

UNIVERSITY OF GHANA

**LEADER INTEGRITY: A PREDICTOR OF ORGANIZATIONAL
CITIZENSHIP BEHAVIOUR AND COUNTERPRODUCTIVE WORK
BEHAVIOUR AMONG GHANAIAAN CIVIL SERVANTS**

BY

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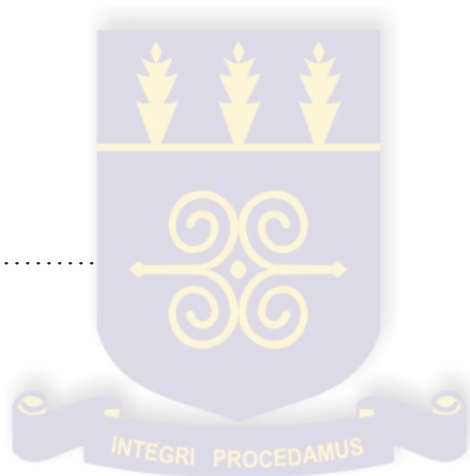
**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA,
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DECLARATION

I, Reginald Arthur, author of this thesis titled, “Leader Integrity: A Predictor of Organizational Citizenship Behaviour and Counterproductive Work Behaviour among Ghanaian Civil Servants” do hereby declare that apart from references of other people’s work which have been duly acknowledged, this thesis is my original work done in the Department of Organization and Human Resource Management, University of Ghana Business School. This work has not been presented either in part or whole by anyone for any academic award in this or any other University.

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CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by the University.

.....

Dr. Kwasi Dartey-Baah
(Supervisor)

.....

Date



DEDICATION

I dedicate this work to the Almighty God who has been the pillar and anchor of my life and from Whom I constantly drew inspiration throughout this research.



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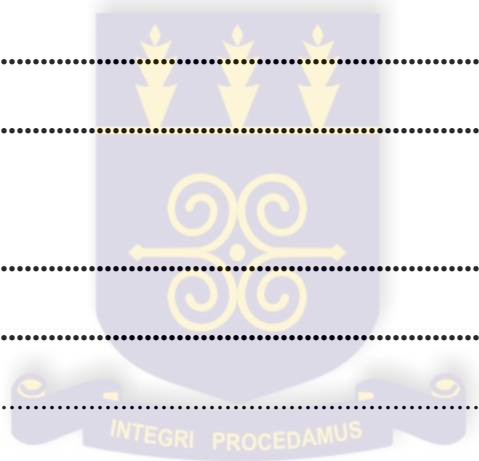
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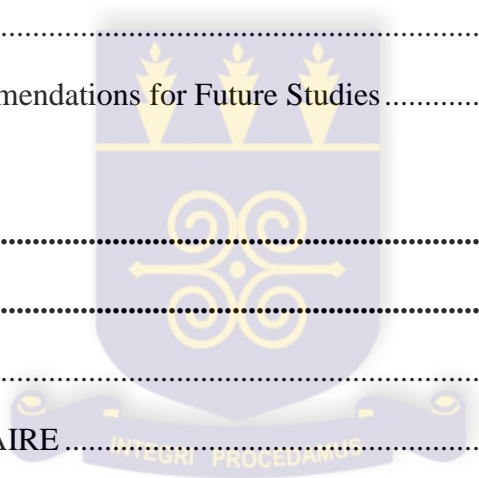


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LIST OF ABBREVIATIONS

CWB	-	Counterproductive Work Behaviour
LI	-	Leader Integrity
OCB	-	Organizational Citizenship Behaviour
PLI	-	Perceived Leader Integrity

ABSTRACT

The concept of leader integrity has become topical as part of the call for positive organizational research. In an attempt to explore the meaning of this character strength in leaders and how it influences employee outcomes, this study employed the use of robust methodology to examine how leader integrity predicts the citizenship behaviour and counterproductive work behaviour of civil servants in Ghana. The concurrent embedded mixed method design was adopted to subjectively provide a contextual understanding of leader integrity and its relationship with employee voluntary behaviours using a total sample of 143 respondents; 135 workers and 8 directors. A thematic content analysis of the response of the directors revealed that leader integrity in the Ghanaian context was understood as both morality as prescribed by the Ghanaian culture and the consistency between values and actions. Correlation and regression analysis of the relationship between three variables revealed that the leader integrity had a significant positive relationship with the citizenship behaviour of employees though it accounted for a small percentage of its variation but had no significant relationship with unproductive employee behaviours. It was also found that employees who engaged in more citizenship behaviours had a less likelihood to engage in counterproductive behaviours at the workplace. It was therefore recommended from the findings of this study that codes of conduct for workers in the Ghanaian context must reflect the societal norms prevalent in the country. Also, it was recommended that leaders in organizations demonstrate more integrity at the workplace in order to influence positive outcomes from employees. The major contribution of this study to research is about the contextual meaning of leader integrity in the African context, particularly in Ghana. The study also serves as a nuanced supplement to recent studies on character strengths and their impact on employee outcomes.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

The relevance of integrity in leadership seems to be catching up in literature as a critical feature for effective and responsible leadership (Palanski & Yammarino, 2009). Amidst the overwhelming amount of recent corporate and government scandals, integrity appears to be a missing character trait among leaders (Edelman, 2012). The concept of integrity, basically defined as having moral principles and consistently acting upon them (Bauman, 2013), is currently being advocated as an “axiom in leadership” (Palanski & Yammarino, 2009, p.405) and gaining relevance in the leadership discourse. From this analogy, leader integrity is basically conceptualized as a leader who has moral principles and consistently acts upon them. Of what essence then is a leader who acts in such a moral manner to an organization? How can the demonstration of integrity in leadership be the panacea to ailing businesses and a catalyst for sustainable business growth and development (Vogelgesang, Leroy & Avolio, 2013). These questions bring to fore how integrity exhibited at the top levels in organizations influence employee outcomes such as organizational citizenship behaviour.

Organizational Citizenship Behaviors (OCB) is originally defined as individual behaviors that are discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of the organization (Organ, 1988, p. 4). Employees engage in OCBs by way of discretion and such acts usually have positive impact on the performance of the organization (Podsakoff, Ahearne, & MacKenzie, 1997). OCBs contribute to “the maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997, p. 91).

It has however been strongly argued in recent times that when people engage in morally praiseworthy behaviors, they often grant themselves a moral license to behave immorally (Klotz & Bolino, 2013). This argument has brought to the surface a long standing contention in literature about the link between organizational citizenship behaviour and counterproductive work behavior (CWB). CWB describes acts that are “harmful to the organization by directly affecting its functioning or property, or by hurting employees in a way that will reduce their effectiveness” (Fox, Spector, & Miles, 2001, p. 292).

A number of studies have shown some correlation between OCB and CWB such as job satisfaction, justice and conscientiousness but relate to them in opposing ways (Dalal, 2005; LePine, Erez, & Johnson, 2002). Although there is a universal acceptance of the negative correlation between the two concepts, recent research suggests that, within individuals, these behaviors are actually independent and may, in fact, co-occur (Klotz & Bolino, 2013). Some studies have also shown that OCB and CWB are only moderately negatively correlated, and when measured properly, the correlation is even lower (Dalal, 2005). The ongoing empirical examination of the relationship between OCB and CWB calls for further investigations to validate the relationship between the two.

Now, to what extent will the integrity of a leader influence a subordinate to engage in discretionary positive behaviours in the workplace? Will the absence of a display of integrity on the side of the leader engender unproductive organizational behaviours? How does the two concepts of OCB and CWB relate especially in the context of the public sector in Ghana. These questions constitute the focus of this study and are empirically proven in this study.

1.2 “So what”?

Hernon & Metoyer-Duran (1993) maintain that a research must avoid any impression of being trivial or pedestrian by addressing the “so what” question. According to them, the attempt to answer the question “so what” could be demonstrated in the statement of a research problem that is succinct, expressive and written to stimulate the interest of readers. The gaps stated below seek to address the “so what” question of this study.

The main problem of this study stems from the need to clarify and explore the behavioural aspect of leadership. The concept of leadership is one that has been extensively investigated. Most of these studies have sought to conceptualize leadership in a way that seeks to provide a generic and holistic definition of the concept (Burns, 1978; Avolio, 2005; Avolio, Walumbwa & Weber, 2009). However, the inundation of various definitions and conceptualizations of leadership by various researchers over the years has apparently made the concept lose (Warren, 1989), a situation which can consequentially lead to a subtle deviation of the actual meaning of the term leadership. For instance, in recent times, leadership has been described as a form of performance (Mumford, 2011). In other words, leadership according to Mumford (2011) is an outcome of a phenomenon. This simplified definition of a complex concept, though to some extent factual, leaves out critical components of leader development which is inherent and has behavioural underpinnings. If this assertion was to be the fundamental understanding of the concept of leadership, then the issue of former President of the United States, Mr. Bill Clinton and his sex saga immediately after he left office should have easily been swept under the carpet. This is because the former President’s leadership brought the country some significant socio-economic prowess and his official performance in office, one worthy of praise. These successes far outweigh his alleged “social misconduct” and should have at least spared him of all the media

noise and worldwide disappointment of his amoral behaviour. It is therefore imperative that behavioural concepts such as integrity are put into the right perspective in the examination of the concept of leadership as purported in this study. This is because morality sits at the core of the social behavioural of leadership.

Furthermore, the concept of leader integrity appears to be misrepresented in meaning especially in earlier researches where the focus has been on behavioural integrity (Simons, Palanski & Trevino, 2013; Bauman, 2013; Palanski & Yammarino, 2007; 2009; Trevino & Nelson, 1999). Palanski and Yammarino (2007) put forward a definition of integrity as the consistency between an acting entity's words and action. Trevino and Nelson (1999) also define integrity as wholeness and complete. According to Simons *et al.* (2013), however, the definition of behavioural integrity as the consistency between one's words and actions is misplaced and condones morality as a fundamental construct in the assessment of integrity. Bauman (2013) also in his study puts forward strongly that there is the need to marry the concepts of morality with integrity in both its common usage and research. It was in this light that the Leadership Quarterly published a Special Issue in 2013 solely on leader integrity in order to broaden and add more rigor to the definition of leader integrity. This work seeks to establish the meaning of leader integrity within Ghana's civil service and thereby add to extant literature in that regard.

Recent studies on the concept of leader integrity aimed at establishing a more robust definition of the concept have used either the quantitative or qualitative approach. Qualitative studies have been conducted to obtain subjective views of what leaders perceive as integrity (Martin *et al.*, 2013). Moorman, Darnold and Priesemuth (2013) also used quantitative methods to measure the construct validity of the perceived leader integrity measurement scale. Beyond this, it appears no study have combined the strengths of the two approaches of methodology to provide a synthesis

of findings. In their qualitative study, Martin *et al.* (2013) found that the meaning and emphasis of leader integrity varied across six different cultures they investigated. It therefore desirable that subsequent studies that seek to add to the knowledge of leader integrity adopt an integrated methodology that provides meaningful contributions on the subject of leader integrity and its impact on organizational outcomes such as citizenship behaviour. This study thus adopts a mixed methodology approach to the work.

It appears a number of studies have sought to examine the relationship between leadership and organizational citizenship behaviour (Euwema, Wendi & Van Emmerik, 2007; Vondey, 2010; Rubin, Bommer & Bachrach, 2010; Cho & Dansereau, 2010). Most of these studies usually focus on the effect of the various styles of leadership on employee citizenship behaviour. However, very few studies have particularly focused on measuring the integrity of leaders and its impact on OCB. An example of such studies is a very recent one by Zhang, Bai, Gaza and Wang (2014), who investigated how leader integrity influences the OCB of workers in China. Considering the paucity of research that have sought to establish the relationship between the normative ideal in leadership, integrity, and employee outcomes such as OCB and CWB, there is a unique opportunity presented for studies like this to add to literature the nexus between these concepts that have dominated management literature as distinct concepts for years.

Furthermore, despite the fact that recent studies of OCB and CWB have argued that there is not only a negative relationship between the two but also a positive relationship (Klotz & Bolino, 2013), it appears the study of the positive relationship between the two concepts are yet to dominate the OCB-CWB discourse. It is therefore imperative for current researches into the concept of OCB and CWB to examine the relationship, especially positive, between the two concepts in order to add to the ongoing debate.

Contextually, as much as the study of the relationship between OCB and CWB are in the early stages, a key concern for the few studies that have sought to explain the relationship between the two is prevalent in developed countries in the western world (Dalal et al., 2009; O'Brien & Allen, 2008; Sackett, Berry, Wiemann, & Laczko, 2006; Spector, Bauer, & Fox, 2010; Kelloway, Loughlin, Barling & Nault, 2002). Apparently, of all the existing literature testing the relationship between OCB and CWB, no research investigating these concepts has yet been found to be based in Africa and Ghana thereof. Again, despite the call for a kind of leadership that can address the African problem of wide-spread management ineptitude among many organizations coupled with the numerous failed policies on the continent (Afegbua & Adejuwon, 2012; Kuada, 2010; Ochola, 2007; Okpara, 2006), it appears that the concept of leader integrity and its influence of propelling organizations to achieve higher performance is yet to gain prominence in the leadership discourse in Africa. This study is therefore timely in contributing to the limited and apparently non-existent literature of leader integrity and its impact on OCB and CWB particularly in the public sector in Ghana.

1.3 Purpose of Study

The gaps stated above informs the purpose of this study which is to examine how leader integrity predicts OCB and CWB among Civil Servants in Ghana. This study aims at providing a contextual meaning of leader integrity by exploring the concept in the Ghanaian context and also provides understanding about the relationship that exists between leader integrity, OCB and CWB.

1.4 Research Objectives

The objectives of this study are to:

1. Explore the understanding of leader integrity among leaders in Ghana's civil service
2. Examine the relationship that exists between leader integrity and the citizenship behaviour of Ghanaian civil servants
3. Examine the relationship that exists between leader integrity and counterproductive work behaviour of Ghanaian civil servants
4. Investigate the relationship between the citizenship behaviour and counterproductive work behaviour of Ghanaian civil servants

1.5 Research Questions

1. How do leaders in Ghana's Civil Service understand leader integrity?
2. What is the relationship between leader integrity and the citizenship behaviour of Ghanaian civil servants?
3. What is the relationship between leader integrity and counterproductive work behaviour of Ghanaian civil servants?
4. What is the relationship between the citizenship behaviour and counterproductive work behaviour of Ghanaian civil servants?

1.6 Hypotheses

H1: There will be a significant positive relationship between leader integrity and the OCB of civil servants in Ghana.

H1b: Leader integrity will predict the OCB of civil servants in Ghana.

H2: There will be a significant negative relationship between leader integrity and the CWB of civil servants in Ghana.

H2b: Leader integrity will predict the CWB of civil servants in Ghana.

H3: There will be a positive relationship between OCB and CWB of civil servants in Ghana.

1.7 Context of the Study

The context of this study is the Civil Service in Ghana. The Civil Service is among the recognizable group of Public Services according to the 1992 Constitution of the Republic of Ghana. Article 190 of the said constitution states that “(1) The Public Services of Ghana shall include - (a) the Civil Service, the Judicial Service, the Audit Service, the Education Service... (b) public corporations other than those set up as commercial ventures; (c) public services established by this Constitution; and (d) such other public services as Parliament may by law prescribe” (Republic of Ghana, 1992). The Constitution goes further to define the composition of the Civil Service in clause (2) of Article 190 stating that, “(2) The Civil Service shall, until provision is otherwise made by Parliament, comprise service in both central and local government” (Republic of Ghana, 1992). This makes the Civil Service a very noticeable and relevant institution in the public service of this country.

1.7.1 Justification for the Context of the Study

The Civil Service in Ghana is among the institutions that has experienced the typical human attitude of initial praise and subsequent criticisms from the populace due to its shift from relevance in supporting government into a hub of corruption and ineptitude (Aryee, 2001; Asare, 2012). Aryee (2001) describes a periodic occurrence of the good and bad days of the Civil Service as from the post-independence period to the mid-1970s and from the mid-1970s to early 1980s respectively.

Accounts from Aryee (2001) suggests that the Civil Service was initially considered as the anchor of government and the institution that drove the developmental policies and agenda of government particularly after Ghana's independence in 1957. During this period, the service was well resourced and workers in this sector were highly trained and well remunerated. The economic indicators in the country at that time were favourable for economic development and that created a positive climate in government that was reflected in the performance of civil servants (Aryee, 2001). The wage bill of the service was manageable and there was an appreciable level of comfort that was felt by civil servants because of the security of their job. The economy of Ghana then was basically strong, promising and one that easily caught world attention because of the economic opportunities that existed in the country ranging from cocoa production to the plethora of valuable mineral resources the country possessed. It was in this regard that Nti (1978) described Ghana's Civil Service then as the best institution in Africa due to its performance and the role the service played in national development.

Nonetheless, the Civil Service in Ghana in the periods from 1974 to early 1980 suffered some decline in performance due to economic downturn that strongly hit the country in those periods (Aryee, 2001). The economic crunch in that period was marked by decline in the industrial and

agricultural sectors. Ghana's share of cocoa production to the world market fell drastically, export in mineral resources also fell short, the public sector was gradually becoming overstaffed, budgetary deficits rose astronomically as funds that were pumped into the economy only brought losses due to a breakdown in management of state enterprises which further resulted in budgetary cuts to various sectors of the economy and a total breakdown of the Ghanaian economy finally resulting in a coup d'état by Flt. Lieutenant Jerry John Rawlings (Aryee, 2001; Chazan, 1983; Herbst, 1993). The weakness in Ghana's economy had a damaging consequence on the responsibility of the Civil Service in promoting and implementing the policies of government thereby resulting in abysmal performance by the service. The service became ineffective, inefficient due to overstaffing, wage compression, lack of policy guidance to governmental agencies, apathy, lack of logistics, mismanagement and unrestricted recruitment, excessive bureaucratization, lack of transparency and corruption (Aryee, 2001).

The decline in the performance of the Civil Service called for reforms to restructure the Civil Service in Ghana. The Mills-Odoi and Okoh commissions were thus formed to propose reforms that could help in the restructuring and efficient management of the Civil Service (Aryee, 2001). The now Ghana Institute of Management and Public Administration was among the outcomes of particularly the Mills-Odoi Commission.

The recommendations of these commissions and other reform strategies that have sought to make the Civil Service regain its former glory are however yet to bring significant changes in the operations of the Civil Service (Aryee, 2001, Sakyi & Bawole, 2009). Apart from significant infrastructural changes that have occurred to support the work of Civil Servants, most of the attitudinal behaviours that impeded upon the productivity of the service remain unchanged. Several factors have been attributed to the failure of such attempts directed at modelling the Civil

Service into a very efficient and effective institution ranging from poor reward systems to unhealthy organizational climate. Key among these factors are the lack of commitment by both political and administrative leaders as well as exemplary leadership aimed at strategically implementing reforms and codes of conduct governing the work of Civil Servants.

This retarding development in the Civil Service has made the demand for integrity and positive employee outcomes very essential in the Civil Service of Ghana particularly in recent times. Sakyi and Bawole (2009) explain that “code of conduct and other institutional arrangements have been put in place to provide overall guidance and ensure integrity and responsible behavior in the respective public services (p. 68). For instance, in 1999, the Code of Conduct for Ghana Civil Service was published by the Head of Civil Service in Ghana. This was premised against constitutional provisions that demanded for high levels of responsible behaviour particularly from public servants. In the same vein, the President of the Republic of Ghana in 2013 launched a Code of Ethics for Ministers and Government Appointees to help curb the high incidence of corruption and bribery scandals in the public sector of Ghana (Yeboah, 2013). In his statement, the President stressed on the need for Ministers and appointees of government as well as civil servants to maintain high levels of integrity in the course of their work in the midst of the pressures that could come from society especially from within the acceptable norms of the Ghanaian culture (graphic.com.gh, accessed 10th May, 2015).

This study therefore adds to the discussion for integrity in the Civil Service of Ghana by way of advancing the understanding of the concept of integrity among leaders in the Civil Service. In the same way, this study adds to knowledge about antecedents of positive and negative employee outcomes in order to provide an awareness about the behaviour of leaders that could elicit these

employee responses particularly in the Civil Service in Ghana. The significance of this study to policy making and governance in this country is explained in details in the next section.

