

## Employee Engagement Strengthening Model in the Creative Industry: Analyzing the Role of Self-Efficacy and Perceived Organization Support as Predictors

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### Abstract

*This research aims to build a model for strengthening employee engagement in the creative industry by examining the role of self-efficacy and perceived organizational support as the main predictors. This research uses quantitative methods to survey employees in various creative industry sectors in Indonesia. The population in this study comprises creative sector industry workers, and the population size is unknown. In this research, researchers used a purposive sampling technique with a sample size of 130 employees. The data analysis method used is based on regression analysis using the IBM SPSS 23 program. The results of the data analysis conclude that self-efficacy and perceived organizational support have a positive and significant effect on employee engagement. The results of this research can provide theoretical and practical contributions to human resource management in the creative industries. These findings are expected to show that self-efficacy and perceived organizational support significantly influence employee engagement and can be a basis for companies to design more effective employee management strategies.*

**Keywords:** *self-efficacy; perceived organization support; employee engagement; creative industries*

### Abstrak

Penelitian ini bertujuan untuk membangun model penguatan *employee engagement* di industri kreatif dengan mengkaji peran *self-efficacy* dan *perceived organizational support* sebagai prediktor utama. Penelitian ini menggunakan metode kuantitatif dengan survei kepada karyawan yang bekerja di berbagai sektor industri kreatif di Indonesia. Populasi dalam penelitian ini adalah para pekerja industri sektor kreatif, dan jumlah populasi dalam penelitian ini tidak diketahui. Dalam penelitian ini peneliti menggunakan teknik pengambilan sampel menggunakan *purposive sampling* dengan jumlah sampel sebesar 120 karyawan. Metode analisis data yang digunakan berdasarkan analisis regresi menggunakan program IBM SPSS 23. Hasil analisis data menyimpulkan *self-efficacy* dan *perceived organization support* berpengaruh positif dan signifikan terhadap *employee engagement*. Hasil penelitian ini diharapkan dapat memberikan kontribusi teoritis dan praktis dalam pengelolaan sumber daya manusia di industri kreatif. Temuan ini diharapkan menunjukkan bahwa *self-efficacy* dan *perceived organizational support* memiliki pengaruh signifikan dalam meningkatkan *employee engagement*, serta dapat menjadi dasar bagi perusahaan untuk merancang strategi pengelolaan karyawan yang lebih efektif.

**Kata kunci:** efikasi diri; dukungan organisasi yang dirasakan; keterlibatan karyawan; industri kreatif

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## INTRODUCTION

The creative industry has unique characteristics that distinguish it from other industrial sectors. In this industry, creativity and innovation are the central values that drive the development and competitiveness of the company (Ahman et al., 2020);(Halim, Kusuma, et al., 2023). Employees who work in the creative industry, such as design, art, media, and advertising, must continue to innovate and produce new ideas (Halim, Chusnu, et al., 2023);(Efendi, Anggreani, et al., 2023). This makes employee engagement very important because high engagement is believed to encourage employees to work optimally and contribute best to the company. Employee engagement can be interpreted as a positive emotional and mental state that motivates employees to be actively involved in their work (Romi et al., 2023); (Efendi, Romi, et al., 2023). However, this industry's high creative demands and competition can also create pressure that threatens employee engagement. A competitive and often uncertain environment makes employees more susceptible to work fatigue, stress, and high turnover. This situation can affect employee engagement, which ultimately has implications for decreased productivity and quality of work results (Sofiyani et al., 2022);(Saeed et al., 2019).

Two factors that are believed to have a significant influence on employee engagement are self-efficacy and perceived organizational support (POS) (Carter et al., 2018);(Azim & Halawani, 2020). Self-efficacy refers to how employees believe in their ability to complete specific tasks and face challenges at work. Employees with high self-efficacy tend to be more confident in facing challenges, thus being more motivated and engaged in their work. On the other hand, POS refers to the extent to which employees feel supported by their organization. This perceived support, whether in appreciation, attention, or assistance, can provide security and increase employee trust in the organization. Therefore, it is important to understand the factors that can increase employee engagement in the creative industry so that companies can create a supportive and productive work environment.

