

The Impact of Affective Commitment to Organizational Citizenship Behavior on Millennial Employees in an Indonesian Construction Company: Work Engagement and Knowledge Sharing as Mediators

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ABSTRACT

Purpose – This research aimed to find out the direct impact of Affective Commitment on OCB, Work Engagement, and Knowledge Sharing and indirectly between Affective Commitment and OCB mediated by Work Engagement and Knowledge Sharing.

Methodology/approach – The research is causal quantitative with the population are the millennial employees in one of Indonesia's construction companies, with a sample of 287 employees. The research uses SEM PLS data analysis by SmartPLS 3.0.

Findings – The results show a positive impact and significant from the direct effect between Affective Commitment and OCB, Affective Commitment and Work Engagement, Affective Commitment and Knowledge Sharing, Work Engagement and OCB, also Knowledge Sharing and OCB. Then, the indirect effect between Affective Commitment to OCB mediated by work engagement and knowledge sharing also has a positive impact and significant, with the mediating effect provided being complimentary.

Novelty/value – Based on the results of the analysis, it was found that these two mediating constructs succeeded in mediating the relationship between Affective Commitment to OCB. Although Work Engagement has a stronger mediating effect than Knowledge Sharing, these two mediating constructs have succeeded in providing complementary effects

Keywords:

Affective Commitment, Work Engagement, Knowledge Sharing, OCB

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INTRODUCTION

In running a business, the company expects to have good employees in accordance with the company's values. But in reality not all employees can apply the values that exist in the company. Corporate values can usually be carried out well if employees have a sense of being part of the company and care and voluntarily want to advance and maintain the good name of the company (Thohir & Agustian, 2020). Therefore, this study uses the theory approach of Organizational Citizenship Behavior (OCB). In this study, preliminary research was also carried out to see the problems that exist in the company and it turns out that as many as 74% of respondents are not good at interpreting affective commitment, 67% of respondents are still unable to interpret work

engagement, 63% of respondents are less able to interpret knowledge sharing, and 62% of respondents are still low in implementing OCB.

Benson (2016) states that the millennial generation is the least committed generation in the workplace. A survey by Deloitte (2019) states that 35% of millennial respondents leave the company and expectation of millennial employees to stay in the company for more than five years is only 28%. Meanwhile, a survey from Dale Carnegie (2018) also shows that 75% of millennial respondents stated they did not want to be involved with organizations. The survey illustrates that millennial reactions to staying with the organization are still low.

The study of Alshaabani et al. (2021) stated that Affective Commitment and Work Engagement significantly influence Organizational Citizenship Behavior. However, in the research of Fala et al. (2021), it turns out that it does not affect Affective Commitment to Organizational Citizenship Behavior and the research of Kusuma et al. (2021) states that Work Engagement does not affect OCB. Furthermore, in the research of Akturan & ekmececioglu (2016) and Ficapal-Cusi et al. (2020) shown the positive and significant effect Knowledge Sharing on OCB. However, Sudjiwanati's research (2017) states that Knowledge Sharing is ineffective in influencing OCB. To the research of Yusnita & Megawati (2018), Asan & Huliselan (2020), and Koroh et al. (2021), there is a positive and significant relationship between Affective Commitment to Work Engagement. Research from Marques et al. (2019) and Luo et al. (2021) stated a positive effect of Affective Commitment on Knowledge Sharing. Regarding the mediating effect, in Kurniawan's research (2019), Work Engagement could not mediate the research variables he studied. Different from the research of Ng et al. (2019), in which Work Engagement can mediate the variables studied. Then, Almadana et al. (2021) researched that Knowledge Sharing failed to mediate the relationship between exogenous and endogenous variables in their research. However, in Pranata's research (2020), it was found that Knowledge Sharing was able to mediate the variables in his research.

