



The Role of Mindfulness and Perceived Organizational Support on Work Engagement among Outsourcing Service Sector Workers

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ABSTRACT

Background: Low work engagement may lead to decreased performance, increased work-related stress, and higher turnover intention. In outsourcing companies, where job insecurity and limited organizational attachment are common, personal and organizational resources become critical factors. This study aimed to examine the relationship between mindfulness as a personal resource and perceived organizational support as a job resource with work engagement among workers at PT X, an outsourcing service company in Jakarta..

Methods: This study employed a cross-sectional approach using purposive sampling. Three validated measurement instruments were used in this study, namely the Mindful Attention Awareness Scale (MAAS) to measure mindfulness, the Perceived Organizational Support Scale (POS-8) to measure perceived organizational support, and the Utrecht Work Engagement Scale (UWES-9) to measure work engagement. For bivariate analysis, associations between variables were tested using the Chi-Square test or Fisher's Exact test, with $p < 0.05$ considered statistically significant.

Result: Results indicated that 57.5% of respondents had low work engagement. Significant relationships were found between mindfulness and work engagement (p -value = 0.040; POR = 0.360, 95% CI: 0.138–0.937), and between POS and work engagement (p -value = 0.037; POR = 2.618, 95% CI: 1.048–6.540).

Conclusion: This study highlights the importance of integrating personal and organizational resources to enhance work engagement. Mindfulness and perceived organizational support play important roles in shaping positive work-related psychological conditions, as well as strengthening organizational support practices to improve employee well-being and work engagement.

Keywords: Work Engagement; Mindfulness; Perceived Organizational Support; Outsourced Workers

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Introduction

Changes in the world of work that are increasingly dynamic, competitive, and performance-oriented require organizations to ensure optimal employee engagement in carrying out their roles. One psychological construct that has received major attention in human resource studies is work engagement. According to Schaufeli et al., work engagement describes a fulfilling, work-related state in which employees demonstrate high energy, identify deeply with their tasks, and remain fully absorbed in what they do.¹⁶ Workers who are highly engaged tend to show improved job performance, deeper commitment to their organizations, and greater emotional stability. On the other hand, disengagement from work has been linked to higher rates of burnout, occupational stress, and intentions to leave the organization.⁵

The JD-R model posits that an employee's level of engagement depends on how well available resources—both individual and organizational—offset the demands encountered at work.² These resources include job resources such as organizational support and a supportive work environment, as well as personal resources such as psychological resilience and self-regulation capacity. An imbalance between job demands and resources may reduce work engagement, particularly in the service sector, which is characterized by performance pressure, emotional workload, and intensive interactions with clients.

One personal resource that has increasingly attracted attention in the workplace context is mindfulness. Mindfulness is defined as a state of full awareness of present-moment experiences in an intentional and non-judgmental manner.¹⁸ Mindfulness and Perceived Organizational Support (POS) play key roles in the Job Demands–Resources (JD-R) model by serving as resources that help employees manage job demands. Mindfulness, as a personal resource, enhances attention and emotional regulation, while POS, as a job resource, fosters a supportive organizational environment. Together, they balance the job

demands and resources, promoting higher work engagement and well-being.

In organizational settings, mindfulness helps individuals manage attention, emotions, and responses to work pressure more adaptively. Research has consistently demonstrated a positive link between mindfulness and work engagement; employees with greater self-awareness of their inner states tend to maintain better concentration, bounce back more readily from setbacks, and approach their work with a constructive mindset.⁴

In addition to individual factors, organizational factors also serve as important determinants of work engagement. POS captures employees' overall perception that their organization recognizes and appreciates their efforts and is genuinely concerned with their welfare.¹¹ Drawing on organizational support theory, when employees sense that the organization reciprocates their contributions, they are more likely to develop positive work attitudes, stronger loyalty, and elevated engagement levels.¹¹ Previous studies have shown that POS is positively correlated with work engagement, job satisfaction, and performance.⁹

Although the relationships between mindfulness, perceived organizational support, and work engagement have been widely studied, most existing research focuses on the education sector, healthcare sector, or large organizations with established organizational structures. Research in the context of outsourcing workers, particularly in the service sector in Indonesia, remains relatively limited. Meanwhile, outsourcing work characteristics are often marked by job insecurity, target pressure, and high flexibility demands, which may affect employees' psychological well-being and work engagement.

