

# The Impact of Purpose-Driven Organisation and Organisational Change Capability to the Performance of Muhammadiyah Hospitals in the Pandemic Era

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## Abstract

*Organizational performance might indirectly be impacted by the variable of purpose-driven organization (PDO). Mourkogiannis (2014) defines organisational purposes as a set of values and beliefs that defines the organisation, the purpose inspires and motivates the organisation's employees, too. This purpose also becomes a reason for doing or creating things. Muhammadiyah hospitals have determined their purpose as inclusive health services and it is strongly reflected in the message of Muhammadiyah founding father, KH Ahmad Dahlan. When inaugurating the PKO Muhammadiyah Clinic in Yogyakarta in 1923, he said that: "the purpose of PKO is to help everyone in sorrows by using the principles of Islam, not by dividing the nation and religion" (Thohari, 2021). Purpose-orientation means having purposes or concrete objectives for the benefit of all communities by providing wider services, which is beyond its financial performances (Henderson, 2019). This study has the objectives to confirm a few previous study results on Organizational Performance (OP) and the organisation's change capability (OCC) as the mediating variable. This study employs quantitative data analysis using Structural Equation Model (SEM). This study addresses three hypotheses. Hypothesis 1 of the study is proved that improving PDO will lead to an improvement in OCC by 0.945. Hypothesis 2 of the study has confirmed that improvement in OCC improves OP by 0.795. Hypothesis 2 of the study proves that OCC has a positive impact on OP. Meanwhile, hypothesis 3 is proved that there is a structural relationship between PDO and OP in a form of indirect impact to OCC as mediating variable. This study differs from previous studies as the study: 1) determines the objects are Muhammadiyah Hospitals which applies the social entrepreneurship organisation (SEO) ownership model and OCC; 2) the study period is set during the COVID-19 pandemic which significantly impacts the healthcare industry.*

**Keywords:** Muhammadiyah, Organizational Performance, Organisation Change Capability, COVID-19 Pandemic, Purpose-Driven Organisation, Hospital.

## Introduction

The discussion of organisational purpose is a topic that has been growing in recent decades and will continue to do so for the foreseeable future. The concept of purpose is becoming an important and key element for creating meaningful organisations in competitive environments characterised by inconsistency and uncertainty (Rey et al; 2019). There is increasing research interest in the nature and role of purpose in organisations (Geok 2018; Grant 2017 and Hollensbe 2014).

Some research suggests a shared purpose can help companies to meet certain challenges, such as the need for flexibility and adaptability, attracting and retaining talent (Want 1986), increasing employee motivation, encouraging collaboration, and creating collaborative relationships with various stakeholders that help organisations to behave more sustainably (Cillo et al. 2019 and White et al. 2017).

Several studies describe goal implementation as the process of "alignment" between the formal definition of goals by companies and what people actually do (Gartenberg et al. 2019; Engert et al. 2016 and Soda et al. 2012). Purpose implementation is understood as the process of turning purpose understanding into action, i.e., practical contribution, emphasising two dimensions of purpose: knowledge and contribution (Quinn et al. 2018; Almandoz et al. 2018 and Thakor et al. 2013). Other research shows that purpose can be well implemented requiring internalisation by employees and connecting with their beliefs and values in order for them to engage and identify with the organisation (Van, 2019 and Bastons et al. 2017 and Marimon

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et al. 2016). In addition to organisational knowledge and operationalisation, goal internalisation seems to determine the ultimate success or failure of goal implementation (Cardona et al. 2019).

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Bartlett and Ghoshal's definition of purpose describes purpose as a statement of a company's moral response to a broadly defined responsibility (Bartlett and Ghoshal, 1995). There is a close relationship between corporate purpose and sustainability, both logically and in practice (Bastons et al. 2020). Research results show that the development of shared goals among team members leads to increased sustainable behaviour (Ficapal et al. 2021).

There are many examples of companies that have redefined their purpose to incorporate practical sustainability into their strategies and practices to create shared meaning among all members that contribute to achieving social, environmental, and economic organisational goals (Ahuja et al. 2019). In addition, there is also a logical connection between sustainability and purpose.

Purpose can be understood as the needs of society that an organisation meets or seeks to meet (Campbell, 1991), and sustainability, according to the Brundtland Report and the Sustainable Development Goals (SDGs), is development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Fonseca et al. 2020). Therefore, both purpose and sustainability refer to meeting the needs of others, and sustainability can be understood as a way to fulfil corporate purpose while maintaining the potential of stakeholders (present and future) to meet their needs.

