



ENHANCING EMPLOYEE PERFORMANCE THROUGH STRATEGIC ETHICAL LEADERSHIP

Jemima N. A. A. Lomoteyⁱ

University of Phoenix,

Arizona, USA

Abstract:

This mixed-methods sequential explanatory design research was conducted to bridge the literature gap on the differences in the cross cultures of American multinational companies and Ghanaian companies in Ghana by providing knowledge through the identification and comparison of the dimensions of the two cultures to fill the gap in the knowledge derived from the literature. The study population comprised Ghanaians working in American multinational companies in Ghana, Ghanaians working in Ghanaian companies, Ghanaians working for themselves, and Ghanaians who are not employed. The quantitative phase employed a stratified random sampling approach and the use of a questionnaire to collect data, while the qualitative phase used interviews of purposively sampled participants on work ethics. The results were analyzed using SPSS and coded, organized, and categorized using NVivo, respectively. The results indicated that Ghanaian workers in American companies exhibit a set of work ethics similar to those of Americans in the multinational companies, but different from those of Ghanaians working in Ghanaian companies, self-employed, and not employed. The results are generalizable to settings that have similar cultural exposé as Ghana, taking cognizance that the differences are mainly culturally based.

Keywords: cultural intelligence, cross-cultural, cultural competence, multinational, work ethic

1. Introduction

The Ghanaian ethic of work continues to come under bashing from various individuals who fall within multiple categories as these individuals have given space to their concerns about the unsatisfactory nature of the Ghanaian ethic of work with unequivocal evidence of low level of productivity being recorded (Bloom, Mahajan, McKenzie, & Roberts, 2010) and the attribution being that the unsatisfactory work behavior is what is accounting for the underdevelopment of the nation (Akufo-Addo, 2017; Abongo, 2009).

ⁱ Correspondence: email dankamahlomotey@gmail.com, iboakye66@gmail.com

This has been further highlighted by globalisation, which is here to stay (Govindarajan and Gupta, 2008) and which has further exacerbated the exposure of multinational company leadership of contingents which seem to have little knowledge of intercultural differences (Earley & Peterson, 2004) in the perception of work (Matić, 2008). Helm and Hunt (2009) emphasized that cultural diversity has an effect on people's attitudes towards work, which matters quite much to get the differences appreciated by the management of multinational corporations.

Livermore (2009), re-iterates from executive reports that winning without leading with cultural intelligence results in taking more time to get the job done, spends more money and time traveling, fumbles with increasing frustration and confusion, experiencing poor job performance, less revenue, poor working relationships at home and abroad, and lost opportunities (p.14). Mitchell (2010), suggested the need to develop the skills that would facilitate the leadership to understand intercultural differences, as well as develop cultural competence, the capacity to think, feel, and act in ways that acknowledges, respects and merges with the beliefs, perception, and uniqueness of individuals (Campinha-Bacote, 2011). Cultural competency is comprised of cultural knowledge, cultural awareness, cultural desire, cultural skill, and cultural encounters. This study, therefore, sought to pinpoint, compare, and render intelligible Ghanaians' work ethic in matters of centrality of work, leisure, and morality/ethics on managerial leadership ethics in multinational corporations in Ghana.

The common issue is that those at the helm of affairs of multinational companies have little to no cultural competence in Ghana. In particular, a lot of (expatriate) leaders and bosses think that Ghanaians are lazy because they do not understand what makes a Ghanaian tick (Adler, Brody & Osland, 2001). Ghanaian Workers, however, tend to have a work ethic when motivated and satisfied on the job (Kim, 2008; Rahimi *et al.*, 2013; Barney, 2007). Studies by various scholars have suggested that ethical leadership is likely to facilitate the elicitation of the best in this set of workers (Mol, 2011; Treviño & Brown, 2004; Treviño, Brown, & Hartman, 2003; Yates, 2011). That is, if the leadership of multinational corporations is to get the best out of their workforce, they would have to understand the cultural context within which the work ethic of the Ghanaian worker is to be interpreted, mined, and navigated. To advance the study, the following are the research questions and hypotheses:

RQ1: What are the typical features of the Entrepreneurial work ethic of Ghanaians in general?

RQ2: What is the work ethic of a Ghanaian employee of a multinational company as opposed to that of one who works for a Ghanaian company?

RQ3: What is the work ethic of Ghanaians working for multinational corporations as compared to the work ethic of the Ghanaian general population?

RQ4: What is the work ethic of Ghanaian employees working in Ghanaian enterprises compared to their compatriots?

H10: There is a good portion of work in multinational companies featured in the work ethic of the Ghanaians, which is missing in the work ethic in the companies in Ghana.

H2O: The work attitude of Ghanaians in multinational institutions is distinctive in comparison with the work attitude of the ordinary Ghanaian society.

H3O: The work attitude of Ghanaians in Ghanaian firms significantly differs from that of native Ghanaians.

2. Conceptual Framework

One description of work ethic is that it is the virtues or values associated with hard work and diligence (Aldulaimi, 2016; Barchiesi, 2016; Meriac, & Gorman, 2017; Pučetaitė & Lämsä, 2008; Weeks & Schaffert, 2017). The characteristic involves being interested in the kind of work one does, holding oneself responsible, and being dedicated (Ness, Melinsky, Buff, & Seifert, 2010). Ness *et al.* (2010) argued that these are the elements on which the notion of work as a value in itself is built. Organizational work ethic means that the employees are working hard for the employing company and also do a good job for the organization or the company that employs them (Porter, 2004). Simply put, work ethics refers to the code of behavior of the human resources of an organization concerning the behavior of employees so that they do not violate established principles of conduct (Aldulaimi, 2016).

The original ideal of work ethic included:

- The work ethic model is founded on Weber's (1930) Protestant ethic of capitalism.
- This theory was posed by Weber to deprioritize the conception that economic forces alone were responsible for the creation of Western capitalism (Asaro Gonzalez, 2006; Catanzaro, 2010; Clegg, Hardy, & Nord, 2002).
- In describing how early capitalism relied on hard work and total commitment to work on the part of the Puritans, the theory of work attitude was treated analogously by Weber.

The original idea of the Ghanaian work ethic was as follows:

- Belief in and practice of inculcating love and respect for responsibilities owed to families, communities, and descent groups (Apekey, 1997).
- Social punishment for deviant behaviors, criminality, laziness, etc.
- Belief in and the promotion of hard work through slogans which provided direction to the people (Apekey, 1997).
- The community saw to it that children learned "*all the skills they needed for a successful life*" (Assimeng, 1981, p. 71).

The concept of the Ghanaian work ethic, however, evolved after the:

- Puritan Work Ethic (PWE) Superimposition by the British after they had successfully introduced Christianity, which included the virtues it represented (Kallinen, 2008)
- An engineered imposition of a way of life for the Ghanaian by the British.
- Slavery and the Coming into Existence of the Master-Servant Relationship.
- Sense of 'them versus us' syndrome with the resistance to anything that is ideologically imported from the Europeans, who want to impose Western values, which is seen as destroying our heritage (Hanson, 2008; Stilwell, 2002).

This modern study selected three areas of work-related attitudes as being most relevant to Ghana, namely (a) centrality of work, (b) leisure, and (c) morality/ethics (Miller, Woehr, & Hudspeth, 2002). These work attitudes have a direct effect on job satisfaction (Ahmed & Uddin, 2012; Baker, Hunt, & Andrews, 2006; Pennsylvania State University, 2011; Tella *et al.*, 2007). According to Baker *et al.* (2006), employee satisfaction has been associated with work ethics. Work ethic is then a significant mediating variable, which the organization needs to regulate to ensure its employees are satisfied in their jobs. It is evident from the available literature that other researchers have not attempted to comprehensively establish the work ethic construct from a multi-cultural background to a multinational organisation similar to what was encountered in Ghana.

2.1 Major Shifts in Work Ethos

Complaints about work ethic are reported in the literature in response to overall work ethic reduction and the necessity to enhance work ethic to enhance work productivity (Yinkah-Sarfo, 2012). Miller wrote that 69% of U.S. workers said that hard work was very important as a vehicle for personal success. However, by 1971, that number had dropped significantly to 39% (Becton, Walker, & Jones, 2014; Costanza, Badger, Fraser, Severt, & Gade, 2012); Costanza and Finkelstein (2015). Lim, Woehr, You, and Gorman (2007) found that roughly 60% of employers agreed that the hiring organization paid more attention to work attitude than aptitude when considering individuals for employment. In a separate report, 60% of managers described work ethic as the most important among several related factors (Flynn, 1994). When asked to rate individual employee attributes, such as enthusiasm (12%), intelligence (23%), and education (4%), work ethic came out on top (61%).

2.2 Leadership across Cultures

These facts make it critical for leadership within international firms to comprehend the Ghanaian work ethic based on the acculturation of the nation and consider the potential strong influence of the national culture on attitudes and behaviors (Woszczynski, Beise, Myers, & Moody, 2003). The problem is that there was no such study of work ethic in the sample of non-developed countries as well as different religions (Arslan, 2000; Domurat & Zajenkowska, 2012; Elmaz, & Çelikkaleli, 2012; Elçi & Alpkan, 2009; Fecher, 2008; Haroon, *et al.*, 2012; İçigen, 2012; Leong, *et al.*, 2013; Mohamed, *et al.*, 2010; Othman, *et al.*, 2004; Rokhman, 2010; Tez, 2010; Yankelovich, & Immerwahr, 1984; Yeil, *et al.*, 2012; Yousef, 2000, 2001).

