



# How does perceived organisational support restrain social loafing of employees? The mediating role of self-efficacy and entrepreneurial bricolage

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## ABSTRACT

The study aims to examine the determinants of social loafing by using social exchange theory and expectation theory. Specifically, we examine how self-efficacy and entrepreneurial bricolage moderate the relationship between perceived organizational support and employee social loafing. In addition, we examine the moderating effects of person-organization fit and organizational justice. Empirical evidence suggests that: 1) Being regarded as receiving assistance from an organization has a significant negative impact on social loafing. 2) Self-efficacy partially mediates the influence of perceived organizational support on social loafing. 3) As the level of person-organization fit grows, the mediating influence of self-efficacy becomes more pronounced. 4) Entrepreneurial bricolage offers a novel hypothesis to explain the hindrance of perceived organizational support on workers' engaging in social loafing. 5) An organizational justice environment effectively controls the impact of perceived organizational support on workers' entrepreneurial bricolage. The study examines the interactions between firms and employees, proposing a framework to reduce employees' social withdrawal and optimize firms' human resource efficiency.

## Introduction

Modern studies in organizational behavior and human resource management focus on effective strategies for leveraging human resources to enhance organizational performance. However, productivity significantly declines when individuals go from the academic environment to the workplace (Tang & Liu, 2019). Socioeconomic loafing is a phenomenon seen in groups, teams, and organizations (Wang & Zhu, 2006). What strategies can enhance employee enthusiasm and encourage active organizational participation while reducing social loafing? Corporate management expresses concern over the issue due to the increasing prevalence of remote work.

Social loafing refers to the phenomenon of employees becoming disconnected from their organizations (Steiner, 1972). Consequently, employees become devoid of motivation. Tvasi (2010) indicates that consistent positive reinforcement within organizations can mitigate social loafing. Employees' willingness to work extended hours increases when they perceive sufficient support and fair treatment from their

employers (Liu et al., 2018). Such perceptions motivate employees to embrace incentives (Xu & Zhang, 2007). Dinh et al. (2014) reveal that perceptions of organizational support can effectively address unmet incentives by satisfying employees' needs for work-related resources and emotional well-being, thereby enhancing intrinsic motivation to contribute to company development. Empirical research has shown that organizational support can counteract diminished motivations by effectively meeting the resource and emotional well-being needs of employees. Providing organizational support to employees boosts their self-efficacy, which is their belief in their ability to achieve their goals. Self-efficacy is confidence in the ability to control one's motivation, behavior, performance and social environment. The emphasis on self-efficacy can prompt companies to reassess strategies to enhance organizational support and self-efficacy. Additional organizational support fosters innovative utilization, reconstruction, and recombination of resources by employees to perform tasks and accomplish goals (Baker & Nelson, 2005). Such support highlights the importance of entrepreneurial bricolage for startups. Increased levels of innovation

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may provide enterprises with novel methods to acquire and optimize resources. Enhanced staff motivation and systematic goal-setting can mitigate social loafing.

Optimal resource allocation is crucial for the expansion of businesses, especially for emerging ones (Wang & Schtt, 2020). Relying solely on external sources hampers organizations' ability to address deficiencies in resource endowment and meet increasing resource demands, which jeopardizes sustainable growth (Ou & Zhang, 2019). Therefore, organizations must promote inventive and effective utilization of resources to thrive and coexist with the environment. Essential goals include motivating employees, enhancing their enthusiasm for work, fostering individual initiative, and reducing resistance to societal change. Ensuring optimal resource allocation with minimal impact on organizational growth is of utmost importance. The study recommends the use of self-efficacy and entrepreneurial bricolage as strategies to enhance organizational support, therefore mitigating the phenomenon of social loafing. Furthermore, it explores strategies that companies might use to address diminished motivation and lower employees' social consumption. Such strategies enhance the value of human resources and compel firms to overcome limitations in resources and achieve sustainable growth.

Podsakoff et al. (1990) reveal a negative correlation between perceived organizational support (POS) and social loafing among a sample of 205 employees from various sectors, indicating that team members with higher POS are less likely to procrastinate. Blau (1994) shows that POS mediates the relationship between group cohesiveness and social loafing dynamics. Group cohesion measures the extent to which members feel connected and share a common objective. Blau (1994) also finds that higher levels of POS weaken the positive relationship between group cohesiveness and social loafing. In simpler terms, POS facilitates a positive connection between group cohesiveness and social loafing. Employees who viewed their employers as highly supportive were less likely to waste time.

To strengthen such dynamics, organizations should encourage employee participation in events, facilitate feedback exchange, and ensure recognition. Such practices enable companies to communicate core principles and demonstrate a commitment to employee well-being and satisfaction. By providing support to staff and welcoming newcomers, firms can effectively reduce social loafing and enhance productivity. Table 1 presents research findings and parameters influencing POS and social loafing features.

The study focuses on the alignment of values and goals within Chinese high-tech companies. These organizations, committed to innovation and expansion, tend to hire individuals who align with their principles. While personality fit is not as critical as values and goal fit, the findings suggest that it remains significant. The fast-paced and demanding nature of a technology business can limit the chances of success for unqualified applicants.

Results impact the entrepreneurial ecosystem in China's high-tech

sector, indicating that organizations should prioritize hiring individuals whose values, mission, and vision align with their own. Customizing screening and recruiting procedures to identify candidates who fit the organizational culture is essential. Additionally, effectively communicating values and goals to both new and existing employees will strengthen alignment with organizational objectives.

The analysis underscores the importance of facilitating employee career development to meet the evolving demands of the organization. Companies can achieve this by providing training and fostering a culture of continuous learning. Creating a supportive work environment is equally important; fostering transparent and constructive communication, soliciting feedback, and recognizing employee contributions will help cultivate such an atmosphere. Implementing these strategies can assist Chinese high-tech firms in attracting and retaining skilled talent, thereby enhancing innovation, growth, and overall performance.

# Literature review and hypothesis development

## POS and social loafing

POS refers to an employee's opinion of an organization's emphasis on their individual contributions and overall welfare. The organization demonstrates its dedication to its employees and upholds the psychological contract by providing organizational support. More precisely, employees' perception of support from the organization can strengthen their social bonds with it, motivating them to care about the organization's well-being and work toward its goals. POS enhances employees' motivation to work diligently and contribute meaningfully to society. The perception of support communicates organizational needs and reinforces employees' convictions, facilitating the achievement of work goals. High levels of POS promote a robust sense of belonging and loyalty, reduce psychological burdens, and elicit feelings of responsibility, commitment, and shared identity among employees. Such positive emotions lead employees to reciprocate through a constructive attitude toward the organization's growth, benefiting colleagues, stakeholders, and the organization as a whole.

Xu and He (2016) show social loafing negatively affects firms. As team size increases and individual effort diminishes, Steiner (1972) describes social loafing as the decline in actual performance relative to expected performance. He attributes this phenomenon to a lack of coordination and motivation. Social loafing has been shown to weaken group cohesion (Wang & Zhu, 2006), increase labor loss, inefficiencies, and moral hazards within organizations (Bennett & Naumann, 2005), and hinder the achievement of collective goals. Employees may experience negative emotions and lack social engagement due to their lack of awareness of their impact on group performance. Social loafing is inversely associated with job satisfaction, responsibility, commitment to group goals, and self-efficacy (Earley, 1989; Klein, 1998; Lichacz & Partington, 1996; Mulvey et al., 1998). Liu et al. (2015) suggest that

**Table 1**  
Different types of analysis and factors affecting different aspects of POS and social loafing.

Aspect	Different types			
Factors related to POS influence social loafing among employees	Enhanced Motivation and Job Satisfaction	Increased Organizational Commitment	Reduced Role Conflict and Ambiguity	Stress Reduction and Well-being
Type of Analysis when POS and social loafing vary depending on individual characteristics	Moderator Analysis	Personality Measures	Statistical Techniques	Hypotheses
Factors influencing the strength of the POS-social loafing relationship	Skill Level and Task Complexity	Organizational Culture	Work-life Balance and Job Satisfaction	Work Ethic and Internal Locus of Control
Types of organizational support that are more effective in reducing social loafing	Organizational Culture	Job Clarity and Role Expectations	Supervisor Support	Work-life Balance and Job Satisfaction
Different aspects of POS in effect on social loafing	Supervisor support, job security, promotional opportunities, procedural justice, informational support, and appraisal support.	Scenario-Based Studies	Real-World Data Analysis	Mediating and moderating variables

relational capital might motivate individuals to engage in work and curb social loafing. Social loafing often impedes the development of an organization.

