

The Effect of Islamic OCB, Perceived Organizational Support and Procedural Justice On The Affective Commitments of Millennial Lecturers, With The Mediation of Work Engagement

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Abstract

This research is motivated by the existence of a research gap in previous studies and the discovery of phenomena related to the topic of affective commitment. The purpose of this research is to examine and analyze the effect of Islamic OCB, perceived organizational support and procedural justice on work engagement and affective commitment. Then this study examines and analyzes the effect of Islamic OCB, perceived organizational support and procedural justice on affective commitment through work engagement mediation. There are two novelties of research: (1) there is a sub-model of research that places work engagement as a variable that mediates the influence of Islamic OCB on affective commitment. (2) the use of respondents with specific characteristics, namely the millennial generation who work as lecturers with a background in Islamic organizational culture (Islamic private college). Respondents used as data sources amounted to 197 people, while the population amounted to 428 people. Sample selection by accidental technique. The research instrument used was a questionnaire with 5 levels of response referring to the Likert scale. Data processing and data analysis using SEM-PLS with WarpPLS 7.0 application. In this study used descriptive analysis and inferential analysis. The conclusion of this study is Islamic OCB-organizational support-procedural justice has an effect on work engagement. Likewise, Islamic OCB has an effect on affective commitment. However, organizational support and procedural justice have no effect on affective commitment. The results are different when work engagement is placed as a mediating variable, because the result that emerges is that work engagement mediates the effect of Islamic OCB-organizational support-procedural justice on affective commitment. This research has implications regarding theory of affective commitment, work engagement, Islamic OCB, perceived organizational support, and procedural justice. There are also managerial implications.

Keywords: *Affective Commitment, Work Engagement, Islamic OCB, Perceived Organizational Support, Procedural Justice.*

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1. INTRODUCTION

Theoretical Issues

Performance is always related to several influencing factors, one of which is a commitment to carry out their duties and responsibilities to the best of the organization. According to Robert Kreitner and Kinicki (2014) organizational commitment is a reflection of an employee in recognizing the organization and being bound to its goals. Meanwhile, according to Robbins and Judge (2015) organizational commitment is a condition where an employee takes

sides with organizational goals and has a desire to maintain membership in the organization. Other authors, Meyer and Allen (1991) explain that organizational commitment can be defined as the extent to which an employee experiences a sense of oneness with their organization. It was further stated that organizational commitment has three main characteristics, namely affective commitment, continuance commitment, and normative commitment. Meyer and Allen remind that not all forms of commitment are equal and that in order for

the organization concerned to retain employees by strengthening commitment it must carefully consider the nature of the commitment instilled in employees (Meyer et al. 1993). Furthermore, Meyer and Allen argue that each component has a different basis. Employees with a high affective component join the organization because of the desire to remain a member of the organization. Meanwhile, employees with a high continuance component remain with the organization because they need the organization. Employees who have a high normative component remain members of the organization because they have to.

Commitment to the organization is part of work behavior or work attitudes and work values. According to Robbins & Judge (2011) this work attitude or work behavior has a direct impact on work productivity. The creation of a strong commitment to the organization is expected to encourage the creation of organizational goals. As stated by Meyer et al. (1993) that affective commitment shows the desire of organizational members to remain with the organization which is not because they need the organization and / or not because they have to do it. According to Colquitt (2013) affective commitment is emotion-based, continuance commitment is cost-based, and normative commitment is obligation-based. An interesting dimension of organizational commitment to be studied further related to the millennial generation is affective commitment. This is because affective commitment involves an individual's emotional attachment to the organization, and identification with the organization and involvement in the organization (Meyer and Allen, 1991). These three things are closely related to the millennial generation. However, the findings of Hauw and Vos (2010) need to be scrutinized, because they state that the millennial generation tends to seek career advancement opportunities in other institutions when what they want is not available at the institution where they work. From these findings, it can be perceived that in the millennial generation, the role of affective commitment is more strategic than continual commitment and normative commitment.

