

# Psychological identification with job: a leadership-OCB mediator

Kwasi Dartey-Baah and Seth Ayisi Addo

*Department of Organisation and Human Resource Management,  
University of Ghana Business School, Accra, Ghana*

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## Abstract

**Purpose** – This study aims to examine influence of transformational and transactional leadership styles on employees' organisational citizenship behaviours (OCBs), as well as the mediating role of job involvement in the Ghanaian hospitality industry.

**Design/methodology/approach** – Data were gathered from 258 employees in some selected hotels and restaurants in the Greater Accra Region of Ghana through a survey and analysed using covariance-based structural equation modelling.

**Findings** – The results indicated that both leadership styles influenced employees' OCBs positively. Furthermore, job involvement positively influenced OCB and mediated between transformational leadership and OCB but not between transactional leadership and employees' OCBs.

**Practical implications** – The study reaffirms the importance of employees' OCBs and recommends that hotels and restaurants must encourage their supervisors to exhibit more transformational leadership behaviours (motivational, inspirational and visionary behaviours), as well as a combination of transformational and transactional leadership behaviours which can influence their employees to go beyond formal requirements, and get more involved in their jobs to the benefit of the organisations.

**Originality/value** – This study reveals the extent to which internal motivations of employees, specifically their job involvement, causes their extra-role behaviours and influences the leaders-OCB relationships from a developing country perspective.

**Keywords** Transformational leadership, Structural equation modelling, Transactional leadership, Job involvement, Ghanaian hospitality industry, Organisational citizenship behaviours

**Paper type** Research paper

## Introduction

It is an undisputable fact that employee in-role behaviours and task performance can promote organisational performance and success (Cohen *et al.*, 2012; Koopman *et al.*, 2014). However, research on employee attitudes and behaviours also identify discretionary behaviours also known as organisational citizenship behaviours (OCB) (Organ, 1988; Podsakoff *et al.*, 1990) as an integral component of an organisation's performance. OCBs are regarded as extra-role behaviours that are not within the job requirements of employees but that altogether promote the effectiveness and efficiency of organisations. The concept has gained popularity as a result of its ability to enhance organisational performance and effective goal realisation (Podsakoff *et al.*, 2009).

Uuwema *et al.* (2007) maintained that OCB, both at the individual and groups levels, has been found to have a strong relationship with both formal and informal leadership. Indeed, OCB has been researched extensively as a consequent of leadership styles; particularly, transformational and transactional leadership styles (Cohen, *et al.*, 2012; El Majid and Cohen, 2015; Lian and Tui, 2012; Mekpor and Dartey-Baah, 2017; Nahum-Shani and Somech, 2011; Nguni *et al.*, 2006; Piccolo and Colquitt, 2006; Podsakoff *et al.*, 1990; Podsakoff *et al.*, 2006; Rodrigues and Ferreira, 2015; Suliman and Al-Obaidly, 2013; Zou *et al.*, 2015). Nahum-



Shani and Somech (2011) indicated that as a result of the conceptualisation of OCB, research tends to lean towards the idea that transformational leadership influences OCBs better than transactional leadership; owing to the former's ability to build a relationship of trust, motivation, and inspiration that transcends formal requirements and self-interests (Dartey-Baah *et al.*, 2011; Podsakoff *et al.*, 1990; Takala and Kempainen, 2007). Conversely, transactional leaders tend to relate with their followers mainly on exchange bases, such that the leaders specify rewards in exchange for their subordinates' performance (Bass, 1985; Judge and Piccolo, 2004), thus rendering it less effective in influencing extra-role behaviours (Nahum-Shani and Somech, 2011). As such, studies have found a positive relationship between and influence of transformational leadership style on OCBs (Cho and Dansereau, 2010; El Majid and Cohen, 2015; Lian and Tui, 2012; Mekpor and Dartey-Baah, 2017; Muchiri *et al.*, 2012; Nguni *et al.*, 2006; Piccolo and Colquitt, 2006; Podsakoff *et al.*, 1996; Rodrigues and Ferreira, 2015; Suliman and Al-Obaidly, 2013; Zou *et al.*, 2015) while others have found a negative relationship between and influence of transactional leadership style on OCBs (Lian and Tui, 2012; Muchiri *et al.*, 2012). Despite these findings, others have found contradictory results, indicating a positive influence of transactional leadership style and/or its dimensions on OCBs (Mekpor and Dartey-Baah, 2017; Nahum-Shani and Somech, 2011; Nguni *et al.*, 2006; Podsakoff *et al.*, 2000; Podsakoff *et al.*, 2006; Rodrigues and Ferreira, 2015; Suliman and Al-Obaidly, 2013) while others did not find a direct significant relationship between transformational leadership style and OCBs (Podsakoff *et al.*, 1990). Nahum-Shani and Somech (2011) further noted that the idea of transformational leadership being more effective in predicting OCBs than transactional leadership has been contested on the grounds that leadership is an interactive phenomenon between leaders and followers; thus a leader's relationship with followers may differ from one to the other. Furthermore, studies also show that employees tend to categorise their OCBs as part of their in-role performance or task requirements and thus may be influenced by rewards that are contingent on their performance (Nahum-Shani and Somech, 2011). To buttress this, the study of Suliman and Al-Obaidly (2013) revealed that transactional leadership had a greater influence on employees' OCBs than transformational leadership. Farh *et al.* (1990, as cited in Podsakoff *et al.*, 2006), similarly indicated that contingent rewards enhance employees' perceptions of fairness which in turn enhances their in-role and extra-role performances. There is arguably an inadequate consensus on the influence of leadership styles on OCBs and thus necessitates the need for more studies into the leadership-OCB relationship.

