr and Griffin (2012), Williams (2007) and Young and Javalgi (2007) have shown that the building of research involves a systematic way in which relevant information is analyzed and interpreted economically and procedure form. It is therefore a concept of data collection, measurement and analysis. The research design should be quickly identified and the research problem selected and organized, the objectives of the research are well defined, the concepts and problems are well defined and the research ideas are well documented (Zikmund, 2000). Akhtar (2016) revealed that research design involves a systematic approach in which the right information is collected analysed and interpreted economically and with procedure.

The study used an explanatory research design as a result of scientific research supporting this research. Thus, driven by the concept of causal relationships between constructs - leadership styles and corporate culture (Independent variable) and OCB (variable dependency). Explanatory studies are presented by research ideas that describe the nature and direction of the relationship between study variables. In line with Zikmund Carr, Babin, and Griffin (2013) explanatory research design is performed for you to discover the volume and nature of cause-and-impact relationships. Potwarka, Snelgrove, Drewery, Bakhsh and wood (2019) further restated that the premises of

positivism research paradigm are to institute cause-impact relationships. Positivists pursue for consistencies to make predictions and installed scientific rules.

On the premise of this, there may be the opportunity that the universe may be analyzed with scientific strategies (Viotti & Kauppi, 2019). This research is naturally a causal study. The primary purpose of explanatory research is to explain why things happen and predict future events (Potgieter, Ferreira, & Coetzee, 2019; Wipulanusat, Panuwatwanich, Stewart, & Sunkpho; Malhotra, 2015). One thing that informs the decision to use an explanatory research design is that it aids the logic of cause-impact association amongst the variables of interest accordingly. (Asad, Hassan, Sherwani, Abbas, Shahbaz, & Soomro, 2019).

Research Approach

The study adopted the quantitative research approach. This is because the measurements of the items in the scale were numerically rated by the respondents based on predetermined rating scales (5-point Likert scale). Besides, per the nature of the primary data required, design of the data collection instrument, research objectives, statistically application for data processing, statistical tools for data analysis as well as the theoretical foundation of the study, the adoption of quantitative research design becomes most preferred an obvious option in the face of both qualitative and mixed research approaches.

According to Creswell (2014) quantitative approach deals with explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics). Quantitative research approach is a research strategy that quantification in the collection and analysis

of data (Bryman, 2012; Lincoln & Guba, 1985). Quantitative methods (normally using deductive logic) seek regularities in human lives, by separating the social world into empirical components called variables which can be represented numerically as frequencies or rate, whose associations with each other can be explored by statistical techniques, and accessed through researcher-introduced stimuli and systematic measurement (Rahman, 2017).

This approach usually begins with data collection based on hypothesis or theory and is followed by the use of descriptive statistics (Shekhar, Prince, Finelli, Demonbrun & Waters, 2019, Tashakkori & Teddlie, 2010). Measurement methods are often described as environmentally friendly, in the sense that assumptions from statistical tests lead to general assumptions about demographic characteristics. Calculation methods are also often seen as assuming that there is only one "truth" present, independent of human perception (Galli, 2019). Quantitative findings may be made for the general public or minority because it includes a larger randomly selected sample (Carr, 1994).

Study Area

Effia Nkwanta Regional Hospital was established in 1938 as a Military Hospital in World War II by the then British monarchy in Takoradi. The main purpose of establishing the hospital was to treat recruited Soldiers sent from various camps across the country who fell ill during the difficult and final training of the War. Takoradi was chosen as the last training camp because it had the only port on the Gold Coast at the time, Ghana and a gateway to the army. The hospital is located on a hill and lies about 500 meters from the sea. It covers an area of 202 hectares and shares boundaries with Adiembra Road in

the north and Poasi Road in the South. Its East and West borders are Essaman Road and West African Mills II respectively. It has a tropical climate with an average rainfall of 70mm.

When World War II ended in 1945, the Effia-Nkwanta Military Hospital was handed over to the Gold Coast colony in 1948 by the military authorities. The surrender, however, forced the old Sekondi Hospital to eventually relocate to Effia-Nkwanta Hospital. The hospital has made a lot of progress in terms of face lift after Ghana's independence in 1957. Some of these improvements are: -Construction of an Outpatient Department to provide six consulting rooms, the Laboratory, Casualty and Records Department at the bottom of the hill. From the Outpatient Department to the main building at the top, a serious case was also built on both sides of the deduction case, the ENT Departments, Dental, Dispensary, Injection / Dressing and the Oral Rehydration Department (now Adolescent Unit) and were built. A new Public Health Research Laboratory has been built.

There is also a Physiotherapy Unit that treats patients who have been shown exercise and a large building on the hill, which gives a very good view of the hospital. The main hospital building on the hill is made up of an old two-story building, Tower and Service blocks. The old block contains Ward B (Paediatrics) on the first floor. The ground floor also has Ward C (Male Medical), Ward D (Male Orthopedic), Ward A (Female Medical) and Orthopedic Theater. There are offices and other departments / units also under the old block which are the Health Information Offices, the NHIS office and the Accounting Department. There is a newly created Casualty department with Laboratory Services. Tower block oversees the Department of Pregnancy and

Surgery where services block the housing of other facilities such as X-ray, Pharmacy, Catering, Laundry and Administration.

Other Units of Buildings, Procurement and Transportation. The others are the Accounts Office, Nursing Administration, CSSD, Stores, Maintenance and Equipment Technologist Office. On the left side in front of the building is larger than the Blood Bank Center which serves both the Western and Central regions. Adjacent to the Blood bank building is a building overlooking the Department of Hospital and Social Services. Behind the main building, there is a Mortuary. There is an access road that connects Poasi Road south to Adiembra Highway north of Nursing Training College and to the hospital. Effia Nkwanta Hospital is a Western District Hospital and used to be the third largest hospital in the country after Korle-Bu and Komfo Anokye Teaching Hospital. It has a bed capacity of 359 and a staff of about 1,000.

The hospital operates in the Metropolis of Sekondi-Takoradi with a population of 365,000 and also oversees referrals for both Western and Central regions. The hospital is headed by a Medical Director supported by the Head of Administration and other members of the administration. The Deputy Director of Nursing Services is responsible for the management of nurses. The Hospital Manager is responsible for the day-to-day running of the hospital, including organizing the Manpower, Budget and expenditure management and general coordination of services.

Population

Population according to Amrhein, Trafimow and Greenland (2019) consists of the entire group of persons who are of interest to the researcher and who meet the criteria that the researcher is interested in studying, or a set of individuals having some common characteristics. According to Saunders, Thornhill and Lewis (2007) population is the full set of cases from which a sample is drawn. Population can be seen as the target group about which the researcher is interested in gaining information and drawing conclusion (Leedy & Ormrod, 2010; Robson, 2002). The population included all the total number of permanent employees of the Effia-Nkwanta Regional Hospital. An estimated 250 permanent staff of the Effia-Nkwanta Regional Hospital constituted the target population (Division of Human Resource, Effia-Nkwanta Regional Hospital, 2019). This targeted population includes nurses and administrators excluding all doctors, cleaners and drivers. Nurses and administrators were chosen for the conduct of the study because they possess the required characteristics needed for this kind of study. The nurses and the administrators were made up of both senior and junior staff.

Sampling Procedure and Sample

Sampling is a statistical approach of acquiring a representative population to take information or data concerning a whole population by analyzing only a portion of it (Babbie, 2007). Sampling has also been referred to the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population (Strouse, Donovan & Fatima, 2019; Malhotra & Birks, 2007; Bassey, 1995). According to Bryman (2009) sampling

is very essential because, in almost all cases, it is not possible to study all the members of a population.

Three basic types of sampling techniques exist. These are non-probability sampling, probability sampling and mixed approach sampling techniques. According to Buchanan and Bryman (2009) in non-probability sampling, not all the members of the population have the opportunity to be selected for the sample. The definition of a non-probability sampling technique defines the population that will give a reliable inference about a population. Non-probability sampling techniques include convenience sampling, quota sampling, network sampling and purposive sampling. Probability sampling on the other hand, has its elements having equal chance or opportunity of being selected for the sample.

This sampling technique tends to increase the likelihood of achieving the aim of choosing members that precisely represent the entire population from which the members were chosen. Probability sampling technique includes simple random, stratified, cluster or multi stage sampling (Cavana, Delahaye, & Sekaran, 2001). Estimating the extent of probable success is the main aim of the probability sampling technique. As a result, probability theory serves as the basis for a member of a population to be included in a sample. Mixed sampling technique, according to Wurtz (2015) is a sampling strategy whereby the combination of non-probability and probability sampling techniques are employed at different stages in a research.

Before sampling, it is important for the sample size to be determined first. Based on the targeted population size of 250, a minimum sample size of 154 employees of Effia-Nkwanta regional hospital was selected to participate

in the study through a random sampling technique. Sampling was necessary in this study because sampling allows a step by step approach of choosing a few respondents from a larger population to be used as a basis of estimating the prevalence of information of interest to one (Kumar, 2011).

The sample size was selected based on the sample determination formula by Yamane (1967). The formula is given as; $n = \frac{N}{[1+N(e)^2]}$

$$n = \frac{250}{[1+250(0.05)^2]} = \frac{250}{[1+0.625]} = \frac{250}{1.625} = 153.8462 = 154$$

Where n = sample size; N = sample frame; and e = margin of error. A margin of error of 5% as suggested by Yamane (1967) was applied.

The choice of this sampling formula was necessitated by the fact that it provides the chance for the researcher to meet the sampling requirement $[(n > 50 + 8$ (Number of independent variables)] proposed for regression analysis in social science research (Carr, 1994).

Simple random sampling technique was used for the selection of the respondents from the sampling frame. Unique identification numbers were generated for all the elements in the sampling frame and through the lottery method, the qualified respondents were randomly selected through hand-picking method (Lohr, 2019; Mohammed, Ibrahim, Siri & Noor, 2019; Sharma, Hickman & Nassir, 2019). This gave each respondent equal chance of selection (Kim & Wang, 2019; Kadilar & Cingi, 2006; Vijayalakshmi & Sivapragasam, 2019) and also supported the parametric approach to analyzing the primary data (Choromanski, Pacchiano, Parker-Holder, Hsu, Iscen, Jain & Sindhvani, 2019).

Data Collection Instrument

Primary data collection was done through structured questionnaire. Questionnaire is a formalized set of questions for obtaining information from respondents (Singer & Couper & Peterson, 2017; Malhotra & Birks, 2007). Young and Javalgi, (2007) provided that surveys using questionnaires are the most widely-used data-gathering technique in research and can be used to measure issues that are crucial to the management and development of businesses (Malhotra & Birks, 2007). The closed ended questions require respondents to choose from among a given set of responses and require the respondents to examine each possible response independent of the other choice.

The close-ended items employed checklist (a list of behavior, characteristics or other entities that the researcher is investigating), Likert scale (which is more useful when behaviour, attitude or other phenomenon of interest needs to be evaluated in a continuum) dichotomous questions and multiple-choice questions (Leedy & Ormrod, 2010). Generally, McColl (2005) posits that there are distinct advantages in using questionnaires rather than interview. Data analysis is made easier and straight forward when structured questions are used for primary data gathering. The researcher's decision to use questionnaire stemmed from the fact that it is the best method by which reliable information can be obtained from a large population. This is supported by Taylor, Sinha and Ghoshal (2011) who asserted that the use of questionnaire is a sensible way for data collection if factual information is needed from substantial number of people.

A 5-point Likert scale was used to measure the opinion, attitude and behavior of the respondents regarding the questionnaire items. A Likert scale is

an ordered scale from which respondents choose one option that best aligns with their view. The 5-point likert scale was used in this study because it is often used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular question or statement. The scale in which responders specify their level of agreement to a statement was typically in five points: (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

The questionnaire was made up of four subdivisions. These subdivisions were in line with the specific objectives of this study. Section A of the questionnaire measured the Demographic data of the respondents and had three variables in all. Section B of the questionnaire measured the leadership style of respondents. The leadership styles construct had four major indicators which included autocratic leadership style (with 5 indicators/items), democratic leadership style (with 5 indicators/items), laissez faire leadership style (with 7 indicators/items), and transformational leadership style (with 5 indicators/items). In a similar fashion, section C of the questionnaire measured the corporate culture of the respondents which comprised of 10 indicators/items. Finally, the section D of the questionnaire measured the organizational citizenship behaviour of the respondents. These items were included in the instruments based on the specific objectives of the study. Again, the instruments of the questionnaires were adopted. It also comprised of 15 indicators/items. The questionnaire is presented in Appendix A.

To ensure the validity of the constructs, extant empirical review was carried out and this informed the choice of the items that were included in the scale. Again, initial scale that was developed was administered to 5% of similar

sample size from Cape Coast metropolis. Detailed discussion was done with these respondents which then informed the alteration of the scale. This procedure was based on the recommendation presented by Keesler and Fukui, (2020). After this, the questionnaire was submitted to the supervisor for more clearing up and authorization. Again, to ensure the reliability of the scale, Principal Component Factor Analysis was piloted where the results of Kaiser-Meyer-Olkin [KOM] measure of sample adequacy and Barlett's Test of sphericity proved helpful. The factors created were then evaluated in terms of their reliability through the internal consistency approach as measured by the Cronbach's Alpha.

Validity and Reliability

In order to ensure content validity of the instrument, the study ensured proper definition measuring items, scale scrutiny by experts and scale pre-testing. These were in line with the principles of McDaniel and Gates (1996). Reliability and validity are two key components to be considered when evaluating a particular instrument. The level of the reliability of an instrument is measured by Cronbach's Alpha value (Saunders & Lewis, 2012). As posited by Pallant (2016), Cronbach's alpha coefficient for variables is generated to validate the reliability of the instrument. Pallant (ibid) also indicates that scales with a Cronbach's alpha coefficient of 0.70 and above are considered reliable. However, studies such as Boohene, Agyapong and Asomaning (2012) support coefficient of 0.5. The results of the pre-test were used to assess the reliability of the instrument. The result is presented in Table 1.

Table 1: Questionnaire Items and Their Reliability Coefficients

Variable	Questionnaire Items	Cronbach's Alpha
Leadership Style	22	0.603
Corporate Culture	10	0.607
Organisational	15	0.601
Citizenship Behaviour		

Source: Field survey (2020)

Table 2 provided the values of Cronbach’s alpha for all the variables. It appears from the table that the values of Cronbach’s alpha ranged between 0.601 and 0.607. These values are all well above the minimum value of 0.50. In this case, based on the criteria of Boohene, Agyapong and Asomaning (2012), it can be concluded that all the items of measurement showed a high level of reliability and have an acceptable level of reliability.

Data Collection Procedure

Permission for the data collection exercise at the Effia-Nkwanta regional hospital was sought from the authority of the hospital when a letter was issued by the Graduate School of School of Business in University of Cape Coast was sent to the hospital’s authority. Permission for the primary data collection was then granted. The sampling frame was then made available to the researcher. The purpose of the study was explained to all participants. Consent of the respondents was sought. Date for questionnaire distribution to the participants were set on some agreed terms. The terms were that respondents will answer the questionnaire during their break time and they will not be forced to answer any question don’t understand or agree to.

The drop-and-pick survey approach was adopted. The questionnaire was self-administered to the respondents. Trained research assistants also supported the primary data collection exercise. The above procedures helped the researcher to collect the required data need for the analysis of the research objectives. The survey was administered on 1st July, 2020 and collected on 30th September, 2020.

Response Rate

In this study, the sample size was one hundred and fifty-four (154) employees. This means that a total of 141 questionnaires were issued from which 154 were filled and returned which represents a response rate of 91%. This means 13 (approximately 9%) was not returned as it can be seen in Table 2.

Table 2: Response Rate

Questionnaire	Count	Percentage (%)
Returned	141	91
Non-Returned	13	9
Total	154	100

Source: Field survey (2020)

The 91% return rate was considered to be satisfactory based on Mugenda and Mugenda (2008) who opined that a response rate of 50% is enough for analysis and reporting; a rate of (60%) is good and a response rate of (70%) and over is excellent. The high response rate was accredited to the fact that the candidate had contacts in the study area and that facilitated the data collection process. Besides, the candidate personally administered the questionnaires and made a lot of efforts to make many follow-ups between research assistants and

the respondents calls to clarify queries with the intention to improve the high response rate.

Data Processing and Analysis

According to Vonrhein et al. (2011) data analysis entails simplifying data and explaining it in a manner that seeks to answer the research questions posed. Data analysis was also defined by Yan, Wang, Zuo and Zang, (2016) as the process of bringing order, structure and meaning to the mass of information collected as stated in Mertens (2005). Analysis of data is a process of editing, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggestion, conclusions, and supporting decision making (Lyashenko, Deineko, Zeleniy, & Tabakova, 2021). The use of analytics requires reducing complex data into meaningful and actionable information (Imanbayev, Sinchev, Sibanbayeva, Mukhanova, Nurgulzhanova, Zaurbekov, & Baibolova, 2021). Brink, Van der Walt and Rensburg (2012) indicated that the main aim of data analysis is to organize, give structure to and derive meaning from data.

