ISTANBUL TECHNICAL UNIVERSITY ★ GRADUATE SCHOOL

EXAMINING THE ROLE OF EMPLOYEE SOCIAL INTRAPRENEURIAL BEHAVIOUR AND JOB SATISFACTION AS MEDIATORS OF EMPLOYEE COMMITMENT

Ph.D. THESIS

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İSTANBUL TEKNİK ÜNİVERSİTESİ ★ LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ

ÇALIŞANLARIN SOSYAL İÇ GİRİŞİMCİLİK DAVRANIŞLARININ VE İŞ TATMİNLERİNİN ÇALIŞAN BAĞLILIĞI ÜZERİNDEKİ ARACI ROLLERİNİN İNCELENMESİ

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Ardita MALAJ, a Ph.D. student of İTU Graduate School student ID 403192008 successfully defended the thesis/dissertation entitled "EXAMINING THE ROLE OF EMPLOYEE SOCIAL İNTRAPRENEURIAL BEHAVIOR AND JOB SATISFACTION AS MEDİATORS OF EMPLOYEE COMMITMENT", which she prepared after fulfilling the requirements specified in the associated legislations, before the jury whose signatures are below.

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Date of Defense : 25 December 2023

To my family

FOREWORD

“One of my dreams is being realized, a challenging yet attainable endeavor”.

First and foremost, I express my gratitude to the God for bestowing upon me the strength and resilience necessary to persevere through this arduous endeavor, which has been characterized by several challenges and fluctuations.

I express deep gratitude towards my advisor Prof. Dr Nizamettin BAYYURT and Prof. Dr. Selim ZAİM, for their invaluable assistance in facilitating this endeavor and enabling its successful completion.

I would like to extend my sincere appreciation to Türkiye Burslari for bestowing upon me the invaluable chance to pursue my doctoral studies through the provision of a scholarship. I am grateful to have been the recipient of persistent support from my family and friends, who stood by me during periods of hardship and uncertainty leading up to the present time. I possess an intense passion for the field of entrepreneurship and have an optimistic outlook towards my potential contributions to this area of academic research in the future.

I have achieved the academic milestone of being known as "Dr.".

December 2023

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ABBREVIATIONS

ESIB: Employee Social Intrapreneurial Behavior

IOC: Innovative Organizational Culture

AL: Authentic Leadership

EJS: Employee Job Satisfaction

EC: Employee Commitment

AHP: Analytical Hierarchy Process

SDT: Self Determination Theory

SET: Social Exchange Theory

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EXAMINING THE ROLE OF EMPLOYEE SOCIAL INTRAPRENEURIAL BEHAVIOR AND JOB SATISFACTION AS MEDIATORS OF EMPLOYEE COMMITMENT

SUMMARY

The primary objective of this research is to investigate and establish a comprehensive understanding of the correlation between an innovative organizational culture, employee intrapreneurial behavior, authentic leadership, employee job satisfaction, and employee job commitment in the manufacturing sector of Kuwait, which is a developed economy. To identify any gaps in current research, literature reviews examine the fundamental concepts and their associated domains by dissecting their definitions, dimensions, and significance. The analysis of pertinent research revealed major gaps in knowledge.

Consequently, a novel framework has been established.

The framework investigates the phenomenon of employee social intrapreneurial behavior by integrating many dimensions, including idea generation, idea promotion, and idea realization.

Additionally, employee social intrapreneurial behavior can be defined as:

"Is a behavior displayed by personnel employed within an organization, regardless of the type of organization. Employees feel appreciated and a part of the organization's success. They generate societal ideas for new procedures, services, or products."

This investigation makes use of a methodology grounded in Pragmatism and the ontological tenets of Objectivism. The study employs a deductive methodology, which involves testing a theoretical framework and investigating the relationship between independent and dependent variables. The study issues were addressed using a quantitative methodology. The survey was employed as the principal methodology for data collection. The research population consists of employees at various tiers of hierarchy within the manufacturing sector in Kuwait. There were a total of 233 participants, with small, medium, and large businesses represented in the sample. The participants were selected using a stratified sampling procedure. The collection of quantitative data was carried out through the utilization of a self-administered and electronic Arabic questionnaire. Subsequently, the acquired quantitative data was subjected to analysis using the Statistical Package for Social Sciences (SPSS) version 28. A further significant contribution that this work makes is the creation of a one-of-a-kind instrument.

The questionnaire that was used in this investigation was developed through a procedure that consisted of three stages. The first thing that needed to be done was to investigate and enhance the components of verified surveys. Individuals who were in agreement with the goals of the study were invited to participate in the study in their initial appearance. Following the completion of the second phase, the elements that

were in agreement with the objectives of the research were amended. For the purpose of enhancing the questionnaire and making it easier to collect the necessary data, the researcher produced additional items connected to the dimension of "employee social intrapreneurial behaviour" during the third phase of the study process. The ultimate questionnaire is comprised of a collection of dimensions and elements that have not been utilised in the past for the purpose of evaluating the social and intrapreneurial behaviour of employees.

This study contributes significantly by presenting a novel conceptual framework that incorporates many factors to examine the mediating role of employee social intrapreneurial conduct and job satisfaction in the association between innovative organizational culture and employee commitment. This study represents the initial empirical investigation, based on the researcher's current understanding, into the correlation between these subjects. Moreover, this study included quantitative data to assess the effectiveness of the model, with a particular focus on the manufacturing sector in Kuwait. The findings of the study revealed a significant and positive impact of employee social intrapreneurial behavior, with job satisfaction serving as a mediating variable.

The study addresses the existing gaps in knowledge and introduces an innovative

contribution.The inclusion of this information serves to enhance and enhance the existing corpus of knowledge and practical applications.

This study seeks to clarify the intricacies of employee social intrapreneurial behaviour and its consequential importance for owners and managerial staff. In organisations, the existence of intrapreneurial personnel has a vital role in promoting innovation, which subsequently enhances the firms' capacity to achieve a competitive advantage (Guerrero and Peña-Legazkue, 2013). The Generation Z cohort is playing a crucial role in promoting intrapreneurial behaviours in the workplace. Managers must prioritise employee satisfaction and provide a pleasant work environment tailored to their individual needs.

The individuals of Generation Z will make up the workforce of the future, and it is essential for companies to learn about the peculiarities of this generation in order to adapt. Those who are more likely to move around in their jobs are people who are determined to go up the corporate ladder no matter what it takes. They can switch between multiple workplaces as needed, much like a monkey might hop from tree to tree. For this reason, individuals need not worry about securing a regular pay check or a permanent office space because they do not get too attached to any one company. Those who are endowed with these traits are less likely to doubt themselves and more likely to take the lead. People that lean towards pragmatism are more likely to respect personal space and do well in less formal, indirect environments. These people are breaking away from traditional office work culture and building a new social structure as they do their jobs online from anywhere in the world. On top of that, they are quite active in creating their own online communities. This group's members are more likely to be intelligent than wise, and they seem at home in the technological world. Despite their limited skill in expressing themselves verbally and emotionally, these individuals are capable of achieving their dreams, no matter how great the cost. The people in issue will not act alone to implement their creative ideas, but rather they will collaborate for the common good. Hence, it is crucial to familiarise oneself with their requirements and ensure their satisfaction.

This research offers empirical evidence that is consistent with the theoretical frameworks of the Self-Determination Theory, the Social Exchange Theory, and the Planned Behaviour Theory, which are discussed in the third chapter of this thesis. This research constructed a three-part sequential framework to describe the process by which an innovative organisational culture is established and its subsequent impact on employee behaviour, particularly in terms of intrapreneurship. The framework was developed in order to explain the relationship between the two. A shared innovative mentality that can be internalised as a habitual practice over a period of time can be developed through active participation in the process of developing such a mindset. The theoretical framework of the research has the potential to improve managers' comprehension of the significance of intrapreneurship and the ways in which organisations can assist its development at both the individual and organisational levels.

Future research could take a direct approach to investigate the impact of factors and their impact on the correlation between an innovative organizational culture and employee engagement/employee performance. Future studies could use a mixed research methodology using semi-structured interviews with management executives. personnel of companies.

Future research could investigate the impact of Coaching leadership style on employees' intrapreneurship behavior in the specific context of Kuwait.

ÇALIŞANLARIN SOSYAL İÇ GİRİŞİMCİLİK DAVRANIŞLARININ VE İŞ TATMİNLERİNİN ÇALIŞAN BAĞLILIĞI ÜZERİNDEKI ARACI ROLLERİNİN İNCELENMESİ

ÖZET

Bu araştırmanın temel amacı zengin bir ekonomiye sahip Kuveyt imalat sektöründe, yenilikçi organizasyon kültürü ile çalışanların kurum içi girişimcilik davranışları, otantik liderlik, çalışanların iş tatmini ve işe bağlılığı arasındaki ilişkiyi incelemektir.

Literatür taraması, mevcut araştırmalardaki boşlukları belirlemek için ilgili tanımların, kavramların, boyutların ve bunlarla ilişkili alanların incelenmesini kapsamaktadır.

Literatur incelemesi ilgili alanda boşluklar olduğunu göstermiştir. Bu tezle, ilgili alandayeni bir çerçeve oluşturulmuştur.

Tez çerçevesi içerisinde fikir üretme, fikri teşvik etme ve fikri gerçekleştirme dahil olmak üzerebirçok boyut entegre edilerek çalışanların sosyal kurum içi girişimcilik davranışı olgusu araştırılmaktadır.

Çalışanların sosyal kurum içi girişimcilik davranışı şu şekilde tanımlanabilir:

"Kurum içi girişimcilik kuruluşun türü ne olursa olsun, çalışan personelin kurum içinde sergilediği davranıştır. Çalışanlar takdir edildiklerini ve kuruluşun başarısının bir parçası olduklarını hissederler. Yeni proses hizmet veya ürün için sosyal fikirler üretirler."

Bu çalışmada kullanılan araştırma yaklaşımı, Objektivizmin ontolojik felsefesine ve Pragmatizmin epistemolojik felsefesine dayanmaktadır. Bu çalışmanın metodolojisi, teorik bir çerçevenin test edilmesini ve değişkenler arasındaki ilişkilerin analiz edilmesini içeren tümdengelim yaklaşımına dayanmaktadır.

Araştırma konuları niceliksel bir metodoloji kullanılarak ele alınmıştır. Anket, veri toplamada temel yöntem olarak kullanılmıştır. Araştırmanın evreni Kuveyt'te imalat sektöründe çalışanlardır. Örneklem ankete katılan toplam 223 katılımcıdan oluşmaktadır. Örneklem, tabakalı örnekleme tekniği kullanılarak küçük, ortave büyük kuruluşlara dağıtılmıştır. Veriler elektronik bir ortamda anket kullanılarak gerçekleştirilmiştir ve SPSS-28 programı kullanılarak analiz edilmiştir.

Bu çalışma, yenilikçi örgüt kültürü ile çalışan bağlılığı arasındaki ilişkide, pek çok faktörle birlikte, çalışanların sosyal kurum içi girişimci davranışlarının ve iş tatmininin aracılık rolünüincelemekte ve literature yeni bir kavramsal çerçeve sunarak önemli katkılarda bulunmaktadır. Çalışma, bilgilerimize göre, bu değişkenler arasındaki ilişkiyi araştıran ilk ampirik araştırmadır. Araştırmada önerilen teorik modelin geçerliliği, Kuveyt'teki imalat sanayinden elde edilen veriler kullanılarak test edilmiştir. Araştırmanın bulguları, çalışanların sosyal kurum içi girişimcilik davranışlarının anlamlı ve olumlu bir etkisi olduğunu ve iş tatmininin aracı değişken olarak görev yaptığını ortaya koymuştur.

Çalışma, literatürde mevcut boşlukları ele almakta ve literature yenilikçi bir katkı sunmaktadır. Sonuçlar, konu ile ilgili bilgi birikimimizin artmasına ve pratik uygulamaların geliştirilmesineve hizmet edecektir.

Bu çalışma, çalışanların sosyal iç girişimcilik davranışlarının inceliklerini ve bunun şirket sahipleri ve yönetim personeli için önemini açıklığa kavuşturmayı amaçlamaktadır. Organizasyonlarda, intrapreneurial personelin varlığı, yeniliğin teşvik edilmesinde hayati bir role sahiptir ve bu, daha sonra firmaların rekabet avantajı elde etme kapasitesini artırır (Guerrero ve Peña-Legazkue, 2013).

Z Kuşağı grubu, işyerinde kurum içi girişimcilik davranışlarını teşvik etmede çok önemli bir rol oynuyor. Yöneticiler çalışan memnuniyetini ön planda tutmalı ve onların bireysel ihtiyaçlarına uygun, keyifli bir çalışma ortamı sağlamalıdır. Geleceğin işgücünü Z kuşağı bireyleri oluşturacak ve şirketlerin uyum sağlayabilmeleri için bu kuşağın özelliklerini öğrenmeleri gerekiyor. İşlerinde hareket etme olasılığı daha yüksek olanlar, ne pahasına olursa olsun kurumsal merdivenleri tırmanmaya kararlı olan kişilerdir. Tıpkı bir maymunun ağaçtan ağaca atlaması gibi, gerektiğinde birden fazla çalışma alanı arasında geçiş yapabilirler. Bu nedenle bireylerin, herhangi bir şirkete fazla bağlanmadıkları için düzenli bir maaş çekini veya kalıcı bir ofis alanını güvence altına alma konusunda endişelenmelerine gerek yoktur.

Bu özelliklere sahip olanların kendilerinden şüphe etme olasılıkları daha düşük ve liderliği ele geçirme olasılıkları daha yüksektir. Pragmatizme eğilimli kişilerin kişisel alana saygı duyma ve daha az resmi, dolaylı ortamlarda başarılı olma olasılıkları daha yüksektir.

Bu kişiler işlerini dünyanın her yerinden online olarak yaparken, geleneksel ofis çalışma kültüründen koparak yeni bir toplumsal yapı inşa ediyorlar. Üstelik kendi çevrimiçi topluluklarını oluşturma konusunda da oldukça aktifler. Bu grubun üyelerinin bilge olmaktan çok zeki olmaları ve teknolojik dünyada kendilerini evlerinde hissetmeleri muhtemeldir. Sözlü ve duygusal olarak kendilerini ifade etme yetenekleri sınırlı olmasına rağmen bu bireyler, bedeli ne kadar büyük olursa olsun, hayallerini gerçekleştirme yeteneğine sahiptirler. Söz konusu kişiler, yaratıcı fikirlerini hayata geçirmek için tek başına hareket etmeyecek, ortak çıkar için işbirliği yapacaklardır. Bu nedenle onların ihtiyaçlarını bilmek ve memnuniyetlerini sağlamak çok önemlidir.

Bu araştırma, tezin üçüncü bölümünde tartışılan Kendini Belirleme Teorisi, Sosyal Değişim Teorisi ve Planlı Davranış Teorisi'nin teorik çerçeveleriyle tutarlı ampirik kanıtlar sunmaktadır. Bu araştırma, yenilikçi bir organizasyon kültürünün yaratıldığı süreci ve bunun özellikle iç girişimcilik açısından çalışan davranışları üzerindeki etkisini tanımlamak için üç bölümlü sıralı bir çerçeve oluşturdu. Çerçeve, ikisi arasındaki ilişkiyi açıklamak amacıyla geliştirildi.

Belirli bir süre boyunca alışkanlık haline gelen bir uygulama olarak içselleştirilebilecek ortak bir inovasyon zihniyeti, böyle bir zihniyetin geliştirilmesi sürecine aktif katılımla geliştirilebilir. Araştırmanın teorik çerçevesi, yöneticilerin iç girişimciliğin önemini ve kuruluşların hem bireysel hem de kurumsal düzeyde gelişmesine nasıl yardımcı olabileceklerini anlamalarını geliştirme potansiyeline sahiptir.

Gelecekteki araştırmalar, faktörlerin etkisini ve bunların yenilikçi bir organizasyon kültürü ile çalışan bağlılığı/çalışan performansı arasındaki korelasyon üzerindeki etkisini araştırmak için doğrudan bir yaklaşım benimseyebilir. Gelecekteki

çalışmalarda yönetim yöneticileriyle yarı yapılandırılmış görüşmelerin kullanıldığı karma bir araştırma metodolojisi kullanılabilir. şirketlerin personeli.

Gelecekteki araştırmalar, Koçluk liderlik tarzının, Kuveyt özel bağlamında çalışanların kurum içi girişimcilik davranışları üzerindeki etkisini araştırabilir.

1. RESEARCH SCOPE

1.1. Introduction

Freeman (1982), innovation can be described as the conceptualization of an invention, which may take the form of an idea, a sketch, or a model, with the aim of creating a novel or enhanced device, product, method, or system. Freeman further provides a definition of innovation as follows: In the realm of economics, an innovation is typically characterized by the initial commercial transaction that involves a novel product, process, system, or gadget. It is important to note that the term "innovation" is often used to encompass the entirety of the innovation process. The domain of innovation research has advanced beyond its initial focus on products, services, and processes, and now embraces a wider array of domains, including technological, market, organizational, environmental, and social innovations.

Although technological innovation has been extensively studied, social innovation has not been given equal emphasis in research (Murray, 2008; Mulgan, 2006). The existing understanding of the social innovation process and the required skill for social innovation is currently inadequate, both in terms of theoretical and empirical research (Chalmers and Balan-Vnuk, 2013). Phills (2008) defines social innovation as a novel and distinctive strategy to tackling a social problem that is superior in terms of efficiency, effectiveness, or fairness when compared to existing methods. The advantages yielded by this strategy primarily benefit the wider society rather than private interests. In addition, Chalmers and Balan-Vnuk (2013) argue that social innovation is often seen by academics as a new approach to tackling longstanding problems.

The employee may play a crucial role in promoting innovation and social innovation within the organization. Intrapreneurs possess the capacity to transform ideas into meaningful outcomes, indicating that their role extends beyond mere idea generation. They are capable of actively pursuing and fostering business ventures, product innovation, and strategic renewal endeavors (Ling, 2008; Sinha and Srivastava, 2013).

Innovative behavior is exhibited by employees who stray from standard or traditional habits of thinking. Based on prior studies (Amo & Kolvereid, 2005; Farrukh, 2019; Ryan & Tipu, 2013), it has been shown that individuals with entrepreneurial behavior (IB) tend to display an increased inclination towards undertaking risks, showcasing creativity, and applying non-traditional methods for problem- solving.

This study aims to examine the correlation among five variables, such as innovative organizational culture, employee social intrapreneurial behavior, authentic leadership, job satisfaction, and employee commitment. A unique concept, referred to as Employee Social Intrapreneurial Behavior (ESIB), is offered to provide a more comprehensive understanding of employees' innovative behaviors with a social focus. To provide a comprehensive overview of the new variable introduced in this study (ESIB), a detailed analysis is included in an additional publication. The article represents a collaborative effort between a PhD candidate and the study's advisor and co-advisor. The paper titled "ESIB's Antecedents: An Analytic Hierarchy Process Application in the Manufacturing Industry in Albania" provides a comprehensive examination of ESIB, offering a more detailed understanding of its key aspects. The study investigated multiple factors that could potentially serve as motivators for employees to actively participate in social innovation. The primary aims of this research were to determine the relative significance of multiple factors that influence Employee Social Intrapreneurial Behavior (ESIB) within the manufacturing industry of Albania.

The researcher administered a survey with a questionnaire including 38 data items. The survey was specifically constructed to collect data across three distinct domains: Innovative Organizational Culture (IOC), Job Satisfaction (JS), Authentic Leadership (AL), Employee Commitment (EC), and Employee Social Intrapreneurial Behaviors (ESIB). The objective of the survey was to evaluate the attitudes and opinions of participants regarding a particular subject matter. The questionnaire comprised sections that consisted of Likert scale questions. The data were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM) in SPSS version 28.

This study aims to address some gaps identified in the existing literature, which are as follows: Presenting a newly proposed concept entitled Employee Social Intrapreneurial Behavior (ESIB); This study aims to analyze the mediator impact of Employee Social Intrapreneurial Behavior and Employee Job Satisfaction.

Furthermore, this study aims to examine the influence of an innovative organization's culture on Employee Social Intrapreneurial Behavior and their level of commitment. Additionally, the objective of this study is to examine whether authentic leadership has any influence on the proposed model. Lastly, the literature will be improved by incorporating highlights about Generation Z and their role in the manufacturing sector in Kuwait.

1.1.1. Brief rationale for conducting this research.

The researcher is motivated to explore a novel framework of employee intrapreneurial behavior and analyze its significance within the organizational context. The concept has sparked a thought-provoking discourse among scholars, underscoring the significance of intrapreneurial subject matter and advocating for further investigation by emerging researchers in this field.

Based on an initial examination of pertinent scholarly sources, the researcher has identified a dearth of research exploring the connection between employee social intrapreneurial behavior and employee job satisfaction as factors influencing employee commitment within the framework of an innovative organizational culture.

The researcher is now focusing on investigating the impact of employee social intrapreneurial behavior on employee commitment. The researcher's interest about the topic and the need to fill this knowledge gap inspired the formulation of the study's hypotheses, methods, and conclusions. This study investigated the potential mediating effect of employee social intrapreneurial behavior and employee job satisfaction on employee commitment within the manufacturing business in Kuwait, a developed economy. The research addresses the existing gaps in knowledge, introduces a unique approach, and offers valuable contributions to both theoretical understanding and practical application.

1.1.2. Research aim and objectives

The main goal of this study is to investigate and provide a thorough understanding of how employee social intrapreneurial behavior and employee job satisfaction affects employee commitment in the context of an innovative organizational culture. This inquiry is especially centered on the manufacturing industry in Kuwait.

To achieve this objective, a comprehensive examination and analysis of the existing literature related to the variables under investigation were conducted. This process aimed to enhance the understanding of the underlying concepts, ultimately resulting in the development of the following research objectives:

To examine the applicability of employee social intrapreneurial behaviors within the manufacturing industries of Kuwait.

To investigate the influence of employee social intrapreneurial behavior on employee commitment.

To assess the potential influence of employee work satisfaction on employee commitment.

To determine the possible impact of the authentic leadership style on the relationship between an innovative organizational culture and employee social intrapreneurial behavior.

To investigate the sequential influence of employee intrapreneurial behavior and employee job satisfaction as mediators in the relationship between innovative organizational culture and employee commitment.

To analyze the employees' perspectives on the notions of social intrapreneurial small, medium, and large organizations in Kuwait.

1.1.3 Research questions

The research objectives are to be accomplished by delving into the following three areas of study:

How might various types of Kuwaiti businesses encourage social intrapreneurial behavior among workers of different generations?