Understanding the relationship between POS and social loafing is essential. Social loafing lowers productivity, driving up costs, and reducing efficiency. Organizations can address this issue by implementing cost-cutting measures and improving overall efficiency. A supportive work environment that minimizes social loafing can reduce costs and increase profitability (Martin et al., 2019).

Employees demonstrate greater creativity and innovation following recognition and support, which can lead to advantageous novel products, services, and processes for the organization.

Enhanced recognition and assistance from employers reduce the likelihood of employee resignations or excessive absences due to illness or injury. It mitigates employee turnover and absenteeism. Supportive work environments attract and retain highly skilled employees and establish a strong corporate reputation. This is because providing supportive work environments enhances employee satisfaction.

Organizational behavior and human resources management practice emphasize that companies should encourage individuals to maximize the value of human resources. It is essential for employees to feel respected and have their interests and needs adequately addressed. As organizations grow, employees may hesitate to demonstrate effective behaviors because they believe their contributions are hard to evaluate. They worry that their colleagues' contributions may overshadow their efforts. Employees adjust their work attitudes and behaviors based on the care and support they receive from their employer (Rhoades & Eisenberger, 2002). Reduced social loafing may be achieved by providing organizational support that communicates to employees that their performance and contribution can be accurately evaluated and their interests respected.

Employees develop a strong emotional connection with the organization and assume more responsibility for their work following recognition and value. Rhodes and Eisenberger (2002) argue that employees who get psychological assistance improve organizational behaviors. Staff members have the necessary support from the business to reduce social loafing when they feel valued and believe that the firm is concerned about their well-being. The following hypothesis is proposed:

H1: POS exerts a negative impact on employees' social loafing.

#### *The mediating role of self-efficacy*

Self-efficacy serves as a mediator in several relationships, particularly between intentions and actions. Intention refers to an individual's objective or strategy for achieving a certain outcome. Self-efficacy helps reduce the gap between intention and action by fostering individuals' belief in their ability to succeed, motivating them to persist and take action. This belief enhances individuals' confidence in their capacity to achieve their goals. Research has shown that the impact of self-efficacy on exercise intention is directly related to exercise behavior. Specifically, higher self-efficacy is associated with a stronger intention to exercise and increase physical activity.

Startups offer valuable case studies because of their inherent unpredictability, limited resources, and innovative nature. Highly accomplished business leaders often use self-efficacy and entrepreneurial bricolage as strategies to surmount challenges. The significance of self-efficacy and entrepreneurial bricolage in achieving startup success is multifaceted. The startup industry is renowned for its intense rivalry and capricious outcomes. It is challenging for employers to maintain a positive outlook and strong belief in their capabilities. Self-efficacy enables entrepreneurs to surmount challenges and maintain concentration.

Bandura (1977) defines self-efficacy as individuals' beliefs and attitudes toward their ability to achieve specific behavioral goals. Self-efficacy is influenced by both personality and environment.

Learning encompasses the intricate interplay of self, environment, and behavior cognition (Tao et al., 2019). Liu et al. (2018) establish that self-efficacy is influenced by psychological arousal, social persuasion, situational support, and successful experience. Self-efficacy has the potential to enhance self-learning competence (Tao et al., 2019), stimulate innovative thinking (Liu et al., 2018), mitigate the lack of productivity among new-generation employees (Ge & Chen, 2019), and counteract job burnout. The social learning hypothesis proposed by Bandura identifies self-efficacy as a determinant of self-ability beliefs (Mario et al., 2018). Hence, entrepreneurial self-efficacy refers to the belief in one's capabilities to succeed as an entrepreneur (Tsai et al., 2016). Based on this concept, self-efficacy is a psychological mechanism that generates motivation and influences behavior (Bandura, 1989; Dongan, 2015; Ozlem, 2013).

Social learning theory identifies self-efficacy as a motivating factor for behavioral topics, including learning and social interaction, encourages certain behaviors, and enhances individuals' perseverance, facilitating the attainment of objectives (Tao et al., 2019). Organizational support influences workers' self-efficacy in the face of challenging tasks. The greater the ability of individuals with high self-efficacy to view challenges as sources of inspiration, the stronger their belief that difficulties can be resolved quickly. This belief enhances their willingness to exert effort and achieve their goals. Successful individuals expect to possess more self-competence. Nevertheless, individuals with low self-efficacy may experience a decline in confidence when facing challenging circumstances (Chen, 2019). Employee self-efficacy and value-creating behaviors are enhanced when employees get assistance, are granted freedom to complete tasks, and receive appreciation from management (Ge & Chen, 2019). Organizations may enhance employees' sense of responsibility, competence, and effectiveness under difficult circumstances by increasing material and psychological resources (Xu & Gan, 2011). This results in the following research hypothesis:

H2: POS has a positive impact on self-efficacy.

The social loafing formation model proposed by Miller posits that self-efficacy affects both support and effort, with effort in turn affecting group effort (Wang & Zhu, 2006). The model elucidates the concepts of self-efficacy, collective efficacy, and effort. Although the model cannot fully explain social loafing, it effectively demonstrates the impact of self-efficacy on social loafing.

The social exchange hypothesis ascribes the relationship between employees and their employers to the reciprocal exchange of goods and services. As the relationship develops, employees start to doubt the organization's recognition of their efforts and concerns for their welfare. They evaluate the organization's behavioral motivation to see whether it is friendly and then provide positive or negative feedback on their behavior (Gong et al., 2009). Perceptions of employees may also account for social loafing practices. Addressing social loafing within an organization may require considerable effort and an understanding of employee psychology. By enhancing workers' sense of value and self-worth, organizations can motivate them to challenge the status quo, potentially influencing their behavior, which leads to the formulation of the following research hypothesis:

H3: Self-efficacy exerts a negative impact on social loafing.

Chen et al. (2020) demonstrate that transformational leadership reduces social loafing by fostering person-organization fit and POS. Lee et al. (2015) suggest that directive and supportive leadership behaviors, particularly from co-productive taxpayers, can effectively reduce social loafing perceptions among tax collectors. This underscores the importance of leaders possessing transformative qualities and a deep understanding of their teams, which allows them to inspire remarkable achievements within the workforce (Khan et al., 2020). Farooq et al.

(2019) further argue that self-efficacy mediates the link between cyber-loafing and work performance, highlighting the role of individual agency within organizational settings.

Meanwhile, [Martin et al. \(2020\)](#) argue that technological disruption strengthens two key relationships: the relationship between marketing capabilities and communication, and between marketing communication and competitive strategy. [Martin \(2018\)\)](#) emphasizes that service competency, which may be enhanced via entrepreneurship and access to knowledge resources, is crucial for exceptional service quality—especially in high-tech international ventures where competitive advantage relies on innovative approaches. Supporting this view, [Shir-okova et al. \(2016\)](#) find that adopting an entrepreneurial orientation (EO) in rapidly changing and highly competitive markets is key to achieving superior financial performance, as external factors significantly influence EO’s effectiveness.

