

Chapter 9

Strategic Leadership Effect on Med– Tech Organization Citizenship Behavior With Mediation of Innovation Culture in the Horn of Africa

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ABSTRACT

The aim of this chapter is to examine the antecedents of OCB in Med-Tech firms in the Eastern Africa with a focus on the moderator function of innovation culture. Using 390 participants, the investigation administered the adopted questionnaire and was anchored on a quantitative investigation

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design to assess the inter associations of the explained variables. The Kaiser-Meyer-Olkin (KMO) measure was used to test the suitability of the data for dimension analysis, and in both groups it was within the suitable range (>.70). As a next step of the assessment of the measurement model, confirmatory Dimension Analysis (CFA) was performed in order to manifest whether the selected constructs are appropriately captured in the model. Thereafter, this investigation used Structural Equation Modeling (SEM) to analyse the hypothesized associations using AMOS software. The investigation manifested that the level of OCB is highly dependent on strategic leadership; therefore, leadership activities that facilitate staff participation are vital.

INTRODUCTION

The prominence of strategic leadership in managing organizational behavior has become a subject of global prominence, especially in regard to the volatile environment of the Med-Tech industry (Cortes & Herrmann, 2021). With ever-growing progression of healthcare technologies, firms face enormous pressure to incubate innovative measures that would outcome in augmented organizational efficiency as well as engaged staffs. Indeed, strategic leadership is postulated as a key antecedent of OCB, which refers to extra function behaviors that organization associates engage in for the community good of the organization (Siswadi *et al.*, 2023). This chapter examines how the regional strategic leadership contingent on the level of OCB through the mediating variable of innovation culture within the Eastern Africa, which constitutes a fast-growing Med-Tech industry today (Khattak *et al.*, 2022). This investigation operationalized the notion of strategic leadership from tenets of transformational leadership and the theory of strategic management originating from studies of firms (Mahmood *et al.*, 2024). It focuses on leadership in terms of visionary, cultural, and performing potential of an organization. The empirical literature for the current investigation exists in a form of a conceptual framework as it appears that strategic leadership can boost staff motivation, nurture innovation, and augment positive organizational behaviors (Siswadi *et al.*, 2023). However, these insights are confronted by day-to-day down-

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