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The mediating role of individual entrepreneurial orientation in the relationship between perceived organizational support and employee performance in the manufacturing sector

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ABSTRACT

This study examines the influence of perceived organizational support on employee performance by incorporating individual entrepreneurial orientation (IEO) as a mediating variable in the manufacturing sector. The study addresses how employees' perceptions of organizational support can stimulate entrepreneurial-oriented behavior that contributes to improved performance. A quantitative approach with a correlational survey design was applied to test the proposed relationships. Data were collected from 86 employees of PT Feng Tay Indonesia Enterprises using structured questionnaires and a probability sampling technique. The data were analyzed using path analysis supported by SPSS version 27. The findings reveal that perceived organizational support positively and significantly affects individual entrepreneurial orientation and employee performance. In addition, entrepreneurial orientation also exerts a significant positive influence on employee performance and significantly mediates the relationship between perceived organizational support and employee performance. These findings highlight the importance of strengthening organizational support to promote entrepreneurial behavior and enhance employee performance, particularly in labor-intensive manufacturing environments. However, this study is limited to a single organization, which may limit the generalizability of the results to broader-to-broader industrial contexts. Future research is recommended to validate and generalize the proposed model across multiple companies, industries, and larger samples.

Keywords perceived organizational support; individual entrepreneurial orientation; employee performance; manufacturing sector.

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1. Introduction

This study examines the effect of perceived organizational support (POS) on employee performance and evaluates the mediating role of individual entrepreneurial orientation (IEO) in that relationship in the manufacturing sector, focusing on production employees of PT Feng Tay Indonesia Enterprises, an export-oriented footwear manufacturer in West Java, Indonesia. Grounded in social exchange theory, the study proposes that employees who perceive stronger organizational support tend to display entrepreneurial behaviors, namely innovativeness, proactiveness, and risk taking, which in turn translate into higher performance outcomes. Using a quantitative correlational survey design with data from 86 employees, the proposed mediation model was tested through path analysis. The article subsequently reviews the relevant literature and develops the hypotheses, explains the research methods, presents the results, discusses the findings, and concludes with the implications and limitations of the study.

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The manufacturing sector contributes significantly to Indonesia's economic development, particularly by generating added value, creating employment opportunities, and supporting national export performance. In accordance with Law Number 3 of 2014 concerning Industry, manufacturing activities involve transforming raw or semi-processed materials into finished products with higher economic value and competitiveness (Undang-Undang Tentang Perindustrian, 2014), which underscores its role as a key driver of industrial growth and a fundamental component of the national economic structure. In the current global business environment, manufacturing industries are increasingly confronted with complex challenges, including rapid technological changes, intensified international competition, and fluctuating market demands (World Bank, 2023). These conditions require companies not only to maintain operational efficiency but also to strengthen strategic human resource management in order to sustain competitiveness.

The competitiveness of manufacturing organizations is strongly influenced by their ability to develop adaptive human resources and to cultivate an innovation-oriented work culture (Potgieter & Mokomane, 2020). Empirical evidence further indicates that effective human resource management practices contribute significantly to productivity and organizational resilience in competitive environments (Bloom et al., 2019; Kurtessis et al., 2017). In labor-intensive manufacturing industries, where operational activities rely heavily on human capital, employee performance becomes a critical determinant of operational continuity and organizational sustainability.

Indonesia's non-oil and gas manufacturing sector recorded growth of 4.75% in 2024 and contributed approximately 74.3% of total national exports (Ministry of Industry of the Republic of Indonesia, 2024). Despite this positive national performance, regional disparities remain evident. West Java Province, one of Indonesia's primary manufacturing centers, experienced a decline in non-oil and gas exports, particularly in the footwear subsector. Official statistics indicate that footwear exports decreased from US$ 2.86 billion in 2022 to US$ 2.49 billion in 2023 (Statistics Indonesia West Java, 2024). This decline reflects competitiveness challenges faced by labor-intensive manufacturing industries that are not solely driven by external market conditions but are also closely linked to productivity issues and the quality of human resource performance (Kurtessis et al., 2017).

PT Feng Tay Indonesia Enterprises represents one of the export-oriented footwear manufacturing companies operating in West Java. As part of the Taiwan-based Feng Tay Group, the company produces footwear for global brands such as Nike, requiring strict compliance with international standards related to product quality, productivity, and delivery timeliness. These operational demands position human resource management as a strategic function in maintaining organizational performance and sustaining competitiveness in a highly competitive global market environment.