What is the impact of employee social intrapreneurial behavior and employee job satisfaction on employee commitment within the framework of an innovative organizational culture?

What is the perception of employees about the relationship between employee social intrapreneurial behavior and employee satisfaction with work in connection to employee commitment?

This study aims to explore the context in Kuwait, making it the first known study in Kuwait to examine the relationship between Employee Social Intrapreneurial Behavior, employee job satisfaction as a mediator, and innovative organizational culture in relation to employee commitment. Kuwait is widely recognized as a nation of substantial wealth, characterized by the establishment of a comprehensive welfare state that provides to its citizens. This has resulted in a notable elevation of the per capita income enjoyed by the people of Kuwait. The economy of Kuwait is characterized by its affluence and reliance on petroleum resources. Kuwait is often recognized as being among the most affluent nations globally. According to the industrial statistical report of 2019, Kuwait encompasses a total of nine distinct industrial sectors, namely: food production, textile, garments, and leather manufacturing, wood industry, paper product manufacturing, printing, and publishing, chemical and petroleum industries, non-metal mining product manufacturing, basic metal product manufacturing, manufacture of basic metal products, and other manufacturing industries.

1.1.4. Structure of the thesis

Table 1.1 : Structure of the Thesis.

Chapter One Research Scope	Research Aim, Objectives, Questions;Research Significance
Chapter Two Literature Review	Definition and Dimensions of Employee Social entrepreneurial Behavior Theories of Employee Intrapreneurial Behavior
Chapter Three Theoretical Framework	Choose Some Factors, Top Theories, Research Postulates, and a Model
Chapter Four Research Methodology	Ethics, Philosophy, Design, and Methods in Research
Chapter Five Quantitative Analysis	Design, development, population, sampling methods, pilot study, and data analysis strategy for the questionnaire
Chapter Six Quantitative Results	Descriptive Statistics; Reliability Analysis; Correlation Analysis; SEM for the conceptual proposed framework; Measurement Model Assessment; Structural Model Assessment; Hypotheses Testing
Chapter Seven Discussion	Result Discussion; Research Contribution, Limitations; Future Research Directions

2. LITERATURE REVIEW

2.1. Introduction

Providing a synopsis of the key concepts in the area, including their definitions, dimensions, and significance, is the goal of this chapter. The current chapter's outline is as follows: In Section 2.2, the idea of social innovation is reviewed and expanded upon. Section 2.3 delves into the intricacies of intrapreneurship and defines it in detail. In Section 2.4, we delve into the importance of intrapreneurship. In Section 2.5, we cover innovative behaviors on an individual and group level. Section 2.6 presents the theoretical foundation for understanding the behavior of employees who demonstrate social intrapreneurial qualities. The conclusions drawn from the literature review are presented in Section 2.7. Section 2.8 provides insight into the advanced economy and the circumstances of the manufacturing industry in Kuwait

2.2. Defining Social Innovation

The process of innovation is not a straightforward one. At the organizational level, innovation is a dynamic process that is influenced by both internal and external influences (Saad, 2004). This distinction in the innovation process sets one organization apart from another company engaged in innovation. The distinction between innovation and invention should be made clear. According to Freeman (1982), a clear distinction can be made between invention and innovation. Invention is defined as the conceptualization or creation of a new or improved device, product, process, or system, typically in the form of an idea, sketch, or model. On the other hand, innovation, as defined by Freeman, refers to the economic aspect and involves the first commercial transaction associated with the introduction of the new product, process, system, or device. It is worth noting that the term "innovation" is often used to encompass the entirety of the process. Schumpeter's seminal work in 1912/1934 laid the groundwork for comprehending the concept of innovation, acknowledging its significance in fostering competitive advantage and driving economic transformation. According to Damanpour (1996), Innovation is commonly seen as a strategic approach

employed by organizations to effect change, either in response to shifts in the external environment or as a proactive measure to shape the environment. Therefore, the concept of innovation is being defined in a comprehensive manner, encompassing various forms such as the introduction of new products or services, the implementation of new process technologies, the establishment of new organizational structures or administrative systems, or the development of new plans or programs that are relevant to the members of an organization.

The domain of innovation research has expanded from its original emphasis on products, services, and processes to embrace a wider array of domains, including technological, market, organizational, environmental, and social innovations. While there has been much research conducted on technological innovation, there is a dearth of studies focusing on social innovation (Murray, 2008; Mulgan, 2006). There is a lack of both theoretical and empirical research on the process of social innovation and the necessary skills and talents for social innovation (Chalmers and Balan-Vnuk, 2013). According to Mulgan (2006), there is valuable knowledge to be gained from research on corporate and public innovation. However, it is important to acknowledge that these studies may not comprehensively cover the social domain or have universal applicability. Mulgan argues that the absence of knowledge is impeding individuals who are eager to promote social innovation(ibid.).

The word 'social innovation' lacks a universally accepted definition. According to Conger (1974), social invention can be described as the introduction of a novel legislation, organization, or method that alters the way individuals or groups interact with themselves or with one another, either on an individual or collective level. The term "community" encompasses shared interests and connections that influence the process of organizing individuals into a formal or informal group. It emphasizes the mechanism of allocating resources to meet fundamental needs and enhance overall well-being and quality of life (Dawson & Daniel, 2010; Moulaert & Nussbaumer, 2005). Numerous scholars contend that the concept of social innovation (SI) arises from the collective efforts of social and community movements, which advocate for the reintegration of the economy within society. These movements emphasize the need to establish social relations within the economic system, rather than perceiving the economy as an external entity that is beyond social control. This viewpoint is

supported by researchers such as Granovetter (1985) and MacCallum (2009). Chambon (1982),

Henderson (1990), Mulgan (2006), and Hubert (2012) have posited that Social

Innovation is a multifaceted term that arises from the intersection of both spontaneous and systematically structured actions, occurring at different societal scales such as micro, meso, and macro. It encompasses novel forms of democratic governance that emerge from the bottom-up, challenging the conventional perception of policy formation as a hierarchical procedure. Moulaert and Nussbaumer (2004, 2008) have emphasized the strong correlation between social innovation (SI) and the perspectives of social economics and community development. These perspectives acknowledge that market interactions are driven not only by the social economy, but also constrained by principles of solidarity, ethics, and social justice (Cloutier, 2003; Gurrutxaga & Echeverría, 2010; Laville, 1994; Mendell, 2008; Moulaert, 2005). The notions of initiative, autonomy, cooperation, democracy, and cultural diversity are commonly utilized in conversations pertaining to social innovation. There is a growing recognition that social innovation is a process that is influenced by its surroundings and serves to promote human development and societal transformation (Chambon, 1982; MacCallum, 2009). According to Westley and Antadze (2010), social innovation can be defined as a multifaceted process involving the introduction of novel products, processes, or programs that have a substantial impact on the fundamental routines, resource allocation, authority dynamics, or belief systems within the social system where the innovation takes place. Social innovations that demonstrate endurance and have a broad influence are considered very successful. According to Moore and Westley (2011), social innovations refer to various efforts, products, processes, or programs that bring about changes in the fundamental routines, resource and authority flows, or beliefs inside a social system.

The diffusion of social innovation (SI) appears to predominantly occur within organizations that have social objectives. However, some scholars have argued that SI should transcend the categorization of the nonprofit and for-profit sectors. The key concern is that innovation should be a means of addressing social issues and generating tangible effects on social change and quality of life.

2.3. The Definitions, Different Dimensions Of Intrapreneurship

Since its inception in the early 1980s, the idea of intrapreneurship has garnered a lot of scholarly interest. Intrapreneurs and enterprises alike stand to gain from working together under this model. (Burgelman, 1983;

Miller, 1983; Pinchot III, 1985; Rule and Irwin, 1988; Covin and Slevin, 1989; Zahra, 1991). A number of studies in the fields of management and business have focused on the idea of intrapreneurship (Ahmadpour Daryani & Karimi, 2018; Blanka, 2019).

In some academic works, such as Antoncic and Hisrich (2001) and Wiethe-Körprich (2017), the terms intrapreneurship and corporate entrepreneurship, corporate venturing, and entrepreneurial activities are used synonymously. In the realm of organizational studies, intrapreneurship is a methodical procedure wherein individuals within an organization recognize and actively pursue opportunities by making use of the resources at their disposal (Antoncic and Hisrich, 2001; Stevenson and Jarillo, 2007). According to Gapp and Fisher (2007) and Woo (2018), this process can spark new ideas, initiatives, products, services, strategies, administrative approaches, and competitive advantages. Ling (2008) and Sinha and Srivastava (2013) argue that intrapreneurs can transform ideas into concrete results, suggesting that the role they play goes beyond just generating ideas. Thus, individuals can actively engage in and promote entrepreneurial pursuits, the creation of novel goods, and the execution of strategic objectives.

The term "intrapreneurship" has been defined in a variety of ways by different researchers; for example, Burgers and Covin (2016), Baruah and Ward (2014), and Douglas and Fitzsimmons (2012) all focus on the entrepreneurial efforts made by current employees of businesses of all sizes. A limited definition of intrapreneurship has been used in previous studies by Rule and Irwin (1988) and Kuratko (1993), with a primary emphasis on its use in big companies and a disregard for its relevance to small enterprises. Previous research has examined several aspects of new venture teams and joint ventures, as evidenced by the studies conducted by Kanter and Richardson (1991), Badguerahanian and Abetti (1995), Dushnitsky and Lavie (2010), and Benavides Espinosa and Mohedano Suanes (2011). A strong correlation between intrapreneurship and entrepreneurship has been proven by numerous experts. While there are numerous definitions of entrepreneurship available in the literature

(Wennekers and Thurik, 1999), the following description provides a concise and accurate representation of the fundamental essence of independent entrepreneurship:

"The act of generating something novel that possesses value through the investment of requisite time and effort, while assuming associated financial, psychological, and social risks, and subsequently reaping the benefits of monetary gain, personal fulfilment, and autonomy" (Hisrich & Peters, 2002). The definition of entrepreneurship presented here can also be applied to the concept of intrapreneurship, with the understanding that intrapreneurs operate within the confines of an organization and therefore possess less autonomy compared to independent entrepreneurs. In addition, intrapreneurs tend to experience fewer financial rewards and take on fewer personal risks in their entrepreneurial endeavors. The presence of an organizational setting imposes limitations, but it also offers a significant level of protection as the intrapreneur is not personally responsible for any financial losses in the event of failure.

Intrapreneurship has been defined as engaging in entrepreneurial activities within an existing organization, according to Antoncic and Hisrich (2001) and Woo (2018). However, several authors have identified significant distinctions between intrapreneurship and entrepreneurship. Notably, Parker (2011), Camelo-Ordaz (2011), and Smith (2016) have highlighted these disparities. They assert that the primary differences between intrapreneurs and entrepreneurs can be categorized into two main aspects. Intrapreneurs make daring decisions utilizing the resources of the organization, which may lead them to exhibit apprehension towards taking risks to safeguard their positions within the organizational hierarchy.

Various scholars have examined various notions and aspects pertaining to intrapreneurship. Miller (1983) suggested that intrapreneurship is linked to innovation, which includes components like creativity, risk-taking, and proactiveness. Covin and Slevin (1989) proposed a correlation between entrepreneurial posture and specific traits, including risk-taking, innovativeness, and proactiveness. In contrast to the viewpoints presented by Guth and Ginsberg (1990) and Zahra (1991), the concern under consideration demonstrates interconnections with corporate entrepreneurship, particularly in the domains of internal innovation, venturing, and strategy renewal. In a study conducted by Lumpkin and Dess (1996), empirical data was presented to demonstrate the significance of various dimensions of entrepreneurial orientation,

including Autonomy, Innovativeness, Risk-taking, Proactiveness, and Competitive aggressiveness. This finding aligns with Knight's (1997) assertion that entrepreneurial orientation is associated with Innovativeness and Proactiveness. Previous studies conducted by Guth and Ginsberg (1990) as well as Zahra (1993) have mostly concentrated on the exploration of innovation and venture activities. These activities encompass enhancements in various organizational dimensions, including process, technology, market, administrative, and product development.

Numerous definitions of intrapreneurship have been posited in scholarly literature. These definitions have several common characteristics. Intrapreneurs can be characterized as proactive people who possess a strong inclination towards acting. These individuals possess a proactive nature and demonstrate a capacity for taking initiative without any external prompting.

Individuals often refrain from seeking consent and may disregard dissent and other adverse responses from their surroundings regarding their concepts. Furthermore, their proactive action is centered on the pursuit of an opportunity, irrespective of the resources they presently possess. Intrapreneurs consistently demonstrate an ability to navigate challenges and overcome obstacles. Thirdly, intrapreneurs frequently engage in endeavors that might be characterized as "novel" or "innovative," meaning that their behaviors and activities within the organization stray from the established norms.

Intrapreneurs, who are individuals within established firms that possess entrepreneurial thinking, play a vital role in organizations since they possess the ability to look beyond the confines of organizational units (Pinchot, 1985). Stevenson and Jarillo (1990), intrapreneurship is defined as the process in which individuals within organizations actively seek opportunities that are separate from the resources they currently possess. According to Antoncic and Hisrich (2003) claim that intrapreneurship encompasses the manifestation of behavioral intentions and actions that depart from conventional business practices within established enterprises. Intrapreneurship is an emerging field of study that focuses on entrepreneurial personnel and the increasing significance of their talents and abilities. According to Parker (2011), the success of businesses is heavily influenced by human capital.

Hence, it can be said that these individuals who exhibit intrapreneurial qualities serve as the fundamental basis for driving innovation within organizations, thereby leading

to a competitive advantage for the firms (Guerrero and Peña-Legazkue, 2013). They assume hands-on responsibility for the creation of novel ideas and solutions and possess the ability to transform these concepts into profitable outcomes. In essence, intrapreneurs are characterized as both dreamers and doers, as they not only conceive inventive ideas but also take concrete actions to bring them to fruition.

According to Bowen (2016), employees should not only passively accept changes in employment and products, but rather should assume the roles of "innovators" and "differentiators." Accordingly, individuals are anticipated to possess the capability to adjust to and influence the dynamic business landscape (Teece, 2007), thereby generating innovative concepts for products or processes.

According to Ross (1987), individuals are anticipated to proactively pursue opportunities and engage in ventures that include introducing transformative measures. In contemporary business environments, there is a growing expectation for employees to embrace an intrapreneurial approach to effectively address and potentially instigate evolving demands, so exerting a direct influence on a company's strategic trajectory (Hart, 1992; Peters & Waterman, 1982). Heinze and Weber (2016) conducted a study which revealed that employees who possess intrapreneurial qualities can introduce new ways of thinking into organizations through the strategic use of opportunistic techniques. These individuals can initiate significant transformations across the broader organization by first making tiny, incremental adjustments. Furthermore, Alt and Craig (2016) demonstrate that inside for-profit organizations, lower-level employees have the capacity to initiate socially inspired innovations using a bottom- up approach.

Overall, prior definitions and perspectives consistently highlight several fundamental features of entrepreneurial behavior within established organizations, including opportunity seeking, resource acquisition, risk taking, proactiveness, and innovativeness.

2.4. The importance of Intrapreneurship

Wiethe-Körprich (2017), Woo (2018), Blanka (2019), and Chakrabarty (2020) all agree that in today's volatile and unpredictable business climate, characterized by economic downturns and fast technological advancement, companies are continually seeking new ways to get an edge through innovation, generate and capitalize on

opportunities, and handle change more efficiently. Organizations may adopt intrapreneurship as a strategic objective to augment their capacity for innovation, rejuvenation, and revitalization (Urbano and Turró, 2013; Hizarci-Payne, 2020).

Furthermore, the implementation of intrapreneurship within organizations has the potential to enhance their competitive advantage and generate additional value in complex socioeconomic contexts (Parker, 2011; Lages, 2016). Supporting this view is research by Palazzeschi (2018) and Pandey (2020), which shows how important it is for companies to create a work atmosphere that encourages individuals to be creative and talented. These individuals consistently seek proactive and innovative solutions, as well as improved opportunities within the organization. According to Aina and Solikin (2020), the implementation of intrapreneurship within an organization has the potential to improve financial performance, enhance competitiveness, and foster the development of new competencies. This can be achieved through the efficient utilization of resources, continuous analysis of both internal and external environments, and the implementation of innovative practices. By adopting a proactive approach and capitalizing on opportunities, organizations can effectively bring about changes in their systems to drive growth and success.

According to Urbano (2013), intrapreneurship has been recognized as a strategy that enables organizations to take a proactive approach, continuously develop their business concept, identify, and address changes in consumers' expectations and demands, and implement new methods to gain a competitive edge. According to Ferrell and Hartline (2013), competitive advantage can be described as the distinct capability possessed by a corporation that surpasses its competitors, enabling it to effectively meet the demands of customers and establish mutually beneficial partnerships with key stakeholders. This is consistent with the findings of Sigalas and Economou (2013) and Tareque and Islam (2020), which support the idea that competitive advantage can be achieved through the efficient utilization of an organization's resources and capabilities, leading to a unique advantage over competitors.

Kryscynski (2020) and Cantele and Zardini (2018) state that low-cost leadership and differentiation strategies are two ways to create value, which in turn leads to a competitive advantage. Furthermore, organizations have the potential to get a competitive advantage by many means. This includes enhancing several facets to

surpass their rivals, such as improving their products/services, research and development skills, managerial proficiencies, profitability, and overall image (Singh, 2019). Moreover, the fundamental concept of intrapreneurship is to encourage firms to enhance their business value and achieve long-term, sustainable development (Ping, 2010; Yunis, 2018). Numerous scholarly investigations have explored the correlation between intrapreneurship and competitive advantage. Several research conducted by Zeebaree and Siron (2017), Mahmood and Arslan (2020), and Kiyabo and Isaga (2020) have provided evidence supporting the notion that intrapreneurship plays a crucial role in the attainment of competitive advantage. Several previous studies conducted by Baruah and Ward (2014), Umrani (2018), Boukamcha (2019), and Blanka (2019) have demonstrated that the implementation of intrapreneurship within organizations can contribute to the attainment of a competitive advantage.

Both organizational-level and employee-level intrapreneurship have been extensively studied in the literature for their significance (Gawke, 2019). At the organizational level, various scholars, including Wang (2008), Li (2009), Simsek and Heavey (2011), Augusto Felício (2012), Shan (2016), and Ahmadpour Daryani and Karimi (2018), have examined the impact of intrapreneurship on organizational performance. On the other hand, various studies such as Baruah and Ward (2014), Zeebaree and Siron (2017), Umrani (2018), Boukamcha (2019), Blanka (2019), Mahmood and Arslan (2020), and Kiyabo and Isaga (2020) have found that incorporating intrapreneurship in organizations can help achieve a competitive edge. Moreover, several scholars, like Widya-Hastuti (2016), Youssef (2018), and Corrales-Garay (2020), have focused their research on the topic of intrapreneurship and its impact on organizational sustainability.

From an alternative standpoint, scholarly research has extensively examined and validated the significance of intrapreneurship at the employee level. This has been accomplished through the exploration of several concepts, including worker satisfaction (Auer Antoncic and Antoncic, 2011; Ahmed, 2013) and employee engagement (Gawke, 2017; Özsungur, 2019; Ahmed, 2020). According to Aina and Solikin (2020), intrapreneurship provides employees with the chance to engage in innovation, fostering creativity and facilitating self-fulfillment. Several studies have investigated the concept of intrapreneurship in both developed and developing economies. For instance, Alam (2020) has argued that intrapreneurship and innovation

play a more significant role in developed countries compared to developing countries. Aparicio (2021) conducted a study utilizing panel data model to investigate a sample of 43 countries from 2004 to 2012. Their findings suggest the need for further research on intrapreneurship, particularly in the context of developing nations. In their extensive analysis, Guerrero and Urbano (2019) also looked at how technology transfer regulations affected the promotion of entrepreneurial innovation on different continents. Guerrero (2020) did a study that compared the entrepreneurial processes in industrialized and developing economies. The writers have indicated that there is an ongoing academic discussion over the classification of entrepreneurial and intrapreneurial endeavors inside developing nations. In a similar vein, Aparicio (2020) asserted that the extent and calibre of entrepreneurial endeavours are shaped by factors at the organizational and country levels. In the case of developing nations, entrepreneurial and intrapreneurial activities may be more closely associated with the objective of survival rather than the pursuit of wealth creation and expansion. Previous research conducted by Bhutta and Ali Shah (2015) as well as Alam (2020) has highlighted the limited level of understanding regarding the significance of entrepreneurship in developing nations. Consequently, there exists a necessity for further investigation to explore the concept of intrapreneurship inside these developing countries.

2.5. Understanding Innovative Behavior

Based on the works of West and Farr (1989, 1990), the concept of innovative behavior can be defined as the deliberate act of an individual to introduce or implement novel ideas, products, processes, and procedures inside their assigned job function, work unit, or organization. Instances of such behavior encompass actively seeking out novel technologies, proposing innovative approaches to accomplish goals, implementing fresh work methodologies, and conducting thorough research and acquiring necessary resources to effectively execute new concepts.

Scott and Bruce (1994) introduced the notion of innovative behavior in employees, which pertains to their ability to generate and implement original and valuable ideas within the organizational setting. This concept is considered vital in promoting organizational innovation and sustaining a competitive advantage (Montani, Courcy, & Vandenberghe, 2017; Ramamoorthy, Flood, Slattery, & Sardessai, 2005). The

notion of employee innovative behavior refers to the process through which employees transform ideas into tangible outcomes through their actions and behaviors (Kleysen & Street, 2001). Employee inventive behavior encompasses the range of individual actions that contribute to the creation, introduction, and implementation of advantageous novelty across different organizational levels (West, 2002). De Jong (2008) presented an alternative conceptualization of inventive behavior, suggesting a revised definition. According to the author, innovative work behavior can be described as the deliberate actions taken by individuals to introduce new and valuable ideas, processes, products, or procedures within the context of their work role, group, or organization.

According to scholarly research, employees play a crucial role as significant contributors to innovation within most organizations. The concept being referred to is a multifaceted work behavior that involves the creation, advocacy, and implementation of novel ideas within the context of a work role, group, or organization. The primary objective of this behavior is to enhance the overall performance of the organization (Janssen, 2000, 2004). Innovation work behavior typically involves the identification of issues within current working methods, recognition of unmet needs among individuals, or indications of shifting trends (De Jong and Den Hartog, 2007). It also entails the generation of novel solutions, the dissemination of knowledge to others, and the application of new approaches to problem-solving (Woodman, 1993).

