



THE INFLUENCE OF ETHICAL LEADERSHIP, STRATEGIC HUMAN CAPITAL, AND STRATEGIC COMPETENCE ON ORGANIZATIONAL PERFORMANCE CENTER FOR PEACE MAINTENANCE MISSION MEDIATED BY ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract

The purpose of this study was to analyze the influence of ethical leadership, strategic human capital, and strategic competence on organizational performance mediated by organizational citizenship behavior of the Indonesian National Army Peacekeeping Mission Center.

The research method used in this study is hypothesis testing. This study is quantitative, using a questionnaire given to 184 personnel of the Indonesian National Army Peacekeeping Mission Center. Data analysis using SPSS and PLS.3.30 software with the Structural Equation Model (SEM) multivariate analysis method.

The results of this study showed that the direct influence of ethical leadership, strategic human capital, and strategic competence variables had a positive effect on organizational performance. The strategic competence variable had the strongest positive effect on organizational performance and organizational citizenship behavior. The indirect influence of ethical leadership, strategic human capital, and strategic competence on organizational performance through organizational citizenship behavior was supportive and positive. The strongest influence on the strategic competence variable on organizational performance mediated by organizational citizenship behavior.

The implications of the study with the existence of ethical leadership, strategic human capital to the maximum to support the organizational performance of the Indonesian National Army Peacekeeping Mission Center and this needs to be considered by the organization in the process of improving policy settings. strategic human capital and strategic competence the results of this study strengthen the significant positive influence of ethical leadership, strategic competence, on the organizational performance of the Indonesian National Army Peacekeeping Mission Center. Organizational citizenship behavior as a mediator of strategic human capital is able to improve the organizational performance of the Indonesian National Army Peacekeeping Mission Center.

Keywords: *Ethical Leadership, Strategic Human Capital Strategic Competence, Organizational Citizenship Behavior, Organizational Performance*

1. INTRODUCTION

The success of an organization cannot be separated from the best abilities provided by its members or personnel. The establishment of harmonious cooperation between human resources within an agency or organization can influence organizational performance. Even though it is supported by facilities and infrastructure as well as excessive financial

resources, without the support of competent human resources, organizational activities will not run well and optimally.

The Indonesian National Army Peacekeeping Mission Center is a unit under the control of the Indonesian National Army Headquarters, which is intended for prospective Indonesian Peace Troopers, aka the Garuda Contingent who will serve abroad. For a long time, Indonesia has been known as a contributing country to the United Nations Peace Force.



The sending of peacekeeping troops to various conflict countries begins with a Memorandum of Understanding (MoU) between Troop Contributing Countries and the United Nations which contains various requirements for sending troops, including the number of personnel, equipment, and supplies. In general, the Garuda Contingent (Konga) of the Indonesian National Army made a positive contribution,

The United Nations has entrusted the Indonesian National Army to deploy to several conflict areas such as Lebanon (United Nations Interim Force in Lebanon, Unifil), Central Africa (Mission multidimensionnelle intégrée des Nations unies pour la stabilisation en Centrafrique, Minusca), and Congo (Mission de l'Organisation des Nations unies pour la Stabilisation en République Démocratique du Congo, Monusco). The increasing involvement of the Indonesian National Army in United Nations peacekeeping missions means that there is a need for an institution that is specifically tasked with handling all aspects related to the implementation of peacekeeping operations. Apart from that, it is hoped that this institution will also be able to collaborate with other institutions related to it. implementation of his duties

The functions of the Indonesian National Army Peacekeeping Mission Center are as follows: Organize, plan, prepare, and evaluate the implementation and execution of peacekeeping missions. Carrying out training activities and maintaining the capabilities of TNI personnel who will carry out peacekeeping missions. Plan and prepare operational, administrative, and logistical requirements for units that will be dispatched on peacekeeping missions. The task of the Peacekeeping Mission Center is to plan and prepare Indonesian National Army personnel for assignments, training, and education related to the implementation of United Nations Peacekeeping Operations, both at home and abroad.

Phenomena in the organizational performance of the Indonesian National Army's Peacekeeping Mission Center that need attention include technical obstacles in the field that need to be addressed immediately, namely the use of equipment, materials, and accommodation in the mission area that is more than 7 years old, the condition of which has experienced a lot of damage (unserviceable). thus, reducing the capability and morale of Indonesian troops serving in the mission and impacting reimbursement income from the United Nations.

