

# A Study of Factors Influencing Employee Intrapreneurial Behavior: Mediating Effects of Work Engagement

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**Keyword:** Job Requirements - Resource Model, Resources, Work Engagement, Employee Intrapreneurial Behavior, Big Data.


**Abstract:** With the rapid development of big data technology, big data technology in people's production and life has been more and more widely promoted, many industries in China because of the promotion of big data has undergone tremendous changes. Employee intrapreneurial behavior is the basis for achieving and maintaining corporate entrepreneurship. Based on the job requirements-resource theory, this paper uses SPSS and AMOS data analysis software to collect large samples through questionnaires for data analysis, and constructs a model of influencing factors of employee intrapreneurial behavior. The empirical results show that perceived organizational support, work autonomy and psychological capital have a significant positive impact on employee intrapreneurial behavior; work engagement plays a partial mediating role between perceived organizational support, work autonomy, psychological capital and employee intrapreneurial behavior. This has important guiding significance for enterprises to correctly understand the impact of perceived organizational support, work autonomy and psychological capital on employees' psychology and work behavior.

## 1 INTRODUCTION

As an important way to strengthen the competitiveness of enterprises and improve the performance of enterprises, intrapreneurial has been widely concerned by the practical and academic circles. Entrepreneurs are the core elements of entrepreneurial activities, employees are the key to the implementation of entrepreneurial strategies, and the research on employee intrapreneurial behavior is gradually emerging. Employee intrapreneurial behavior is not smooth. Finding the pre-influencing factors of employee intrapreneurial behavior has always been an important topic in management research. Scholars mainly analyze the influencing factors of employee intrapreneurial behavior from two aspects: based on individual level research, it is found that employees' personal characteristics and internal psychology will have a certain impact on their entrepreneurial behavior (Jong and Parker, 2015); based on organizational level research, it is found that employee intrapreneurial behavior is

closely related to factors such as job characteristics and organizational innovation atmosphere (Mustafa et al., 2018). The above research provides a reference for stimulating employee intrapreneurial behavior, but employee intrapreneurial behavior is a multi-stage complex process, which should be explored across levels. According to the conservation of resources theory, resources are divided into material resources, energy resources, personality resources and condition resources (Hobfoll, 1989). The above resources can be understood as two channels from the external environment and internal characteristics. Therefore, this study attempts to explore the resource factors that affect employee intrapreneurial based on situational resources and personal resources, and analyze the role of these resources in order to further supplement the existing research.

In terms of contextual resources, as one of the core dimensions of job characteristics, the concept of work autonomy first appeared in the job characteristics model constructed by Hackman and Oldham, which means that individuals can arrange

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their work process and determine the degree of freedom, independence and self-determination of their work procedures in their work (Hackman and Oldham, 1976). Jong et al. found that work autonomy significantly affects employee intrapreneurial behavior (Jong and Parker, 2015). Therefore, work autonomy can be regarded as an important situational resource for intrapreneurial behavior. As a component of organizational context, perceived organizational support plays an important role in employee intrapreneurial behavior. Sulea et al. showed that perceived organizational support can have a positive effect on employees' work engagement, which in turn affects intrapreneurial behavior. As a situational resource, perceived organizational support is an important predictor of employee intrapreneurial behavior (Sulea et al., 2012). Psychological capital is a positive psychological resource owned by individuals. According to the Job Demands-Resources Theory, psychological capital can enhance the positive impact of external positive factors on individual behavior. Employees with high psychological capital are more able to perceive the meaning and value of work, and have a high sense of self-efficacy. They are full of enthusiasm and confidence in work and are more actively and actively engaged in work (Wang and Zhu, 2007). So, how will situational resources and personal resources affect employee intrapreneurial behavior? There is no research to explore this issue.

Job Demands-Resources theory suggests that job resources and personal resources can activate employees' positive behavior through work engagement (Schaufeli et al., 2002). People with high levels of work engagement are physically, cognitively and emotionally associated with their work roles (Yang et al., 2022), so they are more likely to participate in proactive activities than those without work engagement (Wang et al., 2017). Therefore, this study will use work engagement as an intermediary variable to study the impact mechanism of perceived organizational support, work autonomy and psychological capital on employee intrapreneurial behavior.

Based on the job demand-resource model and the resource conservation theory, this study conducts a more comprehensive study on work engagement and employee intrapreneurial behavior. With the rise of big data technology, this paper introduces large sample empirical analysis, uses big data to analyze the psychological mechanism or process at the micro level of enterprises, and explains the mediating role of the relationship between perceived organizational support, work autonomy and psychological capital

and employee intrapreneurial behavior in the job demand-resource model.

