



DOI: <https://doi.org/10.22145/jieb.v5i2>

Published: May 15, 2023

Articles

The Roles of Social Media Influencers on Online Fundraising in Indonesia

May 2, 2023

105 - 118

Joyce Oweh Lynn-Soo, Nurul Nazriah Bt. Fathi

Read Statistic: 471

PDF

Work Engagement Influences Affective Commitment: Psychological Capital and Perceived Organisation Support As Moderators

May 2, 2023

119 - 132

Daniel Lie, Kiky Dwi Hapsari Saraswati, David Suprianto Lie

Read Statistic: 301

PDF

The Effect of Foreign Debt, Liquidity, Firm Size, and Exchange Rate on Hedging Decision

May 2, 2023

133 - 146

Jovi Octavia Mangara Yudha, Rini Oktavia, Neny Desriani

Read Statistic: 391

PDF

Examining the Role of Social Media Marketing on Brand Love and Its Impact on Brand Centrality: The Study of Local Fashion Brands for the Millennials

May 2, 2023

147 - 165

Iris Meyassar, Hasdria Chris Haryanto, Olivia Belioni Hutagalung, Adam Rizky Ramadhan, Iwan Amir

Read Statistic: 257

PDF

Revisiting Financial Volatility in the Indonesian Islamic Stock Market: GARCH – MIDAS Approach

May 2, 2023

166 - 171

Novi Denita

Read Statistic: 218

PDF

Editorial Team

Editor in Chief

Widya Paramita, S.E., M.Sc., Ph.D., Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Managing Editor

Gigih Fitrianto, S.E., M.Sc., Ph.D., Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Muhammad Ryan Sanjaya, S.E., MEDEC., Ph.D., Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Eddy Junarsin, S.E., M.B.A., Ph.D., CFP., Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Arika Artiningsih, S.E., M.Acc., M.Comm., M.Res., Ph.D., Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Editorial Board Members

Colly (Liyu) He, Dr., Macquarie University, Australia

Deden Dinar Iskandar, Ph.D., Economics and Development Studies, Faculty of Economics and Business, Universitas Diponegoro, Indonesia

Dr. Muizzudin, S.E., M.M., Universitas Sriwijaya, Indonesia

Felix Septianto, Ph.D., Queensland University, Australia

Frendy, Ph.D., CPA(IL), Nagoya University of Commerce and Business, Japan

Prof. Grahita Chandrarin, Universitas Merdeka Malang, Indonesia

Ignatius Roni Setyawan, Ph.D., Faculty of Economics, Universitas Tarumanagara, Indonesia

Prof. Indra Bastian, Ph.D., Department of Accounting, Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Prof. Jengfang Chen, Macquarie University, Australia

Leo Indra Wardhana, Ph.D., Department of Economics and Business, Vocational College, Universitas Gadjah Mada, Indonesia

Nursafwah Tugiman, Ph.D., Universiti Utara Malaysia, Malaysia

Prof. Pacha Malyadri, Ph.D., Government Degree College, Osmania University, Hyderabad, Andhra Pradesh, India

Rr Tur Nastiti, Ph.D., Department of Management, Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Salut Muhidin, Ph.D., Macquarie University, Australia

Prof. Sukmawati Sukamulja, Ph.D., Universitas Atma Jaya Yogyakarta, Indonesia

Prof. Thomas Cleff, Ph.D., Business School, Pforzheim University, Germany

Vanessa Ratten, Ph.D., La Trobe Business School, La Trobe University, Australia

Whysnianti Basuki, Ph.D., Solent University, Southampton, England

Proofreader

Adrian B. Coen, B.Ed.

Lisa Morice

Editorial Assistant

Maria Wintang Rarasati, Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Bagas Arya Putra, Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Fabian Hafizh Kurniawardana, Department of Economics, Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Nurul Izzatii Adawiyah, Department of Management, Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Dzaky Ramadani, Department of Accounting, Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

Marcheline Natasya Susanto, Department of Accounting, Faculty of Economics and Business, Universitas Gadjah Mada, Indonesia

WORK ENGAGEMENT INFLUENCES AFFECTIVE COMMITMENT: PSYCHOLOGICAL CAPITAL AND PERCEIVED ORGANISATION SUPPORT AS MODERATORS

Daniel Lie^{1*}, Kiky Dwi Hapsari Saraswati¹, and David Sugianto Lie²

¹ Department of Psychology, Faculty of Psychology, Universitas Tarumanagara, Jakarta, 11440, Indonesia

² Department of Marketing, Faculty of Business, Monash University, Victoria, 3145, Australia

ABSTRACT

Introduction/Main Objectives: It is well-known that millennials have low levels of attachment towards the organisation. It is therefore necessary to consider ways of retaining them as leavers may affect the organisation financially. **Background Problem:** Previous studies have consistently shown that work engagement (WE) significantly affects affective commitment (AC). However, the correlation level varies. Hence, a moderator could be affecting the strength of their relationship. **Novelty:** This research investigated whether psychological capital (PsyCap) and perceived organisation support (POS) could act as moderators. **Research Methods:** The research was a quantitative and non-experimental study. Researchers using the convenience sampling technique and the participants were 111 Indonesian millennial employees who completed questionnaires virtually. **Findings/Results:** Regression analysis confirmed that WE influenced AC significantly and PsyCap was shown to be a moderator. Further, a three-way interaction revealed that a low level of POS has a significant effect, but only when the level of PsyCap is low, implying that POS is still valid as a moderator (even though only partially). **Conclusion:** This study concluded that both PsyCap and POS are important for millennial employees. Therefore, it is recommended that management consider these two variables when managing the millennials in their organisation.

ARTICLE INFO

Article information:

Received 28 January 2023. Received in revised version 7 February 2023. Accepted 8 February 2023.

