

**THE EFFECTS OF CONTRACT TRANSPARENCY, INCENTIVES,
AND RE-EMPLOYMENT EXPECTATION (REE) ON THE WORK
COMMITMENT OF OUTSOURCING EMPLOYEES IN THE BRAND
ACTIVATION INDUSTRY:
A CASE STUDY OF PT PRADIPTA ADHI CIPTA**

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Abstract: The increasing use of outsourcing labor in Indonesia, particularly in the brand activation industry, has raised concerns regarding work commitment among outsourcing employees due to issues related to contract clarity, incentives, and future employment opportunities. This study aims to examine the effects of contract transparency, incentives, and re-employment expectation (REE) on the work commitment of outsourcing employees at PT Pradipta Adhi Cipta. The study employed a quantitative approach with an explanatory research design. Data were collected through online questionnaires distributed to outsourcing employees who had participated in brand activation programs during the 2025–2026 period. A total of 255 valid responses were analyzed using multiple linear regression with SPSS. The analysis included validity, reliability, classical assumption tests, t-test, F-test, and coefficient of determination (R^2). The results indicate that contract transparency, incentives, and re-employment expectation have positive and significant effects on employee work commitment, both partially and simultaneously. These findings suggest that contract clarity, appropriate incentives, and future employment opportunities play important roles in strengthening the work commitment of outsourcing employees in project-based work environments.

Keywords: *contract transparency, incentives, re-employment expectation (REE), outsourcing, work commitment*

Submitted: 2026-05-19; Revised: 2026-05-30; Accepted: 2026-06-11

1. Introduction

The use of outsourcing labor has become a widely adopted strategy among organizations to enhance operational flexibility, reduce labor costs, and focus resources on core business activities. In project-based and dynamic industries, outsourcing systems enable companies to adjust workforce requirements according to the scale and duration of ongoing projects. One industry that extensively utilizes outsourcing labor is the brand activation industry, which involves marketing activities designed to create direct interactions between brands and consumers through promotional events, experiential marketing, event marketing, and various marketing communication activities (Benghozi et al., 2021; Hennekam & Bennett, 2017). In practice, this industry relies heavily on operational personnel such as Sales Promotion Girls

(SPGs), Sales Promotion Boys (SPBs), team leaders, merchandisers, and other field staff to support the successful implementation of promotional programs.

Despite their important role, outsourcing employees generally work under short-term and project-based contracts, exposing them to a relatively high level of job uncertainty. Such conditions may influence their level of work commitment toward the organization. Previous studies have shown that outsourcing employees tend to exhibit lower levels of commitment than permanent employees due to unclear employment contracts, low job security, limited incentives, and insufficient organizational support (Jiang & Probst, 2019; Kalleberg, 2018). In Indonesia, this issue has become increasingly relevant following the enactment of Law Number 11 of 2020 on Job Creation, which expanded the implementation of outsourcing arrangements and introduced significant changes to labor regulations (Pratiwi & Andani, 2022).

Issues related to outsourcing employees' work commitment have also been identified at PT Pradipta Adhi Cipta, a company operating in the brand activation industry. Based on the company's operational experience, several cases have been observed in which outsourcing employees failed to fulfill their work commitments, including tardiness, absenteeism without prior notification, and failure to perform duties in accordance with the company's operational standards. These situations have disrupted promotional activities, reduced service quality, and generated client complaints regarding program implementation. This phenomenon highlights the importance of work commitment among outsourcing employees in ensuring successful project execution and maintaining service quality.

One factor that is expected to influence work commitment is contract transparency. Contract transparency refers to the degree of clarity and openness with which an organization communicates information regarding employees' rights, obligations, work duration, job responsibilities, and work procedures to outsourcing personnel. Clear information can reduce role ambiguity, enhance perceptions of fairness, and strengthen employees' trust in the organization (Topa et al., 2022). Previous studies have demonstrated that clear contracts and transparent communication contribute positively to employee trust and organizational commitment (González-Cánovas et al., 2024; Gray et al., 2025; Topa et al., 2022).