Although many studies have highlighted the importance of self-efficacy and POS in supporting employee engagement, little research explicitly explores these two factors' influence on the creative industry (Azim & Halawani, 2020);(Sulistiyawati & Sufriadi, 2020). Most research on employee engagement has been conducted in other industry sectors, such as banking, education, and healthcare. Therefore, this study fills the research gap by focusing on the role of self-efficacy and POS in enhancing employee engagement, specifically in the creative industry sector. The creative industry's dynamic and often unstructured work environment provides a unique context to test this model. In addition, the relationship between self-efficacy and POS with employee engagement has yet to be fully understood in different contexts. Several studies have shown that self-efficacy and POS can influence each other or act as mediators in enhancing employee engagement (Tian et al., 2019);(Orgambidez et al., 2020);(Dai & Qin, 2016);(Kao et al., 2023). However, further research is needed to understand the specific mechanisms of these two factors in industries that emphasize creativity, such as the creative industry.

Another research gap is on how these two variables, self-efficacy and perceived organizational support (POS), can be influenced by various internal and external factors in creative organizations. Internal factors such as organizational culture, leadership, and creative team structure can influence the level of support perceived by employees and their self-efficacy. Meanwhile, external factors such as market demands and technology can also influence the perception of organizational support and self-efficacy of employees in the creative industry. However, studies on the impact of these factors are still minimal, so it is important to understand these factors in a comprehensive research model. Therefore, this study is designed to develop a model to explain how self-efficacy and POS function as predictors in increasing employee engagement in the creative industry. This study is expected to answer important questions about the influence of these two variables and the factors that may mediate the relationship. By

understanding the role of self-efficacy and POS in the context of the creative industry, companies can design more effective strategies to increase their employee engagement.

### **Self-Efficacy and Employee Engagement**

Self-efficacy, or employee confidence in their ability to complete tasks and face work challenges, has been recognized as an important factor in increasing employee engagement (Pronajaya et al., 2021);(Indajang, Romy, et al., 2023). Self-efficacy or employee confidence in overcoming work challenges is important in increasing employee engagement in the creative industry (Carter et al., 2018);(Orgambidez et al., 2020). Employees with high levels of self-efficacy tend to be more confident in carrying out their tasks, so they feel more involved and enthusiastic about their work (Sembiring et al., 2022);(Indajang, Sembiring, et al., 2023). In the creative industry, which demands innovation and creativity, self-efficacy encourages employees to think originally and dare to take risks (Teng et al., 2020). The relationship between self-efficacy and employee engagement is increasingly relevant in the creative industries because this sector often faces pressure to produce fresh and original ideas (Albrecht & Marty, 2020). With high self-efficacy, employees can meet high creative expectations, so they engage more deeply in their work and tend to achieve better results (Na-Nan et al., 2021);(Sofiyana et al., 2022).

Research by (Tian et al., 2019);(Tian et al., 2019) shows that employees with high self-efficacy tend to have greater work engagement. This self-confidence can increase intrinsic motivation and resilience, thus encouraging them to face work challenges with more optimism and enthusiasm. Previous research also emphasizes the importance of self-efficacy in increasing employee engagement, especially in the creative industry, which tends to have a dynamic and stressful work environment. The results of the study by (Azim & Halawani, 2020);(Consiglio et al., 2016), show that employees with high levels of self-efficacy can manage high and complex work demands, often found in the creative industry. Creative industry employees with high self-efficacy tend to enjoy their work more, seek creative solutions, and are more proactive in solving problems. Therefore, based on several previous research results it leads to the development of the hypothesis:

H1: Self-efficacy influences employee engagement.

