# The Influence of Self-Efficacy and Perceived Organizational Support on Work Engagement in Members of the Regional Community Guidance in Yogyakarta Special Region

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**Abstract**

This study aims to test whether self-efficacy and perceived organizational support influence work engagement among Binmas members of the DI Yogyakarta police department. The study involved 113 participants, all of whom are active members of the Binmas police department in DI Yogyakarta, have a minimum educational qualification of high school, and have worked for at least one year. The data collection tools used were the work engagement scale, the self-efficacy scale, and the perceived organizational support scale. The data analysis method employed simple and multiple linear regression statistical techniques. The results show that the self-efficacy regression coefficient on work engagement is 0.288 (p<0.01); the perceived organizational support regression coefficient on work engagement is 0.439 (p<0.01), and the multiple regression coefficient of self-efficacy and perceived organizational support on work engagement is 0.537 (p<0.01). From the analysis, it can be concluded that the contribution of self-efficacy and perceived organizational support, and the combined contribution of self-efficacy and perceived organizational support to work engagement are 7.5%, 18.5%, and 27.5% respectively. This indicates that the first, second, and third hypotheses are accepted.

**Keywords:** Self-Efficacy, Perceived Organizational Support, Work Engagement

**Introduction**

The success of any organization in executing work programs and achieving set goals heavily relies on the quality and capability of its human resources. As stated by Armstrong, (2014), competent human resources are the key to achieving operational success within security organizations. This applies universally, including in military and law enforcement organizations such as the Indonesian National Police (Polri). Within the Polri context, as described in the Polri Annual Report, the Community Guidance Unit (Binmas) plays a critical role in controlling,

directing, mobilizing, and empowering community potential (Azis et al., 2022). Binmas members, through their main tasks and functions, not only build community awareness and acceptance of Polri's efforts to maintain security and order but are also crucial in motivating active community participation in managing that security (Sartika et al., 2022). Therefore, understanding and optimizing the role and function of Binmas is essential for enhancing the effectiveness of interactions between the police and the community, and in supporting the creation of conducive social conditions.

The reality of fieldwork for Binmas members is often far more challenging than it appears. As revealed by the Deputy Director of Binmas Polda DIY, Binmas members in the Gunung Kidul area face intense work pressures, especially with the continuously increasing suicide cases year over year. For instance, in 2023, there were 29 cases, the same as in 2022, and 38 cases were recorded in 2021. Besides the heavy case load, they also face geographical and technical challenges such as difficult access and communication issues. This situation not only causes physical and mental fatigue but also lowers the level of attendance and participation in crucial tasks, and reduces adherence to protocols and operational instructions.

From the depiction of the demands and responsibilities held by Binmas members above, it is crucial to embrace the concept of work engagement as defined by (Schaufeli et al., 2006). Here, Bakker & Demerouti (2007), describes work engagement as a positive emotional state characterized by the emergence of joy and satisfaction related to work, effectively motivating as the opposite of work stress. Schaufeli et al (2002), explain that work engagement is a positive and full mental state in working, characterized by the presence of vigor (energy), dedication, and absorption. Schein describes notes that high work engagement is evident when performing their job with full concentration and dedicating time for work, caring deeply about their job responsibilities, rejoicing in their work, being aware of their duties towards their career, profession, and institution, optimally exerting effort while working, and having a very strong resolve (Marpaung et al., 2022). The absence of high work engagement can lead to serious consequences such as absenteeism, task delay, and the desire to quit the job or organization (Iqbal et al., 2012).

There are three aspects that characterize the presence of work engagement according to Schaufeli et al (2002), namely vigor, dedication, and absorption. Vigor shows employee engagement which can be observed through physical and mental strength as employees undergo their work, marked by a high level of energy and resilience at work, perseverance and earnestness in effort, indomitable spirit, and fervor in facing obstacles or challenges. Dedication is the full engagement of employees to the work they do, demonstrated by their enthusiasm when they work, pride in their work and the organization they belong to, feeling challenged by every work activity, and viewing their work experience as meaningful and inspiring. Absorption is the engagement of employees depicted by a deep immersion or embodiment of their work. According to Schaufeli & Bakker (2004), absorption is an employee who is highly focused in their work and enjoys their tasks, considered enjoyable.