This study links the affective commitment factor with other influencing factors, namely Islamic OCB (Organizational Citizenship Behavior), perceived organizational support, procedural justice, and work engagement as a mediation. OCB is defined as the behavior of contributing or performing more to others

above oneself (Smith et.al, 1983). According to the Islamic view, this description is one of the many characteristics of a Muslim, as stated in a hadith, that the Prophet Muhammad SAW said: "And the best of people are those who are most beneficial to humans." (HR. Thabrani and Daruquthni). The hadith reflects that the Prophet Muhammad advised his people to do good to fellow humans and other creatures, this is closely related to what is meant by OCB. In Islam, good OCB is related to the concept of goodness in human internal behavior. Islam has underlined good behavior as *Iman* (belief in Allah), which is formulated as faith in the heart of the believer. Faith emphasizes individual actions where actions and beliefs describe the individual's personality in society (Kamil et al, 2014). Islamic perspective OCB according to Kamil, et al (2014) includes 4 dimensions/components, namely: Altruism (Altruism), Civic Virtue (society virtues), Advocating high moral standards (*da'wah*) and Removal of harm (eliminating harm / removing losses). Furthermore, Kamil et al stated that Islamic OCB is a voluntary action from individuals who are in accordance with Islamic sharia and only expect *falah* or the pleasure of Allah. Meanwhile, according to Wibowo (2016) OCB Islamic Perspective has a *sunnah* law, in the sense that if workers show their Islamic OCB attitude then they believe they will get a reward from Allah, because the concept of OCB Islamic perspective is solely to get the pleasure of Allah SWT. But if the worker does not do it, he will receive neither punishment nor sin. Thus, the Islamic OCB concept always leads to the concept of brotherhood (*ukuwah*).

Affective commitment in this study is also associated with perceived organizational support, because perceived organizational support is one of the forces that influence a person's behavior (Rhoades & Eisenberger, 2002; Tumwesigye, 2010). The following are statements of several researchers based on their research results, Yih (2011) proved in his research that perceived organizational support has a significant positive effect on organizational commitment. Celep & Yilmazturk (2012) stated that the better the perceived organizational support, the higher one's commitment to the organization. Several other studies also found the same that organizational support had a positive and significant effect on organizational commitment, especially affective commitment (Han, et al., 2012). Perceived organizational support contributes significantly to

affective commitment (Gokul, et.al., 2012). Perceived organizational support has a positive relationship to affective commitment (Marique, et.al., 2012). Affective commitment can be predicted by individual perceived organizational support (Arshadi & Hayavi, 2013). To increase individual commitment to the organization can be pursued through perceived organizational support (Baheshtifar & Herat, 2013).

Another factor that can affect affective commitment is procedural justice which is part of organizational justice (Hidayat & Dara, 2015). The concept of procedural justice explains that individuals do not only evaluate the allocation or distribution of results, but also evaluate the fairness of the procedure to determine the allocation (Hidayat & Fatimah, 2019). Several research results related to procedural justice with organizational commitment or affective commitment have been examined by several researchers, including the results of research Hwei & Santosa (2012) found that procedural justice has a greater impact on organizational commitment (affective, continuous, normative) compared to another kind of justice. The results of other studies show that procedural justice has a positive influence on organizational commitment (affective, continuous, normative) (Rachman, 2014). In addition, affective commitment can be predicted through procedural justice (Masrukhin, 2014). There are still a number of other studies with similar topics whose research results are as follows: there is an influence of organizational justice (distributive, procedural, interactional) on organizational commitment (affective, continuous, normative) (Nurmaladita & Warsindah, 2015); there is a positive influence between procedural justice and affective commitment (Hidayat & Dara, 2015); affective commitment can be

influenced by procedural justice (Asrofiah, 2016); there is a significant positive effect between procedural justice and affective commitment (Irawan & Sudarma, 2016); and procedural justice have a positive influence on organizational commitment (Wulansari, et al., 2017).

Work engagement was placed as a mediating variable. Work engagement is the involvement, satisfaction, and enthusiasm of individuals for the work they do (Robbins & Judge, 2015). A similar opinion was expressed by Saragih & Margaretha (2013), which states that employee or employee engagement is as an individual involvement and satisfaction as well as a sense of enthusiasm for work. Work engagement is considered as one of the antecedents or factors triggering organizational affective commitment (Posthuma, et.al., 2013). In this case, work engagement describes an employee's commitment to the organization and affects performance and tenure. Work engagement is an individual condition emotionally and intellectually committed to the organization, which can be measured through 3 behaviors, namely say (individuals consistently say positive things about their organization), stay (individual desire to stay in the organization), and strive (individuals put in more effort that support organizational success) (Hewitt, 2004). Engaged employees will invest more fully in their work. They will carry out their tasks with great energy and enthusiasm (Kahn, 1990; Saks, 2006; Macey & Schneider, 2008).