## 2 THEORETICAL BASIS AND RESEARCH HYPOTHESIS

### 2.1 Employee Intrapreneurial Behavior

Employee intrapreneurial behavior refers to employees' active identification of opportunities and threats in uncertain task environments, seeking and generating new ideas, daring to bear corresponding occupational risks, and taking bold actions to develop and utilize opportunities to create value for the organization. It consists of three dimensions: Innovation, Proactivity and Risk-taking (Mustafa and Gavin, 2018; Jong and Parker, 2015). Innovativeness means that employees discover problems, generate new ideas to solve them, develop new products and services, improve workflows and methods, and innovate management systems (Jong and Parker, 2015). Initiative refers to employees' proactive future-oriented, self-initiated actions to improve the organization and their situation (Mustafa and Gavin, 2018). Risk-taking refers to employees engaging in internal entrepreneurial activities at the risk of reputational damage, being resisted by superiors and colleagues, or even losing their jobs (Jong and Parker, 2015).

### 2.2 Perceived Organizational Support, Work Autonomy and Psychological Capital

Context resources and individual resources do not work in isolation, but interact and promote each other in work. Employees' perception of situational resources can affect individual resources. When employees perceive contextual resources such as job autonomy and organizational support in the work situation, employees can simultaneously feel the psychological atmosphere of organizational cooperation and warmth, and influence individual resources such as hope, optimism and self-esteem through these positive emotions (Dawkins et al., 2018). Based on this, this paper proposes the following hypothesis:

H<sub>1</sub>: Perceived organizational support positively affects employee psychological capital;

H<sub>2</sub>: Work autonomy positively affects employee psychological capital.

### 2.3 Perceived Organizational Support, Work Autonomy, Psychological Capital and Employee Intrapreneurial Behavior

(1) Perceived organizational support and employee internal entrepreneurial behavior. According to the organizational support theory, the higher perceived organizational support, the more resources and encouragement the organization will give to employees for innovative behavior, the lower the employee perception of innovation risk (Zhan and Li, 2020), and the stronger the employee willingness to return to the organization (Eisenberger and Stinglhamber, 2006). Therefore, the higher perceived organizational support, the more inclined the employees with high entrepreneurial self-efficacy are to make use of their own advantages and carry out internal entrepreneurial behavior to give back to the organization. Based on this, this paper proposes the following hypothesis:

H<sub>3</sub>: Perceived organizational support positively affects employee intrapreneurial behavior.

(2) Psychological capital and employee internal entrepreneurial behavior. Psychological capital can trigger positive organizational behavior of employees, and has a positive impact on organizational citizenship behavior (Stavros and Cole, 2013), change support behavior (Wang et al., 2018) and innovative behavior (Sweetman et al., 2011). Intrapreneurial refers to the initiative of employees to take personal risks to promote organizational reform and innovation, which is a transformational and innovative organizational citizenship behavior. It will also be positively affected by psychological capital. The higher the level of psychological capital of employees, the more likely they are to engage in intrapreneurial. Based on this, this paper proposes the following hypothesis:

H<sub>4</sub>: Psychological capital positively affects employee intrapreneurial behavior.

(3) Work autonomy and employee internal entrepreneurial behavior. Du et al. found that there is a direct link between job characteristics and work behavior and more broadly active behavior (Du et al., 2000). Research shows that giving employees the right to freely choose working methods can prompt them to think and solve problems creatively (John et al., 2010). When employees have high levels of autonomy, a cascade of internal reactions can drive employees to significantly improve their personal and work outcomes by increasing their positive state of mind. Based on this, this paper proposes the following hypothesis:

H<sub>5</sub>: Work autonomy positively affects employee intrapreneurial behavior.

### 2.4 The Mediating Effect of Work Engagement

Organizational support can not only directly affect work engagement, but also indirectly affect employee work engagement through self-efficacy (Benjamin et al., 2015). Perceived organizational support had a direct effect on employee job involvement. The influencing mechanism of perceived organizational support on work engagement and found that there was a positive correlation between perceived organizational support and work engagement. Based on this, this paper proposes the following hypothesis:

H<sub>6</sub>: Perceived organizational support has a significant positive effect on work engagement.

Individuals with high psychological capital are more able to perceive the meaning and value of work, and have a higher sense of self-efficacy. They are full of enthusiasm and confidence in work, so they can achieve better work performance and become more active and active in their work. Based on this, this paper proposes the following hypothesis:

H<sub>7</sub>: Psychological capital has a significant positive effect on work engagement.

