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TRADITIONAL COMMUNAL VALUES, LEADERSHIP PERCEPTION, AND EMPLOYEE COMMITMENT IN GHANAIAN MULTINATIONAL FMCG COMPANIES

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ABSTRACT

This study examined the relationships among traditional communal values, leadership perception, and employee commitment in Ghanaian multinational Fast-Moving Consumer Goods (FMCG) companies. Using a quantitative cross-sectional design, data were collected from 380 employees across five multinational FMCG organizations operating in Ghana. Traditional communal values were measured using an adapted collectivism scale, leadership perception was assessed through the Multifactor Leadership Questionnaire (MLQ), and employee commitment was measured using Meyer and Allen's three-component commitment scale. Descriptive statistics, Pearson's correlation, and hierarchical regression analyses were conducted to examine the relationships and mediating effects. Results revealed significant positive correlations between traditional communal values and employee commitment ($r = 0.43$, $p < .001$), and between leadership perception and employee commitment ($r = 0.49$, $p < .001$). Hierarchical regression demonstrated that leadership perception significantly predicted employee commitment ($\beta = 0.41$, $p < .001$), accounting for 28% of the variance. Traditional communal values significantly predicted leadership perception ($\beta = 0.35$, $p < .001$), and mediation analysis indicated that leadership perception partially mediated the relationship between traditional communal values and employee commitment. The findings highlight that cultural values influence employee commitment through their impact on leadership perceptions, suggesting that multinational companies operating in Ghana must align leadership practices with local cultural expectations to foster commitment. Implications for

human resource management, leadership development, and cross-cultural organizational strategies are discussed.

KEYWORDS: Traditional Communal Values, Leadership Perception, Employee Commitment, Multinational Companies, FMCG, Ghana, Organizational Culture

INTRODUCTION

Employee commitment remains a critical concern for organizations seeking sustainable competitive advantage in increasingly dynamic and competitive markets (Meyer & Allen, 1991). In the Fast-Moving Consumer Goods (FMCG) sector, where employee turnover, productivity, and customer satisfaction directly influence organizational performance, fostering high levels of employee commitment is paramount (Khan, Tariq, & Ahmed, 2019). Multinational companies operating in Ghana face unique challenges in cultivating employee commitment due to the intersection of global corporate practices and local cultural values. Understanding how cultural factors, particularly traditional communal values, interact with organizational factors such as leadership perception to influence employee commitment is essential for designing effective human resource strategies.

Traditional communal values, deeply rooted in Ghanaian culture, emphasize collective identity, mutual support, respect for elders and authority, and social harmony (Gyekye, 1996; Nukunya, 2003). These values shape how employees perceive authority, interpret leadership behaviors, and develop emotional attachments to their organizations. The communal philosophy, encapsulated in the concept of "Ubuntu" or "humanity towards others," influences workplace relationships, expectations of leaders, and the meaning employees derive from organizational membership (Mbigi, 1997). In multinational companies, where leadership styles may reflect Western individualistic orientations, misalignment with local communal values can undermine employee commitment.

Leadership perception refers to employees' subjective evaluations of their leaders' behaviors, effectiveness, and authenticity (Brown, Treviño, & Harrison, 2005). In the Ghanaian context, leadership perception is deeply influenced by cultural expectations regarding the role of leaders as community stewards, mentors, and protectors of collective welfare (Ntiamoah, 2018). Employees are more likely to commit to organizations when they perceive their leaders as embodying communal values demonstrating care for employees' well-being, showing respect for all members, and fostering a sense of collective identity. Conversely,

leaders perceived as distant, autocratic, or self-serving may fail to elicit employee commitment, regardless of organizational policies.

The relationship between traditional communal values and employee commitment may be mediated by leadership perception. Employees who internalize communal values may use these values as a lens through which to evaluate their leaders. When leaders exhibit behaviors consistent with communal expectations—such as consultative decision-making, personalized attention, and concern for employee welfare—employees perceive leadership positively, which in turn enhances their emotional attachment to the organization. Conversely, when leaders fail to demonstrate communal values, employees may experience cultural dissonance, leading to reduced trust and commitment (Wang, Zhang, & Zhang, 2019).