In terms of quantitative research, deciding on how to analyze the data collected for the purpose of providing answers to the research questions posed is the main emphasis of data analysis (Kumar, 2011). The statistical tools employed for this study were Statistical Package for Services Solution (SPSS) version 26 and SmartPLS version 3. The SPSS was employed for descriptive analysis and the Smart PLS was employed for structural equation modelling based on the questions of this study. The descriptive statistics (frequencies and percentages) were employed to determine the characteristics of the respondents.

Structural Equation Modelling

Structural equation modelling (SEM) is a second-generation statistical technique that “enables researchers to incorporate unobservable variables measured indirectly by indicator variables. They also facilitate accounting for measurement error in observed variables” (Chin, 1998 as cited in Hair, Jr., Hult, Ringle & Sarstedt, 2016:3). Partial Least Squares-Structural Equation Modelling (PLS-SEM) uses available data to estimate the nexuses of the path in the model to minimise the residual variance of the endogenous constructs. SEM is made up of two key elements; measurement equations (by confirmatory factor analysis) and structural equations (by path analysis). Whereas confirmatory factor analysis models (CFA) are used for construct validation and scale refinement, path analysis is used to display the relationships that exist among study constructs.

PLS-SEM estimates path model nexuses that maximize the R^2 values of the endogenous constructs (Hair et al., 2014). It is also useful when dealing with complex models and small sample sizes (Hair et al., 2014; Rezaei & Ghodsi, 2014; Rezaei, 2015; Shahijan, Rezaei, Preece & Ismail, 2014). PLS-SEM is also more appropriate where theory is less developed (Ravand & Baghaei, 2016; Rönkkö & Evermann, 2013). According to Hair et al. (2014), there are two forms of measurement scale in structural equation modelling: Formative or Reflective. Whereas in formative measurement scale it is the indicators that cause the constructs of the study, in a reflective measurement scale it is the constructs that cause indicators of the study. The current study employed reflective measurement scale because all the indicators were caused by the constructs.

Furthermore, Jeon (2015) has itemised a number of benefits SEM has over other models such as regression. These benefits are: Firstly, SEM uses “latent variables” which allows multiple indicators to capture constructs validly and reliably. Secondly, SEM makes the causal equation model between latent variables clearer as compared to regression. Thirdly, SEM allows one or more independent variables to be regressed on one or more dependent variable. Fourthly, In SEM, a researcher can show the direct effect, indirect effect, and total effect because several exogenous variables and endogenous variables can be estimated simultaneously. PLS is quite robust with regard to inadequacies like skewness, multicollinearity of indicators and misspecification of the structural model (Cassel et al, 1999). In SEM, confirmatory factor analysis, correlation analysis, and regression analysis can be conducted at one time in a model. In line with the benefits above associated with SEM, this study relied on PLS-SEM to test the various hypotheses.

Validity and Reliability of the Model

There are several criteria for assessing model structures. In general, a systematic application of the different criteria is carried out in a two-step process, (1) the assessment of the measurement model and (2) the assessment of the structural model.

1) Assessment of Measurement Models

Assessment of reflective measurement models includes composite reliability to evaluate internal consistency, individual indicator reliability, and average variance extracted (AVE) to evaluate convergent validity. In addition, the Fornell-Larcker criterion and cross loadings are used to assess discriminant validity (Hair et al, 2013).

Internal Consistency Reliability

It is a form of reliability used to judge the consistency of results across items on the same test. It determines whether the items measuring a construct are similar in their scores (i.e., if the correlations between the items are large) (Drolet & Morrison, 2001). The composite reliability is a more appropriate measure of internal consistency than the Cronbach's alpha (Rossiter, 2002). The composite reliability varies between 0 and 1, with higher values indicating higher levels of reliability. It is generally interpreted in the same way as Cronbach's alpha. Specifically, composite reliability values of 0.60 to 0.70 are acceptable in exploratory research, while in more advanced stages of research, values between 0.70 and 0.90 can be regarded as satisfactory (Nunally & Bernstein, 1994).

Convergent Validity

Convergent validity is the extent to which multiple items to measure the same concept agree (MacKinnon, 2008). Anderson and Gerbing (1988) stated that convergent validity is established if all factor loadings for the items measuring the same construct are statistically significant. According to Hair et al. (2019) convergent validity could be accessed through factor loadings and the average variance extracted (AVE). Hair, Ringle, and Sarstedt, (2019) point out that to establish convergent validity, factor loadings must be 0.60 and above. An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an AVE of less than 0.50 indicates that, on average, more error remains in the items than the variance explained by the construct.

Discriminant Validity

Discriminant validity is the extent to which a construct is truly distinct from other constructs by empirical standards. Thus, establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model (MacKinnon, 2008). The Heterotrait - Monotrait Ratio (HTMT) is a means of determining the discriminant validity of a PLS-SEM model. According to Henseler, Ringle & Sarstedt (2015), a latent construct has discriminant validity when its HTMT ratio is below 0.850. The Fornell-Larcker criterion is also an approach to assessing discriminant validity. It compares the square root of the AVE values with the latent variable correlations (Fornell and Larcker, 1981). Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct. (Hair et al. 2013).

2) Assessment of the structural model

The first essential criterion for the assessment of the PLS-SEM is the coefficient of multiple determinations (R^2) for each endogenous construct. R^2 measures the explained variance of a latent variable relative to its total variance. Hair et al. (2014) advanced that a coefficient of determination (R^2) of 0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively for structural models. The next step to assess the structural model comprises the evaluation of the regression coefficients between the validated latent variables. A regression coefficient magnitude indicates the strength of the relationship between two latent variables. Furthermore, regression coefficients should be significant at the 0.05 level, in order to determine the significance (Bradley & Tibshirani, 1993).

Finally, another assessment of the structural model involves the model's capability to predict. The predictive relevance of the structural model is assessed by the Stone-Geisser's Q^2 statistic (Stone, 1974). In the structural model, Q^2 values larger than zero for a certain reflective endogenous latent variable indicate the path model's predictive relevance for this particular construct. As a relative measure of predictive relevance, values of 0.02, 0.15, and 0.35 indicate that an exogenous construct has a small, medium, or large predictive relevance for a certain endogenous construct. (Hair et al, 2016). It is also imperative to measure the impact of individual endogenous variables on the exogenous variable. This is achieved by assessing the effect size (f^2). As posited by Cohen (1988), f^2 values of 0.02, 0.15, and 0.35, respectively, represent small, medium, and large effects of the exogenous latent variable.

Specifying the Structural and Measurement Model

The section specifies the structure of the model of this study. It indicates the exogenous and the endogenous variables with the various indicators. The structural model is specified in figure 2. There are four exogenous variables, one mediating variable and one endogenous variable in this study. The exogenous variables are; Autocratic Leadership Style (ALS), Democratic Leadership Style (DLS), Laissez-faire Leadership Style (LLS) and Transformational Leadership Style (TLS). The mediating variable was Corporate Culture (CC). The endogenous variable was Organisational Citizenship Behaviour (OCB). The latent variable; Autocratic Leadership Style was measured by five indicators (*ALS1, ALS2, ALS3, ALS4, and ALS5*). The Democratic Leadership Style was measured by five indicators (*DLS1, DLS2, DLS3, DLS4, and DLS5*). Laissez-faire Leadership Style had seven indicators

(*LLS1, LLS2, LLS3, LLS4, LLS5, LLS6, and LLS7*). The Transformational Leadership Style was measured by five indicators (*TLS1, TLS2, TLS3, TLS4, and TLS5*).

Corporate Culture was measured by ten indicators (*CC1, CC2, CC3, CC4, CC5, CC6, CC7, CC8, CC9 and CC10*). Organisational Citizenship Behaviour had the highest number of indicators, fifteen (*OCB1, OCB2, OCB3, OCB4, OCB5, OCB6, OCB7, OCB8, OCB9, OCB10, OCB11, OCB12, OCB13, OCB14, and OCB15*). There are four (4) paths hypotheses in the model (figure 2).



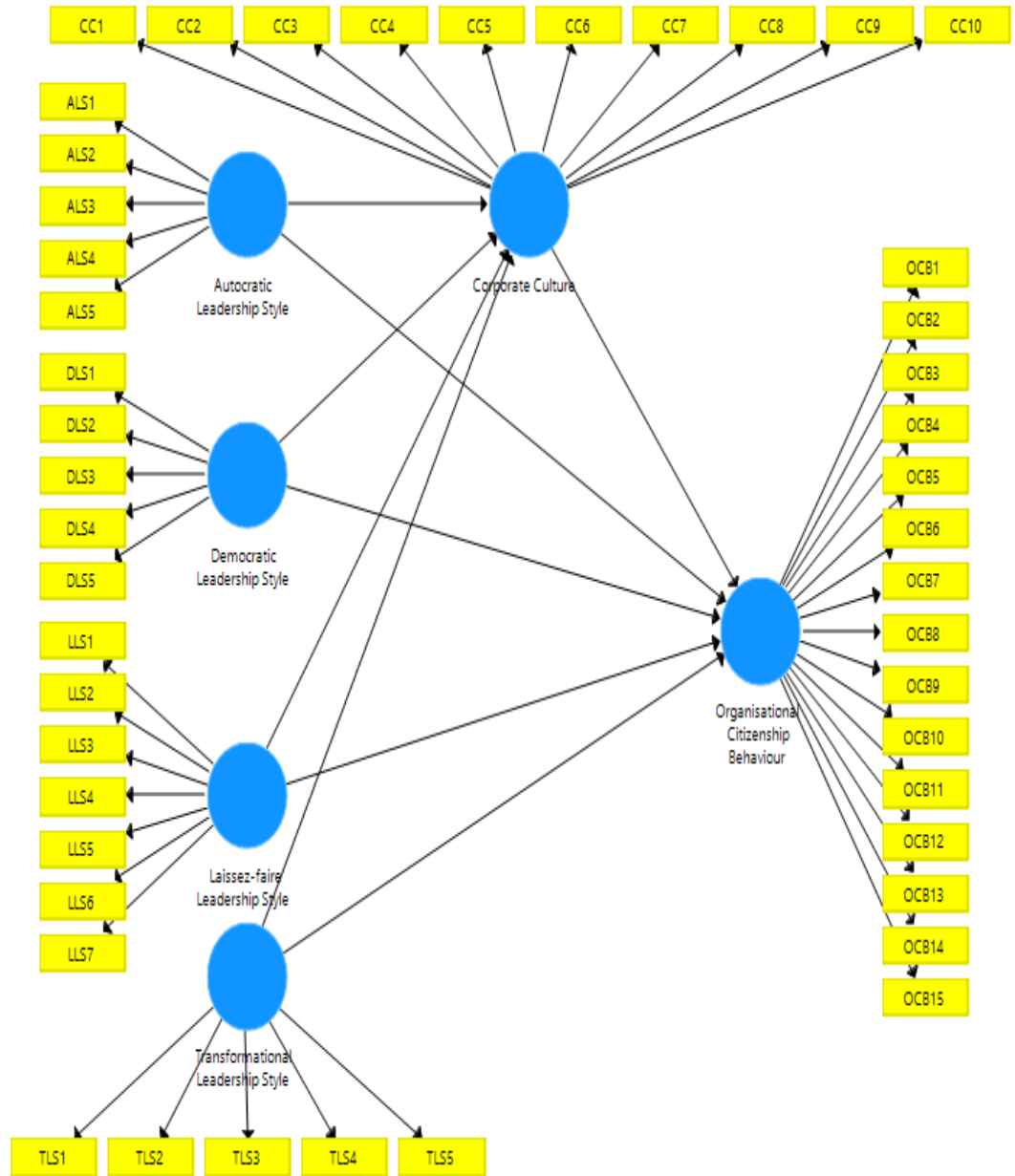


Figure 2: Structural Model

Source: Smart PLS, 2020

Common Method Bias

Common method bias can occur due to self-report measures (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Common method bias is a biasing of results that are caused by a common method, such as a single survey (Favero & Bullock, 2015). Another possible cause of common method bias is the implicit

social desirability associated with answering questions in a questionnaire in a particular way, again causing the indicators to share a certain amount of common variation (Kock & Lynn, 2012). To deal with common method bias, only previously tested scales were used (Alfes, Shantz, Truss, & Soane, 2013).

Common method bias (CMB) can also be tested using Harman's single factor test (Podsakoff & Organ, 1986) and VIF scores (Kock & Lynn, 2012). Podsakoff and Organ (1986) suggested that a single factor would emerge from a factor analysis or one general factor would account for most of the covariance in the independent and criterion variables if CMB was a serious problem. All four variables were entered into an exploratory factor analysis with a principal axis factoring analysis, extracting eleven factors, with factor 1 accounting for only 30.32 percent of the variance, the table is attached as Appendix C. The results indicated that no single factor emerged and no one general factor accounted for the majority of the covariance among the latent factors. Therefore, CMB was unlikely to be a serious issue in this study.

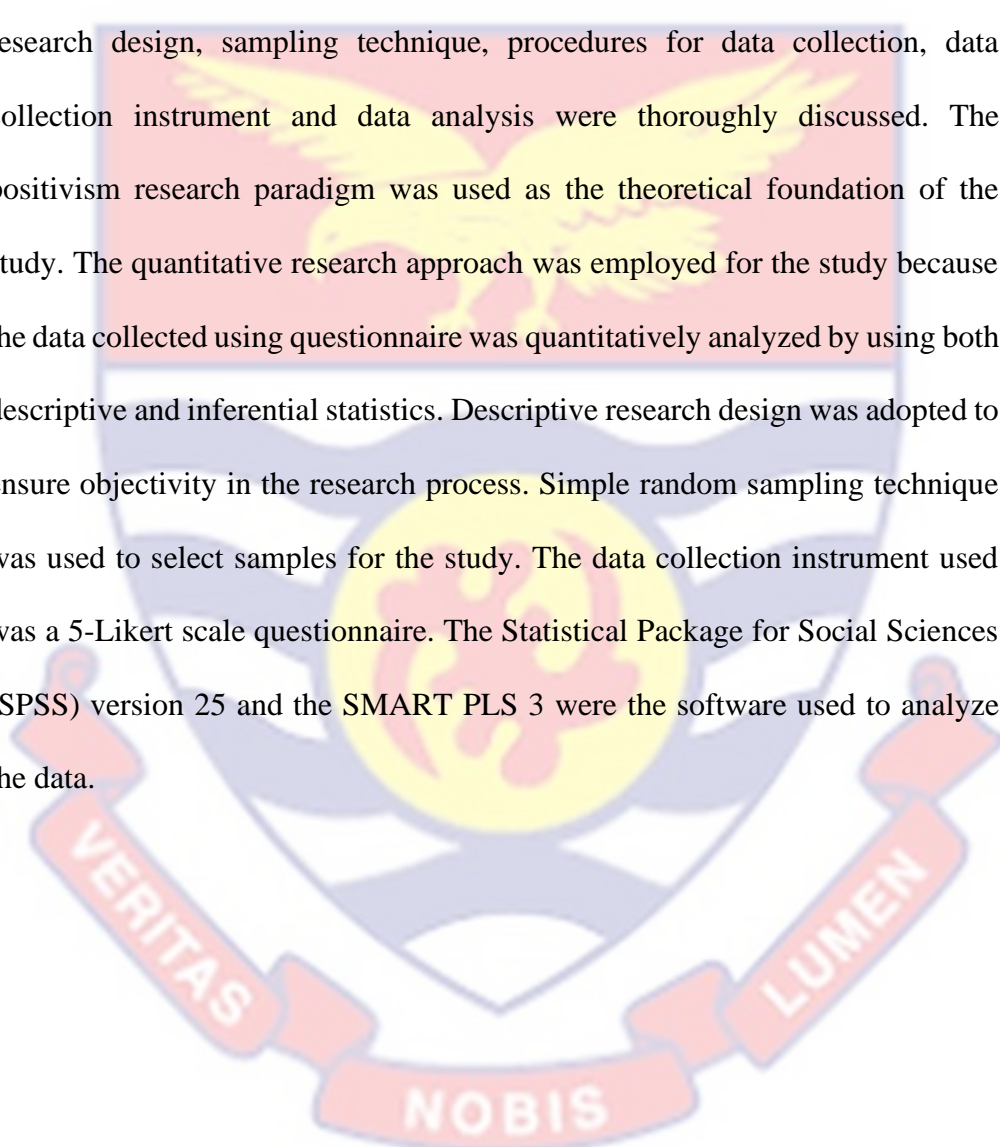
Ethical Consideration

As indicated by Saunders, Lewis and Thornhill (2007), any social researcher should seek permission from the respondents stating clearly their intentions and being guided by research ethics. The respondents were therefore informed of anonymity and confidentiality. The researcher assured the respondents that their names would not be disclosed. As such, all information received from them (respondents) would be treated with the highest degree of confidentiality. In addition to this, the researcher also informed the respondents that they were free to cease to give any response if they so wish. Finally, the

researcher did not withhold any information about the study's possible risks, discomfort or benefits or deliberately deceive study subjects on these matters.