In relation to *purpose driven organisations*, in Indonesia the role of *faith-based organisations (FBOs) or religious groups* is very significant in the fields of health and welfare both nationally and globally, especially for the poor. (Rachmawati, 2019). The object of this research is Muhammadiyah Hospital as one of the actors providing health services with a long history of providing health services.

The first Muhammadiyah Hospital was established on 15 February 1923 or almost a century ago with the forerunner of the Penolong Kesengsaraan Oemoem (PKO) Clinic in Yogyakarta (MPKU, 2020). Until 2022 Muhammadiyah has organised 106 hospitals and there are still 27 hospitals in the process of accreditation and construction in eighteen provinces. In addition, there are still Muhammadiyah Health Clinics, which number more than 300 clinics throughout Indonesia.

The general objective of this research seeks to confirm several previous studies related to the effect of purpose-driven organisation (PDO) on Organizational Performance (OP) with organisation change capability (OCC) as a mediating variable. There are three specific objectives of this study, namely: 1) empirically prove that purpose-driven organization affects organization change capability (OCC) in Muhammadiyah Hospitals in Indonesia; 2) empirically prove that organization change capability (OCC) affects organizational performance (OP) in Muhammadiyah Hospitals in Indonesia; and 3) empirically prove that purpose-driven organization (PDO) affects performance or organizational performance (OP) of Muhammadiyah Hospitals in Indonesia with organization change capability (OCC) as a mediating variable.

The novelty of this research is: 1) the object of research at the Muhammadiyah Hospital as using the social entrepreneurship organisation (SEO) and OCC ownership models during the pandemic.

## Methods

This type of *research* is *explanatory research*, which aims to explain the causal relationship between the *purpose driven organisation (PDO)* variable as variable X and variable Y is *organizational performance (OP)*. *Organisation change capability (OCC)* variable as a mediating variable. The relationship between variables in this study is depicted in the conceptual framework in Figure 1.

Figure 1. Research Conceptual Framework



This type of research data is quantitative data, with primary data sources. Primary data collection through interviews with selected respondents using structured questionnaire instruments (Ghozali, 2014; Hair et al, 2017). The unit of analysis in this study was 31 hospitals owned by Muhammadiyah in East Java out of 32 existing hospitals. Respondents interviewed were directors and deputy directors at 31 Muhammadiyah Hospitals. which became the research population, 62 hospital directors / deputy directors were successfully interviewed / surveyed both by phone call and online survey, using google form.

In this study, descriptive statistics are used to transform research data in tabulated form so that it can be interpreted and easily understood. Descriptive variables in this study are the independent variable, namely *Purpose-Driven Organization*, the dependent variable, namely *Organization Performance*, the mediating variable, namely *Organization Change Capability*. This research data analysis uses *Structural Equation Modelling (SEM)* assisted by *AMOS software*. SEM allows researchers to test the hypothesis that there is a relationship between observed variables and underlying latent constructs. AMOS is a statistical package that can be used for latent variable analysis. Among the types of analysis that can be performed are exploratory factor analysis, confirmatory factor analysis, latent class analysis, latent growth curve modelling, structural equation modelling and multilevel modelling. The programme can handle combinations of categorical and continuous variables and often allows for missing data. The use of the program is able to integrate these analyses into a single framework that can combine techniques such as growth curve modelling and latent class analysis.

## Results

he use of the Structural Equation Modeling (SEM) method estimated using the Maximum Likelihood Estimation method requires several assumptions to be met; namely: 1) Multivariate Normal: based on AMOS output, the c.r value is 1.734 which lies in the interval  $-1.96 \leq c.r \leq 1.96$ . This indicates that the data has followed the multivariate normal distribution and SEM model estimation can be done. 2) Multivariate Outliers: based on the maximum mahalonobis d-squared value generated of 45.929 is smaller than the chi-square value ( $\chi^2_{(33;0,001)}$ ) of 63.83. This indicates that the observation data does not contain *multivariate outliers*. 3) Assumption of Reability of Each Indicator Variable (Construct): the *construct reliability* value is more than 0.5. This shows that the resulting indicator variables (constructs) are consistent or reliable.

### *CFA (Confirmatory Factor Analysis)*

To confirm whether the forming indicators have a significant effect in forming latent variables. Tests were carried out for each latent variable, where the following results were obtained. Using a significant level in this CFA test is 10%. It is said that an indicator has a significant effect if the *p-value* is less than 0.1 (10%).