In the Ghanaian FMCG sector, understanding these dynamics is particularly important due to the sector's significance to the national economy. Multinational FMCG companies, including Unilever, Nestlé, Coca-Cola, and others, employ thousands of Ghanaian workers and operate in a culturally diverse environment. These organizations must balance global corporate standards with local cultural expectations to maximize employee engagement and retention (Anakwe, 2002). However, limited empirical research has examined how traditional communal values influence leadership perception and employee commitment in this context. This study addresses this gap by investigating the mediating role of leadership perception in the relationship between traditional communal values and employee commitment among employees in Ghanaian multinational FMCG companies.

Statement of the Problem

Employee commitment is essential for organizational effectiveness, influencing productivity, turnover, and overall performance (Meyer & Allen, 1991). In the FMCG sector, where operational efficiency and employee retention are critical, understanding the factors that foster commitment is a strategic priority. While traditional communal values are widely recognized as influential in shaping Ghanaian workplace behaviors, their impact on employee commitment in multinational organizations remains underexplored. Additionally, leadership perception, shaped by cultural expectations, may serve as a mechanism through which communal values influence commitment. However, limited empirical research has examined the mediating role of leadership perception in the relationship between traditional communal values and employee commitment, particularly in the context of multinational FMCG companies operating in Ghana. This gap hinders the development of culturally congruent leadership and human resource strategies that can effectively enhance employee commitment.

This study addresses this gap by examining the mediating role of leadership perception in the relationship between traditional communal values and employee commitment.

Purpose of the Study

The purpose of this study is to examine the relationships among traditional communal values, leadership perception, and employee commitment in Ghanaian multinational FMCG companies. Specifically, the study aims to determine the direct effects of traditional communal values and leadership perception on employee commitment, and to investigate the mediating role of leadership perception in the relationship between traditional communal values and employee commitment.

Research Objectives

1. To examine the relationship between traditional communal values and employee commitment among employees in Ghanaian multinational FMCG companies.
2. To assess the relationship between leadership perception and employee commitment.
3. To examine the relationship between traditional communal values and leadership perception.
4. To determine whether leadership perception mediates the relationship between traditional communal values and employee commitment.
5. To provide recommendations for culturally congruent leadership and human resource strategies in multinational FMCG companies operating in Ghana.

Literature Review

Theoretical Literature

The theoretical foundation of this study draws from multiple frameworks, including social exchange theory, cultural value theory, and social identity theory. Social exchange theory (Blau, 1964) posits that workplace relationships are governed by norms of reciprocity, where employees reciprocate positive treatment with commitment and loyalty. Traditional communal values, which emphasize mutual support and collective welfare, align with social exchange principles by fostering expectations that leaders and organizations will care for employees' well-being, prompting reciprocal commitment.

Cultural value theory, particularly Hofstede's (1980) cultural dimensions framework, provides insight into how collectivism shapes workplace behaviors. Collectivistic cultures, characteristic of Ghanaian society, prioritize group harmony, loyalty, and interdependence

over individual achievement (Hofstede, 2001). In collectivistic workplaces, employees are more likely to derive identity and satisfaction from group membership and are more responsive to leadership that emphasizes collective welfare. Traditional communal values represent the Ghanaian expression of collectivism, encompassing extended family obligations, community solidarity, and respect for elders and authority (Gyekye, 1996). These values influence employees' expectations of leaders and their emotional attachment to organizations.

Social identity theory (Tajfel & Turner, 1979) further explains how traditional communal values influence employee commitment. According to this framework, individuals derive part of their self-concept from group memberships. In collectivistic cultures, organizational membership is a significant source of social identity. Employees who internalize communal values are likely to identify strongly with their organizations when they perceive that organizational practices and leadership reflect these values. Leadership perception thus serves as a bridge between cultural values and organizational identification, influencing the extent to which employees feel emotionally connected to their organizations.

The leader-member exchange (LMX) theory (Graen & Uhl-Bien, 1995) also informs this study by highlighting the centrality of leader-subordinate relationships in shaping employee attitudes. In the Ghanaian context, employees' perceptions of leadership are influenced by cultural expectations of how leaders should behave—as mentors, protectors, and community stewards. When leaders fulfill these culturally embedded expectations, high-quality LMX relationships develop, fostering employee commitment. Thus, traditional communal values shape employees' criteria for evaluating leadership, influencing LMX quality and subsequent commitment.