Mester *et al.* (2003) maintain that although leadership is geared towards goal attainment, one important issue that needs attention is the extent to which leadership styles influence employees' attitudes such as job involvement; which is defined by Paullay *et al.* (1994, p. 224) as "the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job." Mester *et al.* (2003) cited Judge and Bono (2000) stating that although it is expected that transformational leaders would influence employee attitudes such as job involvement better than transactional leaders, little empirical evidence exists to support such claims. Indeed, a review of literature reveals scanty research (Mester *et al.*, 2003) on the influence of these leadership styles on job involvement. Additionally, Chen and Chui (2009) maintained that research has shown that internal motivations of employees such as high job involvement tend to increase OCBs; further indicating however that studies (Cohen, 1999; Diefendorff *et al.*, 2002) on the influence of job involvement and OCBs remain few. Nonetheless, these studies indicate a positive influence of employees' job involvement on their OCBs. Notwithstanding the perceived influence of leadership styles on job attitudes such as job involvement, and the ascertained influence of job involvement on OCBs, there is a dearth in literature with regard to the possible mediating role of job

involvement between transformational and transactional leadership styles and employees' OCBs, although job involvement has been found to mediate between some job characteristics and employees' OCBs (Chen and Chui, 2009). Moreover, Nahum-Shani and Somech (2011) asserted that there is the need for more research into how leadership styles influence OCBs. Consequently, this study sought to examine the influence of transformational and transactional leadership styles on employees' OCBs and job involvement, as well as the possible role of job involvement as a mediator in the relationships between these leadership styles and OCB in the Ghanaian hospitality industry.

Bodenhausen and Curtis (2016) indicate that research on leadership in the hospitality industry shows positive effects of leadership styles, especially transformational leadership, on organisational and employee outcomes. Ghana's hospitality industry is ranked among the top five highest income earners for the country. The industry is generally categorised into food and beverages, tourist sites and hotels. Being a labour intensive industry, the hospitality industry relies heavily on skilled, dedicated and committed employees. However, the industry has faced some challenges over the past few years, including inadequate labour, increase in utility and operational costs, among others (Arthur, 2016).

### **Theoretical background and hypotheses development**

#### *Leadership styles (transformational and transactional) and organisational citizenship behaviour*

The basic requirement for transformational leadership is to attain and successfully guide and guard followers to a needed change; a form of interaction where "leaders and followers raise one another to higher levels of morality and motivation" (Burns, 1978, p. 20). According to Dartey-Baah *et al.* (2011), one integral principle of transformational leadership is the goal to elevate subordinates to a level where they can achieve tasks adequately and advance organisational goals with very little interference from the leader. Transactional leadership, on the other hand, is based on "exchanges" between a leader and subordinates, where the leader specifies and provides rewards in exchange for subordinates' performance (Bass *et al.*, 2003; Trottier *et al.*, 2008). Nahum-Shani and Somech (2011) indicated that as a result of the conceptualisation of OCB, research tends to lean towards the idea that transformational leadership influences OCBs better than transactional leadership. Yukl (1989, p. 272 as cited in Podsakoff *et al.*, 1990) indicated that transformational leadership encourages employees to "do more than they are expected"; while Graham (1988) also asserted that the importance of transformational leadership is its ability to influence extra-role performance. Rafferty and Griffin (2004) similarly maintained that because OCBs are considered as extra-role behaviours, they are likely to be influenced by transformational leaders who are able to motivate and inspire followers. Extant literature has thus demonstrated a positive relationship between transformational leadership and employees' OCBs (Cho and Dansereau, 2010; El Majid and Cohen, 2015; Lian and Tui, 2012; Mekpor and Dartey-Baah, 2017; Muchiri *et al.*, 2012; Nguni *et al.*, 2006; Piccolo and Colquitt, 2006; Podsakoff *et al.*, 1996; Rodrigues and Ferreira, 2015; Suliman and Al-Obaidly, 2013; Zou *et al.*, 2015).

With regard to transactional leadership, MacKenzie *et al.* (2001) maintained that because this style of leadership is based on exchanges of rewards for performance, it is less likely to influence extra-role behaviours such as OCBs. However, Farh *et al.* (1990) indicated that when employees receive rewards contingent on their performance, they tend to trust the system and consequently engage in more in-role and extra-role behaviours. In agreement to this, Morrison (1994 as cited in Nahum-Shani and Somech, 2011) iterated that employees also view OCBs as part of their in-role requirements and thus such extra-role behaviours tend to be influenced by leaders' rewards that are contingent on employees' rewards. Studies

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therefore have found a positive relationship between transactional leadership as well as its dimensions of contingent reward and OCBs (Mekpor and Dartey-Baah, 2017; Nahum-Shani and Somech, 2011; Nguni *et al.*, 2006; Podsakoff *et al.*, 2000; Podsakoff *et al.*, 2006; Rodrigues and Ferreira, 2015; Suliman and Al-Obaidly, 2013). Based on this review, the study hypothesised that:

*H1a:* Transformational leadership will predict employees' OCB positively and significantly.

*H1b:* Transactional leadership will predict employees' OCB positively and significantly.