2.3 Cultural Competence as an Influence

Conclusions drawn from evidential research confirm the significance of CQ knowledge (Taylor, 2010). Taylor's (2005a) examination of the application of cultural intelligence to leadership practice across the State of Michigan revealed that leadership understanding, skill, and action aligned. Van Horn, 2008). The term "*cultural competence*" is defined as the "*knowledge, skills, abilities, personal characteristics, and other person-based factors that distinguish outstanding performance from average performance*" (p. 6). Foundational for

cultural competence is a position of valuing diversity by leaders. Culturally competent people know what is going on when working with people of differing cultures and adjust their behavior in a way that makes sense (Cross *et al.*, 1989).

2.4 Work Ethics and Organizational Behavior

Some scholars try to make management a synonym of organizational behavior, but as Chaneta (2010) noted a part from management being about ancient and ubiquitous, organization behavior encompasses cross-cultural values and peoples from different culture background having to work together effectively which supports the positions of Adler and Gundersen, 2008; Robbins; Langton, 2003). Positive organizational behavior triggers employee scholarly activity and generation of new knowledge, which aids in successful organizational performance (Baumgartner, 2009). Researchers claim that the perception of leadership practices varies from one national culture to another (Armour, Bain and Rubio, 2004; Gopalan and Thomson, 2003). Despite these disparities, businesses can turn the challenges into business success (Džunić & Mašić, 2011).

2.5 Work Ethic, Ethical Leadership, and Organizational Consequences

However, extant studies have found a positive relationship between work ethic and other organizational outcomes such as employee satisfaction, performance, and employee engagement (Adenguga, Adenuga, & Ayodele, 2013; Agote, Aramburu, & Lines, 2016; Džunić & Mašić, 2011; Green, López, Wysocki, & Kepner, 2012; Slabbert & Ukpere, 2011; To & Tam, 2014; Vimba, Coetzee, & Ukpere, 2013; Zabel, Biermeier-Hanson, Baltes, Early, & Shepard, 2017). (Piccolo, Greenbaum, Hartog, & Folger, 2010), and they indicated that ethical leadership, job autonomy, task significance and effort on affect organizational performance and were positively associated with commitment and even influence individual motivation, and finally led to increasing organizational citizenship behavior and organizational performance.

2.6 Attitudes towards Work and Job Satisfaction

Work ethic has a predominant impact on employees' reactions towards their place of work (Randall & Cote, 1991), and a positive relationship exists between work ethic and job satisfaction (Rokhman, 2010). Work ethic also values contentment in some jobs (Furnham, 1987). Another study on causal relationships with job-related outcomes found that work ethic leads to increased job satisfaction when it is mediated by the employees' confidence level about their job concerning the competencies of skills they possess (Sekaran, 1989). Job satisfaction is one dependent variable in this research. Job satisfaction is "*the package of feelings, which an individual has towards his or her job*" (Rokhman, 2010, p. 22). Elkins (2007) found a connection between job satisfaction and the work ethic of employees in a restaurant of a Japanese manufacturing company in the United States.

2.7 Work Ethics, Motivation, and Employee Engagement

Work Ethic from the Percept of the Employee Work ethic can be a significant factor that employers must consider if they are to be successful and competitive in their worldwide

operations. The findings of Ntayi (2005) imply an association that furnishes employers with the right caliber of weapons in order to affirm them in business. Job-related behaviors such as retaliatory behaviors or withdrawal behaviors, etc., work to address this issue, but only from the organization performance perspective. Motivation owes much to the work of Maslow (1943), who pointed to the need to meet physiological, security, belongingness, love, esteem, and self-actualisation needs.

3. Method and Design

This study used mixed methods and a sequential explanatory design that used quantitative and qualitative data at the same time to collect and analyze the data. With this, we employed this method to comprehensively examine the attributes of Ghanaian work ethics along three sub-variables: (a) centrality of work, (b) leisure, and (c) morality/ethics. Mixed Methods Sequential Explanatory Design. The survey data assisted in explaining the attitude of the Ghanaian towards work. The study primarily focused on these three dimensions that are relevant when it comes to the setting in the host country. Additional data were obtained through interviewing a small number of participants. Figure 1 presents the research process.

Figure 1: Flowchart of research in the study

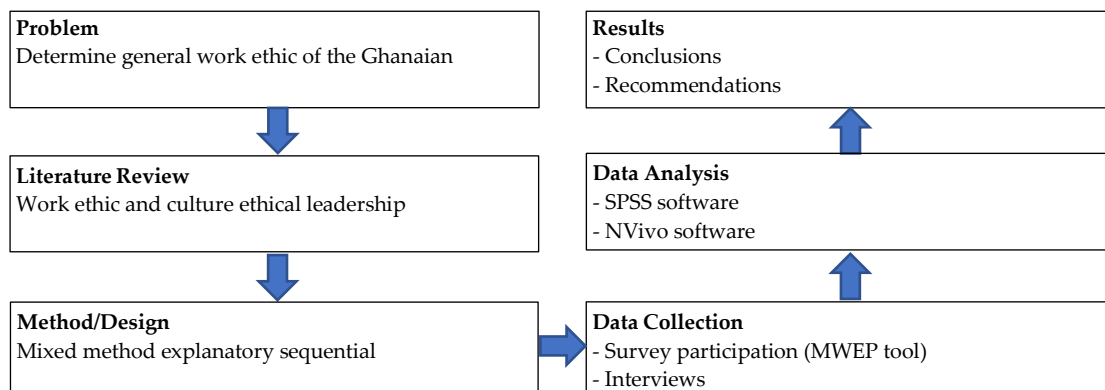


Figure 1: Research process in the study

3.1 Type of Data Collection and Research Suitability

3.1.1 Primary and Subvariables

To measure the primary variable (work ethic) and subvariables (centrality of work, leisure, and morality/ethics), the Researcher used Woehr’s MWEP survey. Participants were each asked to move to a quiet, comfortable location on the premises (either the X office, Y office, or the Estates Worship Center) after signing the informed consent form. Participation information was given to the participants stating that their survey answers would not be identifiable, and each participant was asked to complete a paper copy of the survey. Respondents were allowed to have privacy while completing the survey. After they filled out the survey, the participants mailed the survey back and left their phone number and address if they were to be selected for an interview.

Permission to use the short form of the MWEP survey was obtained from Woehr (2006). The reduced MWEP instrument consisted of 35 items. Respondents answered survey items on a 5-point Likert-like scale. Response options ranged from “Strongly Disagree—1, Disagree— 2, Neither Agree nor Disagree—3, Agree—4, and Strongly Agree—5” (Miller *et al.*, 2002, p. 33). As such, the responses of the survey were ordinal (Usable Stats, 2012).

The 35-item short version of the MWEP 7 has seven dimensions of work ethic, from which the central work, leisure, and morality/ethics dimensions were used as the three hypothesized sub-variables in the current study. In the short form of the MWEP, 10 items pertained to the centrality of work, and another 10 pertained to leisure and morality/ethics. The rest was about self-sufficiency, self-indulgence, effort, and time wasted.

The sum of the scores of items in a dimension, their mean, and the resulting number multiplied by 10 was calculated as the dimension score. For instance, if individual scores of the 10 morality/ethics items were 3,4,3, and 5, the overall morality/ethics score would be the average score (2.5) times 10 (that is, 25). To compute an overall score for work ethic, scores were summed across all dimensions except leisure; the leisure score was subtracted from this sum because leisure is negatively related to the other six dimensions of work ethic.

3.2 Selection and Appropriateness of the Instruments

Miller *et al.* (2002) preferred the work ethic measure (MWEP) from nine alternatives because of its psychometric properties. Noteworthy, the other tools measure different facets of work ethic that do not align with this research work. The MWEP was designed to correct for these inconsistencies within the other instruments (Miller *et al.*, 2002).

According to Salters-Pedneault (2011), the “*psychometric properties of a psychological test refer to the data that has been collected on the test to assess how well it measures the construct of interest*” (p. 1). Salters-Pedneault (2014) further pointed out, “*There are two broad categories of psychometric properties that a test must possess to be a good measure of a given construct*” (p. 1); these are reliability and validity. The MWEP is a valid and reliable instrument, suggesting that if participants were to complete the instrument today and again in six months, their scores would be comparable. This provides data to support test-retest reliability.

Both versions of the MWEP questionnaire have been validated by several trials. The MWEP survey in its entirety (65 questions) has been validated by numerous studies (Woehr, Arciniega, & Fowler, 2003; Mann, 2010; Schouten, 2011) to measure what it was originally intended to measure. Lim *et al.* (2007), at which the “*total number of items for the entire scale should be reduced to 35*” (p. 325), across cultural research on work ethic as a construct (p. 323). The brief version, comprising a 35-item inventory, has been found to yield results that are as valid as the original 65-item inventory of the MWEP survey.

A review of studies on proton-pump oropharyngeal devices has included the work of several investigators (Ho & Lloyd, 1984). Woehr and Arciniega (2003) noted Miller’s criticism that earlier measures of VEW were conceptually weak. Miller *et al.*

(2002) also noted additional studies towards the enhancement of work ethic concept validity and the strength of its measurement. Subsequently, the work of Miller *et al.* acted as the *raison d'être* for the MWEPE.

The tool also demonstrates internal reliability (i.e., all the items in the test measure the same construct). In addition to evaluating the reliability, validity was also tested. Validity “*is an indication that a test measures what it is supposed to measure*” (Salters-Pedneault, 2011, p. 1). If an individual scored high on a test made to measure behavior, the researcher should determine that this individual had tremendous challenges with emotional regulation. These are the varying types of validity that may be measured via statistics (Salters-Pedneault, 2011, p. 1).

3.3 Setting, Population, Sample

3.3.1 Subjects

The subjects in the present study were obtained from three groups. The initial group comprised workers of two American multinationals in the oil and livestock industry in the host country of Ghana. Also excluded from participation were those on probation, pregnant women, children under the age of 18, or anyone who may have belonged to any other special populations. The second group was staff of Ghanaian companies within Accra-Tema, and the third group was drawn from the general population in the Accra-Tema area.