The factors that shape work engagement are outlined through the JD-R (Job Demands-Resources) model proposed by (Bakker & Leiter, 2010). Job demands include the physical,

mental, social, and organizational aspects of the job that require employees to continuously exert effort in the form of energy, thought, and mental stamina (Schaufeli & Bakker, (2004). Job resources refer to the extent and reach of support provided by the organization to employees in fulfilling their work responsibilities. Personal resources refer to an individual's positive self-reflection and improvement related to resilience and the ability to control and coordinate their actions to impact their environment.

Work engagement is influenced by two factors, internal and external, which originate from personal resources and job resources (Bakker, 2011). An internal factor that shapes work engagement is self-efficacy (Day et al., 2014). Bakker & van Wingerde (2021), state that one of the personal resources most predictive of increased work engagement is self-efficacy. Bandura (1997), proposes that self-efficacy is the capacity to produce valuable outcomes and prevent undesired ones, providing a strong stimulus for development and personal control training. A similar view is expressed by Stajkovic & Luthans (1988), where self-efficacy leads to an individual's belief about their ability to coordinate determination, cognitive abilities, and necessary actions to meet their work goals. Police officers in performing their duties should have a high confidence in their ability to meet task demands. The aspects of self-efficacy derived from Bandura (1997), are level, generality, and strength.

As for the external factors that influence work engagement, they stem from the job resource aspect, specifically perceived organizational support. Waileruny (2014), states that perceived organizational support is the level of belief employees have about how much the organization values their contributions and cares about their welfare. Saks (2006), mentions that perceived organizational support is a condition where the company creates welfare for its employees so that the employees will help the company achieve its established common goals. Research conducted by Kalidass & Bahron (2015), revealed that high perceived organizational support increases work engagement. Sahrah (2017), explains that employees will reciprocate the support and appreciation provided by the organization by exerting all possible efforts to achieve the goals set by the organization. The dimensions of POS consist of fairness, supervisor support, organizational rewards, and job conditions.

This study aims to uncover what factors influence work engagement among Binmas members of the DI Yogyakarta police department, viewed from the perspectives of self-efficacy and perceived organizational support. The hypothesis of this study is that there is an influence of self-efficacy and perceived organizational support on work engagement among Binmas members of the DI police department."

**Research Methods**
This study employs a quantitative approach, using three measurement tools to assess three variables: self-efficacy and perceived organizational support as independent variables, and work engagement as the dependent variable.

Data collection was carried out using three measurement tools. First, the self-efficacy scale developed by the researchers is based on the General Self Efficacy Scale (GSES) developed by Schwarzer and Jerusalem which was later tested for validity and reliability by (Novrianto et al.,

2019). The Confirmatory Factor Analysis (CFA) with a single factor model yielded a chi-square value of 34.87, df = 26, p-value = 0.11444, and RMSEA = 0.024. All items studied had a t-value < 1.96 and positive factor loadings. Second, the Perceived Organizational Support Scale based on the Survey of Perceived Organizational Support (SPOS) by (Eisenberger et al., 1986), which was validated and reliability tested by (Melinda & Salendu, 2021). The data analysis results showed item discrimination ranging from 0.700 to 0.942 and a Cronbach's Alpha reliability statistic of 0.966. Third, the work engagement scale (UWES-9) initiated by Schaufeli & Bakker, (2004) was adapted to Indonesian by (Kristiana et al., 2018). The research findings indicate that UWES-9 is a unidimensional instrument with good fit indices including RMSEA = 0.049; CFI, NFI & GFI > 0.95, and a person-interaction reliability coefficient with total items = 0.85. From the above descriptions, it can be concluded that the scales for self-efficacy, perceived organizational support, and work engagement have good psychometric properties and are suitable for conducting research.

Participants in this study were selected using purposive sampling, where subjects were chosen based on specific criteria, namely a minimum educational level of high school and at least one year of work experience. The study involved 115 participants. Data collection was conducted through distributing scales organized in a questionnaire format via Google Forms with the subjects' consent.

The hypothesis testing in this study was conducted using simple linear regression analysis as the main hypothesis test and multiple linear regression analysis as an additional test. This analysis aims to determine the role of independent variables on the dependent variable. Furthermore, this technique is also used to ascertain the effective contribution of self-efficacy and perceived organizational support to work engagement.

