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The influence of perceived organizational support and self-efficacy on employee engagement in padang lawas police department

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ABSTRACT

The aim of this study is to examine the effect of perceived organizational support and self-efficacy on employee engagement among personnel at the Padang Lawas Police Department (Polres Padang Lawas). This study employs an explanatory quantitative cross-sectional design using linear regression analysis to investigate the extent to which perceived organizational support and self-efficacy predict variations in employee engagement among personnel at the Padang Lawas Police Department (Polres Padang Lawas). A total of 212 respondents participated in this study, consisting of individuals aged 21–30 years (3%), 31–40 years (49%), and 41–50 years (48%). The majority of respondents held the rank of Bripda (30.6%), followed by Aipda (14.5%), with the remaining participants distributed across other police ranks. The research instruments used included the Perceived Organizational Support Scale, the Self-Efficacy Scale, and the Employee Engagement Scale. Data were analyzed using regression analysis with a significance level of $\alpha = 0.05$. The results indicate that both perceived organizational support and self-efficacy positively influence employee engagement, as reflected in the regression equation: $\text{Employee Engagement} = 25.370 + (\text{POS} \times 0.289) + (\text{SE} \times 1.428)$ with R^2 0,42 and P value 0,000 indicating that all coefficients operate in the positive direction. However, this study is limited by its cross-sectional design, which restricts causal interpretation. Practically, the findings highlight the need for police organizations to strengthen support systems and develop targeted self-efficacy enhancement programs such as structured feedback, mentoring, and competency based training to improve engagement among personnel.



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Introduction

The modern work environment is characterized by numerous challenges and high demands placed on personnel, however, these pressures are even more pronounced in police institutions. Police officers operate in high-risk environments, face pressure for rapid responses, and must comply with strict bureaucratic procedures. Daily tasks such as handling emergencies, conducting patrols, and addressing community complaints require sustained emotional regulation and physical readiness. These unique operational demands increase psychological strain and elevate the importance of examining employee engagement and self-efficacy within the policing context, particularly among personnel at the Padang Lawas Police Department. Employee engagement

serves as a determining factor in maximizing the potential of human resources. Employees who are actively engaged and feel valued within the organization are more motivated to achieve common goals, collaborate effectively with colleagues and stakeholders, and enhance their performance and productivity (Peter, 2022)

Employee engagement is defined as "the simultaneous investment of an individual's physical, cognitive, and emotional energies into active and full work performance." (Saks, 2022). In recent years, employee engagement has become a highly discussed and frequently measured topic. When employees have a strong emotional commitment to their organization, they are said to have a high level of employee engagement. In organizations with high levels of employee engagement, employees do not merely work for a paycheck or career advancement. Instead, they demonstrate strong dedication and performance because they are inspired by the organization's goals and vision (Savitri et al., 2023). According to the employee engagement survey conducted by (Gallup, 2023) in A global employee survey using a quantitative method only 24% of employees in Indonesia feel engaged with their organization. The survey also revealed that 21% of employees experience daily work-related stress, 22% feel anger toward their work, and 46% express a desire to immediately seek new employment. Another study by (Priambodo et al., 2019) a sample of 110 employees participated in a questionnaire-based survey, which was analyzed using Structural Equation Modeling (SEM) found that 36% of employees are highly engaged, while 17% are not engaged, which poses a potential risk for decreased productivity and job performance. Low engagement at the national level raises concerns about similar risks occurring within public-sector organizations, including regional police departments.

Personnel at Polres Padang Lawas have exhibited various issues reflecting low levels of employee engagement. In 2023, several violations were committed by personnel, including four individuals who were subjected to disciplinary hearings. Of these, two were involved in drug misuse, specifically the use of methamphetamine. One individual left the assigned duty area without formal approval for 15 consecutive working days, and another was absent from duty for a total of 27 working days, both consecutively and non-consecutively. These incidents suggest that low levels of employee engagement among personnel are associated with increased violations and non-compliance with existing regulations. Low employee engagement often results in weakened commitment to tasks and the organization, as well as an increase in negative behaviors such as absenteeism and disciplinary infractions. The concept of employee engagement in this study refers to Hewitt's (2015) framework, which describes engagement as an employee's emotional and cognitive attachment to their work, reflected through three behavioral dimensions: say, stay, and strive. The say dimension refers to consistently speaking positively about the organization to colleagues, new employees, and customers. The stay dimension reflects an employee's intention to remain with the organization despite external opportunities, indicating strong organizational attachment. The strive dimension represents the willingness to exert additional effort—time, energy, and initiative—to support organizational success. This study adopts these behavioral aspects to measure employee engagement.

