

(Research/Review) Article

The Mediating Role of Perceived Organizational Support in the Relationship between Client Governance, Vendor Governance, Job Security, and Employee Work Performance among Outsourced Cleaning Service Workers

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Abstract. This study examines the influence of client governance, vendor governance, and job security on Employee Work Performance through perceived organizational support among outsourced cleaning service workers at PT Mega Berlian Sutanpangulu. This study is grounded in the complexity of outsourcing employment relationships, which involve two governance actors: the client as the service user and the vendor as the formal employer. Such a context requires aligned coordination, supervision, and work support to enable employees to achieve optimal performance. This study employed a quantitative explanatory research design. Data were collected from 110 outsourced cleaning service workers through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that client governance, vendor governance, job security, and perceived organizational support have positive and significant effects on Employee Work Performance. In addition, client governance, vendor governance, and job security also have positive and significant effects on perceived organizational support. The R-square value for Employee Work Performance was 0.715, indicating strong explanatory power, while the R-square value for perceived organizational support was 0.557, indicating moderate explanatory power. The mediation test results show that perceived organizational support partially mediates the effects of client governance, vendor governance, and job security on Employee Work Performance. These findings confirm that perceived organizational support is an important psychological mechanism linking outsourcing governance and job security to improved performance among cleaning service workers.

Keywords: Client Governance; Employee Performance; Job Security; Outsourcing; Perceived Organizational Support.

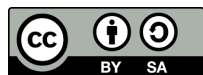
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1. Introduction

Outsourcing practices are increasingly adopted by modern organizations as a strategy to enhance efficiency, improve operational flexibility, and enable organizations to focus on their core activities. In the service sector, particularly in cleaning services, outsourcing enables client organizations to obtain workers according to operational needs without directly managing the entire employment process. However, this practice also creates managerial challenges because outsourced employees work within an employment relationship involving more than one party: the vendor as the formal employer and the client as the service user that provides work direction, supervision, and performance evaluation (Khan et al., 2022; Lee et al., 2020).

In the context of cleaning services, EWP is critical because service quality largely depends on discipline, compliance with procedures, consistency in task execution, and the ability to meet client service standards. The performance of outsourced employees is

influenced not only by individual capabilities but also by governance clarity, organizational support, and perceived job security. At PT Mega Berlian Sutanpangulu, outsourced employees are assigned to client locations with different job characteristics, organizational cultures, and service standards. This condition requires effective coordination among the client, vendor, and employees to ensure that service quality is consistently maintained.

Outsourcing employment relationships can be understood from the perspective of dual governance, namely a governance system involving two organizational entities in regulating and controlling employees' work. Client governance plays a role in providing work direction, supervision, communication, and evaluation at the work site, whereas vendor governance plays a role in guiding, managing, supporting, and ensuring that employees perform their work in accordance with contractual standards. When governance practices are not aligned, employees may experience role ambiguity, mismatched expectations, and uncertainty regarding the source of work-related support. Conversely, effective governance can clarify roles, strengthen coordination, and improve employee performance (Jain & Khurana, 2016; Roehrich et al., 2020).

In addition to governance, job security is an important factor in shaping the performance of outsourced employees. Outsourced workers are often associated with job insecurity due to the contractual and flexible nature of their employment relationships. However, in cleaning services, job security may emerge when employees have been assigned to a particular client location for an extended period, understand the client's operational needs, and are perceived as valuable for service continuity. Such conditions may strengthen employees' perception that their work remains needed, thereby encouraging higher motivation and better performance. In this regard, POS (POS) serves as an important mechanism because employees who feel supported and valued by the organization tend to reciprocate through positive work behavior (Cropanzano et al., 2017; Eisenberger et al., 1986; Shoss, 2017).

Although previous studies have extensively examined outsourcing, organizational governance, job security, and POS, most of these studies have positioned employees within a single organizational structure. In contrast, outsourced employees operate in a multi-entity work environment that simultaneously involves both the client and the vendor. Therefore, further research is needed to explain how client governance, vendor governance, and job security shape POS and, subsequently, influence EWP among outsourced employees.

Based on this research gap, this study aims to analyze the effects of client governance, vendor governance, and job security on EWP through POS among outsourced cleaning service workers at PT Mega Berlian Sutanpangulu. The contribution of this study lies in the development of a model that integrates the perspectives of inter-organizational governance and organizational behavior, particularly by positioning POS as a mediating mechanism within a dual governance system.

2. Literature Review

Outsourcing, Dual Governance, and Client – Vendor Governance

Outsourcing refers to the practice of transferring certain organizational activities to external parties in order to improve efficiency, enhance flexibility, and enable organizations to focus on their core activities. In the service sector, outsourcing is widely adopted because it allows organizations to obtain workers according to operational needs without directly managing the entire employment process. However, outsourcing also creates a more complex employment relationship, as employees interact not only with the vendor as the formal employer but also with the client as the service user who provides operational direction at the work site.