On the Ministry of Foreign Affairs' roadmap, Indonesia's foreign policy has a vision target of maintaining a world of 4,000 personnel by 2019. However, this target has not been achieved until 2022. Another requirement implemented by the United Nations is a target of 8% of all troops being female soldiers. Indonesian National, female peacekeeping, but as of 2023, women in the Indonesian National Army have only been able to meet 4% of the overall target.

Problems experienced by Peace Force personnel include language barriers, operational procedure barriers, and other global knowledge. The main task is to carry out planning and preparation of personnel for the Peacekeeping Mission Center of the Indonesian National Army in assignments, training, and

education related to United Nations peacekeeping tasks, both at home and abroad.

The research gap found is that there is still limited comprehensive research in Indonesia regarding the influence of ethical leadership, strategic human capital, strategic competence on organizational performance of the Indonesian National Army Peacekeeping Mission Center with the mediation of organizational citizenship behavior. This can be seen in research: Hanaysha *et al.* (2022) successful leaders always apply ethical leadership in leading their teams. Personnel will feel appreciated so they will be more motivated to achieve common goals and interests. Previous research on partnerships also shows a research gap in conceptual aspects, namely research by Afram *et al.* (2022) which discusses the mediating role of personnel involvement and organizational citizenship behavior on organizational performance.

The difference in the two studies is in the different objects in emphasizing strategic human capital and organizational citizenship behavior, but it still provides an effort to see how ethical leadership a real role in progressing efforts must change for the better in organizational performance. Likewise, research by Malik *et al.* (2023) discusses ethical leadership and relationships between personnel on organizational performance, then the research gap is on the method (methodological) aspect, namely differences in research instruments used according to variable dimensions or indicators that refer to the theory used in constructing research variables.

The Indonesian National Army's Peacekeeping Mission Center in this case is trying to make it happen by taking roles according to its function, but of course, this depends on how ethical leadership, strategic human capital, strategic competence are mediated by the organizational citizenship behavior of decision-making officials and the resources available. exists so that it can influence the organizational performance of the Indonesian National Army's Peacekeeping Mission Center in preparation to help the world Peacekeeping Mission run well.

2. LITERATURE REVIEW

Organizational performance according to Olan *et al.* (2022) can be defined as the quality and quantity of work results that can be achieved by personnel in carrying out tasks in accordance with the responsibilities given to these personnel. If this cannot be implemented it will hinder the expected progress in organizational performance. According to Strugar Jelača *et al.* (2022) identified factors that have a direct influence on the level of organizational performance achieved, namely: technology which includes work equipment and work methods used to produce products or services produced by organizations with maximum leadership skills.

Leadership has a slightly broader meaning than management because leadership can be used by every individual and is not limited to a particular organization. Meanwhile, management is leadership that is limited by bureaucratic etiquette or is

associated with the idea of an activity to achieve an organizational performance goal.

According to Deng *et al.* (2022) leadership and management are often confused in meaning by many individuals, even though there are differences between the two that are important to understand. Leadership has a slightly broader meaning than management because leadership can be used by every individual and is not limited to a particular organization. Management is leadership that is limited by bureaucratic etiquette or associated with the idea of an activity to achieve organizational performance.

Ethical leadership according to Xuecheng and Iqbal, (2022) is a leadership model that prioritizes integrity, honesty, and justice. Ethical leadership uses moral principles as a guide in leading and making decisions. His attitudes and behavior are based on the moral values he adheres to so that he will always act fairly and correctly. What is the difference between ethical leadership and other leadership models?

Ethical leadership according to Cheng *et al.* (2022) does not just focus on being in control or influencing his team to do something. Ethical leadership will try to provide a good role model, for example to its team members. This example is demonstrated through attitudes, behavior, and decision-making that are fair and bring positive benefits to all team members so that they can improve organizational performance.

According to Fries, *et al.* (2021), organizations use strategic human capital to face environmental changes and provide a combination of solutions for various internal and external circumstances of the organization. According to Nguyen (2020), to get the best organizational performance, organizations must pay attention to the dimensions of knowledge and differences in value-creation activities related to human capital as a superior resource for the organization. According to Fernández *et al.* (2020) if an organization wants to benefit from its intellectual capital, then the role of human capital should be seen as a strategic resource because only humans can create knowledge. It is hoped that paying greater attention to strategic human capital will improve organizational performance.

