CU Global Management Review
Vol. 15, Issue 1, January-June 2026, pp. 45-65

From Support to Engagement: Examining the Moderating Role of Entrepreneurial Attitude in Indian Service Organisations

Poonam, Prof. Deepak Kapur, Dr. Nidhi Singhal

[1]Research Scholar, UBS, Panjab University, Chandigarh
[2]Professor, UBS, Panjab University, Chandigarh
[3]Assistant Professor, Dr. SSBUICET, Panjab University, Chandigarh

Abstract

This study examines the influence of perceived organizational support (POS) on employee work engagement—measured through vigor, dedication, and absorption—in the service sector across PAN India, while also investigating the moderating role of entrepreneurial attitude in the POS–work engagement relationship. Data were collected from 124 employees working in both private and public service organizations using simple random sampling, and a structured questionnaire was employed to measure the constructs, with analysis conducted using partial least squares structural equation modelling (PLS-SEM). The findings reveal a significant and positive relationship between POS and all three dimensions of work engagement, underscoring the importance of organizational support in enhancing employee motivation and involvement; however, entrepreneurial attitude was found to have no significant moderating effect on this relationship. This study contributes to the existing literature by exploring the POS–work engagement linkage within the service sector in an emerging economy context and by assessing the role of entrepreneurial attitude as a moderator. Nevertheless, the research is limited by its relatively small sample size of 124 respondents, which may affect the generalizability of the findings. Practically, the results offer valuable insights for organizational leaders by emphasizing that strengthening perceived organizational support mechanisms can enhance employee engagement levels, while socially, fostering higher engagement through such support can lead to improved employee well-being and overall workplace productivity. Keywords: Perceived Organizational Support, Work Engagement, Entrepreneurial Attitude, Service Sector, PLS-SEM.

Keywords: perceived organizational support, work engagement, partial least squares structural equation modelling (PLS-SEM).

1. Introduction

According to the literature, the majority of businesses, including universities, view employee job engagement as a critical component of an organization's success in a cutthroat market. High work engagement workers are thought to be safer, healthier, more profitable, and productive (Khodakarami & Dirani, 2020). Furthermore, motivated staff members are inclined to dedicate their remaining years to their current company, resulting in a low intention of employee turnover (Gupta & Shaheen, 2017). Moreover, highly engaged workers typically put in more effort and are more creative (Hakanen et al., 2006). In a similar vein, engaged university professors are seen as more devoted, successful, devoted, and involved in the higher education institutions to which they are affiliated (Wasilowski, 2018). Consequently, it is undeniable that engaged employees are of vital importance in the workplace and are now the most important element for all kinds of organizations to fulfil their objectives. Furthermore, as per the extant literature, it is thought that organizational support plays a crucial role in enhancing employees' work engagement (Bonaiuto et al., 2022), (Imran et al., 2020), (Jankelova et al., 2021). Because of this, companies ought to consider how their support system is viewed by workers in order to raise the level of worker engagement.

Encouraging people at high level hierarchy from all the different industries to engage in their work is actually a very difficult undertaking for organizations. Although there is no denying that employees' workloads are getting heavier these days. In order to stay effective and competitive, organizations need to quickly adapt to a changing environment (Prem et al., 2016) and encourage higher-ups in the organization and staff to have an entrepreneurial mindset also. It gives the organizations a competitive advantage. Employees with an entrepreneurial mindset typically exhibit achievement, inventiveness, self-worth, and personal control (Boonsiritomachai & Sud-On, 2021). Entrepreneurial efficacy and attitude are seen to be two key determinants of goal and success in higher level problem solving in organizational settings (Pihie & Bagheri, 2010). Ajzen (2005) defines an entrepreneurial attitude as a predisposition to react positively or negatively to a person, thing, organization, or event. The previous study findings show that, despite its potential to deflect attention away from the degree of commitment, an entrepreneurial mentality greatly and favourably increases work engagement (Boonsiritomachai & Sud-On, 2021). Numerous other study results demonstrate that even in the case of extremely entrepreneurial personnel, they will remain loyal to a company if they have interacted with it.

Eisenberger et al. (1986) outlined that employees' perceptions of the organization's loyalty to them had a significant impact on their commitment to the company and thus on work engagement. Also, Temporal changes in affective commitment were positively correlated with perceived organizational support (Rhoades et al., 2001). Therefore, the purpose of this study was to respond to the following enquiries about the services industry in PAN India: Does POS positively influence work engagement? Does entrepreneurial attitude have any interaction effect on the relationship between POS and work engagement? The core goals of this research were (1) to inspect the association among POS and work engagement at work; and (2) to examine the interaction effect of entrepreneurial attitude on the

relationship between POS and work engagement at work. The rest of this paper is arranged as follows. Section 2 presents detailed information about the variables [i.e., POS (perceived organizational support), entrepreneurial attitude, and work engagement] as well as hypotheses formulation. The study's methodology, which includes population, sampling, and data collection, is explained in Section 3. The method of data analysis and the interpretation of the study's findings are presented in Section 4. The connection between POS, work engagement, and an entrepreneurial attitude is covered in Section 5. The theoretical and practical implications, together with some research limitations and study results, are presented in Section 6.