From theoretical issues, there are still research gaps / research gaps related to related research topics. Differences in research results. This opens the opportunity for this research to be carried out.

Table 1
Research Gap

| Gap | Researcher | Finding |
|---|--|--|
| There are differences in the results of research on the effect of perceived organizational support on organizational commitment | Ariani (2011); Yih (2011); Celep & Yilmazturk (2012); Han, dkk. (2012); Gokul, <i>et.al.</i> (2012); Marique, <i>et.al.</i> (2012); Arshadi & Hayavi (2012); Baheshtifar & Herat (2013); Puspaatmaja & Satrya (2016); Murniasih & Sudarma (2016); Wijaya & Yuniawan (2017); Santoso & Mangundjaya (2018); Dewa & Salendu (2018); Metria & Riana (2018); Pradesa, dkk. (2013); Megawati & Syahna (2018) | Perceived organizational support has a significant effect on organizational commitment or affective commitment. Organizational support has no significant effect on organizational commitment or affective commitment |

| Gap | Researcher | Finding |
|---|---|---|
| There are differences in the results of research on the effect of procedural justice on organizational commitment | Hwei & Santosa (2012); Tjahjono, H.K (2014); Rachman (2014); Masrukhin (2014); Tjahjono, H.K, <i>et al</i> (2015); Nurmaladita & Warsindah (2015); Hidayat (2015); Palupi, M & Tjahjono, H.K (2016); Irawan & Sudarma (2016); Wulansari, dkk. (2017); Tjahjono, H.K, <i>et al</i> , (2019); Lewis (2013); Wiwiek & Sondakh (2015) | Procedural justice has a significant effect on commitment Procedural justice has no significant effect on organizational commitment or affective commitment. |

Source : various scientific journals

Factual Issues

Lecturers as professionals are expected in their duties as educators to be able to carry out policies with specific goals and have a strong commitment to the institution or organization where they work. This study uses lecturer respondents with specific characteristics related to the generation group placed as an age group that has different potentials and needs from the previous generation, namely the millennial generation. Smith and Nicols (2015) state that generation is a group that can be identified based on the year of birth, age, location and events that shape their personality. Individuals will be classified into the same generation if they have the same year of birth within 20 years (Pilcher, 2017). Therefore, what is meant by millennial generation lecturers are relatively young lecturers who were born between 1980 and 2000 (Buzza, 2017). The characteristics formed in the millennial generation are internet addiction, self-confidence and high self-esteem and are more open and tolerant of change (Kilber et al, 2014). Millennials job satisfaction is determined by intrinsic factors such as opportunities for organizational ownership, training provision, perceptions of supervisor support, varied and meaningful work, and work-life balance. (Solnet and Hood, 2008).

As mandated in Law number 14 article 1 paragraph 2 of 2005 concerning Teachers and Lecturers, and Government Regulation of the Republic of Indonesia number 37 article 1 of 2009 concerning Lecturers, it is stated that lecturers are professional educators and scientists with the main task of transforming, developing, and disseminate science, technology, and art through education, research, and community service. This regulation emphasizes that the presence of lecturers is the main point to determine the quality of the implementation of education in higher education (Rosa, MJ, 2014). Therefore, to run a good educational program,

lecturers who are also of high quality are needed. By having professional and high-quality lecturers, universities can formulate the most modern programs and curricula so that they can guarantee the birth of graduates with outstanding achievements and special qualities (Miswan, 2012). The Ministry of National Education (2004) states that lecturer performance is the ability of a lecturer to carry out the work or tasks that are owned in completing the work. Therefore, lecturers are required to continue to develop themselves professionally and have competence according to the mandate of the applicable laws and regulations.

