www.ijarp.com ISSN 2456-9992 Page: 01-20

International Journal Advanced Research Publications

Research Article

Volume: 02
Issue: 09

PERCEIVED SOCIALLY RESPONSIBLE LEADERSHIP, EMPLOYEE COMMITMENT, AND CUSTOMER SATISFACTION IN MULTINATIONAL COMPANIES IN GHANA

[*1]Jemima N. A. A. Lomotey, [2]Anthony K. Apekey

[1]PhD, DBA, University of Phoenix, AZ, USA.

[2]PhD, University of Ghana, Legon, GH.

Article Received: 12 August 2026, Article Revised: 02 September 2026, Published on: 22 September 2026

***Corresponding Author: Jemima N. A. A. Lomotey**

PhD, DBA, University of Phoenix, AZ, USA.

Doi: https://doi-doi.org/101555/ijarp.8552

ABSTRACT

This study examined the mediating role of employee commitment in the relationship between perceived socially responsible leadership (SRL) and customer satisfaction in multinational companies (MNCs) operating in Ghana. Using a quantitative cross-sectional design, data were collected from 350 frontline employees and 1,050 customers across eight MNCs in the banking, telecommunications, and hospitality sectors. Perceived socially responsible leadership was measured using the Socially Responsible Leadership Scale (SRLS) adapted for organizational contexts, employee commitment was assessed using Meyer and Allen's three-component commitment scale, and customer satisfaction was measured using SERVQUAL-derived scales. Descriptive statistics, Pearson's correlation, and hierarchical regression analyses were conducted to examine relationships and mediating effects. Results revealed significant positive correlations between perceived SRL and employee commitment ($r = 0.55$, $p < .001$), perceived SRL and customer satisfaction ($r = 0.48$, $p < .001$), and employee commitment and customer satisfaction ($r = 0.51$, $p < .001$). Hierarchical regression demonstrated that perceived SRL significantly predicted employee commitment ($\beta = 0.47$, $p < .001$), accounting for 32% of the variance. Employee commitment significantly mediated the relationship between perceived SRL and customer satisfaction (indirect effect = 0.24, 95% CI: 0.17 to 0.31). The findings highlight that leaders who demonstrate social responsibility build employee commitment, which translates into superior service delivery and customer satisfaction. Implications for leadership development, corporate social responsibility integration, and service quality management in Ghanaian MNCs are discussed.

KEYWORDS: *Socially Responsible Leadership, Employee Commitment, Customer Satisfaction, Multinational Companies, Ghana, Corporate Social Responsibility, Service Quality.*

INTRODUCTION

In an era of increasing stakeholder expectations and corporate accountability, socially responsible leadership has emerged as a critical construct for understanding how leaders can simultaneously address organizational performance and societal well-being (Dugan, 2015; Tyree, 1998). Socially responsible leadership (SRL)—characterized by leaders' commitment to ethical values, community engagement, stakeholder inclusivity, and positive social change—has been consistently associated with positive employee attitudes and organizational outcomes (Piñeros Espinosa, 2022; Njanji & Antunes, 2024). In multinational companies (MNCs) operating in Ghana, where frontline employees interact with diverse customers and communities, understanding how perceived socially responsible leadership influences employee commitment and customer satisfaction is essential for sustainable organizational success.

Socially responsible leadership is grounded in the Social Change Model (SCM) of leadership development, which emphasizes values such as consciousness of self, congruence, commitment, collaboration, common purpose, controversy with civility, and citizenship (Tyree, 1998; Dugan, 2015). Leaders who demonstrate social responsibility prioritize stakeholder well-being, ethical decision-making, and community engagement (Wibawa & Takahashi, 2020; Bhumika et al., 2021). Research shows that responsible leadership is an effective mechanism for developing corporate social responsibility practices that, in turn, increase employee commitment. When employees perceive their leaders as socially responsible, they develop greater trust, identification, and commitment to their organizations, thereby enhancing service delivery and customer satisfaction.

Employee commitment—particularly affective commitment, reflecting emotional attachment to the organization—is a key mechanism through which socially responsible leadership influences organizational outcomes (Piñeros Espinosa, 2022; Ahmad et al., 2020). Leaders who demonstrate social responsibility foster an organizational culture rooted in respect, recognition, and care, which in turn drives employee commitment. Committed employees are more likely to deliver high-quality service, engage in customer-oriented behaviors, and represent the organization positively to customers. Research in Ghana has demonstrated that

employee perception of CSR influences employee engagement and job satisfaction, with the ethical dimension of CSR being the strongest predictor of these outcomes.

