



The Impact of Affective Commitment and Leadership Communication on Organizational Citizenship Behavior Mediated by Work Involvement on Employees of PT Amara Tujuh Perjuangan

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ABSTRACT

PT Amara Tujuh Perjuangan expects that there will be many external challenges in the next 5 years. Therefore, under this condition, it requires support from employees as valuable company assets to be able to contribute more to the company, and it is important to have good employee care and keep developing it. This research aims to determine and analyze the effect of affective commitment and leadership communication on OCB mediated by work involvement on employees of PT Amara Tujuh Perjuangan. This research method is quantitative, and data collection used survey methods. The sampling technique used nonprobability sampling: saturated sample in the form of a census. The sample for this research is employees of PT Amara Tujuh Perjuangan with a total sample size of 98 respondents. The data analysis method used in this research is Structural Equation Modeling (SEM) using SmartPLS 3.0 software. The results of this research indicate that (1) affective commitment has a positive and significant effect on organizational citizenship behavior; (2) leadership communication has a positive and significant effect on organizational citizenship behavior; (3) organizational citizenship behavior has a positive and significant effect on work involvement; (4) affective commitment has a positive and significant effect on employee engagement; (5) leadership communication has a positive and significant effect on work engagement; (6) affective commitment has a positive and significant effect on organizational citizenship behavior; (7) leadership communication has a positive and significant effect on organizational citizenship behavior. The conclusion of this research is that all hypotheses are accepted.

Keywords: *Affective Commitment, Leadership Communication, Organizational Citizenship Behavior, Work Involvement*

INTRODUCTION

Company employees are required to contribute in the form of performance led by each section head. Therefore, the company through its leaders synergizes by communicating and interacting with coworkers and superiors (Sudiwedani & Darma, 2020). Every employee or member of the organization through the interaction process of the organization should ensure that there is trust, support, transparency in communication, counseling, attention and straightforwardness both from superiors to subordinates and subordinates to superiors (horizontal) and also fellow coworkers (vertical). Communication patterns formed from these diverse interactions will lead to organizational communication that develops in accordance with the objectives, vision and mission of the organization. Under these conditions, leadership communication requirements in a highly developed culture become very important, including the quality of relationships between members of the organization (Chaniago, 2017). Several studies on leadership communication in the past decade have described the authenticity of a leader as important to individuals and employees (Robbins, 2019). In this case, a company named PT Amara Tujuh Perjuangan or known as “Seven Event” with the tagline “Beyond Events” is a subsidiary of PT Amara International Exhibition, a company engaged in MICE (Meeting, Incentives, Conference & Exhibiton), especially organizing exhibitions, established in 2014 with the first event held was GIIAS (Gaikindo International Indonesia Auto Show) in the same years.

A brief historical perspective on Seven Events (www.seven-event.com), Seven Events has quickly become a well-known exhibition organizer in Indonesia, consisting of proven professionals with excellent track records, with a team that has more than 15 years of experience in the exhibition industry. During that time, Seven Events has built an impressive portfolio. In partnership with the design and organization of a world-class series of trade shows called (the Association of Indonesian Automotive Industries), Seven Events is the team involved in the design and organization of a world-class series of trade shows called Gaikindo Indonesia International Automotive Exhibition (GIIAS) and the design and organization of a world-class series of trade shows called Indonesia International Commercial Vehicle Exhibition (GIICOMVEC). PT Amara Tujuh Perjuangan expects that there will be many external challenges in the next 5 years. The world condition is becoming more uncertain after the pandemic, domestic economic growth is increasingly difficult to achieve, and there are several regulatory changes that both directly and indirectly have an impact on the company's performance in the next 5 years, therefore in these conditions it requires support from employees as valuable assets of the company to be able to contribute more to the company, so it requires good employee care and continued development.

Based on the previous data, an approach was taken with the Organizational Citizenship Behavior (OCB) theory, which according to Claudia (2018) is stated as an act of being an organizational citizen which includes elements of volunteerism and caring to help the organization or coworkers and doing things outside the scope of work. Researchers also conducted an evaluation based on the results of interviews with company leaders that the high level of employee complaints was visible from the results of the employee's KPI (Key Performance Indicator) which decreased. Based on the phenomenon that occurs, the factors that cause the phenomenon of employee problems at PT Amara Tujuh Perjuangan are obtained, then the researcher uses the bottom two ranks as variables to examine whether there is an impact of leadership communication and affective commitment on Organizational Citizenship Behavior through the mediating variable, which is work involvement.