While there is considerable research examining the relationship between mindfulness, POS, and work engagement, little has been done in the context of outsourcing workers, particularly in Indonesia. Outsourcing workers often face job insecurity, high target demands, and flexibility pressures,

which can significantly affect their psychological well-being and work engagement levels. This study aims to fill the research gap by exploring the role of mindfulness and Perceived Organizational Support (POS) in the context of outsourcing workers in Indonesia, an area that has been underexplored. Thus, this research provides valuable insights to address the existing gap in the literature, particularly regarding workers in service sectors who are often faced with job insecurity, target pressure, and high flexibility demands.

According to the 2024 Gallup World Poll, merely 21% of the global workforce is actively engaged, while nearly two-thirds (62%) are categorized as not engaged. Regional figures for Southeast Asia are only marginally more encouraging, with an engagement rate of 26% and 67% of workers falling into the disengaged category. Indonesia performs comparatively better within the region, placing third with 27% of employees reporting active engagement.⁸ These trends underscore the persistent difficulty organizations face in cultivating and sustaining employee engagement, a challenge that is especially acute in high-pressure metropolitan areas such as Greater Jakarta.

In this context, PT X, an outsourcing service company in the telecommunications sector, represents a relevant setting for examining factors related to work engagement. Job characteristics that demand target achievement, intensive client interaction, and fluctuating workloads may influence employee engagement. The relatively high turnover rate at this company indicates challenges in maintaining work engagement. Therefore, this study aims to analyze the relationship between mindfulness and perceived organizational support with work engagement among employees at PT X, in order to enrich empirical evidence in the context of outsourcing workers in Indonesia and to provide a scientific basis for developing interventions based on psychological and organizational resources.

Methods

The present study adopted a quantitative research framework utilizing a cross-sectional design to examine the associations among mindfulness, perceived organizational support, and work engagement. This methodological choice was grounded in its suitability for capturing variable relationships at a defined moment without experimental manipulation, enabling an accurate reflection of employees' psychological and organizational circumstances as they naturally exist within the workplace.

The study was conducted at PT X, an outsourcing service company in the telecommunications sector located in Jakarta, from November to December 2025. The study population consisted of 175 active employees. The sample was selected using *purposive sampling* based on the inclusion criteria, which required that employees be active and willing to participate. Employees on extended leave or inactive during the data collection period were excluded. *Purposive sampling* was considered appropriate because the study aimed to obtain data specifically from employees who were actively engaged in the current organizational environment, so that the measured perceptions and psychological conditions reflected the actual workplace situation at the time of the study.

The minimum sample size was calculated using the *Lemeshow* formula for analytical studies, which takes into account the desired confidence level and margin of error. Based on a population of 175 employees, the formula calculated the minimum sample size as 67 respondents. To account for potential non-responses or incomplete data, an additional 10% was added, bringing the final sample size to 80 respondents. This sample size ensures adequate statistical power to detect significant relationships between the variables.

Data were collected using an online questionnaire that included three main instruments. Work engagement was measured with the 9-item Utrecht Work Engagement Scale (UWES-9), which assesses vigor, dedication, and absorption. Mindfulness was assessed using the Mindful Attention Awareness Scale (MAAS), and perceived

organizational support was measured with the 8-item Perceived Organizational Support Scale (POS-8). All instruments were adapted into Indonesian, and their reliability was confirmed with Cronbach’s alpha values of 0.85 for UWES-9, 0.81 for MAAS, and 0.87 for POS-8, indicating good internal consistency.

The data collection procedure began with coordination and permission from the company. Respondents who met the inclusion criteria were provided with an explanation of the research objectives and procedures and were asked to provide informed consent. The questionnaire link was distributed online, and respondents completed the instruments independently. Data confidentiality and respondent anonymity were guaranteed throughout the research process.