They are responsible for generating around 80% of innovative ideas that are subsequently implemented (Getz & Robinson, 2003). Employee innovative behavior, which encompasses activities such as the creation, adoption, and implementation of novel ideas for products and work techniques, plays a crucial role in facilitating an organization's success within a constantly evolving business landscape (Kanter, 1983; West & Farr, 1990). Consequently, an increasing number of corporate organizations are striving to improve their employees' innovative work behavior to thrive and progress in the progressively chaotic and complex environment.

According to Scott and Bruce (1994), the process of innovative work behavior consists of three sequential stages. At each stage, individuals have the potential to engage in one or more of these behaviors, either individually or in combination. When individuals generate fresh insights regarding existing work-related challenges, it is essential for them to seek assistance in implementing these ideas through the process

of idea promotion. Additionally, they are expected to put these innovative ideas into practice within their respective work roles, groups, or the entire organization, thereby completing the overall work innovation process (Van der Vegt and Janssen 2003). According to Janssen (2000), the concept of employee innovative behavior is widely seen by scholars as a multi-stage process, with creativity being particularly prominent during its initial phases. Innovative work behavior encompasses a range of actions, including but not limited to critical analysis, identification of potential and current issues, exploration of opportunities, recognition of performance gaps, and pursuit of novel approaches and protocols. Subsequently, individuals engage in conduct that is focused on achieving realization, such as participating in social activities to acquire validation and enhance assistance, followed by the examination, execution, and commercialization of innovative concepts within organizational contexts, usually referred to as idea implementation (J. De Jong& Den Hartog, 2010).

Larson (2011) posits that employees engage in the process of identifying challenges within the workplace and then generating unique ideas. Consequently, the individuals aim to acquire endorsement from others for these novel concepts, as delineated by Janssen (2000). During the subsequent phases, staff undertake the execution of concepts and translate them into concrete results, such as the development of prototypes or models, as proposed by Scott and Bruce (1994). The behavior displayed during each step possesses the capacity to yield substantial alterations in the process, product, market, or organizational structure. The process described involves a sequence of stages, starting with the invention of new ideas, followed by the willingness to take risks, the promotion of ideas, and the development of plans, schedules, and execution strategies to ensure the effective implementation of these ideas (Zhou and George, 2001). According to Amabile (2005), it is also considered a methodology that leads to the development of novel methods or solutions for various challenges.

Numerous factors have been examined as significant precursors to individuals' innovation, including organizational culture and climate (Scott & Bruce, 1994), the relationship with their supervisors (Janssen & Van Yperen, 2004), job characteristics (Oldham & Cummings, 1996), social/group context (Munton & West, 1995), and individual differences (Bunce & West, 1995).

Janssen (2000) posits that innovative work behavior encompasses three interconnected behaviors, specifically: (1) the development of ideas; (2) the promotion of ideas; and (3) the realization of ideas. According to Janssen (2000), innovative work conduct can be described as discretionary behavior that falls outside the scope of traditional job descriptions or expressly specified responsibilities. Similarly, Ramamoorthy, Flood, Slattery, and Sardessai (2005) concur with this perspective and assert that the organizational framework of rewards and recognition does not ensure discretionary behavior. Thus, the findings of Ramamoorthy (2005) suggest that the inclination to partake in discretionary conduct can contribute to enhanced team and organizational effectiveness, as well as foster higher performance.

According to Afsar (2018), employees that exhibit a high level of innovative work behavior demonstrate the ability to adapt to the demands of their work environment, generate novel ideas, and deliver unique services and products effectively and efficiently.

2.6. Development of a Conceptual Framework for the Process of Employee Social Intrapreneurial Behavior

The significance of employee intrapreneurial behavior (EIB) in attaining organizational success has been acknowledged by Antoncic and Hisrich (2001). The position of employees within firms has undergone a transformation throughout the course of history. According to Foss (2015), there has been an increase in the level of discretion and responsibility granted to employees, accompanied by a shift towards more decentralized decision-making procedures. Employee intrapreneurial behaviors refer to the bottom-up or behavioral strategy adopted by employees to drive change and enhance performance (Gawke, 2017; Rigtering and Weitzel, 2013). According to Gawke (2019), the utilization of a behavior-based approach within the organizational-level framework can offer a more comprehensive comprehension of intrapreneurship.

The term "intrapreneur" was introduced by Gifford Pinchot in 1978, as recognized by Baruah and Ward (2013), in the context of organizational entrepreneurship. According to Pinchot (1985), intrapreneurship is a transformative idea that speeds up innovation within organizations by leveraging the entrepreneurial capabilities of employees.

According to Bosma (2010), the concept of this philosophy encompasses the collective endeavors of all employees to actively participate in novel business initiatives within the organizational context.

In a similar vein, Miller (1983) provided a definition of internal entrepreneurship as the capacity to engage in innovation, assume risks, and engage in proactive competition. Pellman and Pinchot (1999) provided a definition of intrapreneurial activity, also known as intrapreneuring, as a means of enhancing organizational agility in response to client needs. This involves the implementation of daily innovations, driven by the desire to surpass existing limitations, or to deliver services in a more cost-effective manner. According to Kuratko and Montagno (1989), intrapreneurship refers to purposeful and autonomous behavior initiated by employees with the aim of exploiting novel economic prospects within the confines of an organization. The studies conducted by Jatin (2020), Kasturi Thilagam Nagappan and Saini (2019), and Olavi and Toni (2010) support the perspective that employees are positioned at the lower end of the organizational hierarchy yet possess sufficient autonomy to engage in innovative practices such as generating novel ideas, employing unconventional approaches to tackle complex problems, and acting within the organizational context.

According to the authors, the act of innovating requires the presence of an individual with intrapreneurial qualities who is willing to assume leadership and possesses steadfast determination to successfully carry out the innovation. Additional researchers, including Zahra (1995), Antoncic and Hirsch (1990), and Mintzberg (2007), have conducted investigations on the subject matter of entrepreneurial dynamics within organizations, characterizing it as intrapreneurship. According to Giunipero (2005), this observed pattern aligns with the expectation for employees to possess adaptability, initiative, and inventiveness. According to Bowen (2016), it is suggested that employees ought to assume roles as "innovators" and "differentiators" rather than adopting a passive stance as just recipients of evolving tasks and results. Consequently, individuals are anticipated to possess the capacity to effectively adjust to and modify their approach in response to the dynamic commercial landscape, thereby instigating novel advancements in products or processes (Teece, 2007). According to Ross (1987), individuals are expected to proactively seek out opportunities and seize them to enact change.

To effectively address and initiate the evolving demands that have a substantial impact on a company's strategic trajectory, employees are increasingly compelled to adopt an intrapreneurial work methodology (Hart, 1992; Peters & Waterman, 1982). Heinze and Weber (2016) conducted a study in which they observed that persons engaged in intrapreneurial activities employ opportunistic strategies to introduce novel logics within organizations. These individuals also leverage minor tweaks to initiate significant transformations across the entire firm. Furthermore, Alt and Craig (2016) provide evidence of how lower-level employees can stimulate bottom-up, socially motivated innovations within for-profit organizations.

There exist multiple approaches to conceptualizing intrapreneurial behavior. In the literature, intrapreneurial behavior is frequently characterized as the manifestation of employees' innovative, proactive, and risk-taking tendencies (Rigtering and Weitzel, 2013). Nevertheless, the current paradigm lacks clarity regarding the distinct intrapreneurial aspects of these behaviors and their specific contributions to entrepreneurial results. While there is a consensus that intrapreneurship is a comprehensive concept that covers other sub-concepts, such as innovativeness and proactiveness, there remains a lack of consensus regarding its precise definition. Intrapreneurship, as defined by Fischer (2011), refers to the process of revitalizing established organizations. However, alternative academic perspectives characterize intrapreneurship as proactive work-related behaviors exhibited by individual employees, enabling the transformation of ideas into economic success (Moriano, 2014; Pinchot, 1987). Social intrapreneurship can be understood as a component of corporate social responsibility (CSR), wherein it involves enhancing the level of social responsibility within established companies (Carroll, 1999; Frederick, 1960). This entails the implementation of projects that aim to achieve social and environmental objectives, while also considering the economic duties of organizations. In contrast to the more encompassing notion of corporate social responsibility (CSR), social intrapreneurship necessitates the implementation of entrepreneurial action and innovation as primary catalysts. It surpasses organizations' existing societal involvement by encompassing the recognition of prospects to develop forthcoming goods or services that effectively tackle social or environmental obstacles (Shepherd & Patzelt, 2011). Moreover, social intrapreneurial initiatives are characterized by the introduction of novel classifications for identifying opportunities through independent

strategic actions (Burgelman, 1983). These initiatives prioritize the identification of fresh connections between means and ends to address social and environmental challenges, rather than simply improving existing frameworks (Shane& Venkataraman, 2000).

Our research aims to investigate the social framework in which intrapreneurs operate, focusing on areas of interest to us. Social intrapreneurship is a distinctive amalgamation of ideas that establishes connections with each constituent aspect of the term: social, internal, and entrepreneurial. Social intrapreneurship is characterized by a strong commitment to social responsibility, since it endeavors to address social or environmental challenges that go beyond the scope of individual or private organizational interests (Frederick, 1960). Furthermore, this phenomenon occurs within the confines of an established organization, necessitating an examination of how social intrapreneurial endeavors can enhance fundamental organizational goals and influence the future trajectory of said organizations (Johnson, Whittington, Regnér, Scholes, & Angwin, 2017). Thirdly, it undergoes a phase of entrepreneurship wherein opportunities are identified and explored to generate future commodities and services (Shane & Venkataraman, 2000). The integration of social responsibility, organizational structure, and entrepreneurial activities within this context is facilitated by employees and is characterized by its voluntary and non-standardized nature (Davis & White, 2015).

The core notion of the thesis revolves around the phenomenon of Employee Social Intrapreneurial Behavior (ESIB).

Employee social intrapreneurial behavior refers as:

"Is a behavior displayed by personnel employed within an organization, regardless of the type of organization. Employees feel appreciated and a part of the organization's success. They generate societal ideas for new procedures, services, or products."

Employees have a sense of appreciation and perceive themselves as integral contributors to the organization’s achievements. They generate ideas that have an impact on society, leading to the development of new methods, services, or goods.

The study assessed the construct of innovative behavior using the incorporation of three dimensions, which were adapted from a previous investigation conducted by Kim, Koo, and Han (2021) and originally proposed by Janssen (2000). The

components encompassed within this framework consist of idea generation, idea promotion, and idea realization. The study found that the coefficients of the three dimensions of innovative behavior exceeded the threshold of 0.85. This study examines the innovative behavior of employees within a social setting, and as such, the assessment scales employed are aligned with the specific focus of the study. During the initial phase, individuals within the workforce identify a problem and subsequently generate innovative ideas or solutions, which may either be implemented or possess originality. Subsequently, these employees endeavor to effectively disseminate their proposed remedies and ideas. In the concluding phase, the employees come to comprehend the concept or resolution by formulating an innovative model and then implementing and utilizing it for a specific task, team, or the entire organization (Wisse,2015).

A comprehensive analysis was conducted to get insight into the primary factors that could motivate employees to engage in Employee Social Intrapreneurial Behavior.

The paper entitled "ESIB's Antecedents: An Analytic Hierarchy Process Application in the Manufacturing Industry in Albania" has been published. The aim of it is to examine some of the antecedents of ESIB in the Albanian manufacturing industry. In this study, factors that affect ESIB were divided into two categories. The first group comprises external aspects that affect ESIB indirectly, whereas the second group consists of internal components that directly affect ESIB. The classification was based on previous research. External factors are those that are related to the external environment, the social background of the organization, or the country. According to the literature, the following are the top five external factors that indirectly affect ESIB:

- Search breadth [Mennes,2018]: This factor relates to the capacity for learning from various partners through first-hand experience. It includes the ability to acquire and assimilate resources from many different places, including customers, suppliers, rivals, universities or other knowledge institutions, and the public sector or government. Therefore, it is anticipated that a wider search scope will lead to more developed acquisition and assimilation capabilities.

- Collectivism culture [Hofstede,1984]: This factor pertains to a psychological predisposition that values group interests over those of the individual. It

highlights the significance of a cultural orientation that values and emphasizes collective well-being and goals.

• Dynamic work environment [Rodríguez-Peña,2021]: This factor pertains to the speed, complexity, and nature of environmental changes in the work context. It acknowledges that innovation can be influenced by the dynamic nature of the work environment.

• Corporate reputation [Fombrun,1996]: This factor refers to the general perceptions about a company's capacity and willingness to satisfy the demands of diverse stakeholders. A positive corporate reputation can influence and enhance the propensity for innovative behavior.

• Culture intelligence [Earley,2003]: This factor reflects an individual's adaptability in an intercultural environment. It recognizes the importance of being able to navigate and understand different cultures, which can contribute to innovative behavior.

The following are the top five internal factors that directly affect ESIB:

• Perceived organizational support [Rhoades,2002]: This factor refers to the extent to which employees perceive the organization supports them in terms of their work and overall well-being.

• Expected image gains [Yuan,2010]: This factor relates to employees' motivation to innovate based on the expectation of enhancing their positive image within the organization thus promoting self-enhancement.

• Need for cognition [Cacioppo,1982]: This factor represents individuals' dispositional tendency to engage in and enjoy thinking. It reflects the intrinsic motivation of individuals to engage in cognitive activities, which can contribute to innovative behavior.

• Superior relationship quality [Lussier,2001]: This factor pertains to how superiors build relationships with their subordinates and create in-group and out-group dynamics within their work units. The quality of the relationship between superiors and subordinates can influence employees' innovative behavior.

• Perceived deviance tolerance [Kong,2018]: This factor encompasses employees' perception of their leaders' tolerance of deviant behavior. It reflects

the extent to which leaders are perceived as accepting or tolerant of deviations from norms, which can impact employees' willingness to engage in innovative behavior.

A three-phase research methodology was used in this study to examine and select EISB factors in the manufacturing industry that have the most impact on employee innovative behaviors from the perspective of managers. To identify the factors impacting Employee Social Intrapreneurial Behavior (ESIB) within the organization, a manager's perspective examination was conducted. These factors were categorized into two distinct groups: external and internal. This study relies on the perspectives of business professionals and utilizes the Analytic Hierarchy Process (AHP), a well-established approach for consolidating expert decisions and producing reliable results.

The AHP is widely used in multi-criteria decision making (MCDM)and is considered one of the most practical strategies [Mardani,2016]. The AHP can be classified as an analytical and deductive method, operating on the basis of eliminating less important criteria or alternatives that are less likely to happen. The AHP enables the transformation of qualitative judgments into quantitative values. A questionnaire that received eleven responses from professionals in the manufacturing industry, validating the suitability of the AHP for this research, was distributed. The research approach consisted of three phases. In Phase I, an extensive literature review was conducted to identify the criteria and sub-criteria related to Employee Social Intrapreneurial Behavior (ESIB) factors and relevant initiatives. Following this, an expert panel (EP) was formed to contribute to the determination of the ESIB criteria and sub-criteria through thorough discussions and collaboration. In Phase II, the relative weights of the ESIB factors were analyzed using well-established Analytic Hierarchy Process (AHP) methods. A questionnaire was distributed to industry professionals to gather their perspectives and insights. The responses obtained were analyzed to determine the linguistic variable weights of the ESIB factors. Finally, Phase III involved ranking the different ESIB factors based on the linguistic variable weights obtained in Phase II. This ranking process provided a comparative assessment of the different ESIB factors.

A questionnaire was designed by the authors to measure pairwise relative weights in the Analytic Hierarchy Process (AHP) based on the hierarchical structure. The questionnaire utilized a standardized AHP scale ranging from 1 to 9, with 1 representing neutral importance and 9 indicating absolute importance. Judgmental

sampling was employed to select survey participants, considering their expertise and involvement in Employee

Social Intrapreneurial Behavior (ESIB) activities. Fifteen managers from four large manufacturing companies (Everest shpk., Lufra shpk., Ajka shpk., and F&M shpk.) in Albania were contacted, and their ratings on the relevance of various criteria and sub-criteria were collected using the questionnaire. The respondents were selected from managerial-level individuals who had participated in ESIB activities within their organizations. A total of eleven responses were received, resulting in a response rate of 73.3%. The collected questionnaire responses were analyzed using the well-known multi- criteria decision-making software Expert Choice, which handles standard AHP calculations.

There are proposed and examined two programs that businesses could implement to boost employee participation in innovative behaviors.

The First Program: “Workshop”

This program’s main aim is to foster a positive organizational climate. In [Cann,2014], humor in the workplace is defined as employee experiences and practices with good and negative types of humor during social interactions at work. The numerous positive outcomes of workplace humor can be classified into three categories: health promotion, mental flexibility enhancement, and social interaction improvement [Morreall,1991]. For instance, [Kudrowitz,2010] discovered that participating in improvisational comedy workshops had the potential to increase idea generation output by over 30% for engineers and product developers. Building on this research, this study proposed that implementing monthly workshops focusing on creating humorous situations could have a positive impact on Employee Social Intrapreneurial Behavior (ESIB).

The Second Program: “Regional Clustering”

In knowledge-intensive environments, fostering employees’ intrapreneurial behavior is crucial for organizational innovation. Recent research has examined how specific human resource management (HRM) practices implemented in a firm can stimulate intrapreneurial behavior and innovation [Alpkan,2010]. Employees are encouraged to

seek new internal or external opportunities to enhance their company's performance and gain a competitive advantage [Antoncic,2001].

Clusters, as emphasized by [Porter,1998], have been identified as key determinants of regional competitiveness. They facilitate technological change, knowledge development, and in- novation within member companies [Ferreira,2012]. Clusters also reduce coordination costs, enable specialization in the workforce, and promote knowledge creation.

The findings of this study indicate that, when compared to the exterior (0.172) dimensions, the "internal" sub-criteria receive a substantially higher overall score (0.827). Cultural intelligence and dynamic work environment receive the highest ranking under the "External" component when compared to collectivism culture, corporate reputation, and search breadth. According to [Wang,2021], employees perform more innovatively when they operate in a dynamic workplace. Employees with a higher cultural intelligence level are more motivated to connect often and productively with coworkers from other cultural backgrounds, which may boost their social context centrality and enable them to learn from others [Chen,2008]. As a result, these workers are more likely to engage in creative jobs, exert significant effort to accomplish difficult goals, and develop and implement innovative ideas even in trying situations [Muñoz-Doyague,2012]. In a fast-paced workplace, having exceptional workers is essential for fostering organizational success. According to the findings, internal factors are considered as the main drivers of ESIB. It is interesting to note that under the "Internal" dimensions, factors related to superior relationship quality and expected image gains take priority over other factors relating to the need for cognition, perceived organizational support, and perceived deviance tolerance. According to the leader–member exchange (LMX) theory [Graen,1995], employees who have a good relationship with their supervisors are given more resources, decision latitude, and freedom in exchange for greater commitment and loyalty. Another aspect to consider is the style of leadership, which can have an impact on the relationship quality between leaders and their followers. According to [Akıncı,2022], leaders who demonstrate both opening leadership behaviors (encouraging followers to do things differently) and closing leadership behaviors (including corrective action, routines, and sanctioning mistakes) can contribute to the development of innovative work behaviors in their followers.

The expert panel utilized the global weights and linguistic values to rank the programs. The linguistic expressions were converted into scale values, and the panel provided their opinions, using terms such as very good, good, fair, poor, and very poor. After considering all sub-criteria, the experts strongly suggested implementing the practices of the Workshop instead of Regional Clustering. Combined with their global weights, the total influence of internal sub-criteria for company activities is 0.66, which is higher than the influence of external sub-criteria for company activities of 0.51. Once again, these findings emphasize a higher importance of internal organizational context in determining ESIB for the Albanian manufacturing sector.

This study offers a comprehensive and practical MCDM model to address the challenge of selecting ESIB initiatives in the manufacturing sector. It focuses specifically on the Albanian manufacturing industry, which plays a crucial role in the overall development, productivity, and competitiveness of the industry. This study fills a gap in the literature by examining ESIB in the context of manufacturing in Albania, highlighting the tendency to prioritize internal aspects over external dimensions. The research findings provide valuable insights into ESIB practices in Albanian manufacturing companies.

3. THEORETICAL FRAMEWORK

3.1. Introduction

The objective of this chapter is to develop the theoretical basis for the ongoing research. The identification of knowledge gaps related to the variables has been achieved through a meticulous review of the literature and a rigorous study of the previous chapter. The choice of dimensions for quantifying each variable has been determined based on a well stated criterion. This chapter focuses on the creation of the research framework and the formulation of the hypotheses. Additionally, the definition of the research model has been established.

3.2. Theoretical Framework of the Research

The purpose of this study is to investigate the relationship between the independent variable of Innovative Organizational Culture and the dependent variable of Employee Commitment. The proposed association is proposed to be mediated by two aspects, such as Employee Social Intrapreneurial Behavior (ESIB) and Employee Job Satisfaction. This study introduces a novel concept known as "Employee Social Intrapreneurial Behavior (ESIB)." The present study utilizes Janssen's (2000) scale to assess the degree of innovative behavior exhibited by employees. Subsequently, the scale underwent revision as documented by Kim, Koo, and Han (2021). This study incorporates the social part of the ESIB by utilizing a measurement scale comprising three dimensions: idea generation, idea promotion, and idea realization.

3.3. Types of the Organizations

There are various methodologies available for evaluating the scale of an organization, encompassing the measurement of workforce size, annual revenue, financial resources, and overall capital (Singh, 2014; Reed, 2020). The classification of firm size based on the number of employees encompasses various categories. Based on the number of employees, Esaku (2020) classified businesses into four distinct types: micro enterprises,small firms,medium firms .and large firms.

Moreover, it should be noted that the European Commission has provided a clear definition of small and medium-sized enterprises (SMEs). According to this definition, micro-businesses are characterized by having less than 10 employees, small businesses have a workforce ranging from 10 to 49 employees, and medium-sized firms employ between 50 and 249 individuals (Lukács, 2005; Russo and Tencati, 2009; Masiak

,2019). This study employs a metric to assess the size of organizations, specifically by quantifying the number of employees. Small organizations are classified as having a workforce consisting of 1 to 49 individuals, medium organizations are distinguished by a staff size of 50 to 249 personnel, large organizations are defined as those that have a workforce of 250 employees or more.

This study encompasses the involvement of three discrete categories of organizations. The prevailing composition of organizations consists primarily of entities classified as medium- sized, followed by a smaller proportion of small organizations, and a minority represented by large companies.