The results of pre-survey on variables that can affect organizational citizenship behavior are affective commitment. Affective commitment is the central core and strongest source of organizational commitment because it can affect individual behavior and feelings, shape individual perceptions, and can mediate individual reactions to the organization (Mercurio, 2015a). Organizational citizenship behavior is an indication or description of employee behavior that is often volunteered to do things beyond the job description in assisting and developing the organization. In research conducted by Harvey et al (2018), it is stated that there are several things that support organizational citizenship behavior, such as leadership communication, affective commitment, and work involvement.

Some researchers hypothesize to comprehend the role of Organizational Citizenship Behavior in the workplace as a mechanism that leaders use to engage their subordinates (Anggraeni et al., 2017). Workplace involvement is considered a consequence of leadership communication according to Bogenschneider (2016) and includes Organizational Citizenship Behavior (OCB) (Lestari & Ghaby, 2018). Leaders are the main influencers on the behavior of their subordinates (Luthans, 2015). Therefore, they encourage subordinates to engage in extra role behavior, known as organizational citizenship behavior. The results of Wang & Hsieh (2013) indicated that leadership affects OCB, especially through work involvement (Puspitasari & Darwin, 2021). Plessis et al (2015) stated that if employees feel trusted, they are more probable to work hard at their jobs. Employees can trust a leader influenced by the character and actions of the leader. In this research, the focus is on determining how leadership communication mediates the relationship between affective commitment and Organizational Citizenship Behavior (OCB).

Affective commitment is part of organizational commitment which is manifested by identification, involvement, and strong attachment feelings from employees to the organization (Suwatno & Priansa, 2018). Employees are

effectively committed to the organization, identifying themselves with the organization in a way that they are involved in the process of seeking organizational goals and fighting for organizational values and goals. Morrow states that commitment is an attitude that is more than passive loyalty to the organization, but involves an active relationship with the organization so that the employee concerned is willing to give something more of himself as a contribution to the interests of the organization (Tjahjono et al., 2018).

Previous researchers have conducted research on the factors that can affect organizational citizenship behavior, among others: organizational commitment (affective, normative and continuance commitment) affects organizational citizenship behavior (Alshaabani et al., 2021; Badiroh & Azizah, 2020; Claudia, 2018; Ficapal-Cusi et al., 2020). However, the results of research conducted by Perkasa & Herawaty (2021) and Ayuningsih (2021) indicate that affective commitment has no effect on organizational citizenship behavior.

The results of research conducted Alshaabani et al (2021); Ficapal-Cusi et al (2020); Shaheen et al (2016) indicate that leadership communication has an effect on organizational citizenship behavior. However, the results of this research contradict research conducted by Shaheen et al (2016) and Yildiz (2019) which indicates that leadership communication has no effect on organizational citizenship behavior of an employee in a private company.

The results of research conducted by Gupta et al (2017) indicate that work involvement affects organizational citizenship behavior. However, the results of research that contradict the research conducted by Gupta et al (2017) are not compatible with the research of Mufarrikhah et al (2020) which indicates that work involvement does not have a significant effect on organizational citizenship behavior.

Research conducted by Yusnita & Megawati (2018) examines affective commitment to work involvement. This research indicated that affective commitment directly has a significant impact on work involvement. This is similar to research conducted by Asan & Huliselan (2020) who examined frontline employees and Koroh et al (2021) who examined employees in Kupang City. The results indicated that affective commitment has a positive effect on work involvement. However, the results of this research contradict the research of Winata & Nurhasanah (2022) which indicates that affective commitment does not fully affect work involvement.