### *Purpose Driven Organisation*

The latent variable *purpose driven organisation* (PDO) has six forming indicators. Table 1, which refers to the results in Appendix 4, is the test result of each indicator forming the PDO variable.

Table 1. CFA Testing of Each Indicator Forming the PDO Variable

Shaping Indicators	Estimate	S.E	P-Value
PDO01	1,000		
PDO02	0,564	0,327	0,085

<b>PDO03</b>	<b>1,628</b>	0,463	<0,001
PDO04	1,491	0,408	<0,001
PDO05	1,389	0,415	<0,001
PDO06	0,895	0,345	0,009

Table 1 shows that the *P-value* generated from each indicator forming the PDO variable is less than the significant level value of 0.1 (10%). Thus, it can be concluded that overall these indicators can significantly form the *Purpose Driven Organisation* latent variable. Based on the *estimate* value in Table 1, it can also be seen that the *estimate* value of the PDO03 indicator is the maximum when compared to other indicators that form the *Purpose Driven Organization* variable. This shows that the PDO03 indicator (Providing sufficient welfare) contributes 1.628 times to form the PDO variable.

#### *Organisational Change Capability*

The latent variable *Organisation change capability* (OCC) has 20 forming indicators. The following Table 2 is the test result of each indicator forming the OCC variable.

**Table 2. CFA Testing of Each Indicator Forming the OCC Variable**

<b>Shaping Indicators</b>	<b><i>Estimate</i></b>	<b><i>S.E</i></b>	<b><i>P-Value</i></b>
OCC20	1,000		
OCC19	1,670	0,444	<0,001
OCC18	1,036	0,290	<0,001
OCC17	0,764	0,300	0,011
OCC16	1,734	0,444	<0,001
OCC15	0,963	0,307	0,002
OCC14	0,607	0,249	0,015
OCC13	0,881	0,290	0,002
OCC12	1,278	0,352	<0,001
<b>OCC11</b>	<b>1,911</b>	0,483	<0,001
OCC10	1,404	0,368	<0,001
OCC09	1,365	0,363	<0,001
OCC08	1,321	0,381	<0,001
OCC07	0,856	0,286	0,003
OCC06	1,084	0,317	<0,001
OCC05	0,899	0,320	0,005
OCC04	1,519	0,434	<0,001
OCC03	1,400	0,357	<0,001
OCC02	1,314	0,345	<0,001
OCC01	0,812	0,276	0,003

Table 2 shows that the resulting *P-value* is less than the significant level value of 0.1 (10%). Thus, it can be concluded that overall these indicators can significantly shape the latent variable *Organisation change capability*. Based on the *estimate* value in Table 2, it can show that the *estimate* value of the OCC11 indicator is the largest when compared to other indicators that form the *Organisation change capability* variable. This shows that the OCC11 indicator (Building a large coalition to support change) contributes 1.911 times to form the OCC variable.

#### *Organisational Performance*

The latent variable *Organization Performance* (OP) has 7 forming indicators. Table 3 which is the test result of each indicator forming the OP variable.

Table 3. CFA Testing of Each Indicator Forming the OP Variable

Shaping Indicators	<i>Estimate</i>	<i>S.E</i>	<i>P-Value</i>
OP06	1,000		
OP05	0,909	0,268	<0,001
OP04	0,679	0,237	0,0,004
OP03	0,594	0,264	0,0,024
OP02	1,063	0,294	<0,001
<b>OP01</b>	<b>1,168</b>	0,317	<0,001
OP07	1,116	0,319	<0,001

Table 3 shows that the resulting *P-value* is less than the significant level value of 0.1 (10%). Thus, it can be concluded that overall these indicators can significantly form the latent variable *Organization Performance*. Based on the *estimate* value in Table 3, it can be seen that the *estimate* value of the OP01 indicator is the maximum when compared to other indicators that form the *Organisation Performance* variable. This shows that the OP01 indicator (predetermined profit target) contributes 1.168 times to form the OP variable.