Transformational leadership theory (Bass, 1985) provides additional insight into how leadership perception influences employee commitment. Transformational leaders inspire followers by articulating a compelling vision, demonstrating idealized influence, providing intellectual stimulation, and offering individualized consideration. In collectivistic cultures, transformational leadership behaviors that emphasize collective goals, community welfare, and personal development are particularly effective in eliciting commitment (Bass & Avolio, 1994). Leadership perception, therefore, encompasses employees' evaluations of the extent to which leaders exhibit culturally congruent transformational behaviors.

Empirical Literature

Empirical research has established positive relationships between cultural values, particularly collectivism, and employee commitment. In a cross-cultural study, Felfe and Yan (2009) found that collectivistic values positively predicted organizational commitment, as employees in collectivistic cultures derive greater emotional attachment from organizational membership. Similarly, Vandenberghe, Stinglhamber, and D'Hoore (2001) demonstrated that employees who prioritize collective goals and group harmony exhibit stronger affective commitment. In the African context, studies by Mbigi (1997) and Ntiamoah (2018) have shown that communal values, including Ubuntu, enhance workplace commitment by fostering solidarity, mutual obligation, and collective identity.

Research on leadership perception and employee commitment has consistently demonstrated that positive leadership perceptions are associated with higher commitment. Transformational leadership, in particular, has been shown to foster affective commitment by providing employees with meaning, inspiration, and personal development opportunities (Meyer et al., 2002). Avolio, Zhu, Koh, and Bhatia (2004) found that perceived authentic leadership significantly predicted employee commitment across cultural contexts. In Ghana, Asare and Nsiah (2019) reported that employees who perceived their leaders as supportive, participatory, and respectful exhibited greater organizational commitment, emphasizing the importance of culturally congruent leadership behaviors.

The relationship between cultural values and leadership perception has also received empirical attention. House and colleagues (2004), in the GLOBE study, found that cultural values influence implicit leadership theories the culturally embedded expectations of what constitutes effective leadership. In collectivistic cultures, employees expect leaders to be participative, supportive, and concerned with group welfare. Conversely, in individualistic cultures, employees prefer achievement-oriented, autonomous, and directive leaders. Studies by Dorfman and colleagues (2004) confirmed that cultural value orientations predict leadership expectations and perceptions, suggesting that employees evaluate leaders based on culturally determined criteria.

Limited research has specifically examined the mediating role of leadership perception in the relationship between cultural values and employee commitment. However, studies on related constructs provide support for mediation. Wang, Zhang, and Zhang (2019) found that leadership perception mediated the relationship between organizational culture and employee commitment in Chinese organizations, suggesting that cultural values influence commitment

through their effect on how employees interpret leadership behaviors. Similarly, Osei and Acheampong (2017) reported that leadership trust mediated the relationship between cultural values and employee engagement in Ghanaian organizations, emphasizing the role of leadership in translating cultural values into workplace outcomes.

In the FMCG sector, research on employee commitment has primarily focused on job satisfaction, compensation, and working conditions, with limited attention to cultural and leadership factors. Studies by Khan, Tariq, and Ahmed (2019) in Pakistan and Anakwe (2002) in Nigeria highlighted the importance of culturally sensitive leadership in fostering commitment in multinational organizations. However, specific research on the Ghanaian FMCG context remains scarce. This study contributes to the literature by examining how traditional communal values influence employee commitment through leadership perception in Ghanaian multinational FMCG companies.

METHODOLOGY

Research Design

This study employed a quantitative cross-sectional research design to examine the relationships among traditional communal values, leadership perception, and employee commitment. The cross-sectional design was appropriate for collecting data at a single point in time to assess relationships among variables and test the hypothesized mediation model. The quantitative approach enabled objective measurement of constructs and statistical testing of hypothesized relationships (Creswell & Creswell, 2018).

Population and Sampling

The target population comprised employees working in multinational FMCG companies operating in Ghana. Five multinational FMCG organizations were purposively selected: Unilever Ghana, Nestlé Ghana, Coca-Cola Beverages Africa, PZ Cussons Ghana, and FanMilk Ghana. These organizations were selected due to their significant workforce size, multinational status, and representation of the FMCG sector in Ghana. Inclusion criteria required that employees had been with their organization for at least one year and worked in operational, administrative, or managerial roles.