1.8 Significance of the Study

1.8.1 Significance to Research

This study seeks to make empirical and theoretical contributions to the study of leadership by building on the understanding of leader integrity and its effect on employee outcomes—particularly OCB and CWB. First of all, this study expands knowledge about the use of the authentic leadership theory by deducing an ethical construct from the theory that makes it applicable to leader integrity. From this study, authentic transformational leadership is distinguished from pseudo-transformational leadership and referred to leaders who have some core moral values and thereby demonstrate their authenticity by constantly acting on these values. The introduction of moral values as core attributes of an authentic leader satisfactorily deals with the moral aspect of leader integrity. Furthermore, the consistent actions of authentic leaders on these moral values also captures the consistency between espoused values and actions definition of leader integrity by Simmons (2002). Again, the study fuses other moral leadership theories such as the transformational leadership theory and other ethical constructs of leadership into the authentic leadership theory as initially done by Bass and Steidlmeier (1999). This integration of quasi-ethical theories into the authentic leadership theoretical framework adds to extant literature on the development of the authentic leadership framework and makes the theory more comprehensive in explaining leader integrity as moral virtues.

Also, this study adds to limited empirical literature examining the relationship between leader integrity and employee outcomes. Though a number of studies have examined the concept of behavioural integrity in the past, very few studies have attempted dissecting the actual contextual

meaning of integrity; especially with regards to leader integrity as including morality. This study combines two methodologies, that is qualitative and quantitative, to provide empirical underpinnings to the relationship between leader integrity and positive employee outcomes (organizational citizenship behaviour) and negative employee outcomes (counterproductive work behaviour). This study therefore supplements the limited investigations into the nascent concept of leader integrity and its effects on employee outcomes.

1.8.2 Significance to Practice

This research extends organizational knowledge about leadership and help indicate to businesses the leadership characteristics that are able to influence productive and unproductive behaviours on the job. Also, this study assists leaders to have a better understanding of how their roles and moral conduct trigger employees to exhibit certain voluntary behaviours at work. To employees, this study creates more awareness of the link between productive and counterproductive behaviours in the performance of their responsibilities.

The qualitative analysis of integrity and its implications on employee outcomes also presents managers a unique opportunity to assess their leadership behaviours and identify areas where they may be lacking with respect to societal expectations on morality. In many organizational settings, the task-orientation of managers makes it difficult for them to focus on how to inspire and influence their subordinates with their lifestyles. Many organizational leaders often have a misfit between their performance and personal behaviours. This study therefore places the concept of integrity at the heart of managers and makes a strong case for the reconsideration of leadership influence as not solely limited to expertise and leadership styles but also to moral behaviour that demonstrate integrity at the workplace.

1.8.3 Significance to Policy

A major significance of this study is in its relevance to conduct particularly in the public sector and how such virtues could restore the public sector to high levels of performance. Focusing on the Civil Service in Ghana, this study reveals an essential leadership characteristic that seems to be overlooked in the bid to transform the institution. In other words, this study emphasizes on the role leaders play in influencing high productivity among employees in the Civil Service through the display of integrity. Therefore, the findings of this study makes significant contributions to the development of ethical standards and policies that are relevant for high performance in the Civil Service.

The public sector, specifically, Civil Service, is strongly perceived as inept and corrupt. This perception nonetheless seem to remain since there appears to be some cultural support for actions that induce corruption. In order for this perception about the sector to change, government agencies as well as other developmental agencies are constantly seeking ways to develop policies that address this issue. The enactment of the Civil Service Code of Conduct and the Ethical Code of Conduct for Ministerial and Government Appointees have all sort to provide some regulatory framework within which the conduct of public servants could be moderated. However, these policy documents have not sufficiently dealt with the issue of how to maintain high integrity in the public service. The reason for this may be due to the apparent lack of knowledge and understanding of leader integrity and the importance of the concept in both the effectiveness of leaders and also propelling employees to produce more positive outcomes. This study therefore clears the confusion about the concept of integrity and makes a strong policy case for prioritizing integrity as the ideal for curbing misconducts in the public sector.

1.9 Chapter Disposition

This study is divided into six chapters. Chapter one introduces the study and provides a background of the concepts of the study. It also answers the “so what” question by summarizing the research problems that accounted for this study. It then goes further to state the objectives, research questions and hypotheses that were investigated. This is to make the reader understand the purpose of this study. This chapter also discusses the context within which the study took place and provides justification for the choice of study area. It ends by making strong arguments for the contribution of the study to the field of research, practice and policy.

Chapter two which embodies a critical review of current and past literature on the concepts of this study is titled, “conceptualizing leader integrity, citizenship behaviour and counterproductive work behaviour”. This chapter first presents a thorough review of literature on leader integrity, OCB and CWB and critically deduces definitions from extant literature to reflect the meaning of the concepts as used in this study. This sections also presents a theoretical underpinning for the concepts. Empirical studies conducted on the three concepts and the relationship between them are also reviewed to arrive at the hypotheses of this study. Finally, the conceptual relationship between leader integrity, OCB and CWB is presented in a comprehensive framework that is supported by the empirical review previously conducted.

The third chapter presents a framework of the research methodology adopted for this type of study. The research paradigms, design, sampling technique and method of data collection and analysis are presented in this chapter.

Chapter four is purely a presentation and interpretation of the results of the quantitative and qualitative data collected and analyzed in this study.

Chapter five is a discussion of the findings of this study in relation to the objectives that were stated earlier. The discussion is supported with theoretical and empirical evidence that were reviewed in the study and also personal judgements of some of the findings are made especially where there is the need for speculative assessments of the findings.

The final chapter is chapter six. Here, the entire research is summarized into a succinct report and conclusions drawn from the investigations that were made in the study. The study also makes recommendations based on the findings of the study for practice and research. There is also a presentation of recommendations for areas of limitations in this study that could be addressed in future studies.

CHAPTER TWO

CONCEPTUALIZING LEADER INTEGRITY, CITIZENSHIP BEHAVIOUR AND COUNTERPRODUCTIVE WORK BEHAVIOUR

2.0 Introduction

This section seeks to provide an empirical and theoretical underpinning to the concepts leader integrity, OCB and CWB which are being investigated in this study.

2.1 What is Integrity?

Integrity is highly demanded in all facets of both social and organizational life due to its consideration as a normative ideal (Palanski & Yammarino, 2007) but there exist some confusion in literature with regards to the actual meaning of integrity (Becker, 1998; Palanski & Yammarino, 2007; Parry & Proctor-Thomson, 2002). For instance, as much as integrity is considered as critical aspect of work behaviour, Becker (1998) explains that the concept of integrity is usually confused with other virtues such as honesty and conscientiousness which causes the moral anchor of the concept of integrity to be lost. Parry & Proctor-Thomson (2002) further illustrates the prevailing confusion about the concept of integrity as a moral relativist concept whose meaning varies across cultures and generations. Using the example of Adolf Hitler, Parry & Proctor-Thomson (2002) contend that there would be a difference in the perception of the integrity of Adolf Hitler by populist view and the Nazis of his time. These variations in the meaning of integrity has left the concept of integrity to be highly contested to date. What remains constant about the concept however is the value placed on the concept at both the individual and organizational level.

As much as there is no common agreement about the concept of integrity, the diverse definitions given to the concept in literature aids in its conceptualization. Palanski and Yammarino (2007)

capitalizes on the diverse interpretations of integrity in management literature to categorizes the various meanings given to the concept into wholeness, consistency of words and actions, consistency in adversity, being true to oneself and moral or ethical behaviour. These categories of integrity drawn from several management literature attempt to dissect the meaning of integrity and help to provide a better understanding and meaning to the concept.

Integrity is argued as referring to wholeness because of its derivation from the root word “integer” which is a Latin word that means wholeness or completeness (Trevino, Hartman & Brown, 2000, Worden, 2003). Trevino *et al.* (2000) describe integrity as a “holistic attribute that encompasses the other traits of honesty and trustworthiness” (p. 130). They define the total morality of an individual as integrity. According to Koehn (2005), integrity is integral in our very being as humans. These overarching connotation given to the concept of integrity as wholeness provides an indication that integrity in its essence encapsulates several characteristics that constitute an individual’s summed behaviour. Integrity in this sense is therefore used synonymously with character (Palanski & Yammarino, 2007). In other words, integrity as wholeness seeks to give a description of the overall behaviour of an individual in all situations.

The description of integrity as consistency between words and actions is widely used in the integrity discourse (Simons, 2002, Palanski & Yammarino, 2007; Worden, 2003; Paine, 2005; Posner, 2001). Simons (2002) is among the scholars that strongly posits that integrity particularly at the organizational level is an alignment between the words and actions of individuals. Simons (2002) further explains that integrity of management in an organizational setting, for instance, is perceived by subordinates as the extent to which management is able to keep to promises and how consistent the values, morals and policies advocated by management are upheld and followed in the actions of management. This operational definition of integrity as consistency

between an actor's words and action constitutes a central theme in many other management literatures that seek to define integrity. Palanski and Yammarino (2007) after the categorization of various meanings of integrity falls on the word-action consistency definition of integrity to advance their conceptualization of the concept. Posner (2001) from a behavioural perspective revealed that the meaning of integrity usually had to deal with how an individual perceived themselves with respect to how they maintained their self-esteem by being consistent with the values and principles they stood for. Worden (2003) also views integrity as a way by which strategic leaders can win credibility by how they align their strategic plans and vision to achieve competitive advantage for their firms. The deduction that can be made from these definitions of integrity is that integrity connotes a stable character of an individual that is exhibited regardless of the circumstance.

Further to the word-action consistency definition of integrity, scholars such as Paine (2005) and Worden (2003) introduce the adversity as a necessary condition where the consistency between the word and action of an individual must be tested in order to be qualified to be described as the display of integrity. According to Paine (2005), an individual that remains resolute in the midst of adverse situations is one that can be described as possessing integrity. According to Worden (2003), "the hallmark of integrity is acted out commitment to principled behaviour in the face of adversity or temptation at great cost to oneself" (p. 34). Emphasis is placed on adverse situations and temptations in this definition of integrity due to the explicit challenge of an individual when one is confronted with such situations. Integrity as consistency in adversity is explained by the scenario that adverse situations usually presents an individual with choices of actions as remedy and the course of action that conforms with one's espoused words and values is that which can be described as the demonstration of integrity.

Palanski and Yammarino (2007) also categorize other dimensions of the concept of integrity akin to the concept of authenticity to define integrity as being true to oneself. Scholars, such as Koehn (2005) deviate from the consistency import of the concept of integrity which seeks to suggest that integrity is universal to argue that, variations in the response of an individual in a particular situation does not necessary defeat the demonstration of integrity. Rather, it is the application of one's prejudices and unique experiences in a particular situation that depicts integrity. This makes the concept of integrity more personalized but pure and representative of one's true behaviour. Integrity as being true to oneself eschews hypocritical behaviours and places much premium on how a person would act in a situation as far as practicable to that individual's internalized values.

The definition of integrity as a moral or ethical behaviour is one that has a lot of popularity in management literature. Palanski and Yammarino (2007) outlines a number of moral and ethical behaviours that have been related to integrity in management literature. In their categorization, Palanski and Yammarino (2007) found synonymy between integrity and concepts such as honesty, trustworthiness, justice, openness, empathy and respect (Newman, 2003; Paine, 2005; Bews & Rossouw, 2002; Koehn, 2005; Lowe, Cordery & Morrison, 2004; Peterson & Seligman, 2004). For instance, Newman (2003) assessing the approval of four previous presidents of the United States from 1980 to 2000 on the basis of integrity finds that many base their assessment of the integrity of Bill Clinton, former President of the United States of America, on his morality particularly with reference to the Lewinsky scandal. Also, Bews and Rossouw (2002), for example, make reference to integrity as including other factors such as openness and benevolence as antecedents that facilitate trustworthiness. These moral or ethical behaviours

used to define integrity are not only popular in literature but usually constitute the fundamental perception of integrity in practice and therefore has little contestation when related to integrity.

The various meanings provided above clearly shows the prevailing disagreement about the definition of integrity. This disagreement is predominant in how integrity could operationalized in several ways. However, in their definition of integrity, Palanski and Yammarino (2007) attempt to address this confusion about the concept of integrity through the lenses of moral philosophy and thereby consider integrity as a virtue. By so doing, they provide a distinctive conceptualization of integrity that seeks to eliminate the overlapping concepts that further diffuses the meaning of integrity. As such, Palanski and Yammarino (2007) define integrity as an adjunctive virtue which in itself does not connote good moral behaviour but rather a necessary virtue for achieving good moral behaviour. In this sense, Palanski and Yammarino (2007) define integrity as “consistency of an acting entity’s words and actions” (p. 178). The other definitions of integrity explained above were thus related to virtues that in their view better describes those concepts. That is, wholeness was related to character, consistency in adversity was related to courage, being true to oneself was related to authenticity whiles moral or ethical behaviour was considered as best explained by virtues including honesty, trustworthiness, fairness and compassion (Palanski & Yammarino, 2007).

But there appears to be a problem with Palanski and Yammarino’s (2007) operationalization of integrity particularly as an adjunctive virtue. Defining integrity as solely consistency between words and actions eliminates the inherent morality in the concept of integrity and makes it only a facilitator of good moral behaviour. In other words, Palanski and Yammarino’s (2007) definition of integrity skews the meaning of integrity from being both a substantive (virtues that are morally good in themselves) and adjunctive (virtues that are not morally good in themselves but

are imperative for moral uprightness) virtue (Audi & Murphy, 2006) to connote only a virtue whose moral content is not as important as how it facilitates good moral behaviours. The problem here is that, this definition of integrity as much as it has much credence in management literature (Simmons, 2002) further deepens the practical and literary gap that exist in the meaning of integrity. In fact, the definition espoused by Palanski and Yammarino (2007) unfortunately makes the concept of integrity more porous in the sense that, while their definition places the concept in an empirical context that makes it easily measurable, it opens the flood gate for amoral behaviours which pass the word-action consistency test to be regarded as acts of integrity; a situation where management literature would be defying the social meaning of integrity. For example, a situation where the manager of a company easily considers himself as promiscuous and therefore engages in indiscriminate sex with his workers could escape the morality check and be described as an act of integrity since it passes the word-action consistency test.

The problem with the definition of integrity by Palanski and Yammarino (2007) is quickly admitted in a subtle way when they assert that, "...according to this definition, even a person who promises to do great harm and follows through with this promise would be considered to have integrity" (p. 178). In a defense of the further limitation of their definition of integrity, Palanski and Yammarino (2007) assert that it will be logically and morally inaccurate to disassociate the integrity from other virtues such as authenticity, honesty, courage and fairness. This brings the study of the concept of integrity in organizational settings and its impact on employee outcomes to a state where the statistical measure of the concept will be necessary but not sufficient to explain the meaning of integrity.

Again, it appears the limitation of the definition of integrity to the consistency between words and actions is given substance in another study by Palanski and Yammarino (2009) that refers to the action of not only an individual so as to limit the definition of integrity to the perception of that individual's behaviour where moral or ethical virtues cannot be exempted but rather to the actions of a group and organization. In other words, the definition of integrity as the consistency of an acting entity's words and actions is emphasized to refer to the actions of individuals as well as groups and organizations. This is comprehensive and exonerates the word-action consistency definition of integrity.

This implies that the definition of integrity does not only rest on the consideration of integrity as a virtue but also a specific recognition of the entity to which the concept is being referred. In other words, a suitable definition of integrity does not only depend on its conceptualization as a virtue but also on its contextualization with respect to its application. For instance, as much as the integrity of an organization could be limited to its pursuit of alignment between words and actions, the integrity of a leader cannot be defined void of the morality and ethical behaviour of the leader in question as demonstrated in the study of Newman (2003) about the integrity and performance of former President Bill Clinton. The concept of integrity is therefore contextualized in the subsequent sections with respect to a leader in order to provide a more succinct meaning of concept in relation to the behaviour of a leader.

2.2 Leader Integrity Defined

The concept of integrity has been central in a number of leadership discussions. Scholars such as Palanski and Yammarino (2009) have described integrity as an axiomatic feature in leadership discourse by stressing the importance of integrity as a characteristic in effective leadership (Moorman, Darnold & Priesemuth, 2013; Simmons, 2008; Grojean, Resick, Dickson & Smith,

2004; Kouzes & Posner, 2007). Grojean *et al.* (2004) explains that the relevance and inseparability of integrity from leadership could be attributed to the superiority in authority demanded from leaders. As such, there is usually a greater expectation of followers about the conduct and behaviour of leaders. However it appears the definition of leader integrity is baffled with the confusion that characterizes the concept of integrity as explained above.

There is the school of thought that ascribes to the fact that leader integrity could be said to exist only when there is a demonstration of consistency between the words and actions of an individual and in this case, the leader in question (Palanski & Yammarino, 2007; Simons, 2002). This school of thought involves those who conceptualize of the concept of leader integrity as behavioural integrity (Simons, 1999; Palanski & Yammarino, 2007). Simons (2002) defines behavioural integrity as “the perceived alignment between an actor’s words and deeds” (p. 19). But this definition of leader integrity as behavioural integrity is shallow and defeats the common understanding of the conditions under which a leader can be described as having integrity.

First of all, the behavioural integrity conceptualization of leader integrity eliminates any grounds for morality to be considered as critical to the integrity description of a leader. Consistency between words and actions means that the only considerate measure of the integrity of a leader is on the basis of his or her commitment to his or her words or conformity to the values the leader espouses (Furrow, 2005). This definition of leader integrity leaves the concept very porous and susceptible to accommodating immoral and unethical conducts that are generally eschewed.

Secondly, it appears Simon’s (2002) definition of behavioural integrity was basically to make it a statistically measurable concept that allowed researchers to investigate into the perceptions of integrity of leaders at the neglect of subjective virtues such as morality. This limitation in the

definition of behavioural integrity is later acknowledged by Simmons, Tomlinson, and Leroy who describe behavioural integrity as a secondary definition of leader integrity because of distinctions that exist between the concept of behavioural integrity and other connotations of integrity such as authenticity, morality and courage (Palanski & Yammarino, 2007).

Brown, Treviño and Harrison (2005) attempt to clear the conceptual confusion that exists in the isolation of some moral virtues from the definition of the concept by introducing moral values and behaviour into the integrity conceptualization. They place less emphasis on the word-action consistency definition of integrity and hold that the perceived integrity of a leader should be in alignment with his or her moral values (Brown *et al.* 2005). From their perspective, the assessment of a leader as having integrity is when that leader could be said to be morally upright. The position of Brown, *et al.* (2005) on the concept of integrity however does not solve the disagreement about the concept of leader integrity. Rather it seeks to solely make a moral argument about the concept which does not make it suitably applicable to leadership in the organizational setting.

There are arguments that support the fact that leader integrity should be defined in a manner that characterizes both the morality of the leader as well as the consistency that exist between what the leader says or stands for and what he or she actually does (Mayer, Davis & Schoorman, 1995). In order to find a more suitable definition of leader integrity that provides a composite meaning of leader integrity, that is, leader integrity referring to the character of the leader, the authenticity of the leader, the courage of the leader, the morality of the leader and of course the consistency between the leaders' words and actions, there is the need for a conceptual definition of leadership that has relevance in moral philosophy while maintaining its measurability at either the individual or organizational level.

For the purposes of this study, Mayer *et al.*'s (1995) comprehensive conceptualization of integrity provides an inspiration for defining leader integrity. Leader integrity is therefore defined in this study as the show of consistency between the espoused values and actions of a leader that depicts the leaders' true self and trustworthiness. According to Mayer *et al.* (1995), a more comprehensive definition of leader integrity would be one that considers integrity as both a moral behaviour and consistency between words and actions. They explain that the assessment of the integrity of the leader is based on a follower's subjective perception of the leader behaving morally. On the other hand, Mayer and his colleagues argue that "the party's past actions, credible communications about the trustee from other parties, belief that the trustee has a strong sense of justice, and the extent to which the party's actions are congruent with his or her words all affect the degree to which the party is judged to have integrity" (Mayer *et al.*, 1995, p. 719). These arguments therefore provide a strong case for considering leader integrity as an interplay between a leader's moral behaviour and consistency between his or her words and actions as spelt out in the definition propounded in this study.

2.3 Leader Integrity and Employee Outcomes

The essence of leader integrity in any organization rests on how such leadership attribute influences employees at the workplace. The relationship between leaders and their followers is one that requires trust (Kaiser & Hogan, 2010). Followers usually commit themselves to their leaders because of the trust they have in such a leader. The perceived integrity of the leader therefore plays a critical role in enhancing this trust. In other words, followers tend to show much commitment and maintain a positive relationship with leaders who usually demonstrate high levels of integrity (Kaiser & Hogan, 2010). The absence of integrity on the side of the leader therefore compromises the leader-follower relationship. This contingent relationship is

better explained by the leader-member exchange theory which will be later discussed in detail in this chapter.