The factual condition of millennial generation lecturers at Islamic-based Private University in Semarang City has not shown the achievement of commitment as expected. This is reflected in the average condition of formal educational background and the average achievement of academic functional rank levels. Data obtained from PDDIKTI in 2019 shows that there are 428 lecturers categorized as the millennial generation at Islamic-based Private University in Semarang City, consisting of 411 people with master's degrees and only 17 people with doctoral education. Meanwhile, the achievements of academic functional rank are 200 lecturer, 170 junior assistant professor, and 58 senior assistant professor. Based on these factual conditions, it can be assumed that there is a problem with the organizational commitment of the millennial generation of Islamic private university lecturers in Semarang City. The limited competence shown in the achievement of formal education and functional positions can be a strong indication that their commitment to the organization is not optimal.

From the study of theoretical issues and factual issues mentioned above, it is necessary to develop a research model. The research model is an analogy that abstracts or selects parts from the whole, important elements or properties or components of the

phenomenon being modeled. (Fisher, 2018). If the whole framework of thought is put into a research graphic model, it will look like in the following figure:

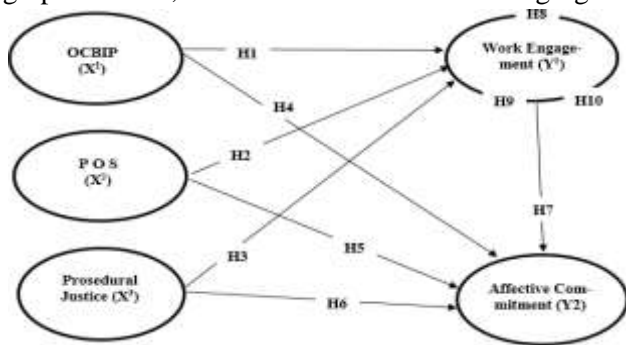


Figure 1. Research Model

2. RESEARCH METHODS

This type of research is quantitative research. This quantitative research uses a non-experimental design. Thus, researchers do not treat millennial generation lecturers, but examine the facts that have occurred and experienced by millennial generation lecturers. Manipulation of the research variables was not carried out, but only explored the facts of the events that occurred by using a questionnaire containing a number of questions or statements that reflected respondents' perceptions of the variables studied. The survey method was used to obtain data from certain natural (not artificial) places, but the researchers carried out treatment in data collection by distributing questionnaires filled out by research subjects.

The population in this study were the millennial generation lecturers at Islamic-based private universities in Semarang, amounting to 428 people (PDDIKTI, 2019). Because the analytical tool to be used is SEM (Structural Equation Modeling), in this study the sample was determined based on the reference from Loehlin (1998) which stated that the minimum sample size needed to reduce bias in all types of SEM estimates was 200. The sampling technique used is convenience (accidental) sampling. The questionnaire will be distributed to all members of the population, then the feedback obtained until it reaches the minimum sample size will be used as a research sample. In taking the sample, the proportional technique is not used, thus ignoring the size of the population in each of the original institutions.

This study uses 5 (five) variables consisting of the dependent variable namely affective commitment (AC) as (Y2), then there are 3 (three) independent

variables namely Islamic OCB (OCBIP) as (X1), perceived organizational support (POS) as (X2) and procedural justice (PJ) as (X3), while the mediating variable is work engagement (WE) as (Y1). The items of affective commitment are (a) Enjoy spending the rest of my career with the organization (b) Enjoy discussing the organization with people outside the organization (c) Feeling organizational problems are my problem (d) Thinking can easily be attached to other organizations (e) Feeling part of the family (f) Feeling emotionally attached (g) Feeling the organization is very meaningful (h) Feeling a strong sense of belonging. For work engagement variables, the items are: (a) Feeling full of energy at work (b) Feeling strong and enthusiastic at work (c) Feeling enthusiastic about work (d) Inspired by work (e) Feeling like working when you wake up in the morning (f) Feel happy when working intensely (g) Proud of the work I do (h) Immersed in work (i) Get carried away at work.