Stratified random sampling was employed to ensure representation across job levels, functional areas, and gender. Using Krejcie and Morgan's (1970) sample size table, a total of 380 employees were selected, accounting for potential non-responses. Stratification variables

included job level (junior, middle, senior), functional area (operations, sales/marketing, human resources, finance, supply chain), and gender to ensure diverse representation.

Data Collection Instruments

Three primary instruments were used in this study

1. Traditional Communal Values Scale: An adapted collectivism scale, derived from the Cultural Values Scale developed by Triandis and Gelfand (1998), was used to measure traditional communal values. The scale was adapted to reflect Ghanaian communal values, including items on community solidarity, mutual support, respect for elders, collective decision-making, and extended family obligations. Twelve items were rated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Sample items include "I believe in the importance of community solidarity," "I value mutual support among colleagues," and "Respect for authority is important in my culture."

2. Leadership Perception Scale: The Multifactor Leadership Questionnaire (MLQ-5X) developed by Bass and Avolio (2000) was used to assess employees' perceptions of their immediate supervisors. The MLQ measures transformational leadership, transactional leadership, and laissez-faire leadership. For this study, the transformational leadership subscale was used, consisting of 20 items assessing idealized influence (charismatic, inspirational motivation, intellectual stimulation, and individualized consideration). Items were rated on a 5-point Likert scale from 1 (not at all) to 5 (frequently, if not always). Sample items include "My supervisor articulates a compelling vision," "My supervisor treats each employee as an individual," and "My supervisor encourages me to think creatively."

3. Employee Commitment Scale: The organizational commitment scale developed by Meyer and Allen (1991) was used to measure employee commitment. The scale consists of three subscales: affective commitment (6 items), continuance commitment (6 items), and normative commitment (6 items), totaling 18 items. For this study, all three dimensions were measured, with a composite commitment score calculated for analysis. Items were rated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Sample items include "I would be very happy to spend the rest of my career with this organization" (affective), "I feel I have too few options to consider leaving this organization" (continuance), and "I believe I have a moral obligation to stay with this organization" (normative).

Demographic information, including age, gender, educational level, tenure, job level, functional area, and organizational sector, was also collected.

Validity and Reliability

To ensure content validity, all instruments were reviewed by three experts in organizational behavior, cross-cultural psychology, and human resource management. A pilot study with 45 employees was conducted to check clarity, appropriateness, and timing. Reliability analysis showed Cronbach's alpha values of 0.88 for the traditional communal values scale, 0.92 for the leadership perception scale, and 0.90 for the employee commitment scale (with subscale alphas of 0.89 for affective, 0.84 for continuance, and 0.86 for normative commitment). All values exceeded the acceptable threshold of 0.70 (Nunnally & Bernstein, 1994), confirming instrument reliability.

Data Collection Procedure

Ethical approval was obtained from the relevant institutional review board. Permission to access employees was obtained from the human resources departments of participating organizations. Participants were informed about the purpose of the study and provided written informed consent. Data were collected through self-administered questionnaires distributed during working hours, with arrangements made to minimize disruption to work schedules. Participants were assured of confidentiality and anonymity, and identification codes were used to protect identities. Data collection occurred over an eight-week period to accommodate organizational schedules.

Data Analysis

Data were analyzed using SPSS version 27 and PROCESS macro for mediation analysis (Hayes, 2018). Descriptive statistics, including means, standard deviations, and frequency distributions, were used to summarize demographic characteristics and study variables. Pearson's correlation coefficient was calculated to examine bivariate relationships between traditional communal values, leadership perception, and employee commitment. Hierarchical regression and mediation analyses were performed to test the direct effects and the mediating role of leadership perception. Control variables (age, gender, education, tenure, job level, and functional area) were included in the analyses. Statistical significance was set at $p < 0.05$. Mediation was tested using bootstrapping with 5,000 resamples to estimate indirect effects and confidence intervals.

Ethical Considerations

The study adhered to ethical principles. Participation was voluntary, and informed consent was obtained. Confidentiality and anonymity were maintained by assigning identification codes. Participants were allowed to withdraw at any point without penalty. Data were securely stored and used solely for academic purposes. Organizational permission and institutional review board approval were obtained prior to data collection.