Strategic human capital according to Huang *et al.*, (2021) includes strategic planning, strategy formulation, strategy implementation, monitoring, and evaluation which in previous studies have been seen to influence an organization's competitive position in the industry and thus determine performance. The practice of strategic decision-making in organizations is what is generally referred to as the strategic management process (Huang *et al.*, 2021). This is closely related to the strategic competence that personnel must have.

Strategic competence according to Ashraf *et al.* (2022) is an ability or capacity to carry out various tasks in a job, where this ability is determined by intellectual and physical factors. The opinion of Donbesuur *et al.* (2023) say that strategic competence is a skill, knowledge, basic attitude, and value contained in an individual which is reflected in the ability to

think and act consistently. The meaning is that strategic competence is not only about the knowledge or abilities of personnel but the willingness to do what is known so as to produce benefits for organizational performance.

Strategic competence according to Junaedi *et al.* (2022) as the knowledge, skills, attitudes, and personal values needed to carry out tasks. Kakekam *et al.* (2020) also consider that strategic competence contains professional knowledge, professional skills, and professional attitudes and states that professional strategic competence standards are based on specialization recognized in a certain period, and professional knowledge, skills, and attitudes will function together and occur simultaneously. This reveals the time meaning of professional strategic competence in improving organizational performance.

Strategic competence with a broad perspective, involved in all professional fields and the main problems of the customers served, professional strategic competence does not merely include specific personal performance in cognition, affection, and skills, but will involve personal needs for work roles or positions (Nijhuis *et al.*, 2018). The potential of every human resource in an organization must be utilized as well as possible so that it is able to provide optimal organizational performance.

The opinion of Rehman *et al.*, (2023) states that the meaning of strategic competence is a skill, knowledge, basic attitudes, and values contained within a person which is reflected in the ability to think and act consistently. Strategic competence is related to organizational citizenship behavior regarding personal knowledge or abilities, but the desire to do what is known to produce benefits (Rehman *et al.*, 2023).

Organizational Citizenship Behavior (OCB) according to Guo *et al.* (2022) is an individual's contribution that exceeds role demands in the workplace, involving several behaviors, including helping individuals, volunteering for extra tasks, complying with workplace rules and procedures. This behavior describes "personnel added value" which is a form of prosocial behavior, namely social behavior that is positive, constructive, and meaningfully helpful (Guo *et al.*, 2022).

Organizational Citizenship Behavior (OCB) according to Yang *et al.* (2022) is a form of work behavior that is usually not visible or considered. This behavior arises because of the individual's feelings as an organization that has a sense of satisfaction if it does something more to maintain organizational performance (Yang *et al.*, 2022). Organizational performance of the Peacekeeping Mission Center wants to create the benefits of personnel intellectual capital, so the role of human capital should be seen as a strategic resource because only humans can create knowledge and value creation activities related to human capital as a superior resource for and can contribute to individuals. others, especially in improving organizational performance.

Organizational performance according to Alarabiat and Eyupoglu, (2022) should be able to form a physical organizational environment that can encourage creativity and

leadership that has shared values and openness. Focusing on this section, the organization must be able to develop more significant programs, which can encourage individual organizational citizenship behavior to be better, thus increasing organizational performance, especially for the Indonesian National Army Peacekeeping Mission Center.

3. METHODOLOGY

The quantitative method used in this research is to highlight existing facts in the organization, namely, to see. In general, this research tests the hypothesis of the influence of ethical leadership as researched by Hanaysha et al. (2022), the influence of strategic human capital was researched by Ployhart (2021), and the influence of strategic competency by Kakemam et al. (2020) on organizational performance Strugar Jelača et al. (2022) while organizational citizenship behavior Alhashedi et al. (2021) as a mediating variable.

This research uses survey techniques, a deductive and quantitative approach. The deductive approach aims to test the theory by collecting data from respondents and then applying it and observing it using statistical tests. The approach in this research is quantitative with the type of explanatory research or hypothesis testing research, explaining that explanatory research explains the causal relationship between variables that influence the hypothesis. This research method aims to determine the causal relationship between variables through hypothesis testing through statistical calculations so that evidentiary results are obtained that show the hypothesis is rejected or accepted.