The categorization of generational cohorts

Mannheim (1952) proposed a generational theory which suggests that individuals who belong to the same generational cohort are connected by shared experiences and events related to factors such as warfare, politics, technological advancements, labor, globalization, and family dynamics (Becton, Walker, & Jones-Farmer, 2014; Kuron, Lyons, Schweitzer, & Ng, 2015; Macky, Gardner, & Forsyth, 2008). In essence, individuals belonging to similar age groups are influenced by historical occurrences and personal encounters, hence leading to the formation of social cohorts characterized by shared ideals. Generations are interconnected by shared experiences, life perceptions, and ultimately, common beliefs. Generation researchers establish the categorization of generations by considering the collective experiences of young individuals, specifically the shared experiences that may have a subsequent impact on the development of their personalities and value systems (Törőcsik, 2003). There are four primary categories of generations.

The "baby-boomer generation" refers to the cohort of individuals born between the years1946 and 1964. Individuals possess a strong inclination towards seeking novel approaches, acquiring knowledge, obtaining information, and engaging in proactive endeavors, all of which contribute to the development and establishment of their

professional trajectories. This is what distinguishes them from their parents. The individuals in question can be characterized as notable dissidents, commonly referred to as the "flower children" throughout the 1970s, who expressed a desire to reside in a state of tranquilly and contentment. Subsequently, they reached adulthood and commenced their professional endeavors. While individuals may continue to critique the societal constructs established by their parents, it is not uncommon for them to occasionally revert to the ingrained behaviors and customs imparted upon them throughout their upbringing. In contemporary society, individuals are presently recognized for their notable attributes of discipline, respect, and persistence. Employees have a strong sense of attachment to their workplace, particularly to their assigned desk. The importance of horizontal career trajectories is highly valued by individuals. Fodor, Jäckel, and Szilagyi (2017) provided an explanatory description for every generated cohort within their research investigation.

The cohort usually known as "Generation X" includes individuals born between 1965 and 1979.

The concept of the messenger, often known as the transient generation. Individuals in their teenage and younger years have already been exposed to the realm of the Internet, which has significantly influenced their professional endeavors and personal lives. The web has become a fundamental aspect that shapes their work and overall lifestyle.Most individuals in this group can be characterized as conventional "salary men" whoadhere rigorously to company regulations, allowing others to dictate their actions and methods. As a result, they integrate into the organizational structure. However, individuals possess the capacity to refuel themselves repeatedly, enabling them to adapt to the rapid pace of contemporary society. The term X encompasses not just individuals, but also a specific social structure characterized by the subordination of individuals to the revered trinity of prestige, wealth, and social standing, resulting in a life devoid of emotional and intellectual fulfilment.

The group known as "Generation Y" comprises individuals born from 1980 to 1994.

The individuals in question represent the initial cohort of the digital generations, with the internet being an integral component of their daily existence. Generation Y poses a significant challenge to the employment market due to their distinct characteristics and qualities, which surpass those of the preceding generation, commonly referred to

as the messenger generation. The current generation exhibits an increased degree of confidence while challenging established norms, exceedingly even the preceding generation. Additionally, they possess certain capabilities that set them apart. According to occult literature, it is believed that a certain purpose has been assigned to a particular group. This mission entails the responsibility of awakening the spiritual consciousness of humanity and assembling a significant number of individuals who possess the obligation to instigate transformative actions.

Individuals who were raised beside computers possess a practical understanding and adeptness in navigating the intricacies of the internet. Generation Y actively influences and shapes the workplace to align with their individual requirements.

The term "Generation Z" refers to individuals born between the years 1995 and 2009.

The focus of our primary research topic is on individuals belonging to generation Z, who were born into a society increasingly characterized by a wide range of digital technology. This generation is commonly referred to as the IT or Digital X (DY) generation. Generation Z, the cohort that commenced their entry into the labor market during the early years of the 21st century, is distinguished by its propensity for swift transformations. The selection of the name “zappers" or "switcher, hopper" was not arbitrary. Individuals in contemporary society exhibit a notably accelerated lifestyle compared to their ancestors, characterized by a heightened speed of daily activities. Moreover, in the event of encountering unfavorable circumstances, such as dissatisfaction with their occupation, they are inclined to promptly pursue alternative options. In contrast to preceding generations, the current cohort embodies a distinct realm characterized by modern technology, information technology (IT), and the internet sphere. These elements have matured in parallel with this generation, effortlessly integrating into their personal identities.

Generation Z individuals exhibit a greater degree of diversity and an increased openness towards embracing difference as compared to preceding generations. Consequently, individuals exhibit a higher tendency towards organizations that possess a higher degree of diversity (Deloitte & Network of Executive Women, 2019;). Therefore, it is recommended that organizations implement policies and practices that will facilitate the advancement of diversity. Previous studies have demonstrated that organizations that possess a higher level of staff diversity tend to exhibit superior

performance compared to their competitors. This advantage can be attributed to the enhanced ability to attract and retain a varied workforce, as supported by research conducted by Kossek and Pichler (2007) and Richard (2003). Given this perspective, it appears to be advantageous for employers to actively seek out a varied workforce through the utilization of strategies such as targeted recruitment (Newman & Lyon, 2009). Organizations get advantages from the establishment of teams that possess diverse and complementary knowledge and abilities (Stagl, 2006). In this regard, generational diversity, exemplified by the presence of Generation Z individuals, can serve as a source of inspiration for fostering inclusivity within teams by welcoming individuals from different backgrounds.

3.4. Independent Variable-Innovative Organizational Culture

The significance of innovation in fostering economic development and its involvement in both national and firm-level competitiveness have been well acknowledged in the literature (Cefis & Marsili, 2006; Tellis, Prabhu, & Chandy, 2009). Considering the intricate and ever-changing contexts in which businesses function in the present era, the imperative for organizations to consistently engage in innovation has become increasingly pronounced (Gumusluoglu & Ilsev,2009; Tellis ,2009). Prior research has demonstrated a direct relationship between innovation and certain advantageous performance results (Garcia-Morales, Matas-Reche, & Verdu-Jover, 2011; Han, Kim, & Srivastava, 1998). As a result, there is an increasing academic interest in studying the practical investigation of paths to innovation. Not unexpectedly, a significant portion of this study has focused on organizations operating in the manufacturing sector. The argument put forth by Khazanchi, Lewis, and Boyer (2007) and Tellis (2009) suggests that organizational culture plays a crucial role in fostering innovation-promoting processes. The notion of organizational culture finds its roots in the field of cultural anthropology and has been extensively explored in the academic domains of organizational behavior, management, and marketing (Gregory, Harris, Armenakis, & Shook, 2009; Homburg & Pflesser, 2000; Schein, 1992). Organizational culture, as defined by Schein (1992), encompasses the attitudes and beliefs that establish the expected behavioral norms for employees. The concept of organizational culture serves as a cohesive force that unifies and strengthens the bonds within an organization. Moreover, it serves as a proficient managerial instrument in organizations that foster a culture of employee empowerment, enabling them to

operate autonomously and consistently. Organizational culture has been identified as a significant determinant of long- term innovation and financial performance (Davies & Buisine, 2018). The utilization of Schein's model of organizational culture (1984; 1991; 1992) is employed to establish a conceptual framework for comprehending innovation culture. According to Schein, organizational culture refers to the collective knowledge and behaviors that a group acquires over time while addressing its challenges related to sustainability. The author posits that culture can be defined as a set of fundamental ideas that have been shaped, uncovered, or cultivated by a specific community as it endeavors to address its challenges related to outward adaptability and internal cohesion.

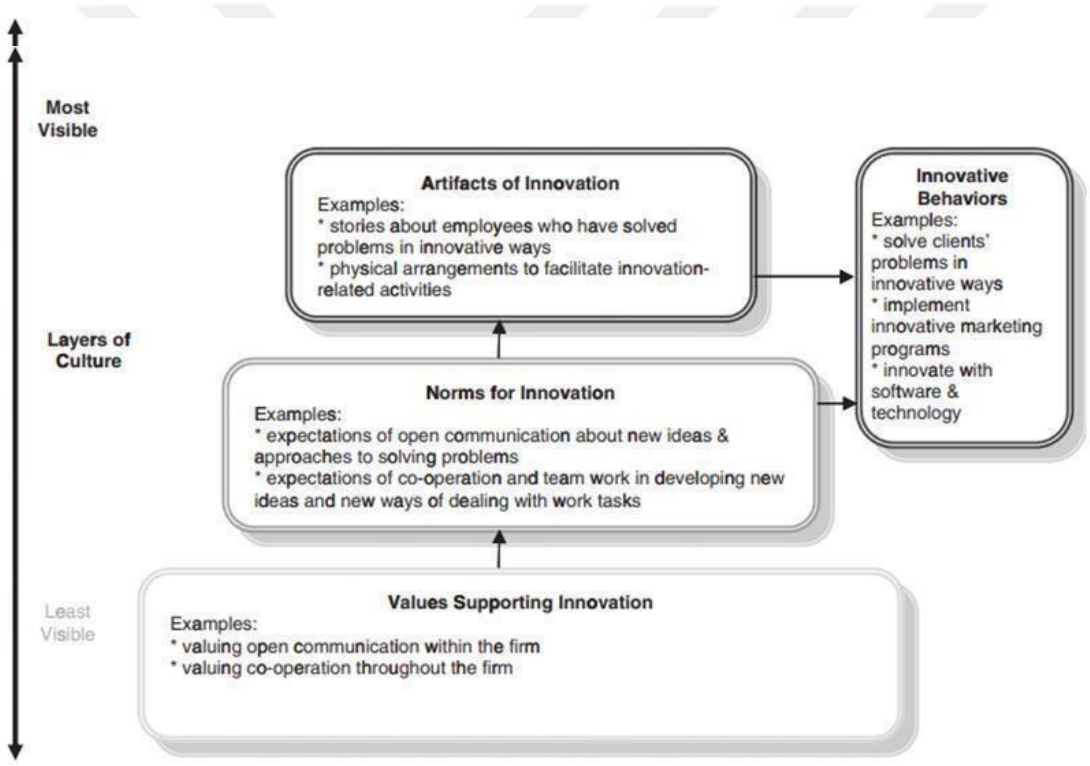

Figure 3.1 : Shein's model.

The model is comprised of three distinct levels, including artefacts, values, and basic assumptions. Artefacts refer to the observable structures and processes within an organization. The elements encompassed in this context comprise written and spoken language, the physical arrangement and structure of the organization, and the observable conduct exhibited by individuals. Schein categorizes these into three distinct tiers. The initial aspect pertains to tangible objects such as corporate logos. The second level of analysis pertains to behavior, encompassing organizational rituals. The third level pertains to the examination of organizational anecdotes, stories, myths,

as well as the identification of organizational heroes and villains. Values refer to the inherent worth attributed to societal ideas, aims, and standards that are embraced within a certain culture. The members of the organization's concerns are delineated by their definitions. Unwritten rules refer to the implicit norms within a certain culture that delineate the behavioral expectations for its members. The organizational culture is a manifestation of the values held by its personnel. Through the utilization of these values, individuals within the group are empowered to engage in decision-making processes aimed at addressing problems, challenges, and formulating effective solutions. The underlying assumptions reside at the deepest and least observable level of the model. These assumptions are commonly accepted beliefs and ingrained patterns of perception, cognition, and emotion. The explicit nature of these is seldom observed. When a solution to a problem consistently demonstrates efficacy, it tends to be overlooked or undervalued.

Schein's model of culture is characterized by its dynamic nature. The statement posits that the three distinct levels of interaction inside an organization are in a constant state of interplay, resulting in the emergence of a comprehensive perspective on organizational culture. Based on empirical findings, it has been observed that organizational culture plays a more significant role in facilitating knowledge management and enhancing organizational effectiveness compared to organizational strategy and structure (Homburg & Pflesser, 2000). Additionally, research has indicated that organizational culture has a stronger impact on employee attitudes and overall organizational effectiveness (Gregory ,2009). Furthermore, it has been found that organizational culture exerts a greater influence on market-oriented behaviors, as well as market and financial performance (Homburg & Pflesser, 2000). In addition to formal control systems, processes, and authority, the organizational culture significantly influences employee conduct (O'Reilly, Chatman, & Caldwell, 1991). According to Rogers (2003), the success or failure of an innovation can be influenced by the managerial and social components of the organization. This underscores the significance of organizational culture in enabling and promoting innovation endeavors and results. Organizations utilize innovation to enhance their efficacy, expansion, durability, and achievement (Rujirawanich , 2011). According to Baregheh (2009), innovation can be defined as the complex and iterative procedure through which businesses convert ideas into novel or enhanced products, services, or processes. This

transformation is undertaken with the objective of achieving progress, gaining a competitive edge, and establishing a unique position within the marketplace. The process of innovation encompasses the stages of ideation, adaptation, implementation, and the realization of value derived from novel concepts (Baregheh, 2009).

The cultivation of an innovation culture holds significant importance within the context of organizational culture (Brettel and Cleven, 2011). The concept of innovation culture has been delineated through various views and interpretations. The influential factors that have been identified in the success of new products include risk-taking behavior and shared values (de Brentani, 2010), an organizational climate that promotes openness to innovation (Capon, 1992), a mindset that embraces change and adaptability (Andriopoulos, 2001), and a future market orientation (Atuahene-Gima, 1995). Therefore, a culture that promotes innovation encompasses behaviors that prioritize creativity, risk-taking, freedom, teamwork, value-seeking, solution- oriented thinking, effective communication, trust, respect, and prompt decision-making. It is anticipated that these behaviors would be perceived as desirable and typical, and ones that ought to be ingrained inside the organizational structure (Lock and Kirkpatrick, 1995).

In a similar vein, it may be anticipated that a culture of this nature would demonstrate a disposition to eschew practices and behaviors that impede the progress of innovation, such as inflexibility, excessive control, predictability, and steadfastness (Jassawalla and Sashittal, 2003). According to Denham and Kaberon (2012), the presence of a culture that fosters innovation facilitates the generation and execution of novel ideas, and consequently, influences the resulting outcomes. According to Hult's (2004) study, there is evidence to suggest that innovativeness has a favorable impact on performance. Therefore, the firm's creative culture plays a crucial role in determining its level of innovative performance (Brettel and Cleven, 2011; Büschgens, 2013). In the context of a work environment, the manifestation of innovation frequently manifests in distinct behavioral patterns, including the acquisition of knowledge, the dissemination of information, and the engagement in experimental activities. These behaviors are intrinsically linked to concrete actions or results (Kashan, Wiewiora, & Mohannak, 2021). According to Hult (2004), it is recommended that forward- thinking organizations incorporate an innovation orientation into their organizational culture to enhance the frequency and steadfastness of innovative behaviors throughout various

locations, units, and employees. However, despite considerable emphasis on organizational culture, existing scholarly literature fails to adequately record the specific attributes of an organizational culture that fosters innovation (Hogan & Coote, 2013). The primary objective of this study is to contribute to the existing body of literature by enhancing comprehension of the associations between various dimensions of an organization's culture and the social intrapreneurial behavior exhibited by its employees.

3.5. Authentic Leadership

The concept of authentic leadership originated from ancient Greek philosophy. The term "authentic" originates from the Greek term "authentikos," denoting the concept of being real or principled. Ancient philosophers placed significant emphasis on the concept of authenticity as a fundamental state of existence, as it pertains to being in control of one's own life and fate. Authentic leadership is recognized as a form of leadership that is characterized by fairness and genuineness. Its origins may be traced back to the historical development of these concepts, which can be traced back to ancient Greek civilization. This contribution offers novel perspectives to the existing body of leadership ideas. This notion also contributes to the well- being of both followers and leaders, as well as the organization with which they are affiliated (Luthan & Avolio, 2003; Walumbwa, Avolio, Gardner, Wernsing & Peterson, 2008). In his book "Authentic Leadership" (2003), Bill George provides a definition of authentic leaders as individuals who possess qualities such as honesty, ethics, morality, and strong character. These leaders are characterized by their unwavering commitment to constructing long-lasting organizations. They exhibit a profound sense of purpose and remain firm in adhering to their fundamental values. Furthermore, authentic leaders demonstrate the courage to develop their companies in a manner that addresses the interests of all stakeholders. They also acknowledge the significance of their contributions to society.

According to Walumbwa (2008), authentic leadership can be defined as a consistent display of leader behavior that utilizes and encourages positive psychological capacities and a positive ethical climate. This type of leadership aims to cultivate self-awareness, internalized moral perspective, balanced information processing, and

transparent relationships between leaders and followers, ultimately fostering positive self-development.

The definition and theory of authentic leadership were formulated with the purpose of delineating four key components: self-awareness, internalized moral perspective, balanced processing, and relational transparency. Self-awareness pertains to the readiness to examine one's own values, preferences, and behaviors, so recognizing both weaknesses and strengths (Kernis, 2003; Luthans & Avolio, 2003; Walumbwa, 2008). Self-awareness refers to the cognitive recognition and acceptance of one's own strengths and limitations, as well as the complex and multifaceted nature of one's own identity. Spiritual and emotional intelligence isa crucial element that significantly influences the overall success of an individual's life. The idea of internalized moral viewpoint plays a significant role in the formation of a moral framework for authentic leadership. The principle of balanced processing allows leaders to thoroughly analyze all pertinent information prior to making any judgements. It is important for decisions to not be made hastily (Walumbwa, 2008). Objective analysis of information is a crucial step in the decision-making process. The concept implies that a leader must possess a receptive mindset when assessing information prior to reaching conclusions. A leader is required to exhibit qualities of fairness and openness, which encompass being receptive to various ideas and encouraging individuals to challenge or question their own ideals. Relational transparency, as defined by Kernis (2003), pertains to the relational aspect of esteeming and achieving receptiveness and honesty within one's intimate interactions. The act of aligning one's actions with personal beliefs and effectively conveying this alignment to others involves the transparent exchange of information pertaining to one's thoughts and feelings.

Previous research has investigated the correlation between authentic leadership and various outcomes within organizations. These studies have found that authentic leadership is positively associated with employees' job performance (Peterson ,2012) and job satisfaction (Bamford, Wong, & Laschinger, 2012). Additionally, authentic leadership has been found to enhance followers' commitment (Leroy, Palanski, & Simons, 2012), work engagement (Walumbwa, Wang, Wang, Schaubroeck, & Avolio, 2010), employees' organizational citizenship behavior (Edú, Moriano, Molero, & Topa, 2012), and employees' willingness to exert extra effort (Moriano ,2011), among other outcomes. Luthans and Avolio (2003) proposed an authentic leadership model

that incorporated the inclusion of positive psychological qualities and a positive organizational context as precursors to authentic leadership. In relation to the circumstances in which authentic leadership is cultivated, the authors emphasized the significance of the organizational context. This encompasses the organizational vision, strategy, and culture, which serve as precursors to the development of authentic leadership. The authors further characterized this organizational culture as one that is authentic, mature, and highly developed. Such a culture is expected to provide the necessary motivation and support for authentic leadership development (Luthans & Avolio, 2003).

3.6. Employee Social Intrapreneurial Behavior

The innovative behavior of employees has the potential to enhance the overall functioning of the organization (Gong, Huang, & Farh, 2009), hence influencing its business success (Hsu, Hou, & Fan, 2011). Baggen (2016) conducted a study to examine the correlation between entrepreneurial employee activities, operationalized as the frequency of employee involvement in innovation-related activities, and opportunity identification competency. A positive relationship was discovered. Additionally, it was discovered that the perception of one's own creative self-efficacy has an impact on the ability to identify opportunities.

The concept of innovative work behavior encompasses many activities such as problem identification, idea generation, dissemination, and implementation (Anser, 2020; Arain ,2019; Pian ,2019). These activities are aimed at fostering sustainability and gaining a competitive edge (Rao Jada,2019). Various research has demonstrated that innovative work behavior is regarded as a crucial element for achieving organizational success (Parwita, 2021; Kmieciak, 2020). The term "innovative" encompasses various activities, such as the improvement and use of creative thinking to develop more advanced processes or products (Abukhait,2019). Furthermore, innovative work behavior can be defined as the aptitude of an employee to develop novel and promising ideas that are beneficial for work practices.

Hence, the concept of creative work behavior can be defined as the process by which employees engage in the identification, formulation, and implementation of novel ideas that contribute to the enhancement of organizational performance (Afsar ,2019). The model proposed by Mair and Noboa (2003; 2006) elucidates the concept of social

entrepreneurial behavior, drawing upon the framework established by Krueger (1993). According to the model, social entrepreneurs possess certain qualities that differentiate them from conventional businessmen. These qualities include a propensity for risk-taking, a sense of autonomy, and a tolerance for ambiguity. Additionally, social entrepreneurs exhibit traits such as empathy, a moral obligation, and the support of social networks, which are crucial for their success. Empathy represents the primary disposition of a social entrepreneur, aimed at a distinct group of individuals who experience oppression inside society. The challenging circumstances they face elicit a compassionate inclination to alleviate their hardships. According to the Mair model (2006), societal moral judgement is identified as the second antecedent of perceived desirability. This model measures the degree to which individuals' sense that society has a moral obligation to address the issues faced by oppressed individuals, based on their perception of moral norms. The construct of perceived feasibility encompasses two key components, namely self-efficacy, and social support. The concept under consideration is expectation, as proposed by Steel and Konig (2006), which posits that specific outcomes are anticipated following particular behaviors. The provision of social support is a crucial element within the realm of social entrepreneurship. The individual anticipates receiving assistance from their personal network comprised of family, friends, and acquaintances to obtain products and services, particularly during the beginning phases when they face a scarcity of resources and necessitate large contributions from these networks.

3.7. Employee Job Satisfaction

Job satisfaction is a multifaceted and ever-evolving psychological disposition. Locke (1976) claims that job satisfaction can be defined as a subjective emotional state that is derived from the perception of one's job as fulfilling or facilitating the realization of one's important employment ideals. The complexity arises from the multitude of elements that exert an influence on employees' satisfaction levels with their respective occupations. Factors that can influence employees include their connections with supervisors, colleagues, and customers, the psychological satisfaction they experience from their work, the societal perception of the job, financial compensation, and the physical and social working environment. Given that job satisfaction is a psychological construct, it encompasses three fundamental constituents of attitude. The components in question encompass cognitive, emotional, and behavioral aspects. An employee

who expresses job satisfaction has the belief that organizational practices are equitable, supervisors adhere to practices that align with expectations, and working conditions are conducive. The affective dimension refers to the employee's intense and favorable emotional attachment to their job. According to Özsoy (2015), the behavioral dimension pertains to an employee's inclination to maintain their employment within their existing position and organization. To cultivate a workforce that is highly motivated, organizations must recognize the need to foster creativity, allocating resources for innovative endeavors, and providing psychological support to employees. Job satisfaction is a prevalent concern across organizations, irrespective of their nature (public or private) or the level of development of the country in which they operate. The concept of job satisfaction has been extensively studied and analyzed by various scholars and professionals (Abdullah & Othman, 2015). An alternative interpretation of the construct of job satisfaction is presented by Anwar and Surarchith (2015), who observe that it encompasses a range of multidimensional cognitive responses to an individual's occupation. These responses are characterized by psychological (evaluative), affective (or emotional), and behavioral elements.