2. Literature Review and Hypothesis Development

The main frameworks employed in this study to investigate the indirect impacts of perceived organizational support on work engagement with the moderator of entrepreneurial attitude are organizational support theory and the Theory of Planned Behaviour (TPB). It is generally accepted that organizational support theory (OST) provides the theoretical foundation for how people perceive organizational support (Blau, 1964). Because of this, we employed organizational support theory in the study to investigate how POS affects employee work engagement using an entrepreneurial mentality as a moderating factor. We propose that a rule of reciprocity fosters a sense of obligation among employees when they believe their organizations offer them both real and intangible support (Gouldner, 1960) that motivates people to assist their organizations in reaching their objectives (Eisenberger et al., 1999). According to a reciprocity standard, workers with high point of sale should contribute to their companies by thriving, growing, and working hard. Similarly, workers would be more involved with their works, will thrive more, have more energy, and be more receptive to picking up new abilities and information, when they believe their company is meeting their socio-emotional needs and providing greater assistance needs, such as self-worth, recognition, and acceptance (Eisenberger et al., 2001).

Management scholars have presented Theory of Planned Behaviour (TPB) to describe the associations between entrepreneurial attitude and its beneficial outcomes in the working context (Kusmintarti et al., 2014). The fundamental percept of TPB is that it endeavours to forecast human behaviour by associating beliefs with actions. Kusmintarti et al. (2014) findings indicate that the influence of entrepreneurial traits on entrepreneurial intention is partially mediated by entrepreneurial mindset which further influence the perception of employees about organizational support and work engagement thus their relationship with each other.

2.1 Perceived Organizational Support and Work Engagement

Hakkak and Ghodsi (2013) defined POS as the type of assistance or collaboration required to do a task successfully. Three components make up the multifaceted concept of work engagement, which is explained as a happy, contented, and job-related state of mind: vigour (physical aspect), dedication (an emotional component), and absorption (a cognitive component). A stronger sense of mental toughness and vitality while work is a sign of vigour in employees. Significance, inspiration, pride, challenge, zeal, and engagement in the task are components of dedication. When workers are deeply engaged and exhibit

a high level of attention, it's known as absorption. time passes quickly at work, and they feel obscured enough to pull away from labour (Schaufeli et al., 2002). We propose that perceived organizational support have significant impact on work engagement of employees in Service industry across india. According to the earlier study, POS supports employees' emotional and cognitive assessments of their workplace and organization (Byrne & Hochwarter, 2008). In accordance with the reciprocity principle of social exchange theory, workers with higher POS may become more involved in their jobs and organizations, assisting the latter in achieving its objectives.

This suggests that employees are more likely to give back to their organization by making an effort to fulfil their obligations related to the organization by becoming more involved when they believe that their employer values their contributions and cares about their well-being as a result. POS enhances employees' natural interest in their responsibilities, which has a beneficial effect on their work engagement. Employees' natural interest in their work will be encouraged by the organization's view for four main reasons. For instance, first, POS promotes the idea among its staff members that their company will support them materially or emotionally in times of need. Secondly, POS provides for the socio-emotional requirements of staff members, including needs for respect and attachment. Third, POS can offer staff members substantial compensation for exceptional work. Fourth, it could increase workers' intrinsic motivation for their work by raising their self-efficacy (Eisenberger & Stinglhamber, 2011). Perceived Organizational Support (POS) has been recognized as a significant predictor of work engagement, as employees who feel valued and supported by their organization are more likely to be actively engaged in their roles (Saks, 2019; Ali et al., 2020; Murthy, 2017). Highly supportive organizations were observed to have more engaged employees. Thus, we propose:

Hypothesis 1 (H1): Perceived organizational support is positively related to work engagement

2.2 The Role of Entrepreneurial Attitude as a Moderator

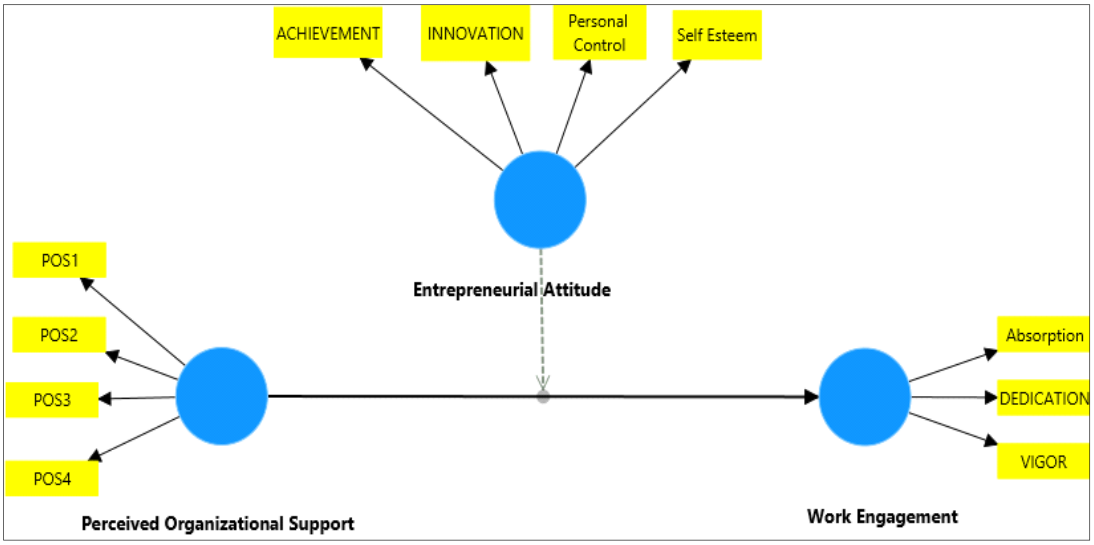
Entrepreneurial attitude is a multifaceted construct reflecting an individual's disposition towards innovation, proactiveness, achievement, and control—key elements often linked to entrepreneurial success (Stefanidis & Strogilos, 2020). The Entrepreneurial Attitude Orientation (EAO) framework, widely adopted in entrepreneurship research, assesses this disposition through four dimensions: innovation, personal control, achievement, and self-esteem (Ayalew & Zeleke, 2018; Pulka, 2018; Yogalakshmi & Latha, 2018). Innovation relates to generating original ideas and implementing novel approaches in business contexts, while personal control reflects the belief in one's ability to influence business outcomes (Aloulou, 2016). Self-esteem denotes confidence and a positive self-image, which drive perseverance and effort (Choe et al., 2013), and achievement encapsulates the motivation to attain goals and receive performance feedback (Barba-Sánchez & Atienza-Sahuquillo, 2017). Empirical studies suggest that a favorable entrepreneurial attitude plays a crucial role not only in intention formation but also in resilience and Behavioural enactment, especially under uncertain conditions (Conz et al., 2023). It enhances the capacity to convert organizational support into meaningful action, thereby functioning as a psychological resource that moderates relationships between perceived support