In addition to contract transparency, incentives are also expected to influence the work commitment of outsourcing employees. In this study, incentives are not limited to financial rewards such as bonuses or additional income but also include non-financial incentives such as meal provisions, operational support, and opportunity-based incentives in the form of participation in future projects. Incentives are viewed as a form of organizational appreciation for employees' contributions and can enhance motivation, engagement, and work commitment. Previous studies have found that appropriate and well-structured incentives positively influence employee motivation and loyalty, particularly in project-based and short-term contractual employment settings (Hong et al., 2024; Sayed et al., 2021).

Another factor examined in this study is Re-Employment Expectation (REE). REE refers to outsourcing employees' belief that they have the opportunity to be rehired or involved in future projects by the same company. Within project-based industries, REE is an important factor because it provides employees with a sense of security and perceived employment continuity. Previous research has shown that employees who expect to be rehired tend to demonstrate higher levels of engagement and work commitment compared to those who perceive limited employment continuity (Xia et al., 2022).

Although numerous studies have examined contract transparency, incentives, and Re-Employment Expectation (REE), most have investigated these variables separately and have focused primarily on manufacturing, hospitality, and public-sector settings. Research

examining the simultaneous effects of these three variables within the brand activation industry remains limited, particularly in the context of Indonesia's project-based creative industry (Mulachela & Satrya, 2024; Sun, 2019). This condition indicates a research gap regarding the factors influencing the work commitment of outsourcing employees in the brand activation industry.

This study is grounded in Social Exchange Theory and Expectancy Theory. Social Exchange Theory suggests that employees respond positively by increasing their commitment when organizations provide fair and supportive treatment (Ahmad et al., 2023; Blau, 2017; Cropanzano & Mitchell, 2005; Mulachela & Satrya, 2024; Sun, 2019). Meanwhile, Expectancy Theory explains that work motivation increases when employees believe that their efforts will lead to performance, rewards, and beneficial employment outcomes (Kim & Beehr, 2020; Vroom, 1964; Wang et al., 2017). In this study, contract transparency is expected to strengthen expectancy, incentives are expected to enhance instrumentality, and Re-Employment Expectation (REE) is expected to increase valence.

Based on the preceding discussion, the research hypotheses are formulated as follows:

H1: Contract transparency has a significant effect on the work commitment of outsourcing employees.

H2: Incentives have a significant effect on the work commitment of outsourcing employees.

H3: Re-Employment Expectation (REE) has a significant effect on the work commitment of outsourcing employees.

H4: Contract transparency, incentives, and Re-Employment Expectation (REE) simultaneously have a significant effect on the work commitment of outsourcing employees.

Based on the proposed hypotheses, this study aims to analyze the effects of contract transparency, incentives, and Re-Employment Expectation (REE) on the work commitment of outsourcing employees at PT Pradipta Adhi Cipta.

2. Research Method

This study employed a quantitative approach with an explanatory research design to analyze the effects of contract transparency, incentives, and Re-Employment Expectation (REE) on the work commitment of outsourcing employees. A quantitative approach was selected because the study aimed to examine the relationships among variables through numerical data and statistical analysis. The explanatory design was utilized to investigate causal relationships between the independent and dependent variables (Creswell, 2017; Djamba & Neuman, 2002).

The study was conducted at PT Pradipta Adhi Cipta, a company operating in the brand activation industry that utilizes outsourcing employees to support the implementation of various project-based promotional programs. The research population consisted of outsourcing employees who had participated in brand activation projects. Based on the company's internal records, the population comprised 400 outsourcing employees (PT. Pradipta Adhi Cipta. Data Internal Perusahaan., n.d.). The minimum sample size was determined using the Slovin formula with a 5% margin of error, resulting in a minimum requirement of 200 respondents. A simple random sampling technique was employed because the population was considered relatively homogeneous in terms of employment characteristics.

Data were collected through a Google Form questionnaire distributed to outsourcing employees who had participated in at least one brand activation project during the 2025–2026 period. A total of 270 responses were obtained. Data cleaning was subsequently performed using the z-score method to identify and remove outliers, resulting in 255 valid responses for

further analysis. This procedure was conducted to ensure the quality and reliability of the dataset used in the study.