Keywords:

affective commitment, work engagement, psychological capital, perceived organisation support, millennial

JEL Code:

M52, M54

* Corresponding Author at Department of Psychology, Faculty of Psychology, Universitas Tarumanagara, Jalan Letjen S. Parman No 1, Jakarta 11440, Indonesia.
E-mail address: daniell@fpsi.untar.ac.id(author#1), kikys@fpsi.untar.ac.id(author#2), David.lie@monash.edu(author#3)

INTRODUCTION

It is a given that every organisation wants to achieve its best and to be successful, organisations need to produce outstanding performance. To attain this, organisations depend largely on the performance of their employees (Peek, 2022). Hence, employees are considered the ‘jewel in the crown’ of organisations. Consequently, for the past decade, managements have been searching for the best way to retain employees in their organisation; in short, management do not want their employees to leave the organisation (Tupper & Ellis, 2022). This is because the cost of employees leaving the organisation is high. For instance, Charaba (2022) report that the loss of organisational productivity can reach up to \$1.8 trillion per year when employees leave an organisation. Besides the financial loss, the morale of remaining employees is diminished as losing colleagues causes frustration, anger, and burnout (Heinz, 2022), which then leads to poor individual performance and eventually serious effects on organisational success.

In the recent Indonesian population census of 2020, it was recorded that Indonesia has a total population of more than 270 million individuals. The population is largely dominated by millennials (nearly 26%, Kementerian Komunikasi dan Informatika Republik Indonesia (KOMINFO, 2021). A millennial is defined as an individual born between the years 1981 to 1996 (KOMINFO, 2021). Further, these individuals are classified as the most productive age category in terms of accelerating Indonesia’s economic growth (KOMINFO, 2021). This means that these millennials will dominate the workforce in the future (Negoro & Wibowo, 2021). Indeed, Teamstage (2022) estimates that 75% of employees will belong to Generation Millennial in the year 2025. Therefore, it is not surprising that Indonesia is currently plunging

into a phase of demographic bonus, in which there are more individuals of productive age than non-productive individuals (Otoritas Jasa Keuangan Indonesia, 2022). Research on millennial employees in relation to organisational performance should therefore be conducted as its findings will be beneficial to many organisations in Indonesia.

Millennials are often described as individuals who are constantly connected to advanced communication technology, and that includes social media, smartphones, electronic mail, and text messages (Freeman, 2022). It is thus no surprise that they prefer to work using these tools to complete any given task instantly and with minimal effort (Whyte, 2021). Furthermore, they prefer not to work under pressure or make things complicated. Another millennial characteristic is that their attachment towards organisations is low (Prayitno et al., 2022; Rigoni & Nelson, 2016). This view is supported by Dale Carnegie’s (2018) finding that 75% of millennial employees did not want to be involved with their organisation. Consistent with Dale Carnegie (2018), a recent survey conducted by Deloitte (2022) found that 24% of millennial employees left the organisation they worked for within two years, 32% would still leave even though they did not have a job offer elsewhere, and only 38% wanted to remain in the organisation for more than five years. This implies that millennials have a low commitment towards organisations, and are prone to leave organisations more frequently compared to other generations. This is worrying because leavers represent high costs for organisations, both financially and morally (Charaba, 2022; Heinz, 2022).

Attachment towards the organisation, according to Allen and Meyer (1996), is coined as organisational commitment. It has three dimensions, of which affective commitment has the biggest impact on organisational behaviour

for three reasons. First, based on its definition, affective commitment is characterised by more emotional involvement than both continuance and normative commitment (Rashad & Rosari, 2020). Second, affective commitment provides more reliability and is considered the most important explanatory variable (Rashad & Rosari, 2020). Third, it is able to explain more variance in other organisational behaviour than the other two types of commitment (Allen & Meyer, 1996). Additionally, since millennial employees have low attachment towards the organisation (Prayitno et al., 2022; Rigoni & Nelson, 2016), this research only focuses on affective commitment as the dependent variable.

Affective commitment is one of the most important variables to be researched in the field of industrial and organisational psychology for many reasons. Affective commitment leads to high levels of employee job satisfaction, lower turnover intentions, and incremental improvements in involvement in the organisation (Nkhukhu-Orlando et al., 2019). In addition, Luturlean and Prasetyo (2019) report that affective commitment is linked with reduced job stress and higher organisational justice. Since numerous studies indicate that affective commitment is reflected in positive behavioural organisational outcomes, the factors that influence affective commitment should be considered.

One factor affecting affective commitment is work engagement, which has proven to be the best predictor of any organisational behaviour (Makikangas et al., 2022). Likewise, a study by Weiss and Zacher (2022) found that engaged employees tend to be both physically immersed in and cognitively aware of the work; hence it promotes connection to the task.

The impact of work engagement on affective commitment has been widely studied in the literature. Regression analysis confirms that work engagement has a positive effect on

affective commitment. However, the correlation between these two variables is inconsistent. For instance, Alshaabani et al. (2021) conducted a study using foreign employees in the Hungarian private service sector as their participants. They examined work engagement and affective commitment, finding a correlation of 0.26. However, Ko et al. (2022) report a correlation of 0.58 between work engagement and affective commitment among a sample of 280 industrial employees in South Korea. Similarly, Fukuzaki et al. (2021) produced a correlation value of 0.59. Moreover, quantitative research conducted by Istiqomah and Riani (2021) found a work engagement–affective commitment correlation of 0.75 based on 218 employees working in the hospitality industry.

Cohen (1988) suggested the following benchmarks for the effect size index: (a) 0.20 indicates a small effect, (b) 0.50 stipulates a medium effect, and (c) 0.80 specifies a large effect. Liu et al. (2019) have since reported that the correlation coefficient can also serve as the effect size index. On this basis, the effect size of the correlation between work engagement and affective commitment (based on previous studies – Alshaabani et al., 2021; Fukuzaki et al., 2021; Istiqomah & Riani, 2021; Ko et al., 2022) is varied, ranging from a small effect to nearly a large effect. Baron and Kenny (1986) speculated that there could be another variable causing the strength of the correlation between two variables to vary, which they called a moderator. A moderator is defined as a third variable that influences the magnitude of the relationship between the independent and dependent variable (Baron & Kenny, 1986).

In psychology, the long-running debate over whether nature (internal factor) or nurture (external factor) primarily affect individual behaviour has come to the conclusion that both play a role (Bergland, 2022). Therefore, it is fair

to conclude that the moderating variable affecting the strength of the correlation between work engagement and affective commitment will originate from both internal and external factors.