One of the most employed definitions in organizational research is that provided by Gardi (2021), who defines work satisfaction as "the experience of pleasurable or positive emotions that arise from the evaluation of one's job or job-related experiences" (Top & Ali, 2021).

Job satisfaction assessments measure the extent to which they assess individuals' feelings towards their job or their subjective evaluation of the job (Ali, 2021). Affective work satisfaction refers to the subjective experience of individuals towards their employment, characterized by a sense of enthusiasm and positive emotions (Othman, 2019). Hence, the extent of emotional satisfaction derived from one's employment is reflective of the overall level of happiness or contentment it elicits.

According to Ali (2020), the concept of intellectual occupation fulfilment involves a focused and informed evaluation of several aspects of a profession. The fulfilment of Intellectual occupations can be categorized as either one-dimensional or multidimensional. In the one- dimensional approach, the assessment is focused on a single aspect of the employment, such as pay or maternity leave. On the other hand, the multidimensional approach involves the simultaneous evaluation of two or more features of a vocation. The concept of occupational fulfilment, as discussed by Khan

and Abdullah (2019), does not pertain to the subjective experience of delight or joy derived from specific job aspects. Instead, it measures the extent to which job holders perceive these aspects to be desirable in comparison to their own goals or other occupations (Othman, 2019). Although psychological employment fulfilment may lead to emotional occupation fulfilment, it is important to note that these two constructs are separate and not necessarily directly correlated. Additionally, they have different antecedents and outcomes (Anwar, 2017). According to Baykal (2019), employees develop a perception that their organization is actively allocating resources towards innovation. This perception leads people to believe that such investments generate favorable prospects for both the organization and their individual career growth. Hence, the establishment of a structured framework is necessary to facilitate and foster innovation within organizational contexts. To cultivate an environment favorable to innovation, it is imperative to eradicate practices and regulations that impede creativity across all domains. Job satisfaction plays a crucial role in determining the overall performance of an organization. This pertains to the level of job satisfaction experienced by an individual. As a method for assessing attitudes, job satisfaction (also known as employee satisfaction) necessitates expanding the range and intricacy of job tasks to enhance its appeal, desirability, and productivity. This is achieved through the implementation of intrinsic and extrinsic rewards programs, which are offered by management with the aim of attracting highly qualified individuals to join the organization, ensuring their continued attendance, and motivating staff to attain a high level of performance.

The intrinsic drivers of job satisfaction, such as greater responsibility, achievement, progress, recognition, and the inherent appeal of the job itself (Sapru, 2011), are psychological rewards that individuals directly experience. These rewards arise from the innate human desire for perfection. According to Gibson, Ivancevih, and Donnely (1991), intrinsic rewards refer to the incentives that are inherent to the profession itself. According to Sapru (2011), the existence of these motivating variables is likely to result in workplace satisfaction. Conversely, their absence may not necessarily lead to discontent, but rather a lack of positive fulfilment. Extrinsic rewards, also known as external incentives, are factors that contribute to job satisfaction and are provided by external entities, such as supervisors or work groups. These rewards can include monetary compensation, opportunities for advancement, positive interpersonal

relationships, social standing, and additional advantages beyond regular salary. According to Gibson (1991), these benefits are characterized as being external to the job. According to Herzberg (1966), these aspects are commonly known as hygiene or maintenance factors. Herzberg asserts that when these factors are provided at an acceptable level or even beyond, they do not result in an improvement in pleasure. However, when these things are given, they effectively contribute to the maintenance of employee happiness. When an employee has job satisfaction, they are more likely to be motivated to exert increased effort and foster a positive organizational climate conducive to high performance.

The process of innovation consists of multiple stages. In this procedure, it is necessary to initially gather and organize thoughts. Subsequently, it is necessary to evaluate the novelty of these concepts, their potential contributions, and the feasibility of their execution. According to Thomas (2008), it is necessary to implement and evaluate suitable methods, followed by measuring their outcomes and impacts.

The provision of support for novel ideas and proposals, the recognition and incentivization of creative concepts, and the allocation of financial and temporal resources towards the development of new ideas inside organizations are crucial for enhancing the overall inventive environment (Scott and Bruce, 1994). The establishment of a conducive atmosphere within organizations has been found to have favorable results, including improved communication channels, enhanced decision-making processes, and increased efficiency in resource utilization (Ekvall, 1996). Previous research conducted by Harter (2002) has demonstrated that organizations that foster employee innovative thinking and creativity have a higher likelihood of achieving success. The endeavor to establish and sustain an innovative organizational culture can be achieved by the cultivation of an organizational culture that recognizes employees as the organization's most asset. It is essential to analyze the impact of the perception of an innovative culture on employees' work attitudes. Previous research has shown a positive relationship between an innovative organizational culture and several organizational outcomes, including organizational performance and productivity (Panuwatwanich, 2008; Waheed ,2019). Employees working in organizations that foster an innovative organizational culture are anticipated to experience job satisfaction due to the support they receive for their ideas, thoughts, and suggestions (Brimhall & Mor Barak, 2018; Park, 2016).

3.8. Dependent Variable-Employee Commitment

The concept of "organizational commitment" is frequently employed to characterize the comprehensive alignment of individual employees with their respective work organizations. The individual's association with the organization is linked to their readiness to exert and allocate efforts towards its objectives, as well as their strong inclination to maintain their affiliation with the group.

The study of organizational commitment was initiated by Becker, who conceptualized commitment as a "contract" (Becker, 1960). Subsequently, Meyer and Allen, together with O'Relley and Chatman, extended the scope of Becker's work by recognizing the transition from singular approach to a multidimensional perspective on commitment. O'Reilley and Chatman (1986) claim Commitment can be defined as the psychological attachment that an individual experiences towards an organization, which is demonstrated by the degree to which they can embrace and adjusting to the characteristics and perspectives of that organization. According to Jokivuori (2002), there exists a significant correlation between organizational commitment and several factors like turnover, sickness, job satisfaction, and intention to leave one's current employment. The commitment paradigm proposed by Allen and Meyer comprises three distinct components, specifically affective, continuation, and normative. The affective component, alternatively referred to as emotional commitment, refers to a situation in which an employee exhibits dedication to an organization because of their inherent enjoyment of the work. The worker-organization relationship is marked by a sense of closeness, and the worker holds positive feelings regarding their employment inside the organization. Furthermore, employees demonstrate a reluctance to disengage from the company (Mowday ,1982) because of the favorable experiences they gain from their continued association with it. An employee that exhibits a high level of commitment aligns themselves closely with the aims of the organization and expresses a desire to remain employed with the organization due to personal motivation (Anwar & Abdullah, 2021).

The continuance component, as defined by Kanter (1968), pertains to the cost associated with leaving an organization. It describes a scenario in which an employee demonstrates commitment to the organization due to their understanding of the costs and benefits associated with their departure. When workers weigh the economic benefits, they come to the realization that it is more advantageous to remain employed

within the organization rather than seeking alternative chances elsewhere (Becker, 1960; Meyer & Allen, 1984). In essence, employees are aware that the resources and opportunities they currently possess or anticipate acquiring within the organization, such as education, pay, career progression, and benefits, will not be accessible should they seek employment elsewhere. Hence, considering the economic worth, workers may perceive a lack of external benefits beyond the organization. In the context discussed, the significance of the emotional quotient is virtually negligible, as employees view the act of losing membership within the organization to be highly expensive (Gardi, 2020). There are various factors that may contribute to this phenomenon, ranging from the economic implications of income and perks to the social consequences associated with personal connections and reputation. An employee's tenure within an organization can be attributed to their sense of commitment and attachment (Prabhu ,2020). The normative component, also known as the moral duty, to stay, pertains to the circumstance in which an individual demonstrates commitment solely because it is their obligation to do so. The act of being committed is an integral aspect of assuming responsibility for assigned tasks.

Employees hold the belief that their presence inside the organization necessitates their commitment to the attainment of the organization's objectives. Consequently, the individuals in question possess the intention to remain to honor the commitment or agreement that they have formally entered. The employee is motivated to fulfil the obligations and promises made to them by the organization (Anwar & Shukur, 2015). The strength of loyalty can be attributed to either individualized value judgements that influence behavior or societal norms that are relevant to the organizational setting and aligned with the surrounding environment (Sultan, 2020).

Various components of commitment demonstrate different levels of dedication, as researchers argue that certain variables have had a substantial impact on each component of commitment. The degree of commitment exhibited by an employee may fluctuate based on their individual beliefs. Meyer and Herscovitz (2001) assert that by analyzing various factors and their correlation with the level of commitment, it becomes feasible to formulate prognostications concerning an individual's commitment within the context of organizational commitment.

3.9. Intrapreneurial Behavior Through the Lens of Various Theories

The study's theoretical foundation is based on three prominent theories: Self Determination Theory, Social Exchange Theory, and Theory of Planned Behavior. The present study aims to suggest a novel formula for nurturing social innovative culture. This will be achieved through an analysis of three theories, which will be examined in a chronological sequence. The chronological sequence has been divided into three distinct phases.

3.10. Self Determination Theory – Encouragement phase 1.

Self-Determination Theory (SDT) asserts that the inclination to fulfil one's inherent capabilities is built into every individual from the moment of birth. According to Van den Broeck, Vansteenkiste, and De Witte (2008), persons who possess adequate internal resources and are capable of autonomous regulation are more likely to perform optimally. These individuals are consistently motivated and driven to take proactive roles rather than adopting passive positions. The theory suggests that the motivation to be an active agent is influenced by what is referred to as the "Why's of Behavior" (Deci & Ryan, 2000). These "Why's of Behavior" encompass two main factors: (a) the extent to which individuals can fulfil their innate psychological needs for autonomy, competence, and relatedness while engaging in behavior, and (b) the specific type of self-regulation that drives their motivation to engage in said behavior, which can be either autonomous or controlled self-regulation. According to Self-Determination Theory (SDT), entrepreneurial motivation can be understood as being regulated either autonomously (internally) or controlled (externally). Additionally, the psychological impacts resulting from externally regulated entrepreneurial incentive will vary according to the extent to which the external regulatory elements are internalized. The term "internalization" pertains to the cognitive process through which individuals acknowledge and support external regulations of their behavior. This process is closely associated with mental well-being, encompassing sensations of contentment and degrees of involvement (Deci & Ryan, 1990). According to Deci and Ryan (1990), an individual who has achieved full socialization in a particular behavior would exhibit voluntary engagement in that behavior, regardless of the initial stimulus. The process of internalization is essential in the development of an individual's behavior control.

As one progressively internalizes and embraces the principles and guidelines governing behavior, a heightened sensation of willingness and self-initiation is likely to be experienced.

The study's interpretation, based on this theory, suggests that employees who express a desire to offer social innovative ideas for the purpose of enhancing the quality of services/products or improving work practices are encouraged and embraced.

3.11. Social Exchange Theory- Fostering a Sulture of Innovation and Collaboration Phase 2.

The scholarly discourse surrounding social exchange was first established by the influential research conducted by Balu (1964). According to SET (Social Exchange Theory), employees within an organization may have feelings of gratification and obligation towards their supervisors, colleagues, or the organization itself when they have received support and derived benefits from their interactions with the organization (Blau, 1964). The use of Social Exchange Theory can serve as a framework for discerning the potential outcomes that may arise when optimal workplace connections are deeply ingrained within the organizational setting. In an optimal work setting, employees anticipate a substantial amount of support from the organization, leading them to demonstrate favorable attitudes and behaviors towards the company (Brunetto, Farr-Wharton, Nelson, & Shacklock, 2008). This phenomenon is apparent through the increased level of dedication exhibited towards the organization, as well as the engagement in tasks that extend beyond the defined boundaries of one's professional responsibilities. Drawing upon the tenets of Social Exchange Theory, it is advantageous for organizations to implement efficient workplace procedures to foster an environment that cultivates employees who exhibit commitment to the organization. This dedication is subsequently utilized to improve the performance of employees at both the organizational and individual levels. Employees that possess a higher degree of organizational commitment are more inclined to exhibit committed behavior in comparison to individuals with lower levels of commitment. The individual's level of commitment positively correlates with their readiness to exert additional efforts to achieve the objectives of the organization. The innovation of an organization serves as a reflection of its performance. There is a positive correlation between the level of organizational commitment and the level of

organizational innovation. According to the theory, the study provides an interpretation that suggests a correlation between employees exhibiting intrapreneurial behaviors and the presence of an innovative organizational culture. The employees collectively demonstrate a keen interest in actively participating in the social innovation process by attentively listening and contributing their thoughts. The study posits that with mutual support from both peers and the organization, employees can undergo a transformative process, leading them to become social intrapreneurial agents inside the organizational context. In this phase, a communal mindset environment is created, wherein the employees play a central role. Through the sharing of their socially innovative ideas, they collectively agree to implement the most beneficial idea for all members and the organization.

3.12. Theory of Planned Behavior- Developing a Habit Phase 3.

The theory of planned behavior (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975) is an expansion of the theory of reasoned action, which was developed to address the limits of the original model in addressing behavior that individuals have limited control over. Like the foundational theory of reasoned action, the theory of planned behavior places significant emphasis on the individual's intention to engage in a specific behavior. Intentions are commonly seen as a means of comprehending the motivational aspects that impact behavior. They serve as indicators of the level of determination individuals possess and the extent of effort they intend to exert to engage in a particular behavior. In general, there is a positive correlation between the strength of intention to engage in a conduct and the likelihood of its actual accomplishment. The notion that a person achieves desired behaviors is contingent upon both motivation (intention) and ability (behavioral control). It is commonly assumed that the impact of motivation and ability on behavioral accomplishment is influenced by their interaction. Therefore, it may be hypothesized that the impact of intentions on performance is contingent upon the individual's level of behavioral control. Additionally, it is expected that performance will be positively correlated with behavioral control, provided that the individual is sufficiently motivated to exert effort. The relationship between perception, attitude, and behavior in the theory of planned behavior has been explained by Ajzen (1991) and Rosenthal (2018). According to their findings, it is imperative that attitude and intention are established prior to the occurrence of behavior. According to Fishbein and Ajzen (2005), there is evidence to suggest that attitudes

can gradually manifest as behaviors. According to Gonzalez (2012), there exists a correlation between positive perceptions and attitudes with positive behaviors, while negative perceptions and attitudes are linked to negative behaviors.

The interpretation of the study, grounded in this theoretical framework, posits that employees who display intrapreneurial behavior and share a common mindset are likely to demonstrate sustained social innovative behavior. Furthermore, it can be observed that employees are likely to derive satisfaction from actively participating in social intrapreneurial activities. This, in turn, is expected to lead to a greater level of outcomes, specifically in terms of their commitment to both their job and their organization. Figure 2 illustrates the conceptual framework created by the researcher.

Table 3.1 : A trilogy framework for boosting innovative culture and intrapreneurial behavior among employees.

Theory	**Definition**	**Phase**	**Expected outcome**
Self Determination Theory	Entrepreneurial motivation can be autonomous or controlled.	Encouragement phase 1.	Welcome innovative employees.
Social Exchange Theory	Support gives employees a feeling of responsibility to their managers, coworkers, and the company.	Fostering a culture of innovation and collaboration phase 2.	A communal mindset where employees are central emerges.
Theory of Planned Behavior	Emphasizing the person's intent to act.	Developing a habit phase 3.	Intrapreneurial and shared-mindset employees can demonstrate persistent innovative social behavior.

3.13. Hypothesis Development

After conducting a thorough review of the existing literature, the study has formulated six hypotheses to explore the interrelationships among five key concepts: innovative organizational culture, authentic leadership, employee social intrapreneurial behavior, employee job satisfaction, and employee commitment.

The relationship between Innovative Organizational Culture and Employee Social Intrapreneurial Behavior

Organizations employ innovation as a strategic approach to overcome challenges and adapt to the rapid pace of technological advancements (Valsania, Moriano, & Molero, 2016). The sources of innovation for several organizations are derived from their cadre of professionals who possess an intrapreneurial profile (Lages, Marques, & Ferreira, 2017) and exhibit entrepreneurial inclinations. For intrapreneurial activities to flourish within organizations, it is imperative that favorable internal conditions be present (Kuratko, Hornsby, & Covin, 2014). Nevertheless, it should be noted that not all corporate cultures are conducive to fostering an ideal internal environment for intrapreneurship (Hisrich, 1990). According to Canieels and Baaten (2019), individuals employed in organizations that foster a supportive environment and perceive failures and errors as valuable learning opportunities are more inclined

towards entrepreneurial behavior compared to those working in organizations that impose penalties for mistakes and failures. It is posited that individuals have the potential to exhibit proactive behavior when they are immersed in an organizational culture that prioritizes innovation, wherein both management and colleagues provide support and foster an environment where failure and mistakes are not feared. Additionally, employees who possess resilience in the face of setbacks are more likely to demonstrate proactive behavior. In addition, the allocation of necessary resources for the implementation of ideas plays a crucial role in fostering intrapreneurship. This distribution of resources also serves as a clear signal of the organization's support and promotion of entrepreneurial endeavors.

The role of culture is of utmost importance in fostering the attainment of new achievements. To effect cultural transformation, organizations must establish and incorporate the constituent elements of an innovative culture. The components that contribute to an innovative culture encompass various elements such as inventive

mission and vision statements, democratic communication, safe places, adaptability, cooperation, boundary transcending, incentives, and leadership (Dombrowski, 2007). An innovative culture refers to a regulatory framework that fosters a natural inclination towards innovation within an organization, hence promoting and encouraging personnel at all hierarchical levels to engage in innovative practices. The attributes of a creative culture are distinct and exceptional. The attributes encompass the existence of visionary leaders, proficient managers, collaborative teams, and capable employees within an organization. Additionally, fostering conducive organizational conditions and establishing diverse and uncomplicated external connections are vital for promoting innovation. These traits are based on the capacity for innovation and exploration, encompassing skills such as observation, inquiry, networking, experimentation, and teamwork. To foster an innovative organizational culture, it is imperative to enhance and extend these talents across the entire organization (Davies & Buisine, 2018). Simultaneously, it is necessary to satisfy many types of attitudes to establish an innovative organizational culture within an organization. The attitudes encompassed in this study involve the capacity of managers to undertake risks, the promotion of creativity, the involvement of all employees in fostering an innovative culture, the establishment of accountability for both managers and employees, the provision of opportunities for employees to develop themselves in alignment with their individual interests, and the utilization of employees' distinct talents to enhance the fulfilment of the company's mission(Szczepaska-Woszczyna, 2014). The relationship between an innovative organizational culture and intrapreneurial behavior can be most effectively elucidated through the lens of social exchange theory, as proposed by Emerson (1976). When an organization embraces an innovative organizational culture, it engenders both generalized and restricted reciprocity. The utilization of the premise of restricted reciprocity from the social exchange theory can be employed to elucidate the way an innovative corporate culture leads to the manifestation of social intrapreneurial activity among employees. Employees, in their capacity as individuals affiliated with an organization, demonstrate a reciprocal response to the support provided by the organization for social innovation. This reciprocal response is manifested through their increased engagement in innovative behaviors, which can be attributed to the presence of an organizational culture that fosters innovation. Consequently, it is our contention that the extent to which employees perceive an innovative organizational culture positively influences their engagement in social

intrapreneurial activities. Consequently, employees are more likely to exhibit social intrapreneurial behavior.

Therefore, a hypothesis has been formulated as follows:

H1: Innovative organizational culture (IOC) has a significant relationship with Employee social intrapreneurial behaviors (ESIB

The relationship between Authentic Leadership and Innovative Organizational Culture and Employee Social Intrapreneurial Behavior

The influence of organizational culture on various parts of an organization is widely acknowledged in literature (Gregory, Harris, Armenakis, & Shook, 2009; Macintosh & Doherty, 2010; Quinn & Rohrbaugh, 1983). It is plausible to suggest that the impact of organizational culture may extend to its competitive capabilities. Based on the information provided, it can be inferred that cultures that exhibit tendencies towards flexibility, innovation, and social support may impact the overall well-being of employees by fostering increased personal confidence, receptiveness to change, and a focus on growth and adaptability (Henri, 2006; Van Muijen, 1999). There is a growing trend among individuals in contemporary society who exhibit a heightened inclination towards seeking employment opportunities inside organizations that possess adaptable and flexible cultural contexts. These organizations have the potential to enhance their performance in economic, political, and market contexts by placing a strong emphasis on social support, employee development, and a willingness to embrace innovation as a means of adaptation (Lund, 2003; McKinnon, Harrison, Chow, & Wu, 2003; Taormina & Gao, 2005; Wallach, 1983). According to Schein (1985), organizational culture establishes a framework of expectations that establishes behavioral boundaries and standards, serving as a guiding force for employees. These references can be detected in the actions of leaders if they are explicit and transparent. The attributes are found in the concept of authentic leadership, as discussed by Avolio and Gardner (2005), Avolio, Gardner, Walumbwa, Luthans, and May (2004), Danielson (2004), Gardner, Avolio, Luthans, May, and Walumbwa (2005), and Taormina (2009).

In relation to the correlation between innovative organizational cultures and authentic leadership, it is possible for workers to see the internal characteristics of authentic leaders as facilitators of employee innovation and creativity. This perception is based on the belief that authentic leaders foster an environment conducive to innovation and

creativity by engaging insincere and transparent interactions with their employees. Consequently, it is our contention that authentic leaders who foster innovation conduct among subordinates are more apt to be encountered inside organizational cultures that prioritize innovation. In addition, Maier (1999) asserts that supportive cultures place high importance on participation, collaboration, egalitarianism, and interpersonal relationships, considering them as valuable and deserving of respect. The dissemination of these ideas among employees can be facilitated by the practice of authentic leadership, whereby the authentic leader's commitment to relational honesty serves as a catalyst for cultivating employee support and fostering positive development. Taha (2021) asserts that the influence of organizational culture on employee behavior is substantial, mostly mediated by leadership behavior, which in turn fosters trust and facilitates information sharing. In addition, several scholarly investigations have been conducted to examine different types of leadership and their impact on the organizational culture across diverse sectors (Lokaj& Sadrija, 2020). In a study conducted by Azanza (2013), the examination of the association between authentic leadership and organizational culture was undertaken among multiple Spanish organizations. The findings revealed a significant impact of authentic leadership on the overall organizational culture.

