



The Effect of Workplace Spirituality on Organizational Citizenship Behavior: Mediating Role of Affective Commitment

A Study on FMCG Employees in Jakarta Metropolitan Area

Kanthi Tresnaning Widhi^(✉) and Putri Mega Desiana

Universitas Indonesia, Depok, Indonesia
kanthiwidhi@gmail.com

Abstract. In a dynamic and competitive business environment, extra-work behaviors of the employees are needed to sustain the firm's performance. There are some extra-work behaviors that bring many positive impacts to individual and firms' performance, one of which is organizational citizenship behavior (OCB). However, most recent studies focused on studying OCB in the service sector despite companies in the manufacturing sector, such as fast-moving consumer goods (FMCG) companies, which also need their employees to do OCB to be able to operate optimally and gain a competitive advantage. The objective of the study was to examine the role of affective commitment as a mediator between workplace spirituality effect on OCB among FMCG employees in Indonesia. The data were collected from 199 FMCG employees in Jakarta Metropolitan Area, Indonesia via self-administrated questionnaires. To test the hypotheses, Structural Equation Modeling (SEM) was carried out in this study. The results of this study have confirmed that affective commitment mediated the relationship between workplace spirituality and OCB.

Keywords: Affective Commitment · Organizational Citizenship Behavior · Workplace Spirituality

1 Introduction

Organizations must concentrate on employee behavior in order to manage and develop human resources effectively. According to [1], there are two categories of employee behavior, namely in-role behavior, and extra-role behavior. In-role behavior refers to behavior that is expected by the company to be carried out by employees in the process of completing work tasks. Contrastingly, extra-role behavior can be described as actions that are not specifically listed in the job description [1]. It is critical for organizations to consider both in-role and extra-role behavior because it might be challenging for businesses to foresee all internal and external challenges in today's dynamic business environment.

Since some employee responsibilities and activities are frequently situational, depending on the issues or difficulties the employee is encountering, means that organizations cannot solely rely on formal job descriptions. Because in-role behavior is often stated in job descriptions, extra-role behavior sometimes receives less focus in various companies than in-role behavior [2]. According to [3], an employee's extra-role behavior that can have a major positive impact on the company's performance and competitive advantage is organizational citizenship behavior (OCB).

OCB can be defined as an optional, prosocial behavior that benefits both the employer and employees but is not specifically stated in job descriptions [4]. Reference [5, 6] adds that although OCB is not part of a formal organizational structure, OCB has extensive implications for the efficacy and performance of both organizations and individuals, including boosting employees' engagement, dedication, and job performance. Therefore, it is crucial to conduct a study on the subject of OCB. On the other side, there has been a gap since there has been little attention to the research on OCB in the FMCG industry, especially OCB on FMCG employees in Indonesia.

Companies engaged in the FMCG industry are companies that produce consumer goods that can usually be sold quickly and at a rather affordable price. In contrast to goods produced by other industries, goods or consumer goods produced by FMCG companies have a faster and higher rotation because consumers use these products regularly. In addition to that, FMCG products also have a wide market because almost every household needs FMCG products. On the other hand, despite having a broad market, the FMCG market is very competitive [7].

Due to the many special characteristics and challenges faced by the FMCG industry, reference [8] argues that employees in the FMCG industry face more pressure than employees in other industries. In this context, OCB is very much needed by employees to be able to assist employees in dealing with these challenges. Furthermore, companies should also be able to attract and retain employees who can demonstrate OCB so that organization can increase the function and effectiveness of the company [9] and increase the organization's competitive advantage [10] in the highly dynamic and competitive FMCG industry.

To encourage the emergence of OCB behavior in employees of FMCG companies, it is necessary to know the factors that can affect the OCB of these employees. This study was designed in order to further explore some of the antecedents of OCB, including workplace spirituality and affective commitment. Additionally, this study will focus more on the role that affective commitment plays in mediating the effects of workplace spirituality on OCB.

As mentioned before, organizational citizenship behavior (OCB) is an activity related to work, which is carried out by employees voluntarily and at the employee's wish, not directly or explicitly written in the job description or contract [11]. One of the factors that can influence OCB is affective commitment [12]. According to reference [12], high level of affective commitment in employees is associated with employees' propensity to identify with the organization in order to actively participate in resolving issues the company has, making the employees more likely to be involved in OCB. According to numerous studies [13–15], affective commitment has a significant and positive impact on OCB. Considering what has been discussed, the following first hypothesis is put forth:

H1: Affective commitment has a significant positive effect on organizational citizenship behavior (OCB).

