




# “Effect of strategic leadership capabilities on the development of organizational citizenship behavior”

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# EFFECT OF STRATEGIC LEADERSHIP CAPABILITIES ON THE DEVELOPMENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

## Abstract

Committed employees always demonstrate their organizational citizenship behavior by offering services beyond their leaders' expectations. They achieve their goals under the leadership of executives with the capabilities to guide the organization to the future. This study examines the impact of strategic leadership capabilities on organizational citizenship behavior in companies offering mobile services in Zimbabwe. To collect data, a survey research method is employed using a 5-point Likert scale questionnaire. Ninety-four questionnaires were randomly distributed to employees of three mobile service providers and a sector regulator in Harare province, Zimbabwe. Eighty-seven questionnaires were completed and returned. Data analysis follows a multiple regression method using the IBM SPSS v27 software to test hypotheses. The study also employs the Sobel test to investigate the mediation effect of organizational commitment on organizational citizenship behavior. Regression model results show that strategic leadership capabilities have a significant effect on organizational citizenship behavior. They further have a statistically significant effect on organizational citizenship behavior through organizational commitment. The results suggest that strategic leaders in the mobile phone sector in Zimbabwe should develop and strengthen strategic leadership capabilities to drive the commitment of their employees to encourage the development of organizational citizenship behavior. Committed employees will offer their services beyond their call of duty.

## Keywords

organizations, executives, commitment, mobile telephones, top managers

## JEL Classification

M10, L10

## INTRODUCTION

The success of an organization and its ability to withstand the competition depends on the commitment of its employees. It also depends on the behavior they display at their workplaces (Grego-Planer, 2019). Employees are valuable organizational assets and a source of competitive advantage. They are also the source of core competencies resident in human skills and know-how (Thompson et al., 2015). Successful organizations recruit highly qualified and skilled employees whose commitment to the success of their organizations goes beyond their employers' expectations. Gregor-Planer (2019) and Habeeb (2019) note that employees demonstrate organizational citizenship behavior (OCB) when they volunteer to do activities diligently above their employers' expectations. By so doing, employees depict themselves as bonafide citizens of their organizations. However, the strategic leadership capabilities of top leaders have a bearing on the degree of employee commitment and development of OCB in organizations. Commitment as a mediating variable depends on many determinants. Hitt et al. (2010) state that strategic leaders must have strategic lead-

ership capabilities to determine performance in organizations. The strategic leadership capabilities can possibly drive commitment and OCB in organizations. Hitt and his colleagues argue that strategic leaders must be visionary, build core competencies, and make valuable strategic decisions. They further state that leaders must develop human capital, build healthy organizational culture, develop controls, and encourage ethical behavior as necessary capabilities a strategic leader must have to drive the organization forward. Hitt et al. (2013) encourage senior executives of small, medium, and large organizations to arm themselves with these capabilities to successfully steer their organizations amid the challenges of the 21<sup>st</sup> century global economy.

In Zimbabwe, the mobile phone sector is a significant employer. The sector operates under the watchful eye of the Posts and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ). Collectively, the sector employed a total of 6,039 employees in 2019 (POTRAZ, 2019). As an active employer, the sector members must staff their organizations with highly skilled and committed employees whose organizational citizenship behavior is beyond their regular call of duty. The sector has three active members/service providers, namely Econet, Netone, and Telecel (Masuka et al., 2016). According to Chigwende and Govender (2020) and POTRAZ (2019), the three players fiercely try to outpace each other to control the growing market, although Econet has always emerged with an upper hand. The three players have their head offices in the metropolitan province of Harare. To survive in the 21<sup>st</sup> century global economy, the top managers of the three service providers need strategic leadership capabilities advocated by Hitt et al. (2010). However, the impact of strategic leadership capabilities on OCB in the mobile phone sector is unknown in Zimbabwe. Perhaps top managerial leaders do not value their importance and that of commitment and OCB in their organizations. Two of the three players are currently struggling, perhaps due to the lack of employee commitment and OCB. The mobile phone industry plays a significant role in shaping the Zimbabwean economy.