One variable that could represent an internal factor is psychological capital. The notion of psychological capital as a moderator in the relationship between work engagement and affective commitment is supported by previous studies (as detailed below) that have concluded: (a) psychological capital significantly affects work engagement, and (b) psychological capital significantly affects affective commitment. The conclusions of these previous studies successfully meet the moderation criterion proposed by Baron and Kenny (1986), which states that a variable is considered to be a moderator if (a) it influences the independent variable, and (b) impacts the dependent variable. First, many studies have shown that psychological capital has a significant and positive effect on work engagement (George et al., 2021; Giancaspro et al., 2022; Niswaty et al., 2021; Sihag, 2021; Tsaur et al., 2019). For example, Giancaspro et al. (2022) recently conducted a non-experimental study involving 1,219 Italian employees working mostly in the private sector, concluding that psychological capital significantly influenced work engagement ($\beta = 0.55, p < 0.05$). Second, many studies also report that psychological capital has a significant and positive effect on affective commitment (Gustari & Widodo, 2021; Mudifah & Mangundjaya, 2018). For instance, Gustari and Widodo (2021) carried out virtual research in which they tasked 469 senior high school teachers in Indonesia with filling out an online questionnaire. Their results revealed that psychological capital has a significant direct effect on affective commitment ($\beta = 0.46, p < 0.01$).

On the other hand, perceived organisation support (an example of an external factor) could

be a moderator in the relationship between work engagement and affective commitment. Similar to psychological capital, perceived organisation support as a moderator in the relationship between work engagement and affective commitment is confirmed by the existing literature and simultaneously fulfills the moderation criterion set by Baron and Kenny (1986) as well. The literature shows that (a) perceived organisation support has a direct effect on work engagement, and (b) perceived organisation support has a direct effect on affective commitment. First, studies have consistently shown that perceived organisation support significantly affects work engagement (Canboy et al., 2021; Nguyen & Tran, 2021; Perwira et al., 2021; Sihag, 2021; Xu et al., 2021). For example, Xu et al. (2021) implemented a cross-sectional survey with Chinese nurses. Their reported result of $\beta = 1.07, p < 0.001$ implies that the positive effect of perceived organisation support on work engagement is significant. Second, the significant effect of perceived organisation support on affective commitment is evident in various studies (Ficapal-Cusi et al., 2020; Usadolo & Usadolo, 2021; Usadolo et al., 2022). For instance, a cross-sectional study in Australia by Usadolo et al. (2022) concluded that perceived organisation support significantly impacted affective commitment among participants ($\beta = 0.39, p < 0.001$).

Besides this empirical support, the notion of psychological capital and perceived organisation support as potential moderators in the relationship between work engagement and affective commitment is also supported and explained theoretically using Broaden-and-Build Theory (Fredrickson, 2001). Fredrickson (2001) argues that positive emotions induce individuals to widen their action or thought. Accordingly, when an individual possesses or gains sufficient resources (psychological capital and perceived organisation support), these resources will lead

the individual to experience positive emotions. In turn, this will cause the individual to develop a robust work attachment (that is work engagement) and consequently this thought will eventually lead him or her to experience emotional attachment or identification towards the organisation (affective commitment).

Based on the above information, it can be concluded that psychological capital and perceived organisation support may act as moderators in the relationship between work engagement and affective commitment. However, no study in the current literature assesses these four variables concurrently. Additionally, research focusing on any of these four variables using millennial Indonesian employees as participants is scarce, thus providing the rationales for the current research. Moreover, based on the reviewed theoretical and empirical data, it is hypothesised that: (a) work engagement significantly affects affective commitment, (b) psychological capital moderates the effect of work engagement on affective commitment, and (c) perceived organisation support moderates the impact of work engagement on affective commitment. The conceptual framework of the current research is depicted below in Figure 1.

LITERATURE REVIEW

Affective commitment is defined as an individual’s feeling of identification with and

attachment to their organisation. Allen and Meyer (1996) classified three types of commitment: (a) affective commitment (emotional attachment that originates recognition of the organisation’s vision and values), (b) continuance commitment (remaining in the organisation because of the support and rewards provided), and (c) normative commitment (having a sense of duty to not leaving the organisation).

Work engagement is explained as a positive working condition characterised by (a) vigour (possessing massive energy and a never-give up mindset), (b) dedication (having a strong attachment, high level of enthusiasm, and feeling proud at one’s work), and (c) absorption (applying full concentration in completing one’s task, Schaufeli, 2013).

Psychological capital is defined as a positive psychological condition in an individual that is characterised by (a) hope, (b) self-efficacy, (c) resilience, and (d) optimism (Luthan & Youssef-Morgan, 2017). Hope relates to an individual’s perception regarding achieving his or her goal. Self-efficacy is an individual’s confidence regarding their capabilities for successfully completing any task and resilience is explained as an individual’s ability to ‘get up’ or bounce back after a failure. Lastly, optimism refers to an individual mindset with a generalised positive outcome expectancy (Luthan & Youssef-Morgan, 2017).

Figure 1. Conceptual Framework of Current Research



According to Rhoades and Eisenberger (2002), perceived organisation support is the extent to which employee believe the organisation acknowledges their inputs, looks after their well-being, and meets their socioemotional needs. Furthermore, perceived organisation support is a unidimensional variable and has acceptable internal validity (Rhoades & Eisenberger, 2002).

METHOD

Using the following convenience sampling method, a total of 119 participants were recruited for this study. First, the participant criteria were established. Second, an online questionnaire was made using Google Form and distributed to potential participants through a link sent either to their mobile phone or electronic mail. After the responses had been collected, the researchers carefully checked every participants' personal data to ensure they met the criteria for participation. If their data did not correspond to the criteria, that particular participant's data was eliminated. Consequently, eight participants were removed, leaving a final sample of 111. All participants were born between 1981 and 1996, thus classifying them as millennials. Their demographic data were as follows: (a) 56% were male, (b) 60% were undergraduates, (c) 57% were single, (d) 51% were permanent employees, and (e) on average, they had been working for at least 5.5 years.