OCB can also be directly influenced by workplace spirituality. Workplace spirituality is a sense of connectedness between oneself and the workplace [16]. Employees who practice workplace spirituality see work as more than just a means of generating income. Employees with workplace spirituality also realize that work brings fulfillment to employees' hearts so that employees with workplace spirituality have the desire to be able to contribute to the organization, such as by doing OCB. Additionally, empirical research demonstrates that workplace spirituality influences OCB positively, increasing the likelihood of workplace spirituality effect on OCB [17]. From these explanations, the following hypotheses can be formulated:

H2: Workplace spirituality has a significant positive effect on organizational citizenship behavior (OCB).

Workplace spirituality is known to open up opportunities for employees to get work assignments that will increase employee self-esteem and personal growth [18]. Reference [19] stated in their research that an employee develops an emotional and spiritual connection when their skills match the expectations of their organizational function. This kind of connectedness makes employees will promote humanistic values such as faith and happiness in employees [20] and in turn will generate affective commitment and trust among the company's employees [18]. From this presentation, the following hypotheses can be formulated:

H3: Workplace spirituality has a significant positive effect on employees' affective commitment.

High levels of workplace spirituality increase employees' likelihood of believing that some of their value is in line with the company's values, which increases their likelihood of developing affective commitment to the organization. [18]. Employees who are dedicated to the organization are also encouraged to help achieve company objectives, one of which is through engaging in extra-role behavior like OCB [17]. These can lead to the following hypotheses:

H4: Affective commitment mediates the relationship between workplace spirituality and organizational citizenship behavior.

2 Method

2.1 Procedures and Participants

This research is a quantitative study and the primary data are obtained from the respondents' answers to the questionnaires. The questionnaires are self-administered and distributed online using Google Forms. Purposive-convenience sampling was utilized in this study as the sampling method. The population in this study is the employees who

are working for FMCG (fast-moving consumer goods) in the cities of Jakarta, Tangerang, Bekasi, Depok, Bekasi or known as the Jakarta Metropolitan Area. Jakarta Metropolitan Area was chosen as the population area because most of the headquarters of FMCG companies in Indonesia are in Jakarta Metropolitan Area. Researchers also made some limitations to the sample of the study. According to reference [21], employees who are familiar with their company and function may rate their feelings at work more accurately. As a result, only permanent employees who have been employed by their current employer for at least six months are included in this study's sample.

The instruments used in this study are in the form of online questionnaires. The questionnaire included statements to which the employee responded using Likert's six-point rating scale, from strongly disagree (1) to strongly agree (6). To measure OCB, the scale created by [22] is used. Affective commitment is measured by the scale of [23]. Then, the workplace spirituality scale by [24] is used to measure workplace spirituality.

2.2 Data Analysis

The data gained from the research were then analyzed using Structural Equation Modeling (SEM) to test the hypotheses. SEM was carried out in this study using LISREL 8.8. Before analyzing the data using SEM, the instruments were also pre-tested for their validity and reliability using SPSS.

3 Results and Discussions

3.1 Descriptive Analysis

On each of the variables included in this study's indicators, a descriptive analysis was done. The categorization of descriptive analysis was done by dividing the mean of each indicator into three categories. Each variable is measured using a Likert scale of 1–6, meaning the mean that is in the range 4.34–6 can be categorized as high, the mean that is in the range 2.67–4.33 can be categorized as moderate, and the mean that is in the range 1–2.66 can be categorized as low. From the descriptive analysis, it can be known that each indicator of organizational citizenship behavior and workplace spirituality means are high. On the other hand, the level of affective commitment of respondents is moderate.

3.2 Statistical Analysis

The data was processed using LISREL 8.8 software as a tool to conduct structural equation modeling (SEM). To conduct SEM, the validity test is carried out first by seeing the factor loading of each indicator. From the validity test, it was found that 1 item from the OCB scale, 1 item from the affective commitment scale, and 1 from the workplace spirituality were invalid. All invalid items are removed and recalculated. After recalculation, all factor loading of the indicator is valid. The reliability test was then conducted by examining the construct reliability value. All of the variables applied in this study have proven to be reliable according to the reliability test used in this study

Table 1. Direct Effect.

Hypotheses		t-value	Result	Conclusion
H1	Affective commitment  OCB	5.047	Significant and positive	Accepted
H2	Workplace spirituality  OCB	5.273	Significant and positive	Accepted
H3	Workplace spirituality  Affective commitment	10.124	Significant and positive	Accepted

are reliable ($CR \geq 0,70$). The RMSEA, NFI, NNFI, RFI, IFI, and CFI values were also examined as part of the goodness of fit test. This study research model can be classed as a good match based on the cut-off values of each goodness of fit indicator. From the cut-off values of each goodness of fit indicator, allowing for further examination.