As for each independent variable as follows: items from Islamic OCB are: (a) Doing work in the best way to get Rida Allah. (b) Relying on rewards by doing good (c) Sincerely helping colleagues (d) Trying to correct mistakes on their own initiative. (e) Feeling obliged to work with quality. (f) Work because of worship to Allah. (g) When disturbed does not affect work. (h) Must work diligently. (i) Obligated to help colleagues who face difficulties. (j) Accept responsibilities that are not part of the job. (k) Actively participate in meetings. (l) Obligation to make positive changes. (m) Providing special prizes for colleagues who work hard. (n) Thinking about how to develop the organization. (o) Helping colleagues who have a heavy workload. (p) After working hours, help colleagues. (q) During break time help colleagues. (r) Encourage colleagues to learn Islamic teachings. (s) Obligation to speak out against non-Islamic actions. (t) Humbly advise colleagues about Islam. (u) I feel bad when I can't correct a wrong action. (v) Even though I don't like the policy, I still speak well about the organization. (w) Even if it's against his policy, I still encourage colleagues to be respectful. (x) Even if they are not happy with the policies, employees still protect the organization's resources. (y) Although not required, I still direct new employees. Then the items of perceived organizational support are: (a) The organization values employee contributions. (b) The organization does not value the extra effort of employees. (c) The organization ignores employee

complaints. (d) The organization is very concerned with the welfare of the employees. (e) The organization does not realize if the employees are doing the best work. (f) The organization cares about the satisfaction of the employees. (g) The organization does not show concern for employees. (h) The organization takes pride in the achievements of employees' work. Furthermore, the items of procedural justice are: (a) Leaders manage policies fairly. (b) Leaders treat everyone equally. (c) Leaders apply the standards set evenly. (d) Management applies the policy to all staff in the same way. (e) Leaders follow different rules when dealing with different staff. (f) Leaders don't like bad staff. (g) Leaders apply policies consistently for all staff. (h) Leaders follow fair procedures in decision making. (i) Management treats all staff equally.

The questionnaire uses 5 (five) response points, following that proposed by Likert (1932), and is supported by the opinion of Dawes (2008) that the number of response points 5 or 7 has a higher average, size of spread, and shape of the distribution than the number of responses 10. In this study the use of 5 response points with the following weighting: (a) Strongly agree (SA) score 5, (b) Agree (A) score 4, (c) Neutral (N) score 3, (d) Disagree (D) score 2, and (e) Strongly Disagree (SD) score 1. Then the reliability of the questionnaire was tested to meet two criteria, namely valid and reliable.

Data analysis method

Two methods of analysis were carried out, namely descriptive analysis and inferential analysis. Descriptive statistical analysis was conducted to determine and explain the characteristics of the variables studied in a situation. In this analysis technique, all the items studied are described using the average value and percentage of the respondents' answer scores (Sekaran and Bougie, 2010). Inferential analysis with structural equation modeling (SEM) techniques using WarpPLS 7.0 software. WarpPLS analysis is the development of Partial Least Square (PLS) analysis. There are three algorithms in the WarpPLS analysis, namely the outer model estimation algorithm, inner model, and hypothesis testing (Kock, 2020). In the analysis technique, two stages of analysis are used, namely the analysis of the measurement model (outer model) and analysis of the structural model (inner model). Test the validity and reliability in this technique, is an analysis of the measurement

model. The steps for testing WarpPLS are as follows: (1) Designing the inner model (structural model). (2) Designing the outer model (measurement model). (3) Create a path diagram. (4) Convert path diagram to equation: Outer model, Inner model, Weight relation, Parameter Estimation, Structural Model Evaluation.

Hypothesis test

Testing the direct effect hypothesis in this study uses the output of the direct effect estimation result from WarpPLS. Testing the effect between variables was carried out by t-test, if the p-value 0.05 (alpha 5%) was obtained, it could be concluded that the effect was significant. While the indirect effect hypothesis testing (mediation) uses the Variance Accounted For (VAF) method. The mediation analysis procedure using the VAF method is: (1) Testing the direct effect without a mediating variable (if it is not significant there is no mediating effect) and (2) Testing the indirect effect by including the mediating variable (if it is not significant there is no mediating effect), if significant calculate VAF.

3. RESULTS AND DISCUSSION

Descriptive statistics

The magnitude of the mean of each variable obtained is interpreted as follows: (1) Mean Islamic OCB is 3.7908, the average respondent responds to the Islamic OCB variable close to a value of 4 (agree), the average is close to high. (2) The mean of perceived organizational support is 2.4378, the average respondent responds to the perceived organizational support variable between values 2 (disagree) and 3 (neutral, the average is between low to moderate). (3) Mean (procedural justice) of 4.2444, the average respondent gave a response to the procedural justice variable slightly above the value of 4 (agree), the average was high (4) The mean work engagement was 4.3261, the average respondent gave a response to the work engagement variable above the value of 4 (agree), the average is high (5) The mean of affective commitment is 3.8680, the average respondent responds to the affective commitment variable above the value of 3 (neutral) but close to the value of 4 (agree), the average average is close to high.