The deduction that can be made from the leader-follower relationship that has been discussed above is that, the demonstration of integrity by a leader has influence on follower outcomes. There is common understanding and literature that shows that positive leadership attitudes such as integrity results in a number of positive employee outcome such as organisational citizenship behaviour (Dineen, Lewicki & Tomlinson, 2006; Palanski & Yammarino, 2007; Gentry, Cullen, Sosik & Chun, 2013). Gentry *et al.* (2013) considers integrity as among the character strengths of managers and thus make a strong argument about the importance of integrity in propelling positive outcomes in the organization. The cause-effect relationship between the integrity of a leader and its consequential impact on employee outcomes is often premised on the high level of influence leaders have on followers (Palanski & Yammarino, 2007). In the same vein, there are arguments that suggest that the lack of integrity in the behaviour of a leader has negative effects on employee outcomes (Dineen *et al.*, 2006; Gentry *et al.*, 2013; Kaiser & Hogan, 2010). This study therefore seeks to examine the relationship that exists between the integrity of a leader and divergent employee outcomes including organizational citizenship behaviour and counterproductive work behaviour among employees. The concepts of organizational citizenship behaviour and counterproductive work behaviour are explained in detail in the subsequent section.

2.4 Organizational Citizenship Behaviour (OCB)

The commonest definition of organizational citizenship behaviour (OCB) is that propounded by Organ (1988). According to Organ (1988), OCB is 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. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable" (p. 4). This traditional definition of OCB has suffered criticisms because it places the concept in the category of extra-role behaviours, that is, behaviours that are beyond the job requirements of an individual (Connell, 2005).

Ever since, a number of literature have related the concept of OCB to other concepts such as pro-social organizational behaviours (George & Bettehhausen, 1990) and contextual performance (Borman & Motowidlo, 1997; Connell, 2005). Organ himself admits in the work of Borman and Motowidlo, (1997) that the confusion that surrounds the description of extra-role behaviours because of the lack of boundary between what could be described as one's formal job requirements and citizenship behaviours requires that the concept of OCB should be redefined and isolated from extra-role behaviours and referred to contextual performance.

OCB as contextual performance is more suitable because it deviates from the arguments of the core requirements of a job and peripheral job activities which usually are difficult to differentiate particularly when it comes to supervisors expectations for which rewards are sometimes given. Rather, OCB as contextual performance places the emphasis of OCB on the difference between employee behaviours that are related to a task and those that are not (Connell, 2005). Hoffman, Blair, Meriac and Woehr (2007) therefore define OCB as "behaviours that facilitate organizational functioning without directly contributing to the technical core and are not necessarily rewarded by formal reward systems" (cited in Campbell, Hoffman, Campbell & Marchisio, 2011).

Again, Organ (1988) made significant contributions to the concept of OCB by developing an OCB scale that has five dimensions namely altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Other studies also confirm that two of the dimensions, altruism and conscientiousness were the first dimensions used to conceptualize OCB (Organ & Konovsky, 1989) and the other three dimensions, sportsmanship, courtesy and civic virtue were later identified as a result of further studies that were conducted in the field to expand knowledge about the concept OCB (Organ & Ryan, 1995). A number of dimensions have been also propounded for the conceptualization of OCB as part of the increasing interest that has characterized the concept in management literature. A four dimensional model of OCB including personal industry, individual initiative, loyal boosterish and interpersonal helping was also proposed by Graham (1989) and has since gained popularity in a number of management literature on OCB (Moorman & Blakely, 1995; Paille, 2009). Podsakoff, Mackenzie, Paine and Bachrach (2000) in a review of previous theoretical and empirical studies on OCB revealed that there were over thirty different forms of OCB which they organized into seven basic themes namely helping behaviour, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self-development. These themes actually captures the various forms of OCB that has dominated OCB literature in the past. Rioux and Penner (2001) provided a functional conceptualization of OCB and thus proposed three OCB dimensions namely prosocial values, organizational concern and impression management. He describes these dimensions as concepts that explain the motive with which employees engage in OCB activities (Rioux & Penner, 2001). The disagreement about the dimensions that satisfactorily explain OCB appears common from the above. Meanwhile, the arguments of these scholars do not in any way despise the multidimensionality of the concept OCB. Williams and Anderson (1991) in a bid to

deviate from this disagreement about the concept of OCB proposes a bi-dimensional structure of OCB that is premised on the direction of the voluntary behaviour, that is, either to the benefit of other individuals (OCBI) or the organization (OCBO).

The above shows the extent to which previous research has examined the dimensions of OCB. However, this study will focus on the original five dimensions of OCB proposed by Organ (1988). They include altruism, conscientiousness, sportsmanship, courtesy and civic virtue. The use of these dimensions is premised against the background that there appears to be no study conducted in Ghana aimed at examining OCB in the civil service particularly. Authors such as Paine and Organ (2000) have indicated that the cultural context of a particular country is likely to influence the citizenship behaviours of employees in that country. In the same vein, there is enough evidence that supports the fact that national cultures usually have an influence on organizational culture as extensively explained by Dartey-Baah (2011) and Hofstede (1980). As such there appears to be a unique opportunity for this study to contribute empirically to the limited literature on the study of OCB in the Ghanaian culture should the original dimensions of OCB be employed in this study. Again, the civil service is a unique sector where the behaviours and attitudes of workers are quite distinct from the private sector especially in developing countries such as Ghana. Somech and Drach-Zahavy (2000) makes strong arguments for sector specific categorizations of OCBs and thus proposes three forms of OCB for educational settings. The civil service constitutes a very identifiable category of typical public servants where there is overcrowding and the demand of work appears less than the number of workers performing the job. It is therefore anticipated that the job characteristics of the civil service will provide nascent findings of OCB in the public sector.

2.4 1 Dimensions of OCB

Altruism

Organ (1988) uses the dimension of altruism to refer to OCB behaviours demonstrated towards colleagues at the workplace. It refers to a show of selfless concern for the welfare of other people in the organization. The dimension of altruism is also referred to as helping behaviour in other studies (Podsakoff *et al.*, 2000). The difference between the use of helping behaviour and altruism as an OCB dimension is that helping behaviour extends beyond the helping attitude of an individual towards other co-workers to include other dimensions of courtesy which involves the helping behaviour of an individual that is demonstrated through the prevention of problems to co-workers (Podsakoff *et al.*, 2000). However, the focus here is on voluntary helping behaviour shown towards other workers to enhance their specific job, work-life balance or other personal challenges they might be experiencing.

Conscientiousness

Also referred to as generalized compliance (Connell, 2005) refers to more “impersonal contributions to the organization” such as excellent attendance, and adherence to organizational rules and policies (Organ & Ryan, 1995, p.782). Though these behaviours are not directed to benefit co-workers, they have indirect significance to members of the organization by providing a healthy organizational climate that ensures peace and coordination of activities on the job. It involves the exercise of prudence on the job. According to Smith, Organ & Near (1983), the dimension of generalized compliance such as punctuality usually comprise a set of internalized norms that provide indirect aid to other workers.

Courtesy

Courtesy as a dimension of OCB refers to those behaviours that are aimed at preventing other workers from falling into problems (Organ, 1988). The relevance of this dimension is in the fact that it describes behaviours that aid in promoting effectiveness at work and help foster bonds of cooperation among workers (Organ, 1997). For instance, informing employees about a specific action that has an impact on his or her work before engaging in such actions is one that can be considered as a demonstration of courtesy since it takes into consideration the detrimental effect one's actions may have on another on the job, preventing the occurrence of such actions thereof.

Sportsmanship

Sportsmanship is among the commonest dimensions of OCB (Podsakoff *et al.*, 2000; Organ, 1988; 1997). It refers to “the inclination to absorb minor inconveniences and impositions accruing from the job without complaints or excessive demands for relief or redress (Konovsky & Organ, 1996, p. 255). Sportsmanship refers to an attitude of tolerance at the workplace. This means that an individual who demonstrates sportsmanship is one that accommodates certain unexpected behaviours from co-workers and is considerate in taking decisions bearing in mind the bond of cooperation that exists among employees.

Civic Virtue

The fifth and final OCB dimension for this study, civic virtue, refers to total commitment and involvement in the issues of the organization as well as the political process and governance of the organization (Organ, 1988; Organ & Ryan, 1995). Just as in the show of national civic responsibility, this dimension involves keeping abreast with organizational issues through the reading of company mails, stating your opinions on organizational issues through appropriate

channels as and when it is appropriate and making oneself relevant in the overall governance of the organization (Konovsky & Organ, 1996).

Besides, numerous studies have describe a number of factors as antecedents of OCB. Podsakoff and his friends (2000) categorize these factors into four namely individual characteristics such as morale, role perceptions and personality traits, task characteristics such as routine jobs, feedback on performance and tasks that bring intrinsic satisfaction, organizational characteristics including formalization and organizational support and leadership behaviours which have been further categorized into transformational and transactional styles of leadership.

2.5 Counterproductive Work Behaviour

Counterproductive Work Behaviour (CWB) is generally defined as behaviours that are harmful to the legitimate interests of an organization (Marcus & Schuler, 2004; Campbell *et al.*, 2011). According Fox, Spector and Miles (2001), these behaviours are “harmful to the organization by directly affecting its functioning or property, or by hurting employees in a way that will reduce their effectiveness” (p. 292). They include behaviours such as theft, taking long breaks during working hours, absenteeism, overbilling an organization through presenteeism, showing aggressive behaviours towards employees and destruction of company property (behaving aggressively toward other employees (Penney & Spector, 2002; Rahim, Shabudin & Nasurdin, 2012; Campbell *et al.*, 2011).

The term CWB in other researches have been used to connote noncompliance (Puffer, 1987), workplace deviance (Robinson & Bennett, 1995), organizational misbehaviour (Vardi & Wiener, 1996), workplace aggression (Baron & Neuman, 1996), antisocial behaviour (Giacalone & Greenberg, 1997) and retaliatory behaviours (Skarlicki & Folger, 1997). The link between these

behaviours and general CWB is that they violate both organizational and societal values and norms, causes harm to organizations and its workers and have detrimental effects on the productivity and general performance of the organization (Rahim *et al.*, 2012). In other words, CWB encompasses all those behaviours that are not expected and acceptable in an organization. They are sometimes voluntary or intentional (Rahim *et al.*, 2012) but whenever employees engage in such behaviours, it defeats the fundamental principles that bring about organizational success. Among the consequences of CWB to organizations are reduced productivity, increased cost of production, high maintenance cost of organizational property and damage to the image of the organization (Robinson & Bennet, 2000; Rahim *et al.*, 2012). Such behaviours are also sometimes societally unacceptable since it has detrimental effects not only on the organization or on those directly involved in the organization but also on other secondary stakeholders of the firm.

Rahim and his colleagues (2012) further describe CWB with respect to the direction of such behaviours. They therefore categorize CWB as organizational CWB (CWBO) and individual CWB (CWBI). Organizational CWB is described as comprising property CWB and production CWB, referring to unproductive behaviours directed at the organization through the destruction of organizational assets and deviant behaviours that have detrimental effects on the organization by way of compromising the quantity and quality of work that the organization could produce respectively. Individual CWBs are also categorized into political CWB and personal aggression by Rahim and his friends (2012). They define political CWB as those behaviours that politically disadvantages another person in the organization. Personal aggression is also used to describe hostile behaviours that are shown towards other individuals at the workplace.

A number of factors have been described as the antecedents of CWB. Among these are the personality traits of individuals (Salgado, 2002), demands of job and job insecurity (Lim, 1996), organizational justice (Skarlicki & Folger, 1997), work-life balance (Anderson, Coffey & Byerly, 2002) and the behaviour of customers (Harris & Reynolds, 2003) among others. Job related factors such as job demands have however been described as the most pertinent factors that influence CWB at the workplace (Rahim *et al.*, 2012). This is because employees are considered to spend more time on the job and thus the extended effect that translates from the requirements of a job to individuals performing the job has the highest potential in determining the kind of behaviour the employees will exhibit.

The concepts of CWB and OCB are usually considered as opposite in meaning due to the effects these behaviours have on the performance of the organization. This assertion has generated a lot of interest in the investigation of the relationship between these two concepts. The relationship between CWB and OCB is therefore described in detail below with support from some empirical studies.

2.6 Theoretical Framework

Several theories have been used to explain the variables in this study, that is, leader integrity, OCB and CWB. According to Zikmund (2003), a theory comprise a coherent set of general propositions that are adopted in management literature to provide comprehensive and conceptual explanations and proposed predictions of the relationship between some observed variables. Management theories usually provide an understanding of how organizations operate and how the various elements of the organization interact with each other. A number of theories have been used to explain the concepts of leader integrity and its relationship with employee outcomes

however for this study is predicated on two main theories, namely, authentic leadership theory and leader-member exchange theory.

2.6.1 Authentic Leadership Theory

According to Luthans & Avolio (2003), authentic leadership is leadership characteristic that “draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviours on the part of leaders and associates, fostering positive self-development” (p. 243). This definition was later developed by Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008) in a more specific manner with respect to context within which the leader-follower influence occurs. Walumbwa and his colleagues therefore described developed organizational contexts in this definition as organizations having positive ethical climates and went further to operationalized four components of authentic leadership (self-awareness, internalized moral perspective, balanced processing, and relational transparency) from the definition. Self-awareness basically refers to how well a leader knows his strengths and weaknesses and thus perceives him or herself in the real world (Avolio, Walumbwa & Weber, 2009). It also implies the demonstration of understanding of one’s emotions as well as the other attributes that conflict internally (Ilies, Morgeson, & Nahrgang, 2005). Internalized moral perspective refers to internal moral standards that guides and regulates the behaviour of an individual. Balanced processing refers to the way in which information is objectively analyzed and the relevant aspect of the information extracted for making decisions in order to avoid bias. Relational transparency is that component of authentic leadership that describes the leader who is transparent in the sharing of information and avoids distorting information or emotions in order present a fair and true view of both positive

and negative effects. It involves a display of sincerity and transparency in the communication of information and emotions.

Authentic transformation is adopted to explain the concept of leader integrity in the sense that authentic leaders usually have core moral values and beliefs unto which they strongly ascribe themselves (Brown & Trevino, 2006). Such leaders therefore act consistently on these moral values in order to remain authentic. Gardner and his colleagues define authentic leadership behaviours as “actions that are guided by the leader's true self as reflected by core values, beliefs, thoughts and feelings, as opposed to environmental contingencies or pressures from others” (Gardner *et al.*, 2005, p. 347). If integrity is to be defined as consistently acting on moral principles, then authentic leadership behaviours satisfactorily provide a theoretical basis for the conceptualization of the concept of integrity. Once again integrity is defined as a person having moral principles and consistently acting upon them. The authentic leadership theory adds to this the idea that a leader's self-concept or identity is the origin of moral action.

Again, authentic leadership theory is sufficient in theorizing leader integrity due its composition of other leadership theories such as the transformational leadership theory and ethical leadership constructs that have been used to explain the concept of leader integrity in some past literature (Bauman, 2013, Kaiser & Hogan, 2010; Avolio *et al.*, 2009). Bauman (2013) explains that transformational leaders have been described as having strong moral values upon which they dwell to influence their followers as argued out by Burns (1978). This aspect of transformational leadership is therefore developed further to depict a more ethical dimension of this theory known as authentic transformational leadership as distinct from other aspects of transformational leadership that constitute the display of amoral behaviours known as pseudo-transformational leadership (Bass and Steidlmeier, 1999). The distinction between these two forms of

transformational leadership is in the display of quasi-integrity virtues such as authenticity, truthfulness and credibility (Bass and Steidlmeier, 1999). Brown and Trevino (2006) further deepens the relationship between transformational leaders and leader integrity by indicating the positive relationship between the two concepts.

Furthermore, Kaiser and Hogan (2010) also explains the relationship between transformational leadership and leader integrity. They explain that transformational leaders usually influence their followers by aligning their followers to their highly held vision and values in such a way that the follower's perception of a leader as a transformational leader becomes akin to their perceptions of the leader's integrity (Parry & proctor-Thomson, 2002).

2.6.2 Leader-Member Exchange Theory (LMX)

This study is also predicated on the leader-member exchange (LMX) theory to explain the relationship that exists between the integrity of a leader and how such leadership attribute influences employee outcomes including OCB and CWB. LMX focuses on the dyadic relationship between a leader and the follower (Gernster & Day, 1997; Cogliser & Schriesheim, 2000). The theory is unique from other leadership theories in the sense that, it deviates from leadership theories that explain the behaviour or styles of leaders that tends to be most effective to emphasizing how the quality of relationship between leaders and followers influence various outcomes from these parties (Gerstner & Day 1997). The relationship is usually based on mutual trust and respect (Dansereau, Graen, & Hagan, 1975).

The dyadic relationship in the LMX theory is as a result of a sequence of exchanges that occurs between the leader and follower. That is, the exchange is mutual and may be in the form of the leader being honest and fair with followers who in return provide more positive outcomes as a result. Each party in the relationship show individual commitment to the relationship through the

expectations and demands of the relationship. However, the quality of their relationship is determined by the resources available to each party (Bauer & Green, 1996).

In attempts to define the elements that constitutes a high quality or low quality relationship, a number of scholars have in the past proposed some dimensions of LMX. Graen (1976) proposed three dimensions of LMX with respect to the exchange relationship comprising trust, interpersonal skill and competence. Also, Dienesch and Liden (1986) proposed three different dimensions of this exchange relationship namely perceived contribution, loyalty, and affect. Other authors also proposed respect, trust, and mutual obligation as the dimensions that explain the exchange relationship of the LMX theory. Considering the disagreement about what actually constitute a high or low quality relationship in the LMX relationship, Schriesheim *et al.* (1999) proposed six dimensions that define high and low quality relationships based on higher levels and lower levels of these dimensions in the relationship respectively. The dimensions include mutual support, trust, liking, latitude, attention, and loyalty.

There is evidence that suggest that there is a positive relationship between the leader-follower relationship and follower outcomes such as motivation, commitment, and performance (Gerstner & Day, 1997; Ilies, Nahrgang & Morgeson, 2007). Iles *et al.* (2007) finds that the quality of the LMX relationship predicted OCB. Drawing from the social exchange theory and concept of reciprocity the LMX theory could be understood in the sense that the retention of the relationship between the leader and follower is contingent on the perception of each other that their output from the relationship is proportionate to their input (Blau, 1964). In other words, we can deduce from the LMX theory that the outcome of followers in the leader-member exchange relationship will be dependent on their perceptions of the leader treating them with honesty, fairness, transparency and also the followers having the ability to trust in the leader. Greenberg (1990)

explains that the absence of quality relationships such as fair treatments, abuse and lack of trust will result in employee withdrawal behaviours such as theft, passive commitment to the organization or even high turnovers.

Defining integrity as honesty, trustworthiness and authenticity therefore makes leader integrity the prerequisite for high-quality leader-follower relationships. In other words, the integrity of a leader could be said to have an influence on employee outcomes such as OCB and CWB.

2.7 Empirical Review

2.7.1 Meaning of Leader Integrity

The issue of leader integrity is quite recent and was previously addressed in literatures as behavioural integrity. Over the last decade, behavioural integrity began to emerge as a relatively simple and “clean” construct that had significant explanatory power. However, behavioural integrity is strictly speaking an amoral construct; in other words, it focuses on consistency between words and actions without regard to the content of the words and actions. In recent times, however, there is a common understanding of integrity as including the idea of moral or ethical behaviour.

This review is therefore aimed at addressing the issue of the contextual meaning of leader integrity by examining current studies that have made attempts to provide a “broader and more rigorous” definition of leader integrity. The review comprise an investigation of the various research methodologies, theories and findings that set the tone for further research into the subject of leader integrity.

Gentry, Cullen, Sosik, Chun, Lepoid and Tonidandel (2013) examined the concept of integrity and other related character strengths to determine the role of integrity role in the performance of

middle-level and top level managers. In their study, they used a total sample of 246 United States managers from at least 150 organizations (58.5% from the private sector) with an average tenure of 14.34 years ($SD=8.91$) in their organization. In order to compare these middle-level managers to top-level executives, they also used a sample of 191 top-level executives. Their study employed a five-item scale ($\alpha=.85$) similar to performance measure used in the study of Sosik, Gentry and Chun (2012). Using the stratified systems theory, Gentry and his friends found that as compared to top-level managers, integrity was of little relevance to middle-level managers. However, other character strengths such as social intelligence was found to be of higher importance to middle-level managers. On the contrary, their study found that there was high premium placed on integrity among the roles of to-level executives. However, the study of Gentry and his friends did not assess the likeness of the respondents of their manager which could moderate the relationship between the integrity of managers and the performance of their subordinates. Also, their study was premised in the United States which has a unique national culture and therefore limits the generalizability of their study. There is therefore the need for further studies that examines the meaning of leader integrity in different cultures such as those dominant in West African countries like Ghana.