Chapter Summary

This chapter explained in details the methodology followed in carrying out the research. The theoretical foundation of the study, research approach, research design, sampling technique, procedures for data collection, data collection instrument and data analysis were thoroughly discussed. The positivism research paradigm was used as the theoretical foundation of the study. The quantitative research approach was employed for the study because the data collected using questionnaire was quantitatively analyzed by using both descriptive and inferential statistics. Descriptive research design was adopted to ensure objectivity in the research process. Simple random sampling technique was used to select samples for the study. The data collection instrument used was a 5-Likert scale questionnaire. The Statistical Package for Social Sciences (SPSS) version 25 and the SMART PLS 3 were the software used to analyze the data.



CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

The study was conducted to examine the effect of organizational leadership style on corporate organizational citizenship behavior and corporate culture and then examined the mediating role of corporate culture in the relationship between organizational leadership style and organizational citizenship behaviour at Effia-Nkwanta Regional Hospital. The previous section provided information in respect of the research methods that were employed in gathering and analysing the data in respect of the specific research objectives. This section provides information in respect of findings and discussions made in respect of the specific research objectives.

Demographic Information

Demographic information of the respondents were measured descriptively with frequency and percentage because these statistical tools are appropriate given the nature of the variables measured. The findings are presented in Table 3.

Table 3: Demographics

Variable	Options	Frequency	Percentage
Sex	Male	55	39.0%
	Female	86	61.0%
Age	Below 25 years	39	27.7%
	26-30 years	29	20.6%
	31-35 years	22	15.6%
	36-40 years	24	17.0%
	41-45 years	20	14.2%
	Above 50 years	7	5.0%
	Educational qualification	Diploma	70
Undergraduate		39	27.7%
Post graduate		20	14.2%
Other qualifications		12	8.5%
Position	Supervisor	45	31.9%
	Subordinate	96	68.1%
Working experience	Below 5 years	57	40.4%
	5-10 years	38	27.0%
	11-15 years	27	19.1%
	16-20 years	12	8.5%
	21-25 years	7	5.0%

Source: Field survey, (2020)

The result relating to the sex distribution of the respondents show that majority of the staff in Effia-Nkwanta Regional Hospital are female (61.0%). The remaining 39.0% of the respondents are male workers. Per the sexual distribution of this study, it can be inferred that the workforce structure of the Effia-Nkwanta Hospital is female-dominated. This connotes the idea that generally females are more caring hence having the desire to work in hospital so as to provide healthcare services to patients.

The age distribution of the workers that were surveyed shows that most of the respondents are below 25 years (27.7%). This is followed by those in 26-30 years range (20.6%) and then those in 31-35 years range (15.6%). 14.2% of the respondents are in the 41-45 years range. The remaining 5.0% are above 50 years. The implication of the age range distribution is that the workforce structure at Effia-Nkwanta Regional Hospital is youthful in nature although a relatively sizable number (19.2%) are above 40 years. The hospital is therefore in position to put in place employee development and retention strategies so as to build and utilize the human capital of this youth for the betterment of the hospital given the quest to improving operational efficiency.

The educational qualification shows all the workers have formal education experience with most of the respondents having diploma as their current highest educational certification (49.6%). 27.7% of the respondents had first degree whilst 14.2% have master. The remaining 8.5% of the respondents have other certificates. These results prove management of the hospital must take advantage of the talent of this workforce and capitalize on their relative knowledge, skills and abilities to improve the operational efficiency of the Effia-Nkwanta Regional Hospital. Making career advancement plans to ensure the upgrading of the educational status of the workers in the hospital is commendable. Equal opportunity and support should be given to deserving staff in that respect.

The position of the respondents shows most of them are subordinates (68.1%) whilst the remaining 31.9% are supervisors. This actually reflects normal hierarchy of typical functional organization because of the fact that those at the operational level are always larger than those at the tactical and strategic

level in that order. The working experience shows that most of the respondents have less than 5 years working experience (40.4%). Again, the study shows 27.0% of the staff has 5-10 years working experience whilst 19.1% have 11-15 years working experience. 8.5% and 5.0% of the respondents have 16-20 years working experience and 21-25 years working experience respectively. With the respondents having enough working experience, they are better positioned to provide accurate reliable information that could be relied on to make the study a success.

The Findings of the Main Study Objectives

This section presents results and analysis based on the three key research objectives of this study. The Smart PLS was employed for structural equation modelling based on the hypotheses of this study and was used in analysing the data. The results and analysis are presented chronologically based on the stated objectives of this study.

Assessment of Measurement Models for the Study

This section focusses on the measurement models for the study. The section begins with the assessment of the indicator loadings. The measurement model assessments include indicator loadings, Internal consistency reliability (Composite reliability), Convergent validity (AVE-Average variance extracted) and Discriminant validity (Fornell-Lacker and HTMT). A consistent PLS algorithm was run to generate indicators for the assessment of the measurement model. The results are presented in the subsequent tables.

Assessing indicator loadings

Table 4 shows that some indicators have been dropped in comparison to indicators in figure 3. All indicators that loaded below the threshold of 0.6 as recommended by Hair, Risher, Sarstedt and Ringle (2019) were dropped to improve the reliability of the overall model. Out of a total of 38 indicators measuring the various latent variables, 15 indicators were dropped for failure to meet the indicator reliability criteria. Thus, 14 scales measuring the various types of leadership styles, 3 measuring the mediating variable which is the corporate culture and 5 of the scales measuring organizational citizenship behaviour. The indicator loadings of the items are shown in Table 4.

Table 4: Indicator loadings

	OCB	CC	ALS	DLS	LLS	TLS
ALS1			0.869			
ALS3			0.863			
ALS4			0.856			
ALS5			0.774			
LLS2					0.863	
LLS4					0.944	
LLS5					0.841	
OCB1	0.758					
OCB4	0.848					
OCB5	0.754					

OCB10	0.864	
OCB11	0.866	
DLS1		0.765
DLS4		0.772
DLS5		0.691
TLS1		0.911
TLS2		0.913
TLS4		0.792
TLS5		0.729
CC1	0.919	
CC4	0.945	
CC9	0.931	

Source: Field survey (2020)

From Table 4, the five indicators of organizational citizenship behaviour loaded above 0.6. The least was (0.754) and the highest (0.866), indicating that the retained indicators are reliable. The minimum indicator loading on corporate culture was (0.919) and the highest (0.945), autocratic leadership style indicators loaded between 0.774 and 0.869. The retained items of democratic leadership style also loaded well above the 0.7 threshold, min (0.691) and max (0.772). Correspondingly, all other dimensions of leadership style had retained indicators loading well above 0.6; laissez-faire leadership style 0.841-0.944; and finally transformational leadership style 0.729-0.913. The indicators used

to measure latent variables in this study are reliable, well above the threshold of 0.6.

Assessing internal consistency reliability

In this study, the internal consistency reliability of the constructs was measured using the composite reliability. The composite reliability is a more appropriate measure of internal consistency than the Cronbach's alpha (Rossiter, 2002). The results in Table 5 indicates that all latent variables in this study are reliable, as they all loaded about the 0.7 threshold by (Bagozzi & Yi, 1988). Corporate culture had the highest score of composite reliability (0.952) this was followed by Laissez-faire leadership style (0.914), organizational citizenship behaviour (0.911), Autocratic leadership style (0.906), Transformational leadership style (0.905) and democratic leadership style (0.817). The results indicate that the model has internal consistency reliability. Table 5 also includes results on convergence validity.

Table 5: Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
OCB	0.877	0.886	0.911	0.672
CC	0.924	0.927	0.952	0.868
ALS	0.867	0.912	0.906	0.708
DLS	0.875	0.880	0.817	0.727
LLS	0.862	0.949	0.914	0.781

TLS	0.858	0.882	0.905	0.706
-----	-------	-------	-------	-------

Source: Field survey (2020)

Assessing convergent validity

The average variance extracted was used in assessing convergent validity. Convergent validity is the extent to which a measure correlates positively with alternative measures of the same construct (Hair et al., 2017). An AVE value of 0.50 or higher indicates that, on average, the construct explains more than half of the variance of its indicators. Conversely, an AVE of less than 0.50 indicates that, on average, more variance remains in the error of the items than in the variance explained by the construct. The results from Table 5 indicates that all constructs have an AVE of more than 0.5. With the highest being Corporate culture and the least being Organizational citizenship behaviour. This means that the constructs in this model are able to account for more than half of the variance in their indicators. As part of assessing the measurement model, discriminant validity was also assessed.

Assessing discriminant validity

Establishing discriminant validity implies that a construct is unique and captures phenomena not represented by other constructs in the model (MacKinnon, 2008). In this study, both the Fornell-Lacker criterion and the HTMT were used to establish discriminant validity. The Fornell-Larcker criterion compares the square root of the AVE values with the latent variable correlations (Fornell & Larcker, 1981). Specifically, the square root of each construct's AVE should be greater than its highest correlation with any other construct (Hair et al. 2013). The results from Table 6 indicates that the square

root of each variable is well above their correlations with other constructs in the study. This means that each construct is unique and no two constructs capture the same phenomenon.

Table 6: Fornell-Lacker criterion

	OCB	CC	ALS	DLS	LLS	TLS
OCB	0.819					
CC	0.082	0.932				
ALS	0.151	-0.173	0.841			
DLS	0.674	-0.090	0.035	0.743		
LLS	0.483	0.072	0.059	0.560	0.884	
TLS	0.149	0.840	-0.154	0.046	0.094	0.844

Bold values are the square root of each construct's AVE which is higher than their correlation with other constructs.

Source: Field survey (2020)

The Fornell-Larcker criterion performs very poorly, especially when indicator loadings of the constructs under consideration differ only slightly (e.g., all indicator loadings vary between 0.60 and 0.80) as in this case leadership behaviours. When indicator loadings vary more strongly, the Fornell-Larcker criterion's performance in detecting discriminant validity issues improves but it is still rather poor in assessing overall discriminant validity (Voorhees, Brady, Calantone, & Ramirez, 2016). As a remedy, Henseler, Ringle and Sarstedt (2015) propose assessing the Heterotrait Monotrait ratio (HTMT) of the correlations. According to Henseler et al (ibid), a latent construct has

discriminant validity when its HTMT ratio is below 0.850. The results presented in Table 7 show HTMT values well below 0.850.

Table 7: Heterotrait - Monotrait Ratio (HTMT)

	OCB	CC	ALS	DLS	LLS	TLS
OCB						
CC	0.186					
ALS	0.262	0.189				
DLS	0.803	0.253	0.374			
LLS	0.522	0.136	0.228	0.719		
TLS	0.244	0.811	0.223	0.268	0.258	

Source: Field survey (2020)

Assessing the structural model

This section provides an assessment of the hypotheses of this study. Assessment of the structural model entails assessing collinearity among constructs, coefficient of determination, predictive relevance, effect size, path coefficient and its significance. In this study, both the direct and the indirect model was run together based on the recommendation of Nitzl et al. (2016).

Table 8 shows the result for assessing multicollinearity among the indicators for this study. In the context of PLS-SEM, a tolerance value of 0.20 or lower and a VIF value of 5 and higher respectively indicate a potential collinearity problem (Hair et al., 2011). More specifically, an indicator’s VIF level of 5 indicates that 80% of its variance is accounted for by the remaining formative indicators associated with the same construct. With respect to the

endogenous variable (organizational citizenship behaviour), the results from Table 8 shows a minimum VIF of 2.151 and highest of 2.993, and a minimum tolerance value of 0.423 and highest of 0.788. With respect to corporate culture, VIF (min-1.271 and max-2.891) tolerance, it indicates a minimum tolerance value of 0.346 and highest of 0.787. The values obtained from this analysis indicated the absence of multicollinearity between the indicators.

Table 8: Collinearity amongst constructs

	OCB (VIF)	OCB (Tolerance)	Corporate Culture (VIF)	Corporate Culture (Tolerance)
Autocratic Leadership Style	1.037	0.186	1.030	0.217
Democratic Leadership Style	1.582	0.268	1.457	0.351
Laissez-faire Leadership Style	1.509	0.179	1.473	0.176
Transformational Leadership Style	1.613	0.283	1.036	0.229

Source: Field survey (2020)

The VIF results in Table 8 further confirms the absence of common method bias. Based on the criteria proposed by Kock and Lynn (2012), the occurrence of a VIF value greater than 3.3 is proposed as an indication of pathological collinearity, and also as an indication that a model may be

contaminated by common method bias. Therefore, if all VIFs resulting from a full collinearity test are equal to or lower than 3.3, the model can be considered free from the problem of vertical or lateral collinearity and common method bias (Kock, 2013)

Assessing coefficient of determination and predictive relevance

The R^2 is a measure of the model's predictive accuracy. Another way to view R^2 is that it represents the exogenous variable's combined effect on the endogenous variable(s). Hair et al. (2014) advanced that a coefficient of determination (R^2) of 0.25, 0.5 and 0.75 are considered as weak, moderate and substantial respectively for structural models. The author further asserted that a predictive relevance (Q^2) of "0.02, 0.15 and 0.35" and effect size (f^2) of "0.02, 0.15 and 0.35" are seen as "small, medium and large" respectively for structural models. Referring from Table 9, it can be concluded that leadership styles has a moderate (0.51) coefficient of determination on employees' organizational citizenship behaviour, accounting for 50.8 percent of the variation in organizational citizenship behaviour. With respect to predictive relevance, the results show a large predictive relevance of the model on the endogenous variable (0.328). This shows that the exogenous variables do well to predict the endogenous variable. The results of the effect size show that all variables have a small effect size on the endogenous variable.

Objective one

The first objective of this study sought to investigate the effect of leadership styles on organizational citizenship behaviour at Effia-Nkwanta regional hospital. The path model in Figure 4 shows four direct paths from leadership styles to organizational citizenship behaviour. These paths represent

hypothesis 1 to 4. The direct effect showed that leadership styles and corporate culture accounted for 50.8 percent of the variation in organizational citizenship behaviour.

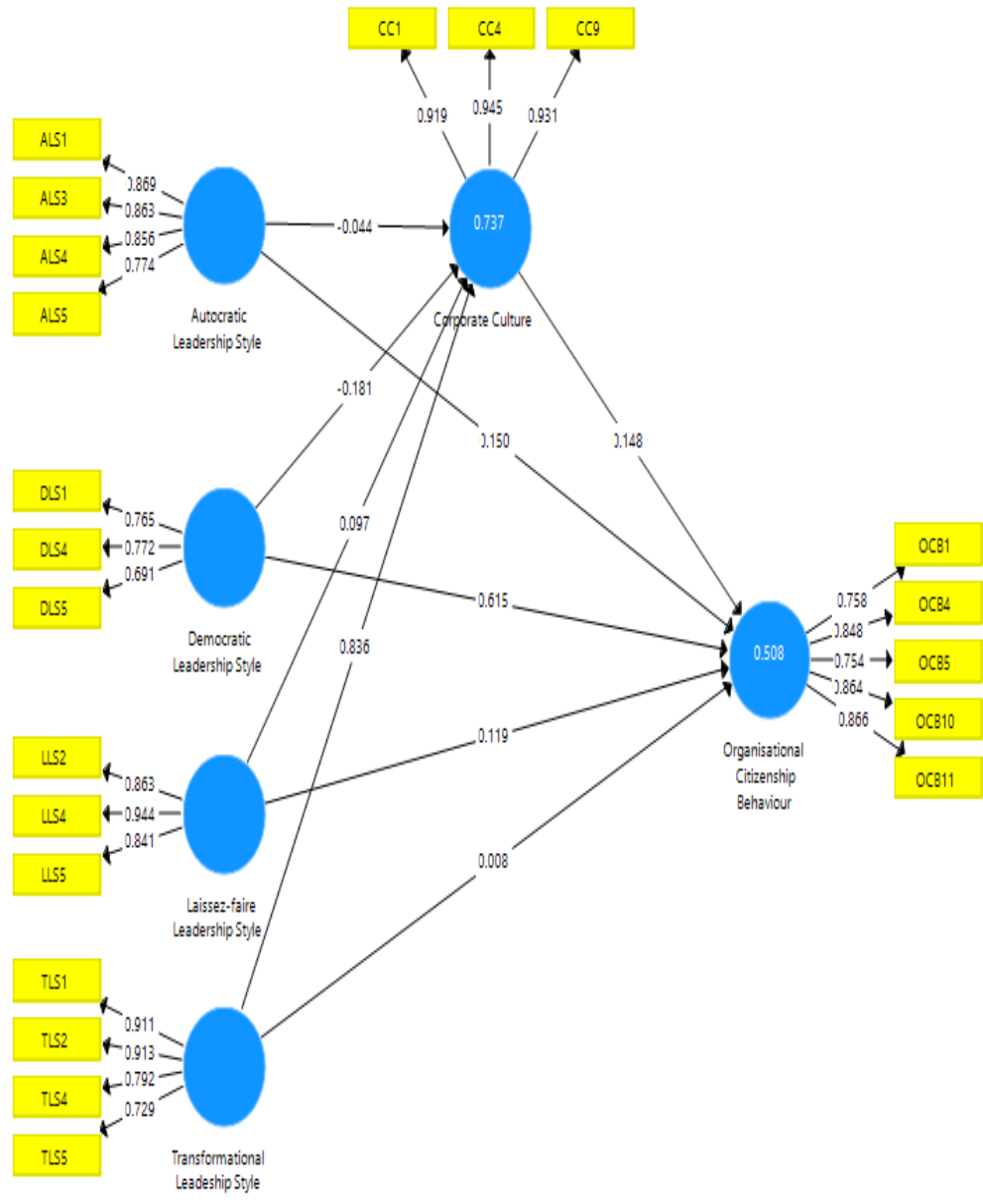


Figure 3: Outer and inner model results

Source: Field survey (2020)

The first hypothesis was formulated to determine whether there is a relationship between autocratic leadership style and citizenship organizational behaviour. The formulated hypothesis thus reads:

H1: Autocratic leadership style has a positive effect on Organisational Citizenship Behaviour

Table 9: Structural model results for hypotheses 1, 2, 3, and 4

Path	T	R ²	Adjusted R ²	Q ²	P-Value	F ²
OCB		0.508	0.481	0.328		
ALS	0.150	1.472			0.142	0.044
DLS	0.615	6.623			0.000	0.485
LLS	0.119	1.531			0.126	0.019
TLS	0.008	3.127			0.004	0.325

Source: Field survey (2020)

Based on the path estimation, the results of the PLS-SEM, the study reveals autocratic leadership style is an insignificant positive predictor of OCB among workers in Effia-Nkwanta Regional hospital (Beta=0.150; p=0.142; p>0.05, Table 9, Figure 4). This therefore means that although autocratic leadership style contributes positively to predicting the 4.4% significant variance in OCB among workers in the Effia-Nkwanta Regional hospital, such contribution is attributed to chance and not the scientific interaction among the factors in the regression model.