Resilience and high-power distance among entrepreneurs appear to enhance customer perceptions of ethical leadership, brand integrity, and loyalty toward the company. [Vizcaíno et al. \(2021\)](#) show that all three attributes positively impact customer views of a company’s commitment to sustainability. In turn, organizations that adopt responsible resource management, corporate frugality, and polytonicity are more likely to foster organizational citizenship behaviors among employees, aligning them with the company’s mission and improving support for corporate social responsibility efforts ([Vizcaíno et al., 2021](#)).

The effect of organizational support on workers’ social loafing can be explained through social learning theory. When employees perceive that their company values and cares for them, they are more likely to develop positive self-perceptions, confidence in their abilities, and self-motivation. This support replenishes diminished drive, which can help counteract social loafing and enhance individual and group efforts. This leads to the following research hypothesis:

H4: Self-efficacy plays an intermediary role in the process of POS affecting employees’ social loafing.

Incorporating consistent positive reinforcement into relationships is a straightforward task. Acknowledge your accomplishments, even the little ones. It fosters constructive conduct and encourages contributions.

Facilitating the enhancement of individuals’ performance or acquisition of new skills necessitates the provision of constructive, pragmatic, and forward-looking feedback. Providing the person with positive comments and affirmations of their exceptional characteristics, abilities, and prospects can boost self-esteem and motivation.

They may acquire knowledge through tools, training, and mentorship. Recognizing significant accomplishments, advancements, and key events is essential for inspiring students and enhancing their development. Empathy, support, and attentive listening can help individuals overcome obstacles and maintain resilience. Fostering diversity, inclusiveness, and respect within the workplace and among groups is also important. A positive attitude and enthusiasm can motivate others to approach their work and challenges similarly.

Individuals with high self-efficacy are more inclined to establish goals and effectively adhere to them even when facing challenges. The motivation to set goals is lower among those with low self-efficacy. Insufficient self-efficacy diminishes the drive to set goals.

*Social loafing: coordination*

Several factors may diminish group motivation. If students notice their peers not putting in enough effort, they may also lessen their own. When individuals believe their efforts won’t affect the outcome, their motivation to work hard may decrease. Additionally, a lack of recognition for their achievements can lead to discouragement and further reduce motivation.

The business owner and organization may advocate for measures to reduce social loafing. Both sides want a productive and innovation-driven work environment. Entrepreneurs shape the cultures of their

firms by prioritizing teamwork and exerting individual effort. Explicitly defined goals and expectations for individual and team performance may help to guarantee that everyone is striving towards a common target. Advocating for transparency and constructive criticism: Fostering an environment where individuals feel at ease expressing their viewpoints and apprehensions may facilitate the early detection and resolution of problems. Explicitly acknowledging and commending accomplishments may enhance morale and motivate others to exert more effort. Augmenting work ownership has the potential to enhance employee motivation and engagement. Entrepreneurs need to demonstrate cooperation, teamwork, and accountability towards their workforce.

*The moderating effect of person-organization fit*

Analysis of person-environment fit reveals person-organization fit. The concept of human-environment interaction refers to the mechanisms by which people engage with their immediate environments. Optimal alignment between individuals and their environment enhances their work attitude, mood, and performance, therefore influencing the whole workplace ecology. Enterprise-level employee recruitment, training, authorization, and incentives are influenced by the fit between employees and the organization. It influences personal career decisions, commitment to work, attitude, performance, and physical and mental well-being ([Zhang & Fan, 2011](#)). The person-organization model aligns with the Attraction-Selection-Attrition (ASA) paradigm ([Schneider, 1987](#)), which has been widely accepted in academic research. [Table 2](#) presents the comparative analysis of current research with existing

**Table 2**  
Comparison of the current research with the state of art.

Authors	Method used	Aspect of POS and social loafing	Measures and Variables
<a href="#">Srivastava et al., 2006</a>	A hypothesis tested through surveys	Knowledge sharing, efficacy, and performance	<ul style="list-style-type: none"><li>• Empowering leadership</li><li>• Team efficacy</li><li>• Statistical Analysis (ANOVA)</li><li>• Team performance</li></ul>
<a href="#">Berdicchia, 2015</a>	A hypothesis tested through surveys	Role of breadth self-efficacy, a specific job crafting behavior, and overall work performance	<ul style="list-style-type: none"><li>• Role-Breadth Self-efficacy</li><li>• Increasing Challenging Job Demands</li><li>• Overall Performance</li><li>• Statistical Analysis</li></ul>
<a href="#">Kim et al., 2019</a>	A hypothesis tested through surveys	Employee’s job strain, transformational leadership-safety behavior, Self-efficacy, job strain, safety behavior	<ul style="list-style-type: none"><li>• Transformational Leadership</li><li>• Job Strain</li><li>• Safety Behavior</li><li>• Self-Efficacy regarding Safety</li><li>• Statistical Analysis (SEM)</li></ul>
<a href="#">Song, 2023</a>	A hypothesis tested through surveys	Effect of entrepreneurial self-efficacy on entrepreneurial orientation	<ul style="list-style-type: none"><li>• Entrepreneurial self-efficacy</li><li>• Entrepreneurial orientation</li><li>• Collective efficacy</li><li>• Statistical analysis (KMO)</li></ul>
Current research	A hypothesis tested through questionnaire-based surveys	Social loafing, self-efficacy, entrepreneurial bricolage organizational support and employees’ social loafing	<ul style="list-style-type: none"><li>• POS</li><li>• Social loafing</li><li>• Self-efficacy</li><li>• Entrepreneurial bricolage</li><li>• Person-organization fit</li><li>• Organizational justice</li></ul>



literature.

Employee self-efficacy and organizational support are influenced by the alignment between individuals and their organizations. The greater the compatibility between workers and firms, the higher their likelihood of achieving success. Implementing person-organization fit logically enhances the long-term development of the organization.

POS influences the relationship between individuals and organizations. From the perspective of social exchange theory, it elucidates the impact of organizational connections on employee work attitude and behavior. Enhancing trade ties leads to increased employee self-efficacy and organizational support (Zeng et al., 2019). When there is a lack of person-organization fit, such as when employees get unequal pay or benefits, they may perceive that the support provided by the organization is inadequate, which in turn reduces their self-efficacy.

Thus, the following research hypothesis can be put forward:

H5: Person-organization fit plays a moderating role in the process of organizational support affecting self-efficacy.

Self-efficacy refers to an individual's level of belief in their ability to achieve success. Individuals with high self-efficacy believe in their ability to overcome obstacles and achieve their goals, which motivates them to pursue entrepreneurship. The concept of entrepreneurial bricolage involves the innovative reuse of pre-existing resources to address challenges and provide new opportunities. Entrepreneurs like bricolage since it enables them to tailor their strategies to constrained resources. Bricolage is more likely to occur when individuals possess confidence in their self-sufficiency and recognize the potential value within existing resources. Engagement in bricolage activities may enhance self-efficacy by demonstrating the individual's capacity to surmount obstacles and achieve success. Social capital encompasses an individual's network and the resources thereof. Robust social connections provide access to commercial opportunities and resource support. Entrepreneurial bricolage and self-efficacy enable entrepreneurs to optimize their social capital and achieve their professional goals. Capitalizing on business opportunities requires certain abilities and mindsets.

Person-organization fit refers to the degree of alignment between an individual's values, aspirations, and personality and those of the organization. Ensuring employee satisfaction, motivation, productivity, and retention is of critical importance. An optimal work fit has the potential to enhance employee engagement, productivity, and loyalty. Yet, an inadequate fit between the personnel and the organization may result in dissatisfaction, absenteeism, staff turnover, and inefficiency.