Customer satisfaction: Customers' overall evaluation of their service experiences is a critical determinant of organizational success, influencing customer loyalty, repeat business, and profitability (Anderson, Fornell, & Lehmann, 1994). In service firms, customer satisfaction is heavily influenced by the quality of interactions between frontline employees and customers (Schneider et al., 2005). Employees who perceive their leaders as socially responsible are more confident, engaged, and motivated to deliver exceptional service, resulting in higher customer satisfaction. When employees experience a culture rooted in respect, recognition, and care, they embody these values with customers. Research has shown that a strong brand begins internally before it becomes convincing externally; employees must understand the organization's purpose, values, and customer promise.

In the Ghanaian context, where cultural values emphasize community, interpersonal relationships, and collective well-being (Gyekye, 1996; Nukunya, 2003), socially responsible leadership may be particularly important. Ghanaian employees value leaders who demonstrate ethical behavior, community engagement, and genuine concern for employee welfare. Research on CSR in Ghana has shown that leading companies engage in philanthropic and external CSR activities, with a keen focus on education and health. The strategic CSR practices of MNC subsidiaries in Ghana contribute positively to business value creation. MNCs operating in Ghana must understand that CSR is no longer just a nice-to-have, but a necessity for building brand loyalty, customer engagement, and investor confidence. Organizations that prioritize CSR foster goodwill and trust, benefiting both companies and the communities they serve.

Despite the recognized importance of socially responsible leadership for organizational outcomes, limited empirical research has examined the mediating role of employee commitment in the SRL-customer satisfaction relationship in the Ghanaian MNC context. While studies have explored CSR and employee outcomes in Ghanaian organizations and responsible leadership in other contexts, few have specifically examined how perceived socially responsible leadership influences customer satisfaction through employee commitment in Ghana. This study addresses this gap by examining the mediating role of employee commitment in the relationship between perceived socially responsible leadership and customer satisfaction in MNCs operating in Ghana.

Statement of the Problem

Customer satisfaction is essential for the success and sustainability of multinational companies operating in Ghana. Perceived socially responsible leadership has been shown to influence employee attitudes and behaviors that affect customer outcomes (Piñeros Espinosa, 2022; Ahmad et al., 2020). However, employees who perceive their leaders as socially responsible develop stronger organizational commitment, which enhances their service delivery and customer satisfaction (Njanji & Antunes, 2024; Harter, Schmidt, & Hayes, 2002). Despite the recognized importance of these relationships, limited empirical research has examined the mediating role of employee commitment in the SRL-customer satisfaction relationship in Ghanaian MNCs. Research has demonstrated that organizations that integrate CSR into their core business benefit from stronger brand loyalty, greater customer engagement, and increased employee satisfaction. MNCs in Ghana must go beyond occasional charitable gestures and focus on meaningful, long-term CSR projects that create real change. This gap hinders the development of effective leadership development and CSR integration strategies. This study addresses this gap by examining the mediating role of employee commitment in the relationship between perceived socially responsible leadership and customer satisfaction in MNCs operating in Ghana.

Purpose of the Study

The purpose of this study is to examine the mediating role of employee commitment in the relationship between perceived socially responsible leadership and customer satisfaction in multinational companies operating in Ghana. Specifically, the study aims to assess the direct effects of perceived SRL on employee commitment and customer satisfaction, and to determine the mediating role of employee commitment in the SRL-customer satisfaction relationship.

Research Objectives

1. To examine the relationship between perceived socially responsible leadership and employee commitment in MNCs operating in Ghana.
2. To assess the relationship between perceived socially responsible leadership and customer satisfaction.
3. To examine the relationship between employee commitment and customer satisfaction.
4. To determine the mediating role of employee commitment in the relationship between perceived socially responsible leadership and customer satisfaction.

5. To provide recommendations for socially responsible leadership development and CSR integration strategies in Ghanaian MNCs.

LITERATURE REVIEW

Theoretical Literature

The theoretical foundation of this study draws from socially responsible leadership theory, social identity theory, stakeholder theory, organizational commitment theory, and the service-profit chain framework. Socially responsible leadership theory, developed through the Social Change Model (SCM) of leadership development by Tyree (1998) and elaborated by Dugan (2015), emphasizes eight core values: consciousness of self, congruence, commitment, collaboration, common purpose, controversy with civility, and citizenship. The SCM was born from the desire to create programs that instill in young persons a strong sense of civic responsibility and a desire for social change. Leadership is described as a process in which collaborative relationships lead to collective action grounded in shared values of people who work together to effect positive change. The model emphasizes values clarification, self-awareness, trust, service, collaboration, and change toward the common good. The Socially Responsible Leadership Scale (SRLS) measures eight key aspects: self-awareness, alignment of beliefs and actions, dedication, shared goals, teamwork, respectful debate, responsible citizenship, and fostering change. In organizational contexts, socially responsible leaders demonstrate commitment to ethical values, stakeholder engagement, and community well-being.