Moreover, authentic leaders are seen as having the capacity to identify and leverage the talents and capabilities of their followers. Ausar (2016) argues that authentic leaders have a responsibility to recognize the capabilities of their subordinates and support their development, while also fostering a sense of shared purpose or mission. Ladkin and Spiller (2013) assert that the absence of authentic leadership practice can lead to adverse financial and environmental consequences. The existing body of scholarly literature has identified a correlation that is favorable between the ethical and moral viewpoints of authentic leaders and the level of creativity exhibited by employees (Mubarak and Noor, 2018). Previous research has indicated that authentic leadership has a significant role in fostering creativity (Mubarak and Noor, 2018).

Employee innovation refers to the actions and conduct of employees that are aimed at the initiation, deliberate introduction, and implementation of novel and beneficial concepts, methods, products, or procedures that hold value for the organization (Janssen, 2004). Although there are various perspectives on the elements involved, Janssen's trilateral framework of idea development, idea promotion, and concept

implementation has garnered significant support (Tu & Lu, 2013). The concept of employee innovation encompasses the performance of activities that go beyond the usual routines of teams, groups, or organizations, and involves a willingness to engage in risk-taking behaviors (Yuan & Woodman, 2010). To implement innovative concepts, it is essential for individuals to seek endorsement from their superiors, enabling them to effectively use these ideas within their work responsibilities, collaborative efforts, and the broader organizational context (Tu & Lu, 2013). Hence, the presence of Authentic Leaders within an organization fosters a greater willingness among employees to articulate novel ideas that deviate from established norms. Furthermore, employees exhibit heightened dedication to convincing their leaders and colleagues to actualize these ideas (Janssen, 2004; Shalley & Gilson, 2004; Tu & Lu, 2013). In addition, the authentic leader will actively seek out and encourage employees to share their ideas without imposing any self- censorship. This approach aims to establish the leader as a trustworthy and reliable source of input and feedback, as suggested by Walumbwa (2008). According to Avolio (2004), employees who are under the guidance of leaders who employ an authentic leadership style are more inclined to explore various approaches for problem-solving and are more willing to take chances. This is due to their perception that their leaders genuinely desire to witness their individual success. Furthermore, the display of genuine innovative behaviors by leaders establishes them as exemplary figures to be emulated. Consequently, these behaviors enable leaders to receive reciprocal responses from employees in the form of sustained focus on fostering innovation (Weischer, Weibler, & Petersen, 2013).

Consequently, a comprehensive examination of organizational cultures centered on innovation and support, along with their correlation with authentic leadership and their favorable impacts on employees' social intrapreneurial activities.

Therefore, the following hypothesis is proposed:

H2: Innovative organizational culture and Employee social intrapreneurial behaviors is moderated by Authentic leadership.

3.14. The Relationship Between Employee Social Intrapreneurial Behavior and Employee Commitment

The role of employees in firms has undergone a transformation compared to previous times. According to Foss (2015), there has been an increase in the level of discretion and responsibility granted to employees, accompanied by a shift towards more decentralized decision-making procedures. The observed trend aligns with the anticipated qualities of employees, namely adaptability, proactivity, and creativity (Giunipero, 2005). According to Bowen (2016), it is imperative for employees to assume the responsibilities of "innovators" and "differentiators" instead of passively relying on changes in employment and products. To generate novel ideas for products or processes, it is imperative that they possess the capability to adjust and modify themselves in response to the dynamic corporate landscape (Teece, 2006). Due to its significant strategic value, a considerable amount of scholarly investigation has been conducted on the topic of intrapreneurship, encompassing its precursors, circumstances, and outcomes (Antonic and Hisrich, 2003; Ireland, 2009). Social entrepreneurship is a multifaceted phenomenon that has been examined via various disciplinary lenses, including sociology, economics, and strategic management (Mody, 2016; Spitzeck, 2013). The phenomenon described can be understood as a manifestation of entrepreneurial conduct aimed at achieving a social objective and contributing to the welfare of a particular society or community (Mort, 2003). Social entrepreneurs can be identified in three domains: social enterprises that are primarily established to serve social objectives, profit-oriented firms that demonstrate a degree of dedication towards community welfare, and volunteer sectors or non-governmental organizations (Jalilvand, 2019). The focus of this study is to investigate the practices and strategies employed by for-profit firms in fostering social intrapreneurial behavior inside their workforce. In relation to the attitudes of intrapreneurs, our analysis reveals that the element most extensively examined throughout the articles in our dataset is the intrapreneur's relationship with the organization. This relationship encompasses elements of organizational commitment and turnover intention. The existing body of research suggests that there is a positive correlation between organizational commitment and the perceived levels of innovativeness, proactiveness, and risk-taking inside an organization (Giannikis and Nikandrou, 2013; Rutherford and Holt, 2007). The study conducted by Farruck, Chong, Mansori, and Ramzani (2017) examined the

correlation between commitment and intrapreneurial behavior. The researchers discovered that there was a positive correlation between emotional and normative commitment and overall commitment. However, they also observed a negative correlation between continuation commitment and intrapreneurial behavior. The positive correlation between employees' intrapreneurial behavior and their identification with the organization, which refers to their sense of belongingness to the organization, has been observed. According to the findings of Moghaddas (2019), there exists a positive relationship between affective commitment, a component of organizational empowerment, and the enhancement of innovative skills. There are several potential factors that could explain the observed conclusion. One possibility is that employees may not align with the organization's ideals, leading to a lack of commitment. Additionally, certain organizational policies may impede employees' ability to enhance their commitment levels and contribute new ideas to the organization. The significance of commitment is of utmost importance in fostering innovative behavior through robust linkages (Amankwaa, 2019). In the context of organizational commitment, it has been observed that individuals who possess a strong dedication to their respective organizations often exhibit a propensity for generating innovative solutions that effectively cater to the demands and requirements of customers (Nguyen, 2019). In a recent study conducted by MaOkyireh, Siddique, and Okyireh (2021), it was found that there is a negative correlation between employee commitment and intrapreneurship. This implies that when individuals within the organization build a stronger emotional connection and a sense of belonging, their capacity to effectively employ their innovative abilities and generate novel ideas for their respective work environments diminishes.

The relationship between employee commitment and intrapreneurial activity has yielded contradictory conclusions in existing research. The present study examines the impact of Employee Social Intrapreneurial Behavior (ESIB) on employee commitment, introducing ESIB as a unique concept. Based on Blau's (1964) social exchange theory, it can be posited that when an employee receives favorable responses from their organization, they are likely to reciprocate with positive behaviors. Due to the previous explanation of Self-Determination Theory, it is suggested that employees who display a tendency to offer social innovative ideas to enhance the caliber of services/products or improve work practices are actively encouraged and committed.

For example, those who receive assistance from the organization demonstrate cooperative characteristics, such as exerting diligent effort and engaging in thoughtful deliberation. The dynamic nature of the interaction between the organization and the individual has been discussed by Mearns and Reader (2008) as well as Saks (2006).

Thus, the following hypothesis is suggested:

Hypothesis 3: There is a significant relationship between Employee Social Intrapreneurial Behaviors (ESIB) and Employee commitment (EC)

3.15. The Relationship Between Employee Job Satisfaction and Employee Social Intrapreneurial Behavior and Employee Commitment

Setiawan (2020) provided an explanation that job satisfaction pertains to the emotional state experienced by employees during their tenure at an organization. The level of job satisfaction is contingent upon the unique circumstances of individual employees, as everyone possesses distinct criteria for evaluating their satisfaction with their job. Job satisfaction is commonly regarded as a positive emotional state that arises from the belief that one's work aligns with the significant values associated with their job. It encompasses an individual's attitude or emotional reaction towards several facets of their employment (Anggarwati & Eliyana, 2015). This assertion is substantiated by Siengthai and Pila-Ngarm's (2017) statement, which posits that job satisfaction is an evaluative construct that gauges an individual's subjective experience and emotional well-being in relation to their work (Locke, 1976), encompassing both positive affect and personal preferences (Spector, 1997). The provided definition pertains to the emotional state of an individual, which has a propensity to foster increased levels of creativity, productivity, and commitment towards their job. Employee satisfaction, alternatively known as work satisfaction, pertains to the level of contentment experienced by employees in relation to their job. Furthermore, as stated by Inuwa (2016), job satisfaction is indicative of the level of positivity that aligns with tangible rewards and advantages.

The level of job satisfaction is indicative of the degree of optimism that aligns with tangible rewards and advantages (Inuwa, 2016). According to Verma (1985), a significant number of contemporary employees who experience a considerable degree of job unhappiness tend to develop unfavorable attitudes inside the workplace, thereby diminishing their performance capabilities and overall productivity. Hence, it is

imperative for employees to experience a heightened sense of job satisfaction to achieve enhanced performance outcomes, thereby exerting an influence on the overarching objectives of the organization. Job satisfaction is a significant concern for all types of organizations, irrespective of whether they are public or private, and regardless of whether they operate in developed or developing countries. One of the factors contributing to this degree of interest is the recognition that content employees are considered as committed workers, and their dedication is regarded as a crucial element for organizational productivity and effective functioning, which has been defined in various ways. Trust in this context refers to the level of satisfaction that an individual experiences in their career, irrespective of their own opinions or specific features of their job, such as the quality of work or supervision.

Many factors exert influence on employee commitment. Job satisfaction has consistently emerged as a significant predictor of job commitment due to its association with enhanced job performance, reduced rates of absenteeism, and decreased turnover. Job satisfaction refers to the positive emotional state that an individual experiences in relation to their job (Luthans, 1998). According to Kovach (1977), job satisfaction is acknowledged as a constituent of organizational commitment. Additionally, Porter (1974), Price (1977), and Spector (1997) have explicitly asserted that job satisfaction serves as a predictor of organizational commitment.

Mathew (1991) conducted a study with the objective of examining the relationship between work satisfaction and organizational commitment. The research utilized a non- recursive paradigm, which facilitated the concurrent evaluation of the influence of satisfaction on commitment and the influence of commitment on satisfaction. The research findings revealed a reciprocal association between the two variables, whereas satisfaction showed a greater impact on commitment.

Additional evidence supporting the association between job satisfaction and organizational commitment can be derived from the research conducted by Cranny (1992). Their study demonstrates that attitudinal factors, such as employees' organizational commitment, are strongly correlated with job satisfaction. This correlation arises from a combination of cognitive and affective responses to the perceived disparity between employees' desired and actual outcomes.

Several research have been conducted to examine the relationship between work satisfaction and organizational commitment (Currivan, 1999). Job satisfaction and commitment have become significant focal points for organizations, notably since the 1980s, as evidenced by the works of Barley and Kunda (1992), Judge and Klinger (2008), and Peters and Waterman (1982).Several crucial aspects that influence both job satisfaction and affective commitment include the extent to which individuals establish a connection with the organization and the level of encouragement they receive to engage in creative thinking and innovation.

The study conducted by Dubinsky (1990) revealed a noteworthy correlation between job satisfaction and organizational commitment. Numerous studies have demonstrated a significant association between job satisfaction and organizational commitment (Tett and Meyer, 1993; Curry ,1986). Moreover, empirical evidence suggests that job satisfaction can potentially operate as a causal factor in the formation of organizational commitment (Williams and Hazer,1986; Marsh and Mannari, 1977). Moreover, it is important to acknowledge that these needs are often influenced by cultural factors (Olie, 1996). According to a study conducted by Coleman and Cooper (1997), it was shown that job satisfaction had an impact on both affective and normative dimensions of commitment.

According to Moser's (1997) findings, those who experience dissatisfaction in their employment exhibit a diminished level of dedication. Consequently, it is imperative to investigate the impact of job satisfaction on the formation of organizational commitment within diverse cultural contexts. Considering the existing literature, it is evident that job satisfaction is intricately linked to the fulfilment of one's work-related needs (Shaffer, 2000). The relationship between job satisfaction and organizational commitment has been documented since the Hawthorne studies (Al-Aameri, 2000). In a scholarly work, Feinstein and Vondrasek (2001) conducted an analysis on the impact of job satisfaction on organizational commitment within the context of restaurant employees. The results of their study demonstrated that the levels of satisfaction experienced by employees can serve as a predictor for their commitment to the organization. Moreover, they reiterated the viewpoint that commitment exhibits greater consistency than job pleasure over an extended period and lasts for a longer duration when an individual has contentment in their occupation. According to Meyer (2002), job satisfaction is a significant factor in determining organizational

commitment, and these two variables exhibit a strong interrelationship.

According to Okpara (2004), the factors of job satisfaction and commitment play a crucial role in influencing employee turnover, performance, and productivity. Baron and Greenberg (2005) posited that job satisfaction among employees serves as a measure of organizational effectiveness. This measure is influenced by various factors, including the organization's commitment to established goals, incentives provided to workers, level of job involvement, degree of job commitment, and overall job satisfaction. In their study, Ayeni and Phopoola (2007) discovered a significant correlation between job satisfaction and organizational commitment.

Similarly, Ayeni and Phopoola (2007) shown that job satisfaction had a substantial impact on an individual's commitment to their organization. The research carried out by Dirani and Kuchinke (2011) investigated the correlation between job satisfaction and organizational commitment. The study's results suggest a significant association between job satisfaction and organizational commitment, with job satisfaction being highlighted as a predictive factor for commitment. The study conducted by Mohamed (2012) revealed a positive correlation between job satisfaction and organizational trust, affective commitment, continuation commitment, and normative commitment. There exists a significant relationship between job satisfaction and organizational commitment, as noted by Daneshfard and Ekvaniyan (2012).

Srivastava (2013) conducted a study to examine the influence of job satisfaction on organizational commitment. The results of the study have indicated a positive association between work satisfaction and organizational commitment. Ismail and Razak (2016) did a study to evaluate the correlation between job satisfaction and organizational commitment in the specific setting of the Fire and Rescue Department of Malaysia. The results of the study revealed a significant association between job satisfaction, encompassing both intrinsic and extrinsic factors, and the level of commitment individuals have towards their company.

Job satisfaction is also associated with an individual's overall attitude towards their work, as well as the perceived difference between the level of compensation received and the level of compensation expected. The notion that employee satisfaction positively correlates with productivity is widely accepted among leaders (Rafida & Julham, 2020). According to Davis (2009), there exists a correlation between creativity

and job satisfaction, where job satisfaction plays a crucial role in positively influencing creativity and knowledge generation. Amabile (1996) has demonstrated the significance of job satisfaction in relation to intrinsic motivation. In previous studies, researchers have identified the significance of intrinsic motivation in the context of IWB, as demonstrated by Zhang and Bartol (2010) and Grant and Berry (2011). Therefore, it is anticipated that job satisfaction holds significance for IWB, as both factors are interconnected with intrinsic motivation. The relationship between IWB and job satisfaction presents challenges due to the causal nature of their connection, as both are regarded as outcomes of employment (Chen and Aryee, 2007). The concepts of IWB (in-role work behavior) and job satisfaction have traditionally been seen as distinct entities in the context of management optimization.

Examining the correlation between job satisfaction and IWB is regarded as a crucial undertaking that has the potential to enhance our understanding of optimal organizational performance (Shipton, 2006; Shih and Susanto, 2011). Studies done by Antoncic and Antoncic (2011) and Giannikis and Nikandrou (2013) provide evidence of a favorable link between work satisfaction and intrapreneurship inside a business. This review identifies a clear correlation between satisfaction and a specific behavioral characteristic, namely the employee's engagement in selling their own concept within the organization (De Clercq, 2011). According to Mustafa (2016), there is evidence to suggest that job satisfaction plays a role as a partial mediator in the relationship between psychological ownership and intrapreneurial activity. The research conducted by Sujarwo and Wahjono (2017) reveals a positive correlation between innovative behavior and job satisfaction. Specifically, when employees can generate creative ideas inside an organization, it results in increased job satisfaction. This, in turn, has significant implications for several aspects of organizational performance. According to Astuti (2019), the presence of this novel behavior is likely to enhance levels of job satisfaction. According to a study conducted by Prayudhayanti (2014), it was shown that job satisfaction had an important effect on innovative behavior. Nasution (2021) argues that job satisfaction has a significant impact on employee innovation.

The presence of an innovation environment has the potential to affect employee self-determination, specifically in terms of autonomy, competence, and relatedness. Furthermore, activities that promote employees' autonomy, competence, and relatedness can have a further impact on their job satisfaction and commitment. This

relationship has been supported by various studies (Battaglio, 2021; Demircioglu, 2018; Ryan & Deci, 2017; Gagné & Deci, 2005). From the standpoint of self-determination theory (SDT), the presence of an innovation environment is linked to employees' sense of self-determination, as they experience autonomyand competence when engaging in novel ideas (Demircioglu & Audretsch, 2017). Moreover, employees who possess higher levels of self-determination tend to exhibit greater job satisfaction (Cantarelli, 2016; Demircioglu, 2018). Consequently, the existence of a more favorable innovation environment is expected to result in heightened affective commitment among employees.

When organizational leaders demonstrate support for workers' novel ideas, actively promote and endorse employees' ideas, foster an environment favorable to innovation, and allocate sufficient resources and time, employees are more likely to express greater job satisfaction and exhibit higher levels of commitment. Therefore, it has been suggested that a favorable organizational atmosphere has the potential to enhance both employee job satisfaction and organizational commitment (Holliman, 2013; Im , 2016; Johnson & McIntye, 1998).

The present study aims to establish a correlation between the behavior of employees who engage in social intrapreneurship and their levels of job satisfaction and employee commitment, drawing upon existing scholarly literature. Likewise, a notable correlation was found between employee job satisfaction and employee commitment. Employee job satisfaction (EJS) and Employee Social Intrapreneurial Behavior (ESIB) fulfil the necessary conditions to serve as a mediator. A mediator is a variable that serves as an intermediary mechanism by which an independent variable might exert its impact on a dependent variable (Baron and Kenny, 1986).

In summary, it is anticipated that there would be a sole mediating influence of Employee Job Satisfaction (EJS) on the association between Employee Social Intrapreneurial Behavior (ESIB) and Employee Commitment (EC). Simultaneously, the presence of Employee Social Intrapreneurial Behavior (ESIB) and Employee Job Satisfaction acts as a mediating factor in the association between Innovative Organizational Culture and Employee Commitment. Thus, the following hypothesis is suggested:

H4: There is a significant relationship between Employee Social Intrapreneurial Behaviors(ESIB) and Employee Job Satisfaction (EJS)

H5: The relationship between Employee social intrapreneurial behaviors (ESIB) and Employee Commitment (EC) is mediated by Employee Job Satisfaction (EJS).

H6: *Employee Social Intrapreneurial Behavior (ESIB) and Job Satisfaction (JS) mediates the relationship between Innovative Organizational Culture (IOC) and Employee Commitment (EC).*

3.16. Research Model

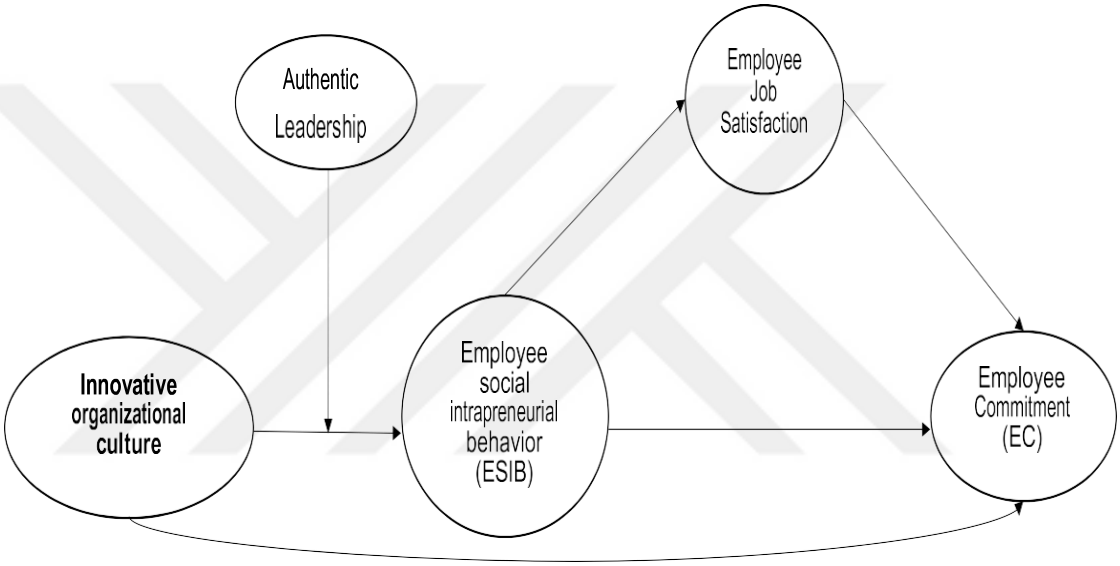

Figure 3.2: Research Framework.

3.17. Research Hypotheses

H1: Innovative organizational culture (IOC) has a significant relationship with Employee social entrepreneurial behaviors (ESIB).

H2: Innovative organizational culture (IOC) and Employee social intrapreneurial behaviors (ESIB) are moderated by Authentic leadership (AL).

H3: There is a significant relationship between Employee Social Intrapreneurial Behaviors (ESIB) and Employee commitment (EC)

H4: There is a significant relationship between Employee Social Intrapreneurial Behaviors (ESIB) and Employee Job Satisfaction (EJS)

H5: The relationship between Employee social intrapreneurial behaviors (ESIB) and Employee Commitment (EC) is mediated by Employee job satisfaction (EJS).

H6: Employee Social Intrapreneurial Behavior (ESIB) and Job Satisfaction (JS) mediates the relationship between Innovative Organizational Culture (IOC) and Employee Commitment (EC).

4. RESEARCH METHODOLOGY

4.1. Introduction

This chapter outlines the methods employed in the research to fulfil its aims and objectives effectively and appropriately, ultimately providing conclusive answers to the research questions. The document delineates the various elements of the research design and provides comprehensive information regarding the employed research methodologies. The research methodology and framework were developed by considering the research inquiries and goals, as well as the limitations and restrictions of the study. The limits encompass time constraints for study completion, as well as the restricted financial resources and data accessibility in the industrial sector of Kuwait.