#### *The mediating role of entrepreneurial bricolage*

The concept of entrepreneurial bricolage, as described by Baker and Nelson (2005), refers to the rapid and purposeful reorganization of resources. Entrepreneurs may benefit from bricolage by strategically reevaluating the worth of resources. It prioritizes the use of creative resources above their inherent attributes. The theoretical instrument is crucial for addressing emerging operational deficiencies and resource limitations in businesses (Salunke et al., 2013). In the wake of the introduction of entrepreneurial bricolage, scholars expressed their viewpoints. Entrepreneurs need bricolage to optimize resources and fully realize potential opportunities. The integration of opportunity identification and resource development demonstrates the appropriate use of resources as opportunities for development (Yu et al., 2017). Through meticulous application and cultivation, entrepreneurial bricolage maximizes resource use and expansion. The results of the following research hypothesis:

H6: POS has a positive impact on entrepreneurial bricolage.

The entrepreneurial bricolage principle encourages prompt action

and reorganization of resources to meet the needs of corporate expansion (Baker & Nelson, 2005). It may consolidate the necessary resources for the organization's current development, alleviating conditions that impede growth and progress due to resource deficiencies. This phenomenon influences social loafing, particularly through the differential distribution of resources. Implementing entrepreneurial bricolage may enhance employee engagement and value by linking the necessary resources of an organization. This results in the following research hypothesis:

H7: Entrepreneurial bricolage exerts a negative impact on social loafing.

The process of entrepreneurial bricolage entails the compilation of limited resources. Furthermore, entrepreneurial bricolage enables employees to generate supplementary resources for themselves and enhances their feeling of support from the organization. The process of self-actualization has the potential to enhance individuals' work ethic, therefore mitigating social loafing. The following research hypothesis can be put forward:

H8: Entrepreneurial bricolage plays a mediating role in the process of POS affecting employees' social loafing.

#### *The moderating role of organizational justice*

The subjective attitudes of employees towards organizational justice (Wang, 2009) indicate that they assess the justice of the team by considering their views and the experiences of others. Contemporary scholars showed that organizational justice has three distinct aspects: distributive, procedural, and interactive (Wang, 2009). The concept of distributive justice focuses on the results of resource distribution, whereas procedural and interactive justice highlights the justice of the resource distribution process (Liu et al., 2003). Evidence from management practice indicates that employees exhibit higher levels of engagement and energy when they get appropriate treatment. Employee engagement and member reliance are enhanced by organizational justice. POS assessment is straightforward when considering organizational justice. Organizations use organizational justice as a regulatory mechanism.

Organizational justice refers to the psychological perception of justice among workers in the context of organizational activity, rather than actual justice. Expectation theory posits that the psychology of expectations positively influences behavior performance. Employees exhibit higher levels of performance when they perceive equitable remuneration. The perception of organizational justice among employees is often derived from their social exchange relationship with the organization, which refers to the proportion of effort put into the rewards received. Employees think they are entitled to financial and emotional rewards such as remuneration, perceived support from the organization, and recognition for the time, effort, intelligence, talents, and emotions they sacrificed at work. Consequently, when employees feel inequitable inside the organization, they perceive higher levels of support from the organization and use more resources. Based on the above discussion, we put forth the following hypothesis:

H9: The way people feel about organizational justice affects how much help they think they get from their bosses, which in turn affects entrepreneurial bricolage.

Overall, we summarize the above hypotheses in the following conceptual framework (Fig. 1). Fig. 2 presents the sequence diagram for employee, organization, task, and self-efficacy.

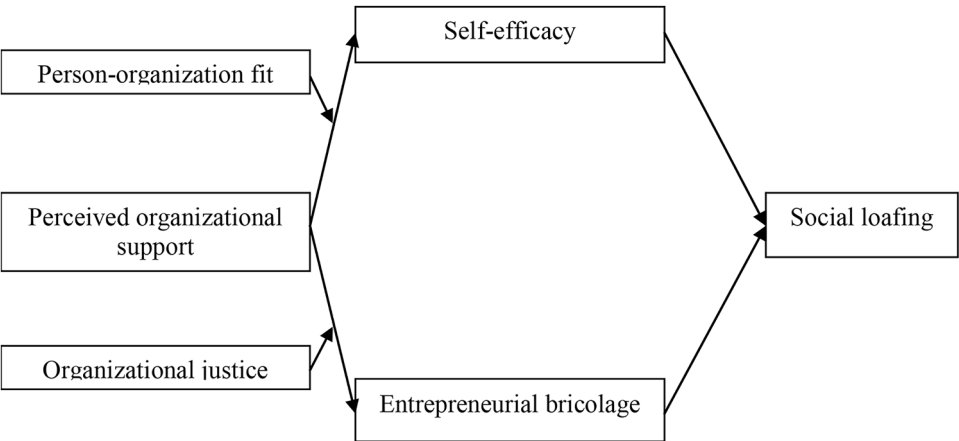


Fig. 1. Conceptual model.

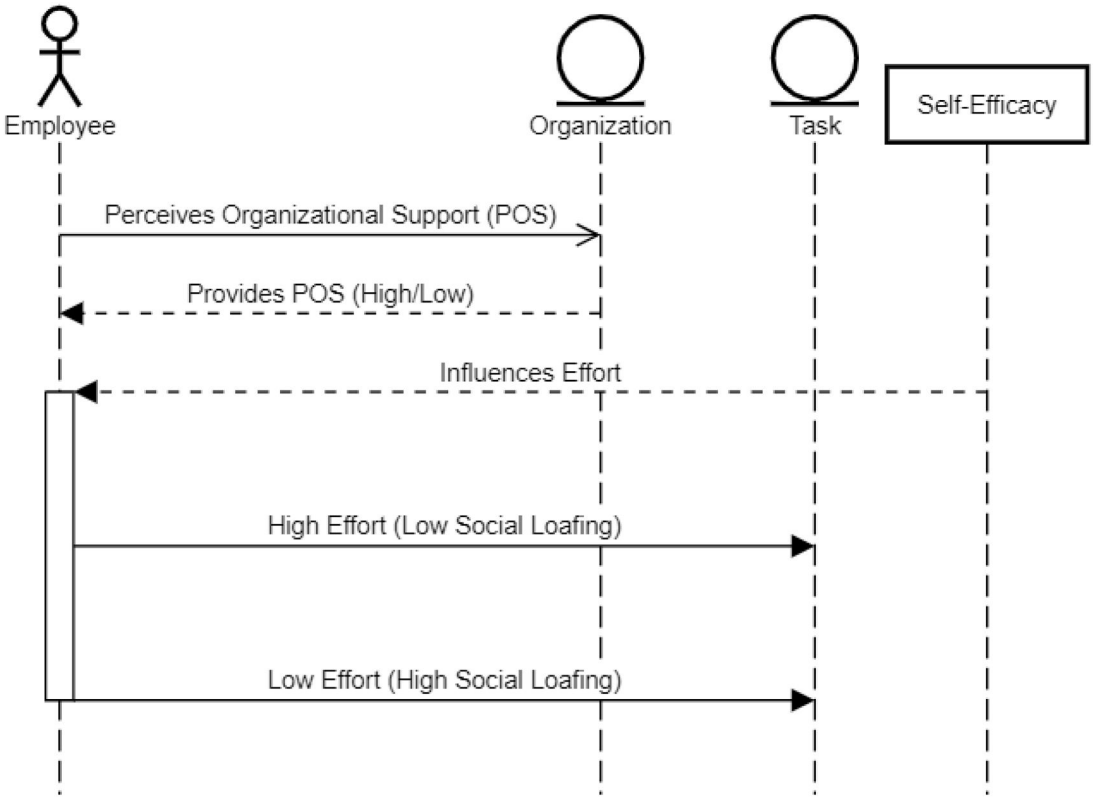


Fig. 2. The sequence diagram for employee, organization, task, and self-efficacy.

Research design

Self-efficacy serves as a bridge between various factors that influence company development and the resulting outcomes, acting as an intermediary factor that drives multiple aspects of organizational growth. To fully leverage the potential of entrepreneurial bricolage, unwavering confidence in their abilities is essential for entrepreneurs. Adhering to the principle of self-efficacy enables entrepreneurs to optimize the impact of existing resources and create successful entrepreneurial ventures. Fig. 3 presents a block diagram illustrating the mediating role of self-efficacy and entrepreneurial bricolage.