Research conducted by Fauziana (2020) indicates that the role of leadership communication greatly affects employee work involvement at work, but this research is not compatible with the research of Kholifah & Fadli (2022) which indicates that the principal's leadership communication has no effect on teacher work involvement. Kusuma et al (2021) examined the effect of leadership communication, affective commitment and work involvement on organizational citizenship behavior. From this research, affective commitment, leadership

communication and work involvement have a significant effect on organizational citizenship behavior. However, the role of work involvement is stronger than that of affective commitment, emphasizing that the current organizational support felt by employees is still insufficient to achieve the desired level of commitment to remain in the current organization and be more emotionally attached. However, according to Kusuma et al (2021), affective commitment has no effect on organizational citizenship behavior. In addition, research from Kusuma et al (2021) states that work involvement has no effect on OCB.

Regarding the mediation effect, Kurniawan & Safitri (2022) research using the work involvement as a mediating variable of value congruence and core self-evaluation on organizational citizenship behavior did not proceed well, although work involvement can affect organizational citizenship behavior directly, it cannot mediate the relationship between core self-evaluation on organizational citizenship behavior. However, the research of Ng et al (2019) states that work involvement can affect organizational citizenship behavior and can mediate the relationship between job satisfaction and organizational citizenship behavior.

Based on the phenomenon and background of this research, which is supported by existing data and pre-survey results, it can be concluded that there are still problems that affect organizational citizenship behavior on employees of PT Amara Tujuh Perjuangan and there are research gaps in this research, which makes it interesting to examine. This research will be limited to the variables of affective commitment, leadership communication, and work involvement, which previous research has not positioned work involvement as a mediating variable simultaneously, then the position of work involvement which is unable to mediate variables in other studies leads to the perception that work involvement is only suitable as a mediating variable of several variable relationships that need to be proven the effect of work involvement in mediating affective commitment, leadership communication and organizational citizenship behavior, besides that this research is also limited to the object of research, which is only for employees at PT Amara Tujuh Perjuangan where they are the majority of the population. This research aims to examine the effect of affective commitment and leadership communication on organizational citizenship behavior mediated by work involvement on employees of PT Amara Tujuh Perjuangan.

LITERATURE REVIEW

Organizational Citizenship Behavior

Organizational Citizenship Behavior or OCB is an indication of various behaviors, one of them is assisting colleagues or superiors. The assistance provided to colleagues or superiors to complete their tasks makes employees more productive and efficient, which has an impact on increasing company effectiveness (Hendrawan et al., 2017). In addition, OCB is considered as

employee behavior that is considered not part of their job but extends further than assigned by the company. However, employees volunteered to do this task (Al Doghan et al., 2019).

Based on the explanation above, it can be synthesized that the dimensions of organizational citizenship behavior used in this research are Altruism which leads to help which is not an obligation. Conscientiousness reaches well above and beyond the call of duty. Sportsmanship includes tolerance for the organization; tolerance for the attitudes of colleagues and superiors; and tolerance for work situations. The courtesy dimension provides a good impact on the organization, avoids conflict, respects colleagues and superiors. Civic virtue includes attending company events; caring about the survival of the organization; and updating organizational developments and information.

Work Involvement

Robert and Davenport in Srimulyani et al (2016) state that employee issues are becoming more central issues in organizational development due to the demands of community development and global change. Because the role and duties of employees are quite large in an organization's life, employees need to provide maximum performance results. In order to provide good performance, employees need a psychological condition where a person has a positive relationship with his job that can motivate a person to use all his efforts and strengths to achieve organizational goals and success. This condition is called work involvement.

The dimensions of work involvement used in this research are Vigor which explain that trying to solve problems, having persistence at work, having resilience at work, enthusiasm at work. Dedication: has a passion for work, proud of his/her work, feels inspired at work, always contributes to the organization, and feels challenged by his/her work. Absorption: always enjoy work, do not want to be separated from work, have totality in work, be happy with work, and always focus on work (Azmy, 2022).

Affective Commitment

According to Robbins, S. P., & Judge (2019) affective commitment is an emotional feeling towards the organization and belief in its values. This research uses the basis of affective commitment to be more specific and emphasizes the realization of employee commitment to their work if employees want to be part of the company because of emotional bonds. Hence, strong affective commitment will identify employees who are actively involved and enjoy their membership in the company. Employees realize the similarities between themselves and the company and therefore show attention and the impact is to create an impressive commitment (want). In addition, employees are willing to release their personal

values and adapt to the company without coercion from others (normative commitment) or fear of not getting another job (continuance commitment).