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## 1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The Upper echelons theory (EUT) advocated by Hambrick and Mason (1984) states that top managerial leaders have a mandate to make valuable strategic choices. They rely on their demographic characteristics to make strategic choices to enhance organizational performance. They also rely on the developments from the environment to make strategic choices. Hambrick and Mason (1984) state that managerial assessment of the business environment is affected by their cognitive bases and values. As a result, managers rely on their characteristics to have a clear picture of the developments from the environment. Essentially, the characteristics of top managers affect the strategic decisions they make and organizational performance. According to Hambrick and Mason (1984), top managers' demographic characteristics are their age, gender, educational qualifications, the number of years at work, and their experiences. The demographic characteristics are proxies for top execu-

tives' cognitive base and values. The theory puts into perspective the activities of a CEO as a top executive and the top management teams. The TMT is a powerful group of executives who closely work with the CEO (Hambrick & Mason, 1984). Devine (2014) points out that the theory links the activities of the CEO and top management executives to the actual making of strategic decisions to enhance organizational performance. Researchers have identified loopholes in the UET. Oppong (2014) opines that the UET lacks causal explanations on the link between demographic characteristics and performance. Others have criticized the model for relying on demographics as proxies for cognitive base and values (Olaka et al., 2016). However, the UET literature might not apply to executives managing companies in the 21<sup>st</sup> century global economy. The UET does not address the issue of capabilities strategic leaders require to make strategic choices in the global economy of the 21<sup>st</sup> century. Hitt et al. (2013) point out that strategic leaders of the 21<sup>st</sup> century must have the required capabilities to drive performance. Besides, they must motivate their subordinates to commit themselves to the success and performance of their organizations.

To drive employee commitment and overall organizational performance, top managers in the Zimbabwe mobile phone sector need strategic leadership capabilities. According to Chigwende and Govender (2020), the mobile phone sector is arguably a driver of the Zimbabwean economy in that its contribution to overall economic development stands at about 77%. Grego-Planer (2019) states that committed employees perform better and are always ready to assist their organization in accomplishing set objectives. However, they require guidance from strategic leaders with capabilities to make valuable strategic decisions to enhance performance. Samimi et al. (2019) identify Chief Executive Officers (CEOs), their top managerial executives, and members of boards as key strategic leaders empowered to make strategic decisions. Hitt et al. (2013, p. 362) define strategic leadership as “the ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary”. This definition implies that strategic leadership requires top executives to empower their subordinates to effect change and predict the future strategic direction of their organizations.

Strategic leadership, therefore, focuses on top organizational leaders and how they make strategic decisions to guide their organizations competitively (Samimi et al., 2019; Jaleha & Machuki, 2018). Strategic choices they make are concerned with how they allocate resources and compete. According to Samimi et al. (2019), such decisions must be bold, precise, and convincing to pull the organization forward. To make valuable strategic decisions, a CEO must derive support from the top managers, usually referred to as the top management team (TMT), a group of executives with immense influence in the strategy-making process (Rahman et al., 2018). Besides, they have to develop strategic leadership capabilities that include a vision, core competencies, strategies, control systems, human capital, organization culture, and a good ethical environment. According to O’Shannassy (2021), these capabilities can put an organization in a sustainable competitive position and allow for the successful implementation of strategies. Moreover, failure to develop the capabilities makes it difficult for strategic leaders to pick developments from the internal and external environments (Palladan et al., 2016). Conclusively,

the concept of strategic leadership requires a strategic leader to be a resolute visionary team leader who is laden with all the necessary capabilities and ready to share ideas with subordinates while encouraging them to perform beyond expectations (Hitt et al., 2013).

Developing a strategic vision is a prerogative of top strategic leaders such as CEOs, who naturally should carry ownership of it (Thompson et al., 2015). Therefore, vision is the desired future state of the business that portrays a big mental picture of what the organization intends to look like in the future (Papulova, 2014; Suranga, 2014). No wonder, Papulova (2014) insists that a vision statement must be motivational, attractive, inspiring, and challenging to drive commitment among employees to do whatever they can for the organization. Moreover, a strategic vision gives employees direction and coordinates their daily activities to operate as a team. A visionary strategic leader must recruit highly skilled and committed employees as a source of core competencies to achieve competitive advantage. Core competencies are a set of skills, specialized knowledge, and technical innovations owned by an organization (Ceglinski, 2020). They are resident in human skills and other intangible assets. They give a firm a position of superiority that competitors fail to attain (Jabbouri & Zahari, 2014; Irtaimh, 2018). This unique position enables a firm to deliver superior performance underpinned by the delivery of quality goods and services, much to the satisfaction of its customers. A visionary strategic leader also develops valuable strategies to drive the organization forward. A strategy is an action or action plans top executives employ to move an organization to its intended destination (Ajagbe et al., 2016). Moreover, its Greek military origins reflect strategy as a general action plan employed to overpower other armies with limited resources (Mainardes et al., 2014). Ajagbe et al. (2016) state that strategy drives employees to work extremely hard to achieve set goals.

