

Mediating Organizational Citizenship Behavior Based on Strategic Leadership, Organizational Learning, Organizational Climate of Organizational Performance

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ABSTRACT

East Timor is a new country and the focus of attention is the government established the ministry or state institutions and public organizations in order to make plans and strategies as part of the effort to build the country in order to achieve prosperity for his people. The results of the study showed with the approach of Partial Least Square (PLS) that the model of Organizational Performance is fit based on the criteria of R^2 , Q^2 . Strategic Leadership, Organizational Learning, Organizational Climate, organizational citizenship behavior and Organizational Performance is valid and reliable. Strategic Leadership, Organizational Learning, Organizational Climate affect organizational citizenship behavior. Strategic Leadership, Organizational Learning affect Organizational Performance. Organizational Citizenship Behavior affect Organizational Performance while the Organizational Climate does not affect the Organizational Performance. Strategic Leadership with indicator the ability to cohesion and sense of belonging and visionary provides the dominant influence on Organizational Performance. Next, Organizational Climate with indicator identity and rewards against organizational citizenship behavior. Organizational Citizenship Behavior with indicator Conscientiousness effect is not directly on the largest Organizational Learning to Organizational Performance.

KEYWORDS: *Strategic Leadership, Organizational Learning, Organizational Climate, organizational citizenship behavior, Organizational Performance, PLS, R^2 , Q^2 .*

INTRODUCTION

East Timor is a country that is located in the eastern part of the island of East Timor and is located in the southern part of Australia and Indonesia in the northern part of the. As the new state and the focus of attention is the government established the ministry or state institutions and public organizations in order to make plans and strategies as part of the effort to build the country in order to achieve prosperity for his people. To realize that the government is trying to build the foundations of strong foundations that so that each state ministry and other public institutions can perform the task with good and optimal first in giving a maximum service to the community. This is a must as institutions or organizations that have the authority to specify the plan and strategy in developing countries.

The phenomenon that is on the public organizations in East Timor currently many get highlights from the community because viewed yet provides maximum performance to the community. Many ratings not positive that was given to the performance of many of the state ministry in East Timor. This is due to the changing mental bureaucracy from mental ruler became a servant of the community. It is often said that the organization always face changes, and in support of the organization, it need the changes in the ability to members of the organization. The process of reconciling the organization changes with changes in the members of this organization is not easy, so needed the role of the leader as role models in the organization and must be able to give a good example to his servants so that the organization can achieve its goals and the change must be started from the level that most of the leaders of itself.

In the event of the statehood of the state budget is a tool for the government to perform the allocation of income evenly and more precise in improving the economy in order to achieve the welfare. In the running of the development budget of the government must be able to ensure that the budget is held fully accountable for the prosperity of the people. In relation to this then there is the phenomenon of gap or the gap that appears because each ministry that have authority in the implementation of the state budget could not achieve optimal performance.

The concept of the importance of leadership begins in the mind [1] which stated that the leadership regarding the ability to navigate and cooperate with other parties. According to [2] stated that the need for

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leadership in the context of the implementation of strategic requires three important things namely, strategic leadership, power, and the ability to create a culture of an organizational culture a conducive atmosphere in the strategic implementation. Based on the idea of [1] and [2] can be said that the leadership is how to use the existing capability and use its influence to ensure that the members of the organization can carry out their duties and responsibilities optimally to guarantee the implementation of the implementation of activities according to the plan that has been determined.

Learning organization as the expertise of the organization to create, obtain, interpret and share their knowledge, which aims to modify their behavior to describe the knowledge and new insights [3]. The learning indicator organization developed by [4] consists of thinking system, mental model, personal domination, team learning and vision together. Learning organizations will produce reliable resources in the organization both in terms of the knowledge and skills that will eventually have the ability to realize the objectives of the organization that has been determined. The learning organization is an organization that in planned and continuously can give a new understanding to the members to organization can develop themselves and have the ability to hit the programs that determined the organization. According to [5]. The learning organization is an organization that realize the importance of a training and development for members of the organization associated with the sustainable performance so that want to take the right decision in improving the capabilities of the organization.

In efforts to achieve the purpose of the organization and required a setting and conditions that can provide comfort to members of the organization in order to perform the task with good. The climate is required conducive organization that created the spirit in achieving the performance of the organization. However to achieve a climate of organization is not easy, required efforts how can unite members of organizations as a solid working team and have the same motivation in work. The climate of the organization will determine whether a person can carry out their duties and responsibilities according to the procedure or not [6]. According to [7] gives understanding the climate of the organization is the internal environment of the organization.

