

Fostering Employee Work Engagement in the Outsourcing Company in Semarang, Indonesia: The Synergistic Role of Self-Efficacy and Perceived Organizational Support

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ABSTRACT

In the contemporary global economy, the outsourcing sector faces persistent challenges in cultivating sustainable employee work engagement due to the distal nature of organizational oversight and the transient characteristics of client-based placements. Grounded in Social Cognitive Theory (SCT) and the Job Demands-Resources (JD-R) model, this study investigates the independent and synergistic impacts of self-efficacy (personal resource) and perceived organizational support (job resource) on employee work engagement within the context of an Indonesian outsourcing firm, PT Deta Sukses Makmur. Utilizing a cross-sectional quantitative design, data were gathered from 100 randomly selected outsourced employees utilizing a 7-point Semantic Differential scale. The data were subjected to rigorous evaluation using multiple linear regression analysis. The empirical findings elucidate that both self-efficacy ($\beta = 0.554$; $p < 0.001$) and perceived organizational support ($\beta = 0.298$; $p = 0.001$) significantly and positively augment work engagement, collectively explaining 43.5% of its variance (Adjusted $R^2 = 0.435$). Crucially, the results indicate that internal personal resources (self-efficacy) exert a more dominant influence on engagement than external environmental resources (organizational support) in an outsourced setting. These findings offer profound theoretical advancements to the JD-R model in non-traditional work arrangements and provide actionable managerial frameworks for prioritizing psychological capital development alongside foundational welfare support to mitigate turnover and elevate service quality.

Keywords: Employee Work Engagement; Self-Efficacy; Perceived Organizational Support; Outsourcing.

Mendorong Keterlibatan Kerja Karyawan di Perusahaan Outsourcing di Semarang, Indonesia: Peran Sinergis Efikasi Diri dan Dukungan Organisasi yang Dirasakan

Abstrak

Dalam ekonomi global kontemporer, sektor outsourcing menghadapi tantangan yang terus-menerus dalam menumbuhkan keterlibatan kerja karyawan yang berkelanjutan karena sifat pengawasan organisasi yang jauh dan karakteristik sementara dari penempatan berbasis klien. Berdasarkan Teori Kognitif Sosial (SCT) dan model Tuntutan-Sumber Daya Pekerjaan (JD-R), penelitian ini menyelidiki dampak independen dan sinergis dari efikasi diri (sumber daya pribadi) dan dukungan organisasi yang dirasakan (sumber daya pekerjaan) terhadap keterlibatan kerja karyawan dalam konteks perusahaan outsourcing Indonesia, PT Deta Sukses Makmur. Dengan menggunakan desain kuantitatif cross-sectional, data dikumpulkan dari 100 karyawan outsourcing yang dipilih secara acak menggunakan skala Diferensial Semantik 7 poin. Data tersebut dievaluasi secara ketat menggunakan analisis regresi linier berganda. Temuan empiris menunjukkan bahwa baik efikasi diri ($\beta = 0,554$; $p < 0,001$) maupun dukungan organisasi yang dirasakan ($\beta = 0,298$; $p = 0,001$) secara signifikan dan positif meningkatkan keterlibatan kerja, secara kolektif menjelaskan 43,5% dari variansnya (R^2 yang disesuaikan = 0,435). Yang terpenting, hasil penelitian menunjukkan bahwa sumber daya pribadi internal (efikasi diri) memberikan pengaruh yang lebih dominan terhadap keterlibatan daripada sumber daya lingkungan eksternal (dukungan organisasi) dalam pengaturan outsourcing. Temuan ini menawarkan kemajuan teoritis yang mendalam pada model JD-R dalam pengaturan kerja non-tradisional dan menyediakan kerangka kerja manajerial yang dapat ditindaklanjuti untuk memprioritaskan pengembangan modal psikologis bersamaan dengan dukungan kesejahteraan dasar untuk mengurangi pergantian karyawan dan meningkatkan kualitas layanan.

Kata kunci: Keterlibatan Kerja Karyawan, Efikasi Diri, Dukungan Organisasi yang Dirasakan, Outsourcing.