This research adopted a quantitative, non-experimental, and cross-design research approach. This study consisted of one dependent variable – affective commitment, one independent variable – work engagement, and two moderating variables – psychological capital and perceived organisation support.

All participants were required to fill out an online form, which was distributed through a link via mobile application. There were six

sections on the form. The first section introduced the study and provided instructions on filling out the questionnaire as well as obtaining informed consent. Affective commitment was measured in the second section using six items from the Organisational Commitment Questionnaire (OCQ) developed by Allen and Meyer (1996). There was an equal number of positive and negative items. Some examples are: "I would be very happy to spend the rest of my career in this organization" – "*Saya sangat senang untuk menghabiskan sisa karir saya di perusahaan ini*" (positive item) and "I do not feel emotionally attached to this organisation" – "*Saya tidak merasa terikat secara emosional dengan perusahaan ini*" (negative item). In the third section, work engagement was assessed using three items from the Utrecht Work Engagement Scale developed by Schaufeli et al. (2006). All items on this scale were positive, for example: "At my work, I feel bursting with energy" – "*Saya bekerja dengan penuh energi*". Next, psychological capital was calculated using a positive 12-item Psychological Capital Questionnaire developed by Luthans et al. (2007). One item from this scale is, "I can think of many ways to reach my current work goals" – "*Saya mampu memikirkan berbagai cara untuk mencapai tujuan-tujuan saya dalam bekerja*". In the fifth section, the eight-item Survey of Perceived Organisational Support developed by Eisenberger et al. (1986) was implemented to measure perceived organisational support. As with the six-item OCQ, there was an equal number of positive and negative items, including: "The organization values my contribution to its well-being" – "*Perusahaan ini menghargai kontribusi saya*" (positive item) and "The organization shows very little concern for me" – "*Perusahaan ini kurang mempedulikan saya*" (negative item). Lastly, participants were asked to provide their demographic data.

All items used a five-point Likert scale ranging from (1) highly not compatible to me (*sangat tidak sesuai*), (2) not compatible to me (*tidak sesuai*), (3) neutral to me (*netral*), (4) compatible to me (*sesuai*), (5) highly compatible to me (*sangat sesuai*). High scores indicate an individual has a high level of affective commitment, work engagement, psychological capital, and perceived organisation support, respectively. All items were translated from English to the Indonesian language by the researchers, who have strong language competency in both languages. A back-translation from Indonesian to English was then performed by a competent bilingual speaker who communicates in both languages on a daily basis.

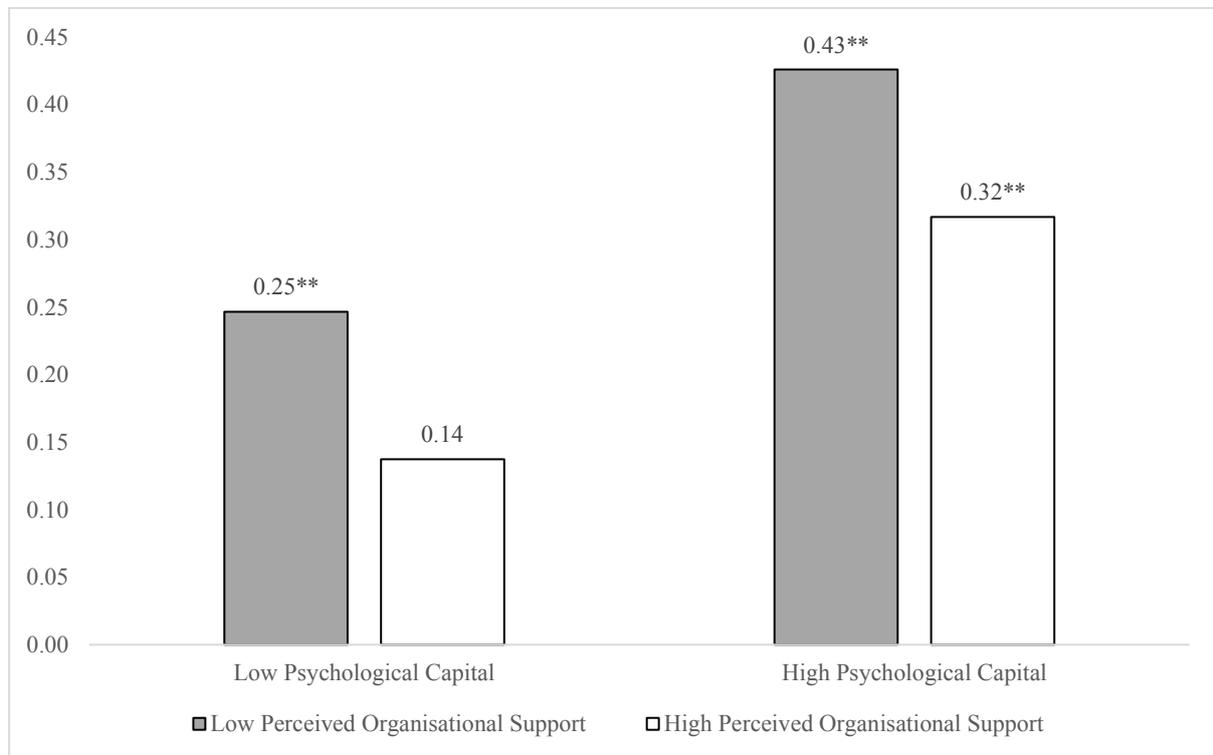
For the data analysis, instead of averaging the items for the construct, the researchers developed the construct through a factor analysis (Hair et al., 2010). Factor analysis allows latent constructs that cannot be measured directly to be estimated. When developing the construct from the items, items that had low factor loading (e.g., less than 0.40) were eliminated (Watterson et al., 2021). The resulting reliability of each variable was as follows: (a) affective commitment ($\alpha = 0.79$), (b) work engagement ($\alpha = 0.82$), (c) psychological capital ($\alpha = 0.85$), and (d) perceived organisation support ($\alpha = 0.93$). Such values indicate that the translated Indonesian language questionnaire was reasonably reliable. The researchers estimated the moderation model in Figure 1 through Model 2 in the PROCESS macro developed by Hayes (2022).