The non-significant contribution of autocratic leadership style shows workers in Effia-Nkwanta Regional Hospital do not appreciate corporate leaders that are autocratic in nature. This is because autocratic leaders make decisions according to their own choices and are not willing to accept advice from their

subordinates. Autocratic leaders inhibit helping behaviour of subordinates, thereby negatively associated with OCB (Bambale et al., 2011).

The second hypothesis was formulated to determine whether there is a relationship between democratic leadership and employees' innovative work behaviour.

H2: Democratic leadership style has a positive effect organizational citizenship behaviour

Based on the path estimation, the results of the PLS-SEM showed that democratic leadership style had a significant positive effect of organizational citizenship behaviour ($\beta = 0.615$, $p < 0.05$; Table 9, Figure 4). The path coefficient was in the same direction as hypothesized, hence the hypothesis that democratic leadership style was related to organizational citizenship behaviour is supported. The findings lead to the conclusion that allowing workers to contribute to decision-making, it helps to create supportive working climate which eventually causes improvement in organizational outcomes include OCB (Malik, Saleem & Naeem, 2016; Al-Khasawneh and Futa, 2013; Cruz et al., 1999; Malos, 2012; Northouse, 2011).

A similar conclusion was drawn Gouldner (1960) and Jha and Jha (2013), who also found a strong positive association between democratic leadership style and organizational citizenship behaviour. From the social exchange theory perspective, this study proves good democratic leadership style in Affia-Nkwanta Regional Hospital induces workers to reciprocate in the form of high levels of OCB based on the psychological contract they have with the hospital (Newman, Thanacoody & Hui, 2011). The tenets of engaging,

influencing and motivating within the health sector are needed to support citizenship behaviour within the Ghanaian health sector.

The third hypothesis of this study sought to test the effect of laissez-faire leadership style on organizational citizenship behaviour. The hypothesis was stated that;

H3: Laissez-faire leadership style has a positive effect on Organisational citizenship behaviour

Based on the path estimation, the results of the PLS-SEM showed that laissez-faire leadership style had no significant effect on organisational ($\beta = 0.119, p > 0.05$; Table 9, Figure 4). The result fails to support the hypothesis that laissez-faire leadership style has a positive effect on organizational citizenship behaviour. The results are inversely related to what was hypothesized. It leads to a conclusion that organizational citizenship behaviour among the health sector is not necessarily stimulated by laissez-faire leadership style. The relationship between laissez-faire leadership style and organizational citizenship behaviour could be based on the work context, most of the studies on laissez-faire leadership style and organizational citizenship behaviour were conducted within other sectors other than among health workers (Dominguez Escrig et al, 2016; Sallas-vallina, 2018). The context could account for the insignificant effect. This finding proves the practice of laissez-faire leadership in Effia-Nkwanta Regional Hospital is rather reducing the state of OCB among workers in the hospital owing to the fact that, result shows a less contribution (1.9%) to predicting the variance in OCB at the hospital. This could be as a result of the fact that with this leadership style, leaders tend to avoid sense of responsibility, are not qualified enough, lack leadership qualities and abilities to

direct and make decisions, can't motivate or influence followers, create communication gaps and lack any kind of leadership attributes (Sahaya, 2012). This leadership approach also has the tendency to create low self-empowerment of subordinates (Harper, 2012; Northouse, 2011).

The fourth hypothesis of this study sought to test the effect of transformational leadership style on organizational citizenship behaviour. The hypothesis was stated that;

H4: Transformational leadership style has a positive effect on organizational citizenship behaviour

The study estimated the path between transformation leadership style and organizational citizenship behaviour. The results as shown in figure 4 and Table 9, indicated a path coefficient of 0.008 and a p-value of 0.004. The path coefficient was in the same direction as hypothesized, hence the hypothesis that transformational leadership style was related to organizational citizenship behaviour is supported. This effect of transformational leadership on OCB at Effia-Nkwanta Regional Hospital supports the position collectively held in some previous empirical studies that transformational leadership relates positively with OCB.

This finding is similar to the findings of Park, Song, Yoon and Kim (2013) when it was discovered that transformational leadership has positive effect on OCB. This position is also supported by some previous empirical studies (Lucey, 2017; Lian & Tui, 2012, Mullakhmetov, Duferovic & Ahkmetshin, 2018). Furthermore, the study demonstrates that democratic leadership makes the next strongest statistically significant unique positive contribution to predicting OCB (Beta=0.008; p=0.004; p<0.05) when the effect

of other factors in the model are statistically controlled for. In unstandardized terms, it can be inferred that a unit increase in transformational leadership style causes 0.325 predictive relevance in the increase of OCB among staff in Effia-Nkwanta Regional hospital.

A summary of the decisions with respect to objective one is presented in Table 10.

Table 10: Summary of objective 1

Hypothesis	Beta	t-value	Decision
ALS-OCB	0.150	1.472	Not Supported
DLS-OCB	0.615	6.623	Supported
LLS-OCB	0.119	1.531	Not Supported
TLS-OCB	0.008	3.127	Supported

Source: Field survey (2020)

Two hypotheses stated as part of the first objective were not supported because their p-value was >0.05 . The results, however, show that, democratic leadership style had the highest significant effect on organizational citizenship behaviour due to the magnitude of its path coefficient (0.615), this is followed by transformational leadership style (0.008). It should be noted that democratic leadership style has a higher effect on organizational citizenship behaviour in the Ghanaian public sector than transformational leadership style.

Objective 2

The second objective sought to assess the effect of corporate culture on organizational citizenship behaviour. The objective was tested as part of the

entire model, representing the direct path from corporate culture to organizational citizenship behaviour. Thus, it was hypothesised that;

H5: Corporate Culture has a positive effect on organizational citizenship behaviour

Table 11: Structural model results for hypothesis 5

	Path	T Statistics	R ²	Adjusted R ²	Q ²	P-Value	F ²
OCB			0.508	0.481	0.328		
CC	0.148	4.918				0.000	0.127

Source: Field survey (2020)

Based on the path estimation, the results of the PLS-SEM showed that corporate culture had a significant positive effect of organizational citizenship behaviour (($\beta = 0.148$, $p < 0.05$; Table 11, Figure 4). The results show that the corporate culture at Effia Nkwanta Regional hospital is a key determinant of employees' organizational citizenship behaviour. Comparatively, Corporate culture (0.148) shows a moderate effect on organizational citizenship behaviour. The results also show that corporate culture has a medium effect (0.127) on organizational citizenship behaviour based on the criteria of Hair et al. (2014). Therefore, based on the direction and the significance of the path between corporate culture and organizational citizenship behaviour, the study supports the assertion that corporate culture has a positive effect on organizational citizenship behaviour.

Because the p-value is <0.05 , the study supports the hypothesis that

H5: Corporate Culture has a positive significant effect on organizational citizenship behaviour

The findings of this objective are supported by the social exchange theory. Based on the principle of reciprocity, when the right resource for citizenry is provided, it gives employees a perception of corporate culture that supports organizational citizenship behaviour. The study is in line with the findings of Ghashghaeinia and Hafezi (2015), who concluded that there was a positive effect of corporate culture and organizational citizenship behaviour. Similarly, Ameer (2017), concluded that corporate culture had a positive effect on organizational citizenship behaviour in the health sector.

Objective 3

The third objective of this study sought to examine the mediating role of corporate culture on leadership style and organizational citizenship behaviour nexus among staff of Effia Nkwanta Regional Hospital. Given that leadership style has a significant effect on organisational citizenship behaviour, and corporate culture also has a positive effect on organisational citizenship behaviour, a mediation test was possible. As Nitzl (2016) had indicated, a significant indirect effect is the only prerequisite for establishing a mediation effect. This objective formed the basis for testing this hypothesis. According to the procedure outlined by Hair et al (2017), the mediating effect of corporate culture on the nexus between leadership style and organizational citizenship behaviour was examined through bootstrapping.

The results of the total effect are presented in Table 12. It indicates the significance of every path hypothesised in the model. With respect to autocratic leadership style, the results of the indicate that autocratic leadership style has a positive influence on organizational citizenship behaviour, however, the relationship is not statistically significant ($p= 0.142$). Whiles there was found a positive significant association between democratic leadership style and corporate culture ($p=0.015$). Autocratic leadership style had a small effect size on both organistional citizenship behaviour and corporate culture. Also, transformational leadership style had a significant influence on both organizational citizenship behaviour ($p= 0.004$) and corporate culture ($p=0.000$), this shows that the variable (CC) is fit for mediation analysis.

Table 12: Total effect

	Path	T Statistics (O/STDEV)	P-Values	f ²
ALS -> OCB	0.150	1.472	0.142	0.044
ALS -> CC	-0.044	0.612	0.541	0.007
DLS -> OCB	0.615	6.623	0.000	0.485
DLS -> CC	-0.181	2.453	0.015	0.085
LLS-> OCB	0.119	1.531	0.126	0.019
LLS -> CC	0.097	1.552	0.121	0.024
CC-> OCB	0.148	4.918	0.000	0.127
TSL -> OCB	0.008	3.127	0.004	0.325
TSL -> CC	0.836	6.219	0.000	0.568

Source: Field survey (2020)

From Table 12, it can also be inferred that democratic leadership style has a direct influence on organisational citizenship behaviour ($p=0.000$), a negative relationship was recorded between democratic leadership style and corporate culture (path= -0.181) however that relationship was found to be significant ($p=0.015$). Democratic leadership style, therefore, can have a direct influence on stimulating organizational citizenship behaviour. In this study it has been concluded that corporate culture has a positive influence on organizational citizenship behaviour ($p= 0.000$). Having already established a positive relationship between transformational leadership style and organizational citizenship behaviour ($p=0.004$), the relationship between transformational leadership style and corporate culture is also significant ($p=0.000$). Lastly, the results from Table 12 indicate that laissez-faire leadership style has a negative influence on both organizational citizenship behaviour ($p= 0.126$) and corporate culture ($p= 0.121$).

Table 13 shows the coefficient of determination and predictive relevance of the model on the two endogenous variables. The results show that the entire model accounts for 50.8% of the variation in the organizational citizenship behaviour of employees at Effia-Nkwanta Regional Hospital. According to Chin (1998), an R^2 value of 50.8% indicates moderate variation, which is sufficient (Hair et al, 2017). Also, with respect to the mediating variable, the results show that 73.7% of the variation in corporate culture is accounted for by organizational citizenship behaviour. The Stone-Geisser's Q^2 statistic (Stone, 1974) was used to assess the predictive relevance of the model. The model shows a predictive relevance of 0.328 for organizational citizenship

behaviour and 0.627 for corporate culture indicate large predictive relevance according to Hair et al (2016).

Table 13: Coefficient of Determination (R²) and predictive relevance

	R Square	R Square Adjusted	Q ² (=1-SSE/SSO)
OCB	0.508	0.481	0.328
CC	0.737	0.726	0.627

Source: Field survey (2020)

Based on the positive significant effect of the mediating variable (Corporate culture) on organizational citizenship behaviour, and the positive effect of some leadership style on corporate culture, the specific indirect effect was assessed to determine the nature and type of mediating effect as proposed by (Niltz et al., 2016 & Hair et al., 2017). The mediation analysis was tested between all leadership style and organizational citizenship behaviour. This led to testing 4 hypotheses with respect to the indirect effect. The results of the specific indirect effect are presented in Table 14.

Table 14: Structural model results for hypotheses 5

	T Statistics (O/STDEV)	P Values	Decision
ALS-> CC->OCB	1.883	0.855	Not supported
DLS-> CC->OCB	4.610	0.000	Supported
LLS-> CC-> OCB	1.066	0.297	Not Supported
TLS -> CC->OCB	3.891	0.003	Supported

Source: Field survey (2020)

The first step of testing the effect of the exogenous variable on the mediating variable showed that only Democratic and Transformational leadership style had a relationship with corporate culture. The results from Table 15 shows that corporate culture mediates the relationship between democratic leadership style and organizational citizenship behaviour. Based on the criteria of Carrión et al (2017), the nature of the mediation of corporate culture is a complimentary partial mediation. This is because both the direct and indirect effect is statistically significant and are both positive (DLS → OCB, 0.000; DLS → CC, 0.015). The findings lead to the conclusion that democratic leadership style can be complemented by creating a corporate culture that supports citizenry within the health sector.

The results also show that the path between transformational leadership style- Corporate culture-Organisational citizenship behaviour is significant. This leads to the conclusion that corporate culture mediates the relationship between transformational leadership style and corporate culture. Based on Carrión et al (2017), the nature of the mediation of corporate culture is a complimentary partial mediation. This is because both the direct and indirect effect is statistically significant and are both positive (TLS → OCB, 0.004; TLS → CC, 0.000). The findings lead to the conclusion that transformational leadership style can be complemented by creating a corporate culture that supports citizenry within the health sector. This finding supports the position that CC integrate members so that they know how to relate to one another and to help the organization adapt to the external environment (Amah & Daminabo-Weje, 2013; McShane & Von-Glinow, 2006) and this has improved the effect of CC on OCB among workers in Effia-Nkwanta Regional Hospital. It also

confirms the position of previous studies CC positively relates with OCB (Ameer, 2017; Mahanty & Rath, 2012). This study also supports the claim that CC mediates perceived leadership style and organizational performance to which OCB typical outcome (Soieb, Othman & D'Silva, 2013; Khan, Ismail, Hussain & Alghazali, 2020).

Chapter Summary

This chapter began with a description of the respondents to the study. The chapter included an assessment of the influence of leadership style on organisational citizenship behaviour. The second objective assessed the influence of corporate culture on organisational citizenship behaviour. The results of the study concluded that employees are able to improve more on organisational citizenship behaviour when the required corporate cultures are provided. The study also showed that there was a positive relationship between leadership style and organisational corporate culture. Indicating that immediate supervisors and leaders within the health sector play an important role in creating a culture conducive for citizenry within their units and departments. The chapter concluded with assessment of the mediating role of corporate culture on the relationship between leadership style and organisational citizenship behaviour. Based the social exchange theory, the study concluded that when leaders supply the needed resource for citizenry, employees reciprocate by engaging in organisational citizenship behaviours. The next chapter presents the conclusions and recommendations of the study.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study sought to examine the effect OLS on OCB among workers in Effia-Nkwanta Regional Hospital after controlling for the mediating effect of CC in that context. The previous chapter provided information in respect of the findings and discussions made. This chapter presents information relating to the summary of the key findings, the conclusions drawn in respect of the specific research objectives and that of the recommendations offered in respect of the study.

Summary of Findings

The first objective examined the effect of OLS on OCB at the Effia-Nkwanta Regional Hospital. It was discovered that OLS account for a statistically significant weak positive (18.7%) variance in OCB in Effia-Nkwanta Regional hospital. transformational leadership makes the strongest statistically significant unique positive contribution to predicting OCB when the effect of other factors in the model are statistically controlled for. Furthermore, the study demonstrates that democratic leadership makes the next strongest statistically significant unique positive contribution to predicting OCB when the effect of other factors in the model are statistically controlled for. Laissez faire leadership makes the next strongest statistically significant unique negative contribution to predicting OCB when the effect of other factors in the model are statistically controlled for. Autocratic leadership style is an insignificant positive predictor of OCB among workers in Effia-Nkwanta Regional hospital.