Perceived organizational support (POS) has been widely acknowledged as an important concept in understanding how organizational practices shape employees' attitudes and behaviors. Rather than merely referring to a definition, perceived organizational support reflects how employees evaluate the organization's recognition of their contributions and its concern for their well-being (Eisenberger et al., 1986). These perceptions are influenced by factors such as organizational justice, supervisor support, and the fairness of reward systems(Rhoades & Eisenberger, 2002). When organizational support is perceived as insufficient, employees may develop negative responses, including a higher tendency to leave the organization, which can ultimately reduce productivity and overall organizational effectiveness(Chandra, 2018). International empirical studies across various cultural and industrial settings have confirmed the role of POS in shaping employees' attitudes and behaviors (14,26,29).

Employee performance represents a key outcome in manufacturing organizations, particularly in labor-intensive environments. It reflects how effectively employees are able to accomplish their tasks based on indicators such as quality, quantity, timeliness, effectiveness, and independence in completing assigned responsibilities (Pradhan & Jena, 2017; Robbins & Coulter, 2020). Empirical evidence suggests that organizational support contributes positively to employee performance by enhancing motivation, commitment, and willingness to achieve organizational goals (Diana & Frianto, 2021; Peng et al., 2022). However, the relationship between organizational support and performance does not always occur

directly, as psychological and behavioral factors may act as mediating mechanisms in translating support into performance outcomes (Eisenberger et al., 2016).

One mechanism that has gained increasing attention in dynamic and competitive work environments is Individual Entrepreneurial Orientation (IEO). IEO reflects employees' tendencies to demonstrate innovativeness, proactiveness, and risk-taking behavior in performing their work roles (Lumpkin & Dess, 1996). Entrepreneurial orientation has been shown to enhance organizational adaptability, innovation capability, and competitive advantage, including in manufacturing and industrial contexts (Pramesti, 2019; Siana & Wahyuni, 2021). However, most empirical studies have focused on organizational-level outcomes rather than individual employee behavior, particularly in labor-intensive manufacturing settings International evidence, for instance from Turkey and Jordan, supports the positive association between POS and individual entrepreneurial orientation (26,34).. This gap highlights the need for further investigation into how perceived organizational support can foster entrepreneurial-oriented behaviors among employees at PT Feng Tay Indonesia Enterprises to enhance performance outcomes.

Based on the foregoing literature, three research gaps can be identified. First, most entrepreneurial orientation research has been conducted at the organizational level, whereas evidence on entrepreneurial orientation as an individual-level construct (IEO) remains limited, particularly in non-Western and manufacturing settings (26). Second, although POS and employee performance have been widely examined, the behavioral mechanism through which support is translated into performance, namely employees' entrepreneurial behavior, has rarely been tested explicitly in labor-intensive manufacturing contexts. Third, studies integrating POS, IEO, and employee performance in a single mediation model among production employees of export-oriented footwear companies remain scarce. This study addresses these gaps by testing the mediating role of IEO in the relationship between POS and employee performance at PT Feng Tay Indonesia Enterprises.

This study offers both theoretical and practical contributions. Theoretically, it extends organizational support theory and social exchange theory to the individual level by demonstrating that employees' entrepreneurial orientation functions as a behavioral mechanism through which organizational support is converted into performance, thereby enriching the largely organization-level entrepreneurial orientation literature. Practically, the findings provide management of labor-intensive manufacturing companies with evidence that investment in organizational support systems can serve as a strategic tool to stimulate entrepreneurial behavior at the operator level and to sustain performance amid intensifying global competition.

1.1. Hypothesis Development

Social exchange theory posits that the relationship between employees and the organization develops through reciprocal exchange: when employees perceive that the organization values their contributions and cares about their well-being, they feel obliged to reciprocate with constructive attitudes and behaviors (35). Applied to the present model, perceived organizational support provides psychological resources, such as confidence, psychological safety, and the perceived legitimacy to act innovatively, that encourage employees to display entrepreneurial behaviors in their work roles. Previous empirical findings support this argument, showing that POS is positively associated with individual entrepreneurial orientation and related proactive dispositions (8,26). Based on these theoretical and empirical arguments, the first hypothesis is formulated as follows.

H1: Perceived organizational support has a positive and significant effect on individual entrepreneurial orientation.