Mercurio (2015a) conducted research on effective commitment as an important and central aspect of organizational commitment. He stated that although there may be relative constancy in his research on attitudes, affective commitment as a construct is at the core of organizational commitment and could be an important area of focus for future research and practical applications. Therefore, a review of the evolutionary research on the construct of affective commitment helps to further position it as an important core of organizational commitment.

Researchers use the dimensions described by Mercurio (2015b) regarding affective commitment, one of which is emotional attachment, organizational identification, and the desire to be involved in an organization because affective commitment is related to emotions, identification, and employee involvement in an organization. Every employee has different principles and behaviors based on their organizational commitment. Employees who have organizational commitment on an affective basis have different behaviors from employees based on continuance and normative. According to Koroh et al (2021) that each component has a different basis. Employees with a high affective component join the organization because they want to remain members of the organization. Meanwhile, employees with a high continuance component stay with the organization because they need the organization. Employees who have a high normative component remain members of the organization because they must. Affective commitment can develop due to four categories, such as organization characteristics, individual characteristics, structural characteristics, and work experience.

Based on the explanation above, it can be synthesized that the dimensions of affective commitment in this research are emotional attachment in which having the same values as the organization, work has a deep meaning for him. Identification with the organization where a compelling belongingness to the organization, being proud to be a member of the organization. Furthermore, the desire to be involved in the organization where the willingness to work and contribute to the organization until retirement, willingness to discuss and provide opinions to help make organizational decisions.

Leadership Communication

Communication is the lifeblood of an organization. An organization will not operate without communication. This has led to the existence of studies on organizational communication. Organizational communication itself is a communication network between people who are interdependent on each other in an organizational context. An organization that consists of people who have their respective duties and are interrelated with each other as a system, requires good

communication so that the organization's performance goes well and the goals can be achieved (Anshori, 2017). According to Miller & Barbour (2014) states that communication is the delivery or exchange of information from the sender to the recipient either verbally, in writing or using communication tools. Communication has an important role in integrating and coordinating all parts and activities in the organization. The way communication functions in an organization and in which organized structure limits the flow of communication. According to Pace & Faules (2013) stated that organizational communication can be defined as the performance and interpretation of messages among communication units that are part of a particular organization.

According to R. Wayne Pace and Don F. Faules (2013) is a functional definition of organizational communication as the appearance and interpretation of communication messages among communication units that are part of a particular organization. Thus, an organization consists of units that communicate in a hierarchical relationship with each other and function within an environment. In the process of organizational communication, there are several aspects that are important to be considered. Based on previous statements, it can be synthesized that organizational communication is a form of top-down, bottom-up and integrative communication that aims to convey information and messages, minimize misunderstandings and solve problems in the organization.

RESEARCH METHODOLOGY

The researchers used a causality analysis research design (cause and effect), which analyzes the causal relationship between research variables in accordance with the compiled hypothesis. Causal research according to Sekaran & Bougie (2017) is research that explains the cause-and-effect relationship between research variables. This research aims to test hypotheses about the effect of one or more variables (independent variables) on other variables (dependent variables). This type of research was chosen considering that the researcher's objective is to explain the relationship and the effects that occur between variables. According to Sugiyono (2019), quantitative methods are used to provide a description of each variable by analyzing the effect of the independent variable on the dependent variable, with the aim of testing the hypothesis. The quantitative method used to obtain data in this research is through a survey, which is collecting information by compiling a list of questions submitted to respondents through a questionnaire. This research aims to determine the effect of affective commitment and leadership communication on organizational citizenship behavior mediated by work involvement on employees of PT Amara Tujuh Perjuangan.

Research hypothesis testing was conducted using a Structural Equation Model (SEM) approach based on Partial Least Square (PLS). PLS is a component or variant-based structural equation model (SEM). Structural Equation Model (SEM) is a statistical research that can test a series of relationships that are

relatively difficult to measure simultaneously. According to Jr. et al (2021), SEM is a multivariate analysis technique which is a combination of factor analysis and regression analysis (correlation), which aims to test the relationships between variables in a model, both between indicators and constructs, or the relationship between constructs. According to Ghazali (2018), PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based approach. Covariance-based SEM generally tests causality or theory while PLS is more of a prediction model. However, there are differences between covariance-based SEM and component-based PLS in the use of structural equation models to test theories or develop theories for prediction purposes.