Sample and data collection

The study investigates entrepreneurs and individuals involved in

startups within the last 10 years (Spigel, 2017). Startups have a resemblance to those established in Henan high-tech development zones and business incubation parks (Shepherd, 1999). A total of 722 surveys were collected. Upon the questionnaire, we evaluated its validity based on four defined criteria. 1) Survey answers were prompt; 2) specific questions remained unaddressed; 3) responses exhibited patterns; 4) questions presented conflicting information. Any questionnaire that met the above criteria was considered invalid and subsequently excluded from the analysis. After removing 143 questionnaires, a total of 579 valid responses were collected, resulting in a response rate of 80.194 %. Participating companies expressed a relatively high level of recognition for the survey. Sample characteristic data can be found in Table 3.

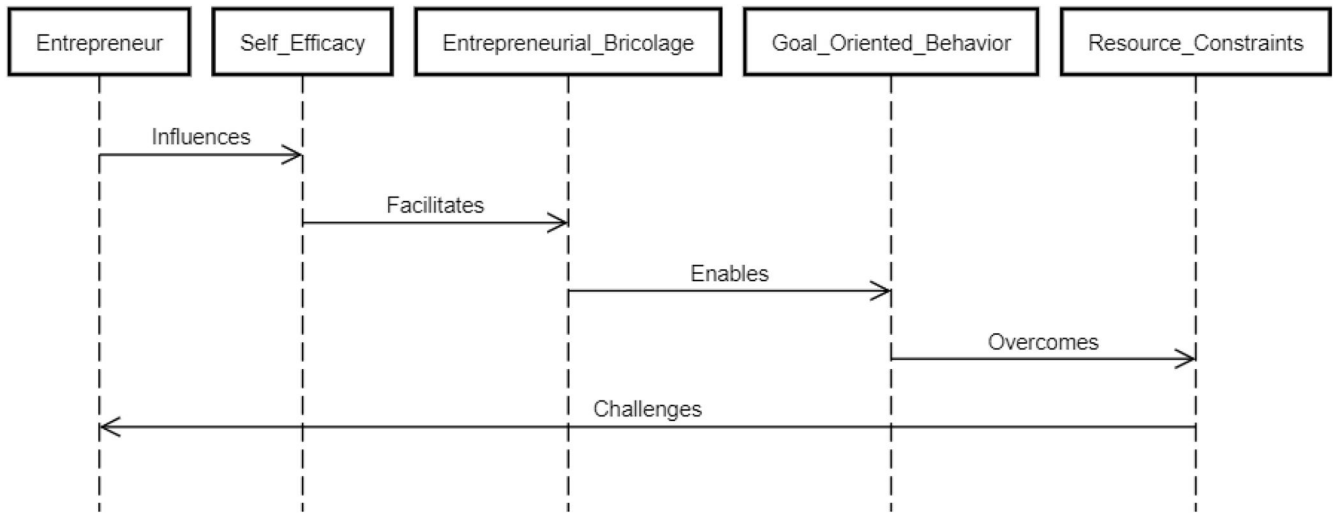


Fig. 3. Block diagram for the mediating role of self-efficacy and entrepreneurial bricolage.

**Table 3**  
Statistics of sample characteristics.

Variable name	Category	Research results	
		Frequency	Ratio/ %
Gender	Male	313	54.1
	Female	266	45.9
Age	35 years old and younger	335	57.9
	36–45 years old	195	33.7
	46–55 years old	45	7.8
	56 years old and above	4	0.7
Degree of education	Bachelor degree	354	61.1
	Master's degree (including MBA/EMBA)	198	34.2
	Doctoral degree and above	23	4.0
	Others	4	0.7
Working years	1–3years	238	41.1
	4–6years	184	31.8
	7–8 years	62	10.7
	9–10 years	95	16.4

#### Variable measurement

The present study used established literature measures to assess seven variables. Standard and back translations were conducted on all English scales extracted from the literature to ensure accuracy, clarity, reliability, and validity. The survey was evaluated using a five-point Likert scale, spanning from “total non-compliance” to “perfect conformity.” Refer to Table 4 for the measures, scales, and reliability ratings. The variables were as follows:

**Table 4**  
Measures, scales, and reliability scores.

Measure	Scale	Reliability Score
Person-Organization fit	Person-Organization Fit Scale	$\alpha = 0.87$
Values fit	Work Values Inventory	$\alpha = 0.86$
Goal fit	Goal Attainment Scale	$\alpha = 0.82$
Personality fit	NEO Personality Inventory	$\alpha = 0.88$
Skills fit	Self-Rating Skills Scale	$\alpha = 0.83$
Competency fit	Situational Judgment Test	$\alpha = 0.79$
Motivation fit	Interest Inventory	$\alpha = 0.84$
Attitude fit	Organizational Climate Questionnaire	$\alpha = 0.85$

- (1) Perceived level of support from the organization: The present study used the modified maturity scale developed by Rhoades and Eisenberger (2002) to evaluate a particular attribute. The inventory consists of eight items, such as “My team will actively consider my thoughts,” and four items for reverse measurements, such as “My team seldom shows concern for me.” The present study included the adaptation of reverse items to positive ones, such as “My team demonstrates a strong sense of care and support for me,” to make the items easier for respondents to read and interpret. The internal consistency coefficient of our scale was 0.906, which is higher than the 0.84 reported in the original study. It indicates a high level of reliability and validity.
- (2) Social loafing: George (1992) developed the scale to measure social loafing. The study initially used it as a rating scale, later converted to a first-person format for workers to complete. A component of the 10-item scale is the statement “I shall delegate the responsibilities that I should have carried out to my colleagues.” In the present investigation, the internal consistency coefficient of the scale is found to be 0.906, in contrast to the original study's correlation value of 0.84. The results indicate strong reliability and validity.
- (3) Self-efficacy: The 2002 article by Tierney and Farmer used the first three inquiries to assess self-efficacy. Gong et al. (2009) introduced four more questions, asking respondents to express confidence in using creativity as a means to solve challenges. An initial internal consistency coefficient of 0.93 was observed for the four-point scale, suggesting reliability. In the current study, the internal consistency coefficient is 0.848.
- (4) Entrepreneurial bricolage: The Entrepreneurial Bricolage Score is an eight-item assessment of entrepreneurial bricolage created by Senyard et al. (2009). The statement encompasses the affirmation that when confronted with novel obstacles, we possess the assurance to identify efficient resolutions by leveraging our current resources. Furthermore, it highlights our ability to surpass other organizations in using our present resources to tackle more complex problems. The study yielded an internal consistency coefficient of 0.823.
- (5) Person-organization fit: Huang and Cao (2008) developed a metric based on the employee-organization fit inventory created by Gabel and Judge in 1996. Optimal employee-organization fit is achieved when personal values align with organizational values. The scale consists of seven questions and demonstrates an internal consistency coefficient of 0.865.

- (6) Organizational justice: The scale is a modified version of He Xuan's organizational equity scale from Niehoff and Moorman (1993) specifically designed for the Chinese context. It retains 14 out of the original 15 components. The current study reveals internal consistency coefficients of 0.820, 0.889, and 0.886 for the process, interaction, and distributive justice components of the organizational justice scale, respectively.
- (7) Control variables: The current study includes demographic factors such as gender, age, education level, and working years as control variables to exclude any influence of the factors on the result variables.