This research aims to determine the direct effect of Affective Commitment on Organizational Citizenship Behavior, Affective Commitment on Work Engagement, Affective Commitment on Knowledge Sharing, Work Engagement on Organizational Citizenship Behavior, and Knowledge Sharing on Organizational Citizenship Behavior. Also, to determine Work Engagement and Knowledge Sharing in mediating the relationship between Affective Commitment and Organizational Citizenship Behavior of millennial employees. With the limitation in this research, the object of research is millennial employees at one of the state-owned construction companies in which the majority of the population is millennials.

LITERATURE REVIEW

Affective Commitment

Affective commitment is the emotional feeling of employees bound to the organization, as evidenced by their actions based on their desire to do so. In general organizational settings, evidence of affective commitment includes attendance, loyalty, work performance, work effort, work satisfaction, and organizational citizenship behavior (Lee et al. 2018). Affective commitment is the core that most strongly influences behavior and feelings, creates perceptions, and can mediate individual reactions to the company (Marcurio, 2015). Indicators of affective commitment based on Allen & Mayer's theory are emotional attachment, organizational identification, and desire to be involved in the organization (Lee et al. 2018).

Work Engagement

Work engagement has a positive and satisfying vibes on work (Farid et al. 2019). Work engagement is also described as the extent to which individuals pay attention to and explore their role in the organization, resulting in a positive attitude and outlook (Koroh et al. 2021). Factors affecting work engagement include work demands arising from work demands (Asan & Huliselan, 2020). Work engagement's dimensions are based on Schaufeli et al.'s theory, including vigor, dedication, and absorption (Bakker & Albrecht, 2018).

Knowledge Sharing

Knowledge is the primary source that is recognized as being able to create a reliable and sustainable competitive organization. Adequate social capital means that knowledge can be shared maximum to organization (Akturan & Ekmececioglu, 2016). Zumali et al. (2018) said that Knowledge Sharing is the process of disseminating knowledge between parties to exchange intellectual capital. Knowledge Sharing is a culture that needs to be maintained in carrying out Knowledge Management by staying away from the "Knowledge is Power" mindset and realizing that sharing knowledge is one of the processes to improve competence (Yadi & Fajar, 2020). The dimensions of knowledge sharing described by Hoof & Rider include knowledge donating, which is a process of transferring knowledge, exchanging and communicating with the intellectual capital of a person, and Knowledge collection by collecting knowledge which refers to the activity of following or requesting

knowledge from colleagues or relating to others. Colleagues to encourage them to share their knowledge capital (Zumali et al. 2018).

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior or OCB indicates various behaviors, one of which is helping colleagues or superiors. Assistance given to colleagues or superiors to complete their tasks makes employees more productive and efficient, increasing company effectiveness (Theodora & Ratnaningsih, 2018). In addition, OCB is considered as the behavior of employees who work beyond what is assigned by the company voluntarily (Bhatti et al. 2019). Employees act like "Citizens" of the organization, so OCB can mean the extra effort employees make to help the organization outside their scope of work (Niqab et al. 2019; Nugroho et al. 2020). So that OCB becomes employee behavior outside the job description, carried out voluntarily according to individual value characteristics. Elmi (2019) describes OCB as related to organizational commitment, volunteerism, and dedication. Organ & Podsakoff in Harvey et al. (2018) state the dimensions of OCB including Altruism, Conscientiousness, Sportmanship, Courtesy, Civic Virtue

METHOD

This research uses the quantitative method. Construct measurement in this research are: OCB refers to the theory of Organ and Podsakoff in Harvey et al. (2018), Work Engagement refers to the theory from Schaufeli in Bakker & Albrecht (2018), Knowledge Sharing refers to the theory from Hoof & Rider in Zumali et al. (2018), and Affective commitment refers to the theory from Allen & Mayer, in Lee et al. (2018).