The organization climate is the quality of the internal environment of the organization that are relatively continue, experienced by members of the organization and influence their behavior and can be described in a set of characteristic or nature of the organization [8]. More information [9] defines climate change as an organization that can be measured on the work environment either directly or indirectly impact on employees and their work where the work environment is assumed will have an effect on the motivation and behavior of employees. The climate of the organization or *organizational climate* according to [10], is a characteristic that distinguishes an organization with other organizations, affect individuals therein, and relatively survive in a certain period of time. While [11], use the term climate change the organization to describe the psychological environment organizations that have different conditions between the one with the other. Climate change will be felt by a person when entering an environment organization [12].

The research done on the Office of the Ministry of the East Timorese Government, resulting in small sample. The study for small samples in the search for the influence between the latent variables used estimates of Partial Least Square (PLS) [13]. Using PLS it is possible to do with Structural Equation Modeling sample size is relatively small and does not require the assumption of the normal multivariate. PLS not assume a specific distribution for the estimation of parameters, parametric technique to test any parameters not required. The coefficient path of its structural stability from the initial estimate is evaluated by using the test statistics t obtained from the procedure of bootstrapping [14].

From the explanation has been put forward that there is a difference between the results of research and when connected with the phenomenon becomes dissatisfied to the performance of the ministry in the implementation of the program of development in the East Timorese government ministry then on this research examined influence of Strategic Leadership, Learning Organization and Organizational Climate of Organizational Performance with organizational citizenship behavior as mediating variables in the Office of the Ministry of the reign of East Timor.

METHODOLOGY

The Data in this research using primary data through a survey on the Office of the Ministry of the reign of East Timor. The conceptual research presented as follows.

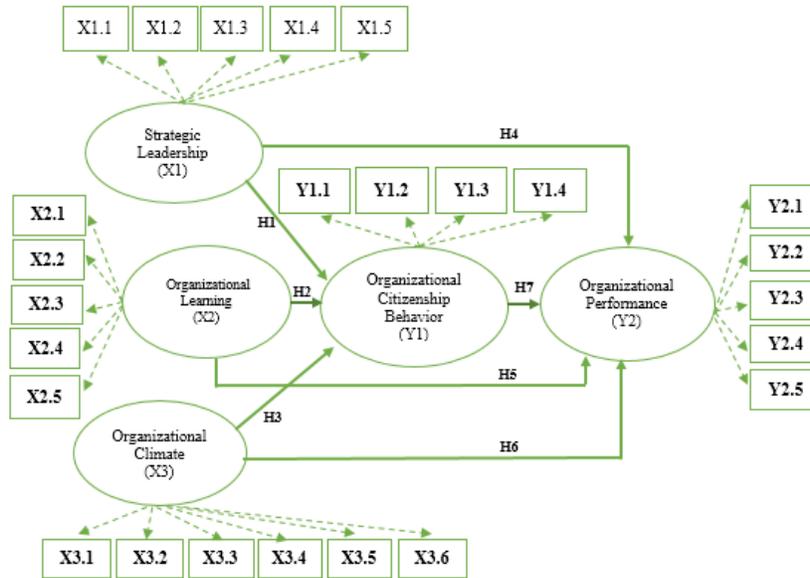


Figure 1. Model Conceptual Organizational Performance

The modeling of Shem that is done by using PLS with the steps as follows [14].

1. *Inner Model*, Test on the structural model is done to test the relationship between the latent variable based on the substantive theory. The value of the *inner weight* to test the hypothesis through t test on the bootstrap samples [15]. Model PLS designed for their recursive model, then the relationship between the latent variables in each of the latent variable η response, or often called as causal chain system with common as follows.

$$\eta_j = \sum_i \beta_{ji} \eta_i + \sum_i \gamma_{ji} \xi_j + \varepsilon_j$$

β_{ji} and γ_{ji} Is the path that connects the predictor coefficient endogenous and exogenous latent variables and η ξ throughout the range of the index i and b, and ξ_j is inner variables. The Model has the *goodness of fit* if has a value *R-Square* > 0 and the value of $Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) > 0.35$ provides high accuracy [16].

2. *Outer Model*, the tests done for the reflective indicator namely [17].
 - *Convergent Validity*. Validity convergence value is the value of loading factor latent variables with the indicator of the indicators. The value that is expected > 0.7.
 - *Discriminant Validity*. This value is the value of the cross loading factors that are useful to know whether the change have sufficient discriminant namely with how to compare the value of loading on the change which the intended recipient must be greater than the value of loading with the change of the other.
 - *Composite Reliability*. The data has a composite reliability > 0.8 has high reliability.
 - *Average Variance Extracted (AVE)*. The value of the AVE that expected > 0.5.