### Reliability and validity test

The present study uses SPSS 25.0 software to investigate the reliability of scales measuring POS, self-efficacy, social loafing, entrepreneurial bricolage, person-organization fit, and organizational justice. The present study uses scales that had robust internal consistency and measurement reliability. The scale exhibits  $\alpha$  coefficients of 0.913, 0.846, 0.881, 0.906, 0.870, and 0.941, along with KMO values of 0.924, 0.821, 0.917, 0.921, 0.880, and 0.948 according to the given parameters. Factor analysis may be conducted when the chi-squared statistical tests of the Bartlett sphere test provide results below 0.001.

The study evaluates employees' perceptions of organizational support, self-efficacy, and social loafing behaviors, with data collection based on self-reported variables. Separate procedures and statistical control measures were implemented to mitigate the potential impact of self-report common method bias. Firstly, we prioritize the anonymity of the questionnaire to avoid partiality towards the subjects. The questionnaire form conceals the significance of individual items and variable titles, thereby limiting respondents' ability to assess and predict the measurement items while increasing the consistency of their responses. Statistical testing was conducted using Harman single-factor modeling. Exploratory factor analysis reveals that the explanatory variance of the first component before rotation is 35.988 %, which is within the acceptable range for the common method deviation in the research. A confirmatory factor analysis was conducted using AMOS 24.0 software to assess common method variance for each variable in the model, as single-factor analysis lacks sensitivity. Findings illustrated in Table 5 demonstrate that the six-factor model exhibits the most optimal fitting accuracy ( $\chi^2/df = 2.944$ ,  $P < 0.001$ , CFI=0.87, TLI=0.857, RMSEA=0.058).

### Empirical results and analysis

#### Descriptive statistics and correlation analysis

Table 6 presents statistical measures of central tendency, variability, correlation coefficients, and internal consistency coefficients for each study variable. In addition, Table 6 shows a significant positive connection ( $r = 0.542$ ,  $P < 0.01$ ) between the perception of organizational support and self-efficacy. Conversely, there is a significant

negative correlation ( $r = -0.257$ ,  $P < 0.01$ ) between the perception of organizational support and social loafing. A significant negative connection ( $r = -0.228$ ,  $P < 0.01$ ) occurs between self-efficacy and social loafing. A positive connection of 0.505 ( $P < 0.01$ ) occurs between POS and entrepreneurial bricolage, whereas a negative correlation of  $-0.363$  ( $P < 0.01$ ) exists between entrepreneurial bricolage and social loafing. The outcomes are consistent with the theoretical prediction and provide the first confirmation of the research hypothesis.

#### Hypothesis testing

Utilizing SPSS 25.0 software, the study examines the influence of POS on social inertia, achieving two goals. The primary aims are to explore the moderating effect of person-organization fit and the mediating effect of self-efficacy, as well as to analyze the moderating effect of operational justice and the mediating effect of entrepreneurial bricolage. The hypotheses are validated using structural equation and hierarchical regression statistical methods, using gender, age, education level, and working years as control variables. The following tables provide a concise overview of the results obtained from the relevant tests. Experimental testing is conducted to identify the primary influence and the intermediary effect. A structural equation model is used to analyze the main impact, as seen in Fig. 4.

The fitting indexes of the structural equation model are as follows:  $\chi^2=1166.834$ ,  $df=401$ ,  $\chi^2/df=2.910$ , RMSEA=0.057, TLI=0.909, CFI=0.916, GFI=0.879, AGFI=0.859, NFI=0.878, IFI=0.917, RFI=0.868. The indicators demonstrate that the structural equation model presented in the study exhibits a generally good fit.

There is a significant correlation value of 0.57 ( $P = 0.001$ ) between POS and self-efficacy, and 0.51 ( $P = 0.001$ ) between POS and entrepreneurial bricolage. The experimental verification of hypotheses 2 and 6 provides evidence that the perception of organizational support exerts a favorable impact on both self-efficacy and entrepreneurial bricolage. Self-efficacy and entrepreneurial bricolage variables exhibited statistically significant effects on social loafing, with respective effect sizes of  $-0.15$  ( $P = 0.001$ ) and  $-0.34$  ( $P = 0.001$ ). Moreover, we provide empirical support for hypotheses H3 and H7, indicating that both self-efficacy and entrepreneurial bricolage might negatively impact social loafing.

The current research employs the hypothesis test of hierarchical regression to investigate how self-efficacy and entrepreneurial bricolage interact to mediate the relationship between POS and social loafing. The proposed model integrates four control variables: gender, age, educational attainment, and years of employment. Table 7 indicates that POS has a significant negative impact on social loafing ( $B = -0.317$ ,  $t = -7.886$ ,  $P < 0.001$ ), supporting Hypothesis 1. Consideration of the mediator variable reveals a statistically significant positive impact of the sense of organizational support on self-efficacy ( $B = 0.552$ ,  $t = 15.901$ ,  $P < 0.001$ ). In addition, the statistical analysis reveals that the sense of organizational support has a considerable positive impact on entrepreneurial creativity ( $B = 0.538$ ,  $t = 15.099$ ,  $P < 0.001$ ). Hypothesis 2 and Hypothesis 6 are also supported. According to Edwards and Lambert

**Table 5**  
Results of confirmatory factor analysis ( $N = 579$ ).

Factor	$\chi^2$	df	$\chi^2/df$	CFI	TLI	RMSEA
Six-factor model (OS,PO,SE,OJ,EB,SL)	3558.756	1209	2.944	0.87	0.857	0.058
Five-factor model (OS+PO,EB,OJ,BT,ST)	4140.810	1214	3.411	0.838	0.823	0.065
Five-factor model (OS+EB,PO,OJ,BT,ST)	4063.660	1214	3.347	0.842	0.828	0.064
Five-factor model (OS,PO,OJ,BT,EB+ST)	4508.559	1214	3.714	0.818	0.801	0.069
Five-factor model (OS+OJ,PO,EB,BT,ST)	4097.966	1214	3.376	0.840	0.826	0.064
Five-factor model (OS+BT,PO,EB,OJ,ST)	4775.466	1214	3.934	0.803	0.785	0.071
Five-factor model (OS,PO,EB,OJ,BT+ST)	5047.125	1214	4.157	0.788	0.768	0.074
Single factor model (OS+PO+SE+OJ+EB+SL)	8121.262	1224	6.635	0.619	0.587	0.099

Note:  $N = 579$ ; OS represents POS; PO represents person-organization fit; SE represents self-efficacy; OJ represents organizational justice; EB represents entrepreneurial bricolage; SL represents social loafing.

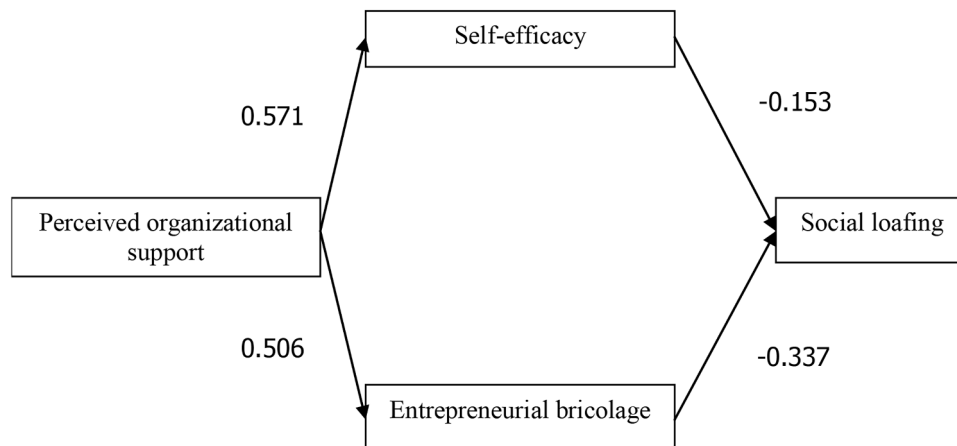


**Table 6**

Descriptive statistics and correlation coefficient.