As an external environmental resource, work autonomy can greatly meet the needs of employees for the working environment, provide them with more freedom in decision-making, planning and implementation, make them feel the trust and support of the organization, improve their sense of responsibility for work, and thus generate work motivation and enhance work involvement. Relevant studies show that work autonomy can achieve high job involvement by satisfying individual needs. Based on this, this paper proposes the following hypothesis:

H<sub>8</sub>: Work autonomy has a significant positive effect on work engagement.

Starting from the definition that work engagement is an active and positive motivation state, scholars have linked work engagement with active work behavior in some studies (Bakker, 2011). Dedication and enthusiasm for work and organization (Schaufeli et al., 2006), as an important characteristic of engaged employees, can promote employees to carry out intrapreneurial activities.

H<sub>9</sub>: Work engagement has a significant positive effect on employee intrapreneurial behavior.

According to the above analysis, not only the sense of organizational support, work autonomy and psychological capital have a direct impact on work

engagement and employee intrapreneurial, but also work engagement directly affects employee intrapreneurial behavior. That is, the sense of organizational support, work autonomy and psychological capital have indirect effects on employee internal entrepreneurial behavior through work engagement. Based on this, this paper proposes the following hypothesis:

H<sub>10a</sub>: Work engagement plays a mediating role between perceived organizational support and employee internal entrepreneurial behavior;

H<sub>10b</sub>: Work engagement plays an intermediary role between psychological capital and employee internal entrepreneurial behavior;

H<sub>10c</sub>: Work engagement plays a mediating role between work autonomy and employee internal entrepreneurial behavior.

To sum up, this paper builds a theoretical model, as shown in Figure 1.

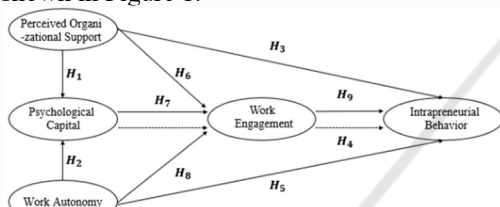


Figure 1: Theoretical model

### 3 RESEARCH METHODS

#### 3.1 Data Collection

This paper collects relevant data through questionnaires, and mainly selects enterprise employees as research objects. In order to minimize homology error, the research was conducted in two stages with a time interval of two months. A total of 321 matching questionnaires were obtained in the two stages of the survey, 67 questionnaires with questions were eliminated, and 254 valid matching questionnaires were obtained.

#### 3.2 Research Variables

The variable measure scales are all derived from mature scales published in top journals at home and abroad to ensure the reliability and validity of the questionnaire. The scale developed by Jong and Parker was adopted for intrapreneurial behavior, which contains 9 items after modification and deletion. The scale developed by Schaufeli et al. was used for job involvement, with 9 items in total.

The perceived organizational support was measured using the simple organizational support scale used by Rhoades and Eisenberger, which consisted of 8 questions. The scale of work autonomy was developed by Kirmeyer, which included 6 items after modification and deletion. The psychological Capital scale was adapted from the scale developed by Luthans et al., and revised by Wen Lei et al., with 12 questions. The Cronbach's a coefficients of the scale were 0.942, 0.918, 0.887, 0.908 and 0.948, respectively.

In this paper, the following variables are selected as control variables: gender, age, education level, working years, post, entrepreneurial experience, and company size.

#### 3.3 Discrimination Validity and Common Method Deviation Test

The competitive model confirmatory factor analysis was used to test the variable discrimination validity, in which the fitting indexes of the single-factor model were:  $\chi^2/df = 3.068$ , GFI=0.517, AGFI = 0.472, CFI=0.727, RMSEA=0.090, SRMR=0.114. The fitting indexes of the multi-factor model were:  $\chi^2/df = 1.336$ , GFI=0.818, AGFI = 0.798, CFI=0.956, RMSEA=0.036, SRMR=0.059, significantly superior to the single factor model, and also the best fit among all models, indicating a high degree of differentiation between variables.

The self-assessment method used to complete the questionnaire may lead to the common method bias among the five constructs. In this paper, common method underlying factor (CMV) was used to test the common method bias. After adding the model of common method underlying factor, the fitting indexes are as follows:  $\chi^2/df = 1.511$ , GFI=0.801, AGFI = 0.780, CFI=0.933, RMSEA=0.045, SRMR=0.099. It can be seen that the fitting indexes of the common method factor model and the five-factor model have little difference. Therefore, there is no serious common methodology bias.