With respect to the relationship between POS and employee performance, social exchange theory suggests that organizational support generates reciprocity in the form of dedication, engagement, and willingness to achieve organizational goals, which ultimately improves task performance (13,14). Employees who feel supported also experience a more conducive work environment and lower stress, which supports consistent performance outcomes (29). Accordingly, the second hypothesis is proposed.

H2: Perceived organizational support has a positive and significant effect on employee performance.

Regarding the relationship between IEO and employee performance, employees with a strong entrepreneurial orientation tend to be innovative in solving work problems, proactive in anticipating production disturbances, and willing to take calculated risks in improving work methods. Such behaviors are directly linked to the quality, timeliness, and effectiveness of task completion, particularly in labor-intensive production settings, in which incremental improvements at the operator level accumulate into significant productivity gains. Prior studies report a positive relationship between entrepreneurial orientation and performance outcomes at the individual and organizational levels (16,30,31). Therefore, the third hypothesis is formulated.

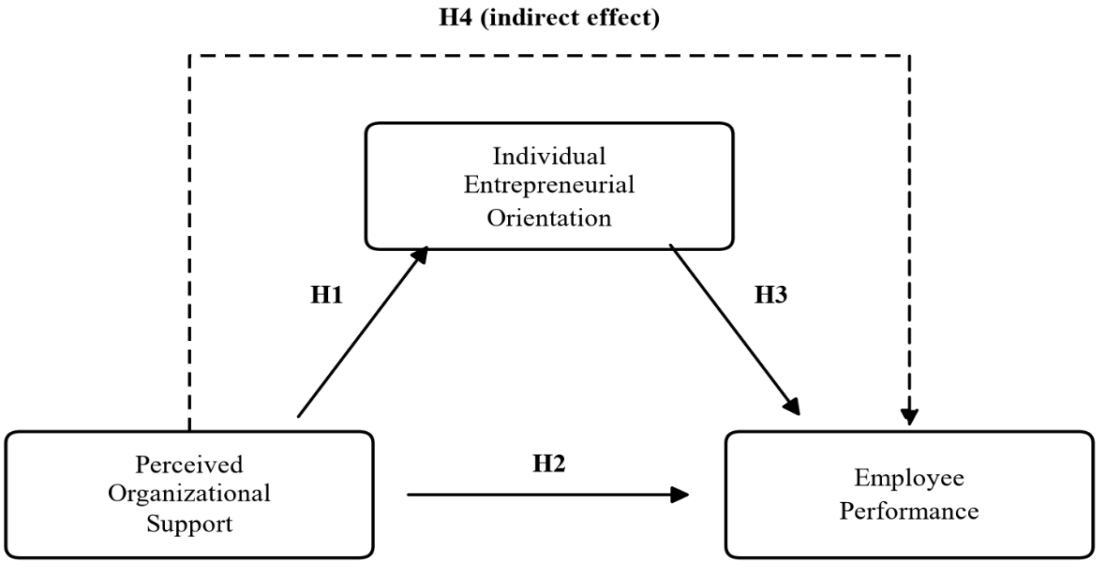
H3: Individual entrepreneurial orientation has a positive and significant effect on employee performance.

Integrating the preceding arguments, perceived organizational support not only improves performance directly but also stimulates entrepreneurial behavior, which subsequently enhances performance. IEO therefore functions as a mediating mechanism that explains how organizational support is converted into performance outcomes. Empirical evidence indicates that supportive organizational environments strengthen the effect of entrepreneurial orientation on performance (32,33). On this basis, the fourth hypothesis is proposed.

H4: Individual entrepreneurial orientation mediates the effect of perceived organizational support on employee performance.

The relationships among the four hypotheses are summarized in the conceptual model presented in Figure 1. The model positions perceived organizational support as the exogenous variable, employee performance as the endogenous outcome, and individual entrepreneurial orientation as the mediating variable that links the two.

Figure 1 Conceptual Framework of the Study



2. Research Method

This study utilized a quantitative approach with a correlational survey design to examine the relationships among the variables. The use of a quantitative method allows for objective measurement of relationships through numerical data and supports hypothesis testing using statistical analysis (Creswell & Creswell, 2018). The correlational survey design was utilized to empirically assess the effect of perceived organizational support on employee performance, as well as to examine the mediating role of individual entrepreneurial orientation.