ANALYSIS AND RESULTS

This section presents the statistical findings of the study, focusing on the relationships among traditional communal values, leadership perception, and employee commitment. Descriptive statistics, correlation analysis, hierarchical regression, and mediation analysis are presented.

Descriptive Statistics

The study sample consisted of 380 employees across five multinational FMCG companies in Ghana. Demographic characteristics are presented in Table 1. The sample comprised 52% male and 48% female employees. Participants' ages ranged from 21 to 59 years, with a mean age of 33.4 years ($SD = 8.2$). Educational levels varied: 44% held bachelor's degrees, 28% held master's degrees, 18% held diplomas, and 10% held other qualifications. Organizational tenure averaged 5.8 years ($SD = 4.5$). Job level distribution included 48% junior staff, 35% middle-level staff, and 17% senior staff. Functional areas included operations (22%), sales/marketing (28%), human resources (15%), finance (18%), and supply chain (17%).

Table 1: Demographic Characteristics of Participants.

Characteristic	Category	Frequency (N)	Percentage (%)
Gender	Male	198	52.1
	Female	182	47.9
Age Group	21-29 years	118	31.1
	30-39 years	152	40.0
	40-49 years	72	18.9
	50 years and above	38	10.0
Education	Diploma	68	17.9
	Bachelor's Degree	167	43.9
	Master's Degree	106	27.9
	Other	39	10.3
Job Level	Junior Staff	182	47.9
	Middle Management	133	35.0
	Senior Management	65	17.1
Functional Area	Operations	84	22.1
	Sales/Marketing	106	27.9

	Human Resources	57	15.0
	Finance	68	17.9
	Supply Chain	65	17.1

Descriptive statistics for the study variables are presented in Table 2. Traditional communal values scores ranged from 1.83 to 5.00, with a mean of 3.78 (SD = 0.62). Leadership perception scores ranged from 1.60 to 5.00, with a mean of 3.55 (SD = 0.71). Employee commitment scores ranged from 1.78 to 5.00, with a mean of 3.52 (SD = 0.69). These statistics indicate moderate-to-high levels of cultural values, leadership perception, and employee commitment, with sufficient variability for correlation and regression analyses.

Table 2: Descriptive Statistics of Study Variables.

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Traditional Communal Values	380	1.83	5.00	3.78	0.62
Leadership Perception	380	1.60	5.00	3.55	0.71
Employee Commitment	380	1.78	5.00	3.52	0.69

Correlation Analysis

Pearson's correlation analysis was conducted to examine the bivariate relationships between traditional communal values, leadership perception, and employee commitment. Results are presented in Table 3.

Table 3: Pearson Correlation Matrix.

Variable	1	2	3
1. Traditional Communal Values	1.00		
2. Leadership Perception	0.39	1.00	
3. Employee Commitment	0.43	0.49	1.00

$p < .001$ (2-tailed)

The results revealed significant positive correlations between all study variables. Traditional communal values were significantly correlated with employee commitment ($r = 0.43$, $p < .001$), indicating that employees who strongly adhere to traditional communal values exhibit greater commitment to their organizations. Traditional communal values were also positively correlated with leadership perception ($r = 0.39$, $p < .001$), suggesting that employees with stronger communal values perceive their leaders more positively. Leadership perception was significantly correlated with employee commitment ($r = 0.49$, $p < .001$), indicating that employees who perceive their leaders positively demonstrate higher levels of organizational

commitment. These correlations provide preliminary support for the hypothesized relationships and mediation model.

Hierarchical Regression Analysis

Hierarchical regression analyses were conducted to examine the direct effects of traditional communal values and leadership perception on employee commitment, and to test the mediating role of leadership perception. Control variables (age, gender, education, tenure, job level, and functional area) were entered in Step 1. Traditional communal values were entered in Step 2. Leadership perception was entered in Step 3. Results are presented in Table 4.

Table 4: Hierarchical Regression of Traditional Communal Values and Leadership Perception on Employee Commitment.