RESULTS

Main Effect. The main effect of work engagement was positive and statistically significant (β

$= 0.29 (0.09)$, $t = 3.34$, $p = 0.001$). This showed that higher work engagement was associated with an increase in affective commitment. Likewise, the main effects of the moderators, psychological capital ($\beta = 0.20 (0.09)$, $t = 2.23$, $p = 0.028$) and perceived organisation support ($\beta = 0.43 (0.07)$, $t = 5.92$, $p < 0.001$), were positive and significant as well.

Moderation Analyses. The interaction between work engagement and psychological capital was positive and significant ($\beta = 0.13 (0.06)$, $t = 2.15$, $p = 0.034$). However, the interaction between work engagement and perceived organisation support was not statistically significant ($\beta = -0.08 (0.06)$, $t = -1.36$, $p = 0.177$). Since one of these interactions was statistically significant, a three-way interaction analysis was performed between work engagement, psychological capital, and perceived organisation support. Figure 2 shows that perceived organisation support significantly moderated the relationship between work engagement and affective commitment when psychological capital was high (low perceived organisation support – effect = $0.43 (0.12)$, $t = 3.70$, $p = 0.003$; high perceived organisation support – effect = $0.32 (0.10)$, $t = 3.32$, $p = 0.013$). However, when psychological capital was low, only a low level of perceived organisation support significantly moderated the impact of work engagement on affective commitment (effect = $0.25 (0.09)$, $t = 2.80$, $p = 0.006$). Conversely, a high level of perceived organisation support failed to moderate the relationship between work engagement and affective commitment when psychological capital was low.

Figure 2. Result of Two-Way Interaction Analysis

** p-value is significant at 0.05 level.

DISCUSSION

This current research simultaneously assessed four variables, namely work engagement, affective commitment, psychological capital, and perceived organisational support to test three hypotheses. The first hypothesis proposing that work engagement has a positive effect on affective commitment was supported. This means that when an employee is engaged with his or her work (in this case he or she is feeling proud of his or her work), he or she will tend to experience emotional attachment towards the organisation. Consequently, they will remain with the organisation and not think of leaving. This result is consistent with the previous literature (Alshaabani et al., 2021; Fukuzaki et al., 2021; Istiqomah & Riani, 2021; Ko et al., 2022).

The second hypothesis was supported as well: psychological capital was found to

successfully moderate the relationship between work engagement and affective commitment. In other words, psychological capital strengthens the impact of work engagement on affective commitment. This implies that employees who have higher levels of psychological capital tend to be more engaged and this will eventually cause those employees to have stronger emotional attachment towards the organisation. These findings support Broaden-and-Build theory's (Fredrickson, 2001) argument that positive emotion originating from psychological capital causes an employee to be engaged with his or her work. This engagement will then lead employees to develop emotional attachment towards the organisation.

Besides Broaden-and-Build theory (Fredrickson, 2001), our findings also support Conservation of Resources Theory in terms of the Crossover of Engagement Model proposed

by Hobfoll et al. (2018). This model posits that when an employee has a high level of resources, there is an increased possibility that such engaged employees will perform or experience other supportive behaviours. As shown in the current research, engaged millennial employees will tend to experience higher emotional attachment towards the organisation when they possess high levels of psychological capital (resource). This notion is also consistent with the second hypothesis.

However, the third hypothesis was only partially supported. At first glance, an interaction analysis (work engagement x perceived organisation support) suggested that perceived organisation support was not a moderator. However, a post-hoc analysis of the three-way interaction (this analysis was possible due to one of the interaction effects – work engagement and psychological capital – being statistically significant) indicated that when employees possess a low level of psychological capital, a low level of perceived organisation support significantly moderates the relationship between work engagement and affective commitment. Conversely, a high level of perceived organisation support fails to moderate the relationship between work engagement and affective commitment when the psychological capital of the employees is low. This result can be explained from the perspective of social exchange theory (Homans, 1958). This theory posits that human behaviour is based on the interaction between two parties in which individuals make a cognitive assessment of cost and benefit. It suggests that when employees have a low level of psychological capital, they tend to have low self-efficacy (low confidence in completing the task), and this will probably cause them to complete the task with only minimal effort. In this case, when the level of perceived organisation support is low, employees will believe their input towards the

organisation matches what they receive back from the organisation, giving the impression that the organisation treats employees fairly. However, when they feel positively towards the organisation, they will engage with any given work and hence will remain in the organisation. In contrast, when the level of psychological capital is low but employees receive a high level of organisation support, employees will perceive a mismatch between input and output. This causes employees to experience cognitive imbalance and consequently they are demotivated. Once employees demotivate, they do not engage with any given task and this disengagement makes employees more likely to leave the organisation and look for another job elsewhere. Nevertheless, this research argues that perceived organisation support is still a proven moderator (although only partially).

Additionally, this research confirms the nature and nurture argument, which contends that both internal and external factors influence individual behaviours (Bergland, 2022). In the present study, both psychological capital (internal – nature) and perceived organisation support (external – nurture) are both proven to be moderators. However, Zaky (2015) extended the debate on nature and nurture by asking how much each factor influences any psychological behaviour. The current research seems to shed some light on the question of how much, showing that psychological capital (internal factor – nature) plays a greater role (in terms of acting as a moderator) compared to perceived organisational support (external factor – nurture). Similarly, this result is consistent with findings by Gumilang and Indrayanti (2022), who concluded that nature ($\beta = 0.69, p < 0.001$) contributes more than nurture ($\beta = 0.30, p < 0.001$) in employee engagement with their work.

Although the findings of the current research are largely consistent with the hypotheses, it has

several limitations. First, Rhoades and Eisenberger (2002) stated that perceived organisation support is a reciprocal relationship between the organisation and its employees. The current research did not limit participation to employees from certain types of organisations. Hence, there is a possibility that different organisations provide different support, thus leading employees to have different perceptions, with implications for perceived organisation support. Second, the present research adopted an online mode of data collection in which researchers do not have full control in ensuring participants have understood the instructions for completing the questionnaire (although detailed instruction was provided on the first section of the questionnaire. Third, the current research utilised a self-administered questionnaire, which introduces a high possibility that participants do not answer truthfully (Saunders & Kulchitsky, 2021), thus affecting the results.