The population in this study included employees from the production division of PT Feng Tay Indonesia Enterprises. A probability sampling method, namely simple random sampling, was used to provide equal selection opportunities for all members of the population. This approach helps minimize sampling bias and enhances the representativeness of the sample (Etikan, 2017). Based on this method, a total of 86 respondents were included in the study.

The target population comprised all production employees of PT Feng Tay Indonesia Enterprises, and the sampling frame was the employee roster provided by the human resource department. From this frame, respondents were selected using a simple random sampling procedure in which every employee had an equal probability of being selected, implemented through a computer-generated random draw from the roster. The required sample size was determined using Green's formula, which recommends $N \geq 50 + 8m$ for testing the overall regression model, where m denotes the number of predictor variables (36). Because the model contains two predictors, the minimum required sample size was 66 respondents; the 86 respondents obtained therefore exceeded this threshold and provided adequate statistical power for the path analysis. Given that the study was conducted at a single company with a modest sample size, the generalizability of the findings to other organizations and sectors should be interpreted with caution.

Data collection was carried out using a structured questionnaire distributed online through Google Forms. The measurement items were adapted from previously validated instruments and adjusted to suit the manufacturing context. Responses were assessed using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), which is commonly used in behavioral research to assess attitudes and perceptions (Likert, 1932).

Data were collected in 2025 after research permission was granted by the company management. The questionnaire was distributed online through Google Forms with the assistance of the human resource department, and respondents completed it voluntarily. Before completing the questionnaire, respondents received an explanation of the research objectives and provided informed consent. Respondents were assured of the confidentiality and anonymity of their answers, and the data were used solely for academic purposes.

Perceived Organizational Support was measured using indicators related to organizational concern, supervisor support, and fairness in treatment. Individual Entrepreneurial Orientation was evaluated based on dimensions of innovativeness, proactiveness, and risk-taking behavior at the employee level. Meanwhile, employee performance was assessed using indicators such as work quality, quantity, timeliness, effectiveness, and independence in completing tasks. The use of multiple indicators ensured that each variable was measured comprehensively (Heale & Twycross, 2018).

The POS instrument was adapted from the Survey of Perceived Organizational Support developed by Eisenberger et al. (8) and consisted of eight items covering organizational concern, supervisor support, and fairness of treatment. The IEO instrument was adapted from the entrepreneurial orientation dimensions formulated by Lumpkin and Dess (16) as operationalized at the individual level in recent research (26) and consisted of nine items covering innovativeness, proactiveness, and risk taking. The employee performance instrument was adapted from Robbins and Coulter (11) and Pradhan and Jena (12) and consisted of five items covering work quality, quantity, timeliness, effectiveness, and independence in completing tasks. Because the original instruments were written in English, they were translated into Indonesian using forward and backward translation, and the translated items were reviewed by a bilingual academic to ensure content equivalence. The instruments were therefore adopted from previously validated studies with contextual adaptation of the wording, without altering the underlying constructs.

The quality of the research instrument was assessed through validity and reliability testing. Validity was examined using the Pearson Product Moment correlation technique, with a minimum threshold of 0.300 indicating acceptable validity (Schober et al., 2018). Reliability testing was conducted using Cronbach's Alpha, with a minimum acceptable value of 0.600. All variables in this study exceeded the required threshold, indicating that the instruments were reliable and internally consistent (Tang et al., 2018).

No separate pilot study was conducted because all instruments were adapted from previously validated and published studies; instead, the quality of the translated instruments was ensured through the

forward and backward translation procedure described above, and their psychometric properties were re-examined on the collected data through item validity, construct validity, and reliability testing. Because the Pearson item-total correlation alone cannot fully establish construct validity, exploratory factor analysis was conducted as a complementary assessment using principal component extraction with varimax rotation. The criteria used were factor loadings of at least 0.50, a Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy of at least 0.50, a significant Bartlett's test of sphericity ($p < 0.05$), eigenvalues greater than 1.0, and cumulative variance explained of at least 50% (22).

Data analysis employed path analysis to examine both direct and indirect relationships among the variables. This method was chosen because it enables simultaneous testing of mediation effects and provides a clear representation of causal relationships. Hypothesis testing was carried out by examining path coefficients and significance levels at a 5% significance level. All statistical analyses were conducted using SPSS version 27 to ensure the accuracy and consistency of the results (Nugroho et al., 2020).