#### *Structural Equation Modelling (SEM) Analysis*

After conducting an analysis with *Confirmatory Factor Analysis*, the next stage is to conduct a structural model analysis to determine the relationship between latent variables. In this analysis, there are three models and conjectural hypotheses, namely:

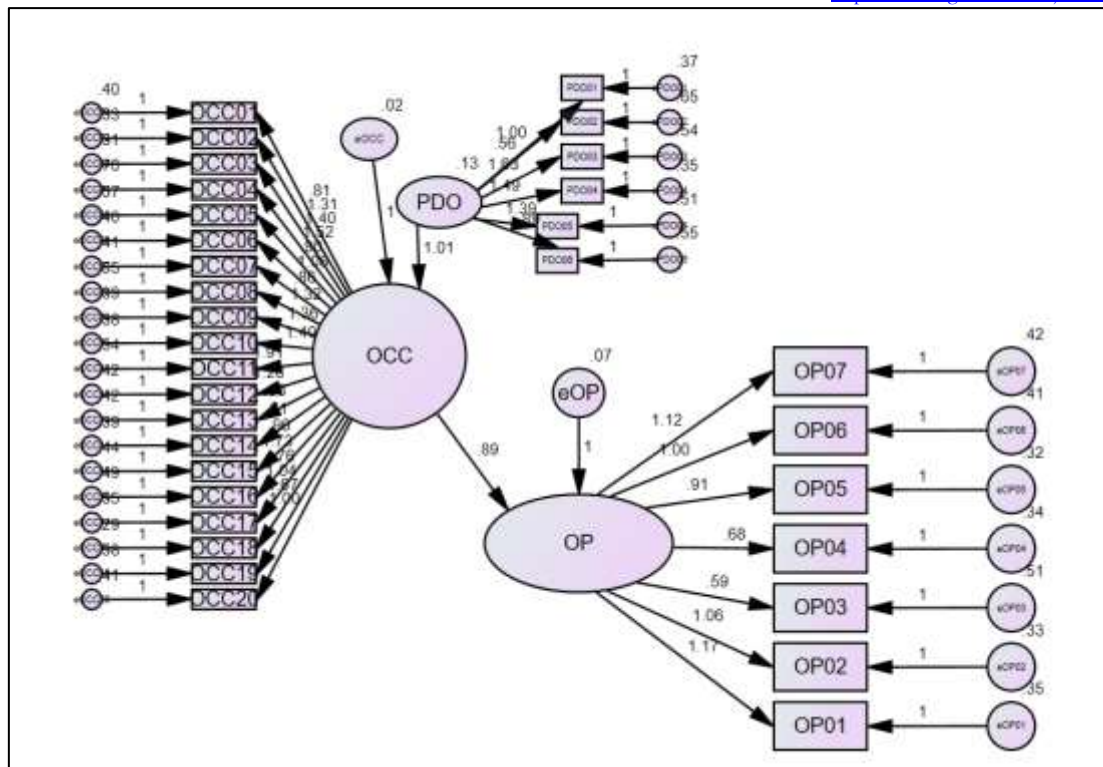
Whether and how the formation of the *Purpose Driven Organisation* (PDO) model affects *Organisation change capability* (OCC);

Whether and how the formation of the *Organisation change capability* (OCC) model affects *Organisation Performance* (OP);

How to model *Purpose Driven Organization* (PDO) in influencing *Organization Performance* (OP) if there is no direct influence from *Organization change capability* (OCC)?

Based on the three models and hypotheses, it can be described using the SEM model visualisation in Figure 2 as follows.

**Figure 2. SEM Model Visualisation**



From the visualisation of the SEM model formed in Figure 2, it can be summarised using Table 4 which is the estimated path coefficient of the structural equation formed as well as testing the significance of each variable. The significance level used  $\alpha$  of 0.1 (10%).

**Table 4. Estimation of Structural Equation Path Coefficients and Significance Testing of Each Variable**

Relationship	Path Coefficient	P-Value	Description
PDO → OCC	1,014	0,002	Signifikan
OCC → OP	0,892	0,002	Signifikan

Table 4 shows that the *Purpose Driven Organization* (PDO) variable has a significant effect on *Organization change capability* (OCC), where *Organization change capability* (OCC) also has a significant effect on *Organization Performance*. The effect is significantly positive. This shows that the increase in PDO will also increase OCC, also the increase in OCC will also increase OP. The structural equation model that can be formed is :

**Structural Relationship Between *Purpose Driven Organisation* (PDO) and *Organisation change capability* (OCC)**

$$PDO = 1.014 OCC \text{ or } OCC = 0.986 PDO$$

From the equation, it can be seen that if there is an increase in *Purpose Driven Organisation* (PDO), there is a tendency to increase *Organisation change capability* (OCC) by 0.986 times.

**Structural Relationship Between *Organisation change capability* (OCC) and *Organizational Performance* (OP)**

$$OCC = 0.892 OP \text{ or } OP = 1.121 OCC$$

From the equation, it can be seen that if there is an increase in *Organisation Change Capability* (OCC), there is a tendency to increase *Organisation Performance* (OP) by 1.121 times.