Martin, Keating, Resick, Szabo, Kwan and Peng (2013) in their attempt to understand the underlying meaning of leader integrity conducted a cross-cultural qualitative study of in six different cultural societies including the United States of America, Ireland, Germany, Austria, China and Hong Kong. Their study sought to explore the meaning and understanding of leader integrity among managers in these societies and also to compare and contrast the meaning of leader integrity across these cultural boundaries. Using a sample of 189 full-time managers in at least one of the six societies, they found that leader integrity differed in meaning and emphasis

across different cultures. They also found nine different themes that explained leader integrity across these cultures. These included guided by strong personal moral code/values, value-behaviour consistency, word-action consistency, honest, fair and just, openness and transparency, consideration and respect for others. Their study however lack the contextual power of generalizability particularly in relation to the meaning of leader integrity in Africa as their study was biased in western and developed countries and did not include any typical African society. There is therefore the need for this study to provide an understanding about the meaning of the concept of leader integrity in the African setting, particularly, Ghana.

The study therefore purports to provide a nuanced supplement to the ongoing discussion about the contextual meaning of leader integrity. As such this study will focus on exploring the understanding of leaders in Ghana's civil service about the concept of leader integrity.

Leader Integrity and Employee Outcomes

The relationship between leader integrity and employee outcomes is catching up in management literature as the concept of leader integrity is gaining much prominence among scholars. Several studies examining integrity either as a character strength of managers or as a virtue are now exploring how this concepts relates to positive employee outcomes and how the absence of such normative ideal in leadership would have an influence on the withdrawal behaviours of employees (Gentry, *et al.*, 2013; Palanski & Yammarino, 2007; Dinen, Lewicki & Tomlinson, 2006).

Vogelgesang, Leroy and Avolio (2013) conducted a study that sought to settle the conceptual confusion about leader integrity as being true to oneself and consistency between words and actions. Using the authentic leadership theory as its theoretical basis, their study went further to

explore how leader integrity relates to employee outcomes such as engagement and performance. The study was conducted as a longitudinal study using 5 companies and 20 cadet platoons from the United States. The study was analysed using structural equation modelling and the found a positive relationship between the transparent communication of behavioural integrity by a leader and follower work engagement and performance. Their study however did not consider the impact of the integrity and transparency in communication on voluntary behaviours of followers such as OCB. The study only examined in-role activities of employees including the engagement of the employee and performance. There is therefore the need for studies like this to examine the effect of the integrity of a leader on contextual performance such as employee citizenship behaviours.

As explained earlier by the LMX theory, a leader that demonstrates trust is easily perceived as trustworthy. This increases the commitment and quality of relationship that exists between the leader and follower which in turn leads to positive outcomes from the employees (Dineen, *et al.*, 2006; Simons, 2002).

Dineen and his colleagues (2006) engaged in a study to examine the effects of supervisory guidance and behavioural integrity on OCB and CWB in a number of bank branches. In their study, it was discovered that a relationships between supervisory guidance and outcome variables were dependent on the level of behavioural integrity exhibited by supervisors. They discovered that high behavioural integrity of managers was positively related to employee organizational citizenship behaviours while low behavioural integrity of managers was positively related to unproductive employee behaviours. They therefore conclude that, leaders who demonstrate high levels of behavioural integrity are able to foster trust among followers, build

high quality relationships and therefore encourage their followers to engage in positive voluntary behaviours such as OCB.

From the empirical evidence above, it is hypothesized in this study that:

H1: Leader integrity will be positively related to OCB of civil servants in Ghana.

Again, Ilies *et al.* (2007) conducted a quantitative evaluation of the relationship between LMX and OCB. In a review of previous studies that sought to examine this relationship, Ilies and his friends found conflicting results on the strength of this relationship. In one of such studies by Wayne, Shore, Bommer and Tetrick (2002), it was found that there was a relatively weak relationship between LMX and OCB ($r=.20$). However, another study by Tekleab and Taylor (2003) showed that the relationship between LMX and OCB was relatively stronger ($r=.50$). However, Ilies *et al.* (2007) in their study addressed the inconsistencies and limitations in the previous studies that examined the LMX-OCB relationship. Using a 50 independent samples and a total sample size of 9,324, they found a moderately strong, positive relationship between LMX and OCB. Their study also showed that LMX predicted OCB and particularly individually targeted OCB more strongly than organizational targeted OCB. The reason for this presumably is the emphasis on a high-quality mutual relationship that exists between employees and their managers rather than the organization. Such high level of quality relationships is based on trust as explained earlier in the LMX theory.

Defining integrity as trustworthiness places the concept of leader integrity in the exact context as the LMX relationship. George (2003) commenting on how integrity refers to one being trusted explains that “while the development of fundamental values is crucial, integrity is the one value that is required in every authentic leader. Integrity is not just the absence of lying, but telling the

whole truth, as painful as it may be. If you don't exercise complete integrity in your interactions, no one will trust you” (p. 20). In his explanation, George emphasizes on how an individual needs to be honest and tell the truth in order to be trusted as a person of integrity. Substituting leader integrity (defined as trustworthiness) with the LMX, this is an indication that leader integrity will predict the OCB of employees.

More specifically, a study conducted by Zhang, Bai, Caza and Wang (2014) in China to explore the effects of leader integrity on the OCB of followers finds a strong positive relationship between the two concepts mediated by leader effectiveness. Using a total sample of 211 manager-subordinate dyads from three entertainment and service industries in North West China, they found that leader integrity had a significant positive relationship with OCB. They therefore concluded that leaders with integrity were more effective leaders and that in turn encouraged their followers to engage in more OCB.

It is therefore hypothesized in this study that:

H1b: The integrity of a leader will predict the OCB of civil servants of Ghana.

There are not many studies that directly supports the leader integrity and CWB relationship. However, there is enough literature that supports the limited empirical evidence about the relationship between leader integrity and CWB.

In a related study, Moorman, Darnold, and Priesemuth (2013) developed and tested a multi-dimensional measure of perceived leader integrity. Moorman *et al.* (2013) predicated their study on the social learning theory and implicit leadership theories. They collected data through the longitudinal approach with a sample of 146 students and 205 respondents from three universities and the Chamber of Commerce respectively. Their study found that behavioural integrity and

moral behaviour related to leader effectiveness, job satisfaction, work engagement, and intent to quit as mediated by trust in the leader. As much as their study considered employee outcomes such as the intention to quit, it was not explicit in examining other unproductive behaviours that employees could manifest as a result of the absence of moral behaviour and leader integrity. This study therefore provides the opportunity for counterproductive behaviours that impede organizational performance to be examined in specific relation to the integrity of leaders.

As previously indicated in the study of Dineen *et al.* (2006), it was discovered that low behavioural integrity of managers was positively related to unproductive employee behaviours. This relationship is explained by Greenberg (1990) who asserts that the absence of quality relationships fostered by the demonstration of fairness and trust (low leader integrity) will result in employee withdrawal behaviours (CWB) such as theft, passive commitment to the organization or even high turnovers.

It is therefore hypothesized in this study that:

H2: Leader integrity will have an indirect relationship with CWB of civil servants in Ghana.

Furthermore, the LMX theory and social exchange theory will be used to explain the relationship between leader integrity and CWB. When leaders demonstrate high levels of integrity, they tend to create an ethical climate that encourages their followers to reciprocate by voluntarily engaging in beneficial activities to the organization. This is the premise of the LMX theory. Nonetheless, it has been extensively explained that organizational factors such as organizational justice serves as a critical antecedent of CWB (Skarlicki & Folger, 1997). What this means is that, the perception of fairness in the climate of an organization by leaders has an impact in determining the behaviour of employees. According to the social exchange theory, the

maintenance of a healthy relationship is usually dependent on the perception of proportionality between an individual's output and input into a particular (Blau, 1964). This means that the absence of fairness (demonstration of integrity by leaders) is therefore a cause of employee deviant behaviours.

In a related study Rahim, *et al.* (2012) examined the relationship between job characteristics and CWB. Using a sample of 355 employees, the study employed factor analysis to redefine the relationship between job significance, job feedback, job identity and job autonomy. It was found that job identity and job significance had significant negative relationship with production CWB and organizational CWB respectively. As much as job characteristics do not necessarily include leadership behaviours, inferences could be drawn from this study based on the level of influence leaders have in determining the characteristics of a job.

From the literature and empirical review above, it can be observed that low leader integrity will give rise to employee CWB. It is therefore hypothesized in this study that:

H2a: The integrity of a leader will predict the CWB of civil servants of Ghana.

2.7.2 OCB – CWB Nexus

The relationship between OCB and CWB is well established in literature though there are conflicting results about the direction of the relationship. The growing interest in the relationship between OCB and CWB has been attributed to three main reasons by Dalal, Lam, Weiss, Welch and Hulin (2009). First of all, Dalal and his friends discuss the effects of OCB and CWB and refer to them as semantically opposite. Dwelling on the OCB definition by Organ and Paine (1999), OCB is defined by Dalal *et al.* (2009) as a quasi-deliberate behaviour that helps in the improving organizational functions. They further define CWB as deliberately harmful employee

behaviours that impedes or is purported to impede the legitimate interest of an organization (Spector, Fox, Penney, Bruursema, Goh & Kessler, 2006). The benefit and harm impact of OCB and CWB respectively on the organization constitutes the first relationship deduced by Dalal and his friends. They secondly make reference to behaviours directed at individuals and those directed at the organizations which has been used in explaining the forms of OCB and CWB as the dimensional link between the two concepts. Finally, Dalal and his colleagues make reference to how OCB and CWB have been related in some studies in an opposite direction to similar constructs such as commitment, organizational justice and conscientiousness (Dalal, 2005). These reasons are put forward strongly by Dalal *et al.* (2009) as constituting the basis for the relationship between OCB and CWB.

Earlier research on the relationship between OCB and CWB confirms this unidimensional-opposite relationship between OCB and CWB (Sackett, 2002; Lepine, Erez & Johnson, 2002). Also, other studies such as that of Bechtoldt, Welk, Hartig and Zapf (2007) give credence to these contentions about the opposite relationship between OCB and CWB by revealing parallel relationships with antecedents such as organizational justice. Evidence for positive organizational and individual outcomes for OCB (Podsakoff, *et al.*, 2000) and negative outcomes for CWB (Dineen, *et al.*, 2006; Rogers & Kelloway, 1997) still remain prevalent.

Nonetheless, there are some studies particularly in recent times that have challenged the empirically established unidimensional-opposite relationship between OCB and CWB. First of all, some studies have sought to provide negative antecedents to OCB. Bolino, Turnley and Niehoff (2004) provides a contrary view to the OCB-positive outcomes and CWB-negative outcomes emphasis in previous research and states that citizenship behaviours may have negative outcomes for employees. In a related study, Bolino, Turnley, Gilstrap and Suazo (2010) found

that OCB sometimes may have negative implications for individuals. Also, researchers such as Galperin and Burke (2006) have argued that CWB is not always an inherent negative concept as portrayed but sometimes can be used constructively to improve the functions of the organization.

Klotz and Bolino (2013) are among researchers who have made a strong case for the fact that, there could be positive relationships between OCB and CWB. Using the moral licensing theory, Klotz and Bolino conceptually explain that when people engage in morally praiseworthy behaviours they often grant themselves a moral license to behave immorally. Dalal et al. (2009) examining the within-person structure of job performance with an emphasis on the relationship between OCB and CWB provides an empirical support to the assertion of Klotz and Bolino (2013). Demonstrating through two set of samples, Dalal and his friends (2009) found a positive relation between the concepts of OCB and CWB when the concepts were directed to the organization, to each other and to job performance. This study has since brought about increasing interest in the examination of the relationship between OCB and CWB. However, evidence for the positive relationship between the two concepts still remains in its budding stage and therefore there is the need for more studies to examine this relationship.

It is therefore hypothesized in this study that:

H3: There will be a positive relationship between OCB and CWB of civil servants in Ghana.

2.8 Statement of Hypotheses

From the empirical evidence above, the hypotheses for this study are stated as follows:

H1: Leader integrity will be positively related to OCB of civil servants in Ghana.

H1b: The integrity of a leader will predict the OCB of civil servants of Ghana.

H2: Leader integrity will have an indirect relationship with CWB of civil servants in Ghana.

H2a: The integrity of a leader will predict the CWB of civil servants of Ghana.

H3: There will be a positive relationship between OCB and CWB of civil servants in Ghana.

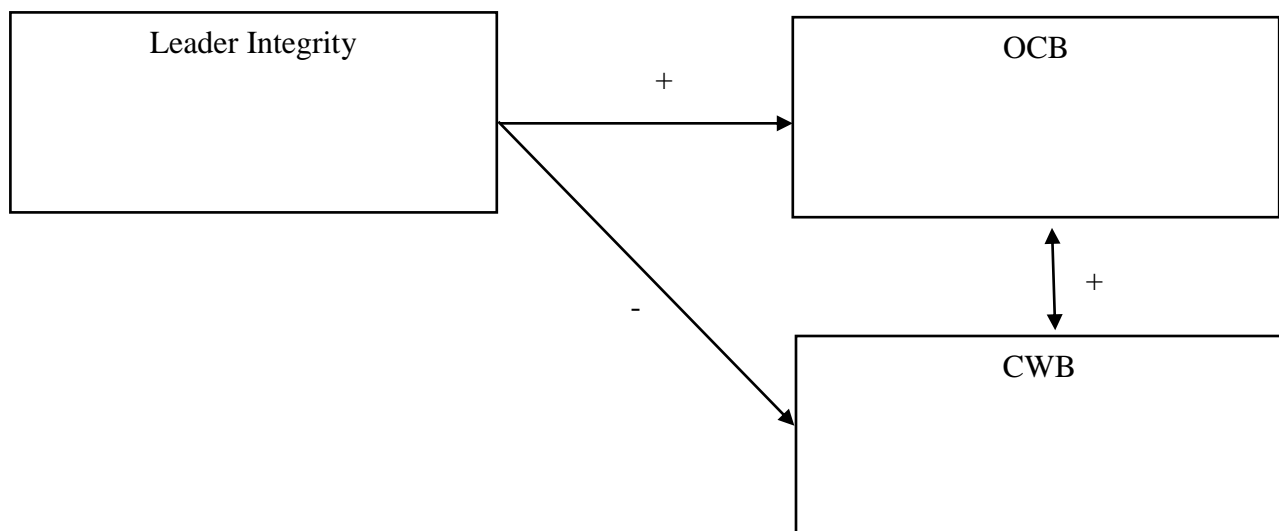
2.9 Conceptual Framework

According to Zikmund (2003), a research framework presents the way of studying the variables or concepts concerning of a particular phenomenon in order to investigate for an appropriate solution for the research problem. It outlines the relationships between the variables/concepts in manner which explains or predicts a social phenomenon within a specific research problem. Fisher (2010) further explains conceptual frameworks as analytical schemes that simplify reality to make it easier to discuss, analyze or research. A conceptual framework simplifies reality by selecting the variables in a particular study and suggesting relationships between them.

The conceptual framework for this study as shown in figure 2.1 below illustrates the relationship between leader integrity, OCB and CWB as discussed earlier. The framework dwells basically on the empirical relationships that have been explained between the concept of leader integrity and OCB, leader integrity and CWB and the relationship that exists between OCB and CWB as hypothesized in the study.

The conceptual framework depicts a positive relationship between leader integrity and OCB. On the other hand, there is a negative (indirect) relationship between leader integrity and CWB as made evident from the theoretical and empirical review of literature. Then between OCB and CWB, there is a proposed reverse relationship which is positive based on emerging findings about the relationship between the two concepts. Figure 2.1 provides the conceptual framework of the three concepts of this study; that is, leader integrity (LI), OCB and CWB.

Figure 2.1: Conceptual framework of LI, OCB and CWB



Source: (Author, 2015)

The conceptual framework above describes the outcome behaviours that employees are likely to exhibit depending on the presence or lack of integrity displayed by their leader in Ghana's civil service. It is assumed in this study that, high levels of leader integrity will cause employees to be good citizens at the workplace because that leadership behaviour will be desirable to them. On the other hand, it is proposed that when leaders are found to lack integrity employees might engage in unproductive and deviant behaviours at the workplace. Another proposal that is made

in the study through the conceptual framework is the relationship between organizational citizenship behaviour (OCB) and counterproductive work behaviour (CWB). The relationship between the two is assumed in this study to be direct. That is, when employees demonstrate citizenship behaviours, they are also likely to gain a moral justification to behave in deviant behaviours.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents a framework of the research methodology adopted for this study. This study explains the philosophical assumptions that is adopted for this study, the research design, the target population, sampling technique, instruments for data collection and method for data analysis. This chapter also discusses the ethical concerns that were considered in this study.

3.1 Research Paradigm

Kuhn (1970) defines a research paradigm as “a set of beliefs, values and techniques which is shared by members of a scientific community, and which acts as a guide or map, dictating the kinds of problems scientists should address and the types of explanations that are acceptable to them” (Kuhn, 1970, p. 175). Research paradigms constitute philosophical assumptions that underpin the strategy and scientific methodology used in validating a research. Creswell (2009) identify four main research paradigms that explain the philosophical worldview of researchers. These are post positivism, constructivism, advocacy or participatory and pragmatism.

Post positivist worldview as called by Creswell (2009) is based on the philosophical assumption that cause determines effects or outcomes. As such, this research paradigm is based on the assumption that there is the need to identify the causes that result in a predetermined outcome. It is a paradigm that is usually employed in quantitative than qualitative studies according to Creswell (2009).

The constructivist worldview also referred to as interpretivism by other researchers such as Fisher (2010), holds the assumption that in order to understand the world we live in, there is the

need to adopt subjective meanings of our experiences and look out for multiple interpretations of views rather than limiting the meaning of our experiences to some few categories and ideas (Creswell, 2009). This goal of this paradigm is usually to dwell on the general meaning provided by respondents in order to make interpretations of a phenomenon. The constructivist paradigm is basically used in qualitative studies.

Advocacy or participatory worldview is a philosophical assumption that was deduced out of criticisms of the post positivist and constructivist approaches. According to this paradigm, the post positivist worldview imposes structural laws and theories that does not promote the views of the marginalized in the society in areas such as the pursuit of social justice whiles the constructivist approach is also limited in addressing issues of the marginalized (Creswell, 2009). The advocacy or participatory worldview therefore focuses on addressing the issue of the marginalized in society. It therefore presents philosophical assumptions that represents the issue under investigation, the participants involved and the remedies needed for the situation. It is usually employed in qualitative studies though it could constitute a basis for some quantitative studies as well.

Pragmatic worldview is a philosophical assumption that is focused on making investigations based on research problems and thus adopting a number of approaches that seeks to provide solutions to the problem (Creswell, 2009; Morgan, 2007; Patton, 1990). This means that the focus of pragmatics is usually not on the method of research but rather on the need to identify plausible solutions to a research problem thereby using all methods available to arrive at the solution. Pragmatics freely choose the methods and techniques that provides the most appropriate solution to an identified problem. They usually make judgement of reality based on what is in the mind as well as external circumstances independent of the mind. Pragmatics

therefore have research questions that ask the “what” and “how” of a particular phenomenon (Creswell, 2009). The pragmatics worldview thus employs mixed methods and use both quantitative and qualitative techniques to provide a deeper understanding of a research problem and provides justification for the use of such methods.

The philosophical assumptions that underlie this study is the pragmatic worldview. The research problem of exploring the meaning of leader integrity and investigating the relationship between leader integrity and employee outcomes informed the methodology employed in this study. The qualitative methods and quantitative methods are therefore mixed in this study to provide subjective and contextual meaning to the concept of leader integrity while statistically examining its relationship with organizational citizenship behaviour and counterproductive work behaviour. It is believed that the used of this method provides a better understanding of the concept of leader integrity which Martin *et al.* (2013) have explained differ in meaning and emphasis across cultures and also how it influences employee outcomes.

3.2 Research design

Creswell (2009) describes three types of research designs; quantitative, qualitative and mixed methods. He explains that these methods are plans and procedures that reduces general assumptions to specific methods employed in data collection and analysis. The design of a research constitutes the strategies or procedures of inquiry, methods of data collection as well as the method of analysis and interpretation of results.

Quantitative research methods provide a means for testing theory through the use of hypothesis. This is done by the collection of data that are statistically measurable and testing them o either support or refute the hypothesis (Creswell, 2009). Quantitative studies usually focus on making

generalizations from the analysis of data that guard against bias. Qualitative research methods on the other hand provide a means for exploring and understanding the meaning individuals give to a social problem (Creswell, 2009). This method relies heavily on subjective opinions of participants in the study and is usually framed in the use of words rather than numbers. Mixed methods also combine the strengths in both the qualitative and quantitative methods to provide a more comprehensive analysis of a phenomenon. A mixed method basically involves collecting and analyzing data qualitatively and quantitatively in order to provide a solution to a research problem. The mixed method is usually used because of the belief that it provides a study that is more robust and addresses a research problem comprehensively than either using the qualitative or quantitative methods alone (Creswell & Plano-Clark, 2007).