and positive work outcomes (Climent-Rodríguez et al., 2020; Yuan, 2022). Entrepreneurial attitude, therefore, represents a dynamic interplay between personal traits and contextual responsiveness, making it a pivotal factor in shaping engaged and opportunity-oriented Behaviour in organizational settings (Duong & Vu, 2023; Wardana et al., 2020).

Hypothesis 2 (H2): Entrepreneurial Attitude will significantly and positively moderate the relationship between POS and Work Engagement.

3. Conceptual Model

Figure 1 depicts the conceptual foundation for this study. The framework's exogenous variable is POS; the endogenous variable is work engagement, which has three dimensions: vigour, dedication, and absorption; and the moderating variable is entrepreneurial attitude, which has four dimensions: achievement, innovation, self-esteem, and personal control. Two hypotheses are illustrated by the framework. While the second set of hypotheses demonstrates an indirect relationship (H2) between POS and job engagement with an entrepreneurial attitude as the moderating variable, the first set of hypotheses demonstrates a direct relationship (H1) between POS and work engagement.



Source: Researcher's own Compilation
Note(s): Direct effect
Indirect effect

Fig. 1: Theoretical Framework

4. Research Method

4.1 Instrument Development

The empirical survey of workers in India's service sector served as the basis for this study. A quantitative survey was utilised to monitor attitudes, conduct, and opinions in a standardised pattern from a sizable target group (McDowell, 2006). The measurement scale was modified from previous research. The questionnaire was split into four pieces. The first section's goal was to collect data regarding respondents' engagement at work. Sections 2 and 3 contained the POS and entrepreneurial attitude assessment questions, respectively. The final section of the questionnaire asked about the respondents' demographics. Sections 1-3 of the questionnaires were evaluated using a five-point Likert scale. For positive statements from section 1-3, 1 indicated "strongly disagree," and 5 indicated "strongly agree," whereas for negative statements in section 2, 1 indicated "strongly agree," and 5 indicated "strongly disagree."

The EAO scale including 75 statements developed by Robinson et al. (1991) and the 16-item Utrecht Work Engagement Scale advanced by Schaufeli et al. (2002) were used in this study to assess the entrepreneurial attitude. and the eight-item POS evaluation measure developed by Imran et al. (2020). All of the research instruments utilised in this research are listed in Table 1 below.

Construct	**Items**	
POS		
POS	"The organization values my contribution to its well being"	Imran et al. (2020)
	"The organization fails to appreciate any extra effort from me" (R)	
	"The organization would ignore any complaint from me" (R)	
	"The organization really cares about my wellbeing"	
	"Even if I did best job possible, the organization would fail to notice" (R)	
	"The organization cares about my general satisfaction at work"	
	"The organization shows a very little concern for me" (R)	
	"The organization takes pride in my accomplishment at work"	
Work Engagement		
Vigor	"At my work, I feel bursting with energy"	Schaufeli et al. (2002)
	"At my job, I feel strong and vigorous"	
	"When I get up in the morning, I feel like going to work"	
Dedication	"I am enthusiastic about my job"	
	"I am proud of the work that I do"	
	"My job inspires me"	
Absorption	"I feel happy when I am working intensely"	
	"I am immersed in my work"	
	"I get carried away when I'm working"	

Entrepreneurial Attitude		
Achievement	"I never push important matters to a more convenient time"	Robinson et al. (1991)
	"I believe it is important to analyze your own weaknesses in business dealings"	
	"I often sacrifice personal comfort in order to take advantage of business opportunities"	
	"I do every job as thoroughly as possible"	
	"To be successful, I believe it is important to use your time wisely"	
	"I feel a sense of pride when I do a good job on my business projects"	
	"I think that to succeed in business these days, you must eliminate inefficiency"	
	"I feel depressed when I do not accomplish meaningful work"	
	"I feel good when I work hard to improve my business"	
Personal Control	"I have always work hard in order to be among the best in the field"	
	"I know that social and economic conditions will affect my success in the business"	
Construct	**Items**	
	"I believe that in the business world, the work of competent people will always be recognised"	
	"I feel resentful when I get bossed around at work"	
	"I believe that any organization can become more effective by employing competent people"	
	"I spend a lot of time planning my business activities"	
	"I take active part in community affairs so that I can influence events that affect my business"	
Innovation	"I seldom follow instructions unless the task I am working on is too complex"	
	"I feel very energetic working with innovative colleagues in a dynamic business environment"	
	"I enjoy being able to use old business concepts in new ways"	
	"Most of my time spent working on several business ideas simultaneously"	
	"I believe that in order to succeed, one must conform to accepted business practices"	
	"I usually delegate routine task after only a short period of time"	
	"I believe that to succeed in business, you must spent some time everyday developing new opportunities"	
	"I often approach business task in a unique way"	