Another contributing factor to the low employee engagement among Polres Padang Lawas personnel is the lack of recognition and reward. The absence of sufficient appreciation and the presence of heavy workloads may reduce motivation and organizational attachment. This reflects a lack of organizational concern for personnel well-being, which in turn leads to low levels of Perceived Organizational Support (POS) (Narwastu et al., 2023).

Perceived Organizational Support (POS), according to (Maan et al., 2020) refers to employees' belief that their organization values their contributions and cares about their well-being. (Imran et al., 2020) further explain that POS reflects employees' perceptions of the extent to which their organization appreciates their efforts, is concerned about their welfare, and meets their socio-emotional needs. These needs include self-esteem, acceptance, and affiliation with colleagues. POS has been proven to be a strong predictor of employee engagement, where employees who feel supported by their organization are more likely to be engaged and enthusiastic about their work, which subsequently enhances their self-efficacy (Lianto, 2019)

Self-efficacy is defined as an individual's belief in their ability to successfully complete tasks and achieve desired outcomes. According to (Arifin et al., 2021) self-efficacy also involves individuals' confidence in mobilizing motivation, cognitive resources, and actions necessary to perform tasks under specific conditions. Individuals with high self-efficacy tend to view challenges as opportunities to be mastered rather than avoided (Huang et al., 2018). This belief fosters self-confidence and mental resilience, which are crucial in reducing the risk of stress and depression in the workplace. Additionally, self-efficacy has been shown to be an important predictor of employee engagement, as personnel with high self-efficacy are more confident in their abilities to complete tasks and are better prepared to face challenges with determination. This study employs the concept of occupational self-efficacy, defined as an individual's belief in their capability to meet job-related demands. Referring to Bandura (1997), occupational self-efficacy consists of three dimensions: level (confidence in handling tasks of varying difficulty), generality (the extent to which this confidence applies across different work situations), and strength (the resilience of one's belief when facing obstacles). Together, these dimensions

describe how individuals assess their ability to perform tasks and manage challenges within their occupational context.

The relationship between perceived organizational support, self-efficacy, and employee engagement can be explained through Social Exchange Theory and Social Cognitive Theory. Social Exchange Theory emphasizes that when the organization provides support, employees feel valued, which fosters a sense of reciprocal obligation manifested in higher engagement. Meanwhile, Social Cognitive Theory explains that individuals' belief in their own capabilities (self-efficacy) develops through social support and work experiences, ultimately encouraging more committed work behaviors. Thus, organizational support and self-efficacy form a sequential mechanism that contributes to personnel engagement. So the aims of This study is to examine the influence of Perceived Organizational Support (POS) and self-efficacy on employee engagement among personnel at Polres Padang Lawas.

Although prior studies have widely examined the influence of perceived organizational support and self-efficacy on employee engagement, the existing literature predominantly focuses on corporate, educational, or urban public-sector settings. Empirical evidence from police institutions particularly those operating in remote or resource limited regions remains very limited. The unique organizational structure, operational demands, and environmental challenges faced by police personnel in Padang Lawas have not been adequately addressed in previous research. This gap makes it unclear whether findings from other contexts can be generalized to police units in peripheral areas. Therefore, this study aims to fill this gap by examining how perceived organizational support and self-efficacy predict employee engagement among personnel at the Padang Lawas Police Department, offering context specific insights that have been largely overlooked in earlier studies..

Method

The design of this study is quantitative research. The variables examined include Perceived Organizational Support (denoted as X1) and Self-Efficacy (denoted as X2), which are identified as independent variables. These variables are investigated for their influence on the dependent variable, namely Employee Engagement (denoted as Y). This study employs a total sampling technique. Total sampling is a sampling method in which the entire population is included as the sample (Sugiyono, 2019). The sample in this study comprises the entire personnel of the Padang Lawas Police Department (Polres Padang Lawas), totaling 212 individuals and all respondents signed an informed consent form prior to completing the questionnaire.