Bryman (2004) also describes a research design as a framework for data collection and analysis. The three main types of research design earlier stated are adopted by researchers to frame their data collection and data analysis procedures. The qualitative, quantitative or a combination of both methods into the mixed method can be adopted as the design for a study.

This study adopted the mixed methods approach in order to measure the relationship between the independent variable (leadership integrity) and the two dependent variables (OCB and CWB) and also to broaden the understanding of what is perceived as integrity by leaders in the Civil Service of Ghana. The mixed method approach combined both qualitative and quantitative forms of research so that the overall strength of this study was greater than either the quantitative and qualitative approaches (Creswell, 2009).

3.2.1 Justification of Research Design

The use of the mixed methods was necessitated by the concepts that were investigated in this study. Despite the fact that there have been a number of empirical studies that have sought to

measure leader integrity using scales such as the Perceived Leader Integrity Scale used by Craig and Gustafon (1998), Leader Integrity Assessment Scale (Morgan, 1989) and Simons, Friedman, Liu and McLean Parks' (2007) Behavioural Integrity Scale, Becker (1998) asserts that the synonymy between integrity and other values such as fairness and honesty makes the concept of integrity difficult to measure. Becker's assertion appears to have gained grounds in the work of Martin *et al.* (2013) who after investigating the meaning of leader integrity across six different countries, found that there are differences in the meaning and emphasis of the concept of integrity across the different cultures they studied. These evidences confirm the budding state of the understanding of the concept of leader integrity which therefore requires some content analysis to extract the contextual meaning of integrity among leaders in Ghana's Civil Service.

The study therefore adopted a Concurrent Embedded Strategy of Mixed Methodology where both quantitative and qualitative data was collected simultaneously (Creswell, Plano Clark, Gutmann & Hanson, 2003). This was because the aim of the use of the mixed method basically was not to compare data from one source with another. This study in its quest to contribute as a nuanced supplement to the leader integrity discourse aimed at using the mixed method to analyze both quantitative and qualitative data side by side to provide a comprehensive and subjective assessment of the concept of leader integrity. The proposed methodology design for this study is shown in figure 3.1 below.

Figure 3.1: Concurrent Embedded Mixed Method Design



Source: Creswell *et al.* (2003)

Moorman et al. (2013) in attempt to support the construct validity of perceived leader integrity argue that the range of perspectives from more general judgments of moral behaviour to more specific perceptions of consistency leads to a logical conclusion that how we have measured integrity may also be limiting our research on integrity. Established measures of leader integrity that are based on various definitions may not reflect the way followers come to define integrity and judge its presence in leaders. The adoption of the mixed methodology in this study was therefore imperative in addressing the methodological gaps that have characterized the study of leader integrity and its relationship with other organizational constructs.

3.3 Sources of Data

The sources of data for this study were purely primary. Respondents were interviewed to provide subjective responses on the meaning of leader integrity. Also well-structured questionnaires were self-administered to collect statistically measurable responses from participants for quantitative analysis.

3.4 Target Population

The target population for this study comprised civil servants in Ghana who were in active service during the periods of investigation. Civil servants according to the 1992 Constitution of the Republic of Ghana comprise public servants in both central and local government service (Republic of Ghana, 1992). The central government is made up of the ministries, departments and agencies. The local government on the other hand comprise the district, municipal and metropolitan assemblies and decentralized departments and agencies of government such as the Information Services Department, Ghana Health Service and Ghana Education Service.

For proximity purposes, the twenty two Ministries of the Government of Ghana constituted the units from which the target population for this study was drawn. The local government units constituting the other segment of civil service were not used because they were decentralized all over the country in various regions, metropolitan, municipal and district assemblies. However, considering the delimitation of proximity in this study and for the objectives of this study, the researcher was not interested in assessing Civil Servants decentralized in the other regions of the country since their functions were a duplicate of the activities at the various Ministries of the central government. Furthermore, these workers are usually rotated across the various decentralized agencies and therefore it was expected that the responses of Civil Servants in the Ministries of the central government would be representative of the views of other Civil Servants spread across the country. This is because the researcher anticipated that rotation and transfer of Civil Servants from across the country to the central government Ministries gave the Ministries a more comprehensive and representative culture of work in the Civil Service.

Statistics from the Ghana Living Standard Survey Round 6 shows that 2.4% of the total estimated population of persons employed in Ghana work in the Civil Service (Ghana Statistical Service, 2014). An estimated population of 12,039,700 persons 15 years and older constitute the employed in Ghana (Ghana Statistical Service, 2014). Calculating the proportion of persons employed in the Civil Service in Ghana, it was found that the total estimated population of Civil Servants stood at 240,794 workers in the entire country. The calculation of Civil Servants as per the total number of persons employed at the age of 15years and older is represented below.

$$2.4\% * 12,039,700 = 240,794$$

3.5 Sampling Technique

The study adopted the use of purposive sampling technique to select subjects for this study. Purposive sampling is a non-probability sampling method used in situations where expert judgment is needed in selecting cases with a specific purpose in mind (Neuman, 2007). The purposive sampling has relevance in three situations. First is when a researcher uses it to select unique cases that are especially informative. Second is when there is the need to select members who are difficult to reach or in a specialized population and the third is when particular types of cases have to be identified for in-depth investigation. The first and third situations characterized this study and therefore required the use of the purposive sampling technique to select subjects for this study.

The study specifically wanted responses from Civil Servants from the Ministries of the central government of Ghana. Considering the peculiarity of these samples, the purposive sampling was used to select both the units, that is, central government Ministries and Civil Servants from these outfits. However, there was a limitation of access to clearance for the study to be conducted in some Ministries for issues of security and high protocol. Example of such Ministries were the Ministry of Defense and Ministry of Foreign Affairs and Regional Integration. As such the Ministries from which Civil Servants were selected as samples for this study included those listed in table 3.1 below.

3.6 Sample Size

Krejcie and Morgan's (1970) table for determining sample size was used to compute the sample size of this study. A total of approximately 200 samples were thus computed as the sample size for the quantitative aspect of this study. As a result, 200 questionnaires were administered to the respondents and 158 questionnaires were retrieved. 23 out of the retrieved questionnaires were

however discarded because they were not properly filled. The response rate was therefore 67.5% for this study which according to Babbie (1989) represents an almost very good response rate for analysis. The responses from the samples are presented in table 3.1 below according to the various Ministries.

Table 3.1: Ministries and Number of Respondents

Name of Ministry		Number of Respondents
1	Ministry of Education	21
2	Ministry of Gender and Social Protection	14
3	Ministry of Trade and Industry	15
4	Ministry of Employment and Labour Relations	14
5	Ministry of Energy	11
6	Ministry of Environment, Science and Technology	10
7	Ministry of Finance and Economic Planning	12
8	Ministry of Food and Agriculture	13
9	Ministry of Roads and Highways	9
10	Ministry of Youth and Sports	16
Total		135

Source: Author (2015)

Besides, 8 Chief Directors of 8 different Ministries from which the quantitative data was collected were also selected for interviews for the qualitative analysis. They constituted the leaders to whom most of the responses from the participants in the quantitative study were directed. The Chief Directors of two of the Ministries (these were the Ministry of Finance and

Economic Planning and Ministry of Youth and Sports) from which quantitative data was collected could not be interviewed due to their tight schedules and unavailability. In all, a total sample of 143 participants were used for this study.

3.7 Instruments for Data Collection

3.7.1 Data Collection Procedure for Quantitative Analysis

The study adopted the use of both structured questionnaires and interviews in order to collect quantitative data and qualitative data respectively. For the quantitative data collection, well-structured questionnaires that have been developed by researchers in the past were adopted to measure the various variables in this study.

The questionnaire for collecting quantitative data was divided into four sections. The first part covered the demographic data of the respondents and inquired the following from the respondents; age of respondents, gender of respondents, name of ministry, department, highest educational qualification, tenure of service and gender of respondent's immediate supervisor.

The second part of the questionnaire was a perceived leader integrity (PLI) scale adopted from the work of Craig and Gustafson (1998) to measure leader integrity from the perspective of subordinates. The PLI scale is a 4-Point Likert Scale with responses ranging from "not at all" to "well" (1 = Not at all 2 = Barely 3 = Somewhat 4 = Well). It has items which refer to the immediate supervisor of a respondent and includes items such as; can be trusted with confidential information, would lie to me, is evil.

Justification for the use of PLI Scale

The PLI scale is purported to measure the integrity of leaders from an ethical point of view. The scale consists of specific items that measure how unethical leaders behave from the perspective

of their followers. However, the PLI scale has been criticized of not sufficiently measuring both morality and consistency simultaneously. This is regarded as the major limitation in the use of the PLI scale (Moorman *et al.*, 2012). This is because the PLI scale is described as not measuring the consistency between words and deeds definition of integrity; a secondary definition of leader integrity that this study seeks to assess concurrently with other definitions of leader integrity.

Nonetheless, considering the cultural context within which the study was conducted, leader integrity was perceived more to be a moral construct than an amoral construct of consistency between one's words and actions. As such, the PLIS scale was deemed appropriate to be used to measure leader integrity in the Ghanaian context.

The third part of the study were items that measured the organizational citizenship behaviour of the respondents. Despite the avalanche of measures of OCB, the OCB measure developed by Podsakoff, Mackenzie, Moorman and Fetter (1990) was adopted for this study. This was because of its correlation to other dimensions of leader integrity such as trust. The scale describes five dimensions including altruism, conscientiousness, sportsmanship, courtesy and civic virtue using 24 items on a 5-point Likert-type scale where 1 = Not at all, 2 = Barely, 3 = somewhat, 4 = Well.

In the fourth part of the questionnaire, Aquino, Lewis and Bradfield's (1999) Deviant Behaviour scale which uses 14 items to describes two dimensions (interpersonal deviance and organizational deviance) of deviant employee behaviours was used to measure CWB. The scale also uses a 5-point Likert-type scale (1=never, 2= Disagree, 3=Neutral, 4=Agree, 5= Always) to obtain responses.

3.7.2 Data Collection Instruments for Qualitative Analysis

For the qualitative data collection, interviews were conducted. Martin *et al.*'s (2013) questionnaire for assessing the view of managers about the meaning they place on integrity was adopted in this study. The interview basically had three main questions which were:

(1) How would you define integrity?

(2) Which behaviors and personal characteristics do you associate most closely with leader integrity?

(3) Please describe a situation where you consider a leader to have acted with integrity.

The researcher also used a digital recorder to record the responses of the directors individually in the interviews. A notepad was also used to take responses of the directors to complement the voice recordings and give a much accurate account of the responses.

3.8 Procedure for Data Collection

An introductory letter was taken from the researcher's supervisor at the Department of Organization and Human Resource Management, University of Ghana Business School, for data collection from the Ministries. This letter was submitted to the Chief Directors of the Ministries from which participants were selected for this study and the purpose of the research was explained to the directors who were notified of the need for a personal interview to take their views on leader integrity. But for a couple of these directors that could not make time for the interview, 10 of the directors gave authorization for data to be collected from the staff and the rest of the directors also availed themselves to be interviewed on different days and time.

3.8.1 Quantitative Data Collection

The questionnaires were self-administered to the respondents in various units at the Ministries and retrieved at different times. This was because a number of the respondents indicated that there were quite busy and could not respond to the questionnaires instantly.

3.8.2 Qualitative Data Collection

The interviews were conducted at dates scheduled by the directors. Aside some strict protocols that were observed at the reception to the offices of the directors, the scheduled appointment times were delayed in most cases with the reason that the directors were in other meetings. In some cases, the appointment had to be rescheduled due to the unavailability of the director. This showed the busy schedules of the directors who kept on insisting that the interview had to be brief upon receiving the researcher.

In the course of the interview, the purpose and objectives of the study were first of all explained to the directors. Also, the researcher assured the respondents of confidentiality and anonymity. This was to engender confidence in the directors to respond to the questions honestly. The interviews were conducted in the offices of the directors which usually appeared quite spacious and secluded from an overcrowded staff that were observed in other units of the Ministry. The interviews lasted for an average of 20 minutes since the questions were only three. In cases where the response of the director was not clear to the researcher, there were kind requests for a repeat of such responses. However, the interviews were successful and largely void of external interruptions due to the high level of privacy the directors enjoyed in their offices.

After a month, the researcher presented the raw narration of the responses recorded during the interview to the directors for them to cross check. The directors responded that the narration

accurately represented their views and added some more explanations to the various responses which were also recorded with the audiotape and notepad.

3.9 Reliability and Validity for Pilot Study

3.9.1 Reliability for Quantitative Study

In order to check for the reliability and validity of the items in the scale that was to be used for the study, the researcher conducted a pilot study with twenty Civil Servants from five different Ministries. This was to ensure that the items in the scale would be reliable for the study and also give the researcher the opportunity to alter the scale should there be the need. Researchers suggest that scales that are used for research must have internal consistency and must be valid and reliable. As such Nunally (1978) recommend the use of the Cronbach alpha to check for the reliability and validity of scales. This test was therefore adopted to test the consistency of the scales used in this study and the results are provided in table 3.2 below.

Table 3.2: Cronbach Alpha Reliability Coefficients of Pilot Study

Variable Element	Correlation	Cronbach alpha	No. of Respondents
Leader Integrity	0.602	0.631	20
Organizational Citizenship Behaviour (OCB)	0.194	0.623	20
Counterproductive Work Behaviour (CWB)	0.15	0.634	20

Source: Field Data (2015)

From the pilot study, the Cronbach's alpha co-efficient was 0.631, 0.623 and 0.634 for the scales measuring leader integrity, organizational citizenship behaviour and counterproductive work

behaviour respectively. Panayides (2013) argues that the uni-dimensionality of a scale may not be necessarily determined by high values of alpha. Other researchers also contend that alpha should not be too high as it may unnecessarily depict the duplication of content across items and point more to redundancy than to homogeneity (Nunally, 1978; Streiner, 2003). As such Cronbach's alpha of 0.6 is considered acceptable by researchers such as Nunally (1978). This meant that that the scales used in the pilot study were reliable.

3.9.2 Reliability and Validity for Qualitative Study

The meaning of reliability and validity varies in qualitative studies. According to Neuman (2007), qualitative researchers demonstrate reliability in their study by ensuring consistency in their observations over time. Validity in qualitative research also means being truthful and ensuring authenticity in the accounts given to a social phenomenon (Neuman, 2007).

To ensure validity in this study, the researcher adopted Martin *et al.*'s (2013) questions that were used in assessing the meaning of leader integrity across six regions. This was to ensure that the questions would bring about a candid response of the meaning of leader integrity among Civil Servants in Ghana. Also, the researcher followed up on the interview that was conducted with the directors to allow them crosscheck if the narration represented a true and fair view of their responses which they confirmed in the affirmative.

Also, Miles and Huberman (1994) suggests that to demonstrate reliability in qualitative data analysis, there is the need to allow for third party reviews of generated themes to assess whether similar meanings would be given to the themes. In light of this, the researcher gave the generated themes to three other colleagues as well as the transcript of the interview responses for them to be reviewed. These colleagues after their review agreed on over 85% of the themes that were generated by the researcher by ascribing similar meanings to these themes. This showed that

there was a strong inter-rater reliability and thus there was reliability in the questions used for the interview.

3.10 Method of Data Analysis

3.10.1 Quantitative Data Analysis

Descriptive and inferential statistics was used analyze to statistically analyze data that was collected from respondents through the use of well-structured questionnaires. The data on the questionnaire collected from the respondents were coded and inputted into the Statistical Package for Social Sciences software for statistical analysis to be conducted.

First of all, descriptive analysis was used to analyze the biodata of the respondents. Opoku (2006) explains that, descriptive statistics are generally used for summarizing and describing quantitative data. The descriptive statistics for this study gathered all the data about the respondents who were involved in this study and the mean, median and frequencies were computed.

Hypothesis one and two were tested using simple linear regression to establish a linear relationship between the outcome variables, organizational citizenship behaviour and counterproductive work behaviour and the explanatory variable, leader integrity. This was because the researcher wanted to analyze the relationship between the outcome variables and the predictor and also identify how much variance of each of the outcome variable could be accounted for by leader integrity. A simple linear regression is an analysis that predicts an outcome variable from a predictor variable (Field, 2009). Regression goes a step further than correlation analysis because correlation analysis do not give any indication of the direction of causality (Field, 2009). This means that as much as a relationship may be established between leader integrity and OCB and CWB, there will be no indication as to whether the integrity of a

leader causes employees to demonstrate citizenship behaviours or unproductive behaviours. As shown earlier in the work of Zhang *et al.* (2014), other factors such as leader effectiveness account for citizenship behaviours among employees aside leader integrity. This work therefore employed a simple regression analysis to determine how much of the variation in OCB and CWB are accounted for by the integrity of a leader.

Hypothesis three was analyzed using the Pearson Product- Moment Correlation Coefficient. According to Opoku (2006), the Pearson Product- Moment Correlation Coefficient is a parametric statistical test that is used to compute the correlation between two variables that are measured on at least an interval scale. A coefficient of +1 indicated that the two variables were perfectly positively correlated, such that, an increase in one of the variables will lead to a proportionate increase in the other variable. On the other hand, a coefficient of -1 indicated a perfect negative relationship such that if an increase in one variable will result in a proportionate decrease in the other variable which meant that the variables were inversely related (Field, 2009). A zero coefficient meant that there was no linear relationship between the two variables.

3.10.2 Qualitative Data Analysis

According to Miles and Huberman (1994), there are three approaches to qualitative data analysis. These include interpretivism, social anthropology and collaborative social research. In interpretivism, there is interpretation of meanings by both the social actor who is the subject of the study and the researcher with an emphasis on the understanding of meaning and actions (Miles & Huberman, 1994). Social anthropology is a qualitative analysis focused on contact between the researcher and the subjects of the study usually over an extended period of time in order to describe particular events about the subjects (Miles & Huberman, 1994). Collaborative social research involves a collection action in a social setting where for instance the main

researcher together with other researchers will follow the occurrence of a phenomenon in real time (Miles & Huberman, 1994).

This study adopts the interpretive approach to analyzing qualitative data in order to conduct a thematic content analysis of the responses that were recorded from the interview. The sequential process of qualitative data analysis outlined by Miles and Huberman (1994) were employed in the analysis of the responses. Again, Miles and Huberman (1994) describe three stages in the analysis of qualitative data which are data reduction, data display and drawing conclusions. These processes were followed throughout the qualitative data analysis which began concurrently with the collection of both quantitative and qualitative data for this study.

First of all, the responses on the audio recordings from the directors were transcribed into raw narrations. These were supported by notes that were taken during the interview. The raw narration was presented to the directors to check for true and fair representation of their views. Additional information gotten from the respondents was also transcribed to provide clarity in their responses. The data on the transcripts were then assigned codes to help in the reduction of the data. The transcript was read several times to identify similar phrases and patterns of responses to aid in coding the data.

Identified patterns and similar phrases were then categorized and isolated into sub-themes which were presented in a tabular form. These sub-themes constituted summaries of responses of the directors and were presented to the directors to verify the trustworthiness of the findings of the study. The sub-themes were thereafter categorized to generate more generalized themes based on the consistency and relatedness in the summarized data. These constituted the major themes of this study upon which inferences and discussions were made. Specific quotations were also cited to support the themes that were generated from the raw data.

Conclusions were therefore drawn from these major themes in an analytical discussion that followed the presentation and interpretation of the raw data. In the discussion, references were made to various perspectives by other researchers which in the review of literature, coincided with the major themes and issues being discussed. The personal judgements and interpretations of the researcher on the data were also presented particularly on the meaning of the data.

3.11 Challenges and Delimitations of this Study

The major challenge the researcher encountered in this study was with respect to the collection of both the qualitative and quantitative data. In the administration of questionnaires to respondents at the various governmental ministries, there were some reluctance by authorities of these institutions to grant permission for their staff to be interviewed. This speculated to be perceptions the said authorities had about undercover investigative works that had been carried out in some governmental agencies in recent times. One of the authorities resisted granting permission for the interview to be carried stating the reason that:

“Here, the people are very busy and always do the work that is required of them. We don’t entertain some of these things because I can’t tell where you are actually coming from”.

In some cases, particularly during the interview with the directors, the researcher was thoroughly searched and asked to leave any phone or recorder which the researcher explained that the latter was the main instrument to be used for the interview.