Strategic leaders must recruit, train, and develop human capital to retain highly skilled and talented employees (Khayinga & Muathe, 2018; Hossain & Roy, 2016). A successful organization depends on a skilled human capital base (Khayinga & Muathe, 2018). Human capital is “a collection of features,

life trade, knowledge, creativity, innovation, and energy which people invest in it in their work” (Nojededh & Pasban, 2016, p. 250). In light of this definition, Khayinga and Muathe (2018) point out that training and retaining skilled and talented employees are the cornerstone for organizational success. As such, organizations and their top leaders should view their employees as valuable intangible resources and a source of competitive advantage. Besides developing human capital, strategic leaders must develop a healthy organizational culture. A healthy culture motivates employees to commit themselves fully to the performance of their organizations (Odor, 2018). Maseko (2017) concurs, pointing out that such a culture enhances the organizational activity and directs employees to follow shared values and behaviors.

However, strategic leaders must have control mechanisms to motivate and drive employees to achieve set objectives. Such controls are concerned with employees’ ability to meet organizational goals as per set standards and employer’s actions towards monitoring and compensating employees who accomplish organizational goals, on the other hand (Verburg et al., 2018). Robins and Coulter (2018) assert that managers institute controls to achieve those goals as per plan. Finally, a piece of advice for strategic leaders is to encourage good ethical practices. Ogbari et al. (2015) encourage organizations to adhere to ethical practices all the time and should not just focus on making money. Strategic leaders cannot ignore this advice because customers nowadays consider the image and reputation of business organizations they deal with (Turyakira, 2018). Failure to adhere to ethical practices destroys an organization and the society it operates in (Turyakira, 2018). The implication is that, in the absence of morally outstanding values, transparency and accountability, a business organization can hardly survive.

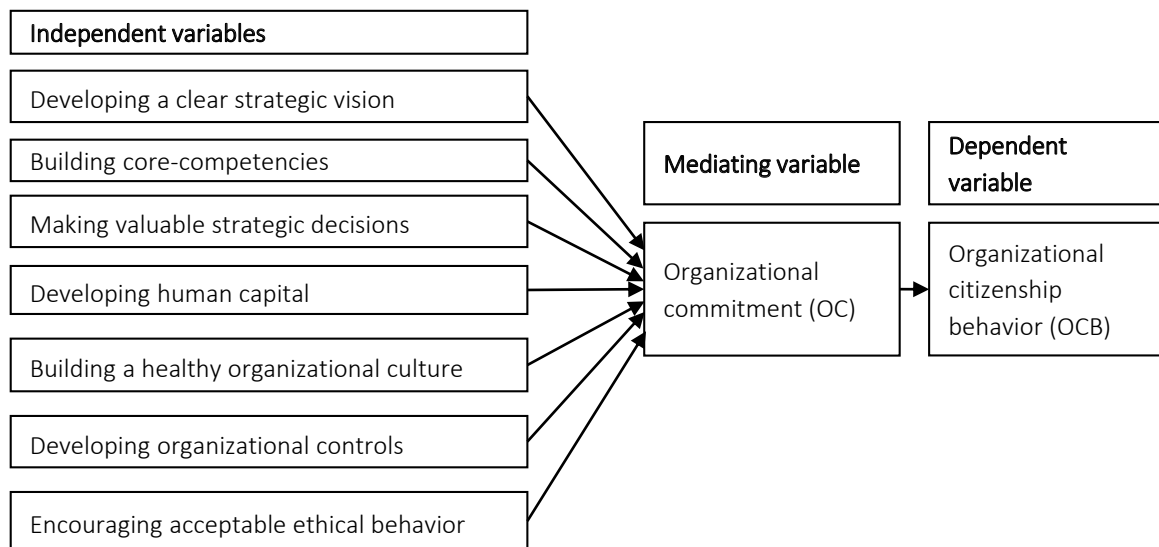
The result of good strategic leadership capabilities is a commitment among employees. Organizational commitment (OC) emerges when an organization and its employees develop a mutual relationship that results in employees exhibiting a high degree of loyalty towards their employer (Zayas-ortiz et al., 2014; Radosavljevic et al., 2017). OC makes employees feel emotionally bonded to the organization and ready to do whatever they can to demonstrate

their unwavering loyalty. OC is a concept based on three dimensions or approaches (Radosavljevic et al., 2017; Chelliah et al., 2015). It reflects in the employee’s emotional attachment to the organization, which is known as affective commitment. It also reflects on how employees value the costs incurred upon leaving an organization. This approach is called continuance commitment. Lastly, it reflects on how employees value the responsibilities they have for the job. This approach is called normative commitment. Many organizations recruit employees who can demonstrate their loyalty and total commitment to their organizations (Jabri & Ghazzari, 2019; Radosavljevic et al., 2017). Jabri and Ghazzari (2019) note that committed employees are usually satisfied with their jobs and are prepared to advance the interests of their organizations. They start displaying organizational citizenship behavior (OCB) when they offer their services freely and wholeheartedly to their organization beyond the dictates of their terms of employment (Grego-Planer, 2019). In other words, employees tend to exhibit behaviors that are not subject to the terms of their contracts. They do so freely with no expectations of receiving payment from the employer. As OCB gradually develops in an organizational setup, employees tend to see themselves as bonafide citizens of that organization. According to Grego-Planer (2019) and Habeeb (2019), their newly acquired behaviors result in the positive accomplishment of organizational goals.