### Research Results
Prerequisite testing using tests for normality and linearity was conducted before hypothesis testing. The normality prerequisite test was carried out using the One-Sample Kolmogorov-Smirnov Test technique. The significance results for self-efficacy = 0.152, perceived organizational support = 0.109, and work engagement = 0.117, all with P>0.05. These data indicate that self-efficacy, perceived organizational support, and work engagement have a normal distribution of data. The linearity test showed varying results, which are summarized in the following table.

Table 1
Linearity Test

| Dependent Variable | Independent Variable | F | Sig | Description |
|---|---|---|---|---|
| | Self Eficacy | 1.312 | 0.210 | Linear |
| *Work Engagement* | Perceived Organizational Support | 0.887 | 0.591 | Linear |

From the table of linearity test results, it is known that self-efficacy and perceived organizational support have a linear relationship with work engagement among Binmas members of the DIY Police. With the results showing normal data distribution and a linear relationship, hypothesis testing can be conducted using simple linear regression analysis techniques. The results of the hypothesis test can be seen from the following table.

Table 2
*Hypothesis test of self-efficacy and perceived organizational support influencing the work engagement of Binmas members of the DIY Police*

| Independent Variable | Dependent Variable | Pearson Correlation | Adjusted R Square | Sig | Note |
|---|---|---|---|---|---|
| Self Eficacy | | 0.288 | 0.075 | 0.002 | Significant |
| *Perceived organizational* | *Work Engagement* | 0.439 | 0.185 | 0.000 | Significant |

The results from the table above show a Pearson correlation value for self-efficacy of 0.288 and a significance value of 0.002 (p<0.05), indicating a positive relationship between self-efficacy and work engagement. The total contribution of self-efficacy to work engagement is 7%, and the remaining 93% is influenced by other variables not studied. The Pearson correlation value for perceived organizational support is 0.439, and the significance value of 0.000 (p<0.05) indicates a positive relationship between perceived organizational support and work engagement. The total contribution of perceived organizational support to work engagement is 18%, with the remaining 82% influenced by other variables not studied.

Table 3
*Hypothesis test: Self-efficacy and perceived organizational support jointly influencing the work engagement of Binmas members of the DIY police department*

| R | Adjusted R Square | R | F | p | Note |
|---|---|---|---|---|---|
| 0.537 | 0.275 | | 22.237 | 0.000 | Significant |

The summary table of multiple regression analysis indicates an effect between self-efficacy and perceived organizational support on work engagement, with an F value of 22.237 and a p-value of 0.000 (p<0.01). The contribution of self-efficacy and perceived organizational support to work engagement, indicated by an adjusted R Square value of 0.275, means that the effective contribution of self-efficacy and perceived organizational support is 27.5%, and the remaining 72.5% is influenced by other variables not studied in this research.

## Discussion

This study aims to uncover the factors influencing work engagement among Binmas members of the DIY Police from the perspectives of self-efficacy and perceived organizational support. The results of simple regression analysis show that the self-efficacy variable has an influence on work engagement. The findings indicate that self-efficacy contributes 7% to work engagement, and the remaining 93% is influenced by other variables not studied. The first hypothesis regarding the positive influence of self-efficacy on work engagement among Binmas POLDA DIY members from this study is accepted.

The acceptance of the first hypothesis aligns with previous research by Pratama & Puspitadewi, (2019), which stated that the self-efficacy variable impacts work engagement with a value reaching 45.5%. Another study by Mardiana & Wijowo (2022), involving 50 research subjects from the Child Development Center (YCI) indicated that self-efficacy plays a role in enhancing work engagement. This study also found that employees with high self-efficacy achieved 66%, and 54% of employees had a very high category of work engagement. Andamari (2019), discovered that employees feel that self-efficacy significantly influences their job performance. Self-efficacy enables individuals to act according to targeted goals. Such individuals will exert energy and effort in overcoming work difficulties, showing perseverance and not easily giving up when facing obstacles and challenges. Strong self-efficacy fosters the presence of motivation, and individuals are willing to engage more deeply in their work. Employees with high self-efficacy strive to achieve high performance and job satisfaction (Bakker et al., 2008). Day et al (2014), and Rotich et al (2016), that individuals with high self-efficacy tend to have high work engagement.