This issue was however resolved when clearance was given by some of the directors for the questionnaires to be administered upon giving them an official introduction letter from the Department of Organization and Human Resource Management of the University of Ghana Business School indicating that the research was purely for academic purposes. Scheduled times

for the interviews were also given by the directors since they gave permission for the study to be conducted in their ministries. Nonetheless, two of the directors who gave such permission could not avail themselves for the interview but the questionnaires were administered to the staff and retrieved appropriately.

Also, there were several instances where the researcher could not meet the directors or the interview at the scheduled times with the explanation that they were in other meetings. The appointment thus had to be rescheduled in most cases and the researcher had to sometimes visit the directors during appointment days at times earlier than what was given in order to catch up with them for the interview. There were instances where the researcher had to wait for long hours before meeting the director. The researcher also at some points had to assure the directors that the interview was going to be very brief and gave examples of the interview questions to the directors for them to grant the interview. At the end, the researcher was able to interview all the directors who gave permission but for two. The researcher also exchanged personal contacts with these directors which made the subsequent confirmation of the interview responses by the directors easier.

With respect to the delimitations of this study, the researcher first of all was not interested in qualitatively analyzing the relationship between leader integrity and the outcome variables; organizational citizenship behaviour and counterproductive work behaviour. This was because there were several studies that had empirically established the antecedents of these outcome variables (Podsakoff *et al.*, 2000; Salgado, 2002; Lim, 1996; Skarlicki & Folger, 1997; Anderson, Coffey & Byerly, 2002; Harris & Reynolds, 2003). However, very few studies have sought to explain the contextual meaning of leader integrity and the few that have done so have concluded that the meaning and understanding of leader integrity differs across cultures (Martin,

et al., 2013). The qualitative aspect of this study therefore focused solely on exploring the meaning of leader integrity in the Ghanaian context.

Also, there were some delimitations in the target population for this study. Though the 1992 Constitution of the Republic of Ghana explains that civil service refers to public service at both the central and local government levels, the researcher was not interested in civil servants at the local level since their functions were a duplicate of the activities at the various ministries of the central government. Furthermore, the researcher expected that the responses of civil servants in the Ministries of the central government would be representative of the views of other civil servants spread across the country. This is because the researcher anticipated that rotation and transfer of civil servants from across the country to the central government ministries gave the ministries a more comprehensive and representative culture of work in the civil service. As such, the study only focused on civil servants at the central government ministries in Ghana.

3.12 Ethical Consideration

The ethical issues that were considered in this study were confidentiality and anonymity of respondents as well as prior information to the respondents as to the purpose of this study. These ethical standards were highly upheld due to the sensitive nature of the questions both qualitative and quantitative that were demanded from the respondents. The researcher therefore asked for the consent of the respondents before considering them as participants of this study. Respondents freely had the opportunity to opt out of the study if they so wished. The respondents were however constantly reminded about their anonymity and confidentiality of their responses which encouraged most of them to partake in this study.

The researcher therefore ensured anonymity of the respondents by withholding their names from the report of the findings. Instead, letters such as A, B, C, D were used to represent the various directors of the Ministries. Also, due to the ease of identifying the chief directors of the various Ministries, their responses were not related to the Ministry from which they preside in order to maintain the anonymity of their responses. Also, the questionnaires used in collecting the quantitative data did not include request for the names of the respondents.

Also, the researcher engaged in informal conversations with the directors to create ease in their response to the questions during the interview. Such informal conversations which were not directly related to the study were not included in the transcription of the data. Their permission was however sought when the audio recorder had to be turned on to capture their responses. This was to ensure confidentiality in the interviews the respondents granted.

These measures that were taken increased the confidence of the respondents in this study and help to encourage their co-operation.

CHAPTER FOUR

PRESENTATION OF RESULTS, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter discusses and presents the findings for each specific objective of the study. The chapter begins with a description of the socioeconomic characteristics of leaders, sample of directors in Ministries. It then discusses the results of the extent to which leader integrity predicts OCB and CWB among Civil Servants in Ghana.

4.1 Socioeconomic Characteristics of Respondents

The study intended to sample 200 respondents from the civil servants in Ghana, particularly from Ministries, but the researcher was able to collect 135 data out of the intended sample size. This section presents a discussion on the demographic profile and organizational characteristics of respondents in the study area. The characteristics of leaders of civil servants whose leadership integrity predicts certain organizational behavior include; age, educational level, gender, job position, tenure of service and type of work. Quantitative variables discussed are Organizational Citizenship Behaviour (OCB), Counterproductive Work Behaviour (CWB) and Leader Integrity.

4.1.1 Age and Sex Distribution of Respondents

From table 4.1, survey report on sex distribution of respondents indicated that out of the 135 respondents, 92 (68%) were males while females accounted for 43 (32%). This implies that majority of the directors interviewed were males. The results in Table 4.1 shows that 3 (2%) of the respondents were between 21 and 30 years; 22 (16%) were between the age 31 and 40 while 80 (60%) of the respondents were between 41 and 50; and 30 (22%) of the respondents were

above 50 years. Most of the directors in the civil servants are aged above 40 years although there were very few aged between 21 and 30 years.

4.1.2 Educational Qualification

The researcher investigates educational qualification of the respondents since educational qualification has a strong impact on OCB and CWB. As evident in Table 4.1, out of the 135 respondents, 123 (92%) of the respondents had a diploma or bachelors qualification while 12 (8%) of the respondents had post graduate qualification. This suggests that the respondents had a high level of knowledge on the issue under investigation. This in the researcher's view influenced the responses since they are more prone to OCB or CWB.

4.1.3 Job position and Tenure of Service

During the data collection, the researcher identified some of the job positions and roles discharged by the respondents. From the interview, some of the job positions occupied by individual respondent included; Account Officer, Budget Analyst, Administrator, Accountant, Chief Auditor, Financial Analyst, Head of (Operations, IT, Research, Technical, Audit, Finance, Risk, HR) and many others. The results indicate that 6 (4%) respondents have spent between 1 and 3 working years in their respective companies, 94 (70%) respondents have spent between 4 and 10 years while 35 (26%) of respondents have spent at least 11 years in the organization. This suggests that majority of the respondents have spent about 5 years in the current position. This indicates that they are more experienced in leadership and could suggest high level of integrity.

Table 4.1 Socio-economic Characteristics of Civil Servants

Variables	Options	Frequency	Percentage (%)
Sex	Male	92	68%
	Female	43	32%
Age	21-30yrs	3	2%
	31-40yrs	22	16%
	41-50yrs	80	60%
	Above 50	30	22%
Tenure of service	1-3 years	6	4%
	4-10 years	94	70%
	More than 10 years	35	26%
Educational Qualification	Diploma/Bachelors	123	92%
	Post graduate	12	8%

Source: Field Data (2015)

4.2 Validity and Reliability of Variables

The study used three variables and tested the validity and reliability of the relationship among these variables, that is, leader integrity, organizational citizenship behaviour and counterproductive behaviour. Validity measures the degree of accuracy. The validity of the scales used in this measured the extent to which the scale provides adequate coverage of the investigative questions guiding the study. The correlation among the components of the study variables provided sufficient evidence of the construct validity. The reliability of a questionnaire refers to the consistency of responses that it elicits as perfectly reliable measure gives the same result every time it is applied (Panayides, 2013). This was measured by computing the Cronbach alpha which is a function of the mean correlation of all the study items with one another and is synonymous with correlation coefficient. There were 30-items in PLI, 24-items in OCB and 19

items in CWB. Nunally (1978), recommends a Cronbach alpha reliability coefficient between 0.70 and 0.80 for basic research. Other researchers such as Panayides (2013) also hold the view that Cronbach's alpha should not be too high in order to enhance the accuracy of measurement since higher values of Cronbach's alpha may represent a higher item reliability but lower person reliability. From Table 4.2 below, the Cronbach's alpha that showed reliability estimates for each of the constituent elements (OCB, CWB and PLI) corresponded to 0.559, 0.648 and 0.751 Cronbach alpha respectively.

Table 4.2: Reliability of PLI, OCB and CWB

Variable Element	Correlation	Cronbach alpha	Number of Items
Leader Integrity	0.658	0.751	30
Organizational Citizenship Behaviour (OCB)	0.181	0.559	24
Counterproductive Work Behaviour (CWB)	0.17	0.648	19
Mean scores for variables (PLI, OCB, CWB)	-0.076	0.015	3

Source: Field Data (2015)

4.3 Assessing Leader Integrity, OCB and CWB among Civil Servants

The researcher ascertained respondents' perceptions of the behavior of their head in their organization. They were asked to indicate their responses relative to the items under PLI, OCB and CWB (as shown in the questionnaire in appendices A and B). Table 4.3 reveals the mean scores as well as the mean response category for each of the variables. From the table, the overall mean (standard deviation) for Organizational Citizenship Behaviour is 4.09 (0.584) with minimum and maximum value of 2.88 and 5.00 respectively. This suggests that majority of the respondents agreed to all items listed under OCB. Thus, citizenship behavior towards their

colleagues and organization is considered to be good. However, the overall mean (standard deviation) for Counterproductive Work Behaviour (CWB) is 1.283 (0.398) with minimum and maximum value of 1.32 and 5.00 respectively. This means that majority of the respondents did not agree to all the items listed under CWB. In relation to CWB, it can be said that citizenship behavior towards their colleagues and organization was generally not good. Leader Integrity recorded a mean (standard deviation) value of 1.27 (0.3304). This implies that majority of the respondents were not in agreement to the questions or items listed under PLI. This shows the overall perception of the respondents about the behavior of their heads, as observed was well.

Table 4.3 Descriptive statistics for PLI, OCB and CWB

	Mean	Std. Deviation	Minimum	Maximum
Mean score of Organizational Citizenship Behaviour (OCB)	4.09	0.584	2.88	5.00
Mean score of Counterproductive Work Behaviour (CWB)	1.2828	0.398	1.32	5.0
Mean score of Leader Integrity (PLI)	1.2687	0.3304	1.27	4.0

Note: mean score category (OCB and CWB): 1-1.4 = Never, 1.5-2.4 = Disagree, 2.5-3.4 Neutral, 3.5-4.4 = Agree, 4.4-5 = Always

Mean score category (PLI): 1-1.4 = Not at all, 1.5-2.4 = Barely, 2.5-3.4 = Somewhat, 3.5-4 = Well

Source: Field Data (2015)

4.4 Correlation among Leader Integrity, OCB and CWB

The results in table 4.4 shows the Pearson's correlation matrix for PLI, **OCB and CWB**. **It also shows the 2-tailed** level of significance between the variables. From the table there is a negative significant ($r = -0.324$, $p < 0.05$) correlation between CWB and OCB. There is a positive significant ($r = 0.260$, $p < 0.05$) correlation between PLI and OCB whereas PLI shows an insignificant relationship with CWB ($r = 0.079$, $p < 0.05$).

4.4.1 Test statistics

The 3-variable hypotheses are tested using the parametric Pearson Product Moment Correlation, in order to measure the relationship between the variables of the study, that is, PLI, OCB and CWB. The correlation analysis later serves as a basis for conducting a further regression of the variables to determine whether the predictive hypotheses of this study should be accepted or rejected.

Hypothesis

H1: Leader integrity will be positively related to OCB of civil servants in Ghana.

The test result is as shown in table 4.4. From the results there is a significant positive relationship between Leader integrity and OCB with r and p -values as follows ($r= 0.260$, $p<0.05$). The results support H1 that leader integrity is positively related to OCB; thus there is significant relationship between PLI and OCB.

H2: Leader integrity will have an indirect relationship with CWB of civil servants in Ghana.

Table 4.4 contains the test results and shows that there is a negligible positive relationship between leader integrity and CWB with r and p -values as follows ($r=0.079$, $p<0.05$). The result does not support H2 that there is an indirect relationship between leader integrity and CWB. Thus, leader integrity does not significantly influence CWB.

H3: There will be a positive relationship between OCB and CWB of civil servants in Ghana.

The test result is also presented in table 4.4. From the table, the r value and p -values are as follows ($r=-0.324$, $p<0.05$). This does not offer support to H3 that there is a positive significant

relationship between OCB and CWB. Thus, OCB and CWB have a significant negative relationship.

Table 4.4 Pearson's Correlation Matrix

		average OCB score	average CWB score	PLI
average OCB score	Pearson Correlation	1	-0.324**	0.260**
	Sig. (2-tailed)		0.000	0.002
average CWB score	Pearson Correlation	-0.324**	1	0.079
	Sig. (2-tailed)	0.000		0.364
PLI	Pearson Correlation	0.260**	0.079	1
	Sig. (2-tailed)	0.002	0.364	

** . Correlation is significant at the 0.01 level (2-tailed).

4.5 Regression results

The system of hypotheses previously presented postulates relationships between the dependent variables (OCB and CWB) and the independent variable (PLI). Table 4.5 shows the regression results of whether leader integrity will predict OCB and CWB. The results show a positive significant relationship between leader integrity and OCB. The positive coefficient (0.460) associated with leader integrity and significant at 1% level (p-value=0.000) suggests that leaders with integrity in organizations, will influence employees to be good citizens towards their colleagues and organization. On the other hand, there exist a positive (0.095) but insignificant (p-value = 0.911) relationship between leader and CWB. This means that the integrity of a leader will in no way influence deviant behaviours exhibited by employees. The negative significant

relationship between OCB and CWB suggests that employees who are good citizens at the workplace will not be interested in exhibiting deviant behaviours and vice versa.

Test Hypotheses

H1a: The integrity of a leader will predict the OCB of civil servants of Ghana.

H2a: The integrity of a leader will predict the CWB of civil servants of Ghana.

The parameter estimates of weighted least squares (WLS) from the linear regression conducted analyze the effect of leader integrity on OCB. Only the first hypothesis, that is, that leader will predict OCB of civil servants of Ghana was tested. This is because the correlation analysis revealed that there was no significant relationship between leader integrity and CWB of civil servants of Ghana. Controlling for all confounding variables (gender, age and tenure of respondents), it was revealed that there was a positive significant relationship between Leader integrity and OCB. We reject the null hypothesis and conclude that leader will predict OCB.

However, with an insignificant relation between leader integrity and CWB, we fail to reject the null hypothesis and conclude that leader integrity will not predict CWB. The F-test also helps to reject the hypothesis that, except the intercept, the coefficient associated with the explanatory variable (leader integrity) is equal between them and zero and hence it indicates the overall significance of the model. The change in R^2 for PLI and OCB after the confounding variables were controlled is 0.057 which means that the explanatory variables explained 5.7% of the variation in dependent variable OCB. The R^2 value tends to be inflated (high) when the number of independent is more or when the number of cases is large. The adjusted R^2 takes into account these things and gives more accurate information about the fitness of the model. The F statistic is

8.004 for the model and is significant at 5% and shows the extent of the overall significance of the regression. The summary of the regression model is provided in table 4.5 below.

Table 4.5 Regression Results between Leader Integrity and OCB

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.239 ^a	.057	.027	13.93538	.057	1.902	4	126	.114	1.556
2	.337 ^b	.114	.078	13.56349	.057	8.004	1	125	.005	

a. Predictors: (Constant), age of respondents, highest educational qualification of respondents, gender of respondents, work tenure of respondents

b. Predictors: (Constant), age of respondents, highest educational qualification of respondents, gender of respondents, work tenure of respondents, Perceived Leader Integrity

c. Dependent Variable: Organizational Citizenship Behaviour

4.6 Summary of Quantitative Analysis

The chapter presents the descriptive statistics, correlation matrix and regression results of the variables used in the analysis. A thorough analysis of the socio-economic characteristics data revealed that respondents' age has been observed to play its role in the study, as it has been experienced that elderly are more prone to display OCB. It has been found that the respondents

who were well educated showed an inclination towards exhibiting OCB. Also it has been observed that the results from the male and female respondents are quiet alike, which suggests that gender has no effect, whatsoever, on the chosen constructs; that is, OCB and CWB.

As mentioned earlier, the constructs chosen for this study revealed a significant positive relationship between OCB and leader integrity but an insignificant positive relationship between CWB and leader integrity. This study also yielded an inverse yet strong relationship between the chosen constructs, OCB and CWB contrary to the hypothesis of this study. In other words, employees rating high on OCB scale are found to rate low on CWB scale.

4.7 Qualitative Data Analysis

This section presents the themes that were generated from the interview responses of eight directors who constituted respondents for the qualitative data analysis for this study. This section shows the sub-themes that were categorized into the major themes for discussion in this study.

Three main questions adopted from Martin *et al.*'s (2013) questions were used as the questions for the interview process. These were (1) how would you define integrity? (2) Which behaviours and personal characteristics do you associate most closely with leader integrity? (3) Please describe a situation where you consider a leader to have acted with integrity?

The specific sub-theme deduced from the coded responses of the directors who for the purposes of anonymity have been described as “Director A”, “Director B”, “Director C”..... “Director H” are presented in table 4 below. These sub-themes are based on memo of the relationship between established concepts and the coded responses from the directors.

Table 4:6 Coded Responses from Directors

Respondents	Sub-themes
Director A	Always doing the right thing, loyalty, transparency, accountability, boldness to speak the truth, sexually moral, unwavering with personal values, consideration of social values, incorruptible, respect for superiors
Director B	Respect for societal values, incorruptible, humility, keeps to time, strict compliance to regulations, religious, truthful, discourage nepotism, transparent, commitment to work
Director C	Incorruptible, unchangeable in all situations, responsible work behaviour, law abiding, truthful, no conflict of interest, respect for superiors, consistently doing right, modesty
Director D	Truthful, incorruptible, trustworthy, responsible work attitude, religious, sincere, fair, punctual, not promiscuous, respect for superiors, uncompromising, dependable,
Director E	Honest, transparent, respect for superiors, religious, trustworthy, loyalty, honest, responsible, respect for societal values, considers public interest, fair in all dealings, sexually moral
Director F	Keeps to word, trustworthy, law-abiding, fair, punctual, religious, high moral standards, incorruptible, sincere, no conflict of interest, public interest, dependable
Director G	Unchanging in all situations, incorruptible, disciplined, fair, God-fearing, can be trusted, honest, avoids illegal contracts, keeps to time, always does the right thing, compliance to laid down procedures
Director H	Religious, high moral standards, disciplined, truthful, unchanging in difficulties, transparent, incorruptible, regard for societal values, consistently doing the right thing, loyalty

Source: Field Data (2015)

4.8 Major Themes of the Study

These sub-themes were categorized to generate the major themes of this study. Four major themes were generated from the sub-themes above. These major themes included: fair, honest and trustworthy, behaviour consistency in all situations, societal value – behaviour consistency and strict compliance to rules and regulations. The sub-themes and specific responses that constituted the various major themes are presented in detail in the following sections.

4.8.1 Major Theme 1: Fair, Honest and Trustworthy

Being fair, honest and trustworthy refers to being truthful, dependable and showing no bias in the course of one's duty. These were the interpretations that were deduced from the response of the participants when they were interviewed about their understanding of integrity. It was found that the directors highly regarded the avoidance of nepotism and favouritism at work as an important attribute of leader integrity. One of the directors narrated his ordeal as follows:

“There was an occasion that someone wanted a permit to establish a business in one of the communities in the outskirts of Accra but was refused because the people in the community were not in favour of the structure and he came to me to assist him because I was related to him by family ties to acquire the permit but I declined. Simply because I told him that as much as I have the power to enable him secure the permit I wouldn't do that because the people who were directly going to benefit or otherwise from his business were against the building for reasons best known to their security or welfare so why should I be the one to change the will of the people. He went back disappointed but I knew I did the right thing” (Director E)

Also, the demonstration of integrity was about the fact that responsibility could be entrusted into one's hands and such people highly regarded as integrity by the directors. To them, a trustworthy person demonstrates integrity through dependability and the consistent execution of assigned

responsibilities appropriately and completely. Trust was therefore considered as a central tenet of honesty. One the directors commented saying:

“As a director, you will find yourself doing several things at the same time and therefore sometimes you have to delegate responsibilities. Several times I have to delegate one of my subordinates to represent me at very important occasions or meetings because of my tight schedules but who can I trust to truthfully communicate my views? Such a person must have demonstrated some level of integrity in the course of his or her work. I usually send some of the deputies who are honest in discussions I engage them in and they are people I always trust as capable of communicating my views”. (Director D)

Another director spoke about trustworthiness as being fair in the service especially in the management of information and in one’s dealings with colleagues and other staff. This was explained in light of the organizational politics that existed in the organization. According to one of the directors:

“In this institution there is always power struggle and everyone has an eye for one higher position or another. People therefore engage in all sorts of actions to gain what they want and therefore cannot be trusted with information. Those who have integrity are those whom you can trust as capable of keeping confidential information and duly giving you what you are due. Such people are fair to everyone and will always accord you what you are due and will not struggle with you. That is what I deem as integrity” (Director G)

Director B commenting on truthfulness as a show of integrity professed that:

“Your yes must be yes and your no must be no..... You must be able to explain situations as it is no matter how hard or how much of a bad news it is”

The directors also ascribed strong meanings to the demonstration of integrity by describing an individual that was transparent in all dealings at the workplace as one that exhibited honesty and integrity. In one of such statements, Director C commented that:

“In the public service, transparency is key since every action or decision for the public interest so the decisions of a civil servant must be that transparent through proper and accurate disclosure of all activities that were done in one’s official capacity”

The conclusion from the above indicates that virtues of fairness, honesty and trustworthiness were considered by respondents as pivotal in the personal attributes of a leader that demonstrated integrity. The responses shown above means that to the directors, leader integrity meant a leader who is does not show favouritism, speaks the truth and can be trusted.