The collected data were analyzed using statistical software. Univariate analysis was conducted to describe respondent characteristics and the distribution of each research variable. For bivariate analysis, the total scores of mindfulness, perceived organizational support, and work engagement were categorized into low and high groups using the sample mean as the cut-off point, as no universally established cut-off values are available for these instruments in this study population. This categorization was applied to enable the use of the *Chi-Square* test for examining associations between variables. When the assumptions for the *Chi-Square* test were not met, particularly when expected cell counts were less than 5, *Fisher’s Exact Test* was used as an alternative. The level of statistical significance was set at $\alpha = 0.05$.

This study received ethical approval from the Health Research Ethics Committee of Universitas Pembangunan Nasional “Veteran” Jakarta (Approval No. 266/XI/2025/KEP). All research procedures adhered to ethical principles, including respect for participants, beneficence, non-maleficence, and justice.

Result

Table 1. Distribution Characteristic Responden

Variable	n	(%)
Age		
Young	43	53,8
Older	37	46,3
Gender		
Male	28	35,0
Female	52	65,0
Education Level		
Low	4	5,0
High	76	95,0
Length of Service		
<2 years	43	53,8
2 – 10 years	32	40,0
>10 years	5	6,3
Work Engagement		
Low	46	57,5
High	34	42,5
Mindfulness		
Low	48	60,0
High	32	40,0
Perceived Organizational Support		
Low	46	57,5
High	34	42,5

The majority of employees at PT X had higher education levels, with 76 respondents (95%) holding a Diploma III or Bachelor's degree. Only 4 respondents (5%) had a senior high school or vocational education background. In terms of length of service, 43 respondents (53.8%) had worked for less than 2 years, 32 respondents (40%) had worked for 2–10 years, and 5 respondents (6.3%) had worked for more than 10 years.

The distribution of work engagement showed that more than half of respondents were in the low category. A total of 46 respondents (57.5%) had low work engagement, while 34 respondents (42.5%) were in the high category. Similar patterns were observed across the work engagement

dimensions. In the vigor dimension, 56.3% of employees were categorized as low. In the dedication dimension, 52.5% of employees were categorized as low, reflecting low levels of meaning, pride, and emotional attachment to their work. Meanwhile, in the absorption

dimension, 57.5% of employees were also categorized as low.

Regarding mindfulness, 48 respondents (60%) had low mindfulness levels, while 32 respondents (40%) were in the moderate category. No respondents were categorized as having high mindfulness levels.

Table 2. The Relationship between Mindfulness and Perceived Organizational Support with Work Engagement

Variable	Work Engagement		<i>p-value</i>	POR (95% CI)
	Low n (%)	High n(%)		
Mindfulness				
Low	23(27.6)	25(20.4)	0.040	0.360 (0.138–0.937)
High	23(18.4)	9(13.6)		
POS				
Low	31(26.5)	15(19.5)	0.037	2.618 (1.048–6.540)
High	15(19.6)	34(14.5)		

The relationship between mindfulness and work engagement showed a statistically significant association (*p-value* = 0.040). Employees with better mindfulness had a greater likelihood of exhibiting high work engagement compared to those with low mindfulness (POR = 0.360; 95% CI : 0.138–0.937).

The POR value of 0.360 for mindfulness indicates that workers with lower mindfulness scores showed considerably reduced odds of reporting high work engagement relative to their counterparts with higher mindfulness. More precisely, employees in the low-mindfulness group were about 64% less likely to achieve high engagement levels, a finding supported by the 95% Confidence Interval of 0.138–0.937

Furthermore, the relationship between perceived organizational support and work engagement was also statistically significant (*p-value* = 0.037). Employees with high perceived organizational support had approximately 2.6 times higher odds of having high work engagement compared to those with low organizational support (POR = 2.618; 95% CI : 1.048–6.540).

A POR of 2.618 for POS indicates that employees who report higher levels of perceived organizational support are roughly 2.6 times more likely to display high work engagement than those who feel inadequately supported. This finding underscores the substantial contribution that organizational backing makes to employee engagement outcomes.