The sample comprises several members selected from the population (Sekaran & Bougie, 2016). The sampling method used is purposive sampling. The basis for using this method is that the respondents who target the survey are millennials and permanent employees. The population is all permanent employees with a total of 714 employees. According to the Slovin formula, the minimum sample that must be collected is 257 responses. Moreover, for this study, 287 respondents were collected. In this research, primary data uses a survey method by distributing questionnaires to millennial employees. The questionnaire data uses a Likert Scale which measures social phenomena according to Sugiyono (2014). Data from the Likert Scale in the form of interval data. The Likert scale uses five levels of answers.

RESULT AND DISCUSSION

The characteristics of the respondents in the study were explained by gender, age range, education level, and work position. Moreover, it can be concluded that the study describes the condition of construction companies dominated by millennial men with a bachelor's level of education and status as officials and permanent employees.

Table 1. Respondents Characteristics

Item		Frequency	%
Gender	Male	206	71,78
	Female	81	28,22
Age	20 – 40 y.o	287	100,00
Educational Level	Bachelor Degree	262	91,29
	Master Degree	25	8,71
Position	Officer	254	88,50
	Manager	22	7,67
	Vice President	11	3,83

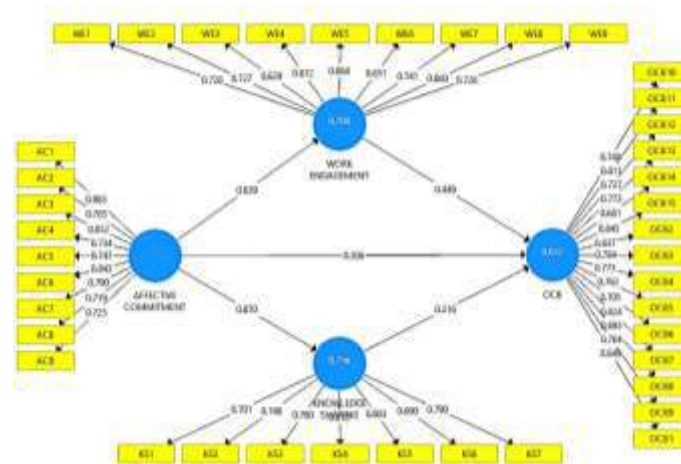
Source : Author Contribution, 2022

For this study, the data was filled in by 287 respondents who are permanent employees of the millennial PT Hutama Karya (Persero). The data will be processed using SEM-PLS through the SmartPLS 3.0 application with the analysis stages, namely Outer Model & Inner Model Evaluation.

Outer Model Evaluation

The analysis of the Outer Model was carried out by testing the validity through the convergent and discriminant validity tests, as for the reliability test through the calculation of the composite reliability value and Cronbach's alpha.

First, the convergent validity test by looking at the loading factor.


Figure 2. 1st Loading Factor Result

The standard loading factor value is > 0.70 (Ghozali, 2015). Besides that, convergent validity can also be seen from the AVE (Average Variance Extracted) value with good value criteria above 0.5 (Ghozali, 2015). The picture above shows several items whose value is still below 0.70, including items OCB8, OCB14, and KS6. So the item must be removed from the model. after being removed, the results of the loading factor and AVE are valid as shown in the following table.

Table 2. Final Loading Factor & AVE Result

Latent Variable	Manifest Variable	Loading Factor	AVE	Result
Affective Commitment	AC1	0.883	0.608	Valid
	AC2	0.705		Valid
	AC3	0.852		Valid
	AC4	0.734		Valid
	AC5	0.747		Valid
	AC6	0.843		Valid
	AC7	0.790		Valid
	AC8	0.719		Valid
	AC9	0.725		Valid
Work Engagement	WE1	0.728	0.647	Valid
	WE2	0.726		Valid
	WE3	0.828		Valid
	WE4	0.872		Valid
	WE5	0.884		Valid
	WE6	0.851		Valid
	WE7	0.740		Valid
	WE8	0.861		Valid
Knowledge Sharing	KS1	0.719	0.612	Valid
	KS2	0.767		Valid
	KS3	0.804		Valid
	KS4	0.817		Valid
	KS5	0.809		Valid
	KS7	0.771		Valid
OCB	OCB1	0.847	0.621	Valid
	OCB2	0.839		Valid
	OCB3	0.788		Valid
	OCB4	0.780		Valid
	OCB5	0.770		Valid
	OCB6	0.709		Valid
	OCB7	0.822		Valid
	OCB9	0.776		Valid
	OCB10	0.741		Valid
	OCB11	0.818		Valid
	OCB12	0.731		Valid
	OCB13	0.769		Valid
	OCB15	0.841		Valid