The research instrument employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The independent variables consisted of contract transparency (X1), incentives (X2), and Re-Employment Expectation (REE) (X3), while work commitment (Y) served as the dependent variable. Contract transparency was measured through indicators related to contract clarity, rights and obligations, work regulations, and communication openness. Incentives were measured through both financial and non-financial rewards provided to outsourcing employees. Re-Employment Expectation (REE) was measured through employees' expectations of being rehired for future projects. Work commitment was assessed using the dimensions of affective commitment, normative commitment, and continuance commitment as proposed by (Meyer & Herscovitch, 2001).

The validity of the instrument was evaluated using the Corrected Item–Total Correlation method, while reliability was assessed using Cronbach's Alpha. An instrument was considered reliable when the Cronbach's Alpha coefficient exceeded 0.70 (Hair et al., 2019; Thorndike, 1995). Prior to hypothesis testing, several classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model met the required statistical assumptions.

Data analysis was performed using SPSS software. Multiple linear regression analysis was employed to examine the effects of contract transparency, incentives, and Re-Employment Expectation (REE) on work commitment. Hypothesis testing was conducted using the t-test to determine partial effects and the F-test to examine simultaneous effects. In addition, the coefficient of determination (R^2) was used to evaluate the extent to which the independent variables explained variations in the dependent variable (Hair et al., 2019).

3. Results And Discussion

3.1. Results

This study utilized primary data collected through a Google Form–based questionnaire distributed to outsourcing employees who had participated in brand activation programs at PT Pradipta Adhi Cipta. A total of 270 questionnaires were collected. Subsequently, a data cleaning process was conducted using the z-score method to identify outliers, resulting in 255 respondents who were deemed eligible for analysis. After the screening process, the final number of respondents meeting the criteria for analysis was 255. The data were then processed and analyzed using SPSS software. The following section presents the characteristics of the respondents in this study:

a. Gender

The data analysis showed that, out of a total of 255 respondents, 165 respondents (65%) were female and 90 respondents (35%) were male. These findings indicate that outsourcing employees participating in brand activation programs were predominantly female.

b. Age

The data analysis showed that, out of a total of 255 respondents, the 26–30 age group was the most dominant, consisting of 82 respondents (32%). This was followed by the 31–35 age group with 74 respondents (29%), the 18–25 age group with 67 respondents (26%), and respondents aged over 35 years with 32 respondents (13%). These findings indicate that the majority of respondents were within the productive age range.

c. Educational Background

The data analysis showed that, among the 255 respondents, the majority had completed senior high school/vocational high school (SMA/SMK) or an equivalent level of education, totaling 122 respondents (48%). This was followed by bachelor's degree holders with 63 respondents (25%), diploma holders with 55 respondents (22%), master's degree holders with 13 respondents (5%), and other educational backgrounds with 2 respondents (1%). These findings indicate the dominance of employees with a secondary education background in brand activation programs.

d. Experience in Participating in Brand Activation Projects

Based on their experience in participating in brand activation projects at PT Pradipta Adhi Cipta, the majority of respondents had participated in one project, totaling 112 respondents (44%). This was followed by respondents who had participated in 4–6 projects, totaling 69 respondents (27%), respondents who had participated in more than 6 projects, totaling 40 respondents (16%), and respondents who had participated in 2–3 projects, totaling 34 respondents (13%). These findings indicate that most respondents had previously been involved in brand activation projects, although their level of experience was still relatively limited.