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INTRODUCTION

In the epoch of rapid digitalization and intensifying global market competition, organizational sustainability is inextricably linked to the psychological and cognitive involvement of its human capital. Work engagement defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al. as cited in Rita Men et al., 2025) has emerged as a paramount indicator of organizational vitality. High levels of work engagement precipitate enhanced individual performance, reduced turnover intention, and robust organizational citizenship behaviors (Putra & Arifin, 2025 ; Zargar et al., 2025; Al-Hamdan & Bani Issa, 2022). Conversely, an engagement deficit manifests in profound organizational detriments, including absenteeism, burnout, and diminished service quality (Li et al., 2025).

The global trajectory of work engagement reveals a volatile landscape. Recent macro-level data indicate a paradigm shift; following a peak in 2021, global engagement metrics have plateaued and slightly regressed, heavily influenced by post-pandemic fatigue and macroeconomic uncertainties. In emerging economies such as Indonesia, the engagement metric hovers around 27%, outpacing the global average but simultaneously exposing a stark reality: nearly 73% of the workforce remains either passively or actively disengaged. This phenomenon is particularly acute within the Business Process Outsourcing (BPO) and labor supply sectors.

The outsourcing industry is characterized by structural complexities, notably a triadic employment relationship involving the agency, the client organization, and the employee (Wang et al., 2024). Employees in this sector frequently grapple with job insecurity, ambiguous psychological contracts, and fragmented organizational identities, all of which serve as potent catalysts for disengagement. Within this high-stakes milieu, PT Deta

Sukses Makmur a prominent Indonesian outsourcing firm serves as a critical microcosm. Preliminary organizational diagnostics reveal fluctuating absenteeism (peaking at 1.16%) and varying turnover rates, compounded by sporadic client grievances regarding service quality and personnel discipline. These symptoms are classical manifestations of an engagement deficit.

To mitigate these challenges, contemporary organizational psychology posits that management must cultivate both personal and organizational resources (Bakker & Demerouti, 2024). Drawing upon Social Cognitive Theory (SCT) (Bandura, 1986), self-efficacy functions as a pivotal internal cognitive resource, dictating an individual's resilience and effort expenditure amidst adversity. Concurrently, Perceived Organizational Support (POS) rooted in Social Exchange Theory, operates as a vital external resource, reflecting the degree to which employees perceive their well-being and contributions are valued by the firm (Eisenberger as cited in Azzahra et al., 2025).

While extant literature extensively documents the antecedents of work engagement, a distinct theoretical and empirical lacuna persists regarding the interplay of self-efficacy and POS within the structurally precarious outsourcing sector in emerging economies. Previous scholarship presents bifurcated outcomes; while some studies robustly link POS to engagement (Nugraha & Kharismasyah, 2024), others suggest its efficacy diminishes under certain socioeconomic stressors (Bashori & Diah Sari, 2022). Consequently, this research endeavors to systematically unravel this complexity.

The primary objectives of this study are threefold: (1) to evaluate the discrete impact of self-efficacy on work engagement; (2) to assess the discrete impact of perceived organizational support on work engagement; and (3) to analyze the simultaneous,

synergistic influence of both constructs on the work engagement of outsourced personnel. In doing so, this study extends the Job Demands-Resources (JD-R) paradigm into the distal work arrangements of the outsourcing sector, providing nuanced, evidence-based prescriptions for human resource practitioners seeking to fortify workforce resilience and organizational loyalty.

Literature Review

Theoretical Foundations

Albert Bandura's Social Cognitive Theory (1986) posits a model of triadic reciprocal determinism, wherein human functioning is the product of a dynamic interplay between personal attributes, environmental contexts, and overt behaviors. SCT rejects the behaviorist notion that individuals are passive recipients of environmental stimuli. Instead, it champions human agency, the capacity to intentionally influence one's life circumstances. Within the organizational schema, cognitive processes such as self-reflection, vicarious learning, and self-regulation are paramount. Self-efficacy emerges as the most critical personal factor within SCT, acting as the cognitive mediator between knowledge and action. It dictates how environmental opportunities are perceived and subsequently translated into behavioral outcomes (Lestari et al., 2025).