Source : Author Contribution, 2022

The discriminant validity test is seen from the cross loading, the way the loading factor of the same construct must be greater than the correlation value between other latent constructs (cross loading value) (Ghozali 2015). Here are the results.

Table 3. Cross Loading

	Affective Commitment	Work Engagement	Knowledge Sharing	OCB
AC1	0.883	0.816	0.755	0.806
AC2	0.705	0.610	0.599	0.606
AC3	0.852	0.760	0.788	0.792
AC4	0.734	0.489	0.567	0.543
AC5	0.747	0.548	0.614	0.639
AC6	0.843	0.697	0.776	0.717
AC7	0.790	0.649	0.656	0.607
AC8	0.719	0.569	0.630	0.650
AC9	0.725	0.678	0.612	0.683
WE1	0.677	0.728	0.628	0.726
WE2	0.546	0.726	0.527	0.603
WE3	0.697	0.828	0.661	0.735
WE4	0.813	0.872	0.771	0.846
WE5	0.685	0.884	0.581	0.701
WE6	0.672	0.851	0.572	0.680
WE7	0.564	0.740	0.515	0.627
WE8	0.782	0.861	0.626	0.734
WE9	0.570	0.726	0.463	0.572
KS1	0.568	0.459	0.719	0.593
KS2	0.626	0.434	0.767	0.497
KS3	0.593	0.489	0.804	0.547
KS4	0.736	0.655	0.817	0.714
KS5	0.722	0.638	0.809	0.712
KS7	0.753	0.755	0.771	0.711
OCB1	0.707	0.719	0.649	0.847
OCB2	0.700	0.720	0.635	0.839
OCB3	0.631	0.654	0.626	0.788
OCB4	0.711	0.714	0.666	0.780
OCB5	0.682	0.625	0.638	0.770
OCB6	0.703	0.619	0.598	0.709
OCB7	0.712	0.721	0.687	0.822
OCB9	0.666	0.727	0.580	0.776
OCB10	0.593	0.620	0.569	0.741
OCB11	0.712	0.671	0.653	0.818
OCB12	0.613	0.562	0.576	0.731
OCB13	0.699	0.715	0.697	0.769
OCB15	0.750	0.783	0.758	0.841

Source : Author Contribution, 2022

The table above shows that all indicators in this study are valid.

The next analysis is the reliability test. The reliability test can be measured from composite reliability and Cronbach's alpha, where a construct is declared reliable when the value is 0.7 (for composite reliability) and 0.6 (for Cronbach's alpha) (Ghozali, 2015). The calculation results are as follows.

Table 4. Cronbach's Alpha & Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Affective Commitment	0.918	0.933
Work Engagement	0.931	0.943
Knowledge Sharing	0.873	0.904
OCB	0.949	0.955

Source : Author Contribution, 2022

The results of the composite reliability and Cronbach's alpha measurements shown in the table above state that all variables have a composite reliability value above 0.7 and Cronbach's alpha value above 0.6. Therefore, these results state that the reliability of this study meets the standard and is of high value.

Inner Model Evaluation

The inner model tests the relationship between constructs or latent variables by looking at the estimated parameter coefficients and significance.

In R^2 Test, there are 3 categories of R^2 values, namely 0.67 (strong structure model), 0.33 (moderate structure model) and 0.19 (weak structural model) (Ghozali, 2015).