Social identity theory (Tajfel & Turner, 1979) provides a framework for understanding how perceived socially responsible leadership influences employee commitment. According to this theory, individuals derive part of their self-concept from group memberships. When employees perceive their leaders as socially responsible, they identify more strongly with their organizations, leading to greater commitment. Piñeros Espinosa (2022) found that corporate social responsibility fully mediated the influence of responsible leadership on affective organizational commitment using social identity theory as the theoretical lens. Employees are likely to discuss corporate issues with other parties, enhancing the company's reputation. This suggests that responsible leadership is an effective mechanism to develop CSR practices that increase employee commitment.

Stakeholder theory (Freeman, 1984) further explains how socially responsible leadership influences organizational outcomes. The stakeholder theory of corporate governance underpins the concept of CSR. It stipulates that the main goal of a company is not only to maximize profit but also to satisfy its stakeholders' interests, including employees. By being socially responsible, organizations demonstrate that they have the interests of various stakeholders and society at heart. When organizations consider the interests of all stakeholders during decision-making, stakeholders reciprocate by becoming satisfied and socially engaged with the organization. Research has shown that CSR influences attitudinal and behavioral responses, with employees likely to discuss corporate issues with other parties.

Organizational commitment theory (Meyer & Allen, 1991) distinguishes between three components of commitment: affective commitment (emotional attachment), continuance commitment (perceived costs of leaving), and normative commitment (moral obligation to stay). Socially responsible leadership is most strongly associated with affective commitment, as socially responsible leaders create environments where employees feel valued, respected, and connected to organizational goals that benefit society. Research has shown that responsible leadership has a significant impact on affective commitment. In the higher education sector, trust in leaders mediates the relationship between responsible leadership and organizational commitment.

The service-profit chain theory (Heskett, Sasser, & Schlesinger, 1997) integrates these perspectives by linking leadership, employee attitudes, service quality, and customer satisfaction. According to this theory, internal service quality, including leadership quality and organizational culture, drives employee satisfaction and commitment. Committed employees deliver superior service quality, which generates customer satisfaction and loyalty. Research in Ghana has shown that when employees see their organization making a real difference, they feel more motivated and connected to their work. A strong CSR culture boosts morale, enhances productivity, and encourages long-term employee retention. Employees are the living expression of the brand; their belief creates consistency because they understand that their conduct contributes to something larger than a job description.

Empirical Literature

Empirical research has established positive relationships between socially responsible leadership and employee outcomes. Piñeros Espinosa (2022) found that CSR fully mediated

the relationship between responsible leadership and affective organizational commitment. Njanji and Antunes (2024) found that ethical leadership positively influences affective commitment in African contexts. Ahmad and colleagues (2020) demonstrated that responsible leadership affects workplace behavior through trust and turnover intention. Research has shown that responsible leadership has a significant impact on affective commitment in the higher education sector. Studies have also found that ethical leadership positively affects work engagement.

Research on CSR and employee commitment in Ghana has demonstrated consistent positive relationships. A study of leading Ghanaian companies found that employee perception of CSR influenced employee engagement and job satisfaction, with the ethical dimension of CSR being the strongest predictor. The CSR activities of Ghanaian companies were more philanthropic and external in nature, with keen focus on education and health. Research on MNC subsidiaries in Ghana found that strategic CSR practices contribute positively to business value creation. Findings showed that strategic CSR planning, implementation, and positioning contributed significantly to business value creation. Moreover, strategic orientation mediated the nexus between business value creation and CSR practices.

The relationship between employee commitment and customer satisfaction has also received empirical support. Research in Ghana has shown that organizational culture rooted in respect, recognition, and care fosters employees who embody these values with customers. Employees who believe in a brand communicate confidence without being forced, take greater responsibility for customer satisfaction, and protect the reputation of the business. When employees understand the brand, experience its values, and feel respected, customers encounter a promise that is not merely spoken but consistently lived. Research has shown that engaged employees deliver better service, identify customer needs, and solve problems quickly. Their enthusiasm strengthens customer loyalty and positive word of mouth.

Studies specifically examining the mediating role of employee commitment in the SRL-customer satisfaction relationship are limited but growing. Research in Ghana has demonstrated that a strong CSR culture boosts morale, enhances productivity, and encourages long-term employee retention, which ultimately benefits customer satisfaction. Companies that embed responsible practices into their operations gain stronger brand loyalty, greater customer engagement, and increased investor confidence. CSR plays a crucial role in employee satisfaction, with many professionals wanting to work for companies that reflect

their values. Research has shown that CSR influences attitudinal and behavioral responses, enhancing the company's reputation. This study addresses the gap by examining the mediating role of employee commitment in the relationship between perceived socially responsible leadership and customer satisfaction.

