

CORPORATE GOVERNANCE PRACTICES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG BANKS IN GHANA: THE MEDIATING ROLE OF ORGANIZATIONAL JUSTICE.

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Abstract

There have been various studies on organizational citizenship behaviour (OCB). however the behavioural impacts of corporate governance practices in banks in Ghana on employee OCB has not received a lot of attention (Owiredu & Kwakye, 2020). The study examines five corporate governance practices derived from the corporate governance directives issued by the Bank of Ghana and how they impact OCB directly and indirectly when the relationship is mediated by organizational justice (OJ). The sequential exploratory mixed method was adopted for the study. A research survey based on closed ended questionnaire was used to collect quantitative data. Using SPSS/AMOS analytics, the study analysed data from 257 out of the 22,438 employees in banks in Ghana. Employees who responded to the questionnaire were a cross section of executives, senior managers, managers, and other grades. The study revealed that the corporate governance practices have a positive and significant relationship with OCB. It further revealed two full mediation relationships including: i) procedural justice (PJ) mediates the relationship between the fit and proper directive and OCB; ii) PJ mediates the relationship between capital requirement directive and OCB. The result of the study emphasizes the need for both management of banks in Ghana and the Bank of Ghana to ensure that the views of employees of banks in Ghana are considered before directives are developed and practices are implemented. Future studies will be able to use the self-developed survey document to test the impact of corporate governance practices on OCB from a multi-dimensional perspective.

The study is industry-specific; thus, its findings cannot be generalized to other industries.

Keywords: Organizational citizenship behaviour, organizational justice, fit and proper directive, payment of facilities fees, related party transaction, capital requirement and CEO Tenure.