Table 5. R^2 Test

Variable	R^2	R^2 Adjusted	Result
Work Engagement	0.704	0.703	Strong
Knowledge Sharing	0.742	0.741	Strong
OCB	0.832	0.830	Strong

Source : Author Contribution, 2022

Furthermore, the significance t-test of the structural path was carried out. The critical value (t-table) of the path coefficient indicated by the t-value for the one-tail hypothesis, the 5% significance level is 1.645. The significance value can be calculated using the bootstrapping method, which is a process to assess the level of significance or probability of direct and indirect effects. The path coefficient and specific indirect effect based on bootstrapping results from this study are as follows.

Table 6. Path Coefficient and Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	T Table	P Values	Result
AC-> OCB	0.302	0.302	0.058	5.191	1.645	0.000	Accepted
AC-> WE	0.839	0.840	0.019	44.869	1.645	0.000	Accepted
AC-> KS	0.861	0.863	0.012	72.482	1.645	0.000	Accepted
WE -> OCB	0.450	0.452	0.032	14.283	1.645	0.000	Accepted
KS -> OCB	0.220	0.217	0.057	3.852	1.645	0.000	Accepted
AC-> WE -> OCB	0.378	0.380	0.028	13.394	1.645	0.000	Accepted
AC-> KS -> OCB	0.189	0.187	0.049	3.899	1.645	0.000	Accepted

Source : Author Contribution, 2022

Discussion & Implication

The results of hypothesis testing for all constructs were declared accepted. Then, testing the inner model by looking at R^2 is carried out to see the alignment of the model. As for the explanation, the work engagement variable has a value of 0.704 which means that the variance ability that the affective commitment variable can explain work engagement is 70.4%. At the same time, the knowledge sharing variable has a value of 0.742, so the variance ability that the affective commitment variable can explain to knowledge sharing equals 74.2%. The OCB variable has a value of 0.832, which means that the variance ability that can be explained by the variables of affective commitment, work engagement, and knowledge sharing on OCB is 83.2%.

First, H1 is accepted and shows that affective commitment positively and significantly affects OCB. Affective commitment relates to employees' emotional attachment to the organization. Employees with a solid affective commitment will work in the organization because of their desire. So, OCB will also be good if employees have exemplary affective commitment. Evidence shows that affective commitment is closely related to various outcomes, one of which is OCB (Lee et al. 2018). At the same time, OCB refers to voluntary behavior to provide excellent service (Atikah, 2020). The results of this study are similar to those of Alzayed et al. (2017); Pangestuti (2018); Wibowo (2019); Khaskheli et al. (2020); Erum et al. (2020); Muchtadin & Chaerudin, (2020); Badiroh & Azizah, (2020); Andelan (2021); Alshaabani et al. (2021) that affective commitment has a positive effect on OCB.

Then, H2 is accepted and shows that affective commitment positively and significantly affects work engagement. Affective commitment is indicated by the attitude of employees to carry out activities in the organization based on emotional attachment. At the same time, work engagement is an employee's attachment to work. So, if the level of affective commitment of employees is high, it will have a good impact on employee work engagement. The result is similar to the research of Yusnita & Megawati (2018); Asan & Huliselan (2020); Koroh et al. (2021) that affective commitment has a positive effect on work engagement.

Based on the results of hypothesis testing, H3 is accepted and shows that affective commitment has a positive and significant effect on knowledge sharing. Affective commitment can be proven by showing the best ability to the organization and fulfilling its primary duties, one of which is sharing knowledge and applying it to the organization's progress. Good knowledge sharing can be done because of the contribution in the form of affective commitment from employees to develop their organization (Marques et al., 2019). Affective

commitment has been shown to impact voluntary and independent behavior, including those related to willingness to contribute, receive, create, and share knowledge. The result is similar to the research of Ficapal-Cusi et al. (2020); Luo et al. (2021) that affective commitment positively affects knowledge sharing.