The JD-R model, pioneered by Bakker and Demerouti, serves as the overarching heuristic for understanding occupational well-being. It bifurcates work environments into two distinct categories: job demands (physical, psychological, or social efforts that drain energy) and job resources (factors that are functional in achieving goals, reducing demands, or stimulating personal growth). The model postulates a dual-process mechanism: a health-impairment process driven by excessive demands, and a motivational process fueled by abundant resources. Notably, the contemporary evolution of the

JD-R model integrates *personal resources* (e.g., self-efficacy, optimism) alongside job resources (e.g., POS) (Bakker & Demerouti, 2024). This theoretical evolution supports the premise that both internal psychological capital and external systemic support are requisite for fostering a highly engaged workforce.

Construct Elucidation

Employee Work Engagement

Work engagement is conceptualized as an affective-cognitive continuum that is pervasive and enduring, rather than focused on a singular object or event. It is tri-dimensional, encompassing *Vigor* (high levels of energy and mental resilience), *Dedication* (a sense of significance, enthusiasm, and pride), and *Absorption* (being fully concentrated and deeply engrossed in one's work) (Schaufeli et al. as cited in Consiglio et al., 2016)). Unlike mere job satisfaction, which is a passive state of satiation, engagement is an active, energetic condition that directly correlates with innovative work behavior, proactive problem solving, and superior task performance (Mazzetti et al., 2023).

Self-Efficacy

Self-efficacy is defined as an individual's conviction in their capability to orchestrate and execute the courses of action required to manage prospective, often ambiguous, situations (Bandura, 1997). In a dynamic outsourcing environment, task-specific self-efficacy empowers employees to navigate client demands autonomously. It manifests across three dimensions: *Magnitude* (the level of task difficulty one believes they can overcome), *Strength* (the resoluteness of the belief), and *Generality* (the transferability of confidence across diverse tasks) (Self & Kellmayer, 2025). High self-efficacy operates as a buffering agent against occupational stress, converting potential threats into surmountable challenges.

Perceived Organizational Support

POS is the holistic, global belief held by employees regarding the extent to which their organization values their contributions and genuinely prioritizes their socio-emotional and physical well-being (Eisenberger et al., 1986). Dictated by the norm of reciprocity embedded in Social Exchange Theory, POS engenders a felt obligation within the employee to aid the organization in achieving its objectives. It is operationalized through perceived fairness, supervisor support, organizational rewards, and favorable job conditions (Rita Men et al., 2025). In the outsourcing sector, where the physical disconnect from the parent company is pronounced, POS serves as the critical psychological tether maintaining the employee-organization bond.

Hypothesis Development

Self-Efficacy and Employee Work Engagement

Extant empirical investigations consistently validate the proposition that personal resources act as formidable antecedents to work engagement. Employees possessing robust self-efficacy expect successful outcomes, which inherently fuels their intrinsic motivation and task absorption. A study by Fernandes & Martins (2023), within the JD-R framework demonstrated that self-efficacy directly predicts elevated states of vigor and dedication. Individuals confident in their competencies exhibit proactive coping mechanisms, thereby amplifying their engagement.

H1: Self-Efficacy exerts a positive and statistically significant influence on Employee Work Engagement.

Perceived Organizational Support and Employee Work Engagement

Organizational support acts as a macro-level job resource that triggers the motivational process of the JD-R model. When an organization provides tangible resources, empathetic leadership, and transparent communication, it cultivates a psychologically safe climate. Studies by Nugraha & Kharismasyah (2024) and Musenze et al. (2021) corroborate that robust POS significantly elevates work engagement, as employees reciprocate systemic care with heightened cognitive and emotional task investment.

H2: Perceived Organizational Support exerts a positive and statistically significant influence on Employee Work Engagement.

The Synergistic Effect of Self-Efficacy and Perceived Organizational Support

While SE and POS independently drive engagement, their confluence generates a synergistic motivational force. Organizational support can cultivate self-efficacy by providing mastery experiences and verbal persuasion. Concurrently, highly efficacious individuals are more adept at utilizing the organizational support provided to them. Thus, the amalgamation of internal psychological capital and external institutional backing forms an optimal matrix for sustainable engagement (Zeshan et al., 2025).

H3: Self-Efficacy and Perceived Organizational Support simultaneously exert a significant positive influence on Employee Work Engagement.

Based on the relationships among the variables and the hypotheses, this can be depicted in the Figure 1. The theoretical thinking framework at Figure 1.