## Structural Relationship Between *Purpose Driven Organization (PDO)* and *Organizational Performance (OP)* If There is No Direct Effect of *Organization Change Capability (OCC)*

$$PDO = 0.904 OP \text{ or } OP = 1.106 PDO$$

From the equation, it can be seen that if there is an increase in *Purpose Driven Organization (PDO)*, there is a tendency to increase *Organization Performance (OP)* by 1.106 times in the absence of direct influence from *Organization Change Capability (OCC)*.

*Goodness of fit of the SEM model* can be seen based on one indicator, namely the CMIN /df value which states that the SEM structural model obtained has fulfilled the *goodness of fit*.

### Discussion

The results of data analysis show that if there is an increase in *Purpose Driven Organization (PDO)*, there is a tendency to increase *Organization Change Capability (OCC)* by 0.986 times. This proves hypothesis 1 that PDO has a positive effect on OCC. This finding is in line with Want's (1986) view that common goals can help companies meet certain challenges, such as the need for flexibility and adaptability, attracting and retaining talent. The results of research by Ficapal et.al (2021) show that the development of shared goals among team members leads to an increase in sustainable behaviour in the face of change for the organisation.

If there is an increase in *Organization Change Capability (OCC)*, there is a tendency to increase *Organizational Performance (OP)* by 1.121 times. This proves hypothesis 2 that OCC has a positive effect on OP. This research is in line with a study conducted by Sukoco et.al (2022) on the mediating role of OCC on the performance of public organisations. The study found that public organisations must have OCC, and it needs to be developed continuously through learning practices, transformative processes, and creating a context for change.

The structural relationship between *Purpose Driven Organization (PDO)* and *Organizational Performance (OP)* shows that there is no direct influence of *Organization Change Capability (OCC)*. The results of the equation show that if there is an increase in *Purpose Driven Organization (PDO)*, then there is a tendency to increase *Organizational Performance (OP)* by 1.106 times with no direct influence from *Organization Change Capability (OCC)* as a mediating variable. This shows that when the organisation has PDO and is able to be internalised, it will directly affect OP without having to increase the organisation's capacity to make changes. Explanation of PDO internalisation by describing goals as causes that produce meaning capable of motivating (Gartenberg et al. 2019; Damon et al. 2003; Senge, 2006 and Grant, 2008). When purpose is internalised, it is no longer just a formal statement or something "known" but turns into something that motivates and moves people in the organisation. Internalisation reveals the extent to which the company's purpose has been integrated into the personal beliefs and values of its members (Geok, 2018). It is these shared values that motivate employees to identify with the organisation and be passionate about developing it (Van, 2019 and McKnight et al. 2009).

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*Appendix***Appendix 1. Multivariate Normal Software Output****Assessment of normality (Group number 1)**

Variable	min	max	skew	c.r.	kurtosis	c.r.
OP07	3.000	5.000	.576	1.850	-1.246	-2.002
OP01	3.000	5.000	.056	.181	-1.364	-2.192
OP02	3.000	5.000	.589	1.895	-.953	-1.532
OP03	3.000	5.000	.054	.174	-1.273	-2.046
OP04	3.000	5.000	.346	1.113	-.740	-1.189
OP05	3.000	5.000	.201	.645	-.918	-1.475
OP06	3.000	5.000	.169	.544	-1.326	-2.132
OCC01	3.000	5.000	.023	.073	-.999	-1.606
OCC02	3.000	5.000	.226	.726	-1.293	-2.079
OCC03	3.000	5.000	.259	.832	-1.315	-2.113
OCC04	2.000	5.000	-.129	-.415	-1.114	-1.791
OCC05	3.000	5.000	-.091	-.291	-1.548	-2.487
OCC06	3.000	5.000	.054	.174	-1.273	-2.046
OCC07	3.000	5.000	.123	.397	-1.094	-1.758
OCC08	3.000	5.000	.924	2.970	-1.146	-1.843
OCC09	2.000	5.000	-.056	-.179	-1.133	-1.821
OCC10	3.000	5.000	.212	.682	-1.500	-2.411
OCC11	2.000	5.000	-.051	-.162	-1.229	-1.976
OCC12	3.000	5.000	.471	1.513	-1.346	-2.164
OCC13	3.000	5.000	-.153	-.492	-1.136	-1.826
OCC14	3.000	5.000	.075	.240	-.771	-1.240
OCC15	3.000	5.000	.282	.907	-1.251	-2.010
OCC16	2.000	5.000	-.264	-.849	-1.027	-1.650
OCC17	3.000	5.000	-.117	-.375	-1.431	-2.300
OCC18	3.000	5.000	-.208	-.669	-.838	-1.346
OCC19	2.000	5.000	-.411	-1.320	-1.034	-1.663
OCC20	3.000	5.000	.216	.694	-1.204	-1.936
PDO06	3.000	5.000	.089	.285	-1.477	-2.374
PDO05	2.000	5.000	-.332	-1.066	-.587	-.944
PDO04	3.000	5.000	.301	.967	-1.404	-2.257
PDO03	2.000	5.000	-.304	-.979	-.818	-1.314
PDO02	2.000	5.000	-.260	-.835	-.451	-.725
PDO01	3.000	5.000	.267	.859	-.991	-1.592
Multivariate					21.164	1.734