The study population was Ghanaian adults in the Accra-Tema metropolitan area, and the study sample included 330 workers drawn from two multinational corporations (involved in oil and poultry production), employees of Ghanaian organizations, and a cross-section of the Ghanaian urban workforce in the Accra-Tema metropolitan area. We randomly recruited 150 participants from the X and Y companies to take the survey. The other group of study was made up of Ghanaians in Ghanaian-owned companies, such as the Civil Service, Public Service, and private ownership organisations. Among the 110 participants of the second group, a random group consisting of finally validated subjects was used in the study. The participants were approached in the English Assembly at Estates Worship Center, which is held in an open place, where they were individually approached and requested to take the survey.

3.4 Sampling Method

The sample size of 300 for the study was determined through a stratified random sampling technique. The sample was divided into relatively homogeneous groups, after which a random sample was selected from each group. This sampling strategy yielded sample sizes in the subgroups: multinational companies ($n = 150$), Ghanaian companies ($n = 110$), and the general population residing in the Accra-Tema area ($n = 40$). For the quantitative survey, a total of 300 was considered adequate. A total of 300 samples were used to get a 95% confidence level with 5% significance.

Persons who had any of the following attributes were ineligible to participate (a) on probation, (b) national service persons, (c) students on attachment, and (d) under 18 years old. Additional criteria were different for the sample subgroup: subjects had to be

employed in company X or company Y to take part in the multinational company subgroup and in the Ghanaian companies to take part in the Ghanaian company subgroup. Employees must also have worked for their companies for over 3 months. All potential participants were screened before providing informed consent.

Recruitment of participants from the multinational companies. Each office of the multinational companies in the Accra-Tema metropolis was reached, and workers were approached when they went for work breaks. Eligibility to participate was screened, and those individuals who were eligible were provided with the introductory letter outlining the purpose of the study and what participation would entail. Everybody who wished to join pulled a strip of paper (2) out of an envelope. The first strip of paper had the word yes, meaning the individual was selected for the study; the second strip of paper had the word no, meaning that the individual was not selected for the study. Selected participants for the study were presented with the informed consent form to sign before they participated in the study.

The cumulative number of Ghanaians working at the two multinational companies, X and Y, was 206 (174 in X and 32 in Y). The study sample consisted of 120 employees from X, which is 80% of the total sample of 150. The sample size for company Y was made up of 30 individuals, which is 20% of the 150 total in the survey. A sample of 150 was determined by using the population size of 206.

3.5 Rationale for the Sample Size

This was done to obtain accuracy and statistical support for the analysis, thus eliminating errors (Triola, 2001). Raosoft software was used to determine the smallest sample size that would yield a 95% confidence level with 5% error margin. This gave 120 as the smallest for a population of 174, yet 30 for a population of 32. The sample size was estimated based on a normal distribution, and we considered there to be no less than 30 patients in the sample.

Given n as the sample size, E is the margin of error, N is the population size, r is the fraction of response, and $Z(c/100)$ is the critical value of the confidence interval c (Aderemi, 2008; Raosoft, 2004) as follows:

$$x = Z(c/100)^2 r(100-r)$$
$$n = N x / [(N-1)E^2 + x]$$
$$E = \text{Sqrt}[(N - n)x/n(N-1)]$$

Participants from the Ghanaian companies were recruited by walking around the English Assembly at the Estates Worship Center. The center is a public facility that serves individuals of many different backgrounds. This site was suitable for recruiting individuals who qualified for the inclusion criterion of the second sample cluster. The methodological approach for sampling members from the two multinational companies was related to sampling for Ghanaian companies. The recruitment continued until 110 eligible participants were included.

General population participants were recruited by intercepting people on foot in the Local Assembly at the Estates Worship Center. The site was suitable for sampling among a great number of economic groups. The sample methods of the two multinational companies and Ghanaian companies were employed to select members of the general public. Recruitment continued to reach 40 eligible participants.

A purposeful, individual interview was conducted with 10 members from each sample subgroup. Qualitative data, which could be purposefully sampled, was sought (Creswell, 2009). Purposive sampling involves recruiting a specific sample of individuals as opposed to random participants. Purposeful sampling is a nonprobability sampling type that entails the efforts of judgment and discretion to select subjects who possess certain characteristics (Tongco, 2007) that will aid in providing profound details about the phenomenon under investigation.

3.6 Participants

Participants were volunteers and were not forced to participate in this study. Because one of the decidedly advantageous features of purposive sampling is that it can discard irrelevant human subjects rather than just employing relevant ones with the needed profile, that method was selected for use. Trochim (2006) described purposive sampling as a precise, rigorous, systematic way to get a sample of the individuals one wants without taking too long.

The third control group comprised subjects in the general population (Accra-Tema area). Forty of the third group were chosen randomly to participate in the survey. This group was recruited through a visit to the Local Assembly at the Estates Worship Center. Ten participants, 5 from each group, were selected purposively to be interviewed individually as indicated in Figure 2.

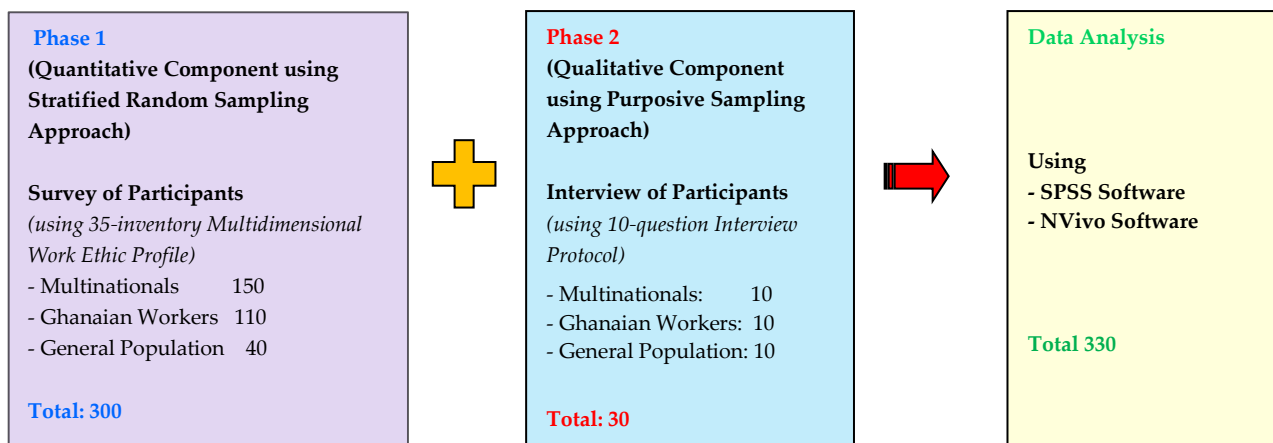


Figure 2: Data Collection Processes of the Mixed Methods Sequential Explanatory Method

3.7 Qualitative Data Collection

Following the analysis of the quantitative data, one-on-one interviews were conducted with 10 respondents in each of the sample subgroups. To attain data saturation, we interviewed 10 respondents from all the sub-samples (multinational company staff,

Ghanaian company staff, and the general public in the Accra-Tema region). Qualitative interviews were conducted to gain further insight into the meaning behind the quantitative findings (Creswell, 2006). Each interview took around 20 minutes.

Interviews with participants from the corporate or multinational employees were carried out at the participants' worksites. Participants were interviewed at Estates Worship Center, which provides relaxed environments with minimal distractions – both staff from Ghanaian companies and the general community members. This type of informal data collection is sometimes called participant observation and is utilized to reduce *“the effects of diminished validity that frequently occur in formal testing situations... where the formal setting actively ‘controls’ behavior and information”* (Watson & Girard, 2004, p. 140). Audio-taped interviews were transcribed prior to analysis.

Open-ended interview questions afforded a deeper insight into the meanings associated with work ethic and work activities amongst the participants. Use of open-ended questions gave the participants an opportunity for in-depth descriptions of their perceptions (Creswell, 2009), which supplemented the Ghanaian work ethic data that was gathered and analyzed from the quantitative survey. Questions for the interviews were drafted before the study was conducted. These open-ended questions were developed following an analysis of the quantitative survey data and the findings of the pilot data (Creswell, 2006; Oksenberg, Cannell, & Kalton, 1991). By maintaining open the interview questions, the output of the quantitative analysis was able to be interrogated.

We followed the same process of qualitative data collection for the 10 members of each subgroup from the samples who participated in individual interviews. Three samples of Ghanaians were sampled for data collection, and the Ghanaian work ethic was profiled from different angles. An overview of the components of the data collection methods in the present study is shown in Figure 2. All interviews were recorded, with some performed in written form (on paper) and others recorded in audio form. The tape-recorded interviews were transcribed before analyzing the data.

3.8 Validity and Generalizability

The mixed method sequential explanatory design allowed data collection and measurement of work attitudes in the different dimensions, for the purpose of the construct's face validity, to be contextualized *“whenever and wherever it matters for the author”*, contributing to the validation of the instrument (Ihantola & Kihn, 2011). Validity, that is, how much agreement there is between independent measures of the same thing, is a keystone issue (Mehrens & Lehmann, 1978; Watson & Girard, 2004). Thus, the mixed-method research design was utilized to improve the generalizability of the study findings (Johnson and Onwuegbuzie 2004). Quantitative measures enhanced the validity and therefore the generalizability of the data because they eliminated some of the subjectivity that surrounded the qualitative aspects of the study (Colorado State University, 2012; Salehi & Golafshani, 2010).

The quantitative findings were triangulated with interviews that contained qualitative open-ended questions to explain the results of the quantitative data (Creswell, 2009; Leedy & Ormrod, 2010). Levels of confidence in the research and issue of validity

(generalizability) were established by the ethical, respectful measures employed (Leedy & Ormrod, 2010, p. 106), such as sharing (a) the purpose of the proposed interview in this study, (b) the degree of confidentiality a participant would receive, (c) the lack of compulsion to participate (because you may choose not to participate), (d) the option for the participant to opt out at any given time without penalty, and (e) individuals/deciders who might benefit from any results.