Table 1. Validity of Contract Transparency, Incentives, Re-Employment Expectation (REE), and Work Commitment

Variable	Item	r-value	r tabel ($\alpha = 0,05; n-2 = 253$) $\approx 0,123$	Remarks
Contract Transparency (X ₁)	X _{1.1}	0,876	0,123	Valid
	X _{1.2}	0,873	0,123	Valid
	X _{1.3}	0,871	0,123	Valid
	X _{1.4}	0,784	0,123	Valid
	X _{1.5}	0,854	0,123	Valid
	X _{1.6}	0,814	0,123	Valid
	X _{1.7}	0,822	0,123	Valid
	X _{1.8}	0,794	0,123	Valid
Incentives (X ₂)	X _{2.1}	0,801	0,123	Valid
	X _{2.2}	0,845	0,123	Valid
	X _{2.3}	0,879	0,123	Valid
	X _{2.4}	0,782	0,123	Valid
	X _{2.5}	0,763	0,123	Valid
Re-Employment Expectation (REE) (X ₃)	X _{3.1}	0,851	0,123	Valid
	X _{3.2}	0,824	0,123	Valid
	X _{3.3}	0,787	0,123	Valid
	X _{3.4}	0,804	0,123	Valid
	X _{3.5}	0,862	0,123	Valid

Variable	Item	r-value	r tabel ($\alpha = 0,05; n-2 = 253$) \approx 0,123	Remarks
Work Commitment (Y)	Y ₁	0,777	0,123	Valid
	Y ₂	0,804	0,123	Valid
	Y ₃	0,821	0,123	Valid
	Y ₄	0,819	0,123	Valid
	Y ₅	0,763	0,123	Valid
	Y ₆	0,800	0,123	Valid

Source: Processed Data, 2026.

The findings presented in Table 1 indicate that all items tested using the Corrected Item–Total Correlation method have calculated r-values exceeding the r-table value (0.123). This result confirms that all statement items meet the validity criteria and are therefore suitable for use as research instruments.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Remarks
Contract Transparency (X ₁)	0,936	Highly Reliable
Incentives (X ₂)	0,872	Highly Reliable
Re-Employment Expectation (REE) (X ₃)	0,882	Highly Reliable
Work Commitment (Y)	0,883	Highly Reliable

Source: Processed Data, 2026.

The findings presented in Table 2 indicate that all variables have Cronbach's Alpha values above 0.70. This result confirms that the instruments used possess a good level of internal consistency and can therefore be considered reliable.

Table 3. Normality Test Results

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	0,84	255	<,001	0,989	255	<,051

Source: Processed Data, 2026.

The findings presented in Table 3 indicate that the significance value of 0.051 obtained from the Shapiro–Wilk test shows that the residual data satisfy the normality assumption. Although the Kolmogorov–Smirnov test produced a different result, the decision was based on the Shapiro–Wilk test because it is more sensitive in detecting normal distributions (Field, 2013).

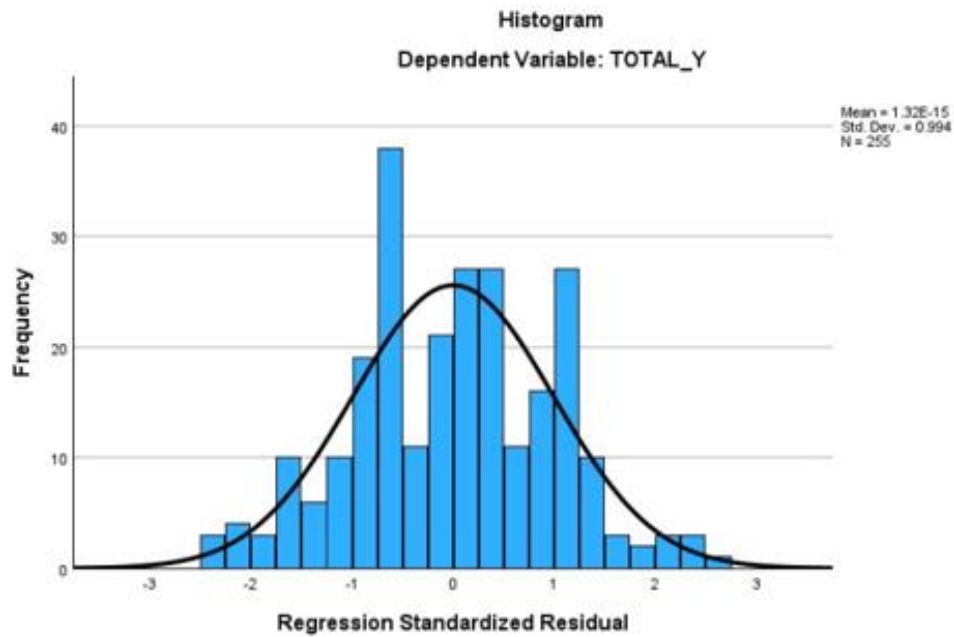


Figure 1. Histogram of the Normality Test
 Source: Processed Data, 2026.