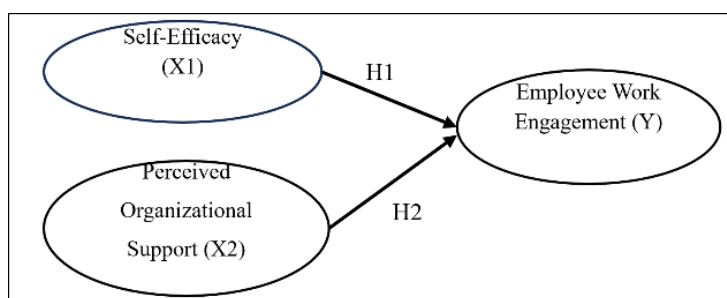


Figure 1 Theoretical Framework

RESEARCH METHOD

Research Design and Population

This study employs a quantitative, cross-sectional survey design to empirically test the postulated hypotheses. The research was situated at PT Deta Sukses Makmur, a major labor outsourcing and human resource management firm headquartered in Semarang, Indonesia. The target population comprised 2,756 outsourced personnel actively deployed across various client organizations.

Sampling Procedure

To ensure statistical robustness and representativeness, the sample size was determined utilizing the Slovin formula:

$$n = \frac{N}{1 + N(e^2)}$$

Where N is the population (2,756) and e is the margin of error (0.10). The calculation yielded a required sample of approximately 96.49, which was rounded to 100 respondents. A probability-based Simple Random Sampling technique was executed to select participants, effectively mitigating selection bias and ensuring generalizability across the firm's diverse operational sectors.

Measurement Instruments

Data were harvested via a structured questionnaire utilizing a 7-point Semantic Differential scale, ranging from 1 ("Strongly

Not Suitable") to 7 ("Strongly Suitable"). This extended scale was deliberately chosen to augment instrument sensitivity, capture nuanced psychological perceptions, and minimize the central tendency bias often prevalent in standard Likert scales.

Self-Efficacy (X1) was measured using 13 validated items adapted from Gerçek & Özveren (2025) and Aungsuroch et al. (2024), capturing task confidence, decision-making assurance, and resilience. (One initial item was dropped during pre-testing due to low validity).

Perceived Organizational Support (X2) was assessed via 13 items adapted from the Survey of Perceived Organizational Support (SPOS) (Eisenberger et al., 1986; Rita Men et al., 2025), evaluating recognition, well-being concern, and institutional assistance. (One initial item was dropped during pre-testing).

Employee Work Engagement (Y) was operationalized using 16 items derived from the Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2002), measuring Vigor, Dedication, and Absorption.

Data Analysis Techniques

The analytical architecture utilized IBM SPSS Statistics version 27. The analytical protocol proceeded in three phases:

- a. Instrument Quality Assessment: Construct validity was confirmed via Pearson Product-Moment correlation ($r\text{-count} > r\text{-table}$ of 0.1966). Internal consistency reliability was established via Cronbach's Alpha ($\alpha > 0.70$).
- b. Classical Assumption Testing: Ensuring the integrity of the OLS regression, the data were subjected to the Kolmogorov-Smirnov normality test, Variance Inflation Factor (VIF) and Tolerance evaluations for multicollinearity, Glejser and Scatterplot tests for heteroscedasticity, and a deviation from linearity test.
- c. Hypothesis Testing: Multiple Linear Regression Analysis was conducted to ascertain the directional impact and

magnitude of the independent variables on the dependent variable, validated via t-tests (partial), F-tests (simultaneous), and the Adjusted Coefficient of Determination R^2). The regression equation is modeled as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

RESULT

Demographic Profile

The demographic contour of the 100 respondents delineates a workforce predominantly engaged in physical and technical labor. The detailed placement information can be found in the Table 1.

Table 1 Respondents Characteristic

Characteristics	Types	Frequency	Percent (%)
Work Field	Cleaning Service	37	37.0
	Driver	4	4.0
	Engineering	3	3.0
	Gardener	1	1.0
	Helpdesk	6	6.0
	House keeping	3	3.0
	Leader Mechanical Engineering	1	1.0
	Legal	1	1.0
	Office boy	5	5.0
	Security	39	39.0
	Bohopanna	1	1.0
	Central Java Provincial Health Department	2	2.0
	Semarang City Population Control Department	3	3.0
	Culture and Tourism Office Kota Lama Semarang	1	1.0
	DUTA HINO	1	1.0
	Kompas Gramedia Supeno Office	1	1.0
	GMP	2	2.0
	Grapari Karawang	2	2.0
	Hotel aston inn pandanaran	8	8.0
User Placement	Campus Immigration Point MULADI DOME	1	1.0
	Class 1 Immigration Office TPI Semarang	2	2.0
	Class I Immigration Office Semarang	3	3.0
	Immigration Office Semarang	10	10.0
	Regional Office of the Ministry of Law and Human Rights for Central Java	6	6.0
	Kompas Media Nusantara	2	2.0
	Kota Lama Semarang	18	18.0
	MULADI DOME	11	11.0
	PT ALFATAMA INTICIPTA	2	2.0
	PT ATPRI	1	1.0