3.9 Data Analysis

The mixed methods sequential explanatory research design included the first phase of receiving and analyzing quantitative survey data, and the second phase of receiving and analyzing qualitative interview data. Quantitative and qualitative data were integrated next.

3.9.1 Quantitative Data Analysis

The first phase of the analysis—quantitative data analysis—involved conducting descriptive statistics of the survey data. This allowed the reporting of the three variables or subscales – (a) centrality of work, (b) leisure, and (c) morality/ethics), in addition to the mean, median, and standard deviation of these sub-variables. For this analysis, Statistical Package for Social Sciences (SPSS) version 17.0 was used to explicate the variation of the measurements. t-test: a type of test used for ordinal data, like the t-criterion, to see whether there is a statistical difference between the means of 2 unrelated groups. The use of the t-test in the present work for creating and detecting statistical differences was correct, considering that the comparison was done between two groups at a time (Laerd Statistics, 2012), which was demonstrated by the hypotheses tested. In this study, 5% (0.05) alpha level was used to establish significant and non-significant objects.

Data from each subgroup were combined and averaged, and the means of the groups were compared by conducting t-tests to determine whether the work ethics among the groups are significantly different. Testing of the three hypotheses served to address RQ2 through RQ4, the qualitative research questions that corresponded to the study's hypotheses. It was computed that for each hypothesis tested, the null hypothesis would be rejected if there was no significant difference between the work ethics of the two Ghana groups in the hypothesis, as measured by the statistical analysis.

3.9.2 Qualitative Data Analysis

In Step 2 of data analysis, the qualitative interview data were examined to help make sense of the quantitative findings (Creswell, 2006). Qualitative analysis and content analysis procedures were also applied to address RQ1, which is considered to be the core qualitative research question in the research (Cooper & Schindler, 2008). Coding, organizing, and categorization of the language used within the data were also completed (Cooper & Schindler, 2008). After categorizing the data, the categories were reviewed for themes related to participants' responses (Green *et al.*, 2007; Yin, 2009). Qualitative data was analyzed using NVivo 9.

3.10 Combination of Quantitative and Qualitative Findings

Furthermore, the findings from the qualitative and quantitative studies were integrated to describe the shared features of the Ghanaian work ethic across the work settings of the host country. The findings showed that the nature of the attitude towards work by multinational company Ghanaians, Ghanaian firm nationals, is distinct from that of the general Ghanaian society. This allows the top management of the multinational companies to understand how the practice matches the Ghanaian setting and what to do to assist Ghanaians develop positive work-based attitudes to create competitive advantage for the companies.

4. Results

The objective of the present mixed-methods sequential explanatory design study was to determine typical features of the Ghanaian work ethic, particularly regarding the use of work, leisure, morality/ethics, at the workplace. Study objectives included an explanation to leadership of American multinational companies in Ghana of the Ghanaian worker's work ethic. A better understanding would allow the leaders of these companies to comprehend and find ways to improve employee outcomes in their organizations. This could also lead to the leaders making the most of the best of Ghanaians in the host country, whilst the leaders take advantage of the diversity to succeed.

Then, the obtained data on the work ethic of Ghanaians was subjected to MWEP to identify characteristics of the different sample groups. Research Questions 4 at the sub-scales level and Hypotheses reveal an understanding of the Ghanaian Ethic of work. The research questions were employed to explore the elements of the Ghanaian work ethic against three alternate groupings for comparison.

The issues addressed concerned three different dimensions of work ethic, that is, (a) centrality of work, (b) free time, and (c) morality/ethics. In the examination of the correlates of work ethic, the attitudinal variables were related to each of the three work ethic factors. The research questions posed are as follows:

RQ1: What are the basic attributes of the Ghanaian motive to work?

RQ2: What are the differences in work ethic between Ghanaians working for multinational corporations compared to Ghanaians working for Ghanaian firms?

RQ3: What is the work ethic of Ghanaians working for multi-national companies vis-à-vis the work ethic of the typical Ghanaian?

RQ4: What is the work ethic of Ghanaians working in Ghanaian companies and how does it differ from that of the indigenous?

4.1 Data Collection

The quantitative and qualitative studies were conducted in two stages, and each type of data was collected separately. Quantitative data was collected and analyzed first, and qualitative data was collected and analyzed second. The qualitative phase was then laterally developed from or linked to the results of the quantitative phase, as in the explanatory design.

4.2 Presentation of Results

The survey from the study was randomly distributed to the employees. Simple random sampling of Microsoft Excel was used to extract a list of 150 workers from the database of 206 employees in X and Y companies. Three hundred completed questionnaires were received, and the level of confidence was increased from 95% to 98%, and the margin of error was adjusted from 5% to 2%. Interviews were also completed with 30 participants, which included 10 participants from each of the aforementioned groups.

4.3 Descriptive Statistics

50% of the first mixed group was made of the two MNCs (factor X and factor Y), both international, which comprised 40% and 10%, respectively. The remaining 50% of the second composite group (GP and GG) was also divided equally (13.3% and 36.7%) as shown in Figure 3 below.

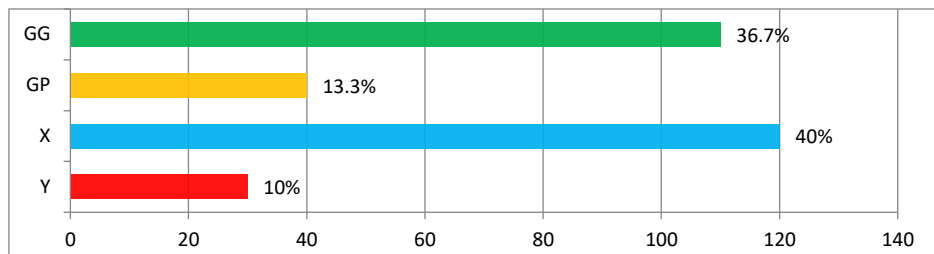


Figure 3: Illustrates Descriptive Statistics of Groups Sampled

Tables 1, Tables 2, and Figure 4 below present the work ethic of the sampled groups: Ghanaians working for Ghanaian companies (GG), the general Ghanaian population (GP), and the multinationals (X and Y). Results on responses to the survey questions are given using the following scale: ---5=Strongly Disagree, ---4=Disagree, ---3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree. The first step of the analysis was to determine which weight participants give to the different dimensions of work ethic. The numbers in the figure are percentages of the total sample (e.g., Ghanaians in multinational companies, Ghanaians in Ghanaian companies, and the general population) that indicated agree, neutral, or disagree in the various inventories in the MWEP forms. It reflects the overall position of Ghanaians and not that of the particular grouping they have been classified into for the study. I chart the percentage scores and the scales for more explanation. Overall, work centrality had the highest agreement of 87.7%, neutral 11%, and 1.3% disagree. Category morality/ethics, then again, most people, 73.7% agree and 0.3% disagree, with 26% being undecided. Leisure came next, with a measly 10% agreeing. Regardless, 45.7% were neutral and 44.3% disagreed (including 38.3% disagreed and 6% strongly disagreed).

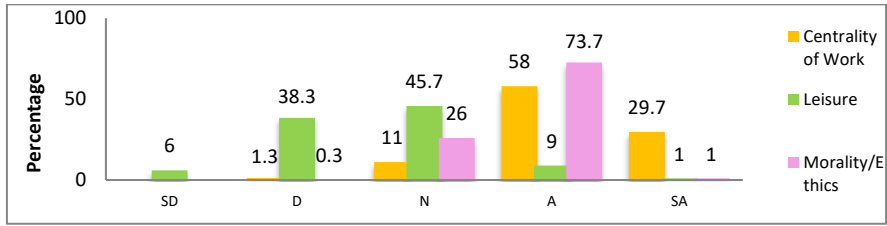


Figure 4: An Illustration of the Percentage Description of the Work Ethic of the Total Sample

The various subgroups, namely, GG, GP, and XY, are represented and illustrated in Figures 5, 6, and 7 below:

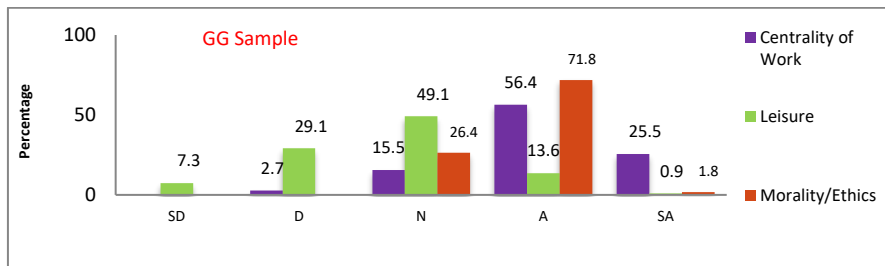


Figure 5: An Illustration of the Percentage Description

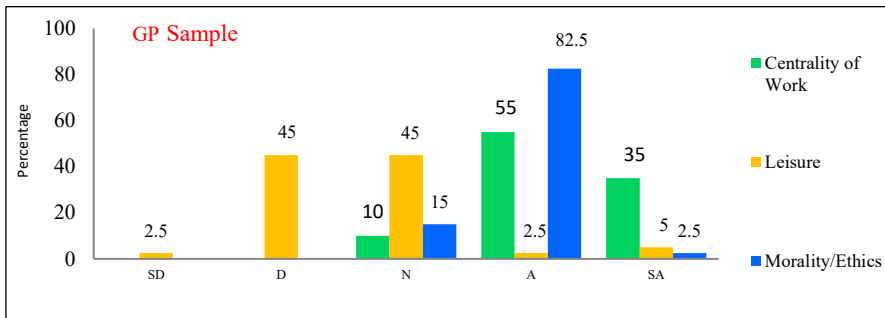


Figure 6: An Illustration of the Percentage Description of the Work Ethic of the GG Sample of the Work Ethic of the GP Sample

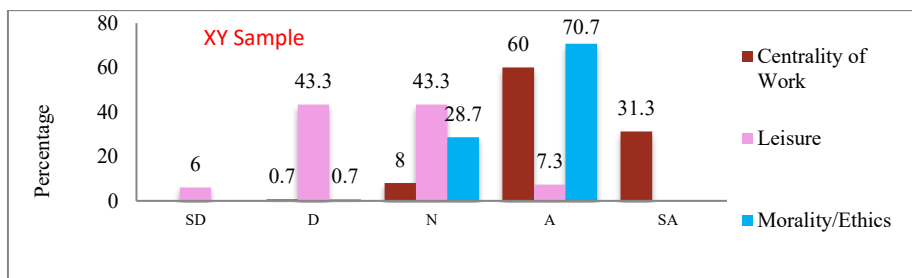


Figure 7: An Illustration of the Percentage Description of the Work Ethic of the XY Sample

4.4 Quantitative Results

The results obtained are quantitatively expressed, showing the mean and standard deviation dimensions applicable to Ghana. The mean percentage illustrated in Table 3 and Figure 4 shows the average of the dimensions of the total groupings. Centrality of work is rated higher with 39%, followed by morality at 36%, and leisure at 25%.