In this context, outsourcing employment relationships can be understood through the concept of dual governance, namely a governance system involving two organizational entities in managing, supervising, and evaluating employees' work. The vendor acts as the formal employer, whereas the client determines service standards, operational requirements, and work evaluation. Outsourced employees occupy a boundary-spanning position because they are simultaneously influenced by both the vendor and the client. When coordination between these parties is ineffective, employees may experience role ambiguity, conflicting expectations, and uncertainty regarding the source of work-related support. Conversely, aligned governance can strengthen role clarity and support improvements in employee performance (Khan et al., 2022; Roehrich et al., 2020).

Client governance refers to the quality of governance implemented by the client in directing, supervising, evaluating, and establishing work-related communication with

outsourced employees at the work site. Effective client governance helps employees understand work expectations, operational procedures, and service standards. Meanwhile, vendor governance refers to the quality of governance implemented by the vendor in managing, developing, supporting, and evaluating outsourced employees so that they can perform their duties in accordance with employment contracts and client requirements. From the perspective of inter-organizational governance theory, outsourcing success is determined not only by formal contracts but also by coordination, communication, control, and relational ties between the client and the vendor (Jain & Khurana, 2016; Kasri & Mohamed, 2018; Roehrich et al., 2020).

Based on Organizational Role Theory, role clarity is an important factor in determining employees' work effectiveness. When clients and vendors are able to provide consistent directions, employees can more easily understand their work responsibilities and the expected performance standards. Conversely, when directions from clients and vendors are not aligned, employees may experience role ambiguity or role conflict, which may potentially reduce their performance. Therefore, client governance and vendor governance are considered important factors that may influence POS and EWP.

Job Security in the Outsourcing System

Job security refers to employees' perceptions of the continuity and certainty of their Job security refers to employees' perceptions of the continuity and certainty of their employment in the future. In the context of outsourcing, job security is an important issue because outsourcing employment relationships are often associated with contractual and flexible arrangements as well as the possibility of vendor replacement. These conditions may lead to job insecurity, which can negatively affect job satisfaction, commitment, psychological well-being, and employee performance (Shoss, 2017; Sverke et al., 2002).

However, in the context of cleaning services, job security is not solely determined by the formal contractual status with the vendor. Employees who have been assigned to a particular client site for an extended period often develop an in-depth understanding of service standards, workplace layouts, the client's organizational culture, and service users' needs. This understanding makes employees valuable for service continuity. Therefore, clients tend to retain experienced employees, as workforce replacement may lead to adaptation costs, reduced service quality, and operational disruptions.

From the perspective of psychological contract theory, job security can be understood as part of the fulfillment of the psychological contract between employees and the organization. When employees perceive that their jobs remain needed and that the continuity of their employment is valued, they tend to develop positive perceptions of the organization. This perception can enhance employees' motivation, loyalty, and willingness to deliver better work performance (Rousseau et al., 2013; Shoss, 2017).

POS and EWP

POS refers to employees' perceptions of the extent to which an organization values their contributions and cares about their well-being. This concept, introduced by Eisenberger et al. (1986), has become an important construct in organizational behavior because it explains how employees interpret organizational concern, fairness, supervisor treatment, and support for their welfare. Through organizational support theory, POS is understood as a psychological perception formed from employees accumulated work experiences with the organization.

In the outsourcing context, POS becomes more complex because employees are not connected to only one organization. Outsourced employees interact with two parties simultaneously: the vendor as the formal employer and the client as the service user that directly shapes daily work experiences at the placement site. Therefore, employees' perceptions of support may be formed through the combined influence of client governance and vendor governance. When the client provides clear work direction, effective communication, and fair evaluation, and the vendor provides guidance, protection, administrative support, and concern for employees' welfare, outsourced workers are more likely to feel valued, supported, and recognized.

Social exchange theory further explains that the relationship between employees and organizations is built on reciprocity. When employees perceive that they are treated positively, supported, and provided with job security, they tend to respond through more positive work attitudes and behaviors. In this sense, POS can function as a mediating mechanism that explains how client governance, vendor governance, and job security are translated into higher EWP (Cropanzano et al., 2017; Eisenberger et al., 1986; Kara et al., 2021).

EWP refers to work-related behaviors that contribute to the achievement of organizational goals. Campbell's theory of job performance explains that performance is not

limited to work outcomes, but also includes behaviors relevant to organizational objectives, such as task completion, discipline, compliance with procedures, cooperation, and adaptability to job demands (Koopmans et al., 2014). In cleaning services, EWP is reflected in consistency in task execution, adherence to operational standards, punctuality, responsiveness to client needs, and the ability to maintain service quality.