**Appendix 2. Multivariate Outliers Software Output****Observations Farthest from the Centroid (Mahalanobis Distance) (Group Number 1)**

Observation number	Mahalanobis d-squared	p1	p2
47	45.929	.067	.986
28	45.421	.073	.948

Observation number	Mahalanobis d-squared	p1	p2
11	43.846	.098	.950
21	43.841	.098	.870
22	43.434	.106	.798
18	43.084	.112	.711
20	41.896	.138	.768
35	41.883	.138	.638
37	41.824	.139	.504
7	40.483	.174	.652
40	40.332	.178	.555
5	40.301	.179	.430
23	40.185	.182	.333
45	39.870	.191	.288
17	39.564	.200	.248
39	39.402	.205	.189
33	38.615	.231	.249
50	38.249	.243	.233
4	36.904	.293	.456
1	36.506	.309	.456
34	35.925	.333	.510
27	35.882	.335	.416
6	35.764	.340	.346
24	35.426	.354	.339
32	35.283	.361	.284
15	35.262	.362	.207
9	34.956	.375	.197
10	34.777	.383	.165
42	33.833	.427	.301
26	33.579	.439	.280
13	33.371	.449	.249
31	32.251	.504	.476
30	31.869	.523	.495
8	31.792	.527	.419
25	31.590	.537	.383
2	31.415	.546	.339
52	31.154	.559	.322
38	30.869	.574	.311
14	30.859	.574	.229
3	30.607	.587	.211
59	30.351	.600	.195
41	30.163	.609	.166
44	29.868	.624	.158
19	28.788	.677	.344
56	28.701	.681	.272
16	28.569	.688	.218
29	28.495	.691	.157
49	28.401	.696	.112
46	26.849	.766	.392
54	26.545	.779	.368

Observation number	Mahalanobis d-squared	p1	p2
12	26.457	.783	.280
51	26.077	.799	.271
57	25.835	.808	.225
48	24.499	.857	.468
61	23.091	.901	.727
58	22.864	.907	.642
36	22.580	.914	.554
43	22.501	.916	.394
62	22.347	.920	.255
53	21.970	.928	.169
60	18.155	.983	.718
55	14.863	.997	.842

### Appendix 3. Software Output and Manual Calculation of the Reliability Value of Each Variable

#### Standardised Regression Weights: (Group number 1 - Default model)

			Estimate
OCC	<-- -	PD O	.944
OP	<-- -	OC C	.803
PDO0 1	<-- -	PD O	.517
PDO0 2	<-- -	PD O	.248
PDO0 3	<-- -	PD O	.631
PDO0 4	<-- -	PD O	.676
PDO0 5	<-- -	PD O	.580
PDO0 6	<-- -	PD O	.403
OCC2 0	<-- -	OC C	.523
OCC1 9	<-- -	OC C	.653
OCC1 8	<-- -	OC C	.602
OCC1 7	<-- -	OC C	.375
OCC1 6	<-- -	OC C	.698
OCC1 5	<-- -	OC C	.494
OCC1 4	<-- -	OC C	.356
OCC1 3	<-- -	OC C	.472



			Estimate
OCC1 2	<-- -	OC C	.615
OCC1 1	<-- -	OC C	.715
OCC1 0	<-- -	OC C	.669
OCC0 9	<-- -	OC C	.654
OCC0 8	<-- -	OC C	.572
OCC0 7	<-- -	OC C	.464
OCC0 6	<-- -	OC C	.559
OCC0 5	<-- -	OC C	.425
OCC0 4	<-- -	OC C	.582
OCC0 3	<-- -	OC C	.706
OCC0 2	<-- -	OC C	.669
OCC0 1	<-- -	OC C	.452
OP06	<-- -	OP	.562
OP05	<-- -	OP	.573
OP04	<-- -	OP	.455
OP03	<-- -	OP	.341
OP02	<-- -	OP	.631
OP01	<-- -	OP	.652
OP07	<-- -	OP	.601