Inferential Statistics

The validity test uses convergent validity and discriminant validity. The results of the WarpPLS 7.0 calculation show that from the first measurement

model (outer model), there are several values in the cross-loading factor that have not reached a value above 0.5. So indicators that have a cross-loading factor value below 0.5 are not used. The results of the WarpPLS 7.0 calculation on the second outer model show that each value on the cross-loading factor has reached a value above 0.5 with a P value < 0.001. Thus the convergent validity test criteria have been met. This means that all indicators are valid and can be used in the model.

The discriminant validity test uses a comparison of the roots of the AVE with the correlation between variables. The root value of the AVE construct should be higher than the correlation between latent variables (Kock, 2020). The results of the WarpPLS 7.0 calculation shown in the WarpPLS output indicate that the AVE root value of the constructs of Islamic organizational citizenship behavior (OCBIP), Work engagement (WE), and Affective commitment (AC) is still lower than the AVE root value on different variables. This shows that the discriminant validity test criteria have not been met. Efforts to increase the

AVE root value of the constructs of Islamic Organizational Citizenship Behavior (OCBIP), Work Engagement (WE), and Affective Commitment (AC) are to exclude indicators of Islamic Organizational Citizenship Behavior, Work Engagement, and Affective Commitment which have low loading factor values. The result of the WarpPLS 7.0 calculation on the third outer model above shows that the AVE root value of the construct is higher than the AVE root value in different variables. This shows that the discriminant validity test criteria have been met. Thus, the instrument used in this study has met all the provisions of the validity test.

The reliability test uses the composite reliability value. Each construct has high reliability which can be seen from the composite reliability value of all constructs greater than 0.70 (Kock, 2020). Thus the instrument used in this study has met the requirements of the reliability test. Evaluation of the structural model (inner model) includes a model fit test (model fit), path coefficient, and R². The results of the model fit are shown in the following table form.

Table 2. Model Fit Results

| <i>Model fit and quality indices</i> | <i>Indeks</i> | <i>p-value</i> | <i>Kriteria</i> | <i>Keterangan</i> |
|---|---------------|----------------|--|-------------------|
| <i>Average path coefficient (APC)</i> | 0.270 | p<0.001 | p<0,05 | Diterima |
| <i>Average R-Squared (ARS)</i> | 0.502 | p<0.001 | p<0,05 | Diterima |
| <i>Average Adjusted R-Squared (AARS)</i> | 0.493 | p<0.001 | p<0,05 | Diterima |
| <i>Average Block Variance Inflation Factor (AVIF)</i> | 1.664 | | ≤ 5 dan idealnya ≤ 3,3 | Diterima |
| <i>Average Full Collonearity VIF (AFVIF)</i> | 1.832 | | ≤ 5 dan idealnya ≤ 3,3 | Diterima |
| <i>Tenenhaus GoF (GoF)</i> | 0.565 | | small ≥ 0,1, medium ≥ 0,25, large ≥ 0,36 | Large |
| <i>Sympson's paradox ratio (SPR)</i> | 1.000 | | ≥ 0,7 dan idealnya = 1 | Diterima |
| <i>R-Squared Contribution Ratio (RSCR)</i> | 1.000 | | ≥ 0,9 dan idealnya = 1 | Diterima |
| <i>Statistical Suppression Ratio (SSR)</i> | 1.000 | | ≥ 0,9 | Diterima |
| <i>Nonlinear Bivariate Causality Direction Ratio (NLBCDR)</i> | 0.857 | | ≥ 0,7 | Diterima |

Based on the table above, the values obtained from the ten criteria have been met, so it can be said that the model has met the model fit prerequisites.

Hypothesis Testing Analysis

Testing the direct influence hypothesis is carried out using a probability value with a significance level of 0.05. If the probability value (P) 0.05, then H0 is rejected (the research hypothesis is accepted). The results of the direct influence hypothesis test can be seen in the following table.