SPSS version 27 was used to conduct the validity and reliability tests, descriptive statistics, normality assessment, correlation analysis, and regression-based path analysis, while the significance of the indirect effect was evaluated using the Sobel test. The Sobel test evaluates the indirect effect computed as a × b, in which a denotes the coefficient of the effect of POS on IEO, SEa is its standard error, b denotes the coefficient of the effect of IEO on employee performance, and SEb is its standard error. The test statistic is calculated as $Z = ab / \sqrt{(b^2SEa^2 + a^2SEb^2)}$, and the resulting Z value and p-value were used to determine whether the indirect effect was significantly different from zero. The values of a, SEa, b, and SEb were taken from the estimated regression models reported in the Results section.

3. Result

3.1. Respondent Characteristics

To better understand the background of the respondents, their demographic profiles were classified according to gender, age, educational background, and years of service. These characteristics offer contextual insight into the respondents and assist in interpreting the research findings. A detailed summary is presented in Table 1.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Man	34	40
	Woman	52	60
Age	<20 Years	0	0
	21-30 Years	54	63
	31-40 Years	29	34
	>40 Years	3	3
Last education	Junior High School	0	0
	High School	54	63
	D3	23	27
	S1	9	10
Length of work	<1 Years	4	5
	1-5 Years	46	54
	6-10 Years	34	39
	>10 Years	2	2

Source: Data Processed by Authors, 2025

Based on Table 1, woman respondents accounted for the majority (60%), while most participants were within the age range of 21–30 years (63%). In terms of education, the largest proportion had completed high school or vocational education (63%), followed by diploma-level education (27%). Regarding work experience, more than half of the respondents (54%) had been employed for 1–5 years. Overall, these results indicate that the respondents were predominantly of productive age, with sufficient educational backgrounds and moderate levels of work experience.

3.2. Descriptive Statistics and Normality Assessment

Descriptive statistical analysis was conducted to describe the distribution and general tendencies of each research variable, with the results summarized in Table 2.

Table 2. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Standard Deviation
Perceived Organizational Support	86	2.13	4.50	3.28	0.56
Entrepreneurial Orientation	86	2.57	4.43	3.43	0.51
Employee Performance	86	2.44	4.44	3.37	0.47
Valid N (listwise)	86				

Source: Data Processed by Authors, 2025

Table 2 indicates that all variables recorded mean scores above the neutral benchmark of 3.00. Entrepreneurial orientation recorded the highest mean score (3.43), followed by employee performance (3.37) and perceived organizational support (3.28), suggesting that respondents generally hold positive perceptions toward all measured variables.

To assess the normality of the data distribution, skewness and kurtosis values were examined. As presented in Table 3, the skewness values of all variables range from −0.245 to −0.178 and the kurtosis values range from −0.312 to 0.118, all within the accepted range of ±1. This indicates that the data are approximately normally distributed, so the use of parametric analysis is appropriate.

Table 3 Normality Assessment

Variables	Skewness	Kurtosis
Perceived Organizational Support	−0.213	−0.312
Individual Entrepreneurial Orientation	−0.178	−0.204
Employee Performance	−0.245	0.118

Instrument quality was further assessed through item validity, construct validity, and reliability testing. All items correlated significantly with their construct total scores ($r = 0.412–0.733$; $p < 0.05$), exceeding the 0.300 threshold. Construct validity was examined using exploratory factor analysis, the results of which are summarized in Table 4. The KMO measure of sampling adequacy was 0.746 and Bartlett's test of sphericity was significant ($\chi^2(231) = 872.41$; $p < 0.001$), confirming the factorability of the data. All items loaded significantly on their intended constructs, with factor loadings ranging from 0.582 to 0.814. Three components with eigenvalues greater than 1.0 (8.412, 2.976, and 1.858) explained a cumulative variance of 60.21%, supporting the construct validity of the instruments. Reliability testing using Cronbach's alpha showed that all constructs exceeded the 0.600 threshold (POS = 0.812; IEO = 0.784; employee performance = 0.769), indicating that the instruments were internally consistent.

Table 4 Construct Validity and Reliability of the Instruments

Construct	Number of Items	Factor Loading Range	Cronbach's Alpha
Perceived Organizational Support	8	0.612–0.814	0.812
Individual Entrepreneurial Orientation	9	0.582–0.795	0.784
Employee Performance	5	0.604–0.789	0.769

To examine the potential for common method variance arising from the self-reported, single-source design, Harman's single-factor test was conducted (37). The unrotated exploratory factor analysis yielded a first factor explaining 34.68% of the total variance, which is below the 50% threshold, suggesting that common method bias is unlikely to be a serious concern in this study.