#### *Leadership styles (transformational and transactional) and job involvement*

Lawler and Hall (1970) defined job involvement as "the psychological identification with one's work" as well as "the degree to which the job situation is central to the employee's identity" (p. 310). Job involvement is categorised as an attitudinal phenomenon (Mester *et al.*, 2003); concerned with an employee's psychological identification with work (Blau, 1985). Hetland *et al.* (2015) indicated that the underlying assumption of transformational leadership as a motivational and inspirational form of leadership style predisposes it to influence employee job attitudes such as job involvement. Judge and Bono (2000) similarly opined that transformational leaders are expected to engender greater job attitudes such as satisfaction and job involvement. In their study, Mester *et al.* (2003) found no significant influence of both transformational and transactional leadership on job involvement, attributing these results to the gender distribution as well as the personal status of the sample that was used. Contrarily, Knoop's (1986) study indicated that transformational leadership as a job-related factor influenced job involvement positively. Mester *et al.* (2003) further indicated that although little empirical evidence exists on the relationship between these two leadership styles and job involvement, inference can be drawn from the extant literature that suggest that transformational leadership influences outcomes such as satisfaction and commitment better than transactional leadership style although both of these two leadership styles have been seen to positively influence these outcomes (Avolio *et al.*, 1999; Podsakoff *et al.*, 1996). Based on this, the study hypothesised that:

*H2a:* Transformational leadership will have a significant influence on employees' job involvement.

*H2b:* Transactional leadership will have a significant influence on employees' job involvement.

#### *Job involvement and organisational citizenship behaviour.*

Research on job involvement and OCBs also remain few. Chen and Chui (2009) however maintained that research has shown that internal motivations of employees such as high job involvement tend to increase OCBs. Diefendorff *et al.* (2002) similarly iterated that because job involvement is a psychological phenomenon whereby employees regard their jobs as the centre of their lives, it is likely that they would exhibit more behaviours that go beyond their job requirements and are beneficial to the organisation such as OCBs. The study by Diefendorff *et al.* among university graduates revealed that job involvement had a positive influence on employees' OCBs. Other studies by Chui and Chai (2006) and Cohen (1999) also

found a positive relationship between job involvement and employees' OCBs. Based on this, the study hypothesised that:

*H3:* Employees' job involvement will significantly influence their OCBs.

*Job involvement as a mediator between leadership styles and organisational citizenship behaviour*

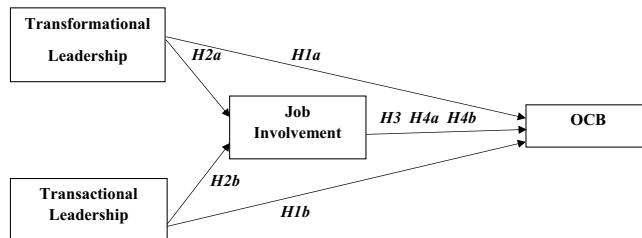
The literature reviewed indicates that leadership styles, especially transformational leadership, are perceived to have some influence on employees' job involvement as a form of job attitudes (Hetland *et al.*, 2015; Judge and Bono, 2000; Knoop, 1986; Mester *et al.*, 2003). Thus, when transformational leaders motivate and inspire followers, and transactional leaders specify rewards in exchange for performance, employees can be influenced to be psychologically involved in and identify with their jobs. Also, job involvement has been found to have a positive relationship with and influence on employees' OCBs (Cohen, 1999; Chui and Chai, 2006; Diefendorff *et al.*, 2002). The study argues thus that with these established relationships among the constructs, transformational and transactional leadership styles can influence employees to be psychologically involved in and identify with their jobs which in turn can influence their display of OCBs. The study therefore hypothesised that:

*H4a:* Job involvement will mediate the relationship between transformational leadership and OCB.

*H4b:* Job involvement will mediate the relationship between transactional leadership and OCB.

Based on the literature reviewed, a conceptual framework is presented in Figure 1 to illustrate the proposed relationships among the variables under study. From the figure, it is seen that transformational and transactional leadership styles are predicted to influence OCBs directly, as well as through job involvement.

In the figure, it is seen that the hypotheses are depicted as paths. *H1a* and *H1b* show the perceived influence of transformational and transactional leadership styles on employees' OCB, based on past research (El Majid and Cohen, 2015; Lian and Tui, 2012; Mekpor and Dartey-Baah, 2017; Nguni *et al.*, 2006; Piccolo and Colquitt, 2006; Podsakoff *et al.*, 2000; Podsakoff *et al.*, 2006; Rodrigues and Ferreira, 2015; Suliman and Al-Obaidly, 2013; Zou *et al.*, 2015). *H2a* and *H2b* depict the expected influence of the leadership styles on job involvement, based on past research (Judge and Bono, 2000; Knoop, 1986; Mester *et al.*, 2003). Furthermore, *H3* depicts the perceived influence of job involvement on employees' OCB (Chui and Chai, 2006; Cohen, 1999; Diefendorff *et al.*, 2002). With these past researches,



**Figure 1.**  
Proposed conceptual framework

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job involvement is predicted to be a mediator between the leadership styles and employees' OCBs, depicted in the figure as *H4a* and *H4b*.