4.2. Research Philosophies

Researchers' guiding principles, or "research philosophy," determine how they approach knowledge generation in a given field and, by extension, the nature and direction of their studies. To acquire a comprehensive understanding of the social world, it is imperative to develop a research strategy that encompasses a systematic approach to inquiry. This strategy should encompass a specific amalgamation of ontological and epistemological assumptions, which serve to shape one's perception of social reality and provide guidance on the generation of knowledge (Blaikie, 2010). When conducting research, it is crucial for the researcher to consider two fundamental categories of assumptions: Epistemological assumptions and Ontological assumptions. We can evaluate the congruence of five philosophical schools with the study's key tenets: positivism, interpretivism, realism, nominalism, and pragmatism. A researcher's ontology assumption is their view or set of assumptions about the nature of reality, the truth of the universe, or the inherent qualities of the universe (Easterby-Smith, 2015). The ontological method is distinguished by its tendency to analyze and explore many subsets of entities and concepts, to gain a concrete understanding of their intrinsic nature and essence (Saunders, 2015). The researcher is currently engaged in

the investigation of origins, as well as the identification of interconnections, pertaining to various entities. There exist two distinct ontological orientations in the field of study: objectivism and constructivism, also referred to as subjectivism.

According to Bryman (2016), objectivism is an ontological perspective that claims the external and independent nature of social phenomena or reality from social actors. The objective method adopted the idea of realism. Realism posits the existence of an objective reality, wherein social things external to individuals' cognition are real, and truths exist that may be discovered and disclosed (Easterby-Smith, 2015; Saunders, 2015). Critical realism is a philosophical framework that assumes the existence of an objective reality that exists independently of human perception and understanding. It maintains that things occurring outside of human cognition and social constructs possess inherent significance. There exists a contention that individuals who see phenomena are obligated to provide explanations for their observations and experiences. Observers are required to comprehend, elucidate, and analyze social processes through a critical evaluation. According to Easton (2010), Mingers (2013), Saunders (2015), and Myers (2019), the critical realist method aims to build a theory and find the basic structures that help us understand all the components that contributed to a specific study event. Constructionism, also known as constructivism or subjectivism, is an ontological perspective that posits the idea that the meanings attributed to social phenomena and reality are constructed by the perceptions of social actors. The researcher is an integral component of the subject under investigation, actively examining a particular representation of social phenomena (Easterby-Smith, 2015; Bryman, 2016).

The constructionist method adopted a nominalist perspective. Nominalism asserts that researchers generate the structures and information related to social phenomena and reality based on their subjective experiences, consciousness, and perceptions. Furthermore, it suggests that truth is subjective and dependent on human perception and interpretation. Hence, due to variations in researchers' experiences and cognitive processes, it can be inferred that a singular reality, universally applicable to all individuals, does not exist. Instead, the existence of numerous realities is acknowledged (Easterby-Smith, 2015; Saunders,2015).

Since the researcher in this study held that social phenomena or reality do not exist inside the researcher but rather exist in the world at large, the investigation was based on the ontological framework of objectivism.

Epistemology, the second assumption of this study is concerned with the boundary between different branches of knowledge and the essence of knowledge itself (Bryman, 2016). The issue at hand is the epistemological foundations of researchers and their acquisition of knowledge (Ghauri, 2020). Epistemology, as a theoretical framework, pertains to the examination of valid, acceptable, and legitimate knowledge within the realm of study (Saunders, 2015). Within this argument, the researcher considers the interpretivist and positivist philosophical frameworks as they ponder the nature and possibility of knowledge acquisition.

Positivism is a philosophical perspective in which the researcher employs a scientific process like that used in the physical and natural sciences. This idea is widely recognized among management researchers. According to Bell (2018), practitioners of positivism argue that reality is inherently objective. They intend to examine the interrelationships of variables, test hypotheses, and analyze independent and dependent variables .When studying a phenomenon, positivist scholars use exacting and stringent language. Within this conceptual framework, the researcher adopts a stance of independence and neutrality.

In contrast, the interpretivist philosophy focuses on the examination and interpretation of the meanings inherent in evidence. This facilitates the interpretation of the objectives and significance of the data acquired from the research sample. Interpretive scholars' endeavor to derive interpretations of meanings based on the contextual factors at play, so generating novel insights as a scholarly contribution, while eschewing a focus on rigid and exact definitions. Within the framework of this philosophical perspective, it is posited that the researcher assumes an integral role within the research process. Interpretive researchers are concerned with the inherent connection between meanings and facts within the data they analyze. They recognize that the determination of facts is contingent upon the perspectives and beliefs of the specific community under study. These researchers conduct in-depth investigations using qualitative methods of analysis, allowing them to thoroughly interpret a diverse range of data. This approach is supported by scholars such as Tuli (2010), Bryman (2016), and Myers (2019).

Another philosophical perspective that exists is known as Pragmatism. According to Creswell and Clark (2017), pragmatism is a philosophical perspective that prioritizes finding practical solutions to research questions. It emphasizes the importance of determining "what works" to effectively address the research topic. According to Saunders (2009), this philosophical perspective posits that researchers have the flexibility to incorporate both positivist and interpretivist approaches, utilizing a range of methods for data collection and interpretation. One of the primary benefits of pragmatism is in the cognitive and practical autonomy it affords researchers, allowing them the choice to select either positivism or interpretivism as their theoretical framework, contingent upon the specific research aims and inquiries at hand. According to Feilzer (2009), engaging in this process has the potential to facilitate a thorough and extensive comprehension of the given circumstance.

The research is based on the epistemological framework of Pragmatism. To investigate the questions of this study, the researcher has opted to employ quantitative methods. This involves selecting a representative sample to assess the correlation between employee social intrapreneurial behavior, employee job satisfaction, and their role as mediators in the relationship between an innovative organizational culture and employee commitment.

Researchers integrate the Ontological approach, which involves comprehending entities as they exist, with the epistemological approach, which entails investigating the significance of entities, to establish and determine their research paradigm. According to Morgan (2007), a research paradigm is a framework that delineates the beliefs and methodologies employed by researchers to generate knowledge within a specific discipline. Hanson (2005) posited that the paradigm delineates distinct philosophical assumptions pertaining to ontology and epistemology. Furthermore, the researcher duly acknowledges the inclusion of a third methodological approach known as axiology, which elucidates the researcher's inherent values within the realm of study. Patomäki (2006), Doyle (2009), Tuli (2010), and Saunders (2015) assert that the axiology method pertains to the ethical considerations, aesthetic judgements, and value systems of researchers. The researcher must have a comprehensive understanding of the influence of their personal values on the research process, as well as the strategies required to effectively manage both their own values and those of the individuals involved. Furthermore, Morgan (2007) posited that the choice of research

paradigm has an impact on the researchers' inclination to determine an appropriate methodology, that includes the research strategy and the procedures used to answer the study questions. Careful consideration of the research questions allows for a more methodical and scientific approach to answering them.

The principles of realism and practicality form the basis of the study. Within the context of established epistemological theory, the researcher aimed to test a number of hypotheses by gathering empirical evidence. This paradigm is utilized as the primary methodology employed in this study. The researcher endeavored to conduct an empirical investigation to assess a theoretical framework and analyze the link between the independent and dependent variables. The study utilized a quantitative methodology to assess the correlation between employee social intrapreneurial behavior, employee job satisfaction, authentic leadership, innovative organizational culture, and employee commitment, with the aim of drawing generalizable conclusions from the research findings.

4.3. Research Approach

The selection of a theory development approach is a crucial decision for researchers, as it is influenced by personal perspectives, study objectives, and constraints. The researcher possesses the independence to decide their level of participation in either theory testing or theory production. There are two main methodologies: Deductive and Inductive. The deductive strategy is employed by researchers when their objective is to test a theory, beginning with a broad perspective and gradually narrowing down to specific observations or conclusions. In the deductive approach, researchers initiate their investigation by formulating a comprehensive theory. They subsequently develop hypotheses based on this theory and proceed to operationalize these hypotheses. Empirical data is then collected and tested to evaluate the validity of the hypotheses. The outcomes of the data analysis will be utilized to either validate or refute the hypotheses and subsequently enhance the theory. On the other hand, the Inductive technique entails the researcher's goal of creating a hypothesis that investigates a new and unique pattern. Therefore, he or she will begin from the lowest point and work their way upwards. The researcher initiates the research process by making observations and gathering empirical data pertaining to the chosen subject. Subsequently, the collected data is analyzed to identify patterns. These patterns

function as a foundation for generating hypotheses, which then aid in the construction of a comprehensive theory (Bryman, 2016; Myers, 2019).

The abductive approach is an alternative method of theory formation that differs from deductive and inductive methods. Instead of proceeding from top to bottom or bottom to top, the abductive approach offers a different way to generate theories. The Abduction approach exhibits greater flexibility as it involves a dynamic interplay between deductive and inductive reasoning, allowing the researcher to oscillate between the two. According to Suddaby (2006), this method is employed for the purpose of constructing a novel theoretical framework or modifying an already established theory.

Research has demonstrated that the deductive technique is employed by researchers when their objective is to test a theory. The deductive approach is commonly linked to the ontological belief in realism and the epistemological assumption of positivism. In contrast, the researcher employing the inductive approach endeavors to construct a hypothesis. According to Easterby-Smith (2015), Saunders (2015), Bryman (2016), and Myers (2019), inductive methodology is often linked with the ontological postulate of nominalism and the epistemological postulate of interpretivism.

The present study employs a deductive methodology, embracing objectivism as the ontological position and pragmatism as the epistemic perspective. The research employs a quantitative methodology, with a sample that is typical of the population, to evaluate the impact of employee social intrapreneurial conduct and job satisfaction as mediators in the relationship between innovative organizational culture and employee commitment.

4.4. Research Method

There are two main methodological techniques in research: Quantitative and Qualitative. When attempting to describe, explain, or test a hypothesis, researchers often turn to quantitative methodologies (Cooper & Schindler, 2014). Quantitative methodology is frequently employed in deductive research to test a theory. This approach aligns with a Positivist Epistemological Orientation and an Objectivist Ontological Orientation (Bryman, 2016).

Quantitative research follows a systematic process that begins with the establishment of a theoretical framework to guide the formulation of research questions. These questions are designed to address gaps in existing knowledge. Subsequently, hypotheses are developed to align with the research questions. The selection of appropriate research methods, such as surveys or experiments, is crucial for data collection, while software tools like SPSS and AMOS aid in data analysis (Bell, 2018). Following the collection and analysis of data, the researcher proceeds to evaluate the findings to validate or invalidate the hypotheses (Cooper and Schindler, 2014).

Researchers often select qualitative methodology when they acknowledge the existence of several realities within a given theory. This choice is made because they recognize that reality and its associated meanings are subject to change depending on the context, and that understanding is shaped by the perception of reality (Bell ,2018). The utilization of the Qualitative Methodology is commonly observed in research that involves the application of an Inductive approach, which focuses on the development and generation of theory. This methodology aligns with an Epistemological Orientation known as Interpretivism, which emphasizes the subjective interpretation of social phenomena. Furthermore, it is supported by an Ontological Orientation known as Constructionism, which recognizes the socially created nature of reality (Bryman, 2016). The field of Qualitative Research lacks a definitive framework or map that delineates a distinct pattern within its methodologies and approaches. Various methods can be employed to gather qualitative data, including interviews conducted in structured, unstructured, semi-structured, or focus group formats. Observation can also be utilized, either through active participation, non-participation, or passive participation. Furthermore, a variety of approaches like ethnography, document analysis, organizational storytelling, grounded theory, case studies, and transcript poetry might be employed. Once the researcher has established the research questions, they will proceed to select an appropriate methodology. Subsequently, data collection will commence, followed by revision of the research questions. This iterative process of data collection and question revision will be repeated. Subsequently, the researcher will engage in data analysis to identify patterns. These patterns will then be utilized in the construction or development of a theory, which may address the existing knowledge gap.

This study utilizes a quantitative approach, employing a representative sample, to assess the mediating impact of employee social intrapreneurial behavior and employee job satisfaction both innovative organizational culture and employee commitment.

4.5. Research Design

The term "research design" refers to a systematic and organized layout that defines the precise technique and methodology to be utilized by the researcher in the process of data collection. The primary function of a study design is to establish a coherent framework that outlines the precise parameters and methodologies for data collection, encompassing the specifics of what will be studied, how it will be studied, and where the data will be obtained (Easterby-Smith, 2015). According to Bryman (2016) and Sekaran and Bougie (2016), a research design allows the researcher to build a comprehensive framework that includes various components. All of the following are components of study design: research kind (exploratory, explanatory, or descriptive), data collection methods, sample strategy, and data analysis procedures. Discovering and exploring novel ideas and phenomena connected to the study subject at hand is the hallmark of exploratory research. The qualitative approach is commonly employed for the collection of study data (Sekaran & Bougie, 2016). When there is a dearth of relevant literature and the subject matter is complicated, researchers frequently choose this study technique. The exploratory design is distinguished by its inherent adaptability and capacity for interpretation. It must be noted, however, that this design's results may not be applicable to the public (Sekaran & Bougie, 2016). Various entities, including products, brands, circumstances, and events, can have their inherent qualities and traits explained through descriptive design. Researchers are able to quantify the frequency of occurrence and describe variables through descriptive research's rigorous technique. Research methods used to describe anything might be either qualitative or quantitative (Sekaran & Bougie, 2016). In addition to its frequent usage in explanatory research, descriptive research is occasionally employed alongside exploratory research (Saunders, 2009). The design that follows is referred to as the Explanatory design. Explanatory design is frequently employed in research to examine the interactions between variables and test hypotheses (Stevanov, 2016). Explanatory research is distinguished by its emphasis on examining causal relationships between variables (Mosenthal and Kirsch, 1991).

The conducted research primarily fits within the area of explanatory research, as indicated by the material provided. The objective of this study is to analyze the mediating effect of employee social intrapreneurial behavior and job satisfaction for employees on the link between innovative organizational culture and employee commitment. Furthermore, this study serves as exploratory research by proposing a novel concept known as employee social intrapreneurial behavior. Moreover, this study represents the pioneering effort to investigate the variables within the framework of the manufacturing sector in Kuwait, which is a developing economy.

4.6. Research Strategy

A well-thought-out plan for selecting and implementing appropriate methods of data gathering and analysis is known as a research strategy. Various research methods can be employed in academic studies. These include survey research, action research, grounded theory, case study analysis, archival research, experimental research, and ethnographic research. Each strategy has its own set of benefits and drawbacks. So, according to Saunders (2015), researchers need to pick the best research technique by thinking about the study's constraints and unique conditions.

The selection of an appropriate research approach is contingent upon several factors, including inherent characteristics of the topic under investigation, the extent of available literature pertaining to the issue, and the specific research inquiries being pursued. The efficacy of research is heavily influenced by the strategic implementation of data collection procedures and analytic strategies (Bryman, 2016). In addition, Saunders (2009) noted that surveys are commonly used as a data collection tool in business research since they are well-suited for the deductive approach.

The survey strategy encompasses various techniques for collecting data, including the use of questionnaires, interviews, and observations. The advantages of utilizing a questionnaire can be succinctly outlined in terms of cost and time efficiency.
Compared to interviews, questionnaires incur lower expenses. Additionally, questionnaires allow for simultaneous distribution to a wider sample of participants (Ghauri, 2020). Given the inherent characteristics of this study and the requisite data required to address the research questions, the most appropriate methodological approach identified for this investigation is the use of a survey. The utilization of the

survey methodology facilitated the acquisition of quantitative data. Consequently, a questionnaire employing closed-ended questions is utilized to gather quantitative data. The implementation of a survey strategy facilitates the collection of quantitative data by enabling the distribution of questionnaires to a large sample size of participants.

Following the decision to employ a survey as a viable approach for data collection, a series of measures were undertaken to address the limitations associated with this method. First and foremost, it is imperative to create a high-quality questionnaire that includes focused, brief, direct, and unambiguous questions. Furthermore, the questionnaire items were evaluated using the face-validity approach to ascertain whether the language was appropriate and whether they were relevant to the construct under evaluation. Next, it is important to promptly review the received surveys and eliminate any questionnaires that have been considered invalid.

4.7. Data Collection Method

To achieve research objectives and answer research questions, the researcher must identify and employ the most suitable procedures for data collecting. It is usual practice for researchers to combine data from secondary sources with primary sources. Secondary data refers to information that is relevant to a certain research subject and has been gathered and organized by someone other than the researcher, typically in the form of books, papers, and reports. The researcher collects pertinent data to assure the originality and non-redundancy of their research. In addition, it is crucial to ascertain the existing knowledge gap in literature and evaluate the significance and contribution of the research (Easterby- Smith, 2015). On the contrary, primary data refers to the data that is gathered for the initial purpose of conducting study to address a specific problem or generate novel insights and contributions (Saunders, 2009). Furthermore, the researcher has the option to employ many methodologies for gathering primary data, including interviews, questionnaires, and experiments (Ghauri, 2020).

In this study, the collection of secondary data primarily involved consulting published journals. This approach was adopted to gain a comprehensive understanding of various dimensions related to the research issue within the discipline. Additionally, it aimed to discover any existing gaps in literature and contribute novel insights to the area. The researcher employed a thematic literature review methodology to examine three key

aspects: the conceptual framework, contextual factors, and the constraints inherent in prior investigations. The researcher conducted a comprehensive search by identifying relevant keywords, specifically selecting those that were most pertinent to the research topic, and afterwards conducting another search using these precise terms. Afterwards, the researcher proceeded to identify the research themes. The researcher noticed a gap in the existing literature and prepared a research question to address this need. The chosen approach was then determined to be suitable for filling this gap. The major data gathering method employed in this study was a survey strategy utilizing a closed-question questionnaire, as previously indicated.

4.8. Ethical Consideration

Recognizing and addressing ethical considerations is an essential aspect of doing research, necessitating researchers to realize and include these factors throughout the entire study process (Bell, 2018). Researchers must demonstrate an awareness of ethical considerations, including the imperative to avoid plagiarism and obtain informed consent from participants prior to their involvement in the study (Myers, 2019). The researcher must evaluate the factors of access, ethics, and the level of knowledge among the population on the research topic. For example, there is a distinction between data gathering from individuals and data collection from employees within organizations (Saunders, 2009). In addition, it is imperative for the researcher to adhere to all ethical requirements to protect the rights of all involved persons (Myers, 2019). The researcher adhered to the guidelines set forth by the University Research Ethics Committee in conducting this study. The researcher adhered to research guidelines encompassing principles of integrity, plagiarism avoidance, conflict of interest avoidance, proper data processing, ethical processes, and health and safety protocols.

To gather the necessary data, the researcher-initiated communication with the human resources manager of each organization by email. The purpose of this correspondence was to provide a comprehensive explanation of the research's objectives, methods, significance, and overall character. Additionally, it is important to consider the aspects of confidentiality and anonymity. Furthermore, a cover letter was included alongside the questionnaire to provide participants with an explanation of the research's objective (please find the attached cover letter).

The researcher exhibited compliance with supplementary ethical protocols, which encompassed refraining from causing harm or endangerment to others, acquiring informed consent from both organizations and participants, furnishing lucid explanations and information regarding the research, abstaining from dispensing advice or corrections to participants, safeguarding the confidentiality and anonymity of participants through avoiding the collection of unnecessary or irrelevant data and refraining from collecting personally identifiable information like names, home addresses, and phone numbers. Furthermore, organizations ensure their protection by refraining from disclosing their name in the research. Furthermore, the implementation of data protection measures involved the storage of acquired data in university facilities that adhere to established university standards. Furthermore, measures were taken to guarantee that the data would be properly discarded within an acceptable timeframe after the conclusion of all research phases, in collaboration with the supervisory team. The researcher adhered to principles of academic integrity by accurately and transparently describing their findings, while also acknowledging the contributions of other scholars in the field. Additionally, the participants and stakeholders are provided with a concise overview of the research outcomes.

5. QUANTITATIVE ANALYSIS

5.1. Introduction

This investigation's quantitative approach is introduced in Chapter 5. This section outlines the approach used in creating and refining the questionnaire. Researchers decided on the study's demographics, sample size, methodology, and frame. Furthermore, the procedures for distributing the survey were carefully considered.

5.2. Questionnaire Design

When gathering a large quantity of numerical data, questionnaires are a crucial tool (Saunders, 2016). The primary method utilized in this study is the administration of a closed- ended questionnaire to gather quantitative data. An uncomplicated, straightforward, and systematically structured questionnaire fosters a conducive environment for participants to provide correct responses. Various factors were considered when developing the questionnaire items for this study. The questions were designed to guarantee clarity and permit only one correct answer. Furthermore, the study did not provide explicit guidance or instructions to the participants regarding their decision-making process. In addition, it was ensured that the questions were not formulated in a negative manner, as the presence of negative wording in a question could potentially lead to confusion among the participants and thus result in inaccurate responses. The questionnaire consisted of rating questions.

The Likert scale is a popular method for collecting subjective data in rating questions. Standard values for this scale are 4, 5, 6, 7, 9, or 11 (Saunders, 2016). The use of the Likert scale is recommended for self- administered questionnaires due to its capacity to save respondents' time and efforts while obtaining accurate replies. Additionally, the Likert scale is known to individuals and is straightforward to use (Hair Jr., 2016). Several researchers, including Preston and Colman (2000) and Finstad (2010), have conducted studies comparing the use of different number response categories. These studies have examined characteristics such as accuracy, consistency, and participant preferences. The results suggest that there were no notable disparities in the internal

coherence among the measures. However, it was observed that a 7-point Likert scale may yield more accurate evaluations of items by participants compared to a 5-point scale. A seven-point Likert scale yields more reliable results than a five-point one, according to research by Allen and Seaman (2007). Unlike the studies conducted by Leung (2011) and Wakita (2012), the current research did not observe any notable impact of the number of categories on the reliability coefficients and descriptive statistics. According to Bouranta (2009), the utilization of a five-point scale has been shown to be less perplexing for participants and has been shown to enhance the rate of response.

The research used a questionnaire that included a "Likert-style rating scale with five points" to decrease respondent confusion and increase response rate and quality. All statements were presented with five options for participants to indicate their level of agreement or disagreement: strongly disagree, disagree, neither agree nor disagree, agree, and highly agree.

5.3. Questionnaire Development

Following a comprehensive literature analysis on questionnaires that have been previously created by Kashan, Wiewiora, and Mohannak (2021), Goetz and Wald (2022), Walumbwa, Avolio, and Gardner (2008), Sanchez, Vinces, and Ferreira (2022), and Kim, Koo, and Han (2021), the questionnaire for this study was constructed. The items included in the questionnaire underwent a three-step development process. During the initial phase, items were reviewed and filtered from existing validated questionnaires. The items that matched the objectives of the study were included without any modifications. During the second phase, the elements that closely aligned with the research goals were revised. During the third step, the researcher constructed new items to add to the questionnaire to get the necessary information. The questionnaire including comprehensive inquiries can be found in Appendix 1.

