



The Effect of Work Meaningfulness and Perceived Organizational Support on Outsourced Employees' Organizational Commitment at PT Pelabuhan Tanjung Priok Cabang Panjang

Widya Puspitarani Desiyanti 1, Nur Efendi 2, Jeni Wulandari 3

Program Master of Administrative Science, Faculty of Social and Political Sciences

University of Lampung, Bandar Lampung, Indonesia

Correspondence E-mail: puspitaraniwidya@gmail.com

ABSTRACT

The increasingly dynamic work environment requires companies to effectively manage human resources, including outsourced employees who generally experience more vulnerable working conditions than permanent employees. Outsourced employees often face job insecurity, limited career development opportunities, and lower organizational attachment. This study aims to analyze the influence of perceived organizational support and work meaningfulness on the outsourced employees' organizational commitment at PT PTP Cabang Panjang. This study employed a quantitative approach with an explanatory research design. The research population consisted of 52 outsourced employees, and a total sampling technique was applied, meaning that the entire population was used as research respondents. Data were collected through questionnaires using a Likert scale and analyzed using multiple linear regression analysis with IBM SPSS Statistics 25. The findings indicate that perceived organizational support and work meaningfulness have both partial and simultaneous effects on the organizational commitment of outsourced employees at PT PTP Cabang Panjang.

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1. INTRODUCTION

The increasingly dynamic work environment requires organizations to manage human resources effectively, particularly in addressing challenges related to outsourced employees. Compared to permanent staff, outsourced workers often face more vulnerable working conditions, including job insecurity, limited career development opportunities, and unequal organizational treatment. Despite these constraints, they are still expected to maintain optimal performance, making them a critical yet often overlooked workforce segment (Ashford et al., 2018; De Cuyper et al., 2019; Sverke et al., 2019).

The growing reliance on flexible employment systems further emphasizes the importance of studying outsourced employees. Organizations increasingly adopt such systems to improve cost efficiency and workforce flexibility (Kalleberg, 2018; Standing, 2016). However, this approach may also lead to weaker employee attachment if not supported by adequate psychological and social factors. Consequently, identifying determinants that strengthen outsourced employees' commitment is essential in contemporary human resource management.

Organizational commitment plays a vital role in ensuring workforce stability and sustaining organizational performance. It reflects employees' emotional attachment, willingness to remain, and sense of responsibility toward the organization (Meyer and Morin, 2016; Mercurio, 2015). Prior studies consistently demonstrate that higher organizational commitment contributes to lower turnover intention and improved employee performance.

One key determinant of organizational commitment is perceived organizational support. This concept refers to employees' perceptions of how much the organization values their contributions and cares about their well-being. According to Eisenberger et al. (2016), supportive organizational treatment fosters a sense of obligation among employees to reciprocate through positive attitudes and behaviors. Empirical findings by Riggle et al. (2020) further confirm that perceived organizational support is positively associated with organizational commitment and various work-related outcomes.

In addition to perceived organizational support, work meaningfulness is increasingly recognized as a significant predictor of positive work attitudes. Work meaningfulness refers to the extent to which individuals perceive their work as valuable, purposeful, and contributive to themselves and others. A meta-analysis by Allan et al. (2019) reveals that meaningful work is positively related to multiple outcomes, including organizational commitment. Employees who perceive their work as meaningful are more likely to develop stronger emotional bonds with their organization.

These factors become particularly crucial in the context of outsourced employees, who often experience limited job security, restricted career advancement, and insufficient organizational recognition. Without adequate support and meaningful work experiences, such conditions may weaken their commitment to the organization (De Cuyper & De Witte, 2017; Shantz et al., 2016; Karatepe & Avci, 2017).

This study is grounded in Social Exchange Theory (Blau, 2017), which posits that the relationship between employees and organizations is based on reciprocal exchanges. When organizations provide support and foster meaningful work, employees are more likely to respond with positive attitudes, including loyalty and commitment. Eisenberger et al. (2016) further emphasize that favorable treatment from organizations generates a sense of reciprocal obligation among employees.

Empirical observations of outsourced employees at PT Pelabuhan Tanjung Priok (PTP) Cabang Panjang suggest that employee commitment is influenced by how individuals

perceive the meaningfulness of their work and the level of perceived organizational support they receive. Given the strategic operational role of outsourced employees alongside their relatively vulnerable working conditions, examining these relationships becomes highly relevant.

Therefore, this study aims to analyze the influence of work meaningfulness and perceived organizational support on the organizational commitment of outsourced employees at PT PTP Cabang Panjang. Based on the theoretical framework and prior empirical findings, the hypotheses are formulated as follows:

H1: Perceived organizational support has a significant partial effect on outsourced employees' organizational commitment.