CONCLUSIONS AND SUGGESTIONS

This study finds that psychological capital and perceived organisation support successfully moderate the relationship between work engagement and affective commitment. Additionally, this research confirms the importance of both nature and nurture in affecting the psychological behaviour at work (engagement and retention). Further, it demonstrates that psychological capital (the internal factor component) plays a greater role as a moderator compared to perceived organisation support (the external factor component).

Future research should focus on other industrial and organisational variables such as (a) personality (internal factor), (b) leadership (external factor), and (c) individual work performance (dependent variable). One could examine the moderating role of personality and leadership in the relationship between work engagement

and individual work performance. Furthermore, future research should seek to extend and incorporate the job demands-resources model proposed by Demerouti et al. (2001). This model explains the well-being of employees in terms of demands and resources at work. In this regard, future research could add the variable job demand into the framework model (preferably as a moderator). Moreover, KOMINFO (2021) reports that Generation Z (born in the years 1997 – 2012) is another generation (besides millennial) that will dominate the workplace in the future. Thus, future research should study Generation Z employees.

This study highlights the importance of psychological capital and perceived organisation support for millennial employees' engagement and retention. Thus, management is highly recommended to recruit millennial employees with a high level of psychological capital. Training and other employee development programs are also suggested to maintain their level of psychological capital. To develop the dimension of hope, for instance, managers could offer ways to help employees achieve their goals. In addition, managers could generate other options to overcome possible future obstacles in order to reinforce the dimensions of optimism and resilience. Moreover, to amplify the dimension of self-efficacy, one could build employee confidence in mastering tasks through role modelling (for example, engaging a successful person to be a speaker in a training session) and positive feedback. In addition, management should provide support to their employees, including by (a) treating employees fairly in terms giving them equal compensation and workload, (b) providing feedback on any completed work and motivating employees, and (c) rewarding employees who work beyond their job description and show willingness to learn towards self-development.

REFERENCES

- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organisation: An examination of construct validity. *Journal of Vocational Behaviour*, 49, 3, 252-276.
- Alshaabani, A., Naz, F., Magda, R., & Rudnak, I. (2021). Impact of perceived organizational support on OCB in the time of COVID-19 pandemic in Hungary: Employee engagement and affective commitment as mediators. *Sustainability*, 13, 7800.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bergland, C. (2022, October 17). *What is nature vs. nurture in psychology?* Verywell. <https://www.verywellhealth.com/nature-vs-nurture-5323408>.
- Canboy, B., Tillou, C., Barzantny, C., Guclu, B., & Benichoux, F. (2021). The impact of perceived organizational support on work meaningfulness, engagement, and perceived stress in France. *European Management Journal*, DOI: <https://doi.org/10.1016/j.emj.2021.12.004>.
- Charaba, C. (2022, June 28). *Employee retention: The real cost of losing an employee*. People Keep. <https://www.peoplekeep.com/blog/employee-retention-the-real-cost-of-losing-an-employee>.
- Cohen, J. (1988). *Statistical power analysis for the behavioural sciences*, (2nd ed.). Hillsdale, NJ: Erlbaum.
- Dale Carnegie (2018, January 16). *Infografis: Millenial ogah terlibat sepenuhnya di perusahaan?* <https://www.dalecarnegie.id/sumberdaya/media/media-coverage/infografis-millennial-ogah-terlibat-sepenuhnya-di-perusahaan/>
- Deloitte (2022). *Striving for balance, advocating for change*. The Deloitte Global 2022 Gen Z & Millennial Survey. <https://www2.deloitte.com/content/dam/Deloitte/at/Documents/human-capital/at-gen-z-millennial-survey-2022.pdf>.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W.B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86, 499-512.
- Eisenberger, R., Huntingston, R., Hutchison, S., & Sowa, D. (1986). Perceived organisational support. *Journal of Applied Psychology*, 71(3), 500-507.
- Ficapal-Cusi, P., Enache-Zegheru, M., & Torrent-Sellens, J. (2020). Linking perceived organizational support, affective commitment, and knowledge sharing with prosocial organizational behavior of altruism and civic virtue. *Sustainability*, 12, 10289, DOI: 10.3390/su122410289.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist Journal*, 56(3), 218-226.
- Freeman, M. (2022). Time use of millennials and Generation X: differences across time. *Monthly Lab. Rev.*, 1.
- Fukuzaki, T., Iwata, N., Ooba, S., Takeda, S., & Inoue, M. (2021). The effect of nurses' work-life balance on work engagement: The adjustment effect of affective commitment. *Yonago Acta Medica*, 64(3), 269-281.
- George, O. J., Okon, S. E., & Akaighe, G. O. (2021). Psychological capital and work engagement among employees in the Nigerian public sector: The mediating role of emotional intelligence. *International Journal of Public Administration*, DOI: 10.1080/01900692.2021.2001010.
- Giancaspro, M. L., Callea, A., & Manuti, A. (2022). "I like it like that": A study on the relationship between psychological capital, work engagement and extra-role behavior. *Sustainability*, 14, <https://doi.org/10.3390/su14042022>.