### **Perceived Organization Support and Employee Engagement**

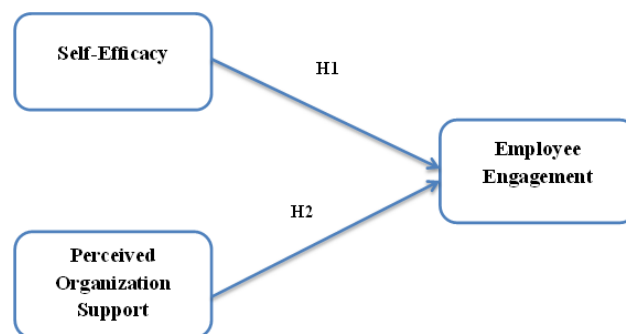
Employee trust in the organization will affect their perception of the exchange relationship quality with the organization, namely perceived organizational support (Kao et al., 2023);(Nazir et al., 2019)s. Trust assumes that someone can rely on others to do what they say (Alshaabani et al., 2021);(Priskila et al., 2021). Employees will feel the same about their organization when a leader believes this. Indirectly, this will impact increasing employee commitment to the organization's access to information (Jia-jun & Hua-ming, 2022); when a leader is willing to share good or bad information, they will gain employee trust (Nurcholis & Budi, 2020);(Kao et al., 2023). Employees will feel cared for and trusted by their superiors. Through information sharing, continuous improvement can provide opportunities for learning and development, primarily through training and professional development opportunities, which improve employee performance and self-confidence (Alshaabani et al., 2021);(Park & Kim, 2024). If self-confidence increases, performance, satisfaction, and commitment will increase, and employee perceptions of the organization where employees feel valued and respected (Nazir et al., 2019);(Silalahi et al., 2022);(Hartini et al., 2021).

A study by (Sulistiyawati & Sufriadi, 2020);(Dekhe Hamzah, 2020), found that employees who felt highly supported by the organization tended to be more engaged and motivated. Previous research also shows that POS is important in increasing employee engagement in the creative industry. In an environment that demands high creativity, POS helps employees feel valued and supported emotionally and professionally, increasing their engagement. A study by

(Nurcholis & Budi, 2020);(Alshaabani et al., 2021), shows that perceived organizational support, especially in performance rewards and self-development opportunities, is very influential in increasing employee engagement. Employees in the creative industry who feel supported tend to be more open to taking risks and innovating because they feel safe to express their creative ideas without fear of failure. Therefore, based on several previous research results it leads to the development of the hypothesis:

H2: Perceived organizational support influences employee engagement.

To build a deeper understanding of the factors that influence employee engagement in the creative industry, it is important to develop a research framework that considers the role of self-efficacy and perceived organizational support (POS) as critical predictors. The creative industry has unique dynamics that demand high innovation and adaptability from employees, so particular strategies are needed to increase their work engagement. Based on the theoretical explanation and the results of the empirical studies that have been explained previously, the research framework can be described as follows:



**Figure 1.** Research Thinking Framework

## RESEARCH METHODS

This study used a quantitative method to survey employees working in various creative industry sectors in Indonesia. The population in this study were workers in the creative sector industry, and the number of populations in this study was unknown. In this study, the researcher used purposive sampling. The purposive sampling technique is used when the researcher aims to target individuals with specific characteristics of interest (Turner, 2020). In addition to having more than one year of work experience in the same position, those who work in the creative industry operations are not outsourced workers or third parties who work for the creative industry. According to (Hair, 2014), if the population is unknown, the sample size can be determined from 5-10 times the number of indicators used in a single construct. This study uses 13 indicators from 3 dimensions of existing variables, so the number of research samples obtained is  $13 \times 10 = 130$ . This study uses a research instrument test consisting of validity and reliability tests. The quantitative analysis consists of a regression test, hypothesis test, correlation test, and coefficient of determination. Furthermore, the measurement of research variable indicators is summarized in the variable operational definition, which can be explained in Table 1.

**Table 1.** Operational Definition of Research Variables

Variable	Code	Items	Adapted From
Self-Efficacy	SE1	Past Performance	(Na-Nan et al., 2021);(Carter et al., 2018)
	SE2	Vicarious Experience	
	SE3	Verbal Persuasion	
	SE4	Emotional Cues	

Variable	Code	Items	Adapted From
Perceived Organizational Support	POS1	Fairness	(Jia-jun & Hua-ming, 2022);(Kao et al., 2023)
	POS2	Supervisor Support	
	POS3	Organizational Rewards	
	POS4	Favorable Job Conditions	
Employee Engagement	OCB1	Vigor	(Soelton et al., 2021);(Wang et al., 2023)
	OCB2	Dedication	
	OCB3	Absorption	
	OCB4	Fair Compensation Policy	
	OCB5	Rewards and Recognition	