#### Purpose Driven Organisation (PDO) Reliability

Indicators	<i>Std. Loading</i>	$\epsilon_j$
PDO01	0,517	0,483
PDO02	0,248	0,752
PDO03	0,631	0,369
PDO04	0,676	0,324
PDO05	0,580	0,420
PDO06	0,403	0,597

Indicators	<i>Std. Loading</i>	$\epsilon_j$
$(\sum Std. Loading)^2$		9,333
<b>Construct Reability</b>		<b>0,760</b>

## Reliability of Organisation Change Capability (OCC)

Indicators	<i>Std. Loading</i>	$\epsilon_j$
OCC01	0,452	0,548
OCC02	0,669	0,331
OCC03	0,706	0,294
OCC04	0,582	0,418
OCC05	0,425	0,575
OCC06	0,559	0,441
OCC07	0,464	0,536
OCC08	0,572	0,428
OCC09	0,654	0,346
OCC10	0,669	0,331
OCC11	0,715	0,285
OCC12	0,615	0,385
OCC13	0,472	0,528
OCC14	0,356	0,644
OCC15	0,494	0,506
OCC16	0,698	0,302
OCC17	0,375	0,625
OCC18	0,602	0,398
OCC19	0,653	0,347
OCC20	0,523	0,477
$(\sum Std. Loading)^2$		126,675
<b>Construct Reability</b>		<b>0,935</b>

## Reliability of Organisation Performance (OP)

Indicators	<i>Std. Loading</i>	$\epsilon_j$
OP01	0,652	0,348
OP02	0,631	0,369
OP03	0,341	0,659
OP04	0,455	0,545
OP05	0,573	0,427
OP06	0,562	0,438
OP07	0,601	0,399
$(\sum Std. Loading)^2$		14,554
<b>Construct Reability</b>		<b>0,820</b>

## Appendix 4. Structural Equation Modelling (SEM) Analysis Software Output

## Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
OCC	<---	PDO	1.014	.332	3.058	.002	par_31
OP	<---	OCC	.892	.287	3.107	.002	par_32
PDO01	<---	PDO	1.000				
PDO02	<---	PDO	.564	.327	1.724	.085	par_1
PDO03	<---	PDO	1.628	.463	3.516	***	par_2
PDO04	<---	PDO	1.491	.408	3.655	***	par_3
PDO05	<---	PDO	1.389	.415	3.343	***	par_4
PDO06	<---	PDO	.895	.345	2.595	.009	par_5
OCC20	<---	OCC	1.000				
OCC19	<---	OCC	1.670	.444	3.759	***	par_6
OCC18	<---	OCC	1.036	.290	3.579	***	par_7
OCC17	<---	OCC	.764	.300	2.542	.011	par_8
OCC16	<---	OCC	1.734	.444	3.905	***	par_9
OCC15	<---	OCC	.963	.307	3.137	.002	par_10
OCC14	<---	OCC	.607	.249	2.440	.015	par_11
OCC13	<---	OCC	.881	.290	3.034	.002	par_12
OCC12	<---	OCC	1.278	.352	3.626	***	par_13
OCC11	<---	OCC	1.911	.483	3.954	***	par_14
OCC10	<---	OCC	1.404	.368	3.812	***	par_15
OCC09	<---	OCC	1.365	.363	3.762	***	par_16
OCC08	<---	OCC	1.321	.381	3.465	***	par_17
OCC07	<---	OCC	.856	.286	2.998	.003	par_18
OCC06	<---	OCC	1.084	.317	3.415	***	par_19
OCC05	<---	OCC	.899	.320	2.806	.005	par_20
OCC04	<---	OCC	1.519	.434	3.503	***	par_21
OCC03	<---	OCC	1.400	.357	3.927	***	par_22
OCC02	<---	OCC	1.314	.345	3.811	***	par_23
OCC01	<---	OCC	.812	.276	2.939	.003	par_24
OP06	<---	OP	1.000				
OP05	<---	OP	.909	.268	3.392	***	par_25
OP04	<---	OP	.679	.237	2.859	.004	par_26
OP03	<---	OP	.594	.264	2.254	.024	par_27
OP02	<---	OP	1.063	.294	3.612	***	par_28
OP01	<---	OP	1.168	.317	3.686	***	par_29
OP07	<---	OP	1.116	.319	3.500	***	par_30