- Gumilang, N. A., & Indrayanti. (2022). Work engagement among millennial employees: The role of psychological capital and perceived organizational support. *Humanitas: Indonesian Psychological Journal*, 19(2), 87-100.
- Gustari, I., & Widodo, W. (2021). On psychological capital affects organizational citizenship behaviour through affective commitment. *Journal of Humanities and Social Sciences Studies*, DOI: 10.32996/jhsss.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective*. (7th Ed.). Pearson Education.
- Hayes, A. F. (2022). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. (3rd Ed.). Guilford Press.
- Heinz, K. (2022, January 11). *The true costs of employee turnover*. Built in. <https://builtin.com/recruiting/cost-of-turnover>.
- Hobfoll, S. E., Halbesleben, J., Neveu, J-P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 103-128.
- Istiqomah, S., & Riani, A. L. (2021). Linking transformational leadership to OCB in hospitality industry: The mediating influence of affective commitment and work engagement. *Jurnal Dinamika Manajemen*, 12(1), 53-67.
- Kementerian Komunikasi dan Informatika Republik Indonesia (2021, January 24). *Angkatan kerja produktif melimpah*. <https://www.kominfo.go.id/content/detail/33004/angkatan-kerja-produktif-melimpah/0/artikel>.
- Ko, S-H., Choi, Y., Lee, S. H., Kim, J-Y., Kim, J., & Kang, H. C. (2022). Work overload and affective commitment: The roles of work engagement, positive psychological capital, and compassion. *Social Behaviour and Personality: An International Journal*, 50(6), e11306.
- Liu, X. F. S., Carlson, R., & Kelley, K. (2019). Common language effect size for correlations. *The Journal of General Psychology*, 146(3), 325-338.
- Luthans, F., & Youssef-Morgan, C. M. (2017). Psychological capital: An evidence-based positive approach. *Annual Review of Organizational Psychology and Organizational Behaviour*, 4(1), 339-366.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital: Developing the human competitive edge*. Oxford University Press, New York.
- Luturlean, B. S., & Prasetyo, A. P. (2019). Antecedents of employee's affective commitment the direct effect of work stress and the mediation of job satisfaction. *Journal of Applied Management*, 17(4), 697-712.
- Makikangas, A., Juutinen, S., Makiniemi, J-P., Sjoblom, K., & Oksanen, A. (2022). Work engagement and its antecedents in remote work: A person-centered view. *Work & Stress*, 36(4), 392-416.
- Mufidah, M., & Mangundjaya, W. L. (2018). The impact of psychological capital and psychological empowerment on employee's affective commitment to change. *Global Journal of Business and Social Science Review*, 6(1), 9-14.
- Negoro, M. C. W., & Wibowo, A. (2021). Empathetic leadership, job satisfaction and intention to leave among millennials in a start-up industry: Need' satisfaction as a mediating variable. *Journal of Indonesian Economy and Business*, 36(2), 136-154.
- Nguyen, H. N., & Tran, M. D. (2021). The effect of perceived organizational support on employee engagement during the COVID-19 pandemic: An empirical study in Vietnam. *Journal of Asian Finance, Economic and Business*, 8(6), 415-426.
- Niswaty, R., Wirawan, H., Akib, H., Saggaf, M. S., & Daraba, D. (2021). Investigating the

- effect of authentic leadership employees' psychological capital on work engagement: Evidence from Indonesia. *Heliyon*, 7, e06992.
- Nkhukhu-Orlando, E., Brown, B., Wilson, D. R., Forchheh, N., Linn, J. G., & Fako, T. T. (2019). The affective commitment of academics in a university in Botswana. *International Journal of Educational Administration and Policy Studies*, 11(2), 12-19.
- Otoritas Jasa Keuangan Indonesia. (2022, June 27). *The government prepares excellent human resources in the demographic bonus*. Otoritas Jasa Keuangan Institute. <https://www.ojk.go.id/ojk-institute/en/news/read/955/pemerintah-siapkan-sdm-unggul-di-era-bonus-demografi>
- Peek, S. (2022, June 29). *How employees make or break business success (and how you can lead the way)*. Business.com. <https://www.business.com/articles/how-employees-make-or-break-business-success-and-how-you-can-lead-the-way/>
- Perwira, L. T., Aulia, & Jocom, C. O. (2021). Are love of work, perceived organizational support, and psychological well-being predictors of work engagement. *Journal of Educational, Health and Community Psychology*, 10(4), 673-685.
- Prayitno, S., Iqbal, M. A., Aulia, I. N. (2022). The impact of affective commitment to organizational citizenship behaviour on millennial employees in an Indonesian construction company: Work engagement and knowledge sharing as mediators. *International Journal of Indonesian Business Review*, 1(1), 70-79.
- Rashad, D. M., & Rosari, R. (2020). The impact of burnout toward affective commitment and turnover intention. *Jurnal Siasat Bisnis*, 24(1), 18-33.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714.
- Rigoni, B., & Nelson, B. (2016, September 20). *Millennials: Not attached to employers or institutions*. Gallup. <https://news.gallup.com/businessjournal/195677/millennials-not-attached-employers-institutions.aspx>.
- Saunders, C., & Kulchitsky, J. (2021). Enhancing self-administered questionnaire response quality using code of conduct reminders. *International Journal of Market Research*, 63(6), 715-737.
- Schaufeli, W. B. (2013). What is engagement? In C. Truss, K. Alfes, R. Delbridge, A. Shantz, & E. Soane (Eds.), *Employee Engagement in Theory and Practice*. London: Routledge.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716.
- Sihag, P. (2021). The mediating role of perceived organizational support on psychological capital – employee engagement relationship: A study of Indian IT industry. *Journal of Indian Business*, 13(1), 154-186.
- TeamStage (2022). *Millennials in the workplace statistics: Generational disparities in 2022*. <https://teamstage.io/millennials-in-the-workplace-statistics/>
- Tsaur, S-H., Hsu, F-S., & Lin, H. (2019). Workplace fun and work engagement in tourism and hospitality: The role psychological capital. *International Journal of Hospitality Management*, 81, 131-140.
- Tupper, H., & Ellis, S. (2022, June 04). *It's time to reimagine employee retention*. Harvard Business Review. <https://hbr.org/2022/07/its-time-to-reimagine-employee-retention>.
- Usadolo, Q. E., Brunetto, Y., Nelson, S., & Gillett, P. (2022). Connecting the dots: Perceived organization support, motive fulfilment, job satisfaction, and affective commitment among volunteers. *SAGE Open*, DOI: 10.1172/21582440221116111.
- Usadolo, Q. E., & Usadolo, S. E. (2021). The effect of motive fulfilment as a mediating variable between perceived organisational