## Method

### *Approach and procedure*

The cross-sectional survey design and quantitative approach were employed for data gathering and analysis. The study population comprised employees in some selected hotels and restaurants in the Greater Accra Region of Ghana. The authors sent letters randomly to several hotels and restaurants in the region, irrespective of rating/ranking or size, to seek approval for the use of their employees in the study. This was done so as to remove any bias of size, ranking, etc. in the initial selection of the organisations in the industry. The employees in the organisations that gave their approvals were consequently selected to form the population of the current study, out of which the participants were sampled. Data were thus obtained from 258 employees out of a total of 285 questionnaires that were distributed representing a response rate of 90.5 per cent. The respondents were conveniently sampled owing to their busy schedules after permission was sought from the managers of the organisations. The questionnaires were administered and retrieved by the researchers, giving due consideration to ethics such as informed consent, voluntary participation, confidentiality and anonymity. The researchers gathered the data with the help of six research assistants. These assistants helped in identifying, distribution and the retrieval of the completed hard copies of questionnaires from the respondents who were readily available. These assistants were taken along to each of the selected organisations on every occasion, and they assisted in keeping records of the respondents that collected the questionnaires initially. This helped in the recording of such a high response rate and also in sampling respondents at their convenience.

### *Measures*

Data were gathered using a structured questionnaire consisting of four sections measuring demographic details, leadership behaviours, OCB and job involvement. The variables were measured using standardised scales with tested and ascertained Cronbach's alphas. The Cronbach's alpha (Cronbach, 1951), also known as coefficient alpha, is a formula used in calculating and ascertaining internal consistency among items on a scale. Internal consistency is one way of determining the reliability of a scale by ascertaining the consistency and interrelationships among the individual items on the scale (Urbina, 2004). With the Cronbach's alpha, all things being equal, the more items a scale has, the more likely for the coefficient to be higher (Urbina, 2004). Researchers (Nunnally, 1978; Sekaran, 2003) indicate that a Cronbach's alpha of 0.7 or higher is good and acceptable for basic research. Leadership behaviour was assessed using multifactor leadership questionnaire (MLQ) Short Form-5X. The MLQ (5X) is a 31 item scale developed by Avolio *et al.* (1999) based on the original scale by Bass and Avolio (1990). The MLQ (5X) was developed using different samples of 3786 respondents from various industries and backgrounds in the US such as business firms, oil and gas, schools, government agencies, army, fire department, political and non-governmental agencies. The first 19 items measure transformational leadership behaviours ( $\alpha = 0.92$ ) while the last 12 items measure transactional leadership behaviours ( $\alpha = 0.70$ ) with their respective dimensions. Each behaviour was rated on a five-point scale ranging from "Not at all" (1) to "Frequently, if not always" (5). A sample of the items is "[My supervisor] goes beyond self-interest for the good of the group". OCB was measured using the 24-item scale developed by Podsakoff *et al.* (1990) comprising the dimensions of altruism,

conscientiousness, sportsmanship, courtesy and civic virtue. This scale was developed using respondents from a highly diversified petrochemical company with corporate offices in the Midwest and with divisions throughout the US, Canada and Europe, all represented in the sample. The scale has a Cronbach's alpha value of 0.94 (Klein and Verbeke, 1999; Lam *et al.*, 1999) and responses are measured on a five-point Likert scale ranging from 1 = Never to 5 = Always. A sample of the items is "I try to avoid creating problems for co-workers". Finally, job involvement was measured using the 10-item scale that was developed by Kanungo (1982). This scale was developed using 703 respondents from various backgrounds in Canada. The scale had a Cronbach's alpha value of 0.81 (Kanungo, 1982) and responses were measured on a five-point Likert scale ranging from 1 = Strongly disagree to 5 = Strongly agree. A sample of the items is "The most important things that happen to me involve my job."

### *Data analysis*

After the questionnaires were retrieved, responses were coded and analysed with the aid of the Statistical Package for Social Sciences (SPSS) version 20 and the IBM SPSS AMOS version 22. The hypotheses were subsequently tested using covariance-based structural equation modelling (CB-SEM) as the statistical tool. The use of this statistical tool owes to its popularity and preference over tools such as regression (Bollen, 1989); because of its ability to test hypothesised relationships as well as factor structures of the latent variables simultaneously (Gefen, *et al.*, 2000; Hair *et al.*, 2006). As a second generational statistical tool, SEM deals with two main models; the structural model which entails the proposed relationships between the independent (exogenous) and the dependent (endogenous) latent variables also known as constructs; and secondly, the measurement model which comprises the loadings of the items on their respective constructs (Gefen, *et al.*, 2000). Thus, combining these two models allows errors of the observed variables as well as factors analysis to be included simultaneously in testing the entire model for proposed hypothesised relationships between constructs (Gefen *et al.*, 2000).

With regard to the mediation analysis, although the Baron and Kenny (1986) approach has been widely used for testing mediation over the years, it has been criticised for missing some true indirect effects thus resulting in Type II errors in research (MacKinnon *et al.*, 2007). The mediation was thus tested by calculating the indirect effect estimates and subsequently testing the estimates for significance. SEM has the ability to test such complex relationships among variables (Gefen *et al.*, 2000; Hair *et al.*, 2014; Kenny, 2016).

As such, the structural models were evaluated to calculate the indirect effect estimates of transformational and transactional leadership styles on OCB through job involvement. Subsequently, the estimates were tested for significance using the Percentile Bootstrapping Confidence Interval Method.