The second objective examined the effect of CC on OCB at Effia-Nkwanta Regional Hospital. It was found that CC accounts for a statistically significant positive weak variance in OCB at Effia-Nkwanta Regional Hospital. The contribution of CC to predicting the 20.0% positive change in OCB shows that CC makes a statistically significant unique positive contribution. Objective four assessed the mediating effect of CC in the relationship between OLS and OCB at the Effia-Nkwanta Regional Hospital. It was found that CC is a significant positive mediator of the predictive relationship between OLS and OCB at Effia-Nkwanta Regional Hospital. The mediating effect of CC in the context of this study is full mediation.

Conclusions

Conclusively, the study proves OLS relates significantly in a weak positive manner with OCB. CC also positively and significantly in weak manner relates with OCB. Similar is the position of the relationship between OLS and CC at Effia-Nkwanta Regional Hospital. Democratic leadership, transformational leadership, autocratic leadership positively relates with OCB at Effia-Nkwanta Regional Hospital. However, laissez faire leadership relates insignificantly but in a negative manner with OCB at the Effia-Nkwanta Regional Hospital. There is good level of OCB among workers in Effia-Nkwanta Regional Hospital. OLS accounts for a statistically significant very weak variance in OCB at the Effia-Nkwanta Regional Hospital. Democratic leadership style, and transformational leadership style are significant positive predictors of OCB at the hospital. Laissez faire leadership style is a significant negative predictor of OCB whilst autocratic leadership style is an insignificant

positive predictor of OCB. CC fully and significantly mediates the predictive relationship between OLS and OC at Effia-Nkwanta Regional Hospital.

Recommendations

Based on the findings of this study, the following recommendations are being offered to the various stakeholders that may rely on the findings to make scientifically calculated decisions concerning the interplay of OLS, CC and OCB among workers in the healthcare sector in Ghana and beyond. First of all, the study recommends to leaders in healthcare sector in general and those working in Effia-Nkwanta Regional Hospital to adopt transformational leadership and democratic leadership styles in leading the workforce in their respective organizations. This call is based on the fact that the study proves transformational leadership and democratic leadership styles are significant positive predictors of OCB. Therefore, the measures both transformational leadership and democratic leadership should be given due managerial attention so as to improve the level of OCB among workers in Effia-Nkwanta Regional Hospital. Special preference should be given to transformational leadership although democratic leadership should also be encouraged because transformational leadership makes the strongest, statistically significant positive unique contribution to predicting the weak positive variance in OCB in the context of Effia-Nkwanta Regional Hospital.

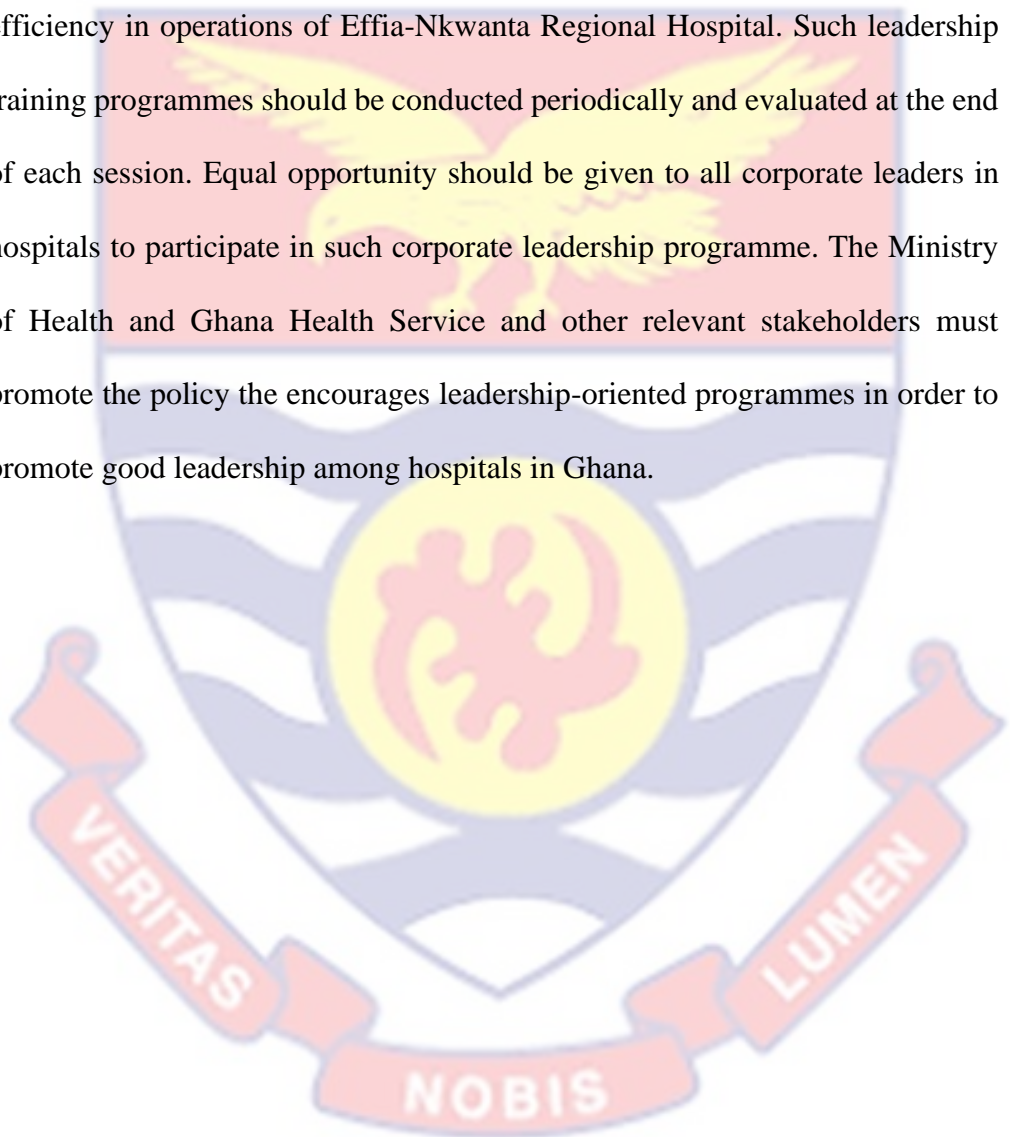
Furthermore, the study recommends leaders in the healthcare sector, particularly those working in Effia-Nkwanta Regional Hospital should stop practicing laissez faire leadership style because this type of leadership is rather reducing the state of OCB among workers in the healthcare industry, especially in Effia-Nkwanta Regional Hospital. Thus, since workers need to participate in

decision making, and follow transformational visions instead of following leaders who simply avoid sense of responsibility, are not tough enough, are not qualify in terms of leadership skills and abilities and are extremely passive, it becomes managerially prudent for corporate leaders in hospitals stop practicing laissez faire leadership style because its implementation is rather reducing the level of OCB among workers in Effia-Nkwanta Regional Hospital. Fundamentally, the study shows autocratic leadership style have no significant effect on OCB among workers in Effia-Nkwanta Regional Hospital. However, it does have the potential to improve the state of OCB because its contribution is positive. This therefore equally calls for the need for corporate leaders in hospitals to work to improve the conditions of the factors that influence the efficient practicing of autocratic leadership in Effia-Nkwanta Regional Hospital.

The study also proves that CC predicts significantly positive variance in OCB in Effia-Nkwanta Regional Hospital hence it is recommended conscious managerial effort needs to be expended to create and maintain a supportive CC that builds the level of OCB among workers in the Hospital. The measures of CC in the context of this study must be taken into consideration and this will definitely improve the state of OCB among workers in Effia-Nkwanta Regional Hospital. Again, the study proves OLS improves the level of OCB among workers in Affia-Nkwanta Regional Hospital but the presence of CC improves this significant impact of OLS on OCB. Therefore, corporate leaders in hospital must oriented their transformational leading and democratic leading to fit the cultural context so as to improve the state of OCB among workers in the hospital. Other healthcare leaders may equally adopt this recommendation so as

to support their leadership strategies with CC to improve the state of OCB among healthcare workers in Ghana and beyond.

Organizing leadership programme for corporate leaders in hospital is a step in the right direction. Such leadership training programmes have the capacity the leadership skills in order to increase leadership capacity to foster efficiency in operations of Effia-Nkwanta Regional Hospital. Such leadership training programmes should be conducted periodically and evaluated at the end of each session. Equal opportunity should be given to all corporate leaders in hospitals to participate in such corporate leadership programme. The Ministry of Health and Ghana Health Service and other relevant stakeholders must promote the policy the encourages leadership-oriented programmes in order to promote good leadership among hospitals in Ghana.



REFERENCES

- Ababneh, O. M. A. (2009). *The impact of leadership styles and leader*. London: SAGE publication.
- Abugre, J. B. (2014). Managerial role in organizational citizen behaviour: Empirical lessons from Ghana. *Corporate Governance, 1*(2), 4-17.
- Acquah-Swanzy, M. (2015). *Evaluating electronic health record systems in Ghana: The case of Effia Nkwanta regional hospital* (Master's thesis), UiT Norges arktiske universitet.
- Ader, H. J., Adèr, H. J., & Mellenbergh, G. J. (2008). The main analysis phase: Advising on research methods. *A Consultant's Companion, 357-386*.
- Ahiauзу, A. (1999) *The African industrial man*. CIMRAT Publications, Port Harcourt.
- Ahmad, A. S. S. (2012). Perceived transformational leadership style and organizational citizenship behavior: a case study of administrative staff of University of the Punjab. *European Journal of Business and Management, 4*(21), 150-158.
- Akther, F. (2015). Leadership Style of Managers during Mergers in the Hospitality
- Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance, Vol. (2018), 1-10.
- Albalas, S. M. (2020). Levels and Predictors of Organization Citizenship Behavior among Public Hospitals's Employees in the Northern of Jordan. *Transylvanian Review*.

- Al-Hawary, S. I. S., & Mohammed, A. K. (2017). Impact of team work traits on organizational citizenship behavior from the viewpoint of the employees in the education directorates in North region of Jordan. *Global Journal of Management and Business Research*.
- Al-Khasawneh, A. L., & Moh'd Futa, S. (2013). The impact of leadership styles used by the academic staff in the Jordanian public universities on modifying students' behavior: A field study in the northern region of Jordan. *International Journal of Business and Management*, 8(1), 1.
- Al-Shamsi, R., Ameen, A., Isaac, O., Al-Shibami, A. H., & Sayed Khalifa, G. (2018). The impact of innovation and smart government on happiness: proposing conceptual framework. *International Journal of Management and Human Science (IJMHS)*, 2(2), 10–26.
- Altuntaş, S., & Baykal, Ü. (2014). Organizational citizenship behavior levels of nurses and effective factors. *Journal of Health and Nursing Management*, 1(2), 89-98.
- Amah, E., & Daminabo-Weje, M. (2013). Corporate culture: A tool for control and effectiveness in organizations. *Research on Humanities and Social Sciences*, 3(15), 42-49.
- Amah, E., Daminabo-Weje, M., & Dosunmu, R. (2013). Size and organizational effectiveness: Maintaining a balance. *Advances in Management and Applied Economics*, 3(5), 115.
- Amaratunga, D., Baldry, D., Sarshar, M., & Newton, R. (2002). Quantitative and qualitative research in the built environment: Application of “mixed” research approach. *Work Study*, 30(6), 20-37.

- Ameen, A., & Ahmad, K. (2012). Towards harnessing financial information systems in reducing corruption: A review of strategies. *Australian Journal of Basic and Applied Sciences*, 6(8), 500–509.
- Ameen, A., Almari, H., & Isaac, O. (2018, June). Determining underlying factors that influence online social network usage among public sector employees in the UAE. In *International Conference of Reliable Information and Communication Technology* (pp. 945-954). Springer, Cham.
- Ameen, A., AlMulla, A., Maram, M. A., Al-Shibami, A. H., & Ghosh, A. (2018). The impact of knowledge sharing on managing organizational change within Abu Dhabi national oil organizations. *International Journal of Management and Human Science (IJMHS)*, 2(3), 27-36.
- Ameer, N. (2017). Impact of organizational culture on employee performance and Organizational Citizenship Behavior (OCB). *International Journal of Business and Administrative Studies*, 3(5), 183-196.
- Amrhein, V., Trafimow, D., & Greenland, S. (2019). Inferential statistics as descriptive statistics: There is no replication crisis if we don't expect replication. *The American Statistician*, 73(1), 262-270.
- Arif Kamisan, P., & King, B. E. (2013). Transactional and transformational leadership: A comparative study of the difference between Tony Fernandes (Airasia) and Idris Jala (Malaysia Airlines) leadership styles from 2005-2009. *International Journal of Business and Management*.
- Armstrong, M. (2012). *Armstrong's handbook of management and leadership: developing effective people skills for better leadership and management*. Kogan Page Publishers.

- Arumi, M. S., Aldrin, N., & Murti, T. R. (2019). Effect of organizational culture on organizational citizenship behavior with organizational commitment as a mediator. *International Journal of Research in Business and Social Science (2147-4478)*, 8(4), 124-132.
- Asad, M. M., Hassan, R. B., Sherwani, F., Abbas, Z., Shahbaz, M. S., & Soomro, Q. M. (2019). Identification of effective safety risk mitigating factors for well control drilling operation: An explanatory research approach. *Journal of Engineering, Design and Technology*.
- Asgari, A., Mezginejad, S., & Taherpour, F. (2020). The role of leadership styles in organizational citizenship behavior through the mediation of perceived organizational support and job satisfaction. *Innovar*, 30(75), 87-98.
- Askarian, M., & Taheri Attar, F. (2012). Organizational culture and its role in formation of organizational citizenship behavior from the viewpoint of the headquarters experts of the ministry of education. *A New Approach to Management Education*, 3(2), 21–34. (in Persian)
- Astuti, R. Y., Sa'adah, N., Rahmawati, S. D., Astuti, J. P., & Suprpti, S. (2020). Impact of Leadership Style, Work Motivation, Organization Culture Toward Satuan Polisi Pamong Praja Work Performance. *Journal of Industrial Engineering & Management Research*, 1(3), 49-64.
- Aydin, A., Sarier, Y., & Uysal, S. (2013). The effect of school principals' leadership styles on teachers' organizational commitment and job satisfaction. *Educational Sciences: Theory & Practice*, 13(2), 806 811.
- Babbie, E. (2007). The practice of social research. 11th. *Belmont, CA: Thomson Wadsworth*.

- Badawy, T. E., Trujillo-Reyes, J. C., & Magdy, M. M. (2017). Exploring the relationship between organizational culture, organizational citizenship behavior and job satisfaction: A comparative study between Egypt and Mexico. *International Journal of Management and Administrative Sciences (IJMAS)*, 4(06), 1-15.
- Badran, N. and Khalifa, G. (2016) 'Diversity management: is it an important issue in hotel industry in Egypt?', *International Journal of Heritage, Tourism, and Hospitality*, 7(2), pp. 275–286
- Baiden, J. N., Baiden, Y. P., & Ayariga, C. (2016). An independent evaluation of the quality systems, policies, procedures and activities of Effia-Nkwanta Regional Hospital, Sekondi, Ghana.
- Balay, R., & İpek, C. (2010). Teachers' perception of organizational culture and organizational commitment in Turkish primary schools. *Zeitschrift für die Welt der Türken/Journal of World of Turks*, 2(1), 363-384.
- Bambale, A. J. A., Mohd Shamsudin, F., & Subramaniam, C. (2011). Stimulating organizational citizenship behavior (OCB) research for theory development: Exploration of leadership paradigms. *International Journal of Academic Research in Business and Social Sciences (IJARBSS)*, 1, 48-69.
- Bantha, T., & Sahni, S. P. (2021). The relation of servant leadership with followers' organizational citizenship behaviour (OCB): mediating role of generalized self-efficacy (GSE) and organization-based self-esteem (OBSE). *Industrial and Commercial Training*.

- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associates
- Bassey, M. (1995). *Creating education through research: A global perspective of educational research for the 21st century*. Kirklington. Moor Press.
- Batool, S. (2013). Developing organizational commitment and organizational justice to amplify organizational citizenship behavior in banking sector. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 7(3), 646-655.
- Baxter, L. A., & Babbie, E. R. (2003). *The basics of communication research*. Queensland: Cengage Learning.
- Bencsik, A., Kosár, S. T., & Machová, R. (2018). Corporate Culture in Service Companies that Support Knowledge Sharing: Bencsik, A., Tóbiás Kosár, S., Machová, R.(2018). Corporate Culture in Service Companies that Support Knowledge Sharing. *Journal of Tourism and Services* 9 (16): 7-13. <https://doi.org/10.29036/jots.v9i16.41>. *Journal of Tourism and Services*, 9(16), 7-13.
- Ben-Shlomo, Y., Brookes, S. T., & Hickman, M. (2013). *Epidemiology, evidence-based medicine and public health: lecture notes (No. Ed. 6)*. John Wiley & Sons.
- Benuyenah, V. (2021). Theorising an organisational citizenship behaviour model for managerial decision-making: from history to contemporary application. *Management Research Review*.
- Bhargavi, S., & Yaseen, A. (2016). Leadership styles and organizational performance. *Strat Manage Q*, 4(1), 87-117.