Independent variables are variables that will be explained, understood, or can also be predicted (Hair et al., 2021). The independent variables in this research are ethical leadership, strategic human capital, and strategic competence. The mediating variable is organizational citizenship behavior, and the dependent variable is organizational performance.

Questionnaires were distributed to 200 respondents who were leadership officials at the Indonesian National Army Peacekeeping Mission Center Officer and who were at the level of strategic or operational policymakers. The appropriate number of samples in this research is 200 respondents. The population which is also a saturated sample in this research is the leadership officials at the Indonesian National Army Peacekeeping Mission Center at the level of strategic or operational policymakers.

The output results explain that as many as 200 questionnaires were distributed, and obtained 184 respondents who completed all the statements, there were 9 questionnaires that were not returned because the respondents were busy, and 7 questionnaires were filled out incomplete and did not meet the requirements for processing research data.

The data collection technique uses primary data through a questionnaire by providing a set of questions or written statements to obtain information from a few respondents about the conditions experienced by the respondent, then all alternative answers are listed in the questionnaire so that the respondent just has to choose the appropriate answer. The

distribution of questionnaires in this research uses research data collection techniques through personally administering questionnaires by visiting potential respondents by arranging an appointment first and mail/online questionnaires are filled in directly by respondents via Google form.

In this study, to find the reliability of the instrument, we used the PLS Version 3.30 program. Test criteria use Cronbach's Alpha testing.

According to (Hair et al., 2021), a measuring instrument can be said to be reliable if the reliability value is >0.70, where 0.70 is the standardized reliability value. The loading factor value for each indicator from the data processing results must be more than 0.5 and the average extracted variance (AVE) value must be more than 0.5 to assess convergent validity.

An exogenous construct is a free (independent) variable that is not caused by other variables in the model. In studying the variables contained in the structural category, namely ethical leadership, strategic human capital, and strategic competence. Endogenous constructs are dependent (non-independent) variables that are influenced by one or more other variables in the model. Endogenous constructs can influence one or more endogenous constructs, but these endogenous constructs can only be influenced by exogenous constructs (Hair et al., 2021). There is 1 endogenous construct in the research, namely organizational performance.

4. RESULTS AND DISCUSSION

The output results explain that as many as 200 questionnaires were distributed, and 184 respondents completed all the statements, there were 9 questionnaires that were not returned because the respondents were busy, and 7 questionnaires were filled out incomplete and did not meet the requirements for processing research data. The coefficient of determination test results looks as below:

Table 1.1. Coefficient of Determination Test Results (R²)

No.	Variabel	R-Square
01	Organizational Performance	0,785
02	Organizational Citizenship Behavior	0,916

Source: Processed data -PLs.3.2 (2024)

Based on Table 1.1, the organizational citizenship behavior variable has a mediating model which shows that the adjusted R-Square value of 0.916 organizational citizenship behavior is able to act as a link to organizational performance. This figure is able to explain variables, strategic competence, transformational leadership, good corporate governance is able to explain organizational performance of 91.6%. The R-square value for organizational performance is 0.785, indicating a strong model because it is more than 0.5. The organizational performance variable can be explained by organizational citizenship behavior 78.5%, while the remaining 21.5% is influenced by other variables outside those studied.

The number of male respondents was 177 personnel (96.2%) and female respondents were 7 personnel (3.8%). These results indicate that more men served at the Indonesian National Army's Peacekeeping Mission Center compared to female respondents.

Male respondents are more dominant than female, because the work they do involves a lot of space and strategic locations, this work is often done overtime, working outside operational hours and every execution in the field requires extra energy to complete it. That male respondents find it easier to interact in the field compared to female respondents due to time constraints. So the role of men is more appropriately placed at the Peacekeeping Mission Center of the Indonesian National Army.

The highest number of dominant ages is > 31-40 (35.9%) indicating the maturity of decision-making officers as many as 66 officers. At this age the officers have entered an established period of service and are at a level that can be categorized as very senior. understand the job, be established in thinking, and maturity in strategy.

Decision-making officers aged > 41-50 have an age that really understands work conditions in the field, by maintaining relationships internally and externally, fostering good cooperation from each division in management which is carried out evenly in each section. Ages 41-50 (29.7%) as many as 55 officer personnel have worked with high loyalty in addition to a long career for officers and officer staff of the Indonesian National Army Peacekeeping Mission Center.