Senior managers must therefore have strategic leadership capabilities to drive performance in organizations. This study aims to ascertain the impact of these capabilities on OCB development and further encourage senior executives to nurture this behavior among employees. To test the hypotheses in this study, the strategic leadership capabilities outlined by Hitt et al. (2010) are independent variables in Figure 1. Organizational commitment is the mediating variable, and OCB is the dependent variable.

In light of the strategic leadership literature and theory outlined in this study, the hypotheses are formulated as follows:

$H_1$ : *Developing an inspiring strategic vision has a significant impact on the development of organizational citizenship behavior.*



**Figure 1.** Conceptual framework

- $H_2$ : *Building core competencies has a significant impact on the development of organizational citizenship behavior.*
- $H_3$ : *Making valuable strategic options has a significant impact on the development of organizational citizenship behavior.*
- $H_4$ : *Developing and retaining human capital have a significant impact on the development of organizational citizenship behavior.*
- $H_5$ : *Building healthy organizational culture has a significant impact on the development of organizational citizenship behavior.*
- $H_6$ : *Developing and instituting organizational control have a significant impact on the development of organizational citizenship behavior.*
- $H_7$ : *Encouraging acceptable ethical behavior has a significant impact on the development of organizational citizenship behavior.*

## 2. DATA AND METHODOLOGY

A survey research design was employed to collect data from 94 respondents from three players in the mobile phone sector using a 5-point Likert

scale questionnaire. Because of the COVID-19 pandemic, the questionnaire was administered online. The sample size was selected using the simple random sampling method. Eighty-seven (87) questionnaires were returned and, as a result of data cleaning, cases with more than 15% missing observations were excluded (Field, 2018), which in total were 5. Further, six outliers were identified, and these were beyond the prescribed range [ $LQ - 1.5 \cdot IQR$ ,  $UQ3 + 1.5 \cdot IQR$ ] (Field, 2018). In total, 11 cases were dropped resulting in a sample size of 76, and this corresponds to a response rate of 80.85%, which is greater than the minimum accepted 60% (Leedy & Ormrod, 2016). To validate the sample size used, the post hoc sample power analysis was carried out using G\*Power. This was aimed at determining the achieved sample power given the resultant effect size. The achieved non-centrality parameter was  $\lambda = 11.40$  [ $F_{crit}(7, 68) = 2.148$ ], and the achieved power was 0.872; and being greater than the prescribed minimum of 0.800, the results do confirm that the sample size used for this study was adequate.

Data analysis involved the use of descriptive statistics carried out in the form of measures of central tendency and dispersion. IBM SPSS v27 software was used to test the key hypotheses using the multiple regression analysis. Since the study involved testing the relationship between independent and dependent variables with a mediating varia-

ble, it became necessary to first use the standard linear regression to test the relationship between independent variables and the mediating variable. Further, the hierarchical linear regression was then used to test the relationship between independent variables and dependent variables. Finally, the relationship between the mediating variable and the dependent variable was tested using the Sobel test to establish the mediation effect of organizational commitment.

### 3. RESULTS

The results are presented in three sections. The first is the demographic section, followed by descriptive statistics and regression and mediation analyses.

#### 3.1. Demographics

This study considered four key demographic variables such as gender, age, company and position in the company. The results are summarized in Table 1.

Males (68.4%) were generally predominating over females (31.6%), and this is reflective of the status quo, which is characterized by a male-dominated telecommunications industry in Zimbabwe, particularly in the upper echelons of management (POTRAZ, 2019). Concerning the age distribution, the modal category is middle-aged, ranging between 30-39 years of age (39.5%), followed by those between 18-29 years of age (31.6%), and then those aged between 40-49 years (26.3%), and

**Table 1.** Demographics

Demographic variables	Category/name	Frequency	Percent	Cumulative
Gender	Female	24	31.6	31.6
	Male	52	68.4	100.0
Age	18-29 years old	24	31.6	31.6
	30-39 years old	30	39.5	71.1
	40-49 years old	20	26.3	97.4
	50-59 years old	2	2.6	100.0
Company	Econet	44	57.9	57.9
	Netone	12	15.8	73.7
	POTRAZ	7	9.2	82.9
	Telecel	13	17.1	100.0
Position	Non-management	4	5.3	5.3
	Junior Management	15	19.7	25.0
	Middle Management	34	44.7	69.7
	Senior Management	20	26.3	96.1
	Executive	3	3.9	100.0

the least being between 50-59 years (2.6%). Lastly, concerning the position, the modal category comprises the middle management (44.7%), while the second dominant group is the senior management (26.3%), and junior managers are 19.7%. By and large, the majority of respondents are from management. This puts credibility to the study findings as the responses were from people with extensive knowledge and experience regarding the subject area (Creswell, 2014).