Table 3: Mean and Standard Deviations for the Dimensions of the MWEP and Total Score of the MWEP

Scale	M	SD
Morality/ethics	37.43	4.67
Leisure	26.07	7.75
Centrality of work	41.60	6.60
Hard work	45.67	6.74
Wasting time	45.23	8.20
Delay of gratification	43.67	8.65
Self-reliance	38.80	11.68
MWEP	226.33	30.57

Note: N (total sample size) = 300 for all scales.

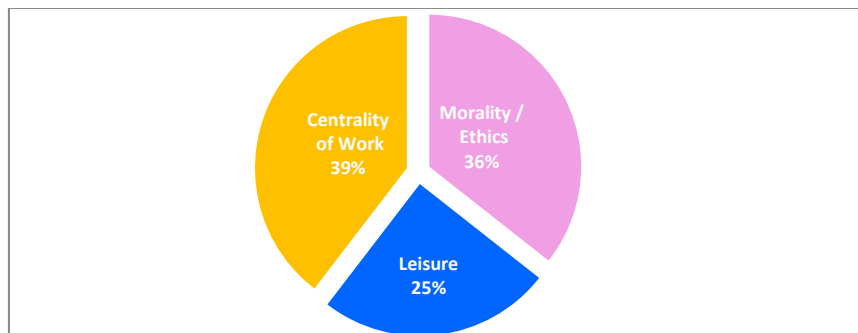


Figure 8: An Illustration of the Percentage Description of the Mean and Standard Deviation Dimensions Applicable to Ghana

4.5 Data Analysis

The overall scores for each dimension were obtained by the summation of the score for each item of a dimension, dividing the total by the number of items, and then multiplying by 10. For instance, the person scored for 10 items regarding morality/ethics were 3, 4, 3, and 5, then the mean score would be 2.5, and the total morality/ethics score would be 25. To operationalize a total work ethic composite, the score for each dimension, other than leisure, was summed, with the score for leisure subtracted from this total because leisure is negatively related to the other dimensions of work ethic.

The objective of this study was to examine and establish the profile of work ethic in general among Ghanaians. The purpose of the study which raise some questions to be answered using some statistical tests to prove the hypothesis, which is defined as some assertions that may be true or false that are accepted from the beginning of this research. The generated null hypotheses supported the examination of the research problem.

Three null hypotheses involving work ethic's 3 components were tested to help clarify whether or not there was a relationship between work ethic and performance within an organization. The alternative hypotheses supported the null hypotheses. Considering the purpose of the study, a description of the relationship and comparison of the research questions assisted us in developing solutions to the research problem.

The paired sample correlations are presented in Tables 4-7. These are presented separately for Ghanaians in multinational companies and Ghanaians in Ghanaian

companies, and for the overall score on the MWEP. The findings of the analysis show that work ethic and efficiency are related.

The associations between ethics/morality and centrality of work were weakly and positively related to the total MWEP scores (r was between $r = .04$ to $r = .09$). However, as predicted leisure was negatively and weakly related to the overall MWEP, due to the reversal scored (Table 10). QUESTION 7 To what extent would this dimension (morality/ethics, leisure, centrality of work) be uniquely implicated in the Ghanaian context, with the Multidimensional Work Ethic Profile being similarly influenced by the discussion above?

Table 4: Paired Samples Correlations Total Score on the MWEP— Groups 1 and 2

MWEP scale	Groups	Correlation	Sig.
Morality/ethics	GG & XY	0.043	0.599
Leisure	GG & XY	-0.069	0.401
Centrality of work	GG & XY	0.089	0.278

Table 11 provides the correlation analysis among the dimensions of the MWEP scale. Leisure and centrality of work were not negatively or positively associated or correlated with morality/ethics (all $r = .51$ to $r = .14$). Furthermore, centrality of work was significantly and positively related to leisure ($r = .17$, $p < .05$). This also shows that centrality of work and leisure is linked in impacting MWEP in Ghana.

Table 5: Correlation Analysis Between the Dimensions of the MWEP Scale

	Morality/ethics	Leisure	Centrality of work
Morality/ethics	Pearson correlation	1	
	Sig. (2-tailed)		
Leisure	Pearson correlation	.05	1
	Sig. (2-tailed)	.54	
Centrality of work	Pearson correlation	.14	.17*
	Sig. (2-tailed)	.096	.04

Note: * $p < .05$ (2-tailed)

Table 6 shows the mean, standard deviation, and the *t*-tests of difference in means for the total score on the MWEP and the dimensions of the MWEP scale for both groups. The mean score test of difference using the *t*-tests for the dimensions as compared to both the Ghanaian group (GG and GP) and the multinational companies (X and Y) was not statistically different because the means were identical. However, this may be attributed to similar conditions encountered in the work environment (Ghana).

Table 6: Means, Standard Deviations, and t-tests for Total Score on the MWEP and the Dimensions of the MWEP Scale for Both Groups

Scale	Groups	M	SD	t	p–sig (2-tailed)
Morality/ethics	GG and GP X and Y	37.87	4.574	1.647	.102
		37.00	4.742		
Leisure	GG and GP X and Y	26.93	8.188	-1.882	.062
		25.20	7.209		
Centrality of work	GG and GP X and Y	41.00	7.023	-1.653	.101
		42.20	6.116		

Table 7 shows the correlation analysis between all the dimensions of the MWEP scale. All dimensions were correlated positively, except leisure and morality/ethics, which were negatively correlated. As expected, although hard work is positively correlated with leisure, it was not statistically significant ($r = 0.08, p > .05$), implying that hard work and leisure differently affect work ethics.

Table 7: Correlation Analysis Between the Dimensions of the MWEP Scale

Dimension	Self-reliance	Morality/ethics	Leisure	Centrality of work	Hard work	Wasting time	Delay of gratification
Self-reliance	1						
Morality/Ethics	.19**	1					
Leisure	.12*	-0.04	1				
Centrality of work	.28**	.14*	.31**	1			
Hard work	.19**	.12*	0.08	.40**	1		
Wasting time	.17**	.13*	.24**	.38**	.21**	1	
Delay of gratification	.13*	0.002	.12*	.30**	.29**	.22**	1

Note: * $p < .05$ (two-tailed). ** $p < .01$ (two-tailed).

4.6 Reliability Analysis

Table 8 shows the Cronbach’s Alpha of the MWEP total score and of all three dimensions for the two companies that were sampled, to test the internal reliability of each. Alpha is an index of reliability (internal consistency). It represents how closely connected a collection of items is in a group. For this study, Cronbach’s Alpha was calculated on the MWEP total score.

The correlations of each item with total MWEP scores are indicated below, with rather strong values of correlations reflecting the internal consistency. As shown in Table 8, the association was from strong (0.6) to very strong (0.84) between the scores of centrality of work, leisure, and morality across various businesses. While the coefficients of the Cronbach’s Alpha of the company level items were slightly dissimilar, these have reflected in the items that there is an acceptable strength of internal consistency between the total score of the MWEP and the subscales for all companies from 0.76 to 0.85, indicating good and reliable internal consistency.

Table 8: Cronbach’s Alpha for Centrality of Work, Leisure, and Morality by Companies

Companies	Dimension	Cronbach’s Alpha of Item	Cronbach’s Alpha (3 dimensions)
General population	Centrality of work	0.756	0.849
	Leisure	0.844	
	Morality	0.762	
Ghanaian working for Ghanaian companies	Centrality of work	0.686	0.763
	Leisure	0.701	
	Morality	0.659	
Multinational companies	Centrality of work	0.600	0.771
	Leisure	0.597	
	Morality	0.620	
Total sample	Centrality of work	0.701	0.781
	Leisure	0.725	
	Morality	0.684	

4.7 Testing Hypotheses and Understanding Observations

Three of the hypotheses were directly tested together with their respective research questions 2-4 as follows for easier comparison:

- 1) **H10:** The work attitude of Ghanaians in Multinationals is quite different as compared to the work Attitude of Ghanaians in Ghanaian Firms.
H1A: No differences in the work ethic of Ghanaians in multi-nationals and Ghanaians in Ghanaian businesses.
RQ2: How does the work ethic of Ghanaians employed by multinational corporations differ from the work ethic of Ghanaians employed by local companies (Ghanaian)?

- 2) **H20:** In MNCs, Ghanaians’ work ethics vary widely from those of the rest of the Ghanaians experienced.
H2A: The work ethic of Ghanaians in multinationals is not significantly different from that of the overall Ghanaian workforce.
RQ3: What are the differences in the work values of Ghanaians employed by multinational companies compared to the general Ghanaian population?