## **Results**

### *Demographic details*

The study gathered data on the demographic details of the respondents in the survey that was conducted. This was specifically on the gender of the respondents, ages of the respondents, their educational qualifications and the number of years they had worked in their organisations. With regard to the gender distribution, it was seen that females formed the majority of the sample, representing about 56.2 per cent. With respect to the age distribution, it was seen that majority of the respondents were youthful; where 82.2 per cent of them fell between the ages of 20 and 40. Furthermore, concerning the educational qualifications, it was shown that majority of the respondents had obtained

senior high school certificate (43 per cent) while a significant percentage had acquired a first degree (33.9 per cent). Finally, with regard to the number of years, it was seen that more than 70 per cent of the respondents had worked for less than 10 years. These respondents occupied various positions including managerial, administrative, clerical, front desk, accounting, cooks, among others.

*Confirmatory factor analysis.* A confirmatory analysis was conducted in AMOS to assess the relationships between the latent variables and their underlying factors. Thus, an initial confirmatory factor analysis (CFA) model was developed to be tested. The model was modified several times to obtain good model fit indices. The final CFA model had loading coefficients of all the observed variables being above 0.6. A number of fit indices were used in ascertaining the fitness of the final CFA model; the ratio of the Chi-square to the Degree of freedom (CMIN/DF;  $\chi^2/df$ ), the Goodness of Fit (GFI), the Comparative Fit Index (CFI), the Root Mean Square Error of Approximation (RMSEA) and the Standardised Root Mean Square Residual (SRMR) were used as the fit indices.

The final CFA (measurement) model had good model fit indices [ $\chi^2/df = 3.761$ , GFI = 0.903, CFI = 0.907, RMSEA = 0.085, SRMR = 0.054] measured against the benchmarks according to [Hu and Bentler \(1999\)](#). Three alternative models were developed for comparison; one with three factors (transformational and transactional leadership were combined into one factor), another with two factors (transformational, transactional and job involvement were combined into one factor), and the last model where all variables were combined into one factor. Some of the fit indices for the alternative models were below the required standards of [Hu and Bentler \(1999\)](#). The fit indices for the three-factor model were [ $\chi^2/df = 3.889$ , GFI = 0.857, CFI = 0.900, RMSEA = 0.109, SRMR = 0.056]; those for the two-factor model were [ $\chi^2/df = 4.975$ , GFI = 0.808, CFI = 0.857, RMSEA = 0.128, SRMR = 0.074]; and those for the one-factor model were [ $\chi^2/df = 7.198$ , GFI = 0.725, CFI = 0.770, RMSEA = 0.160, SRMR = 0.107]. Also, another model was developed for comparison with eight factors, treating OCB as a five-dimensional latent variable as conceptualised in literature ([Organ, 1988](#); [Podsakoff et al., 1990](#)). The results of this evaluation however showed that fit indices for the final CFA model (with OCB as unidimensional) were better than that of the eight-factor model (five-dimensional OCB); [ $\chi^2/df = 5.549$ , GFI = 0.764, CFI = 0.798, RMSEA = 0.112, SRMR = 0.085].

#### *Validity and reliability*

The retained items after the CFA analysis were ascertained for validity using convergent and discriminant validity tests as well as for reliability using composite reliability tests. Convergent validity was assessed using the average variance explained (AVE) values, generally recommended to be above 0.50 ([Hair et al., 2014](#)). Discriminant validity was ascertained using the Fornell–Larcker procedure where discriminant validity is supported when the square roots of AVEs of the constructs are greater than the squared correlation coefficients between the constructs ([Fornell and Larcker, 1981](#)). With regard to reliability, composite reliability was used as the assessment tool, generally to be 0.70 and above for each latent construct.

The tests revealed AVE values of above 0.50 and also composite reliability values of above 0.70 for all constructs thus ascertaining convergent validity and reliability respectively. Discriminant validity was also ascertained as the analysis met the requirement of the Fornell–Lacker procedure. [Table I](#) presents the AVE, composite reliability (CR) values, as well as the results for the discriminant validity tests.

*Correlation analysis*

A bivariate correlation analysis was also conducted in SPSS. A weak positive relationship was found between transformational leadership and transactional leadership [0.16,  $p = 0.00$ ] indicating little multicollinearity between the two predictors. Transformational leadership was found to have a positive relationship with OCB [0.57,  $p = 0.00$ ] and also with job involvement [0.52,  $p = 0.00$ ]. Transactional leadership was found to also positively correlate with OCB [0.51,  $p = 0.00$ ] and also with job involvement [0.40,  $p = 0.00$ ]. Job involvement was also found to correlate positively with OCB [0.40,  $p = 0.00$ ]. **Table II** presents the results of the correlation analysis.

*The structural models*

Based on the final CFA model and the initial conceptual framework, two structural models were developed to be tested. The first model was the direct relationships between the predictors and the outcome variable prior to the introduction of the mediating variable and the second was the direct relationships as well as the mediational relationships. Age and level of education were used as control variables to boost the fit indices of the models and also because age has been found to influence OCB (Gyekye, 2001; Gyekye and Haybatollahi, 2015). **Figures 2 and 3** present the first and second models, respectively, transformational leadership (TRANSF) and transactional leadership (TRASC) were the predictors while OCB was the outcome variable with job involvement (JOIN) being the mediating variable.