3.3. Correlation Analysis

Correlation analysis was conducted to examine the bivariate relationships among the research constructs, with the results presented in Table 5. All constructs were positively and significantly

correlated ($p < 0.01$). Perceived organizational support correlated strongly with individual entrepreneurial orientation ($r = 0.680$) and moderately with employee performance ($r = 0.602$), while individual entrepreneurial orientation correlated significantly with employee performance ($r = 0.677$). These correlations provide initial support for the hypothesized relationships prior to the multivariate analysis.

Table 5 Correlation Matrix of the Research Variables

Variable	1	2	3
1. Perceived Organizational Support	—		
2. Individual Entrepreneurial Orientation	0.680**	—	
3. Employee Performance	0.602**	0.677**	—

Note: ** $p < 0.01$ (two-tailed).

3.4. Hypothesis Testing of Direct Effects

Hypothesis testing was conducted using path analysis to assess the direct relationships between variables. The results presented in Table 6 show that perceived organizational support is positively and significantly related to entrepreneurial orientation, with a path coefficient of 0.680 and a p-value below 0.05. Perceived organizational support also demonstrates a positive direct relationship with employee performance, although the coefficient value is relatively lower (0.264). Furthermore, entrepreneurial orientation is found to have a significant positive effect on employee performance, as indicated by a path coefficient of 0.497. Overall, the findings support all proposed direct relationships within the research model.

Table 6 Results of Path Analysis of Direct Effects

Relationship	Path Coefficient (β)	t- Statistics	Sig. (p-value)
POS → EO	0.680	8.497	0.000
POS → EP	0.264	2.486	0.015
EO → EP	0.497	4.675	0.000

The complete regression results, including unstandardized coefficients (B), standard errors (SE), confidence intervals, and multicollinearity diagnostics is available in table 7. The tolerance values (0.538) and variance inflation factors (VIF = 1.860) are within acceptable limits (tolerance > 0.10; VIF < 10), indicating that multicollinearity is not a concern in the estimated models.

Table 7 Results of Multiple Regression Analysis

Model	Predictor	B	SE	β	t	p	95% CI	Tolerance	VIF
1 (DV: EO)	Constant	1.400	0.247	–	5.668	< 0.001	[0.909, 1.891]	–	–
	POS	0.619	0.073	0.680	8.497	< 0.001	[0.474, 0.764]	–	–
2 (DV: EP)	Constant	1.071	0.323	–	3.316	0.001	[0.429, 1.713]	–	–
	POS	0.222	0.089	0.264	2.486	0.015	[0.045, 0.399]	0.538	1.860
	IEO	0.458	0.098	0.497	4.675	< 0.001	[0.263, 0.653]	0.538	1.860

3.5. Mediation Analysis

According to Table 8, perceived organizational support indirectly influences employee performance in a positive and significant manner through entrepreneurial orientation. The obtained t-statistic is higher than the critical value and the p-value is less than 0.05, indicating that entrepreneurial orientation plays a mediating role in linking perceived organizational support to employee performance. This result suggests that organizational support enhances performance not only directly but also by encouraging entrepreneurial behaviors among employees. In the Sobel framework, a = 0.680 (SEa = 0.080) represents the standardized effect of perceived organizational support on individual entrepreneurial orientation, and b = 0.497 (SEb = 0.106) represents the standardized effect of individual entrepreneurial orientation on employee performance. The standard error of the indirect effect was 0.082, and the

resulting test statistic (Z = 4.097; p < 0.001) confirmed that the indirect effect was significantly different from zero.

The findings in Table 9 show that perceived organizational support explains 45.6% of the variance in entrepreneurial orientation. Furthermore, when combined with entrepreneurial orientation, it accounts for 49.6% of the variance in employee performance. This indicates that the model has a moderate explanatory strength, while the remaining variation may be attributed to other factors beyond the scope of this study. The F-statistics (70.446 for Model 1 and 40.841 for Model 2) confirmed the overall significance of both regression models.