#### 3.2. Descriptive statistics

More specifically, the mean rating is computed as a key measure of central tendency, while the measures of dispersion are the standard deviation, skewness, and kurtosis. The results are in Table 2.

None of the mean ratings was less than the midpoint, suggesting that the respondents generally concurred. Among the seven leadership capabilities, the highest rating was given to the development of a motivated human resource base (M = 3.99; SD = 0.683), followed by the need to make valuable strategic decisions (M = 3.84; SD = 0.654). The third highest rating was the need to build formidable core competencies (M = 3.79; SD = 0.680), while the fourth was on the need to develop a clear strategic vision (M = 3.64; SD = 0.706). On the other hand, the least rated leadership capability was the need to develop and institute effective organizational controls (M = 3.38; SD = 0.610), followed by encouraging acceptable ethical behavior (M = 3.39; SD = 0.634), while the third least was building a healthy organizational culture (M = 3.58;

**Table 2.** Descriptive summaries

Variables	N	Mean	SD	Skewness	Kurtosis
Developing a clear strategic vision	76	3.64	.706	.166	-.364
Building formidable core-competencies	76	3.79	.680	.025	-.337
Making valuable strategic decisions	76	3.84	.654	-.415	.643
Developing a motivated human resource base	76	3.99	.683	-.499	.749
Building a healthy organizational culture	76	3.58	.572	-.099	-.523
Developing and instituting effective organizational controls	76	3.38	.610	-.434	-.628
Encouraging acceptable ethical behavior	76	3.39	.634	-.236	-.365
Organizational commitment	76	3.24	.651	-.277	-.676
Organizational citizenship behavior	76	3.92	.726	-.093	-.539

SD = 0.572). The mediating variable, organizational commitment, was rated with a mean of  $M = 3.24$  (SD = 0.651), and the rating for the dependent variable, organizational citizenship behavior, was  $M = 3.92$  (SD = 0.726). The skewness statistics were all within a tolerable range from 0, suggesting near-normal distributions. The same applies to the kurtosis statistics, none of which exceeded the prescribed limits of  $\pm 3.0$ . The results confirmed the near-normality of the variables.

### 3.3. Regression analysis

In line with the research aims outlined, the study seeks to test the following seven research hypotheses shown in Table 3.

**Table 3.** Hypotheses

Source: Authors' development.

Hypothesis
<i>H<sub>1</sub>: Developing an inspiring strategic vision has a significant impact on the development of organizational citizenship behavior</i>
<i>H<sub>2</sub>: Building core competencies has a significant impact on the development of organizational citizenship behavior</i>
<i>H<sub>3</sub>: Making valuable strategic options has a significant impact on the development of organizational citizenship behavior</i>
<i>H<sub>4</sub>: Developing and retaining human capital have a significant impact on the development of organizational citizenship behavior</i>
<i>H<sub>5</sub>: Building a strong and healthy organizational culture has a significant impact on the development of organizational citizenship behavior</i>
<i>H<sub>6</sub>: Developing and instituting organizational controls have a significant impact on the development of organizational citizenship behavior</i>
<i>H<sub>7</sub>: Encouraging acceptable ethical behavior has a significant impact on the development of organizational citizenship behavior</i>

However, the study first sought to establish the direct influence of strategic leadership key capabilities on organizational commitment. Since there was more than one independent variable, the multiple linear regression analysis was considered. The key assumptions were tested, that is, residual normal-

ity, multicollinearity, and auto-correlations. None of the assumptions was violated. For the normality assumption, the results are in Table 4.

**Table 4.** Test for normality

Mediating and dependent variables	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	p-value	Statistic	df	p-value
Organizational commitment	.287	76	.341	.780	76	.249
Organizational citizenship behavior	.267	76	.328	.832	76	.206

Note: a. Lilliefors significance correction.

Given that the sample size was less than 200, the Shapiro-Wilk test was considered in place of the Kolmogorov-Smirnov test, which is optimal for very large samples (Wywiał, 2015). For organizational commitment,  $W(76) = 0.780$ ,  $p > 0.05$  and for OCB,  $W(76) = 0.832$ ,  $p > 0.05$ , meaning that the normality assumption was not violated. For the auto-correlation assumption, the Durbin-Watson test was done and from Table 5,  $d = 2.098 \sim 2$ , and this meant that the assumption was not violated (Pallant, 2013). Lastly, the multicollinearity assumption was tested using the Variance Inflated Factor (VIF). Tabachnick and Fidell (2013) and Field (2018) prescribe a maximum VIF of 5.0, and from the outcome in Table 7, the maximum observed VIF was  $2.554 < 5$ . In this regard, the multicollinearity assumption was not violated.