Previous studies have shown that POS has a positive relationship with employee performance because employees who feel supported tend to demonstrate stronger commitment, motivation, and work engagement (Hasan et al., 2023; Kara et al., 2021; Kurtessis et al., 2017). Evidence from the Indonesian organizational context also supports this relationship. Mujanah et al. (2019) found that POS, self-efficacy, and emotional intelligence influence employee performance through interpersonal communication as an intervening variable. (Sumiati, 2021) showed that motivation mediates the relationship between servant leadership, professionalism, work culture, and employee performance in the public sector. In addition, (Nugroho et al., 2025) demonstrated that workload, distributive injustice, and job burnout affect employee performance through quiet quitting as an intervening variable. These findings indicate that employee performance is shaped not only by direct organizational and psychological factors, but also through mediating mechanisms, thereby supporting the positioning of POS as a mediator in the present study.

Research gap and Model Development

Previous studies have extensively examined outsourcing, inter-organizational governance, job security, POS, and employee performance. However, most studies still position employees within a single organizational structure, and therefore do not fully explain the conditions of outsourced employees who work within a multi-entity system. In the outsourcing context, employees are not only influenced by vendor policies but also by client governance, which directly shapes their work experiences at the assigned workplace.

Moreover, studies on outsourcing have tended to emphasize contractual relationships between clients and vendors, whereas employees' psychological aspects, such as POS and job security, have received relatively limited attention. Research on outsourced workers has also more frequently highlighted job insecurity as a negative consequence of flexible employment relationships, while job security as a positive perception of employment continuity has not been widely examined within client–vendor relationships.

Based on these gaps, this study develops a model that integrates client governance, vendor governance, job security, POS, and EWP. The model positions POS as a mediating variable that explains how client governance, vendor governance, and job security influence the work performance of outsourced employees. Accordingly, this study extends the literature on inter-organizational governance and organizational behavior in the context of outsourced cleaning services.

3. Materials and Method

This section describes the research approach, research object and respondents, variable measurement, data collection technique, and data analysis method used to test the research model. The method was designed to address the objective of this study, namely, to analyze the effects of client governance, vendor governance, and job security on EWP through POS among outsourced cleaning service workers.

Research Design and Study Object

This study employed a quantitative approach with an explanatory research design. The quantitative approach was used because this study aimed to examine the relationships among variables based on numerical data obtained through questionnaires. The explanatory research design was adopted to explain the effects of client governance, vendor governance, and job security on EWP, both directly and indirectly through POS as a mediating variable. In line with (Brahmasari et al., 2023), quantitative research is appropriate for studies that measure variables systematically and analyze relationships among variables using statistical procedures. Furthermore, explanatory research is suitable when a study seeks to test causal relationships among variables and explain how one variable influence another (Brahmasari et al., 2023; Creswell, 2023).

The object of this study is outsourced cleaning service workers at PT Mega Berlian Sutanpangulu. The selection of this research object was based on the characteristics of outsourcing employment relationships, which involve two organizational entities: the vendor as the formal employer and the client as the service user. This context is relevant to the objectives of the study because outsourced employees operate within a multi-entity work

system that is influenced by client governance, vendor governance, job security, POS, and EWP.

Population, Sample, and Data Collection Techniques

The population of this study comprised all outsourced cleaning service workers of PT Mega Berlian Sutanpangulu who were assigned to client work locations. Outsourced cleaning service workers were selected as the study population because they directly experience the practices of client governance, vendor governance, job security, POS, and EWP in their daily work activities. Based on company data, the total population consisted of 600 outsourced cleaning service workers.

Since the population size was known, the sample size was determined using Slovin's formula, as cited in (Altare, 2003). The formula is expressed as $n = N/[1 + N(e)^2]$, where n is the sample size, N is the population size, and e is the margin of error. With a population of 600 workers and a margin of error of approximately 8.6%, the required sample size was 110 respondents. Therefore, this study used 110 respondents as the final sample.

The sampling technique used in this study was simple random sampling. This technique was applied because each member of the population had an equal opportunity to be selected as a respondent. Data were collected by distributing questionnaires to the selected respondents. The data used in this study were primary data because they were obtained directly from respondents' answers. In addition, secondary data were used as supporting information, including the company profile, number of employees, placement locations, and internal data related to the outsourcing service phenomenon.

Before analysis, the collected questionnaires were examined to ensure the completeness of responses and the suitability of the data for the study. Incomplete questionnaires or responses that were not suitable for analysis were excluded. A total of 110 valid responses were obtained and used for further analysis. The sample size was also considered adequate for Partial Least Squares Structural Equation Modeling (PLS-SEM), as (Hair et al., 2011) explain that PLS-SEM is suitable for predictive models, models involving latent constructs, and research conditions with relatively smaller sample sizes. In addition, the adequacy of sample size in PLS-SEM can be assessed using the 10-times rule, namely ten times the largest number of formative indicators used to measure one construct or ten times the largest number of structural paths directed at a particular latent construct. Thus, the sample of 110 respondents was considered sufficient for testing the proposed research model using PLS-SEM.