The research instrument used in this study is a questionnaire distributed via Google Forms. The study adopts a Likert scale as the measurement technique, using a 4-point scale, where 1 = strongly disagree until 4 = strongly agree. The Perceived Organizational Support scale in this study was developed based on the aspects proposed by Eisenberger et al. (1986), as can be seen in the table 1 below. Based on the results of the POS scale validity test, the r-values (0.172–0.702) were greater than the r-table value (0.1342), indicating that the items are valid. The Cronbach's alpha value was 0.898, demonstrating that the instrument is reliable.

Table 1. Blueprint of Perceived Organizational Support

Dimension	Number		Total
	Fav	Unfav	
Fairness	6,	32,2,	3
Supervisor Support	4,25,10,17,12,13,4,20,24,29	3,7,9	13
Rewards and Working Condition	36, 1, 27, 35, 33, 21, 18, 8,5	26, 31, 15, 23,22,28,17, 12,34,19,16	20
Total			36

The self-efficacy scale in this study was developed based on dimensions of self-efficacy proposed by Schyns & von Collani (2002) as can be seen in Table 2 below. Based on the self-efficacy scale validity test, all 20 items show r-values 0.308 to 0.494. The Cronbach's alpha was 0.716, indicating that the instrument is reliable

Table 2. Blueprint of Self-Efficacy

Dimension	Number		Total
	Fav	Unfav	
Level	11,13,15,20	4,10	6
Strenght	1,6,14,16,17,19	2,3,7,9,	10
Generality	8,12,18	5	4
Total			20

The employee engagement scale in this study was developed based on a questionnaire consisting of 50 items, including both favourable and unfavourable statements. The items were constructed based on the three

dimensions of employee engagement as proposed by Hewitt (2015) as can be seen in table 3 and show valid in validity test, cronbach alpha was 0,890 indicating that the instrument is reliable.

Table 3. Blueprint of Employee Engagement

Dimensi	Nomor Item		Jumlah
	Fav	Unfav	
<i>Say</i>	1,2,3,4,5,6,7,8,9,10,11	12,13,14,15,16,17	17
<i>Stay</i>	18,19,20,21,22,23,29,30,31	24,25,26,27,28,32,33	16
<i>Strive</i>	34,35,36,37,38,39,40,41,42,43	44,45,46,47,48,49,50	17
	Total		50

The normality test using Kolmogorov Smirnov method showed significance values of 0.200 for Perceived Organizational Support, 0.126 for Self-Efficacy, and 0.111 for Employee Engagement. Based on these results, it can be concluded that the data are normally distributed. Based on the multicollinearity test, the VIF values for the variables Perceived Organizational Support and Self-Efficacy were 1.081. These VIF values, which are well below the commonly accepted threshold of 10 (and often below 5), indicate no significant multicollinearity among the independent variables in the model. Thus, it can be concluded that the independent variables are relatively independent of one another and do not compromise the stability of the regression analysis. Based on the heteroscedasticity test results, the variables Self-Efficacy and Employee Engagement showed p-values of 0.123 and 0.139, respectively. These values exceed the significance level of 0.05, indicating no statistically significant evidence to reject the null hypothesis that the residual variance is homogeneous. Therefore, it can be concluded that heteroscedasticity is not present in either variable. The data obtained in this study were statistically analyzed using SPSS software through correlation and regression tests.

Results and Discussions

The results of this study indicate a significant relationship between Perceived Organizational Support (POS) and Employee Engagement among police personnel, with a significance value of $p < 0.05$ and a positive direction of correlation. The result can be seen in Table 7. This suggests that the higher the level of organizational support perceived by employees, the greater their level of work engagement. This finding is consistent with Organizational Support Theory, which states that when individuals feel valued and cared for by their organization, they respond by increasing their commitment and engagement in their work. This sense of being valued may arise from the organization's attention to employee well-being, fairness in treatment, and recognition of contributions.

Table 4. Result of Correlation Test Between Variable

Variable	r value	Level of Correlation	P Value	Conclusion
<i>Perceived Organizational Support</i>	0,424	Moderate	0,000	Significant Correlation
<i>Self efficacy</i>	0,274	Weak	0,000	Significant Correlation

This finding is also consistent with previous studies. Research by (Alkasim & Prahara, 2019) found that POS had a positive and significant relationship with employee engagement among private sector employees, with a strong and significant correlation. Another study by (Anwar & Yuniasanti, 2024) showed a similar relationship, albeit with a more moderate correlation. In the context of the public sector, Imran et al. (2020) argued that POS influences work engagement not only directly but also indirectly through psychological mechanisms such as feelings of thriving and flourishing at work. These findings support the current study conducted within a police institution, where organizational support plays a crucial role in sustaining morale and loyalty among personnel.