H2: Work meaningfulness has a significant partial effect on outsourced employees' organizational commitment.

H3: Perceived organizational support and work meaningfulness simultaneously have a significant effect on outsourced employees' organizational commitment.

2. METHOD

This study employs a quantitative approach with an explanatory research design aimed at examining causal relationships among variables through hypothesis testing (Hair et al., 2022; Sekaran and Bougie, 2016). The quantitative approach is utilized to analyze the effect of work meaningfulness and perceived organizational support on the outsourced employees' organizational commitment at PT PTP Cabang Panjang.

The population of this study consists of all outsourced employees at PT PTP Cabang Panjang, totaling 52 individuals. Given the relatively small population size, a total sampling technique is applied, whereby all members of the population are included as research respondents. Data were collected through the distribution of structured questionnaires using a Likert scale to measure respondents' perceptions of each variable. The data analysis technique employed is multiple linear regression analysis using IBM SPSS Statistics 25. The analysis includes t-tests to examine partial effects, F-tests to assess simultaneous effects, and the coefficient of determination (R^2) to evaluate the explanatory power of the model.

3. RESULTS AND DISCUSSIONS

3.1. Descriptive Statistics

The descriptive categories used to tabulate respondents' evaluations of the questionnaire items were determined based on the class interval scale presented in Table 1.

Table 1 Interpretation of Respondents' Ratings

Description	
Score	Interpretation
1,00 – 1,80	Very Low
1,81 – 2,60	Low
2,61 – 3,40	Quite High
3,41 – 4,20	High
4,21 – 5,00	Very High

Source: Data Processed (2026)

The average score for the perceived organizational support variable shows a mean value of 3.77, indicating that respondents' assessments fall within the high/agree category. This

finding suggests that, in general, respondents have positive perceptions regarding the perceived organizational support provided to outsourced employees at PT PTP Cabang Panjang. The statement, "The company pays attention to my work performance," obtained the highest mean score of 3.94, which is categorized as high/agree.

Furthermore, the average score for the work meaningfulness variable shows a mean value of 3.93, indicating that respondents' assessments fall within the high/agree category. This finding suggests that, in general, respondents have positive perceptions regarding the meaningfulness of work experienced by outsourced employees at PT PTP Cabang Panjang. The statement, "My job has a positive impact on the organization," obtained the highest mean score of 4.06, which is categorized as high/agree.

Moreover, the average score for the outsourced employees' organizational commitment variable shows a mean value of 3.67, indicating that respondents' assessments fall within the high/agree category. This finding suggests that, in general, respondents demonstrate a relatively high level of outsourced employees' organizational commitment toward PT PTP Cabang Panjang. The statement, "I remain with the organization because leaving would be disadvantageous for me," obtained the highest mean score of 3.76, which is categorized as high/agree.

3.2. Multiple Regression Analysis

To determine the direction and magnitude of the influence of the independent variables on the dependent variable, multiple linear regression analysis was employed. The results of the multiple linear regression analysis were used to examine the extent to which perceived organizational support and work meaningfulness influence the outsourced employees' organizational commitment.

Based on the results of the multiple linear regression analysis (see Table 2), the constant value is 1.244. Based on these values, the regression equation can be formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$
$$Y = 1.244 + 0.396X_1 + 0.355X_2 + e$$

Based on the regression equation above, the results of the multiple linear regression analysis can be explained as follows: The regression equation in this study has a constant value of 1.244, indicating that if the variables of perceived organizational support (X1) and work meaningfulness (X2) are equal to zero or absent, the outsourced employees' organizational commitment (Y) would have a value of 1.244.

The multiple linear regression coefficient for perceived organizational support (X1) is 0.396. This indicates that every one-unit increase in perceived organizational support (X1) leads to an increase of 0.396 in the outsourced employees' organizational commitment (Y). The positive coefficient demonstrates a positive relationship between perceived organizational support and outsourced employees' organizational commitment, meaning that the higher the perceived organizational support by employees, the higher their outsourced employees' organizational commitment.

The multiple linear regression coefficient for work meaningfulness (X2) is 0.355. This means that every one-unit increase in work meaningfulness (X2) results in an increase of 0.355 in the outsourced employees' organizational commitment (Y). The positive coefficient indicates a positive relationship between work meaningfulness and outsourced employees' organizational commitment, suggesting that the higher the level of work meaningfulness perceived by employees, the higher their outsourced employees' organizational commitment.