## RESULTS AND DISCUSSION

Based on gender, respondents comprised 42.31% men (55 people) and 57.69% women (75 people). Based on age group, the majority of respondents were in the 30-39 age range with a percentage of 34.62% (45 people), followed by 20-29 years old at 26.92% (35 people), 40-49 years old at 25.38% (33 people), and 50-59 years old at 13.08% (17 people). Regarding education level, most respondents had a high school education background, which was 69.23% (90 people). Meanwhile, those with a bachelor's degree (S1) were 24.62% (32 people), and those with a postgraduate education (S2) were only 6.15% (8 people). Regarding the type of business run, most respondents were engaged in the culinary sector, with a percentage of 40.77% (53 people). Other sectors are fashion at 16.92% (22 people), automotive at 12.30% (16 people), agribusiness at 6.92% (9 people), event organizers at 7.70% (10 people), and the remaining 15.39% (20 people) are in the category of other types of business.

**Table 2.** Profile of Respondents

Categories	Details	Amount	Percentage (%)
Gender	Men	55	42.31
	Woman	75	57.69
Age (years)	20-29	35	26.92
	30-39	45	34.62
	40-49	33	25.38
	50-59	17	13.08
	High school	90	69.23
Level of education	Bachelor	32	24.62
	Masters	8	6.15
	Culinary	53	40.77
Type of business	Fashion	22	16.92
	Automotive	16	12.30
	Agribusiness	9	6.92
	Event Organizer	10	7.70
	Other Types of Business	20	15.39

Validity Testing assesses the accuracy or precision of a measuring instrument in measuring what is to be measured. In simpler terms, validity testing aims to evaluate whether a set of measuring instruments effectively measures what it is supposed to measure.

**Table 3.** Validity Test Results

Variables	Corrected items - Total correlation	N of Items	Test results
Self-Efficacy	0.651	12	Valid
Perceived Organizational Support	0.695	12	Valid
Employee Engagement	0.734	15	Valid

Based on the validity test of Table 3 above, it is concluded that all indicators in the study have a value above 0.30, and the measurement items used in this research are valid (Ghozali, 2016). Next, a reliability experiment is carried out to measure the measurement items on the questionnaire items that describe the indicators of the variables.

**Table 4.** Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Test results
Self-Efficacy	0.814	12	Reliable
Perceived Organizational Support	0.785	12	Reliable
Employee Engagement	0.745	15	Reliable

The results of the experiment's reliability shown in Table 4 above prove that all indicators have a Cronbach alpha value for each instrument  $> 0.60$ , so it can be concluded that all the instruments used are reliable (Ghozali, 2016).

**Table 5.** Linear Regression Results

Model	Unstandardized Coefficients		t-count	Sig.
	B	std.Error		
1 (Constant)	15,022	6,024	2,494	,014
Self-Efficacy	,427	,131	3,244	,002
Perceived Organizational Support	,419	,110	3,814	,000

Experiment F is used to examine the variable binding simultaneously. Simultaneous hypothesis testing analyzes whether self-efficacy and perceived organizational support variables can influence employee engagement.

**Table 6.** Simultaneous Test Results

Model	Sum of Squares	df	F	Sig.
Regression	2118,671	2	23,266	,000b
residual	5782,529	127		
Total	7901,200	129		

Subsequently, a partial test was conducted to analyze the effect of partial self-efficacy and perceived organizational support on employee engagement. Based on the results of data analysis in Table 5, the results of the t-test in this study are as follows: (1). Self-efficacy is significant at  $0.002 \leq 0.05$ , meaning that self-efficacy significantly influences employee engagement, (2). Perceived organizational support has a significant level of  $0.000 \leq 0.05$ , meaning that perceived organizational support significantly affects employee engagement.

The coefficient of determination measures how far a model can explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 7.

**Table 7.** Correlation and Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	,518a	,268	,257	6,748

Based on the results of the data analysis in Table 7 above, the correlation test results show 0.518, indicating a strong enough relationship between self-efficacy, perceived organizational support, and employee engagement. Next, the coefficient of determination value is 0.268, which means that the level of employee engagement of 26.8% can be explained by work-self-efficacy and perceived organizational support, while other factors can explain the remaining 73.2%, not discussed in this study.