The number of respondents showed that the dominant level of education was graduation and undergraduate/S1 as many as 86 personnel (53.1%). shows good personnel quality for officers and officer staff of the Indonesian National Army Peacekeeping Mission Center, where officers and staff continue to improve their ability to analyze and provide good contributions to the Indonesian National Army Peacekeeping Mission Center, also getting better, especially in the use of strategies-based on education, especially in the field of defense and this level of education shows the ability of the strategic division, especially officers and staff, to be able to analyze concepts and planning for the Indonesian National Army Peacekeeping Mission Center.

Based on the analysis that has been carried out, the discussion of the hypothesis is presented as follows:

1. Positive Influence of Ethical Leadership on Organizational Performance

Based on the results obtained, it is known that ethical leadership has a direct and positive effect on organizational performance. This means that the higher the ethical leadership, the higher/positive the organizational performance.

2. Positive Influence of Strategic Human Capital on Organizational Performance

Based on the results obtained, it is known that strategic human capital has a direct effect on organizational performance,

which means the second hypothesis is accepted. The influence of strategic human capital on organizational performance is significantly positive. This means that the higher/positive strategic human capital, the higher/positive organizational performance.

3. Positive Influences of Strategic Competence on Organizational Performance

Based on the results obtained, it is known that strategic competence has a direct and positive effect on organizational performance. This means that the higher the strategic competence, the higher/positive the organizational performance.

4. Positive Influences of Organizational Citizenship Behavior on Organizational Performance

Based on the results obtained, it is known that organizational citizenship behavior has a positive effect on organizational performance. The influence of organizational citizenship behavior on organizational management performance is significant/positive. This means that the higher the organizational citizenship behavior, the higher/positive the organizational performance.

5. Positive Influence of Ethical Leadership on Organizational Performance mediated by Organizational Citizenship Behavior

Based on the hypothesis test results obtained, it is known that ethical leadership has a significant and positive effect on organizational performance which is mediated by organizational citizenship behavior.

6. Positive Influence of Strategic Competence on Organizational Performance mediated by Organizational Citizenship Behavior

Based on the results of the hypothesis test, it was found that strategic competence has a significant and positive effect on organizational performance which is mediated by organizational citizenship behavior. There is a positive influence of the strategic competence variable on organizational performance which is mediated by organizational citizenship behavior.

5. CONCLUSION

The results of this research provide a general conclusion that directly there is a significant and positive influence of ethical leadership, strategic human capital, strategic competence, and organizational citizenship behavior on organizational performance and directly there is a significant and positive influence of ethical leadership, strategic human capital, strategic competence on organizational citizenship behavior. Indirectly, there is a significant and positive influence of ethical leadership, strategic human capital, strategic competence on organizational performance which is mediated by organizational citizenship behavior.

The strongest influence is found on the strategic competence variable, both directly and indirectly through mediation variables. Organizational Citizenship Behavior as a mediating

variable plays an effective role in increasing the influence of ethical leadership, strategic human capital, strategic competence on organizational performance

The results of this research provide theoretical and managerial implications. Theoretical implications relate to the development of theories of ethical leadership, strategic human capital, strategic competence, organizational citizenship behavior. Managerial implications in the form of research contributions to improving organizational performance through the influence of ethical leadership, strategic human capital, strategic competence both directly and mediated by organizational citizenship behavior at the Indonesian National Army Peacekeeping Mission Center.

The development provides a good indication of the organizational performance of the Peacekeeping Mission Center by carrying out joint planning between the government and the Peacekeeping Mission Center to realize the availability of good, UN standard infrastructure in the Peacekeeping Mission Center organization and in mission areas in conflict countries where Indonesian troops serve. The formation of government policies with operational budgets that are effective in their use so that resource use is more optimal, which has an impact on the performance of the Peacekeeping Mission Center and the government for the better. The government's participation in giving authority to the Peacekeeping Mission Center in running the budget optimally will facilitate mobility, thereby increasing the organizational performance of the Peacekeeping Mission Center which will have an impact on international trust to invest in Indonesia because of the contribution of Indonesian troops to the UN as a mirror. stability of Indonesia's domestic defense and security.

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