Characteristics	Types	Frequency	Percent (%)
	PT Hypefast	2	2.0
	PT Medisain Dadi Sempurna	1	1.0
	PT. ALBATRID	3	3.0
	PT. BPR BKK Jateng	5	5.0
	PT.SPI SEMARANG	2	2.0
	Undip Student Housing Tembalang	4	4.0
	Telkomsel Batam	2	2.0
	Telkomsel Brach Yogyakarta	1	1.0
	Telkomsel branch pekalongan	3	3.0
	Male	82	82.0
Gender	Female	18	18.0
Age	18-30 tahun	39	39.0
	31-40 tahun	44	44.0
	41-50 tahun	17	17.0
	D1/D2/D3	2	2.0
Educational Level	D4/S1	10	10.0
	S2	1	1.0
	Senior High Scool	80	80.0
	Junior High Scool	7	7.0
Length of Employement	<1 year	32	32.0
	1-2 years	21	21.0
	2-5 years	31	31.0
	6-10 years	14	14.0
	>10 years	2	2.0

Source: Processed Primary Data, 2026

Security personnel (39%) and Cleaning Services (37%). The cohort is largely male (82%), situated primarily in the 31-40 age bracket (44%), and overwhelmingly holds a Senior High School equivalent education (80%). Notably, 63% of the respondents possess a tenure of fewer than two years, underscoring the transient nature characteristic of the outsourcing sector.

Measurement Model Evaluation

Preliminary testing on a pilot sample ($n=30$) confirmed rigorous instrument validity. All retained items yielded Pearson r -values significantly exceeding the critical threshold of 0.1966. Reliability metrics demonstrated exceptional internal consistency: Self-Efficacy ($\alpha = 0.975$), POS ($\alpha = 0.981$), and Work Engagement ($\alpha =$

0.988), all substantially surpassing the standard 0.70 benchmark.

Descriptive index analysis using the Three-Box Method revealed that respondents hold "Moderate" to "High" perceptions across all constructs. The Self-Efficacy index averaged 64.16%, POS averaged 64.21%, and Work Engagement averaged 64.39%. This finding reflected the respondents' perceptions in a good manner.

Classical Assumption Affirmation

The dataset robustly satisfied all requisite classical statistical assumptions:

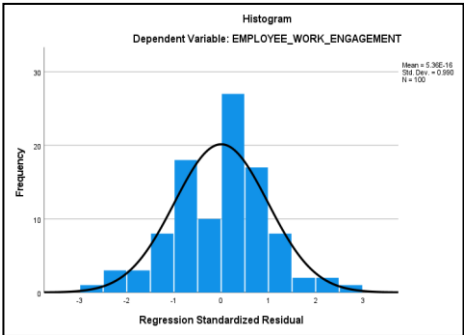
a. Normality

The Kolmogorov-Smirnov test yielded an Asymp. Sig. value of 0.200 ($p > 0.05$), corroborated by a symmetrical bell-shaped histogram and a linear P-P Plot.

Table 2 Result of Kolmogrov-Smirnov Test

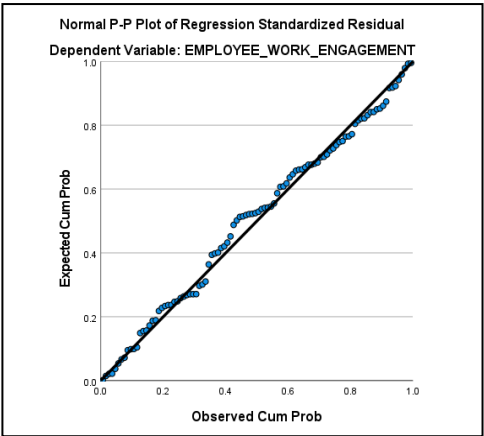
<i>Kolmogrov-Smirnov</i>			
	<i>Statistic</i>	<i>df</i>	<i>Sig.</i>
<i>Unstandardized Residual</i>	0.730	100	0.200