Variable	1	2	3	4	5	6	7	8	9	10
1. Gender	1									
2. Age	-0.179**	1								
3. Degree of education	-0.064	0.015	1							
4. Working years	-0.189**	0.505**	0.083*	1						
5. POS	-0.104*	0.125*	0.075	0.093*	1					
6. Person-organization fit	-0.072	0.175**	0.044	0.184**	0.656**	1				
7. Self-efficacy	-0.157**	0.089*	0.073	0.094*	0.564**	0.437**	1			
8. Organizational justice	-0.093*	0.113*	0.003	0.071	0.779**	0.675**	0.486**	1		
9. Entrepreneurial bricolage	-0.060	0.115**	0.036	0.101*	0.545**	0.653**	0.462**	0.583**	1	
10. Social loafing	-0.019	-0.070*	-0.039	-0.059	-0.322**	-0.323**	-0.292**	-0.310**	-0.383**	1
Mean value	1.460	1.510	1.450	2.080	3.788	3.622	3.761	3.714	3.897	1.903
Standard deviation	0.499	0.669	0.624	1.224	0.634	0.613	0.647	0.624	0.601	0.693

Note: \*\* and \* represent  $P < 0.01$  and  $P < 0.05$ , respectively. All correlation coefficients are tested by a two-tailed test, with 579 samples.

**Fig. 4.** Test results of structural equation model.**Table 7**

Mediation model test.

	Social loafing		Self-efficacy		Entrepreneurial bricolage		Social loafing	
	B	t	B	t	B	t	B	t
Gender	-0.064	-1.579	-0.101	-2.855**	0.005	0.145	-0.074	-1.88
Age	-0.029	-0.633	-0.006	-0.15	0.032	0.789	-0.021	-0.477
Degree of education	-0.014	-0.343	0.026	0.763	-0.008	-0.228	-0.013	-0.336
Working years	-0.025	-0.545	0.025	0.615	0.037	0.892	-0.013	-0.281
POS	-0.317	-7.886**	0.552	15.901**	0.538	15.099**	-0.109	-2.174*
Self-efficacy							-0.113	-2.355*
Entrepreneurial bricolage							-0.270	-5.779**
R	0.326		0.577		0.547		0.418	
R <sup>2</sup>	0.106		0.333		0.299		0.175	
F	13.482		56.693		48.54		17.15	

(2007) method of path difference analysis, the data in Table 5 show that the direct influence of POS on social loafing, as well as the mediating effects of self-efficacy and entrepreneurial bricolage (with a 95 % confidence interval estimated using bootstrap methodology), are not zero. Hence, the perceived endorsement from an organization may directly and negatively affect social loafing (SL). In addition, the phenomenon of social loafing may be further influenced detrimentally by the mediatory role of self-efficacy and entrepreneurial bricolage. There is evidence supporting hypotheses H4 and H8, where the direct impact (-0.348) as shown in Table 8, the mediation effect of self-efficacy (-0.068), and the mediation effect of entrepreneurial bricolage (-0.159) contribute to 35 %, 20 %, and 46 % of the total effect, respectively.

To investigate the moderating effect, we included gender, age, educational attainment, and years of job involvement as variables. The results are presented in Table 9. After including the moderating

**Table 8**

Decomposition table of the total effect, direct effect, and mediating effect.

	Effect value	Boot standard error	Boot CI lower limit	Boot CI upper limit	Relative effect value
Mediating effect of self-efficacy	-0.068	0.029	-0.126	-0.011	20 %
Mediating effect of entrepreneurial bricolage	-0.159	0.030	-0.218	-0.101	46 %
Direct effect	-0.120	0.059	-0.240	-0.003	35 %
Total effect	-0.348	-0.317	-0.434	-0.261	

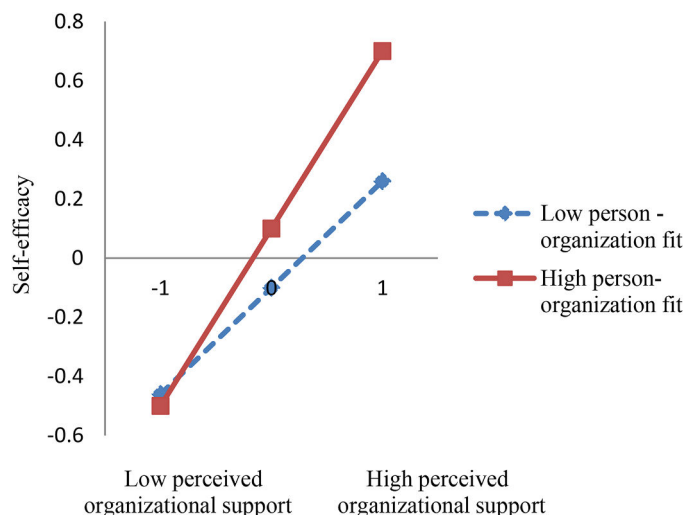
**Table 9**  
Test of the regulatory effect.

	Self-efficacy		Entrepreneurial bricolage	
	B	t	B	t
Gender	−0.096	−2.773**	0.010	0.279
Age	−0.005	−0.119	0.028	0.729
Degree of education	0.030	0.874	0.015	0.433
Working years	0.014	0.352	0.045	1.157
POS	0.480	10.665**	0.211	3.942**
Person-organization fit	0.100	2.197*		
POS × person-organization fit	0.120	3.523**		
Organizational justice			0.416	7.798**
POS × organizational justice			0.085	2.534*
R	0.595		0.610	
R <sup>2</sup>	0.354		0.372	
F	44.392		47.834	

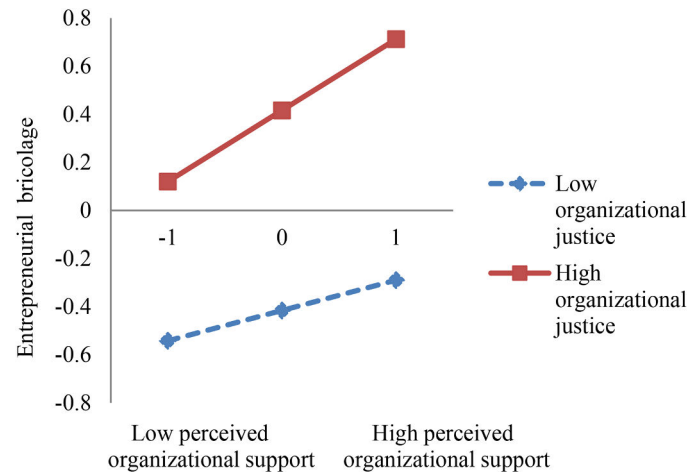
variables of person-organization fit into the model, the interaction items of POS and person-organization fit had a statistically significant positive effect on self-efficacy ( $B = 0.120$ ,  $t = 3.523$ ,  $P < 0.001$ ). The results suggest that the mutual compatibility between people and their organization positively moderates the relationship between perceived support from the organization and self-efficacy. Moreover, hypothesis H5 has been verified. Moreover, the model includes the moderating factor of organizational justice as an intermediary in the setting of entrepreneurial bricolage. Statistical analysis reveals that the interaction between POS and organizational justice has a substantial positive impact on entrepreneurial bricolage ( $B = 0.085$ ,  $t = 2.534$ ,  $P < 0.05$ ). The result demonstrates that organizational justice positively moderates the relationship between POS and entrepreneurial bricolage, thereby confirming hypothesis H9.

To effectively quantify the adjustment function of the adjustment variables on the two paths, we conduct a simple slope analysis in two situations where the related variables differ from the average by one standard deviation, either in a higher or lower direction. Figs. 5 and 6 illustrate the adjustment functions of the variables. Fig. 5 indicates that a higher level of person-organization fit is associated with a stronger effect of POS on enhancing self-efficacy, reinforcing the findings. Consistent with Hypothesis 5, data in Fig. 6 reveal a positive correlation between higher levels of organizational justice and an increased effect of POS on entrepreneurial learning. Such results further validate Hypothesis H9.