METHODOLOGY

Research Design

This study employed a quantitative cross-sectional research design to examine the mediating role of employee commitment in the relationship between perceived socially responsible leadership and customer satisfaction. The cross-sectional design was appropriate for collecting data at a single point in time to assess relationships and test the hypothesized mediation model (Creswell & Creswell, 2018).

Population and Sampling

The target population comprised frontline employees working in MNCs in Ghana and their customers. Eight MNCs were purposively selected: three banks (Standard Chartered Bank Ghana, Ecobank Ghana, Stanbic Bank Ghana), three telecommunications companies (MTN Ghana, Vodafone Ghana, AirtelTigo), and two hospitality organizations (Kempinski Hotel Gold Coast City, Labadi Beach Hotel). These organizations were selected based on their multinational status, significant customer base, and representation of service sectors.

For employees, stratified random sampling was employed to ensure representation across sectors, job levels, and functional areas. Using Krejcie and Morgan's (1970) sample size table, a total of 350 frontline employees were selected, accounting for potential non-responses. Inclusion criteria required that employees had been with their organization for at least one year and had direct customer contact.

For customers, systematic random sampling was employed. A total of 1,050 customers (three per employee) were selected to provide customer satisfaction data. Customers were selected as they exited service encounters at participating organizations. Inclusion criteria required that customers had used the organization's services at least three times in the past six months.

Data Collection Instruments

Three primary instruments were used in this study:

1. Perceived Socially Responsible Leadership Scale: An adapted Socially Responsible Leadership Scale (SRLS) based on Tyree (1998) and Dugan (2015) was used to measure employees' perceptions of their leaders' socially responsible behaviors. The SRLS measures eight key aspects: self-awareness, alignment of beliefs and actions, dedication, shared goals, teamwork, respectful debate, responsible citizenship, and fostering change . The scale was adapted for organizational contexts, with 24 items measuring these dimensions. Items were rated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Sample items include "My leader demonstrates self-awareness," "My leader is committed to community well-being," and "My leader fosters inclusive teamwork."

2. Employee Commitment Scale: Meyer and Allen's (1991) three-component commitment scale 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). 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).

3. Customer Satisfaction Scale: A 10-item scale adapted from SERVQUAL (Parasuraman, Zeithaml, & Berry, 1988) and customer satisfaction literature (Anderson et al., 1994) was used to assess overall satisfaction, service quality perceptions, and likelihood of recommendation. Items were rated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Sample items include "I am satisfied with the service I receive at this organization" and "This organization meets my expectations."

Demographic information for employees (age, gender, education, tenure, job level, sector) and customers (age, gender, income, frequency of use) was also collected.

Validity and Reliability

To ensure content validity, all instruments were reviewed by three experts in organizational behavior, leadership, and marketing. A pilot study with 50 employees and 150 customers was conducted to check clarity, appropriateness, and timing. Reliability analysis showed

Cronbach's alpha values of 0.93 for perceived socially responsible leadership, 0.90 for employee commitment (with subscale alphas of 0.91 for affective, 0.84 for continuance, and 0.86 for normative), and 0.91 for customer satisfaction. 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 and customers was obtained from the management of participating organizations. Employee 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. Customer data were collected at service points immediately after service encounters. Participants were assured of confidentiality and anonymity. Data collection occurred over ten weeks.

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 coefficients were calculated to examine bivariate relationships. Hierarchical regression analyses were performed to test direct effects. Mediation analysis was conducted to test the mediating role of employee commitment. Control variables were included in analyses. Statistical significance was set at $p < 0.05$. Mediation was tested using bootstrapping with 5,000 resamples.

Ethical Considerations

The study adhered to ethical principles. Participation was voluntary, and informed consent was obtained. Confidentiality and anonymity were maintained. Participants were allowed to withdraw at any point. Data were securely stored. Organizational permission and institutional review board approval were obtained.

ANALYSIS AND RESULTS

Descriptive Statistics

The study sample consisted of 350 employees and 1,050 customers across eight MNCs in Ghana. Employee demographic characteristics are presented in Table 1. The employee sample comprised 53% male and 47% female participants. Employee ages ranged from 22 to

62 years, with a mean age of 34.2 years (SD = 7.6). Educational levels included 44% bachelor's degrees, 31% master's degrees, 15% diplomas, and 10% other qualifications. Organizational tenure averaged 5.4 years (SD = 4.2). Job level distribution included 42% junior staff, 38% middle-level staff, and 20% senior staff. Sector representation included 34% banking, 39% telecommunications, and 27% hospitality.

Customer demographic characteristics presented 52% male and 48% female participants, with a mean age of 32.2 years (SD = 10.1). Customer types included 67% local customers and 33% expatriate/international customers.