In addition to the statistical test, data normality was also analyzed using a visual approach by examining the residual histogram. The histogram showed that the residual distribution formed a pattern resembling a normal (bell-shaped) curve and tended to be symmetrical around the central value. This condition indicates that there was no significant deviation from a normal distribution. Therefore, based on both the Shapiro–Wilk test and the histogram analysis, it can be concluded that the residual data in this study were normally distributed and satisfied the normality assumption.

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Remarks
Contract Transparency (X_1)	0,105	9,514	No Multicollinearity Detected
Incentives (X_2)	0,165	6,074	No Multicollinearity Detected
Re-Employment Expectation (REE) (X_3)	0,171	5,843	No Multicollinearity Detected

Source: Processed Data, 2026.

The findings presented in Table 4 indicate that the tolerance values above 0.10 and the VIF values below 10 for all variables suggest that the regression model is free from multicollinearity. Although the VIF value for variable X_1 was relatively close to the threshold, it remained within an acceptable range.

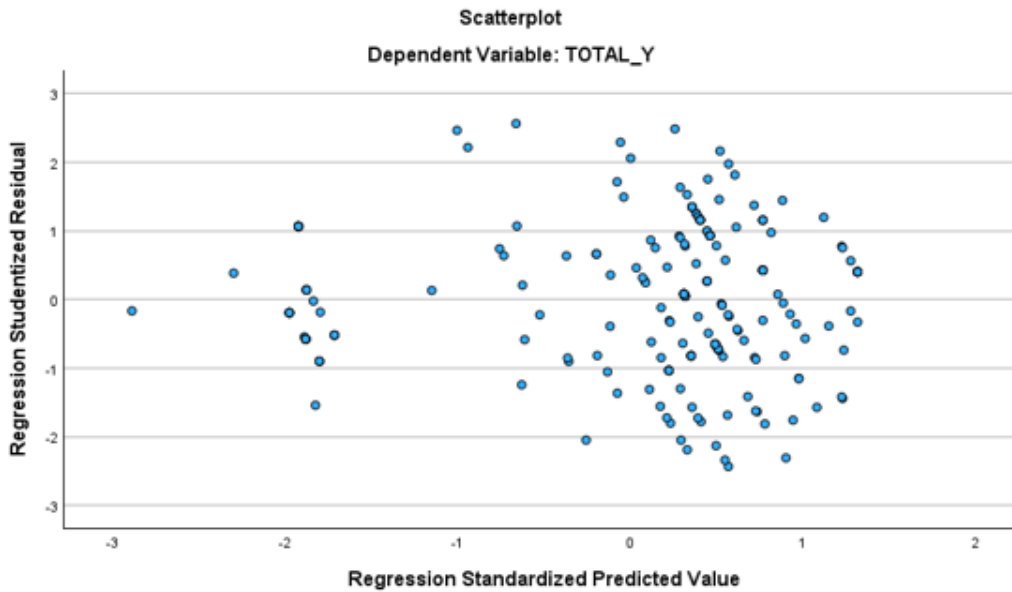


Figure 2. Heteroscedasticity Test Results
 Source: Processed Data, 2026.

The findings presented in Figure 2 indicate that the distribution of points in the scatterplot does not form any specific pattern and appears to be randomly dispersed above and below the zero line. This condition suggests that the variance of the residuals remains relatively constant across different levels of the predicted values. Therefore, there is no indication of heteroscedasticity in the regression model. Based on the scatterplot analysis, it can be concluded that the model satisfies the assumption of homoscedasticity and is suitable for further regression analysis.