- Blau, P. M. (1964). Justice in social exchange. *Sociological Inquiry*, 34(2), 193-206.
- Blau, P. M. (1968). Social exchange. *International Encyclopedia of The Social Sciences*, 7, 452-457.
- Boerner, C. S., Macher, J. T., & Teece, D. J. (2008). A review and assessment of organizational learning in economic theories. *World Scientific Book Chapters*, 199-227.
- Bogler, R., & Somech, A. (2005). Organizational citizenship behavior in school. *Journal of Educational Administration*.
- Bolino, M. C., & Turnley, W. H. (2005). The personal costs of citizenship behavior: the relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology*, 90(4), 740.
- Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, 34(4), 542-559.
- Bottomley, P., Mostafa, A. M. S., Gould-Williams, J. S., & León-Cázares, F. (2016). The impact of transformational leadership on organizational citizenship behaviours: The contingent role of public service motivation. *British Journal of Management*, 27(2), 390-405.
- Brink, H., Van der Walt, C., & Van Rensburg, G. (2012). Fundamentals of Research Methodology for Health Care Professionals. Cape Town: Juta and Company. *Antiretroviral Therapy Initiation in an Urban African Cohort*.

- Brooke, M. (2013). Which research paradigm for TESOL?. *Theory & Practice in Language Studies*, 3(3).
- Brum, S. (2007). What impact does training have on employee commitment and employee turnover?. *British Journal of Management*, 27(2), 390-405.
- Bryman, A. (2009). Mixed methods in organizational research. *The Sage handbook of organizational research methods*. Thousand Oaks, CA: Sage Publications Ltd.
- Buchanan, D. A., & Bryman, A. (Eds.). (2009). *The Sage handbook of organizational research methods*. Thousand Oaks, CA: Sage Publications Ltd.
- Burns, J. (1978). *Leadership*, New York: Harper Row.
- Burrell, G. & Morgan, G. (2017). *Sociological paradigms and organisational analysis: Elements of the sociology of corporate life*. Routledge.
- Cameron, K. S., Freeman, S. J., & Mishra, A. K. (1991). Best practices in white-collar downsizing: Managing contradictions. *Academy of Management Perspectives*, 5(3), 57-73.
- Carr, L. T. (1994). The strengths and weaknesses of quantitative and qualitative research: What method for nursing? *Journal of Advanced Nursing*, 20(4), 716-721.
- Casida, J. J., & Pinto-Zipp, G. (2008). Leadership-organizational culture relationship in nursing units of acute care hospitals. *Nursing Economics*, 26(1), 7.
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2001). *Applied business research: qualitative and quantitative methods*. Queensland: John Wiley & Sons, Australia.

- Caves, R. E., & Porter, M. E. (1977). From entry barriers to mobility barriers: Conjectural decisions and contrived deterrence to new competition. *The Quarterly Journal of Economics*, 241-261.
- Chaudhry, A. Q., & Javed, H. (2012). Impact of Transactional and Laissez Faire Leadership Style on Motivation. *International Journal of Business and Social Science*, 3(7), 258-264
- Chemers, M. M. (1997). Leadership, change, and organizational effectiveness. *University of California, Santa Cruz*.
- Chen, H., & Jin, Y. H. (2014). The effects of organizational justice on organizational citizenship behavior in the Chinese context: The mediating effects of social exchange relationship. *Public Personnel Management*, 43(3), 301-313.
- Cherry, N. L. (2019). Employability and Leadership in Contemporary Workplaces: Managerial Calculus. In *Education for Employability (Volume 1)* (pp. 131-142). Brill Sense.
- Chhokar, J. S., Zhuplev, A., Fok, L. Y., & Hartman, S. J., "The impact of culture on equity sensitivity perceptions and organizational citizenship behavior: A five-country study," *International Journal of Value-based Management*, 14(2), 79-82.
- Chilisa, B., & Kawulich, B. (2012). Selecting a research approach: Paradigm, methodology and methods. *Doing Social Research, a Global Context*, 5(1), 51-61.
- Cho, Y. J., & Poister, T. H. (2014). Managerial practices, trust in leadership, and performance: Case of the Georgia department of transportation. *Public Personnel Management*, 43(2), 179-196.

- Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology, 98*(2), 199.
- competencies on employees' job satisfaction* (Doctoral dissertation,
- Cooke, R. A., & Rousseau, D. M. (1988). Behavioral norms and expectations: A quantitative approach to the assessment of organizational culture. *Group & Organization Studies, 13*(3), 245-273.
- Coyne, I., & Ong, T. (2007). Organizational citizenship behaviour and turnover intention: A cross-cultural study. *The International Journal of Human Resource Management, 18*(6), 1085-1097.
- Creswell, J. W. (2009). Research design: Qualitative and mixed methods approaches. London: SAGE.
- Creswell, J. W. (2014). The selection of a research approach. *Research design Qualitative, Quantitative, and Mixed Methods Approach, 3-24*.
- Crotty, M. (1989). The foundations of social research. London: Sage
- Dabke, D. (2016). Impact of leader's emotional intelligence and transformational behavior on perceived leadership effectiveness: A multiple source view. *Business Perspectives and Research, 4*(1), 27-40.
- Dalluay, V. S., & Jalagat, R. C. (2016). Impacts of Leadership Style Effectiveness of Managers and Dept. Heads to Employees' Job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines. *International J. of Recent Advances in Organizational Behaviour & Decision Sciences, 2*(2), 734-751.

- Dargah, S., Haghani Zemydani, M., & Ghalavand, M. (2017). The relationship between work-family conflict and work ethics with mediating role of job stress in nurses. *Iranian Journal of Medical Ethics and History of Medicine*, 10(1), 44-54.
- Dargahi, H., Alirezaie, S., & Shaham, G. (2012). Organizational citizenship behavior among Iranian nurses. *Iranian Journal Of Public Health*, 41(5), 85.
- Darling, J. R., & Heller, V. L. (2011). The key for effective stress management: Importance of responsive leadership in organizational development. *Organization Development Journal*, 29(1), 9.
- Dartey-Baah, K., & Addo, S. A. (2018). Charismatic and corrective leadership dimensions as antecedents of employee safety behaviours: a structural model. *Leadership & Organization Development Journal*.
- Demirkiran, M., Taskaya, S., & Dinc, M. (2016). A study on the relationship between organizational justice and organizational Citizenship Behavior in Hospitals. *Int. J. Bus. Manage. Econ. Res*, 7, 547-554.
- Desky, H., Mukhtasar, M. I., Ariesa, Y., Dewi, I. B. M., Fahlevi, M., Nur, M., ... & Purwanto, A. (2020). Did trilogy leadership style, organizational citizenship behaviour (OCB) and organizational commitment (OCO) influence financial performance? Evidence from pharmacy industries. *Systematic Reviews in Pharmacy*, 11(10), 297-305.
- Dodor, E. A., & Afenyadu, G. Y. (2005). Factors associated with tuberculosis treatment default and completion at the Effia-Nkwanta Regional Hospital in Ghana. *Transactions of the Royal Society of Tropical Medicine and Hygiene*, 99(11), 827-832.

- Doh, J. P., S. A. Stumpf and W. G. Tymon (2011), Responsible leadership helps retain talent in India. *Journal of Business Ethics*, 98(1), 85-100.
- Drucker, P. F. (1995). *People and performance: The best of Peter Drucker on management*. Routledge.
- Dubey, P., Pathak, A. K., & Sahu, K. K. (2020). Correlates Of Workplace Spirituality On Job Satisfaction, Leadership, Organisational Citizenship Behaviour And Organisational Growth: A Literature-Based Study From Organisational Perspective. *International Journal of Scientific and Technology Research*, 9(4), 1493-1502.
- Dumdum, U. R., Lowe, K. B., & Avolio, B. J. (2013). A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: An update and extension. *Transformational and Charismatic Leadership: The Road Ahead 10th Anniversary Edition 2013 Jun 27* (pp. 39-70). Bingley.
- Duncan, W. J. (1989). Organizational culture: "Getting a fix" on an elusive concept. *Academy of Management Perspectives*, 3(3), 229-236.
- Ebrahimpour, H., Zahed, A., Khaleghkhah, A., & Sepehri, M. B. (2011). A survey relation between organizational culture and organizational citizenship behavior. *Procedia-Social and Behavioral Sciences*, 30, 1920-1925.
- Ehrhart, M. G., & Naumann, S. E. (2004). Organizational citizenship behavior in work groups: A group norms
- Eisenbeiss, S., van Knippenberg, D., & Boerner, S. 2008. Transformational leadership and team innovation: Integrating team climate principles. *Journal of Applied Psychology*, 93(6): 1438–1446.

- El Badawy, T. A., Trujillo-Reyes, J. C., & Magdy, M. M. (2017). The demographics' effects on organizational culture, organizational citizenship behavior and job satisfaction: Evidence from Egypt and Mexico. *Business and Management Research*, 6(1), 28.
- El Dahshan, M. E. A., Youssef, H. A., Aljouaid, M., Babkeir, R. A., & Hassan, W. B. (2017). Effect of nurse managers leadership styles on organizational commitment of nurses working at Taif governmental hospitals in Kingdom of Saudi Arabia. *Global Journal of Management and Business Research*.
- Eltarhuni, A., Alhudiri, A., Almanfi, A., & Elbakosh, I. (2020). The impact of leadership styles on organizational citizenship behaviours among employees working at hospital. *GSJ*, 8(1).
- Emery, C. R., & Barker, K. J. (2007). The effect of transactional and transformational leadership styles on the organizational commitment and job satisfaction of customer contact personnel. *Journal of Organizational Culture, Communications and Conflict*, 11(1), 77.
- Etikan, I., & Bala, K. (2017). Sampling and sampling methods. *Biometrics & Biostatistics International Journal*, 5(6), 00149.
- Euwema, M. C., Wendt, H., & Van Emmerik, H. (2007). Leadership styles and group organizational citizenship behavior across cultures. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 28(8), 1035- 1057.

- Farh, J. L., Podsakoff, P. M., & Organ, D. W. (1990). Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. *Journal of Management*, *16*(4), 705-721.
- Farh, J. L., Zhong, C. B., & Organ, D. W. (2004). Organizational citizenship behavior in the People's Republic of China. *Organization Science*, *15*(2), 241-253.
- Fernández, E., Junquera, B., & Ordiz, M. (2003). Organizational culture and human resources in the environmental issue: a review of the literature. *International Journal of Human Resource Management*, *14*(4), 634-656.
- Folger, R. (1993). *Reactions to mistreatment at work*. In J. K. Murnighan (Ed.), *Social psychology in organizations: Advances in theory and research* (161–183). Englewood Cliffs, NJ: Prentice Hall
- Fraser, S., & Robinson, C. (2004). Paradigms and philosophy. *Doing research with children and young people*, 59-79.
- Galli, B. J. (2019). A shared leadership approach to transformational leadership theory: Analysis of research methods and philosophies. In *Scholarly Ethics and Publishing: Breakthroughs in Research and Practice* (pp. 751-790). IGI Global.
- Gaus, N. (2017). Selecting research approaches and research designs: A reflective essay. *Qualitative Research Journal*.
- George, J. M., & Brief, A. P. (1992). Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship. *Psychological Bulletin*, *112*(3), 10-329.

- Gerstner, C. R., & Day, D. V. (1997). Meta-Analytic review of leader–member exchange theory: Correlates and construct issues. *Journal of Applied Psychology, 82*(6), 827.
- Ghashghaeinia, A. R., & Hafezi, S. H. A. H. R. A. M. (2015). Relationship between organizational culture and organizational citizenship behavior among personnel of Islamic Azad University of Fars. *J. Appl. Environ. Biol. Sci, 5*(11S), 131-138.
- Giannakopoulou, E. N., Thalassinou, E. I., & Stamatopoulos, T. V. (2016). Corporate governance in shipping: An overview. *Maritime Policy & Management, 43*(1), 19-38.
- Giltinane, C. L. (2013). Leadership styles and theories. *Nursing standard, 27*(41).
- Gimenez-Espin, J. A., Jiménez-Jiménez, D., & Martínez-Costa, M. (2013). Organizational culture for total quality management. *Total Quality Management & Business Excellence, 24*(5-6), 678-692.
- Glaister, K. W., & Buckley, P. J. (1998). Measures of performance in UK international alliances. *Organization Studies, 19*(1), 89-118.
- Goleman, D. (2000). Leadership that gets results. *Harvard business review, 78*(2), 4-17.
- Gong, Y., Huang, J.-C., & Farh, J.-L. 2009. Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal, 52*(4): 765–778.
- Goodnight, R. (2011). Laissez-Faire Leadership. Encyclopedia of Leadership. London, UK: Sage Publications.

- Gooty, J., & Yammarino, F. J. (2016). The leader–member exchange relationship: A multisource, cross-level investigation. *Journal of Management*, 42(4), 915-935.
- Gouldner, H. P. (1960). Dimensions of organizational commitment. *Administrative Science Quarterly*, 468-490.
- Greenleaf, R.K. (1977), *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*, Paulist Press, New York, NY
- Griffin, M. A., Patterson, M. G., & West, M. A. (2001). Job satisfaction and teamwork: The role of supervisor support. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 22(5), 537-550.
- Grix, J. (2004). *The foundations of research*. London: Palgrave Macmillan.
- Groysberg, B., Lee, J., Price, J., & Cheng, J. (2018). The leader's guide to corporate culture. *Harvard business review*, 96(1), 44-52.
- Guba, E. G. (1990). The paradigm dialog. In *Alternative Paradigms Conference, Mar, 1989, Indiana U, School of Education, San Francisco, CA, US*. Sage Publications, Inc.
- Gunavathy, J. S., & Indumathi, G. (2011). Leadership and Organization Citizenship Behavior-A Study among Employees of a Civil Engineering Company. *BVIMR Management Edge*, 4(1).
- Harper, S. (2012). The leader coach: A model of multi-style leadership. *Journal of Practical Consulting*, 4(1), 22-31.
- Harris, S. G., & Mossholder, K. W. (1996). The affective implications of perceived congruence with culture dimensions during organizational transformation. *Journal of management*, 22(4), 527-547.

- Hennekam, S., Peterson, J., Tahssain-Gay, L., & Dumazert, J. P. (2018). Managing religious diversity in secular organizations in France. *Employee Relations*.
- Herman, H. M., Huang, X., & Lam, W. (2013). Why does transformational leadership matter for employee turnover? A multi-foci social exchange perspective. *The Leadership Quarterly*, 24(5), 763-776.
- Hersey, P., Blanchard, K. H., & Natemeyer, W. E. (1979). Situational leadership, perception, and the impact of power. *Group & Organization Studies*, 4(4), 418-428.
- Hills, C.W.L and Jones G.R. (2003) Strategic Management. 6th Ed. Houghton Mifflin, Means Business, Inc.
- Ho, H. X., & Le, A. N. H. (2020). Investigating the relationship between benevolent leadership and the organizational citizenship behaviour of academic staff: The mediating role of leader-member exchange. *Management in Education*, 0892020620980000.
- Hodson, R. (2002). Management citizenship behavior and its consequences. *Work and Occupations*, 29(1), 64-96.
- Hughes, P. (2010). Paradigms, methods and knowledge. *Doing Early Childhood Research: International Perspectives on Theory and Practice*, 2, 35-61.
- Ilham, R. (2018). The impact of organizational culture and leadership style on job satisfaction and employee performance. *Journal of Advanced Management Science*, 6(1), 50-53.
- Imanbayev, K., Sinchev, B., Sibanbayeva, S., Mukhanova, A., Nurgulzhanova, A., Zaurbekov, N., ... & Baibolova, L. (2021). Analysis and

mathematical modeling of big data processing. *Peer-to-Peer Networking and Applications*, 14(5), 2626-2634.

Irshad, R., & Hashmi, M. S. (2014). How transformational leadership is related to organizational citizenship behavior? The mediating role of emotional intelligence. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 8(2), 413-425.

Irwan, A., Mahfudnurnajamuddin, M., Nujum, S., & Mangkona, S. (2020). The Effect of Leadership Style, Work Motivation and Organizational Culture on Employee Performance Mediated by Job Satisfaction. *International Journal of Multicultural and Multireligious Understanding*, 7(8), 642-657.

İşcan, Ö. F., Ersarı, G., & Naktiyok, A. (2014). Effect of leadership style on perceived organizational performance and innovation: The role of transformational leadership beyond the impact of transactional leadership— An application among Turkish SME's. *Procedia-Social and Behavioral Sciences*, 150(1), 881-889.

Ja'afaru Bambale, A. (2014). Relationship between servant leadership and organizational citizenship behaviors: Review of literature and future research directions. *Journal of Marketing & Management*, 5(1).

Jago, A. G. (1982). Leadership: Perspectives in theory and research. *Management Science*, 28(3), 315-336.

Jha, S., & Jha, S. (2013). Leader-member exchange: A critique of theory & practice. *Journal of Management & Public Policy*, 4(2).