**Total Effects (Group number 1 - Default model)**

	PDO	OCC	OP
OCC	1.014	.000	.000
OP	.904	.892	.000
OP07	1.009	.996	1.116
OP01	1.056	1.042	1.168
OP02	.961	.948	1.063
OP03	.538	.530	.594
OP04	.614	.606	.679
OP05	.822	.811	.909
OP06	.904	.892	1.000
OCC01	.823	.812	.000
OCC02	1.332	1.314	.000
OCC03	1.419	1.400	.000
OCC04	1.539	1.519	.000
OCC05	.911	.899	.000
OCC06	1.098	1.084	.000
OCC07	.868	.856	.000
OCC08	1.339	1.321	.000
OCC09	1.383	1.365	.000
OCC10	1.423	1.404	.000
OCC11	1.937	1.911	.000
OCC12	1.295	1.278	.000
OCC13	.893	.881	.000
OCC14	.615	.607	.000
OCC15	.976	.963	.000
OCC16	1.758	1.734	.000
OCC17	.774	.764	.000
OCC18	1.050	1.036	.000
OCC19	1.692	1.670	.000
OCC20	1.014	1.000	.000
PDO06	.895	.000	.000
PDO05	1.389	.000	.000
PDO04	1.491	.000	.000
PDO03	1.628	.000	.000
PDO02	.564	.000	.000
PDO01	1.000	.000	.000

**Direct Effects (Group number 1 - Default model)**

	PDO	OCC	OP
OCC	1.014	.000	.000
OP	.000	.892	.000
OP07	.000	.000	1.116
OP01	.000	.000	1.168

	PDO	OCC	OP
OP02	.000	.000	1.063
OP03	.000	.000	.594
OP04	.000	.000	.679
OP05	.000	.000	.909
OP06	.000	.000	1.000
OCC01	.000	.812	.000
OCC02	.000	1.314	.000
OCC03	.000	1.400	.000
OCC04	.000	1.519	.000
OCC05	.000	.899	.000
OCC06	.000	1.084	.000
OCC07	.000	.856	.000
OCC08	.000	1.321	.000
OCC09	.000	1.365	.000
OCC10	.000	1.404	.000
OCC11	.000	1.911	.000
OCC12	.000	1.278	.000
OCC13	.000	.881	.000
OCC14	.000	.607	.000
OCC15	.000	.963	.000
OCC16	.000	1.734	.000
OCC17	.000	.764	.000
OCC18	.000	1.036	.000
OCC19	.000	1.670	.000
OCC20	.000	1.000	.000
PDO06	.895	.000	.000
PDO05	1.389	.000	.000
PDO04	1.491	.000	.000
PDO03	1.628	.000	.000
PDO02	.564	.000	.000
PDO01	1.000	.000	.000

**Indirect Effects (Group number 1 - Default model)**

	PDO	OCC	OP
OCC	.000	.000	.000
OP	.904	.000	.000
OP07	1.009	.996	.000
OP01	1.056	1.042	.000
OP02	.961	.948	.000
OP03	.538	.530	.000
OP04	.614	.606	.000
OP05	.822	.811	.000
OP06	.904	.892	.000
OCC01	.823	.000	.000

	PDO	OCC	OP
OCC02	1.332	.000	.000
OCC03	1.419	.000	.000
OCC04	1.539	.000	.000
OCC05	.911	.000	.000
OCC06	1.098	.000	.000
OCC07	.868	.000	.000
OCC08	1.339	.000	.000
OCC09	1.383	.000	.000
OCC10	1.423	.000	.000
OCC11	1.937	.000	.000
OCC12	1.295	.000	.000
OCC13	.893	.000	.000
OCC14	.615	.000	.000
OCC15	.976	.000	.000
OCC16	1.758	.000	.000
OCC17	.774	.000	.000
OCC18	1.050	.000	.000
OCC19	1.692	.000	.000
OCC20	1.014	.000	.000
PDO06	.000	.000	.000
PDO05	.000	.000	.000
PDO04	.000	.000	.000
PDO03	.000	.000	.000
PDO02	.000	.000	.000
PDO01	.000	.000	.000

#### Appendix 5. Software Output of Goodness Indicator of SEM Model Formed

##### Model Fit Summary

##### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	68	720.453	493	.000	1.461
Saturated model	561	.000	0		
Independence model	33	1287.698	528	.000	2.439

##### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.441	.401	.714	.679	.701
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.087	.073	.100	.000
Independence model	.154	.143	.164	.000