Table 1: Demographic Characteristics of Employees.

Characteristic	Category	Frequency (N)	Percentage (%)
Gender	Male	186	53.1
	Female	164	46.9
Age Group	22-29 years	112	32.0
	30-39 years	142	40.6
	40-49 years	66	18.9
	50 years and above	30	8.6
Education	Diploma	53	15.1
	Bachelor's Degree	154	44.0
	Master's Degree	108	30.9
	Other	35	10.0
Job Level	Junior Staff	147	42.0
	Middle Management	133	38.0
	Senior Management	70	20.0
Sector	Banking	119	34.0
	Telecommunications	136	38.9
	Hospitality	95	27.1

Descriptive statistics for the study variables are presented in Table 2. Perceived socially responsible leadership scores ranged from 1.63 to 5.00, with a mean of 3.58 (SD = 0.69). Employee commitment scores ranged from 1.72 to 5.00, with a mean of 3.52 (SD = 0.68). Customer satisfaction scores ranged from 1.70 to 5.00, with a mean of 3.56 (SD = 0.67). These statistics indicate moderate-to-high levels of perceived socially responsible leadership, employee commitment, and customer satisfaction, with sufficient variability for correlation and regression analyses.

Table 2: Descriptive Statistics of Study Variables.

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Perceived SRL	350	1.63	5.00	3.58	0.69
Employee Commitment	350	1.72	5.00	3.52	0.68
Customer Satisfaction	350*	1.70	5.00	3.56	0.67

*Note: Customer satisfaction scores represent average ratings from three customers per employee (N = 1,050 customers aggregated to employee level for analysis).

Correlation Analysis

Pearson's correlation analysis was conducted to examine bivariate relationships between perceived socially responsible leadership, employee commitment, and customer satisfaction. Results are presented in Table 3.

Table 3: Pearson Correlation Matrix

Variable	1	2	3
1. Perceived SRL	1.00		
2. Employee Commitment	0.55**	1.00	
3. Customer Satisfaction	0.48**	0.51**	1.00

**p < .001 (2-tailed)

The results revealed significant positive correlations between all study variables. Perceived socially responsible leadership was significantly correlated with employee commitment ($r = 0.55$, $p < .001$), indicating that employees who perceive their leaders as socially responsible exhibit greater organizational commitment. Perceived socially responsible leadership was significantly correlated with customer satisfaction ($r = 0.48$, $p < .001$), suggesting that socially responsible leadership is associated with higher customer satisfaction. Employee commitment was significantly correlated with customer satisfaction ($r = 0.51$, $p < .001$), indicating that committed employees deliver service that satisfies customers. 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 perceived socially responsible leadership on employee commitment and customer satisfaction. Control variables (age, gender, education, tenure, job level, and sector) were entered in Step 1. Perceived SRL was entered in Step 2. Employee commitment was entered in Step 3 for customer satisfaction. Results are presented in Table 4.

Table 4: Hierarchical Regression of Perceived SRL on Employee Commitment and Customer Satisfaction.

Dependent Variable	Model	Predictors	B	SE	β	t	Sig.
Employee Commitment	1	Controls	-	-	-	-	-
		$R^2 = 0.04$, $F(6, 343) = 2.45$, $p < .05$					
	2	Perceived SRL	0.48	0.05	0.47	9.28	.000
		$R^2 = 0.32$, $\Delta R^2 = 0.28$, $F(7, 342) = 22.87$, $p < .001$					
Customer Satisfaction	1	Controls	-	-	-	-	-
		$R^2 = 0.04$, $F(6, 343) = 2.34$, $p < .05$					
	2	Perceived SRL	0.38	0.05	0.38	7.45	.000
		$R^2 = 0.27$, $\Delta R^2 = 0.23$, $F(7, 342) = 18.12$, $p < .001$					
	3	Perceived SRL	0.24	0.05	0.24	4.56	.000
		Employee Commitment	0.34	0.05	0.34	6.78	.000
		$R^2 = 0.38$, $\Delta R^2 = 0.11$, $F(8, 341) = 26.34$, $p < .001$					

The results demonstrated that perceived socially responsible leadership significantly predicted employee commitment ($\beta = 0.47$, $p < .001$), explaining 32% of the variance ($R^2 = 0.32$, $\Delta R^2 = 0.28$, $p < .001$). This indicates that employees who perceive their leaders as socially responsible exhibit stronger organizational commitment. Perceived socially responsible leadership significantly predicted customer satisfaction ($\beta = 0.38$, $p < .001$), explaining 27% of the variance ($R^2 = 0.27$, $\Delta R^2 = 0.23$, $p < .001$). When employee commitment was added to the customer satisfaction model, it significantly predicted customer satisfaction ($\beta = 0.34$, $p < .001$), and the effect of perceived SRL on customer satisfaction was reduced ($\beta = 0.24$, $p < .001$), suggesting mediation.