### 3.4. Effect of strategic leadership capabilities on organizational commitment

The first research objective sought to establish the effect of strategic leadership capabilities on organizational commitment. As noted above, multiple



**Table 5.** Regression model summary – SLC-OC

Model	R	R-squared	Adjusted R-squared	Std. error of the estimate	Durbin-Watson
1	.715 <sup>a</sup>	.512	.461	.477	2.098

Note: a. Predictors: (Constant); Encouraging acceptable ethical behavior; Making valuable strategic decisions; Developing motivated human resource base; Developing and instituting effective organizational controls; Building formidable core competencies; Building a healthy organizational culture; Developing a clear strategic vision. b. Dependent variable: Organizational commitment.

linear regression analysis was used due to the multiple independent variables. The model summary is presented in Table 5.

The results show that the regression coefficient was 0.715, which is very high, and the regression R-squared was 0.512, meaning that all the seven independent variables explained 51.2% of the variance in the dependent variable. Overall, the model goodness-of-fit was confirmed to be valid:  $F(7, 68) = 10.175; p < 0.05$  (Table 6).

Table 7 presents the key regression coefficients for each independent variable.

The results do confirm that all the seven independent variables had a statistically significant influence on organizational commitment. The main predictor was encouraging acceptable ethical behavior ( $\beta = 0.446; p < 0.05$ ), followed by building a healthy organizational culture ( $\beta = 0.367; p < 0.05$ ), with the third-highest being making valuable strategic

decisions ( $\beta = 0.342; p < 0.05$ ), and the fourth being building formidable core competencies ( $\beta = 0.342; p < 0.05$ ). On the other hand, the least significant predictor was developing and instituting effective organizational controls ( $\beta = 0.283; p < 0.05$ ), the second least being developing a motivated human resource base ( $\beta = 0.299; p < 0.05$ ), and the third least being developing a clear strategic vision ( $\beta = 0.332; p < 0.05$ ).

## 4. MEDIATION ANALYSIS

### 4.1. Moderation effect of organizational commitment on organizational citizenship behavior

The second research objective was to establish the moderation effect of organizational commitment on the development of organizational citizenship

**Table 6.** Regression goodness-of-fit – SLC-OC

Model	Sum of squares	df	Mean square	F	Sig.	
1	Regression	16.236	7	2.319	10.175	.000 <sup>b</sup>
	Residual	15.500	68	.228		
	Total	31.737	75			

Note: a. Dependent variable: Organizational commitment. b. Predictors: (Constant); Encouraging acceptable ethical behavior; Making valuable strategic decisions; Developing a motivated human resource base; Developing and instituting effective organizational controls; Building formidable core competencies; Building a healthy organizational culture; Developing a clear strategic vision.

**Table 7.** Regression coefficients – SLC-OC

Independent variables	B	SE	Beta	t-value	p-value	VIF
(Constant)	.128	.505		.253	.801	
Developing a clear strategic vision	.314	.125	.332	2.576	.017	2.554
Building formidable core competencies	.322	.123	.336	2.615	.011	2.297
Making valuable strategic decisions	.331	.102	.342	3.770	.000	1.477
Developing a motivated human resource base	.285	.101	.299	2.821	.006	1.567
Building a healthy organizational culture	.390	.138	.367	4.370	.000	2.058
Developing and instituting effective organizational controls	.301	.126	.283	2.398	.019	1.934
Encouraging acceptable ethical behavior	.458	.113	.446	4.063	.000	1.680

Note: a. Dependent variable: Organizational commitment.

**Table 8.** Hierarchical regression model summary

Model	R	R <sup>2</sup>	Adj. R <sup>2</sup>	SE	Change statistics					Durbin-Watson
					ΔR <sup>2</sup>	ΔF	df1	df2	p (ΔF)	
1	.890 <sup>a</sup>	.793	.771	.347	.793	37.118	7	68	.000	–
2	.899 <sup>b</sup>	.808	.803	.348	.015	4.588	1	67	.014	2.046

Note: a. Predictors: (Constant); Encouraging acceptable ethical behavior; Making valuable strategic decisions; Developing a motivated human resource base; Developing and instituting effective organizational controls; Building formidable core competencies; Building a healthy organizational culture; Developing a clear strategic vision. b. Predictors: (Constant); Encouraging acceptable ethical behavior; Making valuable strategic decisions; Developing a motivated human resource base; Developing and instituting effective organizational controls; Building formidable core competencies; Building a healthy organizational culture; Developing a clear strategic vision; Organizational commitment. c. Dependent variable: Organizational citizenship behavior.

behavior. Two approaches were used such as the hierarchical linear regression and the Sobel test. Hierarchical linear regression was used to determine the extent of the influence of organizational commitment on OCB after accounting for all other variables.