Table 8 Sobel Test

Mediation Path	Indirect Effect	t- Statistics	Sig. (p-value)
POS → EO → EP	0.338	4.097	0.000

Source: Data Processed by Authors, 2025

Table 9 Model Summary and Coefficient of Determination

Model	R	R^2	Standard Error	Adj. R^2	F-stat (df)	Durbin–Watson
(POS → EO)	0.680	0.456	0.450	70.446 (1; 84)	1.912	5.706
(POS & EO → EP)	0.704	0.496	0.484	40.841 (2; 83)	1.942	3.402

Source: Data Processed by Authors, 2025

4. Discussion

4.1. Perceived Organizational Support on Entrepreneurial Orientation

Perceived organizational support (POS) appears to play a significant role in shaping entrepreneurial orientation (EO), as indicated by a path coefficient of 0.680 and a p-value of 0.000. Employees who receive stronger organizational support tend to display more entrepreneurial behaviors, such as innovation, proactiveness, and a willingness to take calculated risks. This condition creates a sense of psychological safety and encouragement, allowing employees to explore new ideas and take initiative with greater confidence from the perspective of social exchange theory, the support received from the organization is reciprocated through greater initiative and the willingness to go beyond formal role expectations, so that entrepreneurial behavior emerges as a form of reciprocal obligation toward the organization (35). In the labor-intensive footwear industry, where process innovation and proactive quality improvement at the operator level directly determine productivity, this mechanism is particularly relevant. This finding is consistent with previous studies, which emphasize that organizational support is an important factor in fostering innovative and proactive employee behavior (Nugroho et al., 2020). In addition, empirical evidence suggests that higher levels of perceived organizational support are associated with stronger individual entrepreneurial orientation, reflecting employees' increased tendency to act entrepreneurially within their work roles (Gündoğmuş et al., 2024)

4.2. Perceived Organizational Support on Employee Performance

Perceived organizational support is also associated with employee performance, although the magnitude of its effect is relatively moderate, as indicated by a path coefficient of 0.264 and a p-value of 0.015. Employees who feel recognized and supported by their organization tend to show greater engagement, stronger commitment, and improved effectiveness in their work. Such conditions encourage reciprocal responses, where employees respond to organizational support by enhancing their performance, in line with the principles of social exchange theory in social exchange terms, the support received from the organization is perceived as a benefit that creates a reciprocal obligation, which employees repay through higher engagement and better task performance (35). These findings are consistent with previous research, which has likewise highlighted that organizational support contributes to better performance outcomes, especially when supported by favorable working conditions and higher levels of job satisfaction. (Riyanto, 2023). In addition, organizational support helps create a more conducive work environment, reduces stress levels, and enhances overall

productivity (Husna & Budiono, 2022). This pattern is also reflected in earlier studies, which show that positive perceptions of organizational support are associated with greater efficiency and improved work outcomes across various organizational settings (Zeynep Fatma & Ahu Tuğba, 2019). In the footwear manufacturing context, such support is particularly meaningful because production targets, quality standards, and delivery timeliness depend heavily on the daily commitment of machine operators.

4.3. Entrepreneurial Orientation on Employee Performance

Entrepreneurial orientation is found to have a significant positive effect on employee performance, as reflected by a path coefficient of 0.497 and a p-value of 0.000. This finding suggests that employees who exhibit stronger entrepreneurial characteristics tend to achieve better performance outcomes. Proactive attitudes, innovative problem-solving capabilities, and a willingness to take calculated risks contribute to higher work effectiveness and adaptability, particularly in labor-intensive manufacturing environments In other words, entrepreneurial orientation represents a behavioral pathway through which employees in labor-intensive industries translate their competencies into measurable performance outcomes. These results are consistent with previous research demonstrating that entrepreneurial orientation positively influences performance outcomes, including effectiveness and competitive behavior in organizational settings (Hindarwati et al., 2021). Moreover, work environments that encourage entrepreneurial orientation have been shown to promote proactive behavior and work engagement, which ultimately enhance performance (Escamilla-Fajardo et al., 2021).