Good fit indices values were obtained for both model measured against the thresholds given by Hu and Bentler (1999). The fit indices obtained for the first model were; [ $\chi^2/df = 5.065$ ; GFI = 0.982; CFI = 0.973; RMSEA = 0.090; SRMR = 0.076] while those of the second

**Table I.**  
Assessment of reliability and validity of retained items

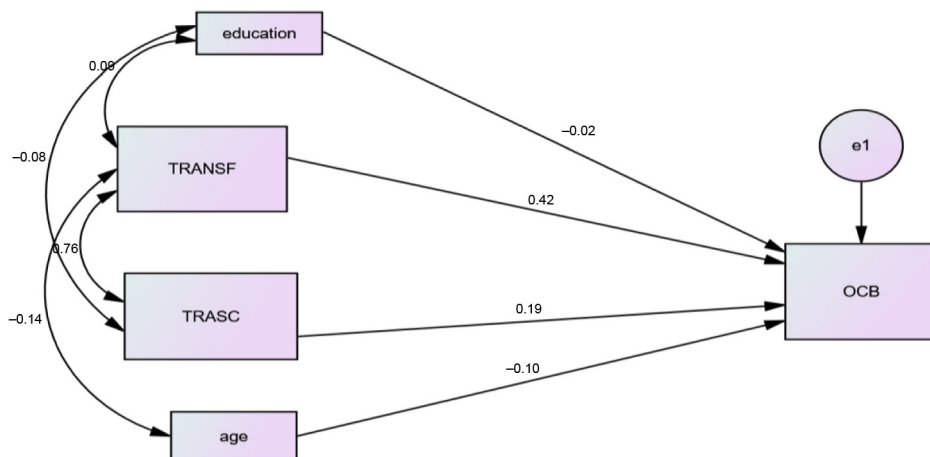
Variable	CR	AVE	1	2	3	4
1. Transformational	0.87	0.57	<i>0.75</i>			
2. Transactional	0.83	0.62	0.61	<i>0.78</i>		
3. OCB	0.92	0.66	0.64	0.57	<i>0.81</i>	
4. J. Involvement	0.83	0.64	0.59	0.47	0.54	<i>0.80</i>

**Notes:** OCB- organisational citizenship behaviour; CR- composite reliability; AVE- average variance extracted; Fornell-Lacker procedure for discriminant validity (square roots of AVE in italic)

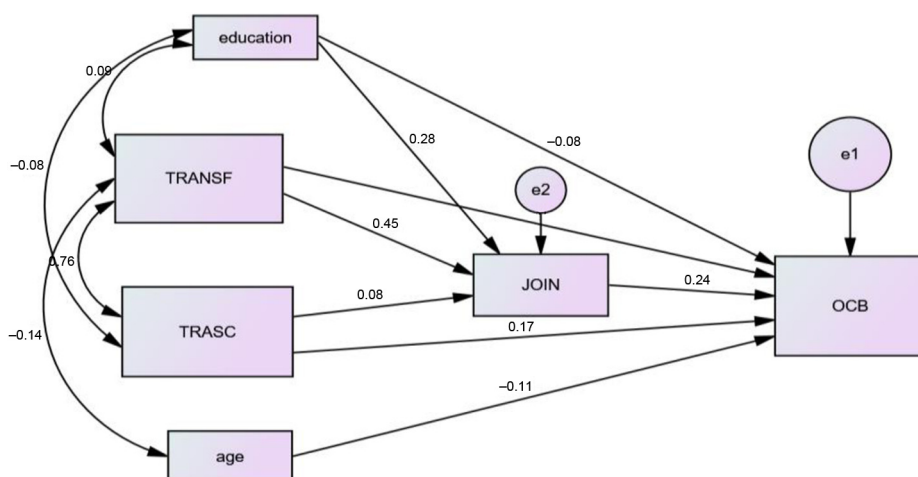
**Table II.**  
Summary of bivariate correlation analysis

Variable	1	2	3	4	5	6	7
1. TR	1						
2. TS	0.46**	1					
3. OCB	0.57**	0.51**	1				
4. J.INV	0.52**	0.40**	0.43**	1			
5. Age	-0.20**	-0.12*	-0.20**	0.00	1		
6. Educ	0.05	-0.08	-0.02	0.29**	0.18**	1	
7. Gender	-0.23**	-0.16**	-0.18**	-0.22**	-0.16**	0.01	1

**Notes:** TR- transformational; TS- transactional; OCB- organisational citizenship behaviour; J<INV- job involvement, Educ-level of education; \*\*significant at 1%; \*significant at 5%



**Figure 2.**  
Structural model  
(direct relationships)  
with standardised  
estimates



**Figure 3.**  
Structural model  
(mediational  
relationships)  
with standardised  
estimates

model were; [ $\chi^2/df = 4.093$ ; GFI = 0.984; CFI = 0.980; RMSEA = 0.10; SRMR = 0.068]. The evaluation of the models also produced the results for the hypothesised relationships.

### Testing of hypotheses

The study tested seven hypotheses. The results for testing *H1a* indicated that indeed transformational leadership had a positive and significant influence on OCB [ $\beta = 0.416$ ,  $t = 4.940$ ,  $p = 0.00$ ]. Thus, *H1a* was supported.

The results in *H1b* confirmed that transactional leadership positively and significantly predicted OCB [ $\beta = 0.186$ ,  $t = 2.226$ ,  $p = 0.02$ ]. *H1b* was also supported.

The results for testing *H2a* indicated that transformational leadership had a positive significant influence on employee job involvement [ $\beta = 0.446$ ,  $t = 5.445$ ,  $p = 0.00$ ]. Thus, *H2a* was confirmed.

The results for testing *H2b* indicated that transactional leadership did not have a significant influence on employee job involvement [ $\beta = 0.077, t = 0.936, p = 0.34$ ]. *H2b* was thus rejected.