- Johnson, L., Levine, A., Smith, R., & Stone, S. (2010). *The 2010 Horizon Report. New Media Consortium*. 6101 West Courtyard Drive Building One Suite 100, Austin, TX 78730.
- Kamal, S. S. L. B. A. (2018). Research paradigm and the philosophical foundations of a qualitative study. *People International Journal of Social Sciences*, 4(3), 1-10.
- Katz, D. & R. L. Kahn (1978), *The Social Psychology of Organizations*, (2nd ed). New York: Wiley.
- Keesler, J. M., & Fukui, S. (2020). Factor structure of the professional quality of life scale among direct support professionals: factorial validity and scale reliability. *Journal of Intellectual Disability Research*, 64(9), 681-689.
- Kellar, S., & Kelvin, E. A. (2013). *Organizing, displaying, and describing data. Munro's Statistical Methods for Health Care Research*. Philadelphia, PA: Lippincott, Williams, & Wilkins, 48-49.
- Kerr, S., Schriesheim, C. A., Murphy, C. J., & Stogdill, R. M. (1974). Toward a contingency theory of leadership based upon the consideration and initiating structure literature. *Organizational Behavior and Human Performance*, 12(1), 62-82.
- Khan, A. Z., & Adnan, N. (2014). Impact of leadership styles on organizational performance. *International J. of Management Sciences*, 2(11), 501-515.
- Khan, N. R., Ghouri, A. M., & Awang, M. (2013). Leadership styles and organizational citizenship behavior in small and medium scale firms. *Researchers World-Journal of Arts, Science & Commerce*, 4(2), 153-163.

- Kirkpatrick, S. A., & Locke, E. A. (1996). Direct and indirect effects of three core charismatic leadership components on performance and attitudes. *Journal of Applied Psychology*, 81(1), 36.
- Kivunja, C., & Kuyini, A. B. (2017). Understanding and Applying Research Paradigms in Educational Contexts. *International Journal of Higher Education*, 6(5), 26-41.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- Kowalczyk, S. J., & Pawlish, M. J. (2002). Corporate branding through external perception of organizational culture. *Corporate Reputation Review*, 5(2-3), 159-174.
- Krotkova, E.V., Mullakhmetov, K.S., Akhmetshin. E.M. 2016. State control over small business development: Approaches to the organization and problems (experience of the Republic of Tatarstan, the Russian Federation). *Academy of Strategic Management Journal*, 15(1), 8-14.
- Kumar, C. (2011). Knowledge discovery in data using formal concept analysis and random projections. *International Journal of Applied Mathematics and Computer Science*, 21(4), 745-756.
- Kumar, R. (2018). *Research methodology: A step-by-step guide for beginners*. Sage.
- Kumar, R. (2019). *Research methodology: A step-by-step guide for beginners*. Sage Publications Limited.
- Kusi Amponsah, A., Kyei, E. F., Agyemang, J. B., Boakye, H., Kyei-Dompim, J., Ahoto, C. K., & Oduro, E. (2020). Nursing-related barriers to

children's pain management at selected hospitals in Ghana: A descriptive qualitative study. *Pain Research and Management*.

Kuyini, A. B., Yeboah, K. A., Das, A. K., Alhassan, A. M., & Mangope, B. (2016). Ghanaian teachers: Competencies perceived as important for inclusive education. *International Journal of Inclusive Education*, 20(10), 1009-1023.

Lam, C., & O'Higgins, E. (2013). Emotional Intelligence and Leadership Styles in China. *Asia Pacific Management Review*, 18(4), 441-467.

Laras, T., Jatmiko, B., & Nugroho, F. J. H. T. (2021). The Influence of Organizational Citizenship Behavior (OCB) And Organizational Culture on The Performance of Education Employees as Mediated by Job Satisfaction (Survey at the Private University of Sleman Regency in Yogyakarta).

Leary, M. R., Diebels, K. J., Jongman-Sereno, K. P., & Fernandez, X. D. (2015). Why seemingly trivial events sometimes evoke strong emotional reactions: The role of social exchange rule violations. *The Journal of Social Psychology*, 155(6), 559-575.

Lee, K. L., & Salleh, A. L. (2009). Moderating effects of subordinates' competency level on leadership and organization citizenship behavior. *International Journal of Business and Management*, 4(7), 139-145.

Leedy, P. D., & Ormrod, J. E. (2010). *Practical research: Planning and design* (9th ed.). Upper Saddle River, NJ: Prentice Hall.

Lian, L. K., & Tui, L. G. (2012). Leadership styles and organizational citizenship behavior: The mediating effect of subordinates' competence

- and downward influence tactics. *Journal of Applied Business and Economics*, 13(2), 59-96.
- Lian, L. K., & Tui, L. G. (2012). The Mediating Effect of Downward Influence Tactics on the Relationship between Leadership Style and Organizational Citizenship Behavior (Kesan Pengantara Taktik Pengaruh Arah Bawah ke atas Hubungan antara Gaya Kepimpinan dengan Gelagat Kewarganegaraan Org. *Jurnal Pengurusan (UKM Journal of Management)*, 36.
- Liao, Z. (2018). Corporate culture, environmental innovation and financial performance. *Business Strategy and the Environment*, 27(8), 1368-1375.
- Likert, R. A. (1932). A technique for the development of attitudes. *Arch Psychol*, 140(2), 5-55.
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. Beverly Hills, CA: Sage.
- Liu, Z., Huang, H., Huang, J., Lin, T., Kewei, X. U., Guo, Z., ... & Han, J. (2008). Culture and differentiation of bone marrow mesenchymal stem cells on bladder acellular matrix. *Chinese Journal of Tissue Engineering Research*, 12(14), 2780-2784.
- Lo, M. C., Ramayah, T., & Min, H. W. (2009). Leadership styles and organizational commitment: A test on Malaysia manufacturing industry. *African Journal of Marketing Management*, 1(6), 133-139.
- Long, C. S., & Thean, L. Y. (2011). Relationship between leadership style, job satisfaction and employees' turnover intention: A literature review. *Research Journal of Business Management*, 5(3), 91-100.

- Lord, R. and Maher, K. (1991), *Leadership and information processing: Linking perceptions and performance*, Unwin Hyman, Cambridge, MA
- Lucey, P. A. (2017). Leadership style and organizational citizenship behavior in community-based mental health facilities. *Researchers World-Journal of Arts, Science & Commerce*, 4(3), 163-173.
- Lyashenko, V., Deineko, Z., Zeleniy, O., & Tabakova, I. (2021). Wavelet ideology as a universal tool for data processing and analysis: some application examples.
- MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1993). The impact of organizational citizenship behavior on evaluations of salesperson performance. *Journal of Marketing*, 57(1), 70-80.
- Malhotra, K. N. (2015). *Essentials of marketing research: A hand-on orientation*. New York: Pearson Education Inc.
- Malhotra, N. K. (2010). *Marketing research: An applied orientation* (Vol. 834). New Jersey: Pearson Education.
- Malhotra, N. K., & Birks, D. F. (2007). *Marketing research. Management Decision*, 47(1), 110-123.
- Malik, S. Z., Saleem, M., & Naeem, R. (2016). Effect of leadership styles on organizational citizenship behaviour in employees of telecom sector in Pakistan. *Pakistan Economic and Social Review*, 54(2), 385-406.
- Maloş, R. (2012). Leadership styles. *Annals of Eftimie Murgu University Resita, Fascicle II, Economic Studies*.
- Maqsood, S., Bilal, H. & R. (2013). Manager's leadership styles and employee job satisfaction. Retrieved from www.oricpub.com

- Martinez, S. D., Sun, Y., Gergen, E., & Wheeler, C. (2018). A study of the relationship between school administrators' leadership styles and organizational citizenship behavior. *Journal of Management Science and Business Intelligence*, 3(1), 1-6.
- Maxwell, J. A. (2012). The importance of qualitative research for causal explanation in education. *Qualitative Inquiry*, 18(8), 655-661.
- Maxwell, J. A., & Mittapalli, K. (2010). Realism as a stance for mixed methods research. *Handbook of Mixed Methods in Social & Behavioral Research*, 5(1), 145-168.
- Mbiniwaya, M., (2015). *Review of maternal deaths audit in Effia Nkwanta Regional Hospital in the Western Region* (Doctoral dissertation), University of Ghana.
- McColl, E. (2005). Developing questionnaires. *Assessing Quality of Life in Clinical Trials*, 2(1), 9-23.
- McDougall, N., Wagner, B., & MacBryde, J. (2019). An empirical explanation of the natural-resource-based view of the firm. *Production Planning & Control*, 30(16), 1366-1382.
- McShane, S.L. and Von Glinow, M.A (2006) *Organizational Behaviour. Emerging Realities for the Workplace Revolution*. (4th ed.) McGraw Hill Companies Inc.
- Men, L. R. (2010). Measuring the impact of leadership style and employee empowerment on perceived organizational reputation. Retrieved from www.instituteforpr.org/.../KEPRRA-the-Impact-of-Leadership-Style-and-EmployeeEmpowerment-on-Perceived-Organizational-Reputation

- Mensah, G. Y. (2018). *Assessing citizens' trust in public healthcare: A study of the Effia Nkwanta Regional Hospital in the Western Region of Ghana* (Master's thesis), the University of Bergen.
- Mensah, H. K., Akuoko, K. O., & Ellis, F. (2016). An empirical assessment of health workers' organisational commitment in Ghana: A comparative analysis. *International Journal of Business and Management*, 11(3), 183-192.
- Mertens, D. M. (2005). *Research methods in education and psychology: Integrating diversity with quantitative and qualitative approaches (2nd ed.)*. Thousand Oaks: Sage.
- Messer, B. A., & White, F. A. (2006). Employees' mood, perceptions of fairness, and organizational citizenship behavior. *Journal of Business and Psychology*, 21(1), 65-82.
- Michel, J. W., & Tews, M. J. (2016). Does leader-member exchange accentuate the relationship between leader behaviors and organizational citizenship behaviors?. *Journal of Leadership & Organizational Studies*, 23(1), 13-26.
- Mishra, D., & Alok, M. (2011). Research trends in management issues of global software development: evaluating the past to envision the future. *Journal of Global Information Technology Management*, 14(4), 48-69.
- Mohamed, M. S., Khalifa, G. S. A., Nusari, M., Ameen, A., Al-Shibami, A. H., & Abuelhassan, A. E. (2018). Effect of organizational excellence and employee performance on organizational productivity within healthcare

sector in the UAE. *Journal of Engineering and Applied Sciences*, 13(15), 6199–6210.

Mohammad, J., Quoquab, F., & Omar, R. (2016). Factors affecting organizational citizenship behavior among Malaysian bank employees: The moderating role of Islamic work ethic. *Procedia-Social and Behavioral Sciences*, 224, 562-570.

Mohanty, J., & Rath, B. P. (2012). Influence of organizational culture on organizational citizenship behavior: A three-sector study. *Global Journal of business research*, 6(1), 65-76.

Moorman, C., Deshpande, R., & Zaltman, G. (1993). Research relationships. *Journal of marketing*, 57(1), 81-101.

Moradi, M. R., Jafari, A., Omid, A., & Alidoust Ghahfarokhi, E. (2014). Modeling organizational citizenship behaviors in employees the effect of transformational leadership and organizational justice on of ministry of sport and youth of Iran. *Journal of Sport Management*, 5(4), 107-124.

Morgan, G., & Smircich, L. (1980), "The Case of Qualitative Research," *Academy of Management Review*, 5(1), 491-500.

Morgan, M. (2002). *Language, discourse and power in African American Culture* (No. 20). Cambridge University Press.

Mosadegh Rad, A. M., & Yarmohammadian, M. H. 2006. A study of relationship between managers' leadership style and employees' job satisfaction. *Leadership in Health Services*, 19(2), 11-28.

- Mousa, M., Massoud, H. K., & Ayoubi, R. M. (2020). Gender, diversity management perceptions, workplace happiness and organisational citizenship behaviour. *Employee Relations: The International Journal*.
- Mullakhmetov, K. S., Sadriev, R. D., & Akhmetshin, E. M. (2018). Corporate culture in management systems.
- Mullakhmetov, K.S. (2013). *Influence of development of management, culture and philosophy of the organization on control evolutions. Economic Science in Various Cultural Contexts*. Charles University in Prague, 37-66.
- Mullakhmetov, K.S. (2015). Some approaches to the development of the management control concept. *Journal of Advanced Research in Law and Economics*, 6(1), 128-137.
- Mullakhmetov, K.S. (2016). Control in the system of managerial decisions procedures: A conceptual view. *Problems and Perspectives in Management*, 4(3), 64-76.
- Mullakhmetov, K.S. (2016). Corporate culture in the system of management. *Society and Economy*, 11, 41-53.
- Mullakhmetov, K.S., Sadriev, R.D., Gabidinova, G.S., Akhmetshin, E.M. (2016). Control in marketing-based management. *Academy of Marketing Studies Journal*, 20(2), 13-19.
- Mutepfa, M. I., & Taper, R. (2018). Traditional survey and questionnaire platforms. *Handbook of Research Methods in Health Social Sciences*, 1(1), 1-18.
- Mycek, S. (2000). Culture clash... and how to deal with it. *Trustee: the journal for hospital governing boards*, 53(9), 6-11.

- Narine, L., & Persaud, D. D. (2003). Gaining and maintaining commitment to large-scale change in healthcare organizations. *Health Services Management Research, 16*(3), 179-187.
- Nasir, H. M., Nordin, R., Seman, S. A. A., & Rahmat, A. (2014). The relationship of leadership styles and organizational performance among IPTA academic leaders in Klang Valley area, Malaysia. *Business and Entrepreneurship Journal, 3*(2), 45-65.
- Newman, A., Thanacoody, R., & Hui, W. (2011). The impact of employee perceptions of training on organizational commitment and turnover intentions: A study of multinationals in the Chinese service sector. *The International Journal of Human Resource Management, 22*(8), 1765-1787.
- Nguni, S., Slegers, P., & Denessen, E. (2006). Transformational and transactional leadership effects on teachers' job satisfaction, organizational commitment, and organizational citizenship behavior in primary schools: The Tanzanian case. *School effectiveness and school improvement, 17*(2), 145-177.
- Nichols, A. L., & Cottrell, C. A. (2014). What do people desire in their leaders? The role of leadership level on trait desirability. *The Leadership Quarterly, 25*(4), 711-729.
- Northouse, G. (2007). *Leadership theory and practice*. (3rd ed.) Thousand Oak, London, New Delhe, Sage Publications, Inc.
- Northouse, P. G. (2011). *Introduction to leadership: Concept and practice*. Thousand Oaks: Sage Publications, Inc

- Northouse, P. G. (2015). *Leadership: Theory and practice*. Thousand Oaks, CA: Sage publications.
- Nunnally, J. C. (1978). *Psychometric Theory: 2nd Ed.* New York: McGraw-Hill.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71, 492-499.
- Odom, R. Y., Boxx, W. R., & Dunn, M. G. (1990). Organizational cultures, commitment, satisfaction, and cohesion. *Public Productivity & Management Review*, 157-169.
- Ojokuku, R. M., Odetayo, T. A., & Sajuyigbe, A. S. (2012). Impact of leadership style on organizational performance: a case study of Nigerian banks. *American Journal of Business and Management*, 1(4), 202-207.
- Ölçer, F., Florescu, M. S., & Nastase, M. (2014). The effects of transformational leadership and emotional intelligence of managers on organizational citizenship behaviors of employees. *Revista de Management Comparat International*, 15(4), 385-401.
- Ololube, N. P. (2013). *Educational Management, Planning and Supervision: Model for Effective Implementation*. Owerri: Spring Field Publishers.
- O'Reilly, C. (1989). Corporations, culture, and commitment: Motivation and social control in organizations. *California Management review*, 31(4), 9-25.

- Organ, D. W. (1988). Issues in organization and management series. *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA, England: Lexington Books/DC Heath and Com.
- Orgev, C. (2013). The relationship among the leadership styles, organizational citizenship and health worker performance in public hospitals. *Int J Educ Res*, 1(16), 1-16.
- Ouchi, W. 1982. *Theory Z: How American Business Can Meet the Japanese Challenge*. Reading, MA, Addison-Wesley
- Ouchi, W. G., & Wilkins, A. L. (1985). Organizational culture. *Annual review of sociology*, 11(1), 457-483.
- Ozsahin, M., & Sudak, M. K. (2015). The mediating role of leadership styles on the organizational citizenship behavior and innovativeness relationship. *Journal of Business Economics and Finance*, 4(3).
- Paciorek, W., ... & Bricogne, G. (2011). Data processing and analysis with the auto PROC toolbox. *Acta Crystallographica Section D: Biological Crystallography*, 67(4), 293-302.
- Pearce, C. L., & Herbik, P. A. (2004). Citizenship behavior at the team level of analysis: The effects of team
- Perreira, T., & Berta, W. (2015). Increasing OCB: the influence of commitment, organizational support and justice. *Strategic HR Review*.
- Peters, T.J and Waterman R.H (1982) *In Search of Excellence: lessons from America's Best Run Companies* (New York: Harper and Row).