Discussion

The data gathered in this study reveal that the majority of PT X employees fall within the low work engagement category, a pattern that manifests consistently across all three core dimensions: vigor, dedication, and absorption. This suggests a widespread deficit in the energy, commitment, and focus that workers bring to their daily responsibilities. Within the outsourcing service context, this low engagement can plausibly be linked to sector-specific stressors such as demanding performance targets, frequent high-stakes client contact, and the inherent precariousness of outsourced employment arrangements.¹² Within the JD-R Model framework, this condition reflects an imbalance between high

job demands and limited available resources at both individual and organizational levels.

From the personal resource standpoint, the study indicates that most employees have low levels of mindfulness, which contributes to their low work engagement. Mindfulness is essential for enhancing focus, emotional regulation, and the adaptive management of work stress.¹⁹ In the JD-R framework, mindfulness functions as a key personal resource that helps individuals cope with job demands and interpret their work experiences more positively. Employees who possess higher levels of mindfulness tend to be more present, better focused, and able to manage work pressure more effectively, fostering greater engagement in their tasks.

The relationship between mindfulness and work engagement. Studies by Liu et al. (2020) in China and Anindita et al. (2020) in Indonesia have also found positive associations between mindfulness and work engagement. Specifically, trait mindfulness has been shown to mediate the relationship between psychological capital and work engagement. This theoretical framework suggests that mindful employees are more capable of recognizing the meaning of their work, which leads to greater vigor, dedication, and absorption in their roles.³

From the job resource perspective, more than half of the employees reported low levels of Perceived Organizational Support (POS), signaling that many do not feel valued or supported by their organization. According to organizational support theory, employees who perceive higher organizational support tend to reciprocate with positive attitudes, greater loyalty, and higher engagement.¹⁷ The significant relationship observed between POS and work engagement in this study aligns with findings from Şanlıöz et al. (2022) and Santoso et al. (2022), which emphasize that organizational support strengthens intrinsic motivation and fosters a supportive work environment.

The data show that workers who perceive strong organizational support are approximately 2.6 times more likely to report

high levels of work engagement relative to those with low perceived support. This finding draws attention to the fundamental importance of organizational resources in fostering engagement, given that institutional backing enhances employees' sense of motivation, provides a foundation of psychological safety, and deepens the perceived meaningfulness of their professional contributions.

Taken together, these findings suggest that low work engagement among PT X employees is strongly linked to the limited availability of resources at both the individual (mindfulness) and organizational (POS) levels. In line with the JD-R model, when these resources are low, employees become more susceptible to burnout, decreased motivation, and challenges in forming emotional attachments to their work. This underscores the importance of both personal and organizational resources in driving work engagement.

This study not only reinforces the JD-R theory but also extends empirical evidence in the context of outsourcing workers in Indonesia, a setting that has been underexplored in previous research. The findings emphasize the need for organizations to adopt an integrated approach that addresses both job demands and the enhancement of psychological resources. Efforts to improve work engagement should therefore not focus solely on reducing job demands but should also strengthen individual psychological capacities through mindfulness development and foster a supportive work environment by enhancing perceived organizational support. This comprehensive approach can help create more sustainable and adaptive work engagement, particularly in dynamic sectors such as outsourcing.

While the findings provide valuable insights, the study's cross-sectional design limits the ability to draw causal conclusions. Future research should consider longitudinal studies to establish causality and explore potential mediating or moderating factors, such as job insecurity or psychological capital. Additionally, this study focused on one company in the telecommunications

sector, which may limit the generalizability of the results.

Conclusions

The present study confirmed that both mindfulness and perceived organizational support are meaningfully associated with work engagement levels among outsourcing service sector employees. These findings reinforce the theoretical importance of personal and organizational resources in generating favorable work outcomes, particularly in employment contexts characterized by structural vulnerability. The evidence gathered here contributes empirically to the case for investing in employee well-being programs and strengthening organizational support mechanisms as pathways to improved engagement. Nonetheless, the cross-sectional design precludes causal inference, and future investigations employing longitudinal or experimental methods will be essential to establish directionality and deepen the evidence base in this area.

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