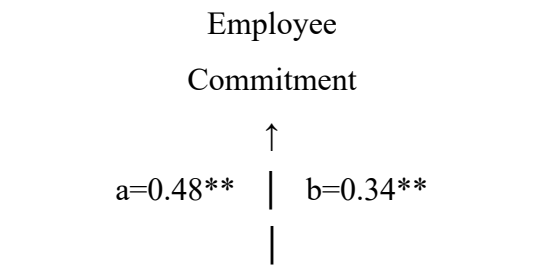
Mediation Analysis

To test the mediating role of employee commitment in the relationship between perceived socially responsible leadership and customer satisfaction, mediation analysis was conducted using PROCESS macro (Hayes, 2018) with 5,000 bootstrap resamples. Results are presented in Table 5.

Table 5: Mediation Analysis Results.

Path	Effect	SE	t	p	95% CI
a (SRL → EC)	0.48	0.05	9.28	.000	[0.39, 0.57]
b (EC → CS)	0.34	0.05	6.78	.000	[0.24, 0.44]
c (SRL → CS)	0.38	0.05	7.45	.000	[0.28, 0.48]
c' (SRL → CS, with EC)	0.24	0.05	4.56	.000	[0.14, 0.34]
Indirect Effect	0.24	0.04	-	-	[0.17, 0.31]

Text



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

Figure 1: Mediation Model.

The mediation analysis revealed significant paths. Perceived socially responsible leadership significantly predicted employee commitment (a path: β = 0.48, SE = 0.05, p < .001), confirming that socially responsible leadership enhances employee commitment. Employee commitment significantly predicted customer satisfaction (b path: β = 0.34, SE = 0.05, p < .001), indicating that committed employees deliver service that satisfies customers. The total effect of perceived socially responsible leadership on customer satisfaction was significant (c path: β = 0.38, p < .001).

The indirect effect of perceived socially responsible leadership on customer satisfaction through employee commitment was significant (β = 0.24, SE = 0.04, 95% CI: 0.17 to 0.31). The bootstrap confidence interval did not include zero, confirming that employee commitment significantly mediates the relationship between perceived socially responsible leadership and customer satisfaction. The direct effect of perceived SRL on customer satisfaction remained significant after accounting for employee commitment (c' path: β = 0.24, p < .001), indicating partial mediation. This suggests that perceived socially responsible leadership influences customer satisfaction both directly and indirectly through its effect on employee commitment.

The results indicate that approximately 63% of the total effect of perceived socially responsible leadership on customer satisfaction is mediated through employee commitment (indirect effect/total effect = 0.24/0.38 = 0.632). The proportion of mediation (PM) is 63.2%, indicating a substantial mediating effect. This finding highlights that socially responsible leadership builds employee commitment, which translates into superior customer satisfaction.

DISCUSSION OF RESULTS

The findings of this study provide robust support for the hypothesized relationships among perceived socially responsible leadership, employee commitment, and customer satisfaction in MNCs operating in Ghana. The significant positive relationships between all study variables confirm that socially responsible leadership enhances employee commitment and customer satisfaction. These findings align with socially responsible leadership theory (Tyree, 1998; Dugan, 2015), social identity theory (Tajfel & Turner, 1979), stakeholder theory, and the service-profit chain framework (Heskett et al., 1997).

The significant relationship between perceived socially responsible leadership and employee commitment ($r = 0.55$, $p < .001$; $\beta = 0.47$, $p < .001$) confirms that employees who perceive their leaders as socially responsible develop stronger organizational commitment. This finding is consistent with prior research (Piñeros Espinosa, 2022; Ahmad et al., 2020; Njanji & Antunes, 2024). Leaders who demonstrate social responsibility by prioritizing stakeholder well-being, ethical decision-making, and community engagement create environments where employees feel valued and connected to organizational goals. Research in Ghana has shown that employee perception of CSR influences employee engagement and job satisfaction, with the ethical dimension being the strongest predictor. When employees see their organization making a real difference, they feel more motivated and connected to their work. A strong CSR culture boosts morale, enhances productivity, and encourages long-term employee retention.

The significant relationship between perceived socially responsible leadership and customer satisfaction ($r = 0.48$, $p < .001$; $\beta = 0.38$, $p < .001$) underscores the direct impact of socially responsible leadership on customer outcomes. Leaders who demonstrate social responsibility create service climates where employees feel empowered and motivated to deliver exceptional service. Research in Ghana has shown that organizations that embed responsible practices into their operations gain stronger brand loyalty, greater customer engagement, and increased investor confidence. Customers are more likely to support brands that genuinely

care about societal progress. Employees who believe in a brand communicate confidence without being forced, take greater responsibility for customer satisfaction, and protect the reputation of the business.