Source: Processed Primary Data, 2026



Source: Processed Primary Data, 2026

Figure 2 Histogram Graph of Normality Test



Source: Processed Primary Data, 2026

Figure 3 Normal Probability Plot (P-P Plot) Analysis

The satisfaction of the normality assumption carries important methodological implications for the validity of subsequent parametric inference. Given that the Kolmogorov-Smirnov significance value considerably exceeds the conventional 0.05 threshold, the null hypothesis of normally distributed

residuals cannot be rejected. This outcome further suggests that the sampling procedure adequately captured the underlying population characteristics without introducing systematic distortion, which strengthens confidence in the subsequent t-test and F-test results reported in this study.

- b. Multicollinearity

Both independent variables recorded a Tolerance value of 0.894 (> 0.10) and a
- VIF of 1.119 (< 10), entirely precluding multicollinearity concerns.

Table 3 Multicollinearity test result

Variable	Collinearity Statistics	
	Tolerance	VIF
Self_Efficacy	0.894	1.119
Perceived_Organizational_Support	0.894	1.119

Source: Processed Primary Data, 2026

The absence of multicollinearity between Self-Efficacy and Perceived Organizational Support indicates that these two constructs, while theoretically complementary within the integrated Social Cognitive Theory and JD-R framework, remain empirically distinct predictors that do not substantially overlap in the variance they explain. This distinctiveness is theoretically meaningful, as it confirms that internal psychological resources and external structural support represent

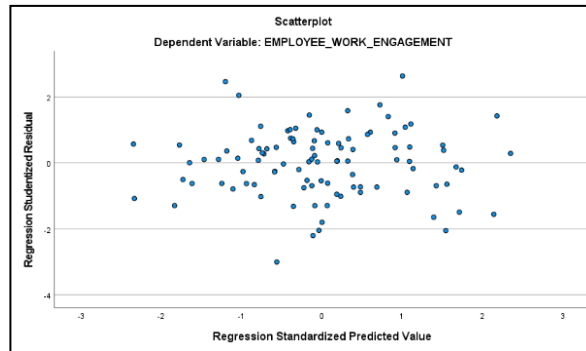
two conceptually separable antecedents of work engagement rather than a single latent construct, thereby justifying their simultaneous inclusion in the regression model without inflating standard errors or destabilizing coefficient estimates.

- c. Heteroscedasticity
- Scatterplot distributions were random with no discernible pattern. The Glejser test confirmed this, with significance values for SE (0.396) and POS (0.711) both exceeding 0.05.

Table 4 Glejser Test Result

Variable	Sig.
Self_Efficacy	0.396
Perceived Organizational Support	0.711

Source: Processed Primary Data, 2026



Source: Processed Primary Data, 2026

Figure 4 Scatterplot Analysis

The confirmation of homoscedastic error variance implies that the precision of the regression estimates remains consistent across the full range of predicted values of employee work engagement, regardless of respondents' varying levels of self-efficacy or perceived organizational support. This consistency is particularly relevant in the outsourcing context examined in this study, where individual variation in exposure to client-site conditions

might otherwise be expected to generate heteroscedastic disturbances; the absence of such a pattern lends additional credibility to the generalizability of the estimated coefficients across the sampled workforce.

d. Linearity

The Deviation from Linearity significance for SE (0.769) and POS (0.305) vastly exceeded 0.05, validating a linear paradigm.

Table 5 Linearity Test Result

<i>Variable</i>	<i>Linearity</i>	<i>Deviation from Linearity</i>
Self-Efficacy	0.000	0.769
Perceived Organizational Support	0.000	0.305

Source: Processed Primary Data, 2026

The confirmation of a linear relationship between each independent variable and employee work engagement substantiates the theoretical premise that increments in psychological resources yield proportionate, rather than threshold-

dependent or diminishing, gains in engagement outcomes. This finding is consistent with the additive logic embedded in the JD-R model, wherein resources are posited to exert a steady motivational influence, and it validates the use of a linear

regression specification as opposed to a more complex non-linear or interactive model for capturing the relationships under investigation.