**Model 1:** The regression models for the strategic leadership capabilities alone were statistically significant,  $\Delta F(7, 68) = 37.118, p < 0.05$ , suggesting that there was a significant relationship between the strategic leadership capabilities and OCB. The goodness-of-fit results were also statistically significant,  $F(7, 68) = 37.118; p < 0.05$ .

**Model 2:** The inclusion of organizational commitment, while controlling for the effect of the strategic leadership capabilities, increased the predictive capacity of the models. The coefficient

of determination increased by  $\Delta R_2 = 0.015$  to  $R^2 = 0.808, \Delta F(1, 67) = 4.588, p < 0.05$ , and the goodness-of-fit was established to be valid,  $F(8, 67) = 32.355, p < 0.05$ .

Regarding the direct influence of strategic leadership capabilities on OCB, all the variables were statistically significant. The most significant predictor of OCB was building formidable core competencies ( $\beta = 0.795; p < 0.05$ ), and second was developing a clear strategic vision ( $\beta = 0.196; p < 0.05$ ), followed by making valuable strategic decisions ( $\beta = 0.140; p < 0.05$ ), while the fourth was building a healthy organizational culture ( $\beta = 0.139; p < 0.05$ ). On the other hand, the least significant predictor of OCB was encouraging acceptable ethical behavior ( $\beta = 0.111; p < 0.05$ ). The second least was developing and instituting effective organizational controls ( $\beta = 0.130; p < 0.05$ ),

**Table 9.** Hierarchical regression coefficients

Independent variables		B	SE	Beta	t-value	p-value
1	(Constant)	.053	.367		.145	.885
	Developing a clear strategic vision	.099	.091	.196	3.086	.000
	Building formidable core competencies	.850	.089	.795	11.504	.000
	Making valuable strategic decisions	.145	.074	.140	2.601	.012
	Developing a motivated human resource base	.135	.073	.133	2.483	.034
	Building a healthy organizational culture	.150	.101	.139	2.497	.033
	Developing and instituting effective organizational controls	.136	.091	.130	2.391	.031
	Encouraging acceptable ethical behavior	.112	.082	.111	2.151	.029
2	(Constant)	.045	.369		.121	.904
	Developing a clear strategic vision	.107	.092	.194	3.165	.000
	Building formidable core competencies	.828	.094	.775	10.800	.000
	Making valuable strategic decisions	.157	.076	.151	2.747	.003
	Developing a motivated human resource base	.155	.078	.152	2.703	.005
	Building a healthy organizational culture	.163	.102	.149	2.614	.011
	Developing and instituting effective organizational controls	.115	.095	.113	2.160	.024
	Encouraging acceptable ethical behavior	.143	.092	.138	2.474	.035
Organizational commitment	.168	.088	.161	2.767	.001	

Note: a. Dependent variable: Organizational citizenship behavior.

**Table 10.** Sobel mediation analysis

Independent variables	$\beta$	SE	LL95CI	UL95CI	Z	p-value
Developing a clear strategic vision	0.060	0.038	-0.014	0.134	7.586	0.000
Building formidable core competencies	0.018	0.026	-0.032	0.069	4.708	0.000
Making valuable strategic decisions	0.011	0.049	-0.085	0.107	4.219	0.000
Developing a motivated human resource base	0.096	0.052	-0.007	0.198	11.828	0.000
Building a healthy organizational culture	0.125	0.064	-0.002	0.251	14.937	0.000
Developing and instituting organizational controls	0.179	0.080	0.022	0.337	17.231	0.000
Encouraging acceptable ethical behavior	0.262	0.094	0.077	0.447	22.777	0.000

and the third least being developing a human resource base ( $\beta = 0.133$ ;  $p < 0.05$ ). The second regression model controlled the effect of the seven strategic leadership capabilities. From the outcome, the organizational commitment had a statistically significant influence on OCB ( $\beta = 0.161$ ;  $p < 0.05$ ).

The Sobel test was carried out to determine the mediation effect of organizational commitment on the relationship between strategic leadership capabilities and OCB, using the Hayes Process Macro for SPSS (Preacher & Hayes, 2013). The results are presented in Table 10.