The results of the analysis for testing *H3* indicated that job involvement had a positive significant influence on employees' OCB [ $\beta = 0.235, t = 3.739, p = 0.00$ ]. *H3* was therefore confirmed.

With regard to *H4a*, the indirect effect estimate obtained was 0.241, and the test for significance using bootstrapping method indicated that the estimate was significant ( $p = 0.01$ ), indicating a possible mediation of job involvement between transformational leadership and OCB. Thus, *H4a* was confirmed.

Although transactional leadership did not significantly predict job involvement, the study went ahead to test for possible mediation of job involvement between transactional leadership and OCB. The results indicated an indirect effect estimate of 0.049. However, the bootstrapping analysis indicated that this indirect effect estimate was not significant ( $p = 0.32$ ). This means there is no possible mediation of job involvement between transactional leadership and OCB. Therefore, *H4b* was rejected.

Tables III and IV present the results for the testing of the hypotheses.

**Discussion**

The study sought to examine the influence of transformational and transactional leadership styles on employees' OCBs, as well as the possible mediating role of job involvement

Model 1 (Direct)	Estimate	C.R	S.E
TF → OCB	0.416**	4.940	0.147
TS → OCB	0.186**	2.226	0.219
Age → OCB	-0.09	-1.790	0.524
Educ. → OCB	-0.01	-0.324	0.303
<i>Model 2 (Mediational)</i>			
TF → OCB	0.307**	3.549	0.151
TS → OCB	0.170*	2.087	0.214
Age → OCB	-0.108*	-2.081	0.509
Educ. → OCB	-0.080	-1.445	0.311
TF → JOIN	0.446**	5.445	0.022
TS → JOIN	0.077**	0.936	0.051
JOIN → OCB	0.235**	3.739	0.176
Educ. → JOIN	0.276**	5.160	0.108

**Notes:** \*\*Significant at 1%; \*significant at 5%; TR- transformational, TS- transactional; OCB- organisational citizenship behaviours; JOIN- job involvement; Educ.- level of education; C.R- critical ratio; S.E- standard error

**Table III.**  
Summary of results

Relationship	Estimate	LP	UP	Sig.
TF → JOIN → OCB	0.241	0.118	0.352	0.01
TS → JOIN → OCB	0.049	-0.024	0.148	0.32

**Notes:** TF- transformational; TS- transactional; OCB- organisational citizenship behaviours; JOIN- job involvement; LP- lower percentile; UP- upper percentile; Sig - *p*-value

**Table IV.**  
Percentile bootstrapping C.I. method (indirect effects)

between the leadership-OCB relationships among employees in Ghana's hospitality industry. The study found that transformational leadership style influenced employees' OCBs positively. This means that when supervisors/leaders exhibit behaviours geared towards motivating and inspiring their subordinates beyond their selfish interests, the subordinates are likely to display more extra-role behaviours beneficial to the organisations. This finding is consistent with extant literature that found positive relationship between and/or influence of transformational leadership and employees' OCBs (Cho and Dansereau, 2010; El Majid and Cohen, 2015; Lian and Tui, 2012; Mekpor and Dartey-Baah, 2017; Muchiri *et al.*, 2012; Nguni *et al.*, 2006; Piccolo and Colquitt, 2006; Podsakoff *et al.*, 1996; Rodrigues and Ferreira, 2015; Suliman and Al-Obaidly, 2013; Zou *et al.*, 2015); and contrary to the study by Podsakoff *et al.* (1990) who did not find any direct relationship between transformational leadership and employees' OCBs. Rafferty and Griffin (2004) indicated that because OCBs are considered as extra-role behaviours, they are likely to be influenced by transformational leaders who are able to motivate and inspire followers to go beyond the minimum formal requirements. Similarly, it was found that transactional leadership style influenced employees' OCBs positively; meaning that when supervisors specify rewards in exchange for employees' performance, it is likely to influence these employees to display extra-role behaviours. This finding is in line with other studies (Mekpor and Dartey-Baah, 2017; Nahum-Shani and Somech, 2011; Nguni *et al.*, 2006; Podsakoff *et al.*, 2000; Podsakoff *et al.*, 2006; Rodrigues and Ferreira, 2015; Suliman and Al-Obaidly, 2013) that found that transactional leadership and/or its dimension of contingent reward influenced employees' OCBs positively; contrarily others (Lian and Tui, 2012; Muchiri *et al.*, 2012) found a negative relationship between transactional leadership and employees' OCBs. Morrison (1994) as cited in Nahum-Shani and Somech, (2011) iterated that employees also view OCBs as part of in-role requirements and thus such extra-role behaviours tend to be influenced by leaders' rewards that are contingent on employees' rewards.

The next finding of the study showed that transformational leadership influenced employee job involvement positively; meaning that when supervisors motivate and inspire subordinates, it is likely to influence their psychological identification with and involvement in their jobs. This finding is consistent with that of Knoop (1986) that transformational leadership as a job-related factor influenced job involvement positively but contrary to the finding of Mester *et al.* (2003) that transformational leadership did not influence job involvement significantly. Judge and Bono (2000) opined that transformational leaders are expected to engender greater job attitudes such as satisfaction and job involvement, thus the current finding is not surprising.