- Petocz, A., & Newbery, G. (2010). On conceptual analysis as the primary qualitative approach to statistics education research in psychology. *Statistics Education Research Journal*, 9(2), 10-20.
- Pham, N. T., Phan, Q. P. T., Tučková, Z., Vo, N., & Nguyen, L. H. (2018). Enhancing the organizational citizenship behavior for the environment: The roles of green training and organizational culture. *Management & Marketing. Challenges for the Knowledge Society*, 13(4), 1174-1189.
- Phipps, S. T., Prieto, L. C., & Deis, M. H. (2015). The role of personality in organizational citizenship behavior: Introducing counterproductive work behavior and integrating impression management as a moderating factor. *Journal of Organizational Culture, Communications and Conflict*, 19(1), 1-76.
- Podsakoff, P. M., & MacKenzie, S. B. (1994). An examination of the psychometric properties and nomological validity of some revised and reduced substitutes for leadership scales. *Journal of Applied Psychology*, 79(5), 702.
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82(2), 2-62.
- Podsakoff, P. M., MacKenzie, S. B., & Fetter, R. (1993). Substitutes for leadership and the management of professionals. *The Leadership Quarterly*, 4(1), 1-44.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the

- theoretical and empirical literature and suggestions for future research. *Journal of management*, 26(3), 513-563.
- Polit, D. F., & Beck, C. T. (2010). Generalization in quantitative and qualitative research: Myths and strategies. *International journal of nursing studies*, 47(11), 1451-1458.
- Potgieter, I. L., Ferreira, N., & Coetzee, M. (Eds.). (2019). *Theory, research and dynamics of career wellbeing: Becoming fit for the future*. Springer Nature.
- Potwarka, L. R., Snelgrove, R., Drewery, D., Bakhsh, J., & Wood, L. (2020). From intention to participation: Exploring the moderating role of a voucher-based event leveraging initiative. *Sport Management Review*, 23(2), 302-314.
- Pring, R. (2000). The 'false dualism' of educational research. *Journal of Philosophy of Education*, 34(2), 247-260.
- Puplampu, B. P. (2005). Skills, structure and leadership: Critical variables for SMEs internationalization. *Internationalization and Enterprise Development in Ghana*, 129-194.
- Quinn, R. E., & Cameron, K. S. (1999). Onderzoeken en veranderen van organisatiecultuur. *Academic Service: Schoonhoven*.
- Quinn, R. E., & Spreitzer, G. M. (1991). *The psychometrics of the competing values culture instrument and an analysis of the impact of organizational culture on quality of life*. Emerald.
- Rahman, M. S. (2017). The Advantages and Disadvantages of Using Qualitative and Quantitative Approaches and Methods in Language" Testing and

- Assessment" Research: A Literature Review. *Journal of Education and Learning*, 6(1), 102-112.
- Rashid, R. A., Nordin, S. M., & Salleh, R. (2014). Impact of Safety Communication on Safety Commitment with Leader-Member Exchange Quality as a Moderating Factor: A Conceptual Framework. *Global Business & Management Research*, 6(4).
- Raus, A. & Haita, M., (2011). Leadership Style, Organizational Culture and Work Motivation. *Managerial Challenges of the Contemporary Society*, 2, 256-260.
- Rego, A., Ribeiro, N., & Cunha, M. P. (2010). Perceptions of organizational virtuousness and happiness as predictors of organizational citizenship behaviors. *Journal of Business Ethics*, 93(2), 215-235.
- Reisy, L., Barati, B., Ahmadboukani, S., & Galavand, M. (2019). Investigating the Association between Workaholism and Occupational Ethics with the Mediating Role of Work-Family Conflict among Medical Staff Members of Health Centers in Bojnourd County, Iran (2018-2019). *Journal of Occupational Health and Epidemiology*, 8(4), 215-220.
- Robson, C. (2002). *Real world research: A resource for social scientists and practitioner-researchers* (Vol. 2). Oxford: Blackwell.
- Sahaya, N. (2012). A learning organization as a mediator of leadership style and firms' financial performance. *International Journal of Business and Management*, 7(14), 96.
- Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research methods for business*. London: Pitman.

- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Edinburgh Gate Harlow: Pearson Education Limited.
- Schein, E. (1992). How can organizations learn faster?: the problem of entering the Green Room. Retrieved from dspace.mit.edu.
- Schmoker, M. (2001). *The results fieldbook: Practical strategies*.
- Schwandt, T. A. (2001). *Dictionary of qualitative inquiry* (2nd ed.). Thousand Oaks, CA: Sage.
- Scott, K. L., Restubog, S. L. D., & Zagenczyk, T. J. (2013). A social exchange-based model of the antecedents of workplace exclusion. *Journal of Applied Psychology, 98*(1), 37.
- Seale, C. (2002). Quality issues in qualitative inquiry. *Qualitative Social Work, 1*(1), 97-110.
- Sharafutdinov, R.I., Gerasimov, V.O., Yagudina, O.V., Dmitrieva, I.S., Pavlov, S.V., Akhmetshin, E.M. 2017. Research of human capital in view of labour potential of staff: National companies case study. Paper presented at the Proceedings of the 29th International Business Information Management Association Conference - Education Excellence and Innovation Management through Vision 2020: From *Regional Development Sustainability to Global Economic Growth*, 839-852.
- Shekhar, P., Prince, M., Finelli, C., Demonbrun, M., & Waters, C. (2019). Integrating quantitative and qualitative research methods to examine student resistance to active learning. *European Journal of Engineering Education, 44*(1-2), 6-18.

- Shekhar, P., Prince, M., Finelli, C., Demonbrun, M., & Waters, C. (2019). Integrating quantitative and qualitative research methods to examine student resistance to active learning. *European Journal of Engineering Education, 44*(1-2), 6-18.
- Shore, L. M., Coyle-Shapiro, J. A., Chen, X. P., & Tetrick, L. E. (2009). Social exchange in work settings: Content, process, and mixed models. *Management and Organization Review, 5*(3), 289-302.
- Shreffler, J., & Huecker, M. R. (2020). Exploratory data analysis: Frequencies, descriptive statistics, histograms, and boxplots. In *StatPearls [Internet]*: StatPearls Publishing.
- Singer, E., & Couper, M. P. (2017). Some methodological uses of responses to open questions and other verbatim comments in quantitative surveys. *Methods, data, analyses: a journal for quantitative methods and survey methodology (mda), 11*(2), 115-134.
- Sisson, A. D. (2021). Music festival supervisor leadership style and organizational citizenship behavior: the effects of employee and volunteer relationships and dependence on their leader. *International Journal of Event and Festival Management*.
- Skarlicki, D. P., & Latham, G. P. (1996). Increasing citizenship behavior within a labor union: A test of organizational justice theory. *Journal of applied psychology, 81*(2), 161.
- Smith, C. A. O. D. W. N. J. P., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of applied psychology, 68*(4), 653.

- Sollitto, M., Martin, M. M., Dusic, S., Gibbons, K. E., & Wagenhouser, A. (2016). Assessing the supervisor-subordinate relationship involving part-time employees. *International Journal of Business Communication*, 53(1), 74- 96.
- Somech, A., & Drach-Zahavy, A. (2004). Exploring organizational citizenship behaviour from an organizational perspective: The relationship between organizational learning and organizational citizenship behaviour. *Journal of occupational and organizational psychology*, 77(3), 281-298.
- Strange, J. M., & Mumford, M. D. (2002). The origins of vision: Charismatic versus ideological leadership. *The Leadership Quarterly*, 13(4), 343-377.
- Supriadi, O., Musthan, . Z., Saodah, ., Nurjehan, . R., Haryanti, . Y. D., Marwal, . M. R., Purwanto, . A., Mufid, . A., Yulianto, . R. A., Farhan, . M., Fitri, . A. A., Fahlevi, . M. & Sumartiningsih, . S. (2020) Did Transformational, Transactional Leadership Style and Organizational Learning Influence Innovation Capabilities of School Teachers during Covid-19 Pandemic?. *Systematic Reviews in Pharmacy*, 11 (9), 299-311.
- Surma, J. (2016). Social exchange in online social networks. The reciprocity phenomenon on Facebook. *Computer Communications*, 73, 342-346.
- Suryanto, T., Thalassinou, I.E. 2017. Cultural Ethics and Consequences in Whistle-Blowing among Professional Accountants: An Empirical Analysis. *Journal of Applied Economic Sciences*, 6(52), 1725-1731.

- Takeuchi, R., Bolino, M. C., & Lin, C. C. (2015). Too many motives? The interactive effects of multiple motives on organizational citizenship behavior. *Journal of Applied Psychology, 100*(4), 1239.
- Tashakkori, A. & Teddlie, C. (Eds.). (2003). *Handbook of mixed methods in social & behavioral research*. Thousand Oaks, CA: SAGE Publications.
- Tashakkori, A., & Teddlie, C. (2010). Putting the human back in “human research methodology”: The researcher in mixed methods research.
- Teffu, M. E. (2020). *The influence of prevailing managerial leadership style on employee engagement, job satisfaction and organisational commitment: a South African public health sector perspective* (Doctoral dissertation).
- Tepper, B. J., & Taylor, E. C. (2003). Relationships among supervisors' and subordinates' procedural justice perceptions and organizational citizenship behaviors. *Academy of Management Journal, 46*(1), 97-105.
- Trice, H. M., & Beyer, J. M. (1993). *The cultures of work organizations*. Prentice-Hall, Inc.
- Tziner, A., Drory, A., & Shilan, N. (2021). Perceived Organizational Politics, Leadership Style and Resilience: How Do They Relate to OCB, If at All?. *International Business Research, 14*(2), 1-1.
- Übius, Ü., & Alas, R. (2009). Organizational culture types as predictors of corporate social responsibility. *Engineering economics, 61*(1).
- Ukaidi, C. U. (2016). The influence of leadership styles on organizational performance in Nigeria. *Global Journal of Human Resource Management, 4*(4), 25-34.

- Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of management Journal*, 37(4), 765-802.
- Vigoda-Gadot, E. (2007). Redrawing the boundaries of OCB? An empirical examination of compulsory extra-role behavior in the workplace. *Journal of business and psychology*, 21(3), 377-405.
- Viotti, P. R., & Kauppi, M. V. (2019). *International relations theory*. Rowman & Littlefield.
- Waldman, D., Kenett, R. S., & Zilberg, T. (2007). Corporate social responsibility: What it really is, why it's so important, and how it should be managed. *Status Magazine*, 193, 10-14.
- Wang, H., Law, K. S., Hackett, R. D., Wang, D., & Chen, Z. X. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *Academy of Management Journal*, 48(3), 420-432.
- Wheatley, J. (2005). Ancient banking, modern crimes: How hawala secretly transfers the finances of criminals and thwarts existing laws. *U. Pa. J. Int'l Econ. L.*, 26, 347.
- Williams, C. (2007). Research methods. *Journal of Business & Economics Research (JBER)*, 5(3), 1-10.
- Wurtz, K. (2015). *Using mixed methods research to analyse surveys*. Washington, DC: Sage publication.
- Yamane, T. (1967). *Research Methods: Determination of Sample Size*. New York, NY: Prentice-Hall.

- Yan, C. G., Wang, X. D., Zuo, X. N., & Zang, Y. F. (2016). DPABI: data processing & analysis for (resting-state) brain imaging. *Neuroinformatics*, *14*(3), 339-351.
- Yang, C., Ding, C. G., & Lo, K. W. (2016). Ethical leadership and multidimensional organizational citizenship behaviors: The mediating effects of self-efficacy, respect, and leader-member exchange. *Group & Organization Management*, *41*(3), 343-374.
- Young, R. B., & Javalgi, R. G. (2007). *International marketing research: A global project management perspective*. *Business Horizons*, *50*(2), 113-122.
- Zavyalova, E., & Kucherov, D. (2010). Relationship between organizational culture and job satisfaction in Russian business enterprises. *Human Resource Development International*, *13*(2), 225-235.
- Zhao, H., Teng, H., & Wu, Q. (2018). The effect of corporate culture on firm performance: Evidence from China. *China Journal of Accounting Research*, *11*(1), 1-19.
- Zhou, Y., & Miao, Q. (2014). Servant leadership and affective commitment in the Chinese public sector: The mediating role of perceived organizational support. *Psychological Reports*, *115*(2), 381-395.
- Zikmund, W. (2000): *Business Research Methods*, (6th ed.). Harcourt: Fort Worth et al.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2012). *Business research methods* (9th ed.). South-Western, Mason, OH: Cengage.

APPENDIX A

QUESTIONNAIRE

This research is being carried out to evaluate leadership style and organizational citizenship behaviour at Effia-Nkwanta Regional Hospital: The mediating role of corporate culture. It is meant for academic purpose only. Your candid opinions on the items in this questionnaire in terms of providing factual responses will make this study a success. Thanks.

1. Sexual category: Masculine [] Feminine []
2. Time of life: Underneath 25 [] 26-30 [] 31-35 [] 36-40 []
41-50 [] Above []
3. Educational Qualification: Diploma [] Undergraduate [] Post Graduate [] Professional []
4. Position: Supervisor [] Subordinate []
5. Work Experience: Below 5 [] 5-10 [] 11-15 [] 16-20 []
21-25 [] Above []

Leadership Style

To what degree do you come to an agreement with the succeeding declarations regarding the leadership style at Effia-Nkwanta regional hospital?

1-Strong distress; 2- distress; 3-Moderately agree; 4-Agree; 5-Strongly come to an understanding

No	Autocratic Leadership Style Variables	1	2	3	4	5
1	personnel need to be supervised carefully, or they may be no longer in all likelihood to do their paintings					

2	traditionally, employees must accept rewards or punishments so that it will inspire them to obtain organizational objectives					
3	The leader is the chief judge of the achievements of the contributors of the organization					
4	Powerful leaders supply orders and make clear strategies.					
5	It is honest to say that maximum employees within the trendy population are lazy.					
	Democratic Leadership Style Variables					
1	employees need to be part of the decision-making process					
2	Offering steering without stress is the important thing to being an excellent leader.					
3	Most workers want frequent and supportive communication from their leaders.					
4	Most employees feel insecure about their work and need direction.					
5	It is the leader's job to help subordinates find their "passion."					
	Laissez-fair Leadership Style Variables					
1	In complex conditions, leaders need to permit subordinates work troubles out on their personal					

2	Leadership requires staying out of the manner of subordinates as they do their work.					
3	Generally, leaders should allow subordinates to appraise their very own work.					
4	Leaders have to provide subordinates whole freedom to clear up problems on their personal					
5	In most situations, workers prefer little input from the leader					
6	People are basically competent and if given a task will do a good job.					
7	In general, it is best to leave subordinates alone.					
	Transformational Leadership Style Variables					
1	Leaders follows rules, be just, neither be corrupted nor for self-serving.					
2	Leaders in no way make things hard for his/her subordinates; never retaliate his/her subordinate by way of abusing his/her strength.					
3	Leaders permit workforce understands the management philosophy, visions and missions of the corporation/branch.					
4	Leaders are willing to help employees to solve difficulties in their life and family.					

5	Leaders show high commitment to his/her work, keeps high levels of passion.					
---	---	--	--	--	--	--

Leadership style questionnaires (autocratic, democratic and laissez-fair) adopted from Northouse (2011); and Transformational leadership style adopted from Chaoping and Kan (2008)

Corporate Culture

To what degree do you come to an agreement with the succeeding announcements regarding the corporate culture at Effia-Nkwanta regional hospital?

1-Strong distress; 2- distress; 3-Moderately agree; 4-Agree; 5-Strongly agree

No	Corporate culture Variables	1	2	3	4	5
1	Employees are flexible and adaptable when changes are necessary.					
2	Employees feel that most change is the result of pressures imposed from higher up in the organization.					
3	Employees believe they can influence or affect their work place through their ideas and involvement.					
4	Individuals and teams have clearly defined goals that relate to the goals or mission of the organization.					
5	Individuals and teams are measured and rewarded according to how well goals are achieved.					

6	Employees believe in teamwork, the “what’s in it for us” approach rather than “what’s in it for me.”					
7	Employees believe in working together collaboratively, preferring cooperation over completion.					
8	We give the highest priority and support to meeting the needs of clients and customers and solving their problems.					
9	Our policies and procedures help us to provide the service our customers and clients want and need.					
10	Employees value and make use of one another’s unique strengths and different abilities.					

Corporate culture questionnaire adopted from Sashkin and Rosenbach, (2013).

Organizational Citizenship Behaviour (OCB)

To what degree do you come to an agreement with the succeeding proclamations?

Where: 1=Powerfully Distress; 2=Distress; 3=Moderately agree;

4=agree; 5=Powerfully agree

No	Organizational Citizenship Behaviour Variables	1	2	3	4	5
1	I make constructive recommendations which can improve the operation of the business enterprise					
2	I take action to shield the agency from capability hassle.					

3	I offer thoughts to enhance the functioning of the organisation					
4	I leave work early without permission.					
5	I encourage management to keep knowledge /skills updated.					
6	I give up time to help others who have work and non-work problem					
7	I fall asleep at work.					
8	I try hard to self-study to increase the quality of work outputs					
9	I believe in honest day's work for an honest day's pay.					
10	I have the tools and resources I need to do my job					
11	I spread wrong information about the organization outside it.					
12	I encourage others to overcome their differences and get along					
13	I mislead the group members with wrong information.					
14	I communicate all information that is useful to the work group					
15	I represent organization favorably to outsiders.					

Questionnaire adopted from Organ (1988) (as cited in Malik, Saleem and Naem, 2016).