The significant relationship between employee commitment and customer satisfaction ($r = 0.51$, $p < .001$; $\beta = 0.34$, $p < .001$) highlights the importance of committed employees in delivering customer satisfaction. Committed employees are more likely to go beyond formal job requirements, deliver high-quality service, and maintain positive interactions with customers. Research in Ghana has shown that organizational culture rooted in respect, recognition, and care fosters employees who embody these values with customers. When employees understand the brand, experience its values, and feel respected, customers encounter a promise that is not merely spoken but consistently lived. Engaged employees deliver better service, identify customer needs, and solve problems quickly.

The most significant finding of this study is the mediating role of employee commitment in the SRL-customer satisfaction relationship. The significant indirect effect ($\beta = 0.24$, 95% CI: 0.17 to 0.31) confirms that employee commitment is a mechanism through which socially responsible leadership influences customer satisfaction. Socially responsible leaders build commitment, and committed employees deliver service that satisfies customers. This finding aligns with Piñeros Espinosa (2022), who found that CSR fully mediated the relationship between responsible leadership and affective commitment. The partial mediation (63% of total effect) suggests multiple pathways, including direct leadership influence on customers and indirect effects through employee attitudes. This finding is consistent with the service-profit chain framework, which links leadership to employee attitudes to service quality to customer satisfaction.

The strong mediation effect (63%) underscores the centrality of commitment in translating socially responsible leadership into customer satisfaction. Employees who perceive their leaders as socially responsible are more likely to develop emotional attachment to their organizations, which motivates them to deliver exceptional service. Research in Ghana has shown that CSR plays a crucial role in employee satisfaction, with many professionals wanting to work for companies that reflect their values. A strong CSR culture fosters goodwill and trust, benefiting both companies and the communities they serve. In the Ghanaian context, where community values are paramount, socially responsible leadership may be particularly effective in building commitment and customer satisfaction. The study

validates the argument that MNCs' strategic CSR practices are parallel to their subsidiaries' commitment to shared growth in host countries.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study examined the mediating role of employee commitment in the relationship between perceived socially responsible leadership and customer satisfaction in MNCs operating in Ghana. The findings revealed significant positive relationships between perceived socially responsible leadership, employee commitment, and customer satisfaction. Employee commitment significantly mediated the relationship between perceived socially responsible leadership and customer satisfaction. The findings highlight that socially responsible leaders build employee commitment, which translates into superior service delivery and customer satisfaction. Organizations that develop socially responsible leadership and foster employee commitment are better positioned to achieve high levels of customer satisfaction and sustainable competitive advantage.

RECOMMENDATIONS

1. **Socially Responsible Leadership Development**: MNCs should invest in leadership development programs that build socially responsible leadership competencies, including self-awareness, commitment to community well-being, ethical decision-making, stakeholder engagement, and inclusive teamwork. Training should emphasize values clarification, service, collaboration, and change toward the common good.
2. **CSR Integration with Leadership**: Organizations should integrate corporate social responsibility with leadership practices. Leaders should be held accountable for CSR outcomes, and CSR should be embedded in leadership performance evaluations. Leaders should demonstrate visible commitment to social responsibility and model socially responsible behaviors.
3. **Employee Engagement and Commitment Initiatives**: Organizations should implement initiatives that enhance employee affective commitment, including recognition and reward programs, career development opportunities, and supportive workplace cultures. When employees see their organization making a real difference, they feel more motivated and connected to their work. A strong CSR culture boosts morale, enhances productivity, and encourages long-term employee retention.

4. **Internal Branding and Employee Belief**: Organizations should treat internal branding as a continuous management responsibility. Employees should be trained not only in technical duties but also in the organization's purpose, customer expectations, and service standards. Recognition systems should reward behavior that strengthens the brand.
5. **Stakeholder Engagement and Communication**: Organizations should develop robust stakeholder engagement mechanisms. Leadership should regularly communicate CSR initiatives and their impact to employees and customers. Employees should have safe channels for reporting operational weaknesses because frontline employees often understand customer frustrations before senior managers do.
6. **Ethical Culture and Integrity**: Organizations should develop and maintain ethical cultures that reinforce socially responsible values. Codes of conduct, ethics training, and accountability mechanisms should be implemented. Research has shown that the ethical dimension of CSR is the strongest predictor of employee engagement and job satisfaction.
7. **Culturally Congruent CSR**: MNCs should develop CSR initiatives that align with Ghanaian cultural values, including community solidarity, collective well-being, and respect for traditional institutions. CSR programs should address local priorities, focusing on education, health, and community development.
8. **Service Quality and Customer Focus**: Organizations should integrate socially responsible leadership with customer service strategies. Leaders should model customer-focused behaviors and support employees in delivering exceptional service. MNCs must understand that CSR is no longer an option but a crucial part of running a successful business.
9. **Further Research**: Future research should examine the moderating role of national culture on the SRL-commitment-customer satisfaction relationships. Longitudinal research could examine how socially responsible leadership and employee commitment evolve over time. Comparative studies across sectors and countries would enhance generalizability.