Research Variables and Measurement

This study used five main variables: client governance, vendor governance, job security, POS, and EWP. Client governance, vendor governance, and job security served as independent variables. POS served as the mediating variable, while EWP served as the dependent variable.

The variables in this study were measured using a questionnaire instrument based on a 5-point Likert scale. The scale was used to assess respondents' level of agreement with statements related to work experience, POS, job security, and EWP. The response categories ranged from 1 to 5, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. A Likert scale is appropriate for this study because it enables researchers to measure respondents' perceptions, attitudes, and evaluations of the phenomena under investigation in a structured and quantifiable manner (Brahmasari et al., 2023).

Table 1. Research Variables and Indicators.

Variable	Code	Role in the Model	Number of Indicators
Client Governance	CG	Independent variable	3 indicators
Vendor Governance	VG	Independent variable	3 indicators
Job Security	JS	Independent variable	1 indicator
POS	POS	Mediating variable	2 indicators
EWP	EWP	Dependent variable	2 indicators

Client governance measures employees' perceptions of the quality of governance implemented by the client, including work direction, communication, supervision, and evaluation at the work site. Vendor governance measures employees' perceptions of the quality of governance implemented by the vendor, including coaching, support, supervision, and clarity of work rules. Job security measures employees' perceptions of the continuity and security of their employment. POS measures the extent to which employees perceive that their contributions are valued, and their well-being is considered by the organization. EWP measures employees' work performance in carrying out assigned tasks, complying with

procedures, maintaining discipline, and delivering services in accordance with established standards.

Data Analysis Techniques

The data in this study were analyzed using descriptive and inferential statistical methods. Descriptive analysis was used to explain respondent characteristics and response patterns for each research variable through frequencies, percentages, mean scores, and answer distributions. Furthermore, inferential analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), as this study examined a predictive model involving several latent constructs, direct relationships, and mediation effects. PLS-SEM was considered appropriate because it can analyze complex models and does not require strict multivariate normality assumptions (Joseph F et al., 2021).

The PLS-SEM analysis was carried out through measurement model and structural model evaluations. The measurement model was assessed to ensure that the indicators were valid and reliable in measuring their respective constructs. Convergent validity was evaluated using outer loading and Average Variance Extracted (AVE), with acceptable values above 0.70 and 0.50, respectively. Construct reliability was examined using Cronbach's Alpha and Composite Reliability, with values above 0.70 indicating adequate internal consistency. In addition, discriminant validity was assessed using cross-loadings and the Fornell-Larcker criterion to ensure that each construct was empirically distinct from the others (Fornell Claes & Larcker D F, 1981).

After the measurement model met the required criteria, the structural model was evaluated by examining path coefficients, t-statistics, p-values, R-square, and Q-square values. Path coefficients were used to determine the direction and strength of relationships among variables, while t-statistics and p-values were used to test the significance of the effects. A relationship was considered significant when the p-value was below 0.05. Meanwhile, R-square was used to assess the explanatory power of the model, and Q-square was used to determine its predictive relevance (Joseph F et al., 2021).

This study analyzed the effects of client governance, vendor governance, and job security on EWP through POS. Therefore, the analysis focused on both direct and indirect relationships among these variables. The mediating role of POS was tested by examining the indirect effects through the bootstrapping procedure. Mediation was considered significant when the p-value of the indirect effect was below 0.05 (Preacher & Hayes, 2008)(Joseph F et al., 2021).

4. Results and Discussion

This section reports the findings of the study, covering the respondents' characteristics, descriptive statistics of the research variables, evaluation of the measurement model, evaluation of the structural model, direct and indirect hypothesis testing, and interpretation of the results. The discussion of the findings focuses on explaining how client governance, vendor governance, and job security influence EWP, both directly and through POS as a mediating variable among outsourced cleaning service workers.

Respondent Profile and Descriptive Statistics

This study involved 110 outsourced cleaning service workers at PT Mega Berlian Sutanpangulu as respondents. Based on gender, the majority of respondents were male, totaling 90 respondents or 81.82%, while female respondents accounted for 20 respondents or 18.18%. Based on age, most respondents were in the range of 26-35 years, totaling 38 respondents or 34.55%, followed by respondents aged below 26 years, totaling 34 respondents or 30.91%. This condition indicates that most respondents were in their productive age and were therefore able to provide relevant assessments of their work experience, client and vendor governance, job security, POS, and EWP.