### 4 RESEARCH RESULTS

#### 4.1 Descriptive Statistics and Correlation Analysis of Variables

As shown in Table 2, there was a significant positive correlation between intrapreneurial and job engagement ( $r=0.635$ ,  $P<0.05$ ). There was a significant positive correlation between

intrapreneurial and psychological capital ( $r=0.607$ ,  $P<0.05$ ). There was a significant positive correlation between intrapreneurial and work autonomy ( $r=0.612$ ,  $P<0.05$ ). There was a significant positive correlation between intrapreneurial and perceived organizational support ( $r=0.651$ ,  $P<0.05$ ). There was a significant positive correlation between work engagement and psychological capital ( $r=0.600$ ,  $P<0.05$ ). There was a significant positive correlation between work engagement and work autonomy ( $r=0.632$ ,  $P<0.05$ ).

There was a significant positive correlation between work engagement and perceived organizational support ( $r=0.711$ ,  $P<0.05$ ). Psychological capital was positively correlated with work autonomy ( $r=0.631$ ,  $P<0.05$ ). Psychological capital was positively correlated with perceived organizational support ( $r=0.599$ ,  $P<0.05$ ). The results of correlation analysis provide the basis for the research hypothesis verification.

Table 1: Descriptive statistics and correlation analysis results of variables

	Mean	S.E.	1	2	3	4
Intrapreneurial Behavior	3.650	0.906				
Work Engagement	3.638	0.925	0.635**			
Psychological Capital	3.601	0.882	0.607**	0.600**		
Work Autonomy	3.640	1.017	0.612**	0.632**	0.631**	
Perceived Organizational Support	3.678	0.982	0.651**	0.711**	0.599**	0.650**

Note: N=254; \* indicates  $p<0.05$ , \*\* indicates  $p<0.01$

## 4.2 Hypothesis Testing

(1) Path coefficient and hypothesis test of structural equation model. In this study, AMOS 24.0 was used to test the path of each variable. The fitting index of structural equation model was  $\chi^2/df = 1.482$ ,  $GFI=0.807$ ,  $AGFI = 0.787$ ,  $CFI=0.937$ ,  $RMSEA=0.044$ ,  $SRMR=0.225$ , indicating that the model had a good fit.

The results of path coefficient and hypothesis test showed that perceived organizational support positively affected psychological capital ( $\beta=0.310$ ,  $P < 0.001$ ).  $H_1$  was valid, that is, the higher perceived organizational support, the higher psychological capital. Work autonomy positively affects psychological capital ( $\beta=0.367$ ,  $P<0.001$ ), assuming  $H_2$  is true, that is, the higher the work autonomy, the higher the psychological capital; the perceived organizational support positively affected the intrapreneurial behavior ( $\beta=0.257$ ,  $P<0.001$ ). Assuming that  $H_3$  was true, that is, the higher the perceived organizational support, the higher the intrapreneurial behavior. Psychological capital positively affects intrapreneurial behavior ( $\beta=0.223$ ,  $P<0.05$ ), assuming that  $H_4$  is valid, that is, the higher the psychological capital, the higher the intrapreneurial behavior; Work autonomy positively affects intrapreneurial behavior ( $\beta=0.168$ ,  $P<0.05$ ). Assuming that  $H_5$  is true, that is, the higher the work

autonomy is, the higher the intrapreneurial behavior is. The perceived organizational support positively affected job involvement ( $\beta=0.514$ ,  $P<0.001$ ). Assuming that  $H_6$  was true, that is, the higher the perceived organizational support, the higher the job involvement; Psychological capital positively affects job involvement ( $\beta=0.200$ ,  $P<0.05$ ), assuming that  $H_7$  is true, that is, the higher the psychological capital, the higher the job involvement; Work autonomy positively affects job involvement ( $\beta=0.254$ ,  $P<0.001$ ), assuming that  $H_8$  is true, that is, the higher the work autonomy, the higher the job involvement; Job involvement positively affects intrapreneurial behavior ( $\beta=0.182$ ,  $P<0.001$ ), assuming that  $H_8$  is true, that is, the higher the job involvement, the higher the intrapreneurial behavior.