The bootstrapping repeated sampling technique (iterated 5000 times) was employed to investigate the moderating mediation effect of POS on both paths in the relationship between self-efficacy and entrepreneurial bricolage. The results are shown in Table 10. With a



**Fig. 5.** Analysis results of the moderating effect of person-organization fit.



**Fig. 6.** Analysis results of the moderating effect of organizational justice.

**Table 10**  
Results of mediated effect analysis.

	Index	Effect value	Boot standard error	Boot CI low limit	Boot CI upper limit
A mediating effect of regulation (person-organization fit)	eff1(M-ISD)	−0.041	0.019	−0.082	−0.007
	eff2(M)	−0.055	0.024	−0.104	−0.009
	eff3 (M+ISD)	−0.069	0.030	−0.130	−0.011
A mediating effect of regulation (organizational justice)	eff1(M-ISD)	−0.063	0.017	−0.098	−0.032
	eff2(M)	−0.059	0.016	−0.093	−0.030
	eff3 (M+ISD)	−0.056	0.019	−0.096	−0.023

coefficient of  $-0.069$  (95 % CI =  $[-0.130, -0.011]$ ), the first route demonstrates a significant statistical indirect effect of POS on social loafing via self-efficacy. With a coefficient of  $-0.041$  (95 % CI =  $[-0.082, -0.007]$ ), POS significantly indirectly affects social loafing via self-efficacy in situations of poor personal organization fit. Where there is a high degree of organizational justice in the second channel, the perceived support from the organization indirectly influences social loafing via entrepreneurial bricolage by a negative coefficient of  $-0.056$ . The observed effect is statistically significant, as indicated by the 95 % confidence interval ranging from  $-0.096$  to  $-0.023$ . Insufficient organizational justice leads to a significant indirect effect of POS on social loafing through entrepreneurial bricolage, with a coefficient of  $-0.063$  (95 % CI =  $[-0.098, -0.032]$ ). The data indicate that the effect of self-efficacy is moderated by person-organization congruence, while the impact of entrepreneurial bricolage is moderated by perceptions of organizational justice. Alternatively expressed, there is a regulated intermediate role in the relationship between the feeling of support from an organization and the occurrence of social loafing.

**Table 11**  
Comparison with state of art.

Work	Self-efficacy		95% CI		P
	B	t	Lower limit	Upper limit	
Srivastava et al., 2006	1.824	3.435	−0.992	0.112	0.072
Berdicchia, 2015	2.883	10.234	−0.882	0.128	0.019
Kim et al., 2019	10.291	4.778	−1.237	2.873	0.042
Xiaobao et al., 2023	9.492	6.392	−2.913	1.821	0.021
Current research	0.128	1.281	−0.093	−0.002	<0.001

An analysis of the projected tasks concerning the ongoing one is presented in Table 11. By including person-organization fit as a moderating factor in the model, the positive and substantial impact of the interaction between POS and person-organization fit on self-efficacy was seen. In comparison to previous models, the B and t values exhibit significantly greater magnitudes ( $B = 0.128$ ,  $t = 1.281$ ,  $P < 0.001$ ). In addition, the 95 % confidence interval (CI) for the existing model is relatively wide, while the interval for the proposed model is narrower, indicating higher statistical consistency. The study demonstrates that person-organization fit positively moderates the relationship between POS and self-efficacy. This research has a statistically significant P-value of less than 0.001. An analysis of variance (ANOVA) statistical test produced a P-value of 0.072 for Srivastava et al. (2006) and 0.019 for Berdicchia (2015). Kim and Jung (2019) used structural equation modeling (SEM) statistical analysis and computed a P-value of 0.042. The KMO statistical analysis performed by Song (2023) produced a p-value of 0.021. The calculated p-value indicates the statistical significance of the proposed model.

## Conclusion

### Research results

The study employs social exchange theory and expectancy theory to explore the impact of POS on employee social loafing behavior, while also examining the roles of self-efficacy and entrepreneurial bricolage as mediators in this relationship. The primary conclusion of the study indicates that how employees perceive organizational support significantly negatively affects their tendency to engage in social loafing. Furthermore, self-efficacy partially mediates the relationship between POS and social loafing. In essence, the perceived support from an organization may decrease people's tendency to socially loaf by improving their self-efficacy. Furthermore, entrepreneurial bricolage partially mediates the relationship between the perception of organizational support and social loafing. In essence, the perceived level of support from an organization may limit employees' tendency to socially loaf by influencing their entrepreneurial bricolage practice. Person-organization fit and organizational justice each exert separate moderating effects on the association between POS and self-efficacy, as well as the association between POS and entrepreneurial bricolage.

### Research implications

#### Theoretical contribution

First, the study further explores the antecedents of social loafing. While some research has established connections between individual psychological characteristics and social loafing, other studies remain inconclusive. The current study employs POS as a precursor variable to examine its influence on social loafing, thereby complementing previous research on individual psychological criteria and social loafing.

In addition, the study identifies self-efficacy and entrepreneurial bricolage as mediators between POS and social loafing. Furthermore, the study explores the effects of person-organization fit and organizational justice on borders, therefore contributing to the existing knowledge in social cognition. Social learning theory is employed to elucidate how cognition affects social loafing behavior among workers. The theory suggests that an organization's supporting structures—such as rules, procedures, values, culture, and environment—shape employee perceptions. When an organization acknowledges the interests and contributions of its employees, their self-cognition and social loafing behaviors differ, further supporting Wang and Zhu (2006) assertion of a correlation between cognitive processes and social loafing.

#### Managerial implications

The present study revealed that organizations may enhance employees' self-efficacy, optimize the use of human resources, and reduce

social loafing by prioritizing their POS. Enterprise managers should prioritize the needs of people and provide organizational support that enhances performance and fosters potential. It may assist employees in resolving workplace problems and acquiring the assurance to generate novel ideas and optimize the company's resources most efficiently.

Individual-organizational fit influences the work attitude and performance of employees. Therefore, managers must acknowledge that recruiting individuals who believe in the same principles as the organization will enhance mutually beneficial results. An organizational environment should be established to promote the development and long-term viability of employees, while also strategically recruiting suitable staff. To ensure reasonable treatment of employees in the workplace, managers should establish an equitable organizational structure of rewards and punishments that include both financial and spiritual aspects. Equitable treatment incentivizes employees to achieve optimal performance and provide significant value to the organization.

Furthermore, this study investigates micro-enterprises to identify more effective approaches for generating human resource value. By examining the impact of POS on self-efficacy and entrepreneurial bricolage enthusiasm, the research provides a comprehensive analysis of how POS influences social loafing among workers. This research investigates the potential of using self-efficacy and entrepreneurial bricolage to enhance organizational human resource management.

### Research limitations and prospects

The study is significantly constrained by the research environment, and due to limitations in time and funding, analyzing the mechanisms and reverse causality among variables in cross-sectional data poses considerable challenges. The subsequent longitudinal study should confirm the impact of POS on employees' tendency to engage in social loafing. Primarily, the research samples consist of newly established enterprises in Henan. Additional research is required to expand the geographical scope of the study, validate the findings, and enhance the generalizability. The study utilized a self-report questionnaire survey. Although various aspects of common method variance were investigated, this approach may affect data processing. Future research could employ self-assessment and other methods to gather data. Utilizing matched methods may yield more accurate sample data.

Social exchange theory and expectancy theory were applied to elucidate the impact of POS on employee social loafing. Future investigations could explore specific factors leading to social loafing at both individual and group levels, as well as the conditions that limit the influence of POS.

### CRedit authorship contribution statement

**Chong Chen:** Writing – review & editing, Writing – original draft. **Huizi Song:** Writing – review & editing, Methodology. **Daojuan Wang:** Writing – original draft, Conceptualization. **Beibei Wang:** Writing – review & editing.

### Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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