Table 5. Multiple Linear Regression Results

Variable	B	t	Sig
Constant	0,420	1,195	0,233
Contract Transparency (X ₁)	0,287	8,585	<,001
Incentives (X ₂)	0,221	5,225	<,001
Re-Employment Expectation (REE) (X ₃)	0,481	11,148	<,001

Source: Processed Data, 2026.

The findings presented in Table 5 indicate that the multiple linear regression analysis produced the following regression equation: $Y = 0.420 + 0.287X_1 + 0.221X_2 + 0.481X_3$. The constant value of 0.420 indicates that when the variables of contract transparency, incentives, and Re-Employment Expectation (REE) are equal to zero, the value of work commitment is 0.420. Furthermore, the regression coefficients indicate that contract transparency, incentives, and Re-Employment Expectation (REE) have a positive relationship with work commitment, meaning that an increase in each independent variable will lead to an increase in work commitment.

Table 6. Results of the t-Test

Variable	t	Sig	Remarks
Contract Transparency (X ₁)	8,858	< 0,001	Significant
Incentives (X ₂)	5,225	< 0,001	Significant
Re-Employment Expectation (REE) (X ₃)	11,148	< 0,001	Significant

Source: Processed Data, 2026.

The findings presented in Table 6 indicate that the results of the t-test show that all independent variables, namely contract transparency (X₁), incentives (X₂), and Re-Employment Expectation (REE) (X₃), have significance values below 0.05. This indicates that all three variables have a significant effect on work commitment.

Table 7. Results of the F-Test

ANOVA ^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	7757,294	3	2857,765	1367,942	<,001 ^b
	Residual	474,455	251	1,890		
	Total	8231,749	254			

Source: Processed Data, 2026.

The findings presented in Table 7 indicate that the significance value of the F-test is less than 0.05, with an F-value of 1367.942. This result demonstrates that the independent variables, namely contract transparency, incentives, and Re-Employment Expectation (REE), simultaneously have a significant effect on work commitment. Therefore, the proposed model is considered statistically significant and capable of explaining variations in the work commitment of outsourcing employees.

Table 8. Results of the Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,971 ^a	0,942	0,942	1,375

Source: Processed Data, 2026.

The findings presented in Table 8 indicate that the coefficient of determination (R²) value of 0.942 suggests that a substantial proportion of the variation in work commitment, accounting for 94.2%, can be explained by the independent variables included in the model. This result indicates that contract transparency, incentives, and Re-Employment Expectation (REE) collectively provide a strong explanation of work commitment among outsourcing employees. Meanwhile, the remaining 5.8% is attributable to other factors not examined in this study and may be influenced by variables outside the scope of the research.

3.2. Discussion

This study demonstrates that contract transparency, incentives, and Re-Employment Expectation (REE) have an effect on the work commitment of outsourcing employees. The results of the regression analysis indicate that contract transparency, incentives, and Re-

Employment Expectation (REE) each have a significant partial effect on work commitment. The discussion of this study relates the statistical findings to relevant theoretical frameworks, namely Social Exchange Theory and Expectancy Theory, and is further supported by findings from previous studies.

The Effect of Contract Transparency on Work Commitment

The results of the analysis confirm that contract transparency has a significant effect on work commitment. These findings indicate that the more open and transparent an organization is in providing information regarding employment contracts, rights and obligations, and working conditions, the higher the level of work commitment among outsourcing employees. Contract transparency enables employees to clearly understand organizational expectations and the rewards associated with their work, thereby reducing role ambiguity (Topa et al., 2022). This finding can also be explained through Social Exchange Theory, which suggests that employees are likely to respond positively when organizations provide fair and transparent treatment, resulting in a higher level of commitment to the organization (Blau, 2017; Cropanzano & Mitchell, 2005). Furthermore, the results of this study support previous findings indicating that contract clarity and transparent communication contribute to increased employee trust and organizational commitment (Gray et al., 2025).