4.8.2 Major Theme 2: Behaviour Consistency in all Situations

Consistency of behaviour in all situations refers to descriptions given by respondents about demonstration of uncompromising behaviour particularly when a leader finds him or herself in very tempting and difficult situations. This means that the directors perceived the ability of a leader to demonstrate an unchanging behaviour regardless of the threats or lucrative nature of a particular deal or situation. A leader’s integrity is thus demonstrated in the ability of the leader to maintain a value standard that is not reduced basically because of the opportunities or threats of a particular situation. Director H confirmed this by narrating an experience:

“I have been transferred three times over the past four years just because I will not succumb to shady deals and will not just allow the politicians to have their way. I believe that I have come this far just because I have been able to confront issues with some level of integrity especially

when there was opportunity for me to just use my position for the benefit of others and yet stood my grounds”.

Another director confirmed that the demonstration of integrity required confidence in the civil service. The director made these remarks

“It has not been easy being an authority in the civil service because the back usually stops with you when it comes to several administrative decisions such as offering contracts but you need to be strong. When power is in your hand you rather become pliable because the many people and situations call for the use of this power but you the head must be bold and decide that the best and right course of action will be taken at all times”. (Director A)

This responses from the directors demonstrate that the need for integrity at the workplace comes with authority and responsibility. An individual’s authority within the service made him or her susceptible to a number of compromising situations because of the level of authority, influence and the power that an individual wields. The demonstration of a consistent behaviour in the midst of all the tempting and challenging situations was the meaning of integrity to Ghanaian leaders in the civil service.

Other import of the demonstration of integrity at work was directed at the maintenance of a consistent lifestyle regardless of the change in one’s income or status. According to one of the respondents, the integrity of a leader could only be demonstrated when there is no significant upward change in the livelihood or properties possessed by an individual especially after that individual has been given authority. Director C passionately described the demonstration of integrity as following:

“This position comes with a lot of benefits but as a leader, you must portray some level of modesty in what you wear, the car you drive and even where you eat just when you come into this position. The position must not change you otherwise you begin to lose focus. Instead you must maintain your way of life, the way you speak to people, the way you approach issues and especially your values. The position must not change you no matter how beneficial or challenging it appears. You must rather use the power you have to affect your work and the people who look up to you in a way that improves their lives”

The above demonstrates that for a leader to demonstrate integrity, the leader had to demonstrate a confidence by being consistent in behaviour and attitude regardless of circumstances that surround the individual’s work or position.

4.8.3 Major Theme 3: Societal value – behaviour consistency

The consistency of the behaviour of the respondents and values that were upheld in the society constituted this theme. It indicated the way the respondents made reference to societal values and how these social norms serves as a basis for judging the integrity they exhibited in the cause of their work. Respondents revealed that certain societal values and morals constituted the basis of the principles and values that guided the actions of leaders. From the interview, it was found that the directors had strong religious and traditional backgrounds that influenced their choice of actions. This was marked by responses that showed that the director had to apply some internalized moral standards that were either founded on their religious beliefs or on their social upbringing. Director G described her religious background as the basis for several decisions that require the use of her authority. With respect to the basis for demonstrating integrity as in the course of her work, Director G narrated that:

“Though it is government work we are doing, sometimes the things we face here demands that you apply your Christian values and principles other than that you will always find yourself in trouble. It is not easy though because every day there are a thousand and one situation that requires you to make subjective judgements which have divergent benefits and consequences especially when it comes to awarding contracts and procurement processes but knowing where you come from and especially your religious background, you must not take decisions that have adverse consequences”

Another director gave a background of his family experience to stress the basis of his work. He claimed that:

“I come from a very humble home with strong values. Do not take what is not yours, you must always tell what is good and what is not good and so on. These are the things I have lived with all these years and identify strongly with them. In fact I apply them to my work and belief it is what sustain me at such a high level where one’s integrity can be easily compromised.”

(Director E)

Also, respect for superiors at the workplace was also considered as a very vital attribute of a leader who had integrity. This was premised on the response that the Ghanaian culture valued respect for the elderly and for one to be perceived as having integrity, that individual must be able to demonstrate some appreciable level of respect for superiors, colleagues and even subordinates. Director E confirmed this in his remarks:

“The demonstration of respect for people in the organization is very important if you are to be regarded as having integrity. In the Ghanaian culture, you must greet people whenever you meet them, you must add statements such as “please” when you are requesting for something from a

superior or colleague and must not take things or receive documents with the left hand. All these are signs of respect that are highly valued in the Ghanaian society so a person cannot be said to be have integrity unless you can show that you respect people by observing these simple societal norms”

Again, some respondents described leaders who had integrity as those who are not faulted with issues of sexual immorality. To the directors, sexual morality constituted a very vital aspect of assessing the integrity of leaders mainly because the Ghanaian society frowned upon such acts since such acts brought disrespect to the position held by the leader. Director D commented on sexual morality as a basis for determining whether a leader had integrity or not by saying:

“Even the kind of ladies a leader rolls with whether officially or unofficially can raise a lot of questions about the integrity of a leader. Especially when the leader is married and starts seeing other ladies in the office and at obscure places, it brings disrespect not just to the marital life of the leader but also to the office being held because the sanctity of the office will not be kept. It is not acceptable in the Ghanaian society and I think it is the same elsewhere because it is textbook knowledge about morality”

He goes further to explain that societal values are paramount in the sense that integrity is measured in the Ghanaian context not by one’s personal values but by societal norms. So until people find some consistency between the behaviour of the individual and the expected and acceptable norms of society, the basis for judging one’s level of integrity cannot be established.

Director D therefore adds that:

“This is because people are watching and they will judge whether you have integrity or not. In this part of the world, it is not only about what pleases you as an individual but also what is

acceptable by the larger society. What do people say about you, what do people see about you, what do people hear about you. It all adds up to defining your integrity”

These responses gave the indication that there was a strong influence of the religious faith and societal norms on the work of the directors. The underlying principles they applied to their work were thus deduced from these sources and gave the directors a strong moral standard.

4.8.4 Major Theme 4: Strict Compliance to Rules and Regulations

This theme referred to how the directors related obedience to rules and regulations as a basis for determining one’s integrity. According to them, work in the civil service is guided by laws and regulations and the extent to which an individual complies with such rules and regulations shows the integrity of the leader. One of the directors narrated a time when he had to demonstrate such uncompromising compliance to the organizational rules and said:

“There have been times the political figureheads have constantly called on me to alter a particular document to allow them undertake some dealings but I find that outrageous and unfortunate for the development of this country. I always stick to the rules because this is a public office” (Director F)

Other respondents revealed that integrity was embedded in the work of the civil servants and that compliance with the rules of the service purely portrayed integrity. This was because work in the civil service is a trust of responsibility into the care of some individuals on behalf of the general public. Complying with the responsibilities and regulations that surround the work meant that the individual had integrity and could be considered as having integrity. Commitment to work, punctuality and compliance with laid down procedures and regulations were thus considered as acts of integrity. This was revealed in the response of Director B who said that:

“The civil service is public trust and requires high level of competence and due diligence to demonstrate to the public that you are capable of doing the work entrusted into your hands. This means that you must not bend rules to favour anyone and must be law abiding since the work demands that. You must always be at post and deliver on the job. Without this you cannot be described as having integrity”

Other respondents also commented on avoiding bribery and corruption, conflicts of interest and exhibiting high levels of discipline as a character that demonstrates integrity at the workplace. Among some of the comments were:

“There is a public perception of corruption in the civil service but as to whether that is true or not, those who have those perceptions cannot be faulted. This is because we are the ones that must manage their taxes and we are paid by their taxes so if we show even a bit of corrupt attitudes, we lose our integrity in their sight. That is why I consider avoiding bribes and petty unwarranted favours as a demonstration of integrity especially in this kind of work” (Director A)

“Many opportunities come your way as a civil servant and sometimes you find out that some of these opportunities are attractive but you cannot sacrifice your office for such opportunities simply because it is against the code of conduct of civil servants. For example my wife has a restaurant but when it comes to ordering food for meetings, workshops and other occasions I ask the procurement unit to take charge of these things though I can easily give the contract to my wife. I see it as unethical since I am a civil servant and the only reason why my wife will get this contract is because I have been given a mandate to act on behalf of many Ghanaians. I must not use my office for personal gain. That is what we call integrity” (Director G)

Director H also commented on the ethical demands of their work and added that:

“Nowadays there is a high demand for civil servants to demonstrate high levels of discipline and ethical behaviour in their work. This is because of the erroneous generalized perception out there in the public that public servants like us are corrupt. So we work with some level of integrity by showing respect to rules and regulations that govern our work and also demand same from other stakeholders we deal with”.

Only one of the respondents however saw keeping to time as a demonstration of integrity. Most of the directors did not consider that as a demonstration of integrity. This was observed in the explanations that were given when a number of the directors were not available to grant interviews to the researcher though appropriate times were scheduled for such interviews. One of the directors who could not meet the scheduled time for the interview gave the explanation that:

“I am sorry for the delay, I know I have overly delayed you but you know the nature of our work. We have to move from one meeting into another. But don’t get us wrong. We are committed to our work and always ensure we do the right thing. Our work has a lot of demands and we have to do our best to meet them all”.

These responses bring to fore the fact that the directors considered the execution of their responsibility as a demonstration of integrity. This was because of the high demand of ethical behaviour that is required of them and the trust of the public in them.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

This chapter presents a discussion of the data that was presented and analysed in the previous chapter. This chapter presents a comprehensive discussion of the findings from the mixed data, that is, the quantitative and qualitative data. The findings of this study are also compared with existing literature that support or do not support the findings.

5.2 Reliability of Findings

The Cronbach alpha reliability coefficients for leader integrity was 0.751. This means that the PLI scale used for this study was reliable according to Nunally (1978). According to Nunally (1978), a Cronbach alpha reliability coefficient of 0.70 and 0.80 are commendable for basic research. The authors of the PLI scale Craig and Gustafson (1998) were also contacted and permission was given for the use of the scale. In their study they found greater internal consistency with the use of the PLI scale with Cronbach's alpha greater than 0.97.

The Cronbach alpha reliability coefficient for were 0.559 and 0.648 for organizational citizenship behaviour and counterproductive behaviour respectively. According to Nunally (1978) the OCB and CWB scales used to measure the citizenship behaviour and the counterproductive behaviour of the respondents were reliable.

For the qualitative data analysis, the themes that were generated were given to three other colleagues as well as the interview questions that were used to check for inter-rater reliability as recommended by Miles and Huberman (1994). The raters confirmed over 85% of the themes

generated by the researcher ascribing similar meanings to the themes. This confirmed a high inter-rater reliability for the interviews conducted.

5.3 Research Objective One

The first objective of this study was to explore the understanding of leader integrity among leaders in Ghana's civil service. In order to provide subjective responses to this objective, a qualitative study was conducted to assess the meaning and understanding leaders in the civil service ascribed to leader integrity.

Three main questions were used in an interview of eight directors from eight different ministries of the central government of Ghana adopted from Martin *et al.*'s (2013) study across six regions to understand the meaning of the leader integrity across these regions. These questions were (1) how would you define integrity? (2) Which behaviours and personal characteristics do you associate most closely with leader integrity? (3) Please describe a situation where you consider a leader to have acted with integrity?

From the responses of the directors, four major themes were generated which underpinned how the directors understand leader integrity, behaviours they associate with the demonstration of leader integrity and situations where they considered that a leader acted with integrity. The four themes were fair, honest and trustworthy, behaviour consistency in all situations, societal value – behaviour consistency and strict compliance to rules and regulations.

It was observed that Ghanaian leaders in the civil service regarded a leader who has integrity as one who is fair, honest and trustworthy. These virtues were highly regarded to characterize the behaviour of leaders who were considered as having integrity. Such leaders were described as showing objectivity in their dealings and was trustworthy in the sense that, responsibility could

be entrusted into the hands of a person who they regarded as dependable. Trust therefore constituted a major attribute of leaders with integrity. These findings are in sync first with Palanski and Yammarino's initial conceptualization of integrity as a virtue that connotes justice, trustworthiness and honesty. According to Palanski and Yammarino (2007), integrity could be related to moral concepts such as honesty, trustworthiness, justice, openness, empathy and respect and this assertion is also supported by a number of researchers (Newman, 2003; Paine, 2005; Bews & Rossouw, 2002; Koehn, 2005; Lowe, Cordery & Morrison, 2004; Peterson & Seligman, 2004). It is therefore established in this study that the meaning of integrity to Ghanaian civil servants is synonymous to the demonstration of morality and high ethical standards

Also, it was found that the directors considered the demonstration of consistent behaviour in multiple situations, whether favourable or not was what showed the integrity of a leader. Uncompromising behaviours even when one had the opportunity or was faced with threats was very instrumental in characterizing the integrity of leaders. Also, it was found that the demonstration of confidence by leaders was a key attribute of their integrity. This theme is attributable to Palanski and Yammarino's (2007) description of integrity as courage. According to Palanski and Yammarino (2007) demonstration of consistency in the face of adversity could be described as courage. Paine (2005) also posits that a person with integrity is an individual that remains resolute in the midst of adverse. Also, Worden (2003) states that "the hallmark of integrity is acted out commitment to principled behaviour in the face of adversity or temptation at great cost to oneself" (p. 34). This shows that the demonstration of that consistent behaviour by the directors was an epitomic demonstration of integrity. In such situations, the directors emphasized the choice of actions that they had whether to compromise on their values or uphold

such values. As much as their behaviours of courage could be regarded as integrity, it also connotes Simmon's (2002) behavioural integrity which describes alignment between an individual's espoused values and actions. This means that to the directors, consistency between their espoused values and actions was regarded as a demonstration of integrity. This also establishes the consistency between words and actions definition of integrity as prevailing among Ghanaian directors in the civil service.

Another major finding with respect to the meaning and understanding of the concept of leader integrity held by directors in Ghana's civil service was consistency between the behaviour of a leader and norms and values of the society such as respect, morality, religious beliefs and cultural traditions. The meaning of integrity to the Ghanaian leader differed in the direction of where values emanated; that is, societal rather than personal values. In the study of Martin and his friends (2013), they found that the possession of strong personal moral codes and values was among the common references by leaders in all the six regions sufficient for an individual to be perceived as having integrity. However, their study did not indicate the basis of these moral values or codes. In other words, the study of Martin and his colleagues (2013) did not show any indication of the origin or background of these moral codes or values. This study makes a nuanced contribution to the morality description of leader integrity by revealing that, leaders premised their moral behaviour in the context of what is acceptable and expected in the society. This means that in the Ghanaian context, the cultural connotations of integrity permeated all walks of life including the workplace. There is evidence that supports this from the work of Dartey-Baah (2011) which shows that the national culture of a particular country has effect on organizational culture and in this sense, leaders' behaviour. The import that can be drawn from this is that, integrity lies in the bosom of society and thus cannot be ignored in any social setting.

If leaders act in the society, emanate from the society and lead people from the society, then indeed integrity cannot be separated from the attributes of the leader. This confirms previous descriptions of the concept of integrity in leadership practice and discourse as a normative ideal (Palanski & Yammarino, 2007) and an axiom in leadership (Palanski & Yammarino, 2009).

Finally, leader integrity was described as a central ethical requirement embedded in the codes of conduct that govern the actions of organizational leaders possibly due to the ownership and purpose of the organization. From the study, it was found that organizations are guided by some rules and regulations and compliance to such rules and regulations was a demonstration of integrity. As such, the commitment of leaders to maintaining high standards of work through both legal and ethical means depicted their integrity. Compliance to rules and regulations is akin to behavioural integrity which holds that there should be consistency between the words or espoused values of an individual and the actions of such an individual (Simmons, 2002). The act of compliance refers to the actions of the leader and the set rules and regulations refers to the espoused values or words. The understanding of leader integrity here therefore is demonstrating behavioural integrity. This constitutes the legal mandate required of leaders at the workplace. On the other hand, the respondents revealed that the exercise of trust by the public into their hands meant that they had to act with integrity or else face unfavourable sanctions through negative perceptions and institutionalized punishments. This relationship between the public and the civil servants is theoretically conceptualized by the leader-member exchange (LMX) theory. According to the LMX theory, the quality of relationship between leaders and followers influence various outcomes from these parties (Gerstner & Day 1997). The theory further explains that the relationship is dependent on mutual trust and respect (Dansereau, Graen, & Hagan, 1975). This means that the more leaders in civil service demonstrate that they can be

trusted, they are likely to gain more public support for their actions. However, a break of the virtue of trust between the civil service and the public compromises on the perception of the integrity of the outfit. This makes the theme of strict compliance to rules and regulations an ethical construct as well. The deduction that can therefore be made is that, leader integrity as strict compliance to rules and regulations connotes both a legal and ethical requirement of leadership behaviour.

The conclusion that can be drawn from these four thematic areas is that leader integrity in the Ghanaian context is understood as both a moral concept and as consistency between words and actions. As a moral concept, leader integrity is embedded in the values and norms of the society and therefore is a sine qua non for every social behaviour including leadership behaviour. Again, placing integrity in the organizational context, it refers to the demonstration of consistency between words or espoused values and actions. A fusion of this meaning of integrity is what Mayer *et al.* (1995) advocate should be the necessary and sufficient meaning of leader integrity.

5.4 Research Objective Two

The second objective of this study was to examine the relationship that exists between leader integrity and the citizenship behaviour of Ghanaian civil servants. In order to meet this objective, it was hypothesized that: *H1: There will be a significant positive relationship between leader integrity and the OCB of civil servants in Ghana.*

The findings of this study indicated that there is a positive significant relationship between leader integrity and the citizenship behaviour of civil servants in Ghana. This means that civil servants are likely to exhibit more contextual performance related behaviours that have positive outcomes for the organizations once they perceive that their immediate supervisors have integrity.

This finding is supported by earlier studies that have examined the relationship between leader integrity and OCB (Dineen *et al.*, 2006; Zhang, *et al.*, 2014). In the study of Dineen, *et al.* (2006), it was found that high behavioural integrity of managers was positively related to employee organizational citizenship behaviours. In the study by Zhang and his colleagues (2014), it was found that there was a strong positive relationship between leader integrity and OCB of followers when leader effectiveness mediate the relationship between the two concepts.

Also, to determine the extent of employee OCB that is accounted for by leader integrity, the researcher hypothesized that: *H1b: The integrity of a leader will predict the OCB of civil servants of Ghana.*

The findings of this showed that leader integrity predicted the OCB of civil servants but accounted for only a minute percentage of the variation in the OCB of the civil servants. This means that there are several other factors that predict the OCB of the civil servants aside leader integrity which constitute only a fraction of these factors.

The low level of prediction of the OCB of workers by leader integrity was addressed in the study of Zhang *et al.* (2014) where they mediated the relationship between leader integrity and OCB with leader effectiveness. Their study found that leader effectiveness fully mediated the relationship between leader integrity and follower OCB.

5.5 Research Objective Three

The third objective of this study was to examine the relationship that exists between leader integrity and counterproductive work behaviour of Ghanaian civil servants. In order to meet this objective, the researcher hypothesized that *H2: There will be a significant positive relationship between leader integrity and the CWB of civil servants in Ghana.*

The findings of this study showed that there was no significant relationship between leader integrity and the counterproductive work behaviour of civil servants in Ghana. This means that presence or lack of demonstration of integrity by a leader has no influence on the desire of employees to engage in unproductive and deviant behaviours at the workplace. In other words, employees' decision to be unproductive particularly in the civil service in Ghana is not necessarily due to the moral behaviour of a leader or the extent to which the leader shows consistency between his or her espoused values and actions.