(2) Analysis of the mediating effect of work engagement. As shown in Table 2, work engagement has a significant mediating effect between perceived organizational support and internal entrepreneurial behavior ( $\beta=0.228$ ,  $P<0.001$ ). Confidence interval of 5000 times [0.134, 0.333], excluding 0. Assume that  $H_{10a}$  is valid. That is, the perceived organizational support can indirectly promote the intrapreneurship behavior by improving the level of job involvement. Further calculation shows that the mediating effect of job involvement accounts for 37.94% of the total effect, indicating that job involvement has a partial mediating effect between the perceived organizational support and the intrapreneurship behavior.

Table 2: Test results of the mediating effect of work engagement on perceived organizational support and intrapreneurial behavior.

Path	Value of effect	S.E.	95% confidence Interval	
			Lower	Upper
Indirect effects				
Perceived Organizational Support→ Work Engagement→ Intrapreneurial Behavior	0.228	0.050	0.134	0.333
Direct effects				
Perceived Organizational Support→ Intrapreneurial Behavior	0.372	0.059	0.255	0.489
Total effects	0.601	0.044	0.514	0.687

As shown in Table 3, work engagement has a significant mediating effect between psychological capital and internal entrepreneurial behavior ( $\beta=0.261$ ,  $P<0.001$ ). Confidence interval of 5000 times [0.174, 0.364], excluding 0. Assume that  $H_{10b}$  is valid. That is, psychological capital can indirectly

promote intrapreneurial by improving the level of job involvement. Further calculation shows that the mediating effect of job involvement accounts for 41.89% of the total effect, which indicates that job involvement has a partial mediating effect between psychological capital and intrapreneurial.

Table 3: Test results of the mediating effect of work engagement on psychological capital and intrapreneurial behavior.

Path	Value of effect	S.E.	95% confidence Interval	
			Lower	Upper
Indirect effects				
Psychological Capital →Work Engagement → Intrapreneurial Behavior	0.261	0.049	0.174	0.364
Direct effects				
Psychological Capital→Intrapreneurial Behavior	0.362	0.058	0.248	0.477
Total effects	0.623	0.051	0.522	0.724

As shown in Table 4, work engagement has a significant mediating effect between work autonomy and internal entrepreneurial behavior ( $\beta=0.233$ ,  $P<0.001$ ). Confidence interval of 5000 times [0.163, 0.318], excluding 0. Assume that  $H_{10c}$  is valid. That is, work autonomy can indirectly promote the

intrapreneurial behavior by improving the level of job involvement. Further calculation shows that the mediating effect of job involvement accounts for 42.83% of the total effect, indicating that job involvement has a partial mediating effect between work autonomy and intrapreneurial behavior.

Table 4: Test results of the mediating effect between work engagement and work autonomy and intrapreneurial behavior.

Path	Value of effect	S.E.	95% confidence Interval	
			Lower	Upper
Indirect effects				
Work Autonomy →Work Engagement → Intrapreneurial Behavior	0.233	0.039	0.163	0.318
Direct effects				
Work Autonomy→Intrapreneurial Behavior	0.312	0.052	0.208	0.415
Total effects	0.544	0.044	0.457	0.632

## 5 RESEARCH CONCLUSIONS AND DISCUSSION

### 5.1 Research Conclusions

Based on the job demand-resource theory, this study chose job involvement as the mediating variable to study the influence path of organizational support, work autonomy and psychological capital on employee internal entrepreneurial behavior. The empirical results show that organizational support, work autonomy and psychological capital have significant positive effects on employee intrapreneurial behavior. Work engagement plays a partial mediating role between organizational support, work autonomy, psychological capital and employee internal entrepreneurial behavior.

### 5.2 Research Implications

The management implications of this study are as follows: (1) Enterprises should provide adequate support to employees, endow them with high work autonomy and encourage them to engage in intrapreneurial activities. (2) Enterprises should take effective measures to manage and develop employee psychological capital. (3) Improving employee work involvement can further motivate employee intrapreneurial. Enterprises can improve the working situation and increase the level of employee work involvement by enhancing work autonomy, promoting information sharing among organization members, creating a work atmosphere of respect and trust, and promote the generation of intrapreneurial.

### 5.3 Research Limitations and Prospects

This study has the following limitations: (1) It only studies the influence of psychological capital on intrapreneurial behavior, but does not explore the difference of the influence of different dimensions of psychological capital on intrapreneurial behavior. In the future, we can further study the different influences of different dimensions of psychological capital on internal entrepreneurial behavior. (2) Only the mediating effects of job involvement on perceived organizational support, work autonomy, psychological capital and internal entrepreneurial behavior were considered, but other variables of job psychological state were not considered. In future studies, job satisfaction, job burnout and other variables of work psychological state can be selected

as mediating variables to study the mediating role of these variables.

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