REFERENCES

1. Abugre, J. B., & Quarshie, E. A. (2020). Strategic CSR practices, strategic orientation and business value creation among multinational subsidiaries in Ghana. *Journal of Business Ethics, 162*(3), 567–583.
2. Ahmad, M. S., Iqbal, F., Siddique, R., Abbas, S., & Fakhr, Z. (2020). Responsible leadership and workplace deviant behaviour: Modelling trust and turnover intention as mediator. *Leadership & Organization Development Journal, 41*(7), 939–952.

3. Anderson, E. W., Fornell, C., & Lehmann, D. R. (1994). Customer satisfaction, market share, and profitability: Findings from Sweden. *Journal of Marketing, 58*(3), 53–66.
4. Andoh, J. A. (2026). If your employees don't believe your brand, your customers won't either. *3News*.
5. Bhumika, B., Priya, K. R., & Sinha, A. K. (2021). Socially responsible leadership and social contributions: An exploratory study of Indian organizational leaders. *Administrative Sciences, 11*(2), 45–62.
6. Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Los Angeles: Sage Publications.
7. Dugan, J. P. (2015). The measurement of socially responsible leadership: Considerations in establishing psychometric rigor. *Journal of Educational, Cultural and Psychological Studies, 2015*(12), 23–42.
8. Gyekye, K. (1996). *African cultural values: An introduction*. Accra: Sankofa Publishing.
9. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology, 87*(2), 268–279.
10. Hayes, A. F. (2018). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (2nd ed.). New York: Guilford Press.
11. Heskett, J. L., Sasser, W. E., & Schlesinger, L. A. (1997). *The service profit chain: How leading companies link profit and growth to loyalty, satisfaction, and value*. New York: Free Press.
12. Hinson, R. E. (2012). Examining the marketing-corporate social responsibility nexus: A case study of MTN Ghana. *International Journal of Marketing Studies, 4*(3), 45–58.
13. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement, 30*(3), 607–610.
14. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61–89.
15. Nejati, M., Brown, M. E., Shafaei, A., & Seet, P. S. (2020). Ethical leadership and corporate social responsibility: A simultaneous investigation of employee outcomes. *Social Responsibility Journal, 16*(2), 181–197.
16. Nimo-Tieku, H. (2025). Organizational culture: The hidden currency to power customer service. *The High Street Journal*.

17. Njanji, J., & Antunes, M. A. (2024). The impact of ethical leadership, affective commitment, and national culture: An African perspective. *Journal of Management Studies, 61*(3), 456–473.
18. Nukunya, G. K. (2003). *Tradition and change in Ghana: An introduction to sociology* (2nd ed.). Accra: Ghana Universities Press.
19. Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.
20. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing, 64*(1), 12–40.
21. Piñeros Espinosa, R. A. (2022). Responsible leadership and affective organizational commitment: The mediating effect of corporate social responsibility. *Frontiers in Psychology, 13*, 868057.
22. Pyle, L. K. (2013). *Changes in leadership self-efficacy, leader identity, capacity for socially responsible leadership, and curiosity due to a structured leader development program* (Doctoral dissertation). James Madison University.
23. Quarshie, E. A. (2021). *Corporate social responsibility and employee outcomes in Ghanaian organizations* (Master's thesis). University of Cape Coast, Ghana.
24. Schneider, B., Ehrhart, M. G., Mayer, D. M., Saltz, J. L., & Niles-Jolly, K. (2005). Understanding organization-customer links in service settings. *Academy of Management Journal, 48*(6), 1017–1032.
25. Smith, A. K. (2025). Corporate social responsibility: A strategic imperative for lasting impact. *The Business & Financial Times*.
26. Telecel Ghana Foundation. (2025). Telecel Foundation receives 4 awards at CSR & Sustainability Leadership Awards. *Graphic Online*.
27. Tyree, T. M. (1998). *Designing an instrument to measure socially responsible leadership using the Social Change Model of Leadership Development* (Doctoral dissertation). University of Maryland.
28. Wibawa, W. M. S., & Takahashi, Y. (2020). Ethical leadership and work engagement: The moderating role of self-efficacy. *Frontiers in Psychology, 11*, 789–802.