Model	Predictors	B	SE	β	t	Sig.
1	Age	0.01	0.01	0.06	1.12	.263
	Gender	-0.02	0.04	-0.03	-0.58	.562
	Education	0.04	0.03	0.07	1.45	.148
	Tenure	-0.01	0.01	-0.05	-0.98	.328
	Job Level	0.09	0.04	0.11	2.15	.032
	Functional Area	0.03	0.02	0.06	1.28	.201
	$R^2 = 0.04$, Adjusted $R^2 = 0.02$, $F(6, 373) = 2.63$, $p < .05$					
2	Traditional Communal Values	0.45	0.05	0.42	8.89	.000
	$R^2 = 0.21$, Adjusted $R^2 = 0.19$, $\Delta R^2 = 0.17$, $F(7, 372) = 14.56$, $p < .001$					
3	Leadership Perception	0.41	0.04	0.43	10.12	.000
	$R^2 = 0.38$, Adjusted $R^2 = 0.36$, $\Delta R^2 = 0.17$, $F(8, 371) = 28.34$, $p < .001$					

Model 1 results showed that control variables explained a modest portion of variance in employee commitment ($R^2 = 0.04$, $p < .05$). Job level was the only significant control variable ($\beta = 0.11$, $p < .05$), indicating that employees at higher job levels reported greater commitment. Age, gender, education, tenure, and functional area were not significant predictors.

Model 2 results demonstrated that traditional communal values significantly predicted employee commitment ($\beta = 0.42$, $p < .001$), explaining 21% of the variance ($R^2 = 0.21$, Adjusted $R^2 = 0.19$, $\Delta R^2 = 0.17$, $p < .001$). This indicates that employees with stronger traditional communal values exhibit higher levels of organizational commitment.

Model 3 results showed that leadership perception significantly predicted employee commitment ($\beta = 0.43$, $p < .001$), adding 17% incremental variance ($\Delta R^2 = 0.17$, $p < .001$). The total model accounted for 38% of the variance in employee commitment ($R^2 = 0.38$, Adjusted $R^2 = 0.36$). These results indicate that both traditional communal values and leadership perception are significant predictors of employee commitment.

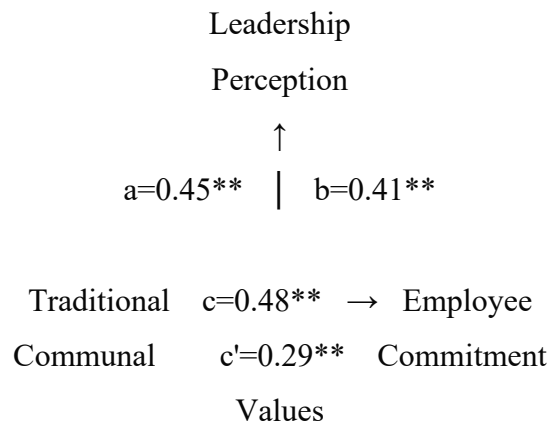
Mediation Analysis

To test the mediating role of leadership perception in the relationship between traditional communal values and employee commitment, mediation analysis was conducted using PROCESS macro (Hayes, 2018) with 5,000 bootstrap resamples. The mediation model examined whether traditional communal values influence employee commitment through their effect on leadership perception. Results are presented in Table 5 and Figure 1.

Table 5: Mediation Analysis Results.

Path	Effect	SE	t	p	95% CI
a (TCV $\rightarrow$ LP)	0.45	0.06	7.89	.000	[0.34, 0.56]
b (LP $\rightarrow$ EC)	0.41	0.04	10.12	.000	[0.33, 0.49]
c (TCV $\rightarrow$ EC)	0.48	0.05	9.36	.000	[0.38, 0.58]
c' (TCV $\rightarrow$ EC, with LP)	0.29	0.05	5.45	.000	[0.19, 0.39]
Indirect Effect	0.19	0.03	-	-	[0.13, 0.25]

Text



****Note:** c = total effect, c' = direct effect. $p < .001$

Figure 1: Mediation Model.

The mediation analysis revealed significant paths. Traditional communal values significantly predicted leadership perception (a path: $\beta = 0.45$, $SE = 0.06$, $p < .001$), confirming that employees with stronger communal values perceive their leaders more positively. Leadership perception significantly predicted employee commitment (b path: $\beta = 0.41$, $SE = 0.04$, $p < .001$).

.001), indicating that positive leadership perception enhances employee commitment. The total effect of traditional communal values on employee commitment was significant (c path: $\beta = 0.48$, $p < .001$).