RESULTS AND DISCUSSION

The measurement of the model consists of a validity test and reliability test. The results are presented in detail in the following table.

Table 1. Validity and Reliability Test of Indicators on Latent Variable

Latent Variable	Indicator	Validity		Composite Reliability
		Loading Factor	T-Statistics	
Strategic Leadership (X1)	The Visionary (X1.1)	0.976	242.626	0.787
	Ability to manage change (X1.2)	0.964	189.610	
	Ability to cohesion and sense of belonging (X1.3)	0.994	1345.754	
	Ability to think strategically (X1.4)	0.957	117.280	
	Ability to generate trust (X1.5)	0.957	127.261	
Organizational Learning (X2)	System Thinking (X2.1)	0.975	216.387	0.993
	Mental Models (X2.2)	0.986	364.490	
	Personal Mastery (X2.3)	0.997	3232.303	
	The team Learning (X2.4)	0.987	521.955	
	Shared Vision (X2.5)	0.974	250.697	
Organizational Climate (X3)	Structure (X3.1)	0.993	1216.725	0.977
	Responsibility (X3.2)	0.989	844.039	
	Identity (X3.3)	0.996	1701.290	
	Rewards (X3.4)	0.991	844.177	
	Warmth (X3.5)	0.988	764.906	
	Conflict (X3.6)	0.606	12.233	
Organizational Citizenship Behavior (Y1)	Altruism (Y1.1)	0.848	72.170	0.965
	Conscientiousness (Y1.2)	0.992	1254.386	
	Sportmanship (Y1.3)	0.952	228.256	
	The Civic Virtue (Y1.4)	0.942	257.213	
Organizational Performance (Y2)	Productivity (Y2.1)	0.953	224.795	0.986
	Service Quality (Y2.2)	0.966	313.187	
	Responsive (Y2.3)	0.996	2299.039	
	Responsibility (Y2.4)	0.961	412.121	
	Accountability (Y2.5)	0.960	358.646	

Table 1, show the value of loading factor and T-statistics of each indicator on the latent variable strategic leadership (X1), organizational learning (X2), organizational climate (X3), organizational citizenship behavior (Y1) and organizational performance (Y2) that is greater than the 0.5 and greater than T-table = 1.96, then all said indicator is valid and significant in forming the latent variable. Reliability for all latent variables gives the value of Composite Reliability (C-R) above the value of the cut-off his 0.7 it can be said all the latent variable reliabel

Model PLS through a bootstrap approach to test the path coefficient using t tests and bootstrap stop if between the value of the original estimates and estimates of the bootstrap partition has a value that approaches. The results of the original estimates and estimates of the bootstrap, B=500 served on the following Figure 2.

The test results of the full model can be seen from the values R-Square that illustrates *the goodness of the fit* of a model, presented the following.

Table 2. Goodness of Fit from R-Square Organizational Performance

Exogenous variable → Endogenous Variable	R-Square
Strategic Leadership (X1), Organizational Learning (X2), Organizational Climate (X3) → organizational citizenship behavior (Y1)	0.896
Strategic Leadership (X1), Organizational Learning (X2), Organizational Climate (X3), organizational citizenship behavior (Y1) → Organizational Performance (Y2)	0.964