	"I enjoy finding solutions for problems that nobody has tried to resolve yet"	
Self-esteem	"I usually perform very well on my part of any business project I am involved with"	
	"I believe successful people handle themselves well at business gatherings"	
	"I feel self-conscious when I am with very successful business people"	
	"I believe that authority I have in business is due to mainly my expertise in certain areas"	
	"I feel comfortable when I am unsure of how my business associates perceive me"	
	"I often put on show to impress the people I work with"	
	"I feel inferior to most people I work with"	
	"I often feel bad about the quality of work I do"	
	"I believe it is important to make a good first impression"	

Source: Researcher's own Compilation

Table I: Research Instrument

4.2 Sample Size and Data Collection

This research employed a simple random sampling technique in conjunction with quantitative research. 51 questions on a Likert scale of 1 to 5—1 denoting strongly disagree and 5 denoting strongly agree—were used to gather field data. The data was analysed and the suggested model was tested using the partial least squares structural equation modelling (PLS-SEM) method. Additionally, employees from a range of public and private service organizations were chosen throughout India depending on their willingness and availability. Simple random sampling yielded 124 full responses as the final sample.

The characteristics of the study's respondents are shown in Table 2. There are three categories for gender: male, female, and prefer not to say. Furthermore, the age group is separated into four age groups: those aged 21 to 30, 31 to 40, 41 to 50, and 51 and older. Last but not least, there are five categories for academic qualifications: senior secondary or lower, graduate, postgraduate and higher, professional qualification, and other (please specify).

34% of respondents are female, 65% are male, and 1% are other, according to Table 2's gender profile. The age profile also reveals that 71% of responses fall into the majority's age bracket, which is between 31 and 40. Additionally, 50% of responders in qualified employment are graduates.

Respondent Characteristic	N	Percentage (%)
Gender		
Male	81	65
Female	42	34
Others	1	1
Age		
21-30	14	11
31-40	88	71
41-50	13	10
51 & above	09	8
Educational Qualification		
Graduate	62	50
Post Graduate & above	49	40
Professional Degree	7	6
Other	6	4

Source: Researcher's own Compilation

Table II: Respondent Characteristics

5. Data Analysis

The data was examined and the hypothesis was assessed using the PLS-SEM approach. The measurement model and the structural model are the two phases of measurement (Hair et al., 2013). Reliability analysis, discriminant validity, and convergent validity in the measurement model are all part of the approach. As a consequence of testing hypotheses and descriptive statistics, the structural model also incorporates collinearity, R2, f2, and model fit. Established validation workings are used to evaluate the reliability and validity of items. Cronbach's α coefficient was used to evaluate the construct's reliability. The convergent and discriminant validity indicators were measured employing SmartPLS 4.0 software. Model fit, R2, f2, and collinearity were measured and hypotheses were tested using the bootstrapping method.

6. Results and Discussions

6.1 Common Method Bias

The data were checked for possible common method bias (CMB), which is an issue in research where latent constructs are measured using comparable scale types, before model estimation. When systematic error is introduced by the measurement technique instead of the real structural relationships between the model variables, this is known as common method variance. This kind of bias can result from a number of factors, including general instructions at the start of the test, which may cause responders to provide answers that are socially acceptable. According to Kock (2015), these response tendencies may contribute to CMB by generating shared variance among items. The variables in this research were

measured using a 5-point Likert scale, and a thorough collinearity analysis was carried out to find any evidence of CMB in the data. This method compares the constructs' inner variance inflation factor (VIF) values to a randomly created endogenous variable; values more than 3.3 suggest possible CMB problems (Kock & Lynn, 2012). It can be stated that common technique bias is not an issue in this research because none of the inner VIF values above this threshold (Kock, 2015).

6.2 Measurement Model Analysis

Indicator reliability, internal consistency reliability, convergent validity, and discriminant validity of the constructs are all evaluated as part of the measurement model assessment. When item loadings reach or above 0.707, indicator reliability is verified (Chin, 2010; Hair et al., 2019). Both composite reliability and Cronbach's alpha are used to check internal consistency reliability; the former is regarded as a more liberal metric and the latter as a more conservative one. According to Dijkstra and Henseler (2015), the genuine reliability of a construct usually falls between these two and is best represented by Rho A (ρA). Composite reliability, Cronbach's alpha, and Rho A should all have values between 0.70 and 0.95 in order for construct reliability to be deemed sufficient (Hair et al., 2022). When the average variance extracted (AVE) is more than 0.50, which means that the construct accounts for more than half of the variance in its indicators, convergent validity is demonstrated (Hair et al., 2010).

The degree to which a construct is empirically different from other latent variables in the model is known as discriminant validity. According to Henseler et al. (2015), the Heterotrait–Monotrait (HTMT) ratio has been suggested as a more dependable technique for evaluating discriminant validity than the conventional Fornell–Larcker criterion (Fornell & Larcker, 1981). As a result, this study used the HTMT criterion. When HTMT scores for conceptually distinct constructs are less than 0.85, discriminant validity is deemed established. Bootstrapping was used to assess whether the confidence intervals of the HTMT ratios differed significantly from 1.00 in order to test the statistical significance of the HTMT values. Table 3 provides reliability and convergent validity metrics, while Table 4 shows the discriminant validity assessment using the HTMT criterion. The findings show that all of the model's constructs' validity and reliability are established in accordance with the suggested standards.