- 3) **H30:** The work ethic of Ghanaians in Ghanaian organizations is significantly different from the general Ghanaian work ethic.
H3A: There is no difference between the work ethic of Ghanaians in Ghanaian companies and the work ethic of Ghanaian nationals in general.
RQ4: What is the work (ethic) culture of Ghanaians who work for Ghanaian businesses, compared to the work (ethic) culture of the general Ghanaian populace?

Paired t-test analysis on groupings (Table 9). The major findings of the study, as indicated by paired t-tests performed on the different groupings, include:

4.7.1 Paired t-Tests

Hypothesis 1 (GG by X and Y)	t-statistic	<i>p</i> (<i>T</i> <= <i>t</i>) two-tail
Morality	0.92	0.36
Leisure	-2.06	0.04
Centrality of work	-2.11	0.04

4.7.2 Hypothesis 2 (X and Y by GP)

Morality	-2.14	0.03
Leisure	0.80	0.43
Centrality of work	-0.27	0.78

4.7.3 Hypothesis 3 (GG by GP)

Morality	1.43	0.15
Leisure	0.62	0.54
Centrality of work	1.59	0.12

4.8 Dimension Comparisons between Groupings

Computing of one-way analysis of variance (ANOVA) was adopted to compare differences in the overall MWEP score and scores on subscales across the groupings. ANOVA is a test that is used to determine the variance (if any) between and among the groups for significance. The means of the work ethic comparisons with groupings is presented in Tables 10 and 11. These results suggest that there were no significant differences in work ethic by group, as the p-values were all above 0.05.

4.9 Qualitative Results

From the qualitative strand of this study, some of the main themes about what work ethic signifies to the Ghanaians and how they make sense of it are elucidated. The main themes include the following:

- **Theme 1:** Construction of appropriate work ethic: Exemplifying acceptable behavior and attitudes; adhering to company rules, and valuing work
- **Theme 2:** Supervisor's impression of participants' work ethic as "good." "When it comes to work ethic, they were good."
- **Theme 3:** Striving to Excel Against the Odds
- **Theme 4:** Personal Satisfaction with Fulfillment of Job Duties
- **Theme 5:** Perception of being overworked
- **Theme 6:** Working beyond the Regular Hours Unpaid
- **Theme 7:** Volunteer work, internal and external to the organization

The qualitative phase provided explanations of what work ethic actually means to the Ghanaian in the matters of defining, looking at, and how work ethic is dealt with, and the limits that are taken by the Ghanaian. The quantitative phase, as the main research

question was primarily dependent on the qualitative phase, gave a very comprehensive picture of the entire results of the study.

5. Findings

Table 12 catalogues all the major findings in the study as follows:

Table 12: Major Findings in the Study

Research Questions	Summary Findings
1. What are the general characteristics of the Ghanaian work ethic?	A sample of two multinational companies (X & Y), representing 50% and the composite group, the general population and Ghanaians working for Ghanaian companies, constituted 50%. The work ethics identified to apply to the Ghanaian setting were centrality of work, leisure, and morality/ethics. The majority of employees rated the centrality of work at the workplace the highest, followed by morality/ethics, and leisure, respectively.
2. How does the work ethic of Ghanaians who work for multinational companies differ from the work ethic of Ghanaians who work for Ghanaian companies?	An association existed between work ethic and increased efficiency. Morality/ethics and centrality of work were positively correlated, while leisure was correlated negatively and weakly. This implied that the dimensions (centrality of work, morality/ethics, and leisure), which are applicable in the Ghanaian setting, distinctively affect the multinational work profile differently. Statistical tests revealed that the centrality of work and leisure dimensions for Ghanaians in multinational companies and Ghanaians who work for Ghanaian companies differ from each other.
3. How does the work ethic of Ghanaians who work for multinational companies differ from the work ethic of the general Ghanaian population?	The morality dimension was identified to be statistically different for Ghanaians in multinational companies and the general Ghanaian population. The results suggest that 3% of the time, the morality dimension of Ghanaians in multinational companies differed from the general Ghanaian population. This implies that the moral/ethics vary in the multinational companies as compared to the general Ghanaian population.
4. How does the work ethic of Ghanaians who work for Ghanaian companies differ from the work ethic of the general Ghanaian population?	No statistical difference for centrality of work, morality, and leisure dimensions between Ghanaians who work for Ghanaian companies and the general population. This implies that the dimensions (centrality of work, morality, and leisure) do not vary or differ from those of the Ghanaian companies and the general population.

5.1 General Features of the Ghanaian Work Culture

Centrality of the work at the job was found to be most important, followed by Morality/ethics, Leisure, and so on.

5.2 Ghanaians (multinational companies) Vs. Ghanaians (Ghanaian companies) Work Ethic

- 1) There is a relationship between work ethic and greater efficiency.
- 2) Positive relationship between morality/ ethics and centrality of work.

3) Weak, negative correlations were observed for leisure

5.3 Implication

The 3 dimensions under consideration impact the MWEP differently.

5.4 Revelation by Statistical Tests

The centrality of work and leisure dimensions for Ghanaians (in multinational versus Ghanaian companies) depends on the work attitude of Ghanaians (multinational company/General Ghanaian).

Morality dimension was– significantly different for Ghanaians. The findings indicate that in 3% of instances, the morality factor of Ghanaians employed in multinational companies showed a difference from that of the general Ghanaian population. This means, to what extent are there morality/ethics differences (between the one sample of multinational corporation and the sample of Ghanaian community)?

5.4.1 Difference between Work ethic of Ghanaians (in Ghana companies/General Ghanaian population)

It is not statistically significant for the three dimensions. (Centrality of work, morality, and leisure) among Ghanaians who work for Ghanaian firms compared to the overall population. That is to say, the dimensions (centrality of work, morality/ethics, and leisure) are not different between Ghanaian firms and the general public.

The behavior in leadership is associated with positive behaviors that are work-related, resulting in high productivity. If leadership behavior is regarded as being poor, this can de-motivate employees, and productivity will suffer. Ultimately, reduced efficiency threatened the bottom line.

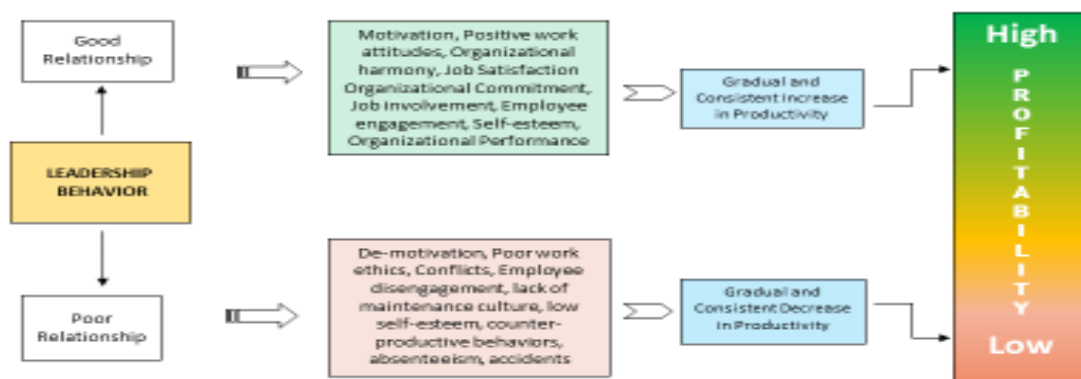


Figure 9: Leadership Behavior-worker Outcome Model

5.5 Implications for Leadership

Leadership may become aware that by embracing cultural diversity properly in the workplace, the association could be more proactive.

- Insight into the relationship or connection between work ethic and job satisfaction could sharpen and ease the approach of multinational corporations in motivating their employees through the provision of ethical leadership behaviors.

- Knowledge generated to assist leaders in their ability to predict the work effort and job satisfaction of their employees regarding good leadership.
- Leaders of MNC must appreciate
 - the specific traits that make up the Ghanaian work culture,
 - how to stimulate employees, and also how to satisfy employees to work.
- Could provide a model for MNC leaders
 - by providing organizations with the skills and capabilities they need to survive
- Insight provided in terms of design and applications of satisfaction-enhancement methods

5.6 Recommendations to Leaders

Recommendations for MNC leadership are as follows:



5.7 Recommendations for Future Study

- 1) A focus on only one of the groups studied, namely, Ghanaians working for American multinational companies, Ghanaians working for Ghanaian companies, and Ghanaians representing the general population at a time and comparing the work ethic of individual members of the group.
- 2) Examine each of the following groups separately: civil service employees, public service employees, and private-sector employees to determine if work ethic differs among them, to help leaders determine if some groups of employees need to be led, managed, and motivated differently from other groups of employees.

- 3) Identify and examine what demographic factors affect Ghanaians' work ethic, considering factors like education, age, gender, and marital status.
- 4) Implement and evaluate the effectiveness of various strategies to enhance Ghanaians' work ethic.
- 5) Determine what drives Ghanaians to adopt the PWE.

6. Conclusions

The study concludes as follows:

- 1) Ghanaian work ethic bordered on generally working hard to achieve a goal, meeting deadlines, working voluntarily, having a good relationship with peers, subordinates, and superiors, and feeling part of the business.
- 2) Ghanaians are committed to hard work that is well rewarded, unless they have decided to do the work voluntarily. They detest exploitation resulting from paying less and demanding more work—the pay must be commensurate with the work output.
- 3) For this reason, they respond very well to organizations that understand them and meet these criteria
- 4) These findings from the study therefore add to the body of knowledge in cross-cultural studies that the Ghanaian worker is not lazy, responds positively to leadership behaviors, and performs highly where leadership is transparent, reputable, respectable, and non-exploitable.

Conflict of Interest Statement

The author declares no conflicts of interest.