The second hypothesis is that the perceived organizational support variable influences work engagement. Perceived organizational support contributes 18% to work engagement, and the remaining 82% is influenced by other variables not studied. The second hypothesis regarding the positive influence of perceived organizational support on work engagement among Binmas POLDA DIY members is also accepted.

The results of this study are similar to those of Khairunnisa (2023), in their research on nurses at Hospital X in Sukabumi, which showed a significant influence of the perceived organizational support variable on work engagement. The dimensions of Fairness, Supervisor Support, and Organizational Reward & Job Condition significantly influenced and positively affected work engagement. 75% of employees believe that their company provides social, emotional, and financial support to enhance employee performance. This strong belief in company support stimulates an intrinsic motivation in nurses to perform optimally. This behavior is manifested in high work engagement toward job responsibilities.

Rhoades & Eisenberger (2002), state that if employees receive dimensions from perceived organizational support, they will compel themselves to reciprocate the treatment provided by the organization. Additionally, the need for socioemotional skills such as self-evaluation capability and the growth of ownership and becoming part of the organization will encourage employees to actively engage.

The third hypothesis was tested using multiple linear regression analysis, showing that self-efficacy and perceived organizational support have a positive influence on work engagement, contributing 27.5%, while 72.5% is influenced by other factors not included in this study. This result confirms that the third hypothesis related to the positive effect of self-efficacy and perceived organizational support on work engagement among regional police Binmas members in DIY is accepted.

The Job Demand Resources (JD-R) model proposed by Bakker & Demerouti (2007), states that there are three aspects forming work engagement: job demand (work demands), job resources (work support), and personal resources (personal resources). Self-efficacy is one of the aspects that comes from personal resources. Self-efficacy enables individuals to act according to targeted goals. Such individuals will exert energy and effort in overcoming work difficulties. They show perseverance and do not easily give up when facing obstacles and challenges. Strong self-efficacy fosters the presence of motivation, and individuals are willing to engage more deeply in their work. Employees with high self-efficacy strive to achieve high performance and job satisfaction ((Bakker et al., 2008). Day et al., (2014) (Rotich et al., 2016) explain that individuals with high self-efficacy tend to have high work engagement. Bakker & van Wingerden (2021), and Chen (2022), mention that one of the highest personal resources predicting an increase in WE is self-efficacy.

The external factor used in this study is perceived organizational support originating from the job resource aspect. Kalidass & Bahron (2015), reveal that high perceived organizational support enhances work engagement where employees will expend all their energy and effort when serving at their place of work. Sahrah (2017), states that employees will reciprocate the support and appreciation given by the organization by behaving in accordance with the goals set by the organization by exerting all available efforts. Positive support from the organization will trigger the growth of employee perceptions that are also positively valued towards organizational support. Conversely, if the support given by the organization is lacking, employees will have a negative perception. Both positive and negative perceptions will influence the level of employee work engagement ((Rhoades & Eisenberger, 2002).

The high confidence of individuals in their ability to face difficulties when performing their tasks and positive perceived organizational support play an essential role in enhancing work engagement. Confidence and positive thoughts related to one's ability and organization must continuously be maintained and enhanced among employees (Aulia et al., 2022). Similarly, self-efficacy and perceived organizational support have a positive correlation with work engagement.

**Conclusion**
Based on the data analysis and discussion of the research findings, it can be concluded that all three hypotheses are accepted, which are: first, self-efficacy has a positive and significant impact on work engagement. Second, perceived organizational support has a positive and significant impact on work engagement. Third, self-efficacy and perceived organizational support together have a significant influence on work engagement. It can also be concluded

that the impact of perceived organizational support on work engagement is greater than the impact of self-efficacy on work engagement

This research is expected to enrich the treasury of psychology, especially in the field of industrial and organizational psychology (positive psychology perspective) in relation to the influence of self-efficacy and percieved organizational support on work engagement. For the National Police institution, this research is expected to be a guideline to find out more about work engagement, self-efficacy and perceived organizational support. The National Police can later provide training and guidance to its members to improve work engagement in the police institution. For members of the National Police, this research is expected to be able to assess the level of self-efficacy towards their work and become an assessment of how perceived organizational support provided by the National Police institution can influence members of the National Police in their work.

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