- support and volunteers' affective commitment in non-profit organisations. *African Journal of Inter/Multidisciplinary Studies*, 3, 75-90.
- Watterson, T., Look, K., Steege, L., & Chui, M. (2021). Operationalizing occupational fatigue in pharmacist: An exploratory factor analysis. *Research in Social and Administrative Pharmacy*, 17(7), 1282-1287.
- Weiss, M., & Zacher, H. (2022). Why and when does voice lead to increased job engagement? The role of perceived voice appreciation and emotional stability. *Journal of Vocational Behaviour*, 132, Article 103662.
- Whyte, S. (2021, March 05). *Why fast communication is the key to appealing to young customers*. Formilla. <https://www.formilla.com/blog/business-site-appeal-millennials-gen-z-live-chat-fast/>
- Xu, D., Zhang, N., Bu, X., & He, J. (2021). The effect of perceived organisational support on the work engagement of Chinese nurses during the COVID-19: The mediating role of psychological safety. *Psychology, Health & Medicine*, DOI: 10.1080/13548506.2021.1946107.
- Zaky, E. A. (2015). Nature, nurture, and human behavior: An endless debate. *Journal of Child & Adolescent Behavior*, 3(6), 1000e107.

SURAT TUGAS

Nomor: 204-R/UNTAR/PENELITIAN/IX/2023

Rektor Universitas Tarumanagara, dengan ini menugaskan kepada saudara:

1. **DANIEL LIE., S.Psi.,M.Psi., Psikolog**
2. **KIKY DWI HAPSARI S., S.Psi., M.Psi., Psikolog**

Untuk melaksanakan kegiatan penelitian/publikasi ilmiah dengan data sebagai berikut:

Judul : Work Engagament Influences Affective Commitment: Psychological Capital and Perceived Organisation Supports as Moderators
Nama Media :
Penerbit :
Volume/Tahun :
URL Repository :

Demikian Surat Tugas ini dibuat, untuk dilaksanakan dengan sebaik-baiknya dan melaporkan hasil penugasan tersebut kepada Rektor Universitas Tarumanagara

14 September 2023

Rektor



Prof. Dr. Ir. AGUSTINUS PURNA IRAWAN

Print Security : 4ac15209d87f1cf877094118e4b25792

Disclaimer: Surat ini dicetak dari Sistem Layanan Informasi Terpadu Universitas Tarumanagara dan dinyatakan sah secara hukum.

Lembaga

- Pembelajaran
- Kemahasiswaan dan Alumni
- Penelitian & Pengabdian Kepada Masyarakat
- Penjaminan Mutu dan Sumber Daya
- Sistem Informasi dan Database

Fakultas

- Ekonomi dan Bisnis
- Hukum
- Teknik
- Kedokteran
- Psikologi
- Teknologi Informasi
- Seni Rupa dan Desain
- Ilmu Komunikasi
- Program Pascasarjana

**PERJANJIAN
PELAKSANAAN PENELITIAN SKEMA REGULER
PERIODE I TAHUN ANGGARAN 2023
NOMOR: 009-SPK-PENREG-KLPPM/UNTAR/III/2023**

Pada hari ini **Jumat** tanggal **17** bulan **Maret** tahun **2023** yang bertanda tangan dibawah ini:

1. Nama : Ir. Jap Tji Beng, MMSI., M.Psi., Ph.D.
Jabatan : Ketua Lembaga Penelitian dan Pengabdian kepada Masyarakat selanjutnya disebut **Pihak Pertama**
2. Nama : Kiky D.H. Saraswati, M.Psi., Psikolog
NIDN/NIDK : 0301037903
Jabatan : Dosen Tetap
Bertindak untuk diri sendiri dan atas nama anggota pelaksana Penelitian:
 - a. Nama dan NIDN/NIDK: Daniel Lie, M.Psi., Psikolog (8876980018)
 - b. Nama dan NIM : Jessica Aditya (705200273)selanjutnya disebut **Pihak Kedua**

Pihak Pertama dan **Pihak Kedua** sepakat mengadakan Perjanjian Pelaksanaan Penelitian Skema Reguler Periode I (Januari-Juni) Tahun 2023 Nomor **009-SPK-PENREG-KLPPM/UNTAR/III/2023** Tanggal **17 Maret 2023** sebagai berikut:

Pasal 1

- (1) **Pihak Pertama** menugaskan **Pihak Kedua** untuk melaksanakan Penelitian **“Pengaruh Work Engagement terhadap Affective Commitment: Psychological Capital dan Perceived Organisation Support sebagai Moderator”**.
- (2) Besaran biaya yang diberikan kepada **Pihak Kedua** sebesar **Rp 12.500.000** (dua belas juta lima ratus ribu rupiah) diberikan dalam 2 (dua) tahap masing-masing sebesar 50%. Tahap I diberikan setelah penandatanganan Perjanjian ini dan Tahap II diberikan setelah mengumpulkan luaran wajib berupa artikel dalam jurnal nasional atau jurnal internasional serta luaran tambahan [apabila ada], laporan akhir, dan laporan keuangan.

Pasal 2

- (1) **Pihak Kedua** diwajibkan mengikuti kegiatan monitoring dan evaluasi sesuai dengan jadwal yang ditetapkan oleh **Pihak Pertama**.
- (2) Apabila terjadi perselisihan menyangkut pelaksanaan Penelitian ini, kedua belah pihak sepakat untuk menyelesaikannya secara musyawarah.

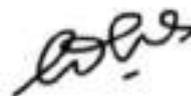
Demikian Perjanjian ini dibuat dan untuk dilaksanakan dengan penuh tanggungjawab.

Pihak Pertama



Ir. Jap Tji Beng, MMSI., M.Psi., Ph.D.

Pihak Kedua



Kiky D. H. Saraswati, M.Psi., Psikolog

Lembaga

- Pembelajaran
- Kemahasiswaan dan Alumni
- Penelitian & Pengabdian Kepada Masyarakat
- Penjaminan Mutu dan Sumber Daya
- Sistem Informasi dan Database

Fakultas

- Ekonomi dan Bisnis
- Hukum
- Teknik
- Kedokteran
- Psikologi
- Teknologi Informasi
- Seni Rupa dan Desain
- Ilmu Komunikasi
- Program Pascasarjana