3.3. Hypothesis Testing

Hypothesis testing in this study was conducted using partial testing through the t-test and simultaneous testing through the F-test. The results of the t-test calculation for the perceived organizational support variable indicate that the t-value is greater than the t-table value ($4.270 > 2.009$) and the significance value is $0.000 < 0.05$, meaning that H1 is accepted. It can therefore be concluded that, partially, perceived organizational support has a significant effect on the outsourced employees' organizational commitment at PT PTP Cabang Panjang.

Furthermore, the results of the t-test calculation for the work meaningfulness variable reveal that the t-value is greater than the t-table value ($2.854 > 2.009$) and the significance value is $0.006 < 0.05$, indicating that H2 is accepted. Thus, it can be concluded that, partially, work meaningfulness has a significant effect on the outsourced employees' organizational commitment at PT PTP Cabang Panjang.

The calculated F-value was 62.338 (see Table 3). With two independent variables and a total of 52 observations ($N = 52$), the significance level obtained was 0.000. The value of df1 was determined based on the number of independent variables, resulting in $df1 = 2$, while df2 was calculated using the formula $(N - k - 1)$, resulting in $df2 = 52 - 2 - 1 = 49$. Based on the F-distribution table at a 5% significance level, the F-table value was 3.19. The results indicate that the calculated F-value is greater than the F-table value ($62.338 > 3.19$). These findings confirm that H3 is accepted. This means that perceived organizational support and work meaningfulness simultaneously have a positive and significant effect on outsourced employees' organizational commitment.

Table 2 Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.244	1.890		.658	.513
	Perceived Organizational Support (X1)	.396	.093	.535	4.270	.000
	Work Meaningfulness (X2)	.355	.124	.357	2.854	.006

a. Dependent Variable: Outsourced employees' organizational commitment (Y)

Source: Data Processed (2026)

Table 3 Result of F-Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1132.834	2	566.417	62.338	.000 ^b
	Residual	445.224	49	9.086		
	Total	1578.058	51			

a. Dependent Variable: Outsourced employees' organizational commitment (Y)

b. Predictors: (Constant), Work Meaningfulness (X2), Perceived Organizational Support (X1)

Source: Data Processed (2026)

3.4. Coefficient of Determination (R²)

The R-square value is 0.718 (see Table 4), indicating that the independent variables used in this study explain 71.8% of the variance in the dependent variable, while the remaining 28.2% is influenced by other variables not examined in this research model.

Table 4 Result of Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847 ^a	.718	.706	3.014
a. Predictors: (Constant), Work Meaningfulness (X2), Perceived Organizational Support (X1)				
b. Dependent Variable: Outsourced employees' organizational commitment (Y)				

Source: Data Processed (2026)

4. CONCLUSION

Based on the research findings, it can be concluded that perceived organizational support and work meaningfulness have a positive and significant effect on outsourced employees' organizational commitment at PT PTP Cabang Panjang. Partially, perceived organizational support significantly affects outsourced employees' organizational commitment, indicating that the company's attention, appreciation, and concern for employees can strengthen their attachment to the organization. This finding is consistent with previous studies which state that perceived organizational support positively influences employees' commitment and attachment to the organization (Eisenberger et al., 2016; Kurtessis et al., 2017; Kim et al., 2016; Riggle et al., 2020). In addition, perceived organizational support can improve employee well-being and foster positive work attitudes within the organization (Caesens et al., 2017).

Work meaningfulness also has a significant effect on outsourced employees' organizational commitment, suggesting that work perceived as valuable and meaningful can enhance employees' loyalty and emotional attachment to the company. This result supports previous findings which indicate that work meaningfulness contributes positively to organizational commitment, employee engagement, and job satisfaction (Allan et al., 2019; Jung and Yoon, 2021; Van Wingerden and Van der Stoep, 2018). Furthermore, work meaningfulness encourages employees to perceive their work as purposeful and beneficial, thereby strengthening their psychological attachment to the organization (Duffy et al., 2018; Prasetyo and Kustanti, 2020).

Simultaneously, perceived organizational support and work meaningfulness jointly have a significant effect on outsourced employees' organizational commitment. The coefficient of determination test shows an R-square value of 0.718, indicating that perceived organizational support and work meaningfulness explain 71.8% of the variance in outsourced employees' organizational commitment, while the remaining 28.2% is influenced by other variables beyond the scope of this research. These findings are in line with previous studies which found that perceived organizational support and work meaningfulness are important factors in strengthening employees' commitment to the organization (Meyer and Morin, 2016; Mercurio, 2015; Afsar and Umrani, 2019). Therefore, companies should strengthen perceived organizational support and create work meaningfulness experiences in order to enhance outsourced employees' organizational commitment.

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