Based on job position, the majority of respondents worked as cleaners, totaling 97 respondents or 88.18%, while the remaining respondents consisted of supervisors, team leaders, and coordinators. Based on work location, most respondents were assigned to apartments or malls, totaling 56 respondents or 50.91%, followed by campuses or schools, totaling 30 respondents or 27.27%, and offices, totaling 24 respondents or 21.82%. In terms of length of service, most respondents had worked for more than two years, totaling 48 respondents or 43.64%. This indicates that most respondents had sufficient work experience to assess client governance, vendor governance, job security, POS, and EWP.

The descriptive analysis results show that all research variables were categorized as high. Client governance obtained a mean score of 3.90, vendor governance 3.88, job security 3.90,

POS 3.90, and EWP 3.90. These values indicate that, in general, respondents had positive perceptions of client governance, vendor governance, job security, organizational support, and work performance.

Table 2. Descriptive Analysis of the Research Variables.

Variable	Mean	Category
Client Governance	3.90	High
Vendor Governance	3.88	High
Job Security	3.90	High
POS	3.90	High

These results indicate that the outsourced employees perceived that the client had provided adequate work direction, supervision, work standards, and evaluation. On the other hand, the vendor was also perceived to have effectively performed its roles in employee development, communication, supervision, and work support. The high score for job security indicates that employees perceived a sense of security regarding the continuity of their employment. The high score for POS indicates that employees felt cared for, valued, and supported in carrying out their work. Furthermore, the high score for EWP indicates that employees perceived themselves as being able to complete their tasks effectively, comply with procedures, maintain discipline, and meet the established service standards.

Measurement Model Evaluation

The measurement model evaluation was conducted to ensure that the indicators used in this study met validity and reliability criteria. The test results indicate that all indicators had outer loading values above 0.70. Therefore, all indicators were considered valid in measuring their respective constructs. The outer loading values ranged from 0.769 to 0.878 for client governance, from 0.757 to 0.901 for EWP, from 0.814 to 0.891 for job security, from 0.784 to 0.878 for POS, and from 0.768 to 0.899 for vendor governance.

Convergent validity was also supported by Average Variance Extracted (AVE) values, all of which exceeded 0.50. The AVE value was 0.678 for client governance, 0.714 for EWP, 0.731 for job security, 0.694 for POS, and 0.698 for vendor governance. These values indicate that each construct explained more than 50% of the variance in its indicators, thus satisfying the criterion for convergent validity (Fornell Claes & Larcker D F, 1981)(Joseph F et al., 2021).

Table 3. Construct Validity and Reliability Results.

Construct	Construct	Construct	Construct	Construct
Client Governance	0.966	0.969	0.678	Reliable and valid
Vendor Governance	0.969	0.972	0.698	Reliable and valid
Job Security	0.908	0.931	0.731	Reliable and valid
POS	0.951	0.958	0.694	Reliable and valid
EWP	0.955	0.961	0.714	Reliable and valid

The results showed that the Cronbach's Alpha and Composite Reliability values for all constructs exceeded the threshold of 0.70, indicating that the constructs had acceptable reliability. This finding confirms that the research instrument demonstrated adequate internal consistency. Furthermore, the results of the Fornell–Larcker Criterion showed that the square root of the AVE for each construct was greater than its correlations with other constructs. Thus, the model fulfilled the requirements for discriminant validity and was deemed suitable for further structural model evaluation.

Structural Model Evaluation and Hypothesis Testing

The evaluation of the structural model was carried out to determine how well the proposed model explains the endogenous constructs and to examine the relationships among the research variables. The analysis revealed that EWP obtained an R-square value of 0.715 and an adjusted R-square value of 0.704. These results indicate that client governance, vendor governance, job security, and POS collectively account for 71.5% of the variation in EWP, whereas the remaining 28.5% is influenced by other factors not included in this research model.

In addition, POS produced an R-square value of 0.557 and an adjusted R-square value of 0.545. This means that client governance, vendor governance, and job security collectively explain 55.7% of the variation in POS, while the remaining 44.3% is attributable to other factors not examined in this study. Overall, these R-square values suggest that the proposed model has sufficient explanatory capability, especially in explaining EWP.

Table 4. R-square Value.

Endogenous Variable	R-square	Adjusted R-square
EWP	0.715	0.704
POS	0.557	0.545

The Q-square results further show that the model has adequate predictive relevance. The Q-square value for EWP was 0.500, whereas the Q-square value for POS was 0.378. Q-square values greater than zero indicate that the model has predictive relevance for the endogenous constructs (Joseph F et al., 2021).