Multiple Linear Regression and Hypothesis Testing

The regression analysis elucidates the precise mechanistic relationship between the constructs. The derived unstandardized regression equation is:

$$Y = 0.460 + 0.554X_1 + 0.298X_2$$

Table 6 Multiple Regression and t-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
	B	Std. Error	Beta		
Constant	0.460	0.335		1.374	0.173
Self-Efficacy	0.554	0.085	0.521	6.519	0.000
Perceived Organizational Support	0.298	0.084	0.283	3.541	0.001

Note: Dependent Variable = Employee Work Engagement (Y)

Source: Processed Primary Data, 2026

Table 7 F-Test and Coefficient of Determination

Model	Sum of Squares	df	Mean Square	F-value	Sig.	Adjusted R ²
Regression	31.297	2	15.648	39.179	0.000 ^b	0.435
Residual	38.742	97	0.399			
Total	70.039	99				

Source: Processed Primary Data, 2026

Taken together, the regression diagnostics and hypothesis-testing results presented in Tables 6 and 7 provide a statistically sound foundation for interpreting the substantive relationships among the study variables. The consistency between the standardized beta coefficients and their corresponding significance levels indicates that both predictors exert genuine, non-spurious effects on the dependent variable, rather than artifacts of shared variance or estimation instability. This statistical robustness allows the subsequent discussion to proceed with confidence toward

substantive theoretical interpretation, rather than being constrained by concerns over model misspecification.

DISCUSSION

Evaluating H1: The Impact of Self-Efficacy

The partial significance test (t-test) for Self-Efficacy reveals a calculated t-value of 6.519, surpassing the t-table threshold of 1.985, with a p-value of 0.000 < 0.05. Thus, H1 is emphatically accepted. The unstandardized coefficient of 0.554 dictates

that a unilateral increment in self-efficacy engenders a 0.554 unit increase in work engagement.

This robust statistical outcome aligns perfectly with Social Cognitive Theory. In the outsourcing landscape, employees operate distinctly from their parent company, facing highly variable and unpredictable daily challenges at client sites. Consequently, their internal psychological reservoir, their self-efficacy, becomes the paramount driver of their engagement. Qualitative insights garnered during data collection revealed that respondents rely heavily on "*responsibility to family*," "*personal resilience*," and "*optimism*" to execute their duties. This confirms that when external supervision is distal, internal self-belief is the catalyst that sustains Vigor, Dedication, and Absorption. These findings corroborate the assertions of Musenze et al. (2021) and Indrayani et al. (2023), proving that personal resources are critical engagement antecedents.

Beyond its statistical significance, the magnitude of the Self-Efficacy coefficient warrants deeper theoretical reflection. In outsourcing arrangements, where employees are physically and administratively detached from the parent organization, the conventional mechanisms of managerial reinforcement, such as direct supervision or immediate feedback, are structurally weakened. Under such conditions, self-efficacy appears to function not merely as a personal trait but as a compensatory psychological mechanism that substitutes for the diminished external scaffolding typically provided by co-located management. This interpretation extends the applicability of Social Cognitive Theory beyond conventional organizational settings, suggesting that self-referential belief systems become increasingly salient as structural proximity to the employer decreases.

Evaluating H2: The Impact of Perceived Organizational Support

The t-test for Perceived Organizational Support exhibits a t-value of 3.541 (> 1.985) and a significance of $0.001 < 0.05$. Therefore, H2 is accepted. The β coefficient of 0.298 establishes that enhancements in POS significantly elevate work engagement, albeit to a lesser magnitude than self-efficacy.

From a JD-R theoretical lens, POS acts as a structural job resource. Outsourced employees, despite working off-site, maintain their engagement when they perceive the parent agency (PT Deta Sukses Makmur) as an entity that honors the psychological contract. Qualitative respondent feedback highlighted that timely salary disbursements, the reliable provision of healthcare and employment insurance (BPJS), and adequate uniform/equipment logistics are the primary metrics by which they gauge support. The feeling of institutional backing fosters an affective commitment, prompting the employee to reciprocate with engaged work behaviors, aligning with findings from Rahmayani & Wikaningrum (2022).