References

- Abongo, A. (2009, October 16). Minister demands new work ethic from GWCL workers. *Ghana News Agency*. Retrieved from <https://www.modernghana.com/news/244237/minister-demands-new-work-ethic-from-gwcl-workers.html>
- Adenuga, R. A., Adenuga, F. T., & Ayodele, K. O. (2013). Organizational commitment and turnover intention among private universities' employees in Ogun State, Nigeria. *Open Journal of Education*, 1(2), 31-36. <http://dx.doi.org/10.12966/oje.05.04.2013>
- Adler, N. J., Brody, L. W., & Osland, J. S. (2001). Going beyond twentieth-century leadership: A CEO develops his company's global competitiveness. *Cross Cultural Management*, 8(3/4), 11-33. <http://dx.doi.org/10.1108/13527600110797263>
- Ahmed, S., & Uddin, M. N. (2012). Job satisfaction of bankers and its impact on banking: A case study of Janata Bank. *ASA University Review*, 6(2), 95-102. Retrieved from <http://www.asaub.edu.bd/data/asaubreview/v6n2sl9.pdf>

- Akufo-Addo, N. (2017, May 1). Our productivity and work ethic unsatisfactory. Retrieved from <https://www.ghanaweb.com/GhanaHomePage/NewsArchive/Our-productivity-and-work-ethic-unsatisfactory-Akufo-Addo-533976>
- Aning, A. K. (2006, March 4). Beyond ROPAB: Productivity and corruption. *GhanaWeb*. Retrieved from <https://www.ghanaweb.com/GhanaHomePage/features/Beyond-ROPAB-Productivity-and-Corruption-100412>
- Aninkora, K. A. (2013, February 23). Pay less attention to funerals—Ashanti residents advised. *Ghanaian Times*. Retrieved from <https://m.ghheadlines.com/agency/ghanaian-times/20130223/461651/pay-less-attention-to-funerals-ashanti-residents-advised->
- Apekey, A. K. (1997). *Traditional values and management in Ghana* (Unpublished doctoral dissertation). University of Ghana, Legon, Ghana.
- Armour, M., Bain, B., & Rubio, R. (2004). An evaluation study of diversity training for field instructors: A collaborative approach to enhancing cultural competence. *Journal of Social Work Education*, 40(1), 27-38. <https://doi.org/10.1080/10437797.2004.10778477>
- Arslan, M. (2000). A cross-cultural comparison of British and Turkish managers in terms of Protestant work ethic characteristics. *Business Ethics: A European Review*, 9, 13-19. <https://doi.org/10.1111/1467-8608.00165>
- Asaro Gonzalez, C. J. (2006). A causal comparative study of work ethic as a function of generational cohorts. *Dissertation Abstracts International: Section A. Humanities and Social Sciences*, 67(05). (UMI No. 3220678)
- Assimeng, M. (1981). *Social structure of Ghana: Past and present*. Accra, Ghana: Sedco. Retrieved from https://books.google.ro/books/about/Social_Structure_of_Ghana.html?id=RA_aA_AAAMAAJ&redir_esc=y
- Baker, T. L., Hunt, T. G., & Andrews, M. C. (2006). Promoting ethical behavior and organizational citizenship behaviors: The influence of corporate ethical values. *Journal of Business Research*, 59, 849-857. <https://doi.org/10.1016/j.jbusres.2006.02.004>
- Barimah, Y. (2005, March 17). Postal workers asked to change their work ethic. *GhanaWeb*. Retrieved from <https://www.ghanaweb.com/GhanaHomePage/NewsArchive/Postal-workers-asked-to-change-their-work-ethic-77480>
- Bassi, L., & McMurrer, D. (2005). Developing measurement systems for managing in the knowledge era. *Organizational Dynamics*, 34, 185-196. doi:10.1016/j.orgdyn.2005.03.007
- Baumgartner, R. J. (2009). Organizational culture and leadership: Preconditions for the development of a sustainable corporation. *Sustainable Development*, 17, 102-113. <https://onlinelibrary.wiley.com/doi/10.1002/sd.405>
- Baker, T. L., Hunt, T. G., & Andrews, M. C. (2006). Promoting ethical behavior and organizational citizenship behaviors: The influence of corporate ethical values.

- Journal of Business Research*, 59, 849-857.
<https://doi.org/10.1016/j.jbusres.2006.02.004>
- Becton, J. B., Walker, H. J., Jones-Farmer, A. (2014). Generational differences in workplace behavior. *Journal of Applied Social Psychology*, 44(3),175-189,
<https://doi.org/10.1111/jasp.12208>
- Beder, S. (2013). *Business-managed culture- motivating workers: The work ethic. Selling the work ethic: From Puritan pulpit to corporate PR*. Retrieved from
<http://www.herinst.org/BusinessManagedDemocracy/culture/work/index.html>
- Bloom, N., Mahajan, A., McKenzie, D., & Roberts, J. (2010). Why do firms in developing countries have low productivity? *American Economic Review*, 100. Retrieved from
<https://are.berkeley.edu/~aprajit/aerpp10.pdf>
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97, 117-134.
<https://doi.org/10.1016/j.obhdp.2005.03.002>
- Campinha-Bacote, J. (2011). Coming to know cultural competence: An evolutionary process. *International Journal for Human Caring*, 15(3), 42-48. Retrieved from
https://openurl.ebsco.com/EPDB%3Aagcd%3A7%3A23961559/detailv2?sid=ebsco%3Aplink%3Ascholar&id=ebsco%3Aagcd%3A104610657&crl=c&link_origin=www.google.com
- Catanzaro, R. D. (2010). Quantitative analysis of work ethic and need to achieve in a Peruvian university population. *Dissertation Abstracts International: Section A. Humanities and Social Sciences*, 72(02). (UMI No. 3437792)
- Chaneta, I. I. (2010). Organisational behaviour. *Journal of Comprehensive Research*, 8, 891-896. Retrieved from <http://jupapadoc.startlogic.com/compresearch/619-623>
- Chen, V. (2008). Correlation of providers cultural competency and elderly Chinese participants satisfaction with adult day health care. *Dissertation Abstracts International: Section B. Sciences and Engineering*, 69(10). (UMI No. 3334975)
- Clegg, S. R., Hardy, C., & Nord, W. R. (Eds.). (2002). *Handbook of organization studies*. Thousand Oaks, CA: Sage. Retrieved from
https://books.google.ro/books/about/Handbook_of_Organization_Studies.html?id=6Gb12MWUhaEC&redir_esc=y
- Cofie, C. (2009, April 8). Ghanaians urged to make TIA personal concern. *Ghana News Agency*. Retrieved from <http://www.ghananewsagency.org>
- Cooper, D., & Schindler, P. (2008). *Business research methods* (10th ed.). New York, NY: McGraw-Hill. Retrieved from <https://contents.lspr.ac.id/2022/05/Donald-R-Cooper-Pamela-S-Schindler-Business-Research-Methods.pdf>
- Costanza, D. P., Fraser, R. L., Badger, J. M., Severt, J. B., & Gade, P. A. (2012). Generational differences in work-related variables: A meta-analysis. *Journal of Business Psychology*, 27, 375-394. Retrieved from
<https://link.springer.com/article/10.1007/s10869-012-9259-4>

- Costanza, D. M. & Finkelstein G. F. (2015). Generationally Based Differences in the workplace: Is there a there there? *Industrial and Organizational Psychology*, 8(3), 308-323. <http://dx.doi.org/10.1017/iop.2015.15>
- Creswell, J. W. (2006). *Research design: Qualitative, quantitative, and mixed methods approaches* (2nd ed.). Thousand Oaks, CA: Sage. Creswell, J. W. (2006). *Designing and conducting mixed methods research*. Thousand Oaks, CA: Sage.
- Creswell, J. W. (2009). Editorial: Mapping the field of mixed methods research. *Journal of Mixed Methods Research*, 3, 95-108. <https://doi.org/10.1177/1558689808330883>
- Creswell, J. W., & Plano Clark, V. L. (2011). *Designing and conducting mixed methods research* (2nd ed.). Thousand Oaks, CA: Sage. Retrieved from <https://bayanbox.ir/view/236051966444369258/9781483344379-Designing-and-Conducting-Mixed-Methods-Research-3e.pdf>
- Cross, T., Bazron, B., Dennis, K., & Isaacs, M. (1989). *Towards a culturally competent system of care* (Vol. I). Washington, D.C.: Georgetown University Child Development Center, CASSP Technical Assistance Center. Retrieved from <https://spu.edu/-/media/academics/school-of-education/Cultural-Diversity/Towards-a-Culturally-Competent-System-of-Care-Abridged.ashx>
- Donkor, S. (2010, June 30). University calls for raising level of work ethics. *Ghana News Agency*. Retrieved from <https://www.ghanaweb.com/GhanaHomePage/NewsArchive/University-calls-for-raising-level-of-work-ethics-185174>
- DuBrin, A. J. (2010). *Principles of leadership*. Independence, KY: South-Western Cengage Learning. Retrieved from http://www.cengagebrain.co.uk/content/dubrin35857_1439035857_01.01_toc.pdf
- Džunić, M., & Mašić, B. (2011). Effective leadership and innovation - Key factors of sustainable competitive advantage. *Singidunum Scientific Review*, 8(1), 179-189. Retrieved from <http://journal.singidunum.ac.rs/>
- Earley, P. C., & Peterson, R. (2004). The elusive cultural chameleon: Cultural intelligence as a new approach to intercultural training for the global manager. *Academy of Management Learning and Education*, 3, 100-115. <https://doi.org/10.5465/AMLE.2004.12436826>
- Elkins, S. L. (2007). Job satisfaction and work ethic among workers in a Japanese manufacturing company located in the United States. *Dissertation Abstracts International: Section A*. Retrieved from https://trace.tennessee.edu/cgi/viewcontent.cgi?params=/context/utk_graddiss/article/1206/&path_info=ElkinsSam.pdf
- Flynn, G. (1994). Attitude more valued than ability. *Personnel Journal*, 73(9), 16-16. Retrieved from
- Geren, B. (2011). The work ethic: Is it universal? *Journal of International Business and Cultural Studies*, 5, 1-8. Retrieved from <http://www.aabri.com/manuscripts/10678.pdf>
- Hanson, P. W. (2008). African anthropologies: History, critique and practice. *Progress in Development Studies*, 8, 370. Retrieved from