From the results of hypothesis testing, it is obtained that H4 is accepted and shows that work engagement has a positive and significant effect on OCB. Work engagement is a state that employees feel when their minds are tied to their work. Under these conditions, behavior that is outside the organization's expectations may be carried out by members voluntarily, resulting in OCB behavior. Work Engagement plays a role in increasing OCB among employees in various organizations (Ng et al., 2021). Employees who are engaged in work will be more likely to spend more time and effort on work. Therefore, it is recommended to increase OCB work engagement be needed. The result is similar to research from Gupta et al. (2017), Farid et al. (2019), Alshaabani et al. (2021), Ng et al. (2021), Ayuningsih (2021) that work engagement has a positive effect on OCB.

Results of hypothesis testing found that H5 is accepted and indicates that knowledge sharing positively and significantly influences OCB. Knowledge sharing is a good and vital activity for the company's sustainability because it is related to disseminating knowledge to increase the competence of organizational members. It can trigger the emergence of OCB due to the goodness of others in sharing, especially knowledge so that members who receive the goodness of sharing voluntarily contribute more to the organization and provide the same or more reciprocity. By sharing knowledge, organizations can create a climate that is perceived as positive for employees. In this climate, employees show OCB in the organization, which positively affects performance, creates a good ecosystem and can trigger voluntary and contributing behavior (Husain, 2017). The result is similar to previous research, namely by Akturan & Ekmecelioğlu (2016); Wuryanti & Sulistyo (2017); Trong Tuan (2017); Husain (2017); Sudjiwanati (2017), which states that knowledge-sharing has a positive effect on OCB.

Furthermore, H6 is accepted and shows that work engagement has succeeded in mediating the relationship between affective commitment to OCB, which is positive and significant, while the mediating effect is complementary. (Anugrah & Sutarmin, 2019). The result means that work engagement can complement and have more impact on affective commitment in influencing employee OCB. Affective commitment arises because of members' emotional attachment to the organization and members' attachment to their work. When employees feel connected to their work, members' behavior outside the organization's expectations may be carried out voluntarily, resulting in OCB. Alshaabani et al. (2021), in their research, stated that work engagement could mediate variables that have a relationship with OCB. Likewise, research from Suryandari & Riani (2021). Zahoor (2020) also argues that work engagement has been used in several studies by occupying a position as a mediating variable.

Finally, H7 is accepted, showing that knowledge sharing has successfully mediated the relationship between affective commitment to OCB, which is positive and significant. At the same time, the mediating effect is complementary (Anugrah & Sutarmin, 2019). Knowledge-sharing activities can complement and impact affective commitment in influencing employee OCB. Organizational affective commitment can be proven by employees' efforts to show their best abilities to the organization, one of which is by sharing knowledge and trying to collect existing knowledge to be applied for the betterment of the organization. Management in an organization can maintain an atmosphere of knowledge sharing within the organization to create a good work culture and good employee behavior in this case the voluntary behavior of employees as part of the organization's citizens. Adil et al. (2021) place knowledge sharing as a mediating variable that can affect OCB, they argue that there is a positive correlation between knowledge sharing and OCB both directly and as mediation and knowledge sharing behavior is actually a type of organizational citizenship behavior. Constance et al. (2019) also stated in his research that knowledge sharing can increase the influence of independent variables related to OCB

CONCLUSION

Based on the research and discussion results, it can be concluded that affective commitment has a positive and significant influence on Work Engagement, Knowledge Sharing, and OCB. Then Work Engagement and Knowledge Sharing also positively and significantly influence OCB. From the indirect relationship, Affective Commitment has a positive and significant relationship with OCB by mediating Work Engagement and Knowledge Sharing with a complimentary mediation effect. The direction for future research is that the relationship between the constructs in this study and the path formed from this research can be further developed in future studies related to the relationship between affective commitment to OCB. In this study, researchers explored the relationship between affective commitment and OCB, directly or mediated by work engagement and knowledge sharing. The influence of these variables on OCB implies that there are other possibilities of behavioral, attitude, and other working conditions that impact OCB.

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