Specifically, in the police environment, POS is particularly important due to the high levels of stress and pressure associated with the job. (Liu et al., 2020) reported that organizational support can enhance job satisfaction and strengthen police officers' work engagement. This is further supported by (Yang, 1998), who stated that perceptions of organizational support significantly affect police performance, especially when officers have high emotional needs.

Based on the results of the correlation test in this study, a significance value of $p < 0.05$ was obtained, indicating a significant relationship between Self-Efficacy and Employee Engagement among personnel at Polres Padang Lawas. This means that the stronger the individual's belief in their ability to handle tasks and challenges, the higher their level of engagement and enthusiasm at work. These findings are in line with those of (Consiglio et al., 2016), who found that initial self-efficacy could predict work engagement several years later, either directly or indirectly through perceived social support in the workplace. Similarly, a study by (Chan et al.,

2017) revealed that self-efficacy in managing work-life balance helps maintain engagement despite high demands.

Research by (Sofiah & Kurniawan, 2019) on hospital employees also found a strong correlation ($r = 0.666$, $p < 0.05$) between self-efficacy and work engagement. The direction of the correlation in this study is positive, which means that the higher the level of self-efficacy among personnel or employees, the higher their employee engagement, as they are more capable of self-regulation. Furthermore, these results are supported by findings from Tian et al. (2023), which show that POS can directly enhance employee engagement. Another study by (Firnanda & Wijayati, 2021) also reported similar results, indicating that both perceived organizational support and self-efficacy have a positive and significant effect on employee engagement.

According to (Mufarrikah et al., 2020) feelings of security, comfort, meaning, and satisfaction at work experienced by employees are strongly influenced by full support from the organization. Meanwhile, (Kalidass & Bahron, 2015) stated that when employees have a high perception of organizational support, it encourages increased employee engagement, as they are more likely to exert full energy, thought, and effort to contribute optimally to the organization.

Table 5. The Result of Regression Test

	Unstandardizez B	Std. Error	Standardized B	t	Sig.
Konstanta	25.370	7.740		3.278	.001
POS	.289	.056	.271	5.163	.000
SE	1.428	.135	.556	10.583	.000

$$\text{Employee engagement} = 25,370 + (\text{POS} \times 0,289) + (\text{SE} + 1,428)$$

Based on the regression analysis results, it can be concluded that both Perceived Organizational Support (POS) and Self-Efficacy (SE) have a positive and significant influence on Employee Engagement. This is indicated by the significance (p) values for both variables being well below 0.05. The unstandardized regression coefficient (B) for POS is 0.289, indicating that a one-unit increase in Perceived Organizational Support leads to a 0.289-unit increase in Employee Engagement, assuming other variables remain constant. Meanwhile, the unstandardized B coefficient for SE is 1.428, meaning that a one-unit increase in Self-Efficacy can increase Employee Engagement by 1.428 units, all else being equal. The standardized Beta coefficients show that Self-Efficacy (0.556) has a stronger influence on Employee Engagement than Perceived Organizational Support (0.271). The constant value of 25.370 represents the baseline Employee Engagement score when both POS and SE are zero. Overall, this regression model indicates that Perceived Organizational Support and Self-Efficacy jointly and significantly predict the level of Employee Engagement.

These findings, showing that Perceived Organizational Support and Self-Efficacy significantly influence Employee Engagement among police personnel at Polres Padang Lawas ($p < 0.00$), are consistent with the theory developed by Eisenberger et al. (1986). According to this theory, employees form a general belief regarding the extent to which their organization values their contributions and cares about their well-being. When employees feel appreciated, they tend to reciprocate with increased responsibility and commitment to the organization. In this study, organizational support manifested through role clarity, supervisor attention, availability of adequate work facilities, and recognition of personnel performance. POS thus becomes the foundation for a strong reciprocal relationship between the organization and its members, as framed by Social Exchange Theory.