Table 3. Output of Direct Effect Estimation Results

| Hypothesis | Path Coefficients | p-value | Description |
|--------------------------------|-------------------|---------|-----------------|
| <i>Islamic OCB</i> → <i>WE</i> | 0.330 | <0.001 | Significant |
| <i>POS</i> → <i>WE</i> | 0.163 | <0.001 | Significant |
| <i>PJ</i> → <i>WE</i> | 0.467 | <0.001 | Significant |
| <i>Islamic OCB</i> → <i>AC</i> | 0.472 | <0.001 | Significant |
| <i>POS</i> → <i>AC</i> | 0.031 | 0.333 | Not Significant |
| <i>PJ</i> → <i>AC</i> | 0.051 | 0.235 | Not Significant |
| <i>WE</i> → <i>AC</i> | 0.378 | <0.001 | Significant |

Hypothesis 1 states that Islamic OCB has an effect on work engagement (WE). The calculation results as shown in the table show that Islamic OCB has a significant effect on work engagement because the p-value is <0.01 with a path coefficient of 0.330. Based on the results of these calculations, it shows that hypothesis 1 is proven true / accepted.

Hypothesis 2 states that perceived organizational support (POS) has an effect on work engagement (WE). The calculation results as shown in the table indicate that perceived organizational support has a significant effect on work engagement because the p-value is 0.01 <0.05 with a path coefficient of 0.163. Based on the results of these calculations, it shows that hypothesis 2 is proven true / accepted.

Hypothesis 3 states that procedural justice (PJ) has an effect on work engagement (WE). The calculation results as shown in the table show that procedural justice has a significant effect on work engagement because the p-value <0.01 with a path coefficient of 0.467. Based on the results of these calculations, it shows that hypothesis 3 is proven true / accepted.

Hypothesis 4 states that Islamic OCB has an effect on affective commitment (AC). The calculation results as shown in the table show that Islamic OCB has a significant effect on affective commitment as indicated by a p-value <0.01 with a path coefficient of 0.472. Based on the results of these calculations, it shows that hypothesis 4 is proven true / accepted.

Hypothesis 5 states that organizational support (POS) has an effect on affective commitment (AC). The calculation results as shown in the table indicate that the effect of organizational support on affective commitment is not significant because the p-value is 0.333 > 0.05 with a path coefficient of 0.031. Based on the results of these calculations, it shows that hypothesis 5 in this study is not proven true / rejected.

Hypothesis 6 states that procedural justice (PJ) has an effect on affective commitment (AC). The calculation results as shown in the table indicate that

the effect of procedural justice on affective commitment is not significant because the p-value is 0.235 > 0.05 with a path coefficient of 0.051, Based on the results of these calculations, it can be shown that hypothesis 6 in this study is not proven true / rejected.

Hypothesis 7 states that work engagement (WE) has an effect on affective commitment (AC). The calculation results as shown in the table indicate that work engagement has a significant effect on affective commitment because the p-value <0.01 with a path coefficient of 0.378. Based on the results of these calculations, it shows that hypothesis 7 is proven true/ accepted.

After testing the direct effect hypothesis, then the indirect effect (mediation) test is carried out. Hypothesis 8 states that work engagement mediates the influence of Islamic OCB on affective commitment. The results of the calculation of the indirect effect of Islamic OCB (OCBIP) on affective commitment (AC) show as follows:

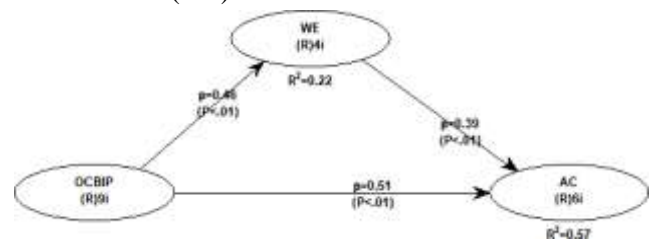


Figure 2. Calculation of the indirect effect of Islamic OCB on affective commitment

The results of the above calculation show that the indirect effect is significant, so it is continued by calculating the VAF value, which results in a VAF of 21%. The results of the VAF calculation show that work engagement mediates (partial mediation) the influence of Islamic OCB on affective commitment. Based on these results, hypothesis 8 is proven true.