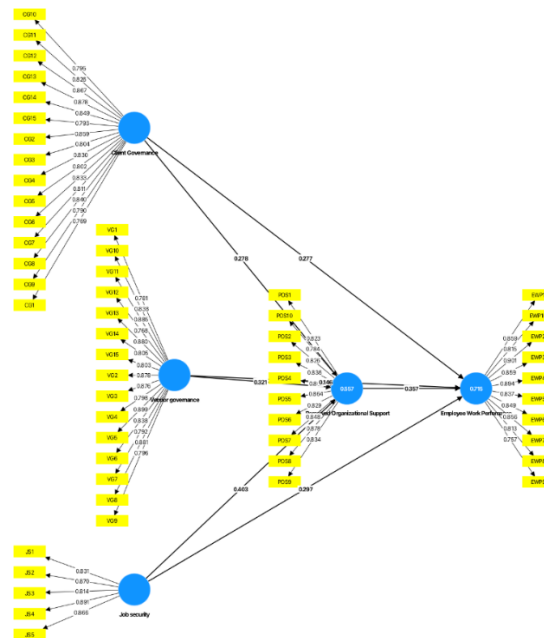
**Figure 1.** Structural Model of the Research Results.

Figure 1 shows that all direct paths in the research model are positive and significant. Client governance, vendor governance, and job security affect POS. Furthermore, client governance, vendor governance, job security, and POS also affect EWP. These findings indicate that the performance of outsourced cleaning service workers is influenced not only by formal governance mechanisms but also by employees' psychological perceptions of support and security at work.

The results of direct effect testing show that all hypotheses are supported. Client governance has a positive and significant effect on EWP, with a coefficient of 0.277, a t-statistic of 4.677, and a p-value < 0.001. Client governance also has a positive and significant effect on POS, with a coefficient of 0.278, a t-statistic of 3.703, and a p-value < 0.001. These findings indicate that the better the governance practices implemented by the client, the higher the POS experienced by employees and the better the resulting work performance.

The findings indicate that vendor governance contributes significantly to EWP, as shown by a coefficient of 0.146, a t-statistic of 2.575, and a p-value of 0.010. Vendor governance also shows a stronger contribution to POS, with a coefficient of 0.321, a t-statistic of 4.202, and a p-value below 0.001. These results suggest that effective vendor governance supports the development of a more supportive work environment through clearer supervision, role clarity, and employee development, which subsequently enhances employee performance.

Job security also demonstrates a meaningful influence on both EWP and POS. Its effect on work performance is reflected in a coefficient of 0.297, a t-statistic of 4.601, and a p-value below 0.001, while its effect on POS is indicated by a coefficient of 0.403, a t-statistic of 5.487, and a p-value below 0.001. This finding implies that employees who feel secure in their jobs are more likely to perceive organizational support and show better work performance. Furthermore, POS is proven to improve EWP, with a coefficient of 0.357, a t-statistic of 4.500, and a p-value below 0.001.

Table 5. Direct Effect Testing.

Relationship between Variables	Original Sample (O)	T-statistics	P-value	Decision
Client Governance and POS	0.278	3.703	0.000	Significant
Vendor Governance and POS	0.321	4.202	0.000	Significant
Job Security and POS	0.403	5.487	0.000	Significant
Client Governance and EWP	0.277	4.677	0.000	Significant
Vendor Governance and EWP	0.146	2.575	0.010	Significant
Job Security and EWP	0.297	4.601	0.000	Significant
POS and EWP	0.357	4.500	0.000	Significant

Based on the path coefficient values, the strongest effect on POS was found for job security, with a coefficient of 0.403. This finding indicates that job security is a highly important factor in shaping employees' perceptions that the organization values them and is concerned with the continuity of their employment. Meanwhile, the strongest effect on EWP was found for POS, with a coefficient of 0.357. This result reinforces the view that employees POS serves as an important psychological mechanism for improving work performance.

The indirect effect analysis shows that POS serves as a mediating variable in the relationship between client governance, vendor governance, job security, and EWP. Vendor governance was found to influence EWP indirectly through POS, as indicated by a coefficient of 0.115, a t-statistic of 3.008, and a p-value of 0.003. Similarly, client governance also demonstrated an indirect contribution to EWP through POS, with a coefficient of 0.099, a t-statistic of 2.526, and a p-value of 0.012. In addition, job security had the strongest indirect effect on EWP through POS, as reflected by a coefficient of 0.144, a t-statistic of 3.728, and a p-value below 0.001.

Table 6. Results of Indirect Effects.

Mediation Path	Coefficient	T-statistics	P-value	Decision
Client Governance through POS on EWP	0.099	2.526	0.012	Accepted
Vendor Governance through POS on EWP	0.115	3.008	0.003	Accepted
Job Security through POS on EWP	0.144	3.728	<0.001	Accepted

These findings indicate that POS plays an important role as a mediating mechanism. In other words, client governance, vendor governance, and job security not only have direct effects on performance but also operate through the formation of POS. Among the three mediation paths, the strongest indirect effect was found in the relationship between job security and EWP through POS. This finding suggests that job security serves as a strong psychological resource in fostering POS and promoting improved performance.