## Discussion

The results of the data analysis show a positive and significant influence between self-efficacy and employee engagement in the creative industry, which can be explained by the unique characteristics of this sector that require high self-confidence in facing challenges and work pressures. In the creative industry, employees are expected to generate innovative ideas, think originally, and dare to take risks, all of which require strong self-confidence. Self-efficacy is important because it helps employees feel more confident in their ability to complete complex tasks and face unexpected challenges. Employees with high self-efficacy are more motivated to complete their work with high enthusiasm and commitment, which directly increases their involvement in the work. Thus, strong self-confidence increases an individual's ability to complete tasks and makes them feel more emotionally connected to their work. In addition, self-efficacy's positive and significant influence on employee engagement in the creative industry is also related to how self-confidence functions as an important personal resource in managing stress and pressure that often occurs in this sector. The creative industry has an intense work rhythm, often with tight deadlines, so employees with high self-efficacy tend to be more resilient in dealing with this pressure. The research results are in line with previous research conducted by (Azim & Halawani, 2020); (Consiglio et al., 2016), which states that high self-efficacy will influence employee involvement in work.

The results of the data analysis show a positive and significant influence between perceived organizational support (POS) and employee engagement in the creative industry. This can be explained by the importance of organizational support in building a safe work environment and appreciating employee contributions. In the creative industry, employees often face high expectations to produce innovative ideas and original solutions, which can cause significant work pressure. POS, or employee perceptions of how the organization supports their well-being and values their contributions, is important in driving work engagement. When employees feel emotionally and professionally supported by the company, they tend to be more engaged and committed to their work because they feel that the organization cares about and supports their efforts. This support increases employees' sense of ownership and responsibility for their work, strengthening employee engagement. In addition, the positive influence of POS on employee engagement in the creative industry is also related to the need for stability and rewards in a dynamic and often unstructured environment. POS provides employees with confidence that they have the resources and support needed to succeed in their work, so they feel more comfortable and motivated to face the challenges of creative work. The research results are in line with previous research conducted by (Nurcholis & Budi, 2020);(Alshaabani et al., 2021),

which states that high perceived organizational support will influence employee involvement in work.

## CONCLUSION

The conclusion of this study shows that self-efficacy and perceived organizational support (POS) play important roles as the main predictors of strengthening employee engagement in the creative industry. The creative industry has a unique need for high work engagement, given the demands of innovation and flexibility in generating new ideas. Self-efficacy has been shown to support employee engagement by strengthening their self-confidence in facing work challenges and encouraging creativity. On the other hand, POS provides emotional and professional support to employees so that they feel more valued and safe in expressing creative ideas. These two factors work synergistically in creating a supportive and productive work environment where employees feel more motivated and actively involved.

In practice, these findings emphasize the importance of human resource management, which focuses on employee empowerment in the creative industry by strengthening self-efficacy and increasing POS. By increasing self-efficacy through skills training and self-development and strengthening POS through reward policies and work support, companies can be more effective in increasing employee engagement. This study contributes to understanding how to build an employee engagement-strengthening model relevant to the creative industry's needs and characteristics and provides recommendations for organizations to implement strategies that can increase employee productivity and loyalty. Thus, this effort is expected to create a more conducive work environment for the creative industry's growth of innovation and sustainability.

Based on the findings of this study, it is recommended that companies in the creative industry actively develop strategies to improve self-efficacy and perceived organizational support (POS) to strengthen employee engagement. Companies can organize training programs to improve self-efficacy, develop skills, and increase employee confidence when facing creative challenges. Allowing employees to lead small projects also increases their confidence in their abilities. In addition, to strengthen POS, companies need to create a work culture that values employee contributions and provides emotional and professional support, such as constructive feedback and Access to necessary resources. Companies should also ensure open and transparent communication between management and employees so that employees feel heard and appreciated. By implementing this comprehensive approach, it is hoped that companies in the creative industry can build a work environment that supports and empowers employees, increasing work engagement that positively impacts innovation and overall organizational productivity.

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