Direct Effect

Direct effect shown in Table 1.

Hypothesis 1 states that affective commitment has a significant positive effect on OCB. The result proved that workplace spirituality has an effect on OCB significantly and positively. ($t\text{-value} = 5.047$) meaning hypothesis 1 (H1) is accepted. This outcome is in line with earlier studies [12–15]. Reference [12] added that this occurs as a result of employees’ high level of affective commitment, which makes them tend to identify themselves with the company so that they will be actively involved in solving problems faced by the company. The active involvement of employees who can contribute to improving the company’s performance can be manifested in the tendency to help co-workers of employees who are facing a heavy workload (helping behavior), can refrain from complaining about trivial things (sportsmanship), and/or participate in voluntary meetings or corporate events (civic virtue).

Hypothesis 2 states that workplace spirituality has a significant positive effect on OCB. It was discovered through this study’s testing that workplace spirituality has a positive and significant effect ($t\text{-value} = 5.273$) meaning hypothesis 2 (H2) is accepted. The result is consistent with previous findings [13, 25]. Several other studies have revealed that employees are more likely to execute OCB the more spiritually connected they are to their workplace [26–28]. Because individuals who practice workplace spirituality have a profound and strong congruence between their own aspirations and corporate ideals, workplace spirituality is recognized to have an impact on OCB. This alignment promotes employees to engage in behaviors, such as OCB, and aids them in discovering purpose in their work [13, 24, 29]. Reference [22] also found that the sense of community in workplace spirituality promotes the spirit of togetherness and cohesion among employees, so that employees have a higher tendency to actively participate in group activities, eventually showing OCB by supporting one another in work.

Hypothesis 3 states that workplace spirituality has a significant positive effect on OCB. From the data analysis, it was found that workplace spirituality has a significant

and positive effect (t -value = 10.124) meaning hypothesis 3 (H3) is accepted. This result supports earlier discoveries [18, 30]. Reference [30] stated that people who engage in meaningful work, one of workplace spirituality dimension, have personal objectives and meanings, which has a strong positive impact on affective commitment exists because individuals with workplace spirituality dimension, meaningful work, have personal goals and meanings. This personal purpose and meaning in life will ultimately strengthen employees' affective commitment. Second, when individuals have a strong sense of community, the higher the level of individual affective commitment [24]. Reference [24] added that individuals with strong sense of community are more probable to be open to developing close bonds with other employees at work. Therefore, the individual will grow, continue to learn, and excel in the company so that the individual is more affectively committed to the company [30]. Reference [24] further showed that alignment with organizational values is thought to be related to affective commitment because when an organization develop corporate values that support their employees and the larger community that support employees and the wider community, individual values with corporate values become more closely aligned. Employees then become more adaptive, have more influence, and have a strong affective commitment to aiding the organization's success when their personal beliefs are aligned with the corporate values [30].

Mediating Effect

The mediating role of affective commitment on the effect of workplace spirituality on OCB can be determined by calculating the Sobel test. From the calculation of the Sobel test, it is known that the coefficient is 4.56. The value of the Sobel test was positive and higher than the t -table value (1.96), indicating that the indirect effect between these variables was significant. In other words, there is a significant mediating role of affective commitment on the influence of workplace spirituality on OCB. Because the direct influence of workplace spirituality on OCB is also significant, it can be concluded that the mediating role of affective commitment is partial mediation. Thus, hypothesis 4 is accepted.

4 Conclusion

Based on the data analysis that was done, it is known that the level of workplace spirituality and OCB of FMCG employees in the Jakarta Metropolitan Area is quite high. Furthermore, FMCG employees in the Jakarta Metropolitan Area have a moderate level of affective commitment. What this study's results showed a positive and significant effect of affective commitment on OCB, as well as a positive and significant effect of workplace spirituality on OCB. Additionally, it was discovered that workplace spirituality significantly and favorably affected OCB. Finally, the impact of workplace spirituality on OCB was also shown to be significantly partially mediated by affective commitment.

This study is only limited to examining two factors of OCB, namely affective commitment, and workplace spirituality. This present study is also focused mainly on FMCG employees in the Jakarta Metropolitan Area. Since there are a lot of FMCG companies in other regions outside the Jakarta Metropolitan Area, this study might not provide the best generalization to all the FMCG employees in Indonesia. Besides that, only data from the FMCG industry was used to determine this study's findings.

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