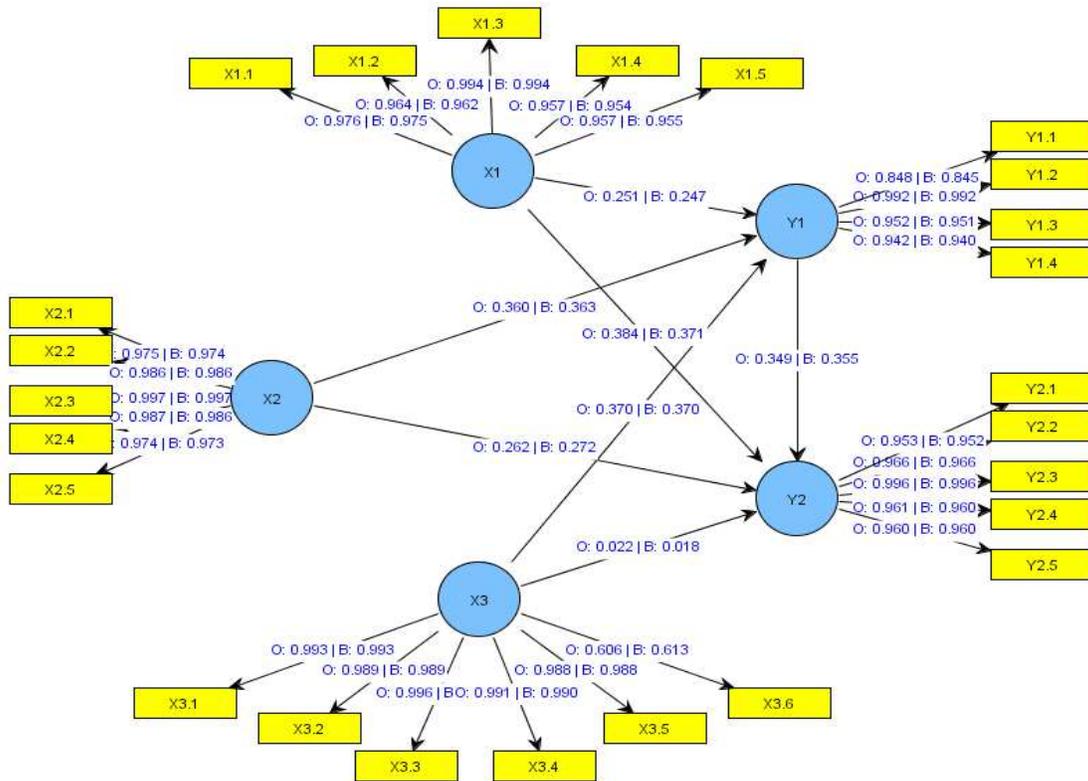


Figure 2.
Strategic relationship Leadership, Organizational Learning, Organizational Climate, Organizational Citizenship Behavior and Organizational Performance

Table 2. explains that the donation or the proportion of the variables strategic leadership (X1), Organizational Learning (X2), Organizational Climate (X3) in explaining the variations around the variables organizational citizenship behavior (Y1) of 0.896 variable Strategic Leadership (X1), Organizational Learning (X2), Organizational Climate (X3), organizational citizenship behavior (Y1) in explaining the variations around the variables Organizational Performance (Y2) of 0.964. The value of *R-square* on organizational citizenship behavior (Y1) and Organizational Performance (Y2) greater than zero means that the model of this research is already meet the *goodness of Fit* is required. The results of the calculation of the value of Q square from the table 2, obtained the following result:

$$Q^2 = 1 - (1 - 0.867) \times (1 - 0.656) = 0.996$$

This can be interpreted that the model is able to explain the Organizational Performance (Y2) of 99.6%, and USD 0.41 percent explained by other variables outside the model. This partial Model square through the bootstrap partition can show the significance of the influence between endogenous and exogenous variables. From the appropriate model in Figure 2 can be interpreted each path coefficient. The coefficient of the path coefficient is the hypothesis in this research that can be performed in the following structural equation.

$$Y1 = 0.251 X1 + 0.360 X2 + 0.370 X3$$

$$Y2 = 0.384 X1 + 0.262 X2 + 0.022 X3 + 0.349 Y1$$

The results of the structural path coefficient along with the value of the significance in Table 3.

Table 3. Test the *inner weight* on Organizational Performance

Exogenous variable → Endogenous Variable	Coeff. Original	BOOTSTRAP samples (B=500)		
		Coeff.	T - Statistics	Description
Strategic Leadership (X1)→organizational citizenship behaviour (Y1)	0.251	0.247	6.001	Significant
Organizational Learning (X2)→organizational citizenship behaviour (Y1)	0.360	0.363	7.333	Significant
Organizational Climate (X3)→organizational citizenship behaviour (Y1)	0.370	0.370	5.971	Significant
Strategic Leadership (X1)→Organizational Performance (Y2)	0.384	0.371	11.263	Significant
Organizational Learning (X2)→ Organizational Performance (Y2)	0.262	0.272	6.181	Significant
Organizational Climate (X3)→ Organizational Performance (Y2)	0.022	0.041	0.641	Not Significant
Organizational Citizenship Behaviour (Y1)→Organizational Performance (Y2)	0.349	0.355	9.255	Significant

Note: → (influence)

Based on the table 3, interpretation of each path coefficient is as follows:

- Strategic Leadership (X1) significant and positive effect on organizational citizenship behavior (Y1). This can be seen from the path marked by the positive coefficient of 0.251 with T-value of 6.001 Statistics greater than t-table =1.96. Thus the Strategic Leadership (X1) directly impact on organizational citizenship behavior (Y1) of 0.251. That means that every there is increasing Strategic Leadership (X1) then will increase organizational citizenship behavior (Y1) sebossar 0.251.
- Organizational Learning (X2) significant and positive effect on organizational citizenship behaviour (Y1). This can be seen from the path marked by the positive coefficient of 0.360 with T-value of 7.333 Statistics greater than t-table =1.96. Thus the Organizational Learning (X2) effect on organizational citizenship behaviour (Y1) of 0.360. That means that every there is increasing Organizational Learning (X2) then will affect the improvement of organizational citizenship behaviour (Y1) of 0.360.
- Organizational Climate (X3) significant and positive effect on organizational citizenship behaviour (Y1). This can be seen from the path marked by the positive coefficient of 0.370 with T-value of 5.971 Statistics greater than t-table =1.96. Thus the Organizational Climate (X3) directly impact on organizational citizenship behaviour (Y1) of 0.370. That means that every there is increasing Organizational Climate (X3) then will increase organizational citizenship behaviour (Y1) of 0.370.
- Strategic Leadership (X1) influential significant and positive impact on Organizational Performance (Y2). This can be seen from the path marked by the positive coefficient of 0.384 with T-value of 11.263 Statistics greater than t-table =1.96. Thus the Strategic Leadership (X1) directly impact on Organizational Performance (Y2) of 0.384, which means that every there is increasing Strategic Leadership (X1) then will improve Organizational Performance (Y2) of 0.384.
- Organizational Learning (X2) influential significant and positive impact on Organizational Performance (Y2). This can be seen from the path marked by the positive coefficient of 0.262 with T-value of 6.181 Statistics greater than t-table =1.96. Thus the Organizational Learning (X2) effect on Organizational Performance (Y2) of 0.262, which means that every there is increasing Organizational Learning (X2) then will affect the improvement of Organizational Performance (Y2) of 0.262.
- Organizational Climate (X3) did not affect the significant and positive impact on Organizational Performance (Y2). This can be seen from the path marked by the positive coefficient of 0.022 with T-value of 0.641 Statistics smaller than t-table =1.96. Thus the Organizational Climate (X3) is not directly impact on Organizational Performance (Y2), which means that every no increase or decrease Organizational Climate (X3) and does not affect the Organizational Performance (Y2).
- Organizational Citizenship Behavior (Y1) influential significant and positive impact on Organizational Performance (Y2). This can be seen from the path marked by the positive coefficient of 0.349 with T-value of 9.255 Statistics greater than t-table =1.96. Thus the organizational citizenship behavior (Y1) directly impact padaOrganizational Performance (Y2) of 0.349, which means that every there is increasing organizational citizenship behavior (Y1) then will improve Organizational Performance (Y2) of 0.349.

The influence of not directly in between the variables - exogenous latent variables and the endogenous presented in the following table.

Table 4. The Influence of indirect Research Variable

The influence of indirect		The variables	
		Organizational Citizenship Behavior (Y1)	Organizational Performance (Y2)
Exogen variables	Strategic Leadership (X1)		0.088
	Organizational Learning (X2)		0.126
	Organizational Climate (X3)		0.129
Mediating variable	Organizational Citizenship Behavior (Y1)		

From Table 4 can be explained is the influence of indirect (*indirect effects*) from exogenous latent variables against the endogenous latent variable. Organizational Citizenship Behavior (Y1) provides the largest indirect effect on Organizational Climate (X3) against Organizational Performance (Y2) of 0.129.

CONCLUSION

The results of the study showed with the approach of PLS that the model of Organizational Performance is fit based on the criteria of R², Q². Strategic Leadership, Organizational Learning, Organizational Climate, organizational citizenship behavior and Organizational Performance is valid and reliable. Strategic Leadership, Organizational Learning, Organizational Climate affect organizational citizenship behavior. Strategic Leadership, Organizational Learning affect Organizational Performance. Organizational Citizenship Behavior affect Organizational Performance while the Organizational Climate does not affect the Organizational Performance. Strategic Leadership with indicator the ability to cohesion and sense of belonging and visionary provides the dominant influence on Organizational Performance. Next, Organizational Climate with indicator identity and rewards against organizational citizenship behavior. Organizational Citizenship Behavior with indicator Conscientiousness effect is not directly on the largest Organizational Learning to Organizational Performance.

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