This finding contrast the study of Dineen *et al.* (2006) which discovered that low behavioural integrity of managers was positively related to unproductive employee behaviours. There are not much studies that seek to support this finding or contest it but inferences could be drawn from the antecedents of counterproductive work behaviour which have been earlier discussed. Among the antecedents of CWB are personality traits of individuals, demands of job and job insecurity, organizational justice, work-life balance and behaviour of customers among others. (Salgado, 2002; Lim, 1996; Skarlicki & Folger, 1997; Anderson, Coffey & Byerly, 2002; Harris & Reynolds, 2003). Leadership behaviours appear not be considered as among the antecedents as shown by past researchers. Furthermore, Rahim and his friends (2012) conclude that job related factors such as job demands are the most pertinent factors that influence CWB at the workplace. This is because employees are considered to spend more time on the job and thus will be much affected by factors emanating from the job.

Considering the above, the findings of the second hypothesis for this study - *H2a: The integrity of a leader will predict the CWB of civil servants of Ghana* – showed that leader integrity does not predict the counterproductive behaviours of employees. The researcher can therefore

speculate that other factors such as pay, work conditions and job roles are among those that will influence most the behaviour of civil servants in Ghana.

5.6 Research Objective Four

The fourth and final objective of this study was to investigate the relationship between the citizenship behaviour and counterproductive work behaviour of Ghanaian civil servants. This was premised on the ongoing disagreement that existed in literature about the direction of the relationship. In order to achieve this objective, the researcher hypothesized that: *H3: There will be a positive relationship between OCB and CWB of civil servants in Ghana.*

Findings from this study showed that there was a positive significant relationship between OCB and CWB. This means that the more employees engage in praiseworthy and positive behaviours, the less their desire to engage in unproductive and deviant behaviours. In other words, employees who engage in citizenship behaviours will have very little interest and turning around their good name and positive accolades into destructive behaviours in the organization.

The findings of this study are consistent with a number of past studies that have sought to examine the relationship between OCB and CWB (Sackett, 2002; Lepine, Erez & Johnson, 2002). However, this finding is contrary to the study of Dalal and his friends (2009) in which they found a positive relation between the concepts of OCB and CWB when the concepts were directed to the organization, to each other and to job performance.

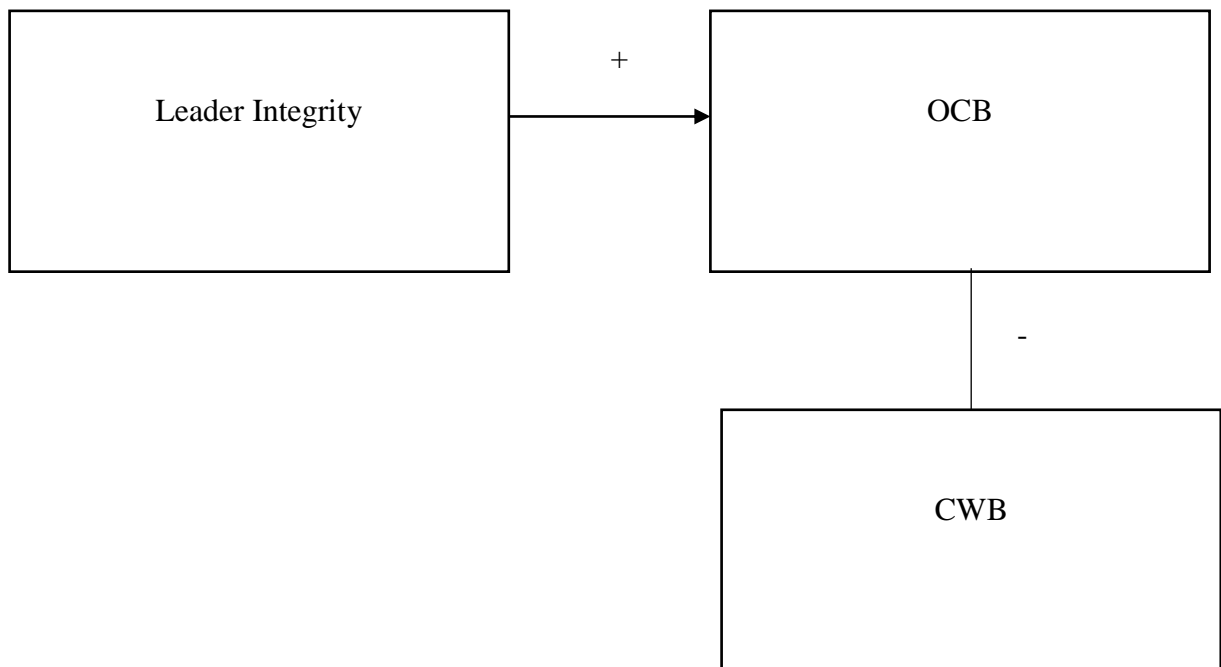
Again, the significant inverse relationship between OCB and CWB may have some cultural underpinnings. In the Ghanaian context, it is more desirable to engage in praiseworthy behaviours such as OCB which are considered as socially ideal. The strong socio-cultural

background of many Ghanaians will therefore be motivated to engage in OCB than to engage in CWB.

The conclusions that could be drawn from the discussions above are that the leaders with high levels of integrity will influence employees to engage in more citizenship behaviours but the integrity of a leader will not necessarily be the cause for deviant behaviours among employees. Also, employees who engage in morally praiseworthy behaviours will not be motivated to engage in unproductive behaviours at work.

The findings of this study therefore provides an opportunity to develop a new conceptual framework that illustrates the relationship between the variables as found in this study. The modified conceptual framework for this study is therefore presented in figure 5.1 below

Figure 5.1: Modified Conceptual Framework



Source: Author (2015)

The modified conceptual framework explains the unique relationship that exist between the integrity of leaders, the citizenship behaviour of employees and the unproductive behaviour of employees in Ghana's civil service. From the findings of this study, it is revealed that the more employees in Ghana's civil service perceive their leaders to have integrity, the more likely they are to be good citizens of the service. This is largely explained by the fact that leader integrity in understood in the Ghana's civil service as a socially desirable attribute and that individuals who exhibit high integrity are easily accepted by the society. In this case, when the leaders in the civil service are perceived as having integrity, the employees naturally accept them as their leader and comply in praiseworthy ways to the authority of these leaders.

Furthermore, the new conceptual framework brings to fore the fact that the integrity of leaders in Ghana's civil service has little or no relationship with unproductive and deviant behaviours of employees. Other factors such as the characteristics of the job and lack of motivation are likely to be among the influencers of unproductive behaviours of civil servants in Ghana.

Also, employees who are good citizens in Ghana's civil service are less likely to engage in unproductive behaviours at the workplace as depicted by the modified conceptual framework. This is in contrast with the relationship that was initially proposed and shows that the social acceptance of praiseworthy behaviours makes it difficult for employees to become deviants in organizations. Rather, good citizens of Ghana's civil service are encouraged usually find the need to continue showing commendable and productive behaviours at the workplace.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This is the final chapter of the study and provides a summary of the entire study. It also presents conclusions drawn by the researcher from the findings of this study as well as recommendations for practice, policy and future research.

6.1 Summary of Findings

The objectives of this study were to:

1. Explore the understanding of leader integrity among leaders in Ghana's civil service
2. Examine the relationship that exists between leader integrity and the citizenship behaviour of Ghanaian civil servants
3. Examine the relationship that exists between leader integrity and counterproductive work behaviour of Ghanaian civil servants
4. Investigate the relationship between the citizenship behaviour and counterproductive work behaviour of Ghanaian civil servants

This study adopted the mixed methods approach in order to measure the relationship between the independent variable (leadership integrity) and the two dependent variables (OCB and CWB) and also to broaden the understanding of what is perceived as integrity by leaders in the Civil Service of Ghana. As a result both the quantitative and qualitative methods of research designs were adopted for this study. A total sample of 143 respondents comprising 135 civil servants and

8 directors from the various ministries of central government were used as the respondents for this study.

The major challenge the researcher encountered in this study was with respect to the collection of both the qualitative and quantitative data. In the administration of questionnaires to respondents at the various governmental ministries, there were some reluctance by authorities of these institutions to grant permission for their staff to be interviewed. This was however resolved when clearance was given by some of the directors for the questionnaires to be administered upon giving them an official introduction letter from the Department of Organization and Human Resource Management of the University of Ghana Business School indicating that the research was purely for academic purposes.

The research was able to make significant empirical and conceptual contributions to research with the findings of the study and the development of a conceptual framework that showed the relationship between leader integrity, OCB and CWB.

6.2 Conclusions

The purpose of this study was to explore the meaning of leader integrity and examine how leader integrity predicts the citizenship behaviour and counterproductive work behaviour of civil servants in Ghana. The study employed a mixed method approach leading to findings that supplement the limited literature about the relationship between the three concepts. By so doing, this study was able to provide a more refined definition of the concept of leader integrity and provide a more comprehensive description and illustration of the relationship that existed between leader integrity, OCB and CWB.

From the study, it was found that majority of the respondents were males (92%), majority were also middle aged workers between the ages of 41 and 50 and 92% of the respondents had at least a Diploma or Bachelor's Degree. This showed that the respondents had a very high likelihood to understand the questionnaires that were administered to them.

From the qualitative analysis of the study, four major themes were generated. These included fair, honest and trustworthy, behaviour consistency in all situations, societal value – behaviour consistency and strict compliance to rules and regulations. The discussion of these findings revealed that leader integrity in the Ghanaian context is understood as both a moral concept embedded in societal values and norms and as consistency between words and actions. As a result, there was the need to fuse the meaning as morality and consistency in order to provide a necessary and sufficient meaning of leader integrity especially in the Ghanaian context.

The study also found that there was a positive significant relationship between leader integrity and the citizenship behaviour of civil servants in Ghana. This meant that civil servants are likely to exhibit more contextual performance related behaviours that have positive outcomes for the organizations once they perceive that their immediate supervisors have integrity. Also, it was found that there were several other factors that predict the OCB of the civil servants aside leader integrity which constituted only a fraction of these factors.

Again, the study found that the presence or lack of demonstration of integrity by a leader had no influence on the desire of employees to engage in unproductive and deviant behaviours at the workplace. Furthermore, the study found that employees who engaged in citizenship behaviours had very little interest and turning around their good name and positive accolades into destructive behaviours in the organization.

From the findings, a modified conceptual framework was deduced showing the relationship between the variables in the study.

6.3 Recommendations

The study upon its findings makes practical and conceptual recommendations to policy, practice and research.

To policy, the findings of this research contributes to the ongoing quest by government for high levels of integrity and ethical conduct among public servants, particularly, civil servants. This study clarifies to government areas where they could focus in demanding for integrity from civil servants. According to the findings of this study, integrity is embedded in societal norms and values and thus leaders' demonstration of integrity is assessed through the lens of the society. As such, it is important that societal norms are reflected in policy documents and codes of ethics of civil servants. Best practices of ethical standards may not suffice in the Ghanaian context due to the strong nature of the cultural influence on organizational members. For instance, where should the line be drawn between the offering of gifts as promoted by the Ghanaian culture and bribery as an amoral activity? This calls for contextualization of policies that guide the behaviour and conduct of governmental workers.

To practice, the findings of this study can be generalized to refer to both public and private sector organizations. The researcher recommends that leaders in organizations should not only be concerned about using working conditions to motivate employees for high performance. Managers should equally pay attention to building their personal integrity as it has been discovered that this encourages employees to engage in more citizenship behaviour. This study brings morality and other virtues such as trustworthiness into organizations and at the doorstep of

leaders. Though the focus of organizations are on productivity and achieving set targets, managers must also consciously engage in morally praiseworthy behaviours as the demonstration of such attitudes serves as an adjunctive factor in promoting organizational success.

Besides, the researcher recommends that other factors such as organizational justice and work life balance must be upheld in organizations in order not to create an unhealthy climate where employees tend to be more destructive than constructive in the organization. This is because as much as the behaviour of leaders may not directly influence deviant behaviours from employees, managers have a lot of influence on job factors which this study has emphasized as having direct influence on counterproductive work behaviour. Managers who seek to reduce unproductive behaviours among employees should thus focus on improving job factors such as workloads together with improving their moral attitude and consistency in the organization.

Furthermore, this study recommends to managers to focus more on encouraging employees to show more of citizenship behaviours as this lessens their engagement and desire to engage in unproductive behaviours. Other factors such as feedback on performance, organizational support systems and clearly defined jobs must be improved in the organization as these factors enhance employees' willingness to show more citizenship behaviour in the organization. Also, leaders must also be mindful of not demonstrating behaviours of “do as I say but not as I do” since it demoralizes employees when they discover such inconsistencies in the values or words of their leaders and their actions.

6.4 Limitations and Recommendations for Future Studies

Limitations are inherent in every research due to the use of estimations and subjective opinions to analyze a phenomenon. The first limitation of this study is with respect of the inability of the qualitative findings of this research to be generalized. Nonetheless, considering the contextual meanings that have been ascribed to the concept of integrity, it can be confirmed in this study that the findings represent a true and reliable meaning of leader integrity in the Ghanaian context.

Also, this study was limited in the sense that it did not qualitatively examine the causes of citizenship behaviour and counterproductive behaviours among employees. This was because the findings of this study showed that leader integrity accounted for only a minute (7%) of the variation in citizenship behaviour and did not influence counterproductive behaviour at all. Conducting a qualitative study about the causes of OCB and CWB will aid provide better understanding into factors that largely predicts the two outcome variables.

Besides, it is recommended that future studies examine the leader integrity of male and female leaders in order to see if there would be any variance in the integrity demonstrated by the different sexes. Female leaders are known for demonstrating soft characters that are similar to integrity such as care, honesty and faithfulness whiles male leaders are known to predominantly demonstrate macho characters. Conducting a study to establish the difference between these gender types will therefore provide more clarity about the concept of integrity among leaders.

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APPENDICES

Appendix A

Questionnaire No.	
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INTERVIEW QUESTIONNAIRE

DEPARTMENT OF ORGANIZATION AND HUMAN RESOURCE MANAGEMENT

I am a post-graduate student of the University of Ghana Business School, undertaking a research study on the topic, “Leader Integrity: A Predictor of Organizational Citizenship Behaviour and Counterproductive Work Behaviour among Civil Servants in Ghana” in partial fulfilment of the requirement for the award of a Master of Philosophy in Human Resource Management degree. Information is kindly required from you to make this study a success. You are assured of confidentiality with the responses you provide and that the responses will solely be used for the purpose of this academic research. It is estimated that this questionnaire will take you not more than thirty minutes to complete. Your co-operation is therefore much desired in this exercise and you are encouraged to answer the questions honestly.

Kindly feel free to contact the researcher by the e-mail provided below should you require any additional information with regards this research.

arthureginald@gmail.com

Thank you.

BIODATA

Age.....

Gender: Male Female

Name of your Ministry.....

Department.....

Highest Educational Qualification.....

Tenure of service.....

Age.....

Gender of immediate supervisor: Male Female

PART 1: PLI

Instructions: The following items concern your perceptions of the **behaviour of your head or director in this Ministry**. Circle responses to indicate how well each item describes the person you are rating.

1 = Not at all 2 = Barely 3 = Somewhat 4 = Well

1	Puts his or her personal interests ahead of the organization	1	2	3	4
2	Would risk other people to protect himself or herself in work matters	1	2	3	4
3	Enjoys turning down requests	1	2	3	4

4	Deliberately fuels conflict between other people	1	2	3	4
5	Would blackmail an employee if she or he thought she or he could get away with it	1	2	3	4
6	Would deliberately exaggerate people's mistakes to make them look bad to others	1	2	3	4
7	Would treat some people better if they were of the other sex or belonged to a different ethnic group	1	2	3	4
8	Ridicules people for their mistakes	1	2	3	4
9	Can be trusted with confidential information	1	2	3	4
10	Would lie to me	1	2	3	4
11	Is evil	1	2	3	4
12	Is not interested in tasks that don't bring personal glory or recognition	1	2	3	4
13	Would do things that violate organizational policy and then expect others to cover for him or her	1	2	3	4
14	Would allow someone else to be blamed for his or her mistake	1	2	3	4
15	Would deliberately avoid responding to e-mail, telephone, or other messages to cause problems for someone else	1	2	3	4
16	Would make trouble for someone who got on his or her bad side	1	2	3	4
17	Would engage in sabotage against the organization	1	2	3	4

18	Would deliberately distort what other people say	1	2	3	4
19	Is a hypocrite	1	2	3	4
20	Is vindictive	1	2	3	4
21	Would try to take credit for other people's ideas	1	2	3	4
22	Likes to bend the rules	1	2	3	4
23	Would withhold information or constructive feedback because he or she wants someone to fail	1	2	3	4
24	Would spread rumors or gossip to try to hurt people or the organization	1	2	3	4
25	Is rude or uncivil to coworkers	1	2	3	4
26	Would try to hurt someone's career because of a grudge	1	2	3	4
27	Shows unfair favoritism toward some people	1	2	3	4
28	Would steal from the organization	1	2	3	4
29	Would falsify records if it would help his or her work situation	1	2	3	4
30	Has high moral standards	1	2	3	4

PART 2: OCB

Instructions: The following items indicate your views about your behaviour towards your colleagues and organization. Circle responses that indicate your work behaviour.

1= Never 2= Disagree 3=Neutral 4=Agree 5= Always

1.	I help others who have heavy workloads	1	2	3	4	5
2.	I am always ready to lend a helping hand to those around me	1	2	3	4	5
3.	I help other who have been absent	1	2	3	4	5
4.	I willingly help others who have work-related problems	1	2	3	4	5
5.	I help orient new people even though it is not required	1	2	3	4	5
6.	I am one of the most conscientious employees	1	2	3	4	5
7.	I believe in giving an honest day's work for an honest day's pay	1	2	3	4	5
8.	My attendance at work is above normal	1	2	3	4	5
9.	I do not take extra break	1	2	3	4	5
10.	I obey rules and regulations even when no one is watching	1	2	3	4	5
11.	I am the classic "squeaky wheel" that always needs greasing	1	2	3	4	5
12.	I consume a lot of time complaining about trivial matters	1	2	3	4	5
13.	I tend to make "mountains out of molehills"	1	2	3	4	5

14.	I always focus on what's wrong, rather than the positive side	1	2	3	4	5
15.	I always find fault with what the organization is doing	1	2	3	4	5
16.	I try to avoid creating problems for co-workers	1	2	3	4	5
17.	I consider the impact of my actions on workers	1	2	3	4	5
18.	I do not abuse the rights of others	1	2	3	4	5
19.	I take steps to try to prevent problems with other employees	1	2	3	4	5
20.	I am mindful of how my behaviour affects other people's jobs	1	2	3	4	5
21.	I keep abreast of changes in the organization	1	2	3	4	5
22.	I attend meetings that are not mandatory, but are considered important	1	2	3	4	5
23.	I attend functions that are not required, but help the company image	1	2	3	4	5
24.	I read and keep up with organization announcements, memos, and so on	1	2	3	4	5

PART 3: CWB

Instructions: The following items indicate your views about your behaviour towards your colleagues and organization. Circle responses that indicate your work behaviour.

1= Never 2= Disagree 3=Neutral 4=Agree 5= Always

1.	Made fun of someone at work	1	2	3	4	5
2.	Said something hurtful to someone at work	1	2	3	4	5
3.	Made an ethnic, religious, or racial remark at work	1	2	3	4	5
4.	Cursed at someone at work	1	2	3	4	5
5.	Played a mean prank on someone at work	1	2	3	4	5
6.	Acted rudely toward someone at work	1	2	3	4	5
7.	Publicly embarrassed someone at work	1	2	3	4	5
8.	Taken property from work without permission	1	2	3	4	5
9.	Spent too much time fantasizing or daydreaming instead of working	1	2	3	4	5
10.	Falsified a receipt to get reimbursed for more money than you spent on business expenses	1	2	3	4	5
11.	Taken an additional or longer break than is acceptable at your workplace	1	2	3	4	5

12.	Come in late to work without permission	1	2	3	4	5
13.	Littered your work environment	1	2	3	4	5
14.	Neglected to follow your boss's instructions	1	2	3	4	5
15.	Intentionally worked slower than you could have worked	1	2	3	4	5
16.	Discussed confidential company information with an unauthorized person	1	2	3	4	5
17.	Used an illegal drug or consumed alcohol on the job	1	2	3	4	5
18.	Put little effort into your work	1	2	3	4	5
19.	Dragged out work in order to get overtime	1	2	3	4	5

Thank you!

Appendix B

INTERVIEW QUESTIONS

(1) How would you define integrity?

(2) Which behaviors and personal characteristics do you associate most closely with leader integrity?

(3) Please describe a situation where you consider a leader to have acted with integrity