The comparatively smaller, yet still statistically robust, effect of Perceived Organizational Support suggests that while structural resources remain a necessary condition for sustaining engagement, they may operate as a baseline enabler rather than the primary driver of motivational intensity among outsourced personnel. This pattern implies a hierarchical resource structure in distal employment relationships: POS establishes the minimum psychological safety required for employees to remain committed, whereas the depth of their engagement is ultimately shaped by internal agentic capacity. Such a distinction carries practical significance for outsourcing agencies, as it indicates that investment in tangible support systems alone may be insufficient without parallel initiatives that cultivate employees' self-efficacy.

Evaluating H3: Synergistic Influence and Variance Explanation

The simultaneous F-test generated an F-value of 39.179, vastly outperforming the F-table threshold of 3.09, with a significance level of $0.000 < 0.05$. This mandates the acceptance of H3, confirming the synergistic interplay of internal and external resources in fostering engagement.

Crucially, the Adjusted R^2 value is 0.435, indicating that Self-Efficacy and POS collectively account for 43.5% of the variance in Employee Work Engagement. (The residual 56.5% variance is attributable to exogenous factors omitted from this model, such as client-site leadership, peer dynamics, or macro-economic pressures).

A profound theoretical implication arises from the juxtaposition of the β coefficients: Self-Efficacy ($\beta = 0.554$) substantially eclipses POS ($\beta = 0.298$). This unveils a unique behavioral paradigm within the outsourcing sector. While systemic support (POS) provides the foundational stability, the actual driver of profound emotional and cognitive task immersion (engagement) is the individual's self-belief and psychological resilience.

The relatively moderate proportion of explained variance (43.5%) also merits theoretical attention, as it implies that a substantial share of the variability in work engagement originates from factors external to the individual-organizational resource dyad examined here. This residual variance may be attributable to relational dynamics unique to the outsourcing context, such as the quality of interpersonal relationships with client-site supervisors, the perceived fairness of task allocation among a heterogeneous outsourced workforce, or contractual insecurity stemming from the temporary nature of outsourcing agreements. Future research incorporating such contextual variables may therefore yield a more comprehensive account of the engagement process among non-traditionally employed workers.

CONCLUSION

Concluding Remarks

This empirical investigation robustly affirms that fostering employee work engagement within the structurally fluid outsourcing sector requires a dual-pronged approach targeting both psychological and systemic resources. Self-efficacy and Perceived Organizational Support both serve as significant, positive catalysts for work engagement. Notably, the study unearths that internal personal resources (self-efficacy) exert a more profound predictive power over engagement than external institutional support (POS) for off-site laborers. The synthesis of these two constructs accounts for a substantial 43.5% of the variance in work engagement, affirming the utility of integrating Social Cognitive Theory with the Job Demands-Resources model in non-traditional employment settings.

Theoretical and Managerial Implications

Theoretically, this manuscript extends the boundaries of the JD-R model. It provides empirical validation that in distal work environments (where the employer's physical presence is removed), the hierarchy of resources shifts; *personal resources* outrank *job resources* in triggering the motivational process.

Managerially, the implications are highly actionable for PT Deta Sukses Makmur and parallel BPO entities:

- a. Prioritize Psychological Capital
Give the supremacy of self-efficacy, human resource interventions must transcend basic technical training. Management should institutionalize resilience workshops, psychological coaching, and mastery-experience modules designed explicitly to fortify the mental fortitude and autonomy of off-site workers.
- b. Sustain Foundational Support:

While its predictive magnitude is secondary, POS remains an indispensable engagement pillar. The firm must unyieldingly maintain the flawless execution of administrative support, specifically timely remuneration, seamless health insurance facilitation, and rapid grievance resolution. These acts do not just represent administrative compliance; they are the primary psychological signals of care perceived by outsourced staff.

Limitations and Directions for Future Research

While methodologically rigorous, this study acknowledges certain constraints. The cross-sectional design inhibits the assertion of absolute causality over time. Additionally, the data relies on self-reported measures, which, despite semantic differential scaling, may harbor residual social desirability bias. The 43.5% explanatory power, while statistically potent, dictates that future scholarship should integrate supplementary variables into the model. Future researchers are encouraged to explore the impact of client-site leadership (dual-leadership dilemma), organizational climate at the placement site, and specific personality traits to formulate an even more exhaustive paradigm of outsourcing engagement.

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