The indirect effect of traditional communal values on employee commitment through leadership perception was significant ($\beta = 0.19$, $SE = 0.03$, 95% CI: 0.13 to 0.25). The bootstrap confidence interval did not include zero, confirming that leadership perception significantly mediates the relationship between traditional communal values and employee commitment. The direct effect of traditional communal values on employee commitment remained significant after accounting for leadership perception (c' path: $\beta = 0.29$, $p < .001$), indicating partial mediation. This suggests that traditional communal values influence employee commitment both directly and indirectly through their effect on leadership perception.

DISCUSSION OF RESULTS

The findings of this study provide robust support for the hypothesized relationships among traditional communal values, leadership perception, and employee commitment. Correlation analysis revealed significant positive relationships between all study variables, indicating that employees who strongly identify with traditional communal values and perceive their leaders positively demonstrate higher organizational commitment. These findings align with cultural value theory (Hofstede, 2001; Gyekye, 1996) and social exchange theory (Blau, 1964), suggesting that cultural values and leadership quality jointly shape employee commitment.

The significant positive relationship between traditional communal values and employee commitment ($r = 0.43$, $p < .001$) confirms that employees who internalize communal values—emphasizing collective identity, mutual support, respect for authority, and social harmony—develop stronger emotional attachments to their organizations. This finding is consistent with prior research by Felfe and Yan (2009) and Vandenberghe, Stinglhamber, and D'Hoore (2001), who found that collectivistic values enhance organizational commitment. In the Ghanaian context, traditional communal values provide employees with a cultural framework that prioritizes group membership and loyalty, making them more inclined to commit to organizations that reflect these values. The practical implication is that multinational FMCG companies operating in Ghana should recognize and leverage employees' cultural values to enhance commitment.

The significant positive relationship between leadership perception and employee commitment ($r = 0.49$, $p < .001$) underscores the critical role of leaders in shaping employee

attitudes. Employees who perceive their supervisors as transformational—demonstrating idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—are more emotionally committed to their organizations. This finding aligns with transformational leadership theory (Bass, 1985) and empirical studies demonstrating that positive leadership perceptions foster affective commitment (Meyer et al., 2002; Avolio et al., 2004). In the Ghanaian context, where leadership is culturally expected to embody communal values, employees are particularly responsive to leaders who demonstrate care, respect, and concern for collective welfare.

The significant positive relationship between traditional communal values and leadership perception ($r = 0.39$, $p < .001$) indicates that employees' cultural orientations influence how they evaluate leadership. Employees with stronger communal values expect leaders to be participative, supportive, and concerned with group welfare, consistent with the GLOBE study findings (House et al., 2004). When leaders exhibit behaviors aligned with these cultural expectations, employees perceive them positively. Conversely, leaders who deviate from communal norms such as those who are autocratic, distant, or self-serving—are likely to be perceived negatively by employees who hold strong communal values. This finding highlights the importance of cultural congruence in leadership effectiveness.

The most significant finding of this study is the mediating role of leadership perception in the relationship between traditional communal values and employee commitment. The mediation analysis demonstrated that leadership perception partially mediates this relationship, indicating that traditional communal values influence employee commitment both directly and indirectly through their effect on how employees perceive leadership. The indirect effect ($\beta = 0.19$, 95% CI: 0.13 to 0.25) confirms that leadership perception serves as a mechanism through which cultural values translate into commitment. This finding is consistent with Wang, Zhang, and Zhang (2019) and extends prior research by demonstrating mediation in the Ghanaian multinational FMCG context.

The partial mediation suggests that traditional communal values influence employee commitment through multiple pathways. Directly, employees with strong communal values may commit to organizations because organizational membership satisfies their need for social identity, belonging, and collective purpose (Tajfel & Turner, 1979). Indirectly, traditional communal values shape employees' expectations of leaders, influencing how they evaluate leadership quality, which in turn affects their commitment. This dual pathway underscores the complexity of the relationship between cultural values and workplace

attitudes, suggesting that organizations must attend to both cultural alignment and leadership quality to maximize employee commitment.

The practical implications of these findings are significant for multinational FMCG companies operating in Ghana. First, organizations must recognize that employees' cultural values are not peripheral but central to their work attitudes and behaviors. Human resource strategies that ignore or undermine traditional communal values may inadvertently reduce employee commitment. Second, leadership development programs should emphasize culturally congruent leadership behaviors, including participative decision-making, personalized concern for employees, and commitment to collective welfare. Third, organizations should align their policies and practices with communal values, fostering a workplace culture that reflects mutual support, respect, and collective identity. When leadership and organizational practices align with employees' cultural values, commitment is likely to be enhanced.