With respect to the indirect effect of strategic leadership capabilities on OCB through organizational commitment, all the indirect effects were statistically significant, with the highest mediation effect being on encouraging acceptable ethical behavior,  $\beta = 0.262$ , 95% CI [0.077,0.447],  $Z = 22.777$ ;  $p < 0.05$ . The second highest indirect effect was for developing and instituting effective organizational controls,  $\beta = 0.179$ , 95% CI [0.022,0.337],  $Z = 17.231$ ;  $p < 0.05$ , while the third was building

healthy organizational culture,  $\beta = 0.125$ , 95% CI [-0.002,0.251],  $Z = 17.231$ ;  $p < 0.05$ . The indirect effect of developing a motivated human resource base on OCB was the fourth highest,  $\beta = 0.096$ , 95% CI [-0.007, 0.198],  $Z = 11.828$ ;  $p < 0.05$ . The fifth indirect effect on OCB was developing a clear strategic vision,  $\beta = 0.060$ , 95% CI [-0.014, 0.134],  $Z = 7.586$ ;  $p < 0.05$ ). On the other hand, the least coefficient was for the indirect effect of making valuable strategic decisions on OCB,  $\beta = 0.011$ , 95% CI [-0.085, 0.107],  $Z = 4.219$ ;  $p < 0.05$ , and the second least indirect effect on OCB being the building formidable core competencies,  $\beta = 0.018$ , 95% CI [-0.032, 0.069],  $Z = 4.708$ ;  $p < 0.05$ .

## 5. DISCUSSION

The results of the study show that all seven strategic leadership capabilities shown in Table 11 had a significant effect on the development of OCB in the mobile phone industry in Zimbabwe. Building core competencies was an outstanding significant predictor at  $\beta = 0.795$ ;  $p < 0.05$ . According to Irtaimeh (2018), strategic leaders of an organiza-

**Table 11.** Summary of results – hypothesis testing

Hypothesis	Decision
$H_1$ : Developing an inspiring strategic vision has a significant impact on the development of organizational citizenship behavior	Accept $H_1$
$H_2$ : Building core competencies have a significant impact on the development of organizational citizenship behavior	Accept $H_2$
$H_3$ : Making valuable strategic options has a significant impact on the development of organizational citizenship behavior	Accept $H_3$
$H_4$ : Developing and retaining human capital have a significant impact on the development of organizational citizenship behavior	Accept $H_4$
$H_5$ : Building a strong and healthy organizational culture has a significant impact on the development of organizational citizenship behavior	Accept $H_5$
$H_6$ : Developing and instituting organizational control have a significant impact on the development of organizational citizenship behavior	Accept $H_6$
$H_7$ : Encouraging acceptable ethical behavior has a significant impact on the development of organizational citizenship behavior	Accept $H_7$

Source: Authors' development.

tion driven by well-defined core competencies are likely to create a favorable working environment that motivates subordinates to focus on achieving set objectives. Usually, trained and motivated employees feel encouraged to show off their skills with a high degree of commitment. Developing a strategic vision was the second-highest predictor at  $\beta = 0.196$ ;  $p < 0.05$ . Suranga (2014) points out that a well-articulated vision statement enables employees to see a clear picture of the organization's direction. It makes them feel satisfied as committed citizens of the institution. Essentially, vision drives motivation when committed employees offer their services beyond managerial expectations. Making valuable strategic decisions was the third-highest

predictor at  $\beta = 0.140$ ;  $p < 0.05$ ). Ajagbe et al. (2016) state that well-developed and communicated strategies drive commitment among employees and motivate them to do whatever they can for their organizations willingly as OCB develops.

The results also show a statistically significant effect of the strategic leadership capabilities on OCB through organizational commitment. Organizational commitment bonds employees with their organizations and make them feel honored as bonafide citizens of their organizations (Zayas-ortiz et al., 2014). They tend to exhibit their newly acquired behaviors by demonstrating total loyalty to their organizations.

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## CONCLUSION

The study aims to encourage organizational citizenship behavior among employees in the mobile phone sector to enhance performance. It also aims to motivate senior executives of mobile phones companies in Zimbabwe to have the capabilities necessary to develop such behavior. The results show that strategic leadership capabilities influence OCB development significantly through the mediating effect of organizational commitment. Conclusively, the study findings indicate that OCB can thrive among employees if top managers equip themselves with strategic leadership capabilities. Employees displaying OCB are likely to boost the performance of organizations through many activities they do willingly. The three players in the Zimbabwe mobile phone sector are likely to benefit through the activities of committed employees leading to OCB development and enhanced organizational performance. Since the mobile phone sector is a strategic employer and contributor to the economic development of Zimbabwe, its good performance will result in employment creation to boost the Zimbabwean economy. Besides, executives from other sectors of the Zimbabwean economy can benchmark best practices thanks to good performance of organizations in the mobile phone sector. The Zimbabwean economy is slowly recovering from years of suffering from hyperinflation, so performance across all sectors of the economy is not an option.

## AUTHOR CONTRIBUTIONS

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