According to Hewitt (2015), employee engagement consists of three core dimensions: say, stay, and strive. Say refers to employees speaking positively about the organization to others. Stay reflects the employees' desire to remain with the organization long-term. Strive denotes employees putting in extra effort in their work. All three dimensions are highly relevant to this study. With strong organizational support, personnel feel safe and valued, which encourages them to say (verbal loyalty), stay (emotional loyalty), and strive (exert extra effort). Hence, the significant effect of POS on Employee Engagement in this study illustrates how perceived organizational support is linked to proactive and committed behaviors among police personnel.

These results are supported by (Sulistiyani et al., 2022) who reported that employee engagement can act as a mediator between Perceived Organizational Support and Work-Life Balance. The interaction between organizational support, job engagement, and work-life balance reflects the application of Social Exchange Theory. In this context, employees contribute their time, energy, thoughts, and enthusiasm for the progress of the organization. In return, the organization provides compensation, well-being, and a sense of fulfillment that positively impacts both personal and family life.

Previous studies provide additional support for these findings. Simple regression analysis showed that Self-Efficacy contributed 7% to Work Engagement. Research by Dahliana and Sahrah also demonstrated that Perceived Organizational Support accounted for 18% of the variance in Work Engagement. Meanwhile, the multiple linear regression results revealed that Self-Efficacy and Perceived Organizational Support jointly influenced Work Engagement by 27.5% with R square 0,275 and adjusted r square for self efficacy was 0,075 and perceived organizational support was 0,185 among police officers in the Binmas division (Dahliana & Sahrah, 2024).

Self-Efficacy is classified as a personal resource. It enables individuals to act in alignment with their goals. Individuals with high Self-Efficacy exert energy and effort to overcome work-related challenges, showing perseverance and resilience in the face of obstacles. Strong Self-Efficacy fosters motivation, encouraging individuals to become more deeply engaged in their work. Employees with high Self-Efficacy strive for optimal performance and job satisfaction (Bakker et al., 2008). (Day et al., 2014) and (Rotich et al., 2016) explained that individuals with high Self-Efficacy tend to exhibit high levels of work engagement. (Bakker & van Wingerden, 2021) and (Chen, 2022)) also noted that Self-Efficacy is one of the most powerful personal resources for predicting increased work engagement. Andamari (2019) found that employees believed Self-Efficacy had a significant effect on job performance (Andamari R, 2019). In occupations that demand rapid decision-making, high-pressure responses, and risk-laden tasks such as policy, self-efficacy plays a central role in shaping employees readiness to act and engage. Higher self-efficacy supports more effective coping and emotional regulation, enabling personnel to sustain engagement even when confronted with stress or threats. Recent sector-specific studies similarly indicate that self-efficacy enhances employee engagement by increasing adaptive capability in challenging work environments (Indajang et al, 2024).

The external factor used in this study—Perceived Organizational Support—derives from the concept of job resources. (Kalidass & Bahron, 2015) emphasized that high organizational support increases work engagement, encouraging employees to give their full energy and effort. Sahrah (2017) asserted that employees reciprocate organizational support and recognition by aligning their behavior with organizational goals and exerting their full capabilities. Positive organizational support fosters positive perceptions among employees. Conversely, when organizational support is low, employees are likely to develop negative perceptions. These perceptions—positive or negative—ultimately affect the level of employee engagement (Rhoades & Eisenberger, 2002).

Conclusions

The findings demonstrate a significant influence of perceived organizational support and self-efficacy on employee engagement among personnel of the Padang Lawas Police Department, as reflected in the regression model $\text{Employee Engagement} = 25.37 + (\text{POS} \times 0.289) + (\text{SE} \times 1.428)$. Beyond statistical significance, these results affirm theoretical perspectives that engagement is shaped both by structural support systems and individual psychological resources. In a policing context—characterized by high-risk tasks, rapid decision-making, and hierarchical command structures—organizational support fosters engagement by reinforcing resource availability, clarity of roles, and institutional recognition. Meanwhile, the stronger contribution of self-efficacy suggests that personal confidence in executing operational duties plays a more prominent role in sustaining engagement under pressure. Accordingly, policy interventions should prioritize programs that enhance self-efficacy, such as scenario-based tactical training, resilience-building workshops, and field mentorship systems. At the institutional level, improving organizational support may involve establishing regular performance feedback mechanisms, transparent reward structures, and channels for upward communication. These targeted strategies align statistical insights with actionable policies tailored to the operational environment of the Padang Lawas Police Department.

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