The population used in this research is permanent employees at PT Amara Tujuh Perjuangan, with a total of 98 employees. The sampling technique used is saturated sampling. Saturated sampling is a sampling technique when all members of the population are used as samples (Sekaran & Bougie, 2017). The use of saturated sampling technique in this research is due to the relatively limited population of less than 100 respondents and easily accessible by researchers. Therefore, the sample taken from the population should be representative.

RESULT AND DISCUSSION

Table 1. The Results on Direct Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Affective Commitment (X ₁) → Organizational Citizenship Behavior (Y)	0.203	0.211	0.092	2.212	0.027
Affective Commitment (X ₁) → Work Engagement (M)	0.228	0.229	0.085	2.696	0.007
Leadership Behavior (X ₂) → Organizational Citizenship Behavior (Y)	0.261	0.262	0.102	2.564	0.011
Leadership Behavior (X ₂) → Work Engagement (M)	0.474	0.479	0.077	6.144	0.000
Work Engagement (M) → Organizational Citizenship Behavior (Y)	0.451	0.448	0.097	4.663	0.000

Source: Processed Data of Researchers using PLS 2023

Table 2. The Results on Indirect Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Affective Commitment (X_1) → Work Engagement (M) → Organizational Citizenship Behavior (Y)	0.103	0.103	0.045	2.266	0.024
Leadership Behavior (X_2) → Work Engagement (M) → Organizational Citizenship Behavior (Y)	0.213	0.215	0.059	3.593	0.000

Source: Processed Data of Researchers using PLS 2023

The results of this research indicate that affective commitment (X_1) has a significant positive effect on organizational citizenship behavior (Y). Affective commitment is a voluntary commitment that can motivate involvement with the organization to achieve organizational goals. Indicators that represent this variable are emotional attachment, organizational identification, desire to be involved in the organization. Meanwhile, OCB is the behavior of employees who are willing to do things outside the job description voluntarily to help and develop the organization. The existence of a commitment that appears from the self voluntarily to be involved in the organization will lead to voluntary behavior to do good things and beyond expectations to develop the organization. Antecedents of OCB have been linked to justice, job satisfaction, affective commitment, personality (e.g., extroversion, sympathy, and need for achievement), and contingencies, such as job characteristics, job span, and leadership behavior (Inanc, 2018).

The results of this research indicate that leadership communication (X_2) has a significant positive effect on organizational citizenship behavior (Y). The main priority of leadership communication is to prioritize the needs and assist followers in developing their followers' full personal capacity. Individuals who have servant leaders tend to imitate their behavior in interactions that result in high levels of OCB behavior. In organizational behavior a voluntary behavior that benefits all members of the organization is called organizational citizenship behavior (OCB) so that OCB can be considered as a service and stewardship. It indicates that leadership communication behavior will create OCB behavior from its followers (Admaja & Fanny, 2017). The results of this research are in accordance with research conducted by Ahmad & Handayani (2022); Badiroh & Azizah (2020); Lutfiyanto et al (2020); Naimah et al (2022); Wahyudi (2021) which indicates that leadership communication has a positive effect on organizational citizenship behavior.

The results of this research indicate that organizational citizenship behavior has a positive effect on work involvement. Work involvement is a condition that

employees feel when their minds are connected to their work, which can be seen from high levels of energy, enthusiasm and focus in their work activities. Under these conditions, it is possible for behavior that is outside the expectations of the organization to be carried out by members voluntarily, which leads to OCB behavior. B. Siva Naga Devi & Kamaraj (2021) in their research state that work involvement has a central role in increasing OCB in employees in various organizations.