The Effect of Incentives on Work Commitment

The results of the analysis indicate that incentives have a significant effect on work commitment. These findings suggest that the appropriateness and quality of incentives provided by the organization contribute to enhancing the work commitment of outsourcing employees. Relevant and fair incentives can increase work motivation and strengthen employees' attachment to the organization, particularly in contractual employment settings. This finding can be explained through Expectancy Theory, which states that individual motivation is formed when employees believe that their efforts will lead to good performance and be followed by valuable rewards (Vroom, 1964). When the incentives provided are aligned with employees' expectations and needs, they are more likely to demonstrate a higher level of work commitment. These findings are supported by Hong et al. (2024), who found that the availability and quality of incentives are positively associated with employee commitment and perceived organizational support. In addition, (Sayed et al., 2021) demonstrated that a combination of financial and non-financial incentives can enhance employee loyalty and reduce turnover intention, particularly in contractual or temporary employment settings.

The Effect of Re-Employment Expectation (REE) on Work Commitment

The results of the analysis indicate that Re-Employment Expectation (REE) has a significant effect on work commitment. These findings suggest that a high level of Re-Employment Expectation (REE), defined as the expectation of being rehired or involved in future projects by the same organization, plays an important role in enhancing the work commitment of outsourcing employees. The expectation of future employment opportunities provides employees with a sense of security and stability in dealing with the uncertainty associated with project-based work. From the perspective of Social Exchange Theory, the opportunity to be rehired can be perceived as a form of organizational support. When employees perceive that they receive attention and opportunities for continued employment from the organization, they are likely to reciprocate by demonstrating a higher level of commitment to both their work and the organization (Blau, 2017). In addition, according to

Expectancy Theory, expectations regarding future employment opportunities represent a valuable outcome for employees, thereby encouraging them to demonstrate higher levels of performance and work engagement (Vroom, 1964). The findings of this study are also supported by previous research, which has shown that Re-Employment Expectation (REE) can enhance work commitment and reduce employees' intention to leave the organization (Xia et al., 2022).

4. Conclusion

Based on the results of the study, all research questions have been addressed. The findings indicate that contract transparency, incentives, and Re-Employment Expectation (REE) have positive and significant effects on the work commitment of outsourcing employees, both partially and simultaneously. These findings suggest that the work commitment of outsourcing employees can be effectively explained through Social Exchange Theory (SET) and Expectancy Theory. In the context of short-term contractual employment, the relationship between outsourcing employees and the organization is largely transactional and rational, in which contract clarity, expectations of future employment opportunities, and the rewards received serve as key factors in shaping work commitment.

A high coefficient of determination indicates that the research model has a strong ability to explain variations in work commitment. This finding confirms that transparency in employment relationships and expectations of continued employment are important factors in understanding the work commitment behavior of outsourcing employees in the brand activation industry. From a practical perspective, organizations are advised to prioritize strategies for enhancing work commitment based on the relative influence of each variable. Specifically, efforts should focus on increasing Re-Employment Expectation (REE) through the provision of continued employment opportunities (0.481), followed by improving contract transparency (0.287), and providing clear and relevant incentives (0.221).

Several limitations were identified in this study. First, the respondent composition was dominated by female participants, which may limit the ability of the study to comprehensively represent the work commitment behavior of outsourcing employees across different gender groups. This limitation provides an opportunity for future research to examine the proposed model among male respondents, who may have different work orientations and expectations, particularly in relation to their role as primary income earners. Second, the majority of respondents were over the age of 25, a stage of life that is theoretically associated with a preference for more stable and sustainable employment. However, many respondents continued to work as outsourcing employees under short-term contractual arrangements. This phenomenon suggests the existence of work-related behaviors that may not fully align with theoretical expectations. Therefore, future studies are encouraged to explore the factors that motivate individuals, particularly women aged 26–35 years, to remain in short-term contract-based employment.

Acknowledgments

The authors would like to express their sincere gratitude to all parties who provided support and contributed to the completion of this study. Special thanks are extended to PT Pradipta Adhi Cipta for granting permission and providing support throughout the data collection process. The authors also appreciate all outsourcing employees who participated as respondents and willingly devoted their time to complete the research questionnaire. In addition, the authors would like to thank their academic supervisors and all individuals who provided guidance,

valuable feedback, and support throughout the research process, enabling this article to be successfully completed.

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