Discussion and Implications

The results show that client governance has a positive and significant effect on both POS and EWP. This finding indicates that effective client governance, reflected in clear work instructions, fair supervision, effective communication, and well-defined work standards, can help outsourced employees understand their roles and responsibilities. In cleaning services, the client directly influences employees' daily work because the client determines service standards at the work site. Therefore, the better the quality of client governance, the more likely employees are to feel supported and to demonstrate improved work performance. This finding is consistent with inter-organizational governance theory, which emphasizes the importance of coordination, control, and relational mechanisms in managing inter-organizational relationships (Jain & Khurana, 2016; Roehrich et al., 2020).

Vendor governance was also found to have a positive and significant effect on POS and EWP. This finding indicates that the vendor, as the formal employer, continues to play an important role in shaping the work experiences of outsourced employees. Vendors that provide coaching, administrative support, supervision, evaluation, communication, and clear work rules can make employees feel more cared for and better guided. In outsourcing relationships, vendors should not merely act as labor providers but should also function as organizations that provide tangible support to employees. This finding supports the view that outsourcing success depends not only on formal contracts but also on the quality of governance and working relationships established among vendors, clients, and employees (Lacity et al., 2016; Lioliou et al., 2014; Poppo & Zenger, 2002).

Job security was found to have a positive and significant effect on POS and EWP. This finding is particularly important because outsourced workers are often associated with job

insecurity. However, in the context of cleaning services at PT Mega Berlian Sutanpangulu, job security serves as an important factor that enhances employee performance. Employees who perceive their jobs as stable, sustainable, and still needed tend to have higher work motivation. This condition may occur because some employees have been assigned to client sites for a long period and have developed an understanding of clients' operational needs. Such job-specific knowledge makes employees important for service continuity. This finding is consistent with psychological contract theory, which explains that the fulfillment of expectations regarding job security and employment continuity can strengthen employees' positive attitudes toward the organization (Rousseau et al., 2013; Shoss, 2017).

POS was found to have a positive and significant effect on EWP. This finding indicates that employees who feel valued, cared for, protected, and supported are more likely to demonstrate better work performance. In cleaning services, organizational support may be reflected in clear work instructions, concern for employee welfare, effective communication, recognition of work outcomes, and the provision of a conducive work environment. This finding supports organizational support theory, which states that employees develop positive perceptions of the organization when they perceive that their contributions are valued and their well-being is considered (Eisenberger et al., 1986; Kurtessis et al., 2017).

The mediation results show that POS mediates the effects of client governance, vendor governance, and job security on EWP. This finding strengthens social exchange theory, which explains that employment relationships are built on the principle of reciprocity. When employees receive positive treatment from clients and vendors and feel secure in their jobs, they are likely to reciprocate through better work behavior. Thus, POS serves as a psychological mechanism that links governance and job security to improved employee performance (Blau, 1964) (Cropanzano et al., 2017).

Theoretically, this study strengthens the integration of inter-organizational governance theory and organizational support theory in explaining the performance of outsourced employees. The findings show that client and vendor governance not only influence operational aspects but also shape employees' psychological perceptions of organizational support. Accordingly, this study extends the understanding of POS in a multi-entity context beyond the internal employment relationship within a single organization.

Practically, the findings indicate that PT Mega Berlian Sutanpangulu needs to strengthen coordination between clients and vendors in providing work instructions, supervision, evaluation, and support to employees. The company also needs to maintain employees' sense of job security through clear communication regarding employment status, contract continuity, and future placement opportunities. In addition, both vendors and clients should develop a supportive work environment in which employees feel valued, cared for, and involved in achieving service quality. These efforts can enhance POS and ultimately improve EWP.

Overall, the findings indicate that the performance of outsourced cleaning service workers cannot be explained solely by individual capability. Performance is also influenced by cross-organizational governance systems, job security, and POS. In a dual governance system, outsourced employees are influenced simultaneously by two parties: the client and the vendor. Therefore, the effectiveness of outsourced employee management depends greatly on the ability of both parties to establish consistent coordination, communication, role clarity, and work support.

5. Comparison

This section presents a comparison between the findings of this study and relevant previous studies. The comparison is intended to clarify the position of this study, its theoretical contribution, and the novelty of the proposed model in explaining EWP among outsourced cleaning service workers through client governance, vendor governance, job security, and POS.

Comparison with Previous Studies

The findings of this study indicate that client governance and vendor governance have positive effects on POS and EWP. These findings are consistent with studies on inter-organizational governance, which emphasize that outsourcing success is not determined solely by formal contracts but also by coordination mechanisms, communication, supervision, and relational ties between clients and vendors. (Poppo & Zenger, 2002) explained that formal contracts and relational governance can complement each other in enhancing the effectiveness of inter-organizational cooperation. (Lioliou et al., 2014) also emphasized that

formal and relational governance in outsourcing can strengthen the quality of relationships among the parties involved.