- https://books.google.ro/books/about/African_Anthropologies.html?id=zz889Ax2i50C&redir_esc=y
- Helm, R., & Hunt, L. (2009). The future of multicultural diversity curriculum in higher education: How business schools prepare students to lead in a multifaceted global world. *Journal of the World Universities Forum*, 3(1), 141-156. Retrieved from <http://dx.doi.org/10.18848/1835-2030/CGP/v03i01/56643>
- Ho, R., & Lloyd, J. I. (1984). Development of an Australian work ethic scale. *Australian Psychologist*, 19, 321-332. <https://doi.org/10.1080/00050068408255438>
- Ihantola, E., & Kihn, L. (2011). Threats to validity and reliability in mixed methods accounting research. *Qualitative Research in Accounting & Management*, 8, 39-58. <http://dx.doi.org/10.1108/11766091111124694>
- Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed methods research: A research paradigm whose time has come. *Educational Researcher*, 33(7), 14-26. <https://doi.org/10.3102/0013189X033007014>
- Kallinen, T. (2008). African anthropologies: History, critique and practice. *Journal of the Finnish Anthropological Society*, 34(4), 113. Retrieved from [https://tuhat.halvi.helsinki.fi/portal/en/persons/timo-kallinen\(eca4124e-8447-488b-8cb0-9f798079d6bc\).html](https://tuhat.halvi.helsinki.fi/portal/en/persons/timo-kallinen(eca4124e-8447-488b-8cb0-9f798079d6bc).html)
- Keag, K. (2013, May 10). Kosmos Energy opens office complex. *Business and Financial Times*. Retrieved from <https://ghheadlines.com/agency/business-and-financial-times/20130510/498411/kosmos-energy-opens-office-complex>
- Kim, K. (2008). An investigation of the relationship between cultural competence and expatriate job performance. *Dissertation Abstracts International: Section A. Humanities and Social Sciences*, 69(10). (UMI No. 3333700)
- King, G., Keohane, R. O., & Verba, S. (1994). *Designing social inquiry: Scientific*
- Laerd Statistics. (2012). *Independent t-test for two samples*. Derbyshire, United Kingdom. Retrieved from <https://statistics.laerd.com/statistical-guides/independent-t-teststatistical-guide.php>
- Livermore, D. A. (2009). *Cultural intelligence: Improving your CQ to engage our multicultural world*. Grand Rapids, MI: Baker Publishing Group. Retrieved from https://davidlivermore.com/wp-content/uploads/2011/01/Cultural_Intelligence_Excerpt_9780801035890.pdf
- Leedy, P. D., & Ormrod, J. E. (2010). *Practical research: Planning and design* (9th ed.). Upper Saddle River, NJ: Pearson. Retrieved from [https://pcefet.com/common/library/books/51/2590_%5BP%20D.%20Leedy,%20Jeanne%20Ellis%20Ormrod%5D%20Practical%20Res\(b-ok.org\).pdf](https://pcefet.com/common/library/books/51/2590_%5BP%20D.%20Leedy,%20Jeanne%20Ellis%20Ormrod%5D%20Practical%20Res(b-ok.org).pdf)
- Mann, M. J. (2010). A quantitative and qualitative analysis identifying antecedents of work ethic beliefs and the relationship between work ethic beliefs and in-role and extra-role work behavior: New work ethic dimensions and scale introduced. *Dissertation Abstracts International: Section A. Humanities and Social Sciences*, 72(02). (UMI No. 3433447)

- Matić, J. (2008). Cultural differences in employee work values and their implications for management. *Management*, 13(2), 93-104. Retrieved from <https://hrcak.srce.hr/file/46584>
- Mehrens, W. A., & Lehmann, I. J. (1978). *Measurement and evaluation in education and psychology* (2nd ed.). New York, NY: Holt, Rinehart and Winston. Retrieved from https://spada.uns.ac.id/pluginfile.php/194190/mod_resource/content/2/Measurement%20and%20evaluation%20in%20education%20and%20psychology%20by%20William%20A.%20Mehrens%2C%20Irvin%20J.%20Lehmann%20%28z-lib.org%29.pdf
- Miller, M. J., Woehr, D., & Hudspeth, N. (2002). The meaning and measurement of work ethic: Construction and initial validation of a multidimensional inventory. *Journal of Vocational Behavior*, 60, 451-489. <https://doi.org/10.1006/jvbe.2001.1838>
- Mitchell, K. (2010). Defining diversity. *Business West*, 27(1), 16. Retrieved from <http://www.tandfonline.com/toc/wjeb20/current#.UckM3Pmq3ug>
- Mol, E. A. (2011). *How ethical leadership affects work-related outcomes: A survey study on job satisfaction, organisational citizenship behaviour, employee counterproductive behaviour and the moderating effect of values congruence* (Master's thesis). Retrieved from ORMIT website: <http://www.ormit.nl/Downloads/OnderzoekLeiderschapbinnenWaarden-GerichteOrganisaties.pdf>
- Ntayi, J. (2005). Work ethic, locus of control, and sales force task performance. *Journal of African Business*, 6, 155-176. http://dx.doi.org/10.1300/J156v06n01_09
- Nyame, K. (2011, March 2). I prayed that Ghana never finds oil. *GhanaWeb*. Retrieved from <https://www.ghanaweb.com/GhanaHomePage/NewsArchive/I-Prayed-That-Ghana-Never-Finds-Oil-Otabil-204185>
- Osei-Owusu, J. (2011, July 30). MP blames poor policy implementation on Ghanaian work ethics. *Ghana Business News*. Retrieved from <https://www.modernghana.com/news/342699/mp-blames-poor-policy-implementation-on-the-ghanaian-work-et.html>
- Pilati, R., Porto II, J. B., & Silvino III, A. M. D. (2009). Corporative education and occupational performance: Is there any relationship? *RAE – Eletrônica*, 8(2), 1- 23. [https://doi.org/10.1016/0001-8791\(80\)90004-4](https://doi.org/10.1016/0001-8791(80)90004-4)
- Posner, B. Z., & Schmidt, W. H. (1992). Values and the American manager: An update updated. *California Management Review*, 34, 80-94. Retrieved from <https://doi.org/10.2307/41167425>
- Rahimi, M., Hashim, M. T., Tahsildari, H., & Khodakarami, P. (2013). The relationship between perception of equity and job satisfaction among employees of Malaysian universities. *International Journal of Innovation and Business Strategy*, 2, 59-72. Retrieved from https://www.academia.edu/107530594/The_Relationship_between_Perception_of_Equity_and_Job_Satisfaction_among_Employees_of_Malaysian_Universities
- Randall, D. M., & Cote, J. A. (1991). Interrelationships of work commitment constructs. *Work and Occupations*, 18, 194-211. <https://doi.org/10.1177/0730888491018002004>

- Raosoft. (2004). *Sample size and sampling technique: Sample size calculator software*. Melville, NY. Retrieved from <http://www.raosoft.com/samplesize.html>
- Rokhman, W. (2010). The effect of Islamic work ethics on work outcomes. *Electronic Journal of Business Ethics and Organization Studies*, 15(1), 21-27. Retrieved from http://ejbo.jyu.fi/pdf/ejbo_vol15_no1_pages_21-27.pdf
- Tetteh, R. (2018, July 12). Let's write a new graphic story. Retrieved from <https://www.graphic.com.gh>
- Treviño, L. K., & Brown, M. E. (2004). The role of leaders in influencing unethical behavior in the workplace. In R. E. Kidwell, & C. L. Martin (Eds.), *Managing organizational deviance* (pp. 69-87). Thousand Oaks, CA: Sage Publications. Retrieved from <https://sk.sagepub.com/book/edvol/managing-organizational-deviance/chpt/prevalence-ambiguity-deviant-behavior-at-work-overview>
- Treviño, L. K., Brown, M. E., & Hartman, L. P. (2003). A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. *Human Relations*, 56, 5-37. <https://doi.org/10.1177/0018726703056001448>
- Triola, M. F. (2001). *Elementary statistics* (8th ed.). New York, NY: Longman. Retrieved from <https://search.worldcat.org/title/Elementary-statistics--13th-edition/oclc/1121129134>
- Yinkah-Sarfo, K. (2012, January 17). Workers urged to uphold good ethics to increase productivity. *Ghana News Agency*. Retrieved from <http://www.ghananewsagency.org/>

Creative Commons licensing terms

Authors will retain copyright to their published articles agreeing that a Creative Commons Attribution 4.0 International License (CC BY 4.0) terms will be applied to their work. Under the terms of this license, no permission is required from the author(s) or publisher for members of the community to copy, distribute, transmit or adapt the article content, providing a proper, prominent and unambiguous attribution to the authors in a manner that makes clear that the materials are being reused under permission of a Creative Commons License. Views, opinions and conclusions expressed in this research article are views, opinions and conclusions of the author(s). Open Access Publishing Group and European Journal of Management and Marketing Studies shall not be responsible or answerable for any loss, damage or liability caused in relation to/arising out of conflict of interests, copyright violations and inappropriate or inaccurate use of any kind content related or integrated on the research work. All the published works are meeting the Open Access Publishing requirements and can be freely accessed, shared, modified, distributed and used in educational, commercial and non-commercial purposes under a [Creative Commons Attribution 4.0 International License \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/).