Hypothesis 9 states that work engagement mediates the effect of organizational support on affective commitment. It is necessary to calculate the

indirect effect of organizational support on affective commitment as shown in the following figure

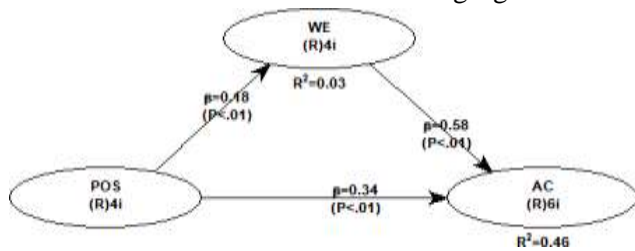


Figure 3. Calculation of the indirect effect of perceived organizational support on affective commitment

The results of the calculations above show a significant indirect effect, so it is continued by calculating the VAF value, so that the VAF value is 22%. From the results of these calculations, it can be stated that work engagement mediates (partial mediation) the effect of organizational support on affective commitment. So based on this statement, hypothesis 9 is proven true / accepted.

Furthermore, Hypothesis 10 states that work engagement mediates the effect of procedural justice on affective commitment. It is necessary to calculate the indirect effect of procedural justice on affective commitment as follows:

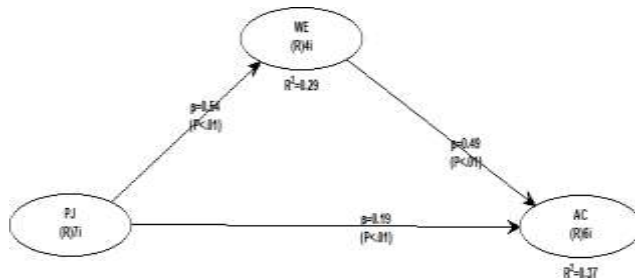


Figure 4. Calculation of the indirect effect of procedural justice on affective commitment

The calculation results above show that work engagement mediates (partial mediation) the effect of procedural justice on affective commitment. So it can be stated that hypothesis 10 is proven/accepted.

Total Effect

It is done to calculate the total effect of work engagement variables in mediating the influence of Islamic OCB on affective commitment. The calculation of the total effect produces a magnitude of 84% so that it can be interpreted that the total affect caused by the influence of the Islamic OCB variable on affective commitment by mediating the work engagement variable, shows the results that the model

further strengthens the influence between Islamic OCB variables, work engagement and affective commitment. . With the total effect of 84%, it can be assumed that the influence between the variables in the model can be categorized as strong.

Next, the total effect of work engagement variables in mediating the effect of perceived organizational support on affective commitment is calculated. The calculation of the total effect yields a magnitude of 45%. So it can be interpreted that the total effect arising from the influence of perceived organizational support variables on affective commitment through the mediation of work engagement variables, shows the results that this model further emphasizes the existence of influence between the three variables. With the total effect of 45%, it can be assumed that the influence between the variables in the model can be categorized as moderate.

Next, calculate the total effect of work engagement variables in mediating the effect of procedural justice on affective commitment. The calculation yields a magnitude of 70%. So it can be interpreted that the total effect arising from the influence of procedural justice variables on affective commitment through the mediation of work engagement variables shows that, with this model, it further emphasizes the existence of influence between the three variables. With a total effect of 70%, it can be assumed that the influence between the variables in the model can be categorized as rather strong.

4. CONCLUSION

From this study, it can be concluded several things as follows: (1) Islamic OCB has an effect on work engagement, these results indicate that the hypothesis is accepted. (2) Perceived organizational support has an effect on work engagement. This means that the hypothesis is accepted. (3) Procedural justice has an effect on work engagement, so that the results of this study are accepted. (4) Islamic OCB has an effect on affective commitment, thus the hypothesis is accepted. (5) Perceived organizational support has no effect on affective commitment. These results indicate that the hypothesis is not accepted/rejected. (6) Procedural justice has no effect on affective commitment. These results indicate that the hypothesis is not accepted/rejected. (7) Work engagement has an effect on affective commitment, thus the hypothesis is accepted. (8) Work engagement mediates the effect of Islamic OCB on affective

commitment. (9) Work engagement mediates the effect of perceived organizational support on affective commitment. (10) Work engagement mediates the effect of procedural justice on affective commitment.

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