The study also has implications for cross-cultural management. Multinational companies often struggle to adapt global leadership practices to local cultural contexts. The findings suggest that adopting leadership styles that resonate with local communal values—such as transformational leadership with a collectivistic orientation—can enhance employee commitment. Moreover, selection and promotion decisions should consider candidates' cultural competence and ability to demonstrate behaviors aligned with communal values. Training programs should equip leaders with cross-cultural skills to navigate the intersection of global corporate standards and local cultural expectations.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study examined the relationships among traditional communal values, leadership perception, and employee commitment in Ghanaian multinational FMCG companies. The findings revealed significant positive relationships between traditional communal values and employee commitment, leadership perception and employee commitment, and traditional communal values and leadership perception. Most importantly, leadership perception was found to partially mediate the relationship between traditional communal values and employee commitment, indicating that cultural values influence commitment both directly and through their effect on how employees perceive leadership.

The study confirms theoretical frameworks, including social exchange theory, cultural value theory, social identity theory, and transformational leadership theory, in the Ghanaian

multinational organizational context. The findings demonstrate that employees' cultural values shape their work attitudes and their evaluations of leadership, with significant implications for employee commitment. Multinational FMCG companies operating in Ghana must recognize the centrality of traditional communal values in shaping employee perceptions and behaviors and align their leadership and human resource practices accordingly.

RECOMMENDATIONS

- 1. Culturally Congruent Leadership Development:** Multinational FMCG companies should invest in leadership development programs that train supervisors to exhibit behaviors aligned with traditional communal values. Training should emphasize participative decision-making, personalized concern for employees, respect for all organizational members, commitment to collective welfare, and consultative leadership. Leaders should be equipped to balance global corporate standards with local cultural expectations.
- 2. Cultural Value Integration in Human Resource Strategy:** Organizations should integrate traditional communal values into human resource policies and practices. Recruitment, selection, and retention strategies should consider cultural fit, recognizing that employees who share communal values are likely to exhibit stronger commitment. Recognition and reward systems should acknowledge behaviors that demonstrate communal values, such as teamwork, mutual support, and collective achievement.
- 3. Fostering Supportive Organizational Culture:** Organizations should cultivate a workplace culture that reflects traditional communal values, including mutual support, solidarity, and collective identity. Practices such as team-based work structures, open communication, employee assistance programs, and community engagement initiatives can reinforce communal values and enhance employee commitment. Organizations should communicate commitment to employee well-being and collective success.
- 4. Performance Management and Feedback Systems:** Performance management systems should incorporate culturally congruent elements, including peer feedback, team-based evaluations, and developmental feedback that emphasizes collective growth. Supervisors should provide regular, constructive feedback that demonstrates care for employees' development and well-being, consistent with communal expectations.
- 5. Cross-Cultural Competence Training:** Given the multinational nature of FMCG companies, cross-cultural competence training should be provided to both local and expatriate leaders. Training should cover Ghanaian cultural values, communication norms,

leadership expectations, and strategies for culturally congruent leadership. Expatriate leaders should be oriented to local cultural values to avoid cultural dissonance that undermines employee commitment.

6. Employee Voice and Participation Mechanisms: Organizations should establish mechanisms for employee input into decision-making processes, consistent with communal values that emphasize collective decision-making. Employee committees, suggestion systems, and participatory forums can provide avenues for employees to contribute to organizational decisions, enhancing their sense of belonging and commitment.

7. Further Research: Future research should examine the moderating role of individual differences, such as generational differences and cultural acculturation, on the relationships studied. Longitudinal research could examine how traditional communal values evolve with modernization and globalization and how these changes affect employee commitment. Comparative studies across sectors and industries would enhance generalizability. Additionally, qualitative research could provide deeper insight into how employees interpret communal values and leadership behaviors in their specific organizational contexts.

8. Policy Implications: Human resource policies in multinational companies should be flexible enough to accommodate local cultural values while maintaining global standards. Organizations should develop culturally sensitive policies that respect employees' communal values, including flexible work arrangements that accommodate extended family obligations, recognition of community involvement, and support for collective initiatives.

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