Table 3: Reliability and Validity

Construct	Items	LOC loadings	HOC Loadings	Average Variance Extracted	Composite Reliability	Cronbach's Alpha	Rho (A)
POS				0.617	0.865	0.867	0.869
	POS1	0.841					
	POS2	0.864					
	POS3	0.880					
	POS4	0.797					

Work Engagement:				0.652	0.849	0.850	0.850
vigor	V1	0.902	0.861				
	V2	0.910					
Dedication	D1	0.918	0.908				
	D2	0.923					
	D3	0.859					
Absorption	AB1	0.909	0.862				
	AB2	0.923					
Entrepreneurial Attitude:				0.568	0.832	0.825	0.876
Achievement	A1	0.389	0.889				
	A2	0.774					
	A3	0.721					
	A4	0.845					
	A5	0.811					
	A6	0.828					
	A7	0.775					
	A9	0.843					
Personal Control	PC5	1.000	0.801				
Innovation	I4	0.758	0.886				
	I5	0.832					
	I6	0.767					
	I7	0.814					
	I8	0.764					
Self esteem	SE3	1.000	0.644				

Source: Researcher's own Compilation

Table 4: HTMT Criterion for Discriminant Validity

	EA	POS	WE	EA x POS
Entrepreneurial Attitude				
Perceived Organizational Support	0.572 (0.325, 0.751)			
Work Engagement	0.697 (0.483,0.848)	0.705 (0.527,0.826)		
Entrepreneurial Attitude x Perceived Organizational Support	0.551	0.302	0.416	

Note: 2.5% and 97.5% bias corrected confidence intervals in parentheses.
Source: Researcher's own Compilation

6.3 Structural Model Analysis

In order to rule out any significant multicollinearity problems among the variables in the model, the inner VIF values were analysed as the first step in structural model analysis. All inner VIF values were found to be below 5, ruling out any significant multicollinearity problems among the variables in the model (Hair et al., 2019; James et al., 2013). The coefficient of determination (R2) was used to evaluate the model's explanatory power. The path coefficients were then computed, and significance tests were done using the bootstrapping approach to evaluate the structural correlations. Additionally, the effect size (f2) of each predictor construct was computed. According to Henseler et al. (2014), the standardised root mean square residual (SRMR) value should be used to evaluate the model fit in PLS-SEM; an SRMR value of less than 0.08 indicates a successful model fit (Hu & Bentler, 1998).

The explanatory power and model fit results for the estimated model are shown in Table 5. With R2 values above 0.50 and less than 0.75 for all endogenous variables, the results show a significant explanatory power. The effect size of the independent variables on the dependent ones is indicated by the f2 value. Cohen (1988, 1992) proposed treating the effect sizes of 0.02, 0.15, and 0.35 as small, medium, and large, respectively. As a result, POS has a significant impact on work engagement. because Work Engagement's f2 value was higher than 0.35. Additionally, as the value is greater than 0.15 as indicated above, the effect size of entrepreneurial attitude on work engagement is medium.

Table 5: Explanatory Power and Model Fit

Explanatory Power: R^2

	R-square	R-square adjusted
WE	0.634	0.625

Effect size: f^2

	EA	POS	WE	EA x POS
EA			0.230	
POS			0.382	
WE				
EA x POS			0.005	

Model fit:

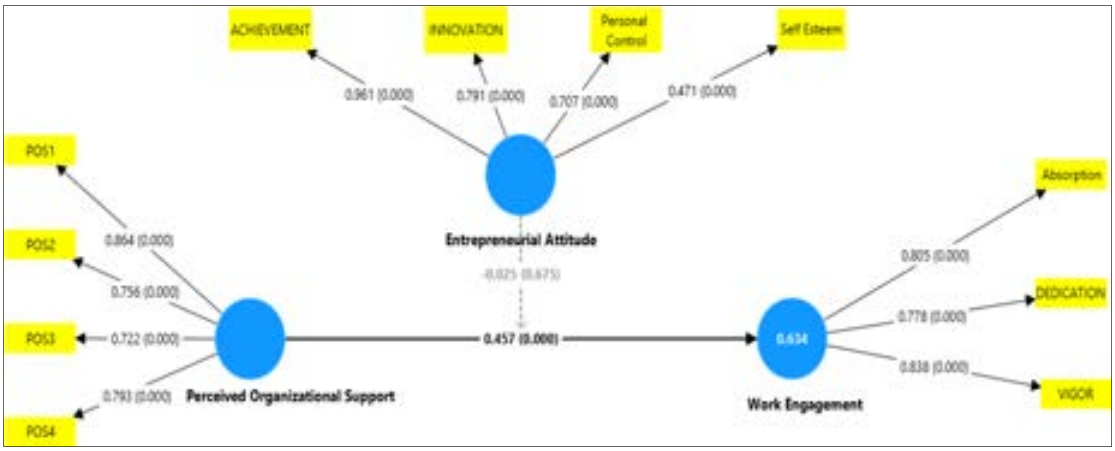
	Saturated Model	Estimated Model
SRMR	0.059	0.059

Source: Researcher's own Compilation

In order to ascertain whether or not the model matches the data, the model fit test was finally carried out. The model fit is determined by looking at the standardised root mean square residual (SRMR) value. SRMR values less than 0.10 or 0.08 are regarded as a good match, according to general recommendations for assessing model fit.

The model fit for this study is shown in Table 5. The SRMR value in the table is 0.059. According to a general rule, the model is fit because the SRMR value is 0.059, which is less than 0.08.