4.4. Perceived Organizational Support on Employee Performance through Entrepreneurial Orientation

Entrepreneurial orientation also functions as a mediating factor in the relationship between perceived organizational support and employee performance, as reflected by an indirect effect value of 0.338 and a p-value of 0.000. This suggests that organizational support contributes to performance not only through direct influence but also by fostering entrepreneurial behavior among employees. When employees receive adequate support, they tend to act more innovatively and proactively, which ultimately leads to better work outcomes Because the direct effect of perceived organizational support on employee performance remains significant, individual entrepreneurial orientation functions as a partial mediator, indicating that organizational support improves performance both directly and indirectly by encouraging entrepreneurial behavior. Evidence from prior research also highlights that entrepreneurial orientation can strengthen performance, particularly within a supportive organizational environment (Perdana & Prasasti, 2023). Furthermore, empirical evidence highlights that innovation capability serves as an important mechanism through which entrepreneurial orientation influences performance outcomes (Pusparini et al., 2024). Recent research also emphasizes that entrepreneurial orientation promotes adaptive and productive work behavior, including knowledge sharing processes that support innovation and performance improvement (Qasim et al., 2025) For labor-intensive footwear manufacturers, this mediation pattern implies that support systems should be designed not merely to satisfy employees but to activate proactive and innovative behavior on the production floor, for example through suggestion programs, quality control circles, and structured employee involvement initiatives.

4.5. Theoretical Contributions and Practical Implications

Theoretically, this study extends organizational support theory by demonstrating that the benefits of perceived organizational support are not limited to attitudinal outcomes but are converted into entrepreneurial behavior at the individual level. By positioning individual entrepreneurial orientation as a mediating mechanism grounded in social exchange theory (35), the study responds to calls to examine entrepreneurial orientation as an individual-level construct and provides evidence from a labor-intensive manufacturing context in which such evidence remains scarce. The integration of POS, IEO, and employee performance in a single mediation model clarifies how supportive organizational conditions are transformed into concrete performance outcomes through employees' innovative, proactive, and risk-taking behavior.

Practically, the findings suggest several managerial actions. First, management should strengthen organizational support systems, including recognition of employee contributions, fair reward schemes, supervisor support, and attention to employee well-being, because these perceptions directly improve performance and stimulate entrepreneurial behavior. Second, human resource development programs should incorporate entrepreneurial competencies, such as creative problem solving, initiative taking, and calculated risk assessment, particularly for production employees. Third, companies can provide structured channels, such as suggestion systems, quality control circles, and continuous improvement teams, that give employees the opportunity and confidence to act on their entrepreneurial ideas. These measures are expected to simultaneously enhance employee performance and organizational competitiveness in dynamic industrial environments.

5. Conclusion

The findings of this study emphasize the important role of perceived organizational support in enhancing employee performance, both directly and through entrepreneurial orientation within the manufacturing context. Employees who experience strong organizational support tend to display more innovative, proactive, and risk-aware behaviors, which contribute to better work outcomes. These findings indicate that organizational support not only encourages positive work attitudes but also strengthens employees' ability to perform effectively. Furthermore, the direct influence of perceived organizational support on performance suggests that when organizations show genuine concern for employees' well-being and contributions, employees tend to exhibit greater engagement, stronger responsibility, and improved overall work effectiveness. Theoretically, these findings extend organizational support theory by showing that individual entrepreneurial orientation serves as an individual-level mechanism through which organizational support is converted into performance.

The implications of this study are twofold. Theoretically, the findings enrich the literature on perceived organizational support and entrepreneurial orientation by providing individual-level evidence from a labor-intensive manufacturing context, in which research remains limited, and by demonstrating that social exchange processes operate through employees' entrepreneurial behavior. Practically, the management of manufacturing companies is encouraged to strengthen support systems, namely recognition of contributions, fair rewards, supervisor support, and concern for employee well-being, and to cultivate entrepreneurial behavior at the operator level through training, suggestion systems, and employee involvement in continuous improvement. These measures are expected to simultaneously improve employee performance and organizational competitiveness.

Nevertheless, several limitations need to be taken into account when interpreting these findings. This study was conducted within a single manufacturing company, which may reduce the extent to which the results can be generalized to other organizational settings, while the cross-sectional research design limits causal inferences and the use of self-reported perceptions may introduce common method bias, although the statistical assessment suggested that this was not a serious concern. Future studies are recommended to include a wider range of samples across different industries and to examine additional factors, including leadership style, organizational culture, and work motivation to offer a more comprehensive understanding of employee performance.

Author contributions

First Author: Conceptualization, methodology, supervision, validation, project administration, and writing – review & editing. Second Author: Investigation, data curation, formal analysis, visualization, and writing – original draft.

Conflict of interest

The authors declare no competing financial interests that could have appeared to influence the work.

Publication ethics

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional research committee.

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