Furthermore, the findings indicated that transactional leadership style did not influence job involvement significantly. This means that supervisors' display of transactional leadership behaviours such as contingent reward is not likely to influence their employees' psychological identification with their jobs. This is not surprising as the study by Mester *et al.* (2003) similarly found no significant influence of transactional leadership on job involvement. This type of leadership appeals to follower's parochial interests (Burns, 1978), specifying rewards for performance and thus may not substantially influence job attitudes such as the psychological identification with the job. To buttress this, Mester *et al.* (2003) indicated that based on the empirical literature on leadership styles and outcomes such as satisfaction and commitment, transactional leadership is less likely to influence attitudes such as job involvement.

Moreover, the findings showed that job involvement influenced employees' OCBs positively; meaning that when employees are involved in and psychologically identify with their jobs, it tends to influence their display of more extra-role behaviours. This finding is

consistent with those of [Chen and Chui \(2009\)](#); [Cohen \(1999\)](#); and [Diefendorff \*et al.\* \(2002\)](#) who similarly found positive relationship and influence of job involvement on employees' OCBs. [Chen and Chui \(2009\)](#) iterated that research has shown that internal motivations of employees such as high job involvement tend to increase OCBs.

The next finding indicated that job involvement mediated between transformational leadership and employees' OCBs; meaning that when supervisors exhibit motivational and inspirational behaviours, it can influence the employees to identify with their jobs psychologically which in turn can influence their display of extra-role behaviours. This finding is not surprising seeing the ascertained influence of transformational leadership on job involvement in this study, as well as other studies ([Knoop, 1986](#)), and ascertained influence of job involvement on OCBs in this study and others ([Cohen, 1999](#); [Chui and Chai, 2006](#); [Diefendorff \*et al.\*, 2002](#)).

Lastly, the study found that job involvement did not have any possible mediating effect between transactional leadership and employees' OCBs; meaning that when leaders specify rewards for performance, it is not likely to influence employees' extra-role behaviours indirectly through their psychological identification with their jobs. This finding could be attributed to the insignificant influence of transactional leadership on job involvement found earlier in this study. This form of leadership style has been found to be as effective in predicting job attitudes such as job satisfaction and involvement; probably because of the transient nature of rewards ([Armstrong, 2010](#)), that makes such exchange relationships between leaders and subordinates less effective in influencing psychological phenomena over time.

### **Practical implications**

The study reemphasises the importance of extra-role behaviours for organisations especially in labour intensive industries such as the hospitality industry. More importantly, it reaffirms the influence that supervisor/leader behaviour has on employees' extra-role performance as well as their psychological identification with and involvement in their jobs. The findings of this study suggest that hotels and restaurants must encourage their supervisors to exhibit more motivational, inspirational and visionary leadership behaviours which can influence their employees to go beyond formal requirements as well as be more involved in their jobs to the benefit of the organisations. Also, seeing that transactional leadership influenced OCBs but not job involvement, the organisations must encourage a combination of transformational and transactional leadership behaviours; as some researchers opine that the most effective leaders are both transformational and transactional ([Dartey-Baah, 2015](#)). This could enhance the effect that the supervisors have on employees' OCBs directly, as well as indirectly through job involvement.

### **Theoretical implications**

The study adds more conclusive findings to the influence of leadership styles on employees OCBs from the Ghanaian perspective in a labour-intensive industry. In addition, using job involvement as a possible mediator, the study responds to the issues of the mechanisms through which leadership styles influence employees' extra-role behaviours in organisations. Additionally, the study contributes to filling the dearth with regard to studies on transformational and transactional leadership styles and job involvement. Finally, seeing the influence of job involvement on OCBs, the study reaffirms the notion that internal motivations and attitudes contribute positively to employees' display of OCBs.

### Limitations and directions for future studies

The study may be limited in its ability to generalise its findings throughout the Ghanaian hospitality industry as a result of the sample as well as the convenience sampling technique that was employed. This limitation is not surprising as some researchers (Simon, 2011; Sudeshna and Datt, 2016) are of the view that quantitative studies may not properly represent the target population irrespective of the sampling technique used. Nonetheless, it should be noted that despite this limitation, the study's findings are useful and credible for the actors in the industry. Second, considering the labour intensive nature of the context as well as the abundance of labour in the country, it is possible that the employees felt that they were being evaluated by their supervisors through the responses that they give and this may have unduly influenced their answers to some of the questions about their supervisors for fear of losing their jobs. Nonetheless, the researchers made conscious efforts to explain the purpose of the study as well as assure them of the confidentiality of their responses prior to the respondents' participation.

Future studies could replicate this study in other industries to allow for more conclusive findings. In addition, future studies could explore and examine other mechanisms by which leadership styles influence OCBs. Moreover, future studies could employ qualitative methods to ascertain the reasons for the relationships found between the leadership styles and OCBs. Finally, seeing that the leadership styles and OCB are multidimensional, future studies could investigate the relationships among the dimensions of these constructs.

### Conclusion

Employees are considered integral for organisational competitiveness; thus, organisations must pay particular attention to not only in-role behaviours but also their extra-role behaviours as the latter have been proven to facilitate organisational effectiveness. Leadership behaviours have been found to profoundly influence these extra-role behaviours as accordingly reaffirmed by the findings of this study. Undoubtedly, leaders are influential in organisations; therefore, their roles in promoting employees' OCBs must be strongly emphasised and encouraged to enhance organisational success.

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**Corresponding author**

Kwasi Dartey-Baah can be contacted at: [kdartey-baah@ug.edu.gh](mailto:kdartey-baah@ug.edu.gh)

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