The model was performed using the consistent PLS technique in SmartPLS 4 software to test hypotheses. To test the significance of the coefficients, bootstrapping was performed with 5,000 subsamples. POS and work engagement are positively and significantly correlated, according to bootstrapping calculations. Work Engagement has a beta (β) of 0.457 and a p-value of less than 0.05 (Figure 2). Based on bootstrapping research, it may be concluded that POS enhances work engagement. As a result, this supports H1. To test hypothesis H2, the function of entrepreneurial attitude as a moderating variable is also investigated. Bootstrapping demonstrates the negligible effects of entrepreneurial attitude as a moderating construct. The association between POS and work engagement is favourably and not significantly moderated by entrepreneurial attitude (Figure 2). According to the bootstrapping analysis, the association between POS and work engagement is weakened by an entrepreneurial attitude. Thus, H2 is rejected.



Source: Researcher's own Compilation
Fig. 2: Structural Model Analysis

Figure 2 displays the model estimation findings, while Table 6 displays the structural model results for direct and indirect impacts. The indirect influence did not show statistical significance, but the direct path coefficients were. As a result, while H2 is not supported, H1 is.

Path	Coefficient (â)	Standard deviation	T-statistic	P-value	Confidence Interval (Bias Corrected)		Inference
					2.5%	97.5%	
POS ->WE	0.457	0.109	4.206	0.000	0.213	0.640	H1 Supported
EA x POS ->WE	-0.025	0.059	0.420	0.675	-0.145	0.075	H2 not Supported

Source: Researcher's own Compilation

7. Discussion

This study looks at the relationship between POS and work engagement using entrepreneurial attitude as a moderator. The findings indicate that POS and work engagement are significantly positively correlated. This suggests that when employees feel strongly supported and acknowledged by the organization, their engagement with their work increases dramatically. Employee happiness, work satisfaction, and performance levels are all positively impacted by this sincere assistance. Therefore, employees' consistency tends to have a beneficial effect on organizational engagement and job satisfaction when they naturally sense positive support. Since they have been shown to have a good effect on work attitude, it is necessary to give employees a more solid and strong support structure that should promote greater job engagement. Therefore, the current study shows that there are significant correlations between POS and workers' work engagement in India's service sector. A higher degree of work engagement is fostered by employees reporting higher job satisfaction when they perceive higher levels of organizational support. This implies that POS serves as a stress-reduction tool that boosts employee motivation and sense of worth. Workers are less likely to think about quitting if they feel that their company is supporting them. The increased levels of engagement that POS fosters are responsible for the decreased intention to leave.

Furthermore, there was insignificant relationship between Entrepreneurial Attitude and Work Engagement. It showed that having an entrepreneurial attitude in the employees of service industry does not have any interaction effect on the relationship between POS and work engagement. It does not affect positive change in relationship between POS and work engagement. But it is also found out that having

entrepreneurial attitude in the employees affect their work engagement i.e., employees with high entrepreneurial attitude having higher engagement towards their work and vice versa. Therefore, we may conclude that POS strengthens rather than weakens employees' commitment to and motivation for their work, as well as their sense of belonging to and trust in the organization. Additionally, an entrepreneurial attitude enhances productivity through increased job engagement, but it also adversely affects the connection between POS and work engagement.

8 Implication

This research has some intriguing ramifications. First, the relationship between POS and work engagement in a service sector scenario is directly examined in this study. POS is still extremely uncommon in a service sector setting, despite the fact that earlier scholars have looked at the problem in a number of different sectors. To date, the majority of researchers have focused on POS in a variety of lower-level domains, such as academia (Hakanen et al., 2005), the banking industry (Imran et al., 2020), etc., but not at the middle or upper levels. Second, the study is conducted using the theory of planned behaviour (TPB) for the entrepreneurial attitude and organizational support theory (OST) for POS. Third, this study clarifies how employees' positive perceptions of organizational support might have a positive impact on their level of engagement at work. This study demonstrates the importance of POS and job engagement for businesses, as well as their beneficial effects on middle- and upper-level employees' vigour, commitment, and absorption. However, it has been shown that the impact of an entrepreneurial mindset on POS and work engagement is negligible.

The results of this study help policymakers in organizations keep an eye on workers' engagement at work and remind them of the value of organizational support tactics. This study examines how management may improve the commitment of managerial staff and organizational objectives through the perspective of POS. It is anticipated that policymakers at organizations will be able to create policies and identify methods to attain long-term sustainability in goal achievements if they have a solid grasp of the advantages of executing POS. Organisations must comprehend how positive POS can enhance employee job engagement because there is a clear connection between POS and work engagement, as well as the moderating influence of an entrepreneurial attitude. Positive perceptions make workers happy and eager to accomplish company objectives. Instead of engaging in absenteeism and unfavourable work behaviour, people in this situation can perceive good and act accordingly. Similarly, by encouraging Perceived Organizational Support (POS) in the workplace, companies can lower the risk of employee turnover and absenteeism while simultaneously fostering a positive work atmosphere.

9. Conclusion

Based on organizational support theory and the Theory of Planned Behaviour (TPB), this study emphasises the crucial interactions among work engagement, perceived organizational support (POS), and the moderating influence of entrepreneurial Attitude. According to our research, workers are more likely to feel obligated to return the favour by putting in more effort and engagement at work when they see that their companies are genuinely supporting them, both tangibly and intangibly. This is in line with the ideas of social exchange theory, which holds that supportive organizational environments encourage workers to flourish and make valuable contributions to the objectives of the company.

Additionally, in order to comprehend how entrepreneurial attitudes impact the connection between POS and work engagement, our study looked into the integration of TPB. Our research shows that the association between POS and work engagement is unaffected by entrepreneurial attitude, according to the robust analysis check. However, it significantly and favourably affects employee engagement at work. This link emphasises how crucial it is to create a welcoming workplace environment that attends to socioemotional needs and positive perceived organizational support in order to foster employee flourishing and engagement.