However, this study differs from previous research in an important way. Most outsourcing studies have positioned clients and vendors as the main units of analysis, whereas this study focuses on outsourced employees as the individuals who directly experience the effects of such governance practices. Thus, this study extends the literature on inter-organizational governance by showing that the quality of client and vendor governance does not only affect inter-firm relationships but also shapes POS and employee performance at the individual level.

The results of this study also show that POS has a positive effect on EWP. This finding is consistent with Organizational Support Theory developed by (Eisenberger et al., 1986), which states that employees develop positive perceptions of an organization when they feel that their contributions are valued and their well-being is cared for. (Kurtessis et al., 2017) through a meta-analytic study, also showed that POS is positively related to commitment, work engagement, and employee performance.

The main distinction of this study lies in the context in which POS is formed. In most previous studies, POS has been understood within a single employment relationship between employees and one organization. In contrast, this study places POS within a dual governance context, in which outsourced employees are simultaneously influenced by both the client and the vendor. Therefore, this study demonstrates that POS among outsourced employees is not only formed through the treatment provided by the vendor as the formal employer, but also through work experiences shaped by the client at the placement site.

In addition, this study extends the discussion of job security in the outsourcing context. Previous studies have more often emphasized job insecurity as a risk of flexible employment relationships that may negatively affect employees' attitudes and behaviors. In contrast, this study positions job security as a positive factor that can enhance POS and EWP. In the context of cleaning services, job security may develop through the continuity of work relationships with the client, work experience at the placement site, and employees' perceptions that their presence remains necessary to maintain service continuity.

Contributions and Novelty of the Study

Overall, this study occupies a distinct position compared with previous research. Prior studies on outsourcing have tended to focus on contractual and relational relationships between clients and vendors. Studies on POS have generally focused on the relationship between employees and a single organization. Meanwhile, studies on job security have more frequently emphasized the negative consequences of job insecurity. This study integrates these three perspectives into a single model by positioning POS as a mediating mechanism between client governance, vendor governance, job security, and EWP.

Table 7. Comparison of This Study with Previous Studies

Study Focus	Previous Research	Findings of This Study	Research Contribution
Outsourcing governance	Emphasizes formal contracts, coordination, and relational mechanisms between clients and vendors.	Client governance and vendor governance have significant effects on POS and EWP.	Extends outsourcing governance research to the level of employee experience.
POS	Generally examined within a single organizational context.	POS is formed within a dual-governance context involving both the client and the vendor.	Positions POS as a form of support originating from a multi-entity work system.
Job security	Many studies highlight job insecurity as a risk associated with outsourcing.	Job security has positive effects on POS and EWP.	Demonstrates that job security can emerge through the continuity of work relationships with clients.
EWP	Employee performance is commonly associated with individual factors and internal	EWP is influenced by client governance, vendor governance, job security, and POS.	Explains outsourced employee performance through the integration of governance-related

	organizational support.		and psychological factors.
Research model	Previous studies tend to examine the relationships among variables in a partial manner.	The model integrates CG, VG, JS, POS, and EWP.	Provides a comprehensive model in the context of outsourced cleaning services.

Based on this comparison, the novelty of this study lies in three main aspects. First, this study positions outsourced employees as the main unit of analysis within a dual governance system. Second, this study explains POS as a mediating mechanism that emerges from employees' work experiences with clients and vendor governance. Third, this study positions job security as a positive psychological resource in the outsourcing system, rather than viewing outsourcing solely from the perspective of job insecurity.

Accordingly, this study extends the literature on outsourcing and organizational behavior by showing that the EWP of outsourced workers is not determined only by individual ability or formal employment contracts, but also by the quality of inter-organizational governance, job security, and POS. These findings provide an important contribution to the development of inter-organizational governance theory, organizational support theory, and human resource management in the context of outsourced cleaning services.

6. Conclusion

This study analyzed the effects of client governance, vendor governance, and job security on EWP through POS among outsourced cleaning service workers at PT Mega Berlian Sutanpangulu. The results show that client governance, vendor governance, and job security have positive and significant effects on both POS and EWP. In addition, POS has a positive and significant effect on EWP.

The findings confirm that POS serves as a partial mediating mechanism in the relationships between client governance, vendor governance, job security, and EWP. This means that better governance implemented by the client and vendor, together with higher perceived job security, strengthens POS. This perception subsequently encourages improved performance among outsourced employees.

Theoretically, this study extends outsourcing research by positioning POS within the context of dual governance, in which employees are simultaneously influenced by both the client and the vendor. Practically, PT Mega Berlian Sutanpangulu needs to strengthen coordination with clients, improve employee development, maintain role clarity, and provide job security so that employees feel supported and can demonstrate optimal performance. Future research is recommended to expand the research object to other outsourcing sectors or to use a qualitative approach to obtain a deeper understanding of the dynamics among clients, vendors, and employees.

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