The results of this research indicate that affective commitment has a positive effect on work involvement of PT Amara Tujuh Perjuangan. Affective commitment can be expressed as a commitment that occurs due to members' emotional attachment to the organization. This commitment will organically have an impact on the relationship between members and their work in the organization or can be referred to as the work involvement. Koroh et al (2021) conducted research on the relationship between affective commitment and work involvement and discovered that when employees have high work involvement with their workplace, the level of affective commitment will also be high. Then, Yusnita & Megawati (2018) examined almost the same thing and stated that affective commitment has a significant effect on work involvement, and states that the members must always motivate themselves in performing each task and the organization needs to provide media or company sessions to further enhance the emotional connection to its members. The results of this research are in accordance with research conducted by (Franco & Franco (2017); Laili et al (2022); Majid & Mahdani (2019); Pradhan & Pradhan (2015) which indicates that affective commitment has a positive effect on employee work involvement.

The results indicated that leadership communication has a positive effect on employee work involvement of PT Amara Tujuh Perjuangan. Leaders who apply the principles of leadership communication provide special attention to each of their employees, try to understand the needs of their employees, and provide emotional support when employees feel frustrated at work. These things can increase employees' feelings of security and can provide enthusiasm at work (Atthohiri & Wijayati, 2021). Lai et al (2020) stated that the principles of leadership communication can increase the support provided by company leaders. Therefore, in this case, individual consideration can make employees feel psychologically safe and increase their availability to be as involved as possible in the workplace (Lai et al., 2020). The results of this research are in accordance with research conducted by Liani (2022); Monje Amor et al (2020); Mu'azarah et al (2021); Ratnaningtyas et al (2021); Yulianti et al (2018) which stated that there is a positive effect between transformational leadership on work involvement.

The results of this research indicate that affective commitment has a positive effect on organizational citizenship behavior mediated by work involvement of PT Amara Tujuh Perjuangan employees. Affective commitment is a commitment that appears due to the emotional attachment of employees to the organization and

organizationally will have an impact on members' attachment to their work in the organization or can be referred to as work involvement. When the minds of organizational members are connected to their work, such as high levels of energy, enthusiasm, and focus in their work activities, it is possible that there are behaviors that are outside the expectations of the organization that are performed by members voluntarily, which leads to OCB behavior. Alshaabani et al (2021) in their research state that work involvement can perform a mediating function on variables that have a relationship with OCB. The results of this research are in accordance with research conducted by Andriyanti & Suardana (2023) although with different independent variables. Ahmad & Handayani (2022); Badiroh & Azizah (2020); Kurniawan & Safitri (2022); Patricia et al (2023) who stated that affective commitment has a positive effect on organizational citizenship behavior mediated by work involvement.

The results of this research indicate that leadership communication has a positive effect on organizational citizenship behavior mediated by work involvement of PT Amara Tujuh Perjuangan employees. Leadership communication owned by organizational members can be proven by their efforts to demonstrate their best abilities to the organization, one of them by sharing their knowledge and trying to gather existing knowledge to be applied for the progress of the organization. Management in an organization can maintain an atmosphere of knowledge sharing within its organizational environment to create a good work culture and good employee behavior, the voluntary behavior of employees as part of its organizational citizens. The results of this research are in accordance with research conducted by Badiroh & Azizah (2020); Lutfiyanto et al (2020); Naimah et al (2022); Prbasari et al (2018); Prasasti & Gunawan (2022) in their research put work involvement as a mediating variable that can affect OCB, they argue that there is a positive correlation between leadership communication and OCB both directly and mediated by work involvement.

CONCLUSION AND SUGGESTION

Conclusion

Based on the research results that have been conducted, the researchers can conclude several conclusions, such as (1) affective commitment (X_1) has a significant positive effect on organizational citizenship behavior (Y); (2) leadership communication (X_2) has a significant positive effect on organizational citizenship behavior (Y); (3) organizational citizenship behavior has a positive effect on work involvement; (4) affective commitment has a positive effect on work involvement of PT Amara Tujuh Perjuangan; (5) leadership communication has a positive effect on work involvement of PT Amara Tujuh Perjuangan; (6) affective commitment has a positive effect on organizational citizenship behavior which is mediated by the work involvement of PT Amara Tujuh Perjuangan; and

(7) leadership communication has a positive effect on organizational citizenship behavior which is mediated by the work involvement of PT Amara Tujuh Perjuangan.

Suggestion

Suggestions from researchers for further researchers are able to use a wider sample and a wider research object; and further research can further develop other variables that can affect employee performance, such as employee satisfaction, motivation, organizational citizenship behavior, and so on that are valuable for the company.

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