In summary, by clarifying the ways in which perceived organizational support affects work engagement, our study adds to the body of previous literature. In addition to advancing theoretical knowledge, these insights have managerial and practical implications for management strategies meant to create a positive workplace culture that encourages employee engagement and promotes business success.

References

1. Ajzen, I. (2005). Attitudes, personality and behaviour. McGraw-Hill Education (UK).
2. Ali, F. H., Rizavi, S. S., Ahmed, I., & Rasheed, M. (2018). Effects of perceived organizational support on organizational citizenship Behaviour: Sequential mediation by well-being and work engagement. Journal of the Punjab University Historical Society, 31(1), 111–131.
3. Aloulou, W. J. (2016). Predicting entrepreneurial intentions of final year Saudi university business students by applying the theory of planned Behaviour. Journal of Small Business and Enterprise Development, 23(4), 1142–1164. https://doi.org/10.1108/JSBED-02-2016-0028

4. Ayalew, M. M., & Zeleke, S. A. (2018). Modeling the impact of entrepreneurial attitude on self-employment intention among engineering students in Ethiopia. Journal of Innovation and Entrepreneurship, 7(1). https://doi.org/10.1186/s13731-018-0088-1

5. Barba-Sánchez, V., & Atienza-Sahuquillo, C. (2017). Entrepreneurial intention among engineering students: The role of entrepreneurship education. European Research on Management and Business Economics, 24(1), 53–61. https://doi.org/10.1016/j.iedeen.2017.04.001

6. Bonaiuto, F., Fantinelli, S., Milani, A., Cortini, M., Vitiello, M. C., & Bonaiuto, M. (2022). Perceived organizational support and work engagement: the role of psychosocial variables. Journal of Workplace Learning, 34(5), 418–436. https://doi.org/10.1108/jwl-11-2021-0140

7. Boonsiritomachai, W., & Sud-On, P. (2021a). The moderation effect of work engagement on entrepreneurial attitude and organizational commitment: evidence from Thailand's entry-level employees during the COVID-19 pandemic. Asia-Pacific Journal of Business Administration, 14(1), 50–71. https://doi.org/10.1108/apjba-03-2021-0101

8. Boonsiritomachai, W., & Sud-On, P. (2021b). The moderation effect of work engagement on entrepreneurial attitude and organizational commitment: evidence from Thailand's entry-level employees during the COVID-19 pandemic. Asia-Pacific Journal of Business Administration, 14(1), 50–71. https://doi.org/10.1108/apjba-03-2021-0101

9. Boonsiritomachai, W., & Sud-On, P. (2021c). The moderation effect of work engagement on entrepreneurial attitude and organizational commitment: evidence from Thailand's entry-level employees during the COVID-19 pandemic. Asia-Pacific Journal of Business Administration, 14(1), 50–71. https://doi.org/10.1108/apjba-03-2021-0101

10. Byrne, Z. S., & Hochwarter, W. A. (2008). Perceived organizational support and performance. Journal of Managerial Psychology, 23(1), 54–72. https://doi.org/10.1108/02683940810849666

11. Chin, W. W. (2010). How to write up & report PLS analyses. In V. E. Vinzi, , W. W. Chin, J. Henseler, & Wang, H. (Eds.), Handbook of partial least squares (pp. 655–690). Springer.

12. Choe, K., Loo, S., & Lau, T. (2013). Exploratory Study on the Relationship between Entrepreneurial Attitude and Firm's Performance. Asian Social Science, 9(4). https://doi.org/10.5539/ass.v9n4p144

13. Climent-Rodríguez, J. A., Navarro-Abal, Y., Sánchez-López, C., Galán-García, A., & Gómez-Salgado, J. (2020). The relationship between self-employed workers' entrepreneurial attitude and health status. International Journal of Environmental Research and Public Health, 17(6), 1892. https://doi.org/10.3390/ijerph17061892

14. Cohen, J. (1988). Statistical power analysis for the Behavioural sciences. Lawrence Erlbaum.

15. Cohen, J. (1992). A power primer. Psychological Bulletin, 112(1), 155–159. https://doi.org/10.1037/14805-018

16. Conz, E., Magnani, G., Zucchella, A., & De Massis, A. (2023). Responding to unexpected crises: The roles of slack resources and entrepreneurial attitude to build resilience. Small Business Economics, 61, 957–981. https://doi.org/10.1007/s11187-022-00718-2

17. Dijkstra, T. K., & Henseler, J. (2015). Consistent partial least squares path modelling. MIS Quarterly, 39(2), 297–316. https://www.jstor.org/stable/26628355

18. Duong, C. D., & Vu, N. X. (2023). The single, complementary, balanced, and imbalanced influences of entrepreneurial attitudes and intentions on entrepreneurial Behaviours: Polynomial regression with response surface analysis. Heliyon, 9, e14604. https://doi.org/10.1016/j.heliyon.2023.e14604

19. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. Journal of Applied Psychology, 71(3), 500–507. https://doi.org/10.1037/0021-9010.71.3.500

20. Eisenberger, R., & Stinglhamber, F. (2011). Perceived organizational support: Fostering enthusiastic and productive employees. In American Psychological Association eBooks. https://doi.org/10.1037/12318-000

21. Gouldner, A. W. (1960). The Norm of Reciprocity: A Preliminary Statement.

22. Gupta, M., & Shaheen, M. (2017). Impact of work engagement on turnover intention: Moderation by psychological capital in india. Verslas Teorija Ir Praktika, 18(0), 136–143. https://doi.org/10.3846/btp.2017.014

23. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate data analysis (7th ed.). Prentice Hall.

24. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). A primer on partial least squares structural equation modeling (PLS-SEM) (3rd ed.). Sage Publications

25. Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use & how to report the results of PLS-SEM. European Business Review, 31(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

26. Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2005a). Burnout and work engagement among teachers. Journal of School Psychology, 43(6), 495–513. https://doi.org/10.1016/j.jsp.2005.11.001

27. Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., Ketchen Jr, D. J., Hair, J. F., Hult, G. T. M., & Calantone, R. J. (2014). Common beliefs & reality about partial least squares: Comments on Ronkko and Evermann (2013). Organizational Research Methods, 17(2), 182–209. https://doi.org/10.1177/1094428114526928

28. Hu, L., & Bentler, P. M. (1998). Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification. Psychological Methods, 3(4), 424–453. https://doi.org/10.1037/1082-989X.3.4.424

29. Imran, M. Y., Elahi, N. S., Abid, G., Ashfaq, F., & Ilyas, S. (2020). Impact of perceived organizational support on work engagement: mediating mechanism of thriving and flourishing. Journal of Open Innovation Technology Market and Complexity, 6(3), 82. https://doi.org/10.3390/joitmc6030082

30. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). An introduction to statistical learning: With applications in R. Springer.

31. Jankelová, N., Joniaková, Z., & Skorková, Z. (2021). Perceived organizational support and work engagement of First-Line managers in healthcare – the mediation role of feedback seeking Behaviour. Journal of Multidisciplinary Healthcare, Volume 14, 3109–3123. https://doi.org/10.2147/jmdh.s326563

32. Khodakarami, N., & Dirani, K. (2020). Drivers of employee engagement: differences by work area and gender. Industrial and Commercial Training, 52(1), 81–91. https://doi.org/10.1108/ict-06-2019-0060

33. Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. International Journal of e-Collaboration, 11(4), 1–10. https://doi.org/10.4018/ijec.2015100101

34. Kock, N., & Lynn, G. (2012). Lateral collinearity & misleading results in variance-based SEM: An illustration & recommendations. Journal of the Association for Information Systems,13(7), 546–580. https://ssrn.com/abstract=2152644

35. Kusmintarti, A., Thoyib, A., Ashar, K., & Maskie, G. (2014). The relationships among entrepreneurial characteristics, entrepreneurial attitude, and entrepreneurial intention. IOSR Journal of Business and Management, 16(6), 25–32. https://doi.org/10.9790/487x-16622532

36. McDowell, I. (2006). Measuring Health: A Guide to Rating Scales and Questionnaires. Oxford University Press.

37. Murthy, R. K. (2017). Perceived organizational support and work engagement. Meta, 19, 22.

38. Pihie, Z. a. L., & Bagheri, A. (2010). Entrepreneurial attitude and entrepreneurial efficacy of technical secondary school students. Journal of Vocational Education and Training, 62(3), 351–366. https://doi.org/10.1080/13636820.2010.509806

39. Prem, R., Ohly, S., Kubicek, B., & Korunka, C. (2016). Thriving on challenge stressors? Exploring time pressure and learning demands as antecedents of thriving at work. Journal of Organizational Behaviour, 38(1), 108–123. https://doi.org/10.1002/job.2115

40. Pulka, B. M. (2018). The multidimensional impact of entrepreneurial attitude orientation on firm performance: a study of micro enterprises in maiduguri, Borno State, Nigeria. Nigerian Journal of accounting and finance, 10(1), 112-132.

41. Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. Journal of Applied Psychology, 86(5), 825–836. https://doi.org/10.1037/0021-9010.86.5.825

42. Robinson, P. B., Stimpson, D. V., Huefner, J. C., & Hunt, H. K. (1991). An attitude approach to the prediction of entrepreneurship. Entrepreneurship theory and practice, 15(4), 13-32.

43. Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. Journal of Organizational Effectiveness People and Performance, 6(1), 19–38. https://doi.org/10.1108/joepp-06-2018-0034

44. Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. Journal of Happiness Studies, 3(1), 71–92.

https://doi.org/10.1023/a:1015630930326

45. Stefanidis, A., & Strogilos, V. (2020). Perceived organizational support and work engagement of employees with children with disabilities. Personnel Review, 50(1), 186–206. https://doi.org/10.1108/pr-02-2019-0057

46. Wardana, L. W., Narmaditya, B. S., Wibowo, A., Mahendra, A. M., Wibowo, N. A., Harwida, G., & Rohman, A. N. (2020). The impact of entrepreneurship education and students' entrepreneurial mindset: The mediating role of attitude and self-efficacy. Heliyon, 6(9), e04922. https://doi.org/10.1016/j.heliyon.2020.e04922

47. Wasilowski, S. (2018). Employee Engagement in Higher Education. JOURNAL OF SOCIAL SCIENCE RESEARCH, 12(2), 2699–2712. https://doi.org/10.24297/jssr.v12i2.7435

48. Yogalakshmi, M. K., & Latha, G. (2018). Influence of entrepreneurial attitude orientation on business performance of entrepreneurs in cuddalore district. International Journal of Scientific Research in Computer Science Applications and Management Studies, 7(5), 1-14.

49. Yuan, Y.-H. (2022). A study from a psychological perspective of high performance to explore the relationship among resource bricolage, social capital, entrepreneurial attitude, and intention. Frontiers in Psychology, 13, 944151. https://doi.org/10.3389/fpsyg.2022.944151