5.4. Research Population/Sample of the Quantitative Data

It is essential to collect data from the specified group in order to test the hypotheses and answer the research questions. In research, the word "research population" refers to the group of people, things, companies, nations, or occurrences that could be studied (Ghauri, 2020; Sekaran & Bougie, 2016). In certain instances, it may be feasible to get data from each constituent within the population. Nonetheless, in numerous scenarios, this becomes unattainable due to limitations pertaining to accessibility, financial resources, and time constraints (Ghauri, 2020; Saunders, 2009).

This study adhered to the subsequent steps in the sampling process: To conduct a rigorous study, it is imperative to adhere to a systematic approach. This involves a series of steps, including: 1) precisely defining the target population under investigation, 2) selecting an appropriate sampling frame, 3) carefully choosing a sampling technique, 4) determining an optimal sample size, and 5) effectively collecting the necessary data. The steps are elucidated as follows: Research Population

The study's population consists of individuals employed in the manufacturing industry within Kuwait. This study focuses on the level of employees in the manufacturing industry in Kuwait address the research issues.

5.5. Sample Frame

In order to determine the sample frame, the researcher reached out to a total of 15 organizations encompassing (Food Industry; Textile Industry; Metal Industry ;Chemical Industry ;Leather Industry; Machinery Industry ; Electrical, Computer & ICT Industry) in manufacturing industry in Kuwait.

5.6. Sampling Techniques

There exist approximately 1080 manufacturing organizations and 14 sectors. The researcher chose a subgroup of individuals from a larger community to act as a representative sample. After analyzing the chosen sample, we will use the findings to make a general conclusion about the larger population (Sekaran and Bougie, 2016; Taerdoost, 2016).

5.7. Sample Type

It is general knowledge in the field of research methodology that there are two primary types of sampling procedures: non-probability or non-random sampling and probability or random sampling. Stratified random sampling, cluster sampling, multistage sampling, Easterby-Smith (2015), Ghauri (2020), Sekaran and Bougie (2016), and others classify these and other sampling techniques as probability sampling. The selection of a sampling technique is contingent upon the objectives of the research and the relative significance of many elements, including generalizability, time constraints, and resource availability (Sekaran & Bougie, 2016).

The probability technique involves assigning a pre-established probability to each item in the population, which indicates the possibility of that item being selected in the sample. This sampling method is frequently employed when combined with the survey approach, allowing the researcher to draw inferences about the population based on the study sample. The objective is to achieve research goals and tackle research inquiries. While utilizing this sampling method can reduce bias, it is important to note that it may also result in a lengthier duration. Furthermore, this sampling method is employed when the research places significant emphasis on achieving broader generalizability. However, if other variables, such as time constraints, take precedence over generalizability, nonprobability sampling is typically utilized.

In contrast, nonprobability sampling fails to give every element within a population a predetermined probability of being chosen for inclusion in the sample. Consequently, certain elements within the population may have a higher likelihood of being selected compared to others. Case studies are a common setting in which this sampling strategy is used in qualitative research. It is well suited for examining real-life phenomena and emphasizes a small sample size rather than a large population. Quota sampling, judgement sampling, convenience sampling, and snowball sampling are among nonprobability sampling strategies that have been listed by Taherdoost (2016), Ghauri (2020), and Sekaran and Bougie (2016).

This study employs a probability sampling technique, which is frequently utilized in conjunction with survey methodology. This approach minimizes bias and enhances the potential for broader generalizability, as previously described.

5.8. Determining the Size of the Research Sample

Upon identifying the research population and sample frame, the researcher observed a substantial disparity in employee numbers between small, medium, and large organizations. Considering the research objectives and the characteristics of the specific population, stratified random sampling is seen as a practical approach to gathering quantitative data. This choice is supported by the following justifications: Stratified sampling is a probabilistic sampling technique wherein the population is separated into distinct subsets known as strata. Taherdoost (2016) states that after then, every stratum is given a fair chance to be included in the sample. The main purpose of using this sample technique is to ensure that each stratum is adequately represented (Ghauri, 2020). The stratified sampling approach offers several advantages. Firstly, it enhances the statistical accuracy of the sample by carefully picking proportional proportions from each stratum. Furthermore, stratification is a very effective sampling approach due to its ability to yield more nuanced and valuable insights from the sample. Moreover, it has the potential to enhance the efficacy of statistical analysis. Furthermore, it has the potential to offer supplementary data for the purpose of analysis and representation of the subgroup. Furthermore, within each stratum, there will be uniformity that can lead to increased precision in the results. However, it is important to acknowledge the drawbacks associated with this technique. One notable disadvantage is that errors may escalate when the strata are chosen at varying rates. Furthermore, the cost of implementation becomes significantly higher, particularly when dealing with many strata. Another consideration is the potential length of time required for the data gathering technique. Many respectable scholarly works have lent credence to this, such as Saunders (2009), Berenson (2012), Cooper and Schindler (2014), and Sekaran and Bougie (2016). Once the population has been segmented into distinct and relevant strata, the process of selecting a sample from each stratum can be accomplished by either random or systematic methods. The process of selecting a sample from several strata can be categorized as either proportional or disproportional (Ghauri, 2020; Easterby-Smith, 2015). Proportionate stratified sampling is a method that guarantees proper representation of each stratum within the sample. The sample size of each stratum is determined in proportion to the stratum's ratio relative to the overall population. On the contrary, the procedure for selecting the sample in disproportionate stratified sampling relies on subjective assessment. A possible

limitation of proportionate stratified sampling is the possibility of inadequate representation of smaller strata (Easterby-Smith, 2015; Cooper and Schindler, 2014).

Based on the preceding discourse, the present study employs proportional stratified sampling, wherein the sample is determined from each stratum using the same percentage. Additionally, a bigger share of the sample is allocated to the smaller stratum.

5.9. Translation of the Questionnaire

In the manufacturing sector of Kuwait, English is the designated formal language, while Arabic serves as the native language. Consequently, the questionnaire was translated into the Arabic language with the back-translation technique. According to the recommendation of Douglas and Craig (2007), back translation is a highly effective approach for accurately and proficiently translating research questionnaires. The translation procedure has been conducted in two distinct phases. Initially, the English edition underwent translation into the Arabic language by translator who had official certification. Furthermore, the Arabic rendition underwent a subsequent translation process into English, facilitated by an additional translator who possesses the necessary certification. A comparison study was performed on the original English questionnaire and its back-translated counterpart. The two versions exhibited a notable level of uniformity, with minimal differences between them.

5.10. Pre-testing of the Questionnaire and the Pilot Study

To ensure the data instrument had sufficient validity and reliability, a pre-test and pilot research were carried out throughout its development (Saunders, 2009; Cooper & Schindler, 2014). The face-validity procedure was utilized to conduct a pre- test in this study. A sampling of business school professors from institutions around Kuwait, including American University of Kuwait and American University of the Middle East, were polled for this study. The purpose of this assessment was to evaluate: (1) the quality of the questionnaire items; (2) the clarity and appropriateness of the language used; and (3) items' relevance to the dimensions under evaluation. We send the translated questionnaires to professors with extensive knowledge in study once they are complete. These academic members are fluent in both Arabic and English. They are affiliated with reputable institutions such as the American University of Kuwait and the American University of Middle East. The purpose of their involvement

is to assess the validity of the Arabic version of the questionnaire (Appendix III). The researcher expressed a strong interest in engaging in a discussion on the comments and ideas with the faculty members. Subsequently, a rigorous and precise implementation of the suggestions was undertaken. Subsequently, a pilot study involving a sample of 32 individuals was undertaken, wherein the participants were requested to offer their feedback and remarks regarding any difficulties encountered while completing the questionnaire. The feedback provided by the participants indicated that the questionnaire possesses a well-organized structure and employs clear and comprehensible language. Additionally, the estimated time required to complete the questionnaire was deemed appropriate, averaging approximately twenty minutes. In addition, the examination of Cronbach's alpha was conducted on the data values from the pilot study to assess the internal consistency reliability of the measurement. Cronbach's alpha is widely utilized in literature as a coefficient to gauge internal consistency (Kline, 2015). This analysis was performed usings PSS. The calculated Cronbach's alpha varied from 1, representing outstanding internal consistency, to 0, indicating insufficient internal consistency. According to Field (2013), the instrument would be deemed stable and dependable if the value exceeded 0.7.

Tablo 5.1: Cronbach’s Alpha Values of the Pilot Study Data.

Variables	**Cronbach’s Alpha**
IOC	0.868
JS	0.77
AL	0.931
EC	0.856
ESIB	0.906

According to Table 2, which contains the results reported earlier, the Cronbach's alpha coefficient for each dimension is greater than the permissible minimum of 0.60. These findings indicate that the measures included in the questionnaire have a strong level of reliability and internal consistency.

5.11. Methods of Questionnaire Distribution

Questionnaires can be administered through several methods, including self-administration and electronic administration (Sekaran and Bougie, 2016; Ghauri, 2020). One significant benefit of utilizing a self-administered questionnaire is the attainment of a high response rate. However, there are disadvantages associated with this approach as it necessitates a significant amount of effort and a greater investment of time. The electronic questionnaire offers a significant benefit in its capacity to be simultaneously distributed to many participants. Additionally, this method is comparatively cost- effective, readily administered, guarantees prompt delivery, allows for automated processing of responses, and becomes highly advantageous for gathering data across broad geographic scope. There are a few major drawbacks to using electronic surveys. Firstly, you need to have access to computers and the internet. Secondly, the response rate is rather low. Lastly, there is a higher chance of people giving incomplete answers.

The questionnaire was distributed using both computerized and self-administered techniques to maximize the response rate. A comprehensive compilation of the contact names for all manufacturing companies in Kuwait has been obtained. A letter requesting informed consent was forwarded to the selected contact person at each company. The purpose, methodology, significance, and nature of the research were clarified in the letter, along with details regarding confidentiality and anonymity. The objective of obtaining approval for distributing the questionnaire was stated. For reference, the letter can be found in Appendix The procedure of data gathering commenced on the 20th of March 2023and concluded on the 30th of August 2023.

5.12. Data Analysis Plan

There exists a set of initial procedures that must be undertaken to ascertain the suitability of the gathered data for conducting Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis. A comprehensive data analysis plan has been established. Two distinct steps were used to evaluate the data: the first was data analysis and hypothesis testing, and the second was data analysis and preliminary analysis. The selection of the Statistical Package for Social Sciences (SPSS) was made to conduct the analysis of the quantitative data.

5.13. Preliminary Data Analysis

The initial assessments encompass data coding, data screening, and normality testing.

5.14. Data Coding

It is necessary to convert the questionnaire data into numerical form to perform a quantitative analysis, as stated by Cooper and Schindler (2014). The items' categories were used to sort the responses in this study. An recognized coding scheme for the five-point Likert scale is as follows: 5 for highly agree, 4 for agree, 3 for neither agree nor disagree, 2 for disagree, and 1 for strongly disagree

5.15. Data Screening

Researchers often encounter challenges throughout the process of data collecting and analysis, such as the presence of missing data and the identification of suspicious response patterns (Hair Jr, 2016). Before initiating the analysis of the data, it was imperative to evaluate the accuracy and completeness of the data to ensure the generation of precise findings through the process of data screening. The purpose of data screening is to verify the accuracy of the obtained data by checking for missing values and verifying that the data follows a normal distribution (Tabachnick and Fidell, 2007).

5.16. Treatment of Missing Data

In surveys, missing data occurs when some or all the questions asked do not receive a response from the participants (Hair Jr., 2016).

According to Tabachnick and Fidell (2007), there are two approaches for evaluating missing data: the first involves quantifying the extent of missing data. Moreover, it is crucial to ascertain the fundamental pattern of the absent data, specifically whether it is randomly distributed or demonstrates a non-random distribution. This approach is consistent with the conclusions of Field (2013) and Hair Jr (2016), which endorse the idea that when missing data conforms to a normal distribution and represents less than 5% of the overall data, it is suitable to replace the missing values with the mean of the correct values within that dimension. Consequently, the researcher opted to utilize the internet survey platform (SurveyMonkey) for data collection to mitigate any potential data omissions.

6. QUANTITATIVE RESULTS

6.1. Introduction

The current investigation made use of quantitative research techniques. After administering a questionnaire to collect quantitative data, the researcher ran the numbers through SPSS version 28 to answer the study questions. The present chapter is structured into seven primary sections: Section one provides an overview of the Descriptive Statistics. Section two presents the Reliability Analysis, which assesses the consistency and stability of the measurements. Section three presents the Correlation Analysis, which examines the relationships between variables. Section four demonstrates the Structural Equation Modelling (SEM) for the conceptual proposed framework, which allows for the examination of complex relationships among variables. Section five illustrates the Assessment of the Measurement Model, which evaluates the validity and reliability of the measurement instruments. Section six illustrates the Assessment of the Structural Model, which examines the relationships and pathways among the variables in the proposed framework. Lastly, section seven presents the hypotheses testing, where the proposed hypotheses are evaluated and tested for statistical significance.

The researcher administered a survey with a questionnaire including 38 data items. The survey was specifically developed to collect data across five distinct domains: Innovative Organizational Culture (IOC), Job Satisfaction (JS), Authentic Leadership (AL), Employee Commitment (EC), and Employee Social Intrapreneurial Behaviors (ESIB). The objective of the survey was to evaluate the attitudes and opinions of the participants regarding a particular subject matter. The questionnaire comprised sections that consisted of Likert scale questions. The Likert scale is a widely employed approach for assessing attitudes and opinions. The survey comprises a sequence of statements wherein respondents express their degree of agreement or disagreement using a five-point rating system. The scale utilized in this study encompassed a range of values, with 1 representing "strongly disagree" and 5 representing "strongly agree." In conjunction with the implementation of the Likert scale inquiries, the questionnaire

encompassed a segment dedicated to the acquisition of demographic data from the respondents. The purpose of this section was to collect data regarding the age, gender, educational background, employment status, organizational affiliation, department, current job position, and work experience of the participants. Additionally, other pertinent aspects that may have an impact on their views and opinions were also considered. Moreover, the data underwent a two-step analysis process. In the initial stage, the data was imported into SPSS version 28 for the purpose of conducting preliminary data analysis. The activities encompassed in this study were data cleaning, summarizing demographic characteristics, doing descriptive statistics of constructs, and conducting correlation analysis. The second step of the study involved the utilization of Partial Least Squares Structural Equation Modelling (PLS-SEM) with the assistance of the Smart PLS 4 software package (Ringle, 2015) to evaluate the suggested model. Partial Least Squares Structural Equation Modeling (PLS-SEM) is an advanced technique that extends traditional multivariate analysis methods like regression, factor analysis, and discriminant analysis. This methodology enables researchers to concurrently investigate various correlations between independent and dependent variables. The survey data in this study was analyzed using Smart PLS 4, a software tool that employs PLS-SEM. This approach facilitates the construction of a path model, which visually represents the relationships between variables. The utilization of a structural equation model offers a robust methodology for examining the relationships between observable variables and latent components. The investigation using structural equation modelling (SEM) was conducted in two primary stages: the examination of the measurement model and the assessment of the structural model. The evaluation of reliability and validity in the measurement model assessment involved the use of many statistical measures, including Cronbach's alpha, composite reliability, cross-loadings, and other indicators provided by the Smart PLS software. This procedure was implemented to guarantee that the measurement instruments employed in the study possessed strong reliability and validity, effectively capturing the underlying constructs under investigation. After completing the measurement model assessment, the subsequent phase involves the evaluation of the structural model, during which the presented hypotheses are subjected to testing. This entailed conducting an analysis of the relationships among variables. The utilization of this two-step procedure facilitated the acquisition of a full comprehension about the

relationships among the variables under investigation, hence enabling the drawing of significant and insightful conclusions.

6.2. Descriptive Statistics

Table 6.1 demonstrates the demographic characteristics of the study sample, which consists of 223 participants. The results showed that most of the participants were male (66.4%), between the ages of 18 and 24 (51.1%) and had a bachelor's degree (69.1%). Around 49% of the participants were employed full time. Most of the participants are working in the electrical, computer, and ICT industry (39.9%) followed by the food industry (27.4%). Among the several departments represented, those dealing with production (12.6% of the total) and human resources (13.9%) had the largest number of participation. Most of the participants were at intermediate or experienced level (29.1%), while 21% were at entry-level, 19% were at first-level management, 17% were at middle management and 14%were at executive or senior management. Majority of the participants had 1- 2 years of work experience (18.8%)

Table 6.1 : Demographic Characteristics.

Gender	**Overall (N=223)**	**%**
Male	148	(66.4%)
Female	75	(33.6%)
Age		
18-24	114	(51.1%)
25-34	56	(25.1%)
35-44	30	(13.5%)
45-54	16	(7.2%)
55-65	7	(3.1%)
Education		
High School	35	(15.7%)
Bachelor's Degree	154	(69.1%)
Master's Degree	13	(5.8%)
Ph.D. or higher	14	(6.3%)
Trade School	2	(0.9%)
Other	5	(2.2%)

Table 6.1 (continued) : Demographic Characteristics.

Job		
Employed Full-Time	110	(49.3%)
Employed Part-Time	40	(17.9%)
Other	73	(32.7%)
Organization type		
Food Industry	61	(27.4%)
Textile Industry	8	(3.6%)
Metal Industry	13	(5.8%)
Chemical Industry	21	(9.4%)
Leather Industry	7	(3.1%)
Machinery Industry	24	(10.8%)
Electrical, Computer & ICT Industry	89	(39.9%)
Department		
Human Resources Department	31	(13.9%)
Marketing Department	24	(10.8%)
R&D Department	20	(9.0%)
Production Department	28	(12.6%)
Finance Department	19	(8.5%)
Sales Department	19	(8.5%)
Maintenance Department	14	(6.3%)

Table 6.1 (continued) : Demographic Characteristics.

Manufacturing Department	13	(5.8%)
Other	55	(24.7%)
Current position		
Executive or Senior Management	31	(13.9%)
	Overall (N=223)	**%**
Middle Management	37	(16.6%)
First-Level Management	42	(18.8%)
Intermediate or experienced	65	(29.1%)
Entry-Level	48	(21.5%)
Work Experience		
less than 6 months	40	(17.9%)
6-11months	34	(15.2%)
1-2 years	42	(18.8%)
3-4 years	32	(14.3%)
Work Experience		
5-9 years	32	(14.3%)
10-14 years	17	(7.6%)
15-19 years	8	(3.6%)
20 years or more	18	(8.1%)

The descriptive statistics for the study constructs are presented in Table 6.2. The mean score for all constructs is more than 3.5, which suggests that the respondents have a positive opinion for the constructs being measured. The standard deviations for all constructs were in the range of 0.741 to 0.907, which indicates that there is some variation in the opinions of the respondents.

Table 6.2 : Descriptive Statistics of the study constructs.

	Mean	**SD**	**Minimum**	**Maximum**	**Skewness**	**Kurtosis**
IOC	3.64	0.787	1.00	5.00	-0.643	0.814
JS	3.75	0.879	1.00	5.00	-0.823	0.877
AL	3.43	0.907	1.00	5.00	-0.751	0.706
EC	3.53	0.763	1.00	5.00	-0.304	0.396
ESIB	3.69	0.741	1.00	5.00	-0.550	0.902

6.3. Reliability Analysis

The reliability index is a statistical measure of how well a set of data measures what it is supposed to measure. It is frequently utilized to assess the precision and accuracy of the measurement tools used to evaluate a specific construct. Reliability measures help the researchers to identify potential problems with measurement instruments. One of the most widely used reliability indices is Cronbach's alpha coefficient. This coefficient measures the internal consistency of a group of items that are supposed to measure the same construct. The value of Cronbach's alpha coefficient range between 0 to 1, with a higher value indicates stronger internal consistency. In the present study, the value of overall Cronbach's alpha coefficient for the constructs Innovative Organizational Culture (IOC), Job Satisfaction (JS), Authentic Leadership (AL), Employee Commitment (EC) and Employee Social Intrapreneurial Behaviors (ESIB)

is 0.890, 0.882, 0.927, 0.864 and 0.902 respectively. This indicates that the questionnaire has excellent reliability.

Furthermore, the construct validity was evaluated to ascertain the extent to which research instruments assess the target constructs. One way to evaluate the construct validity of a questionnaire is by using the total item-rest correlation. This metric quantifies how each individual survey item correlates with the remaining items. A higher correlation indicates that the item aligns more closely with the construct being measured. Following the recommendation of Abdulameer and Sahib (2019), a total item-rest correlation of 0.3 or higher indicates that an item effectively measures the intended construct. Table 6.3-Table 6.7 shows the results of item- rest correlation for the study constructs, with item rest correlation values falling within an acceptable range. This suggests that each item in the questionnaire is strongly linked to the underlying construct under examination.

Table 6.3 : Item Reliability Statistics for IOC.

				If item dropped	
	Mean	SD	Item-rest correlation	Cronbach's α	
IOC1	3.36	1.027	0.468	0.894	
IOC2	3.73	1.067	0.725	0.870	
IOC3	3.82	1.044	0.707	0.872	
IOC4	3.75	0.943	0.728	0.871	
IOC5	3.65	0.965	0.649	0.878	
IOC6	3.66	1.049	0.633	0.879	
IOC7	3.73	1.145	0.730	0.869	If item dropped
IOC8	3.44	1.127	0.685	0.874	
Overall Cronbach alpha = 0.890					

Table 6.4 : Item Reliability Statistics for Job Satisfaction (JS).

				If item dropped
	Mean	**SD**	**Item-rest correlation**	**Cronbach's α**
JS1	3.67	1.065	0.704	0.864
JS2	3.84	0.990	0.836	0.813
JS3	3.82	0.960	0.752	0.846
JS4	3.69	1.075	0.694	0.869

Table 6.5 : Item Reliability Statistics for Authentic Leadership (AL).

				If item dropped
	Mean	**SD**	**Item-rest correlation**	**Cronbach's α**
AL1	3.51	1.15	0.713	0.920
AL2	3.52	1.09	0.745	0.918
AL3	3.39	1.11	0.796	0.914
AL4	3.36	1.19	0.764	0.916
AL5	3.42	1.11	0.789	0.914
AL6	3.52	1.08	0.731	0.919
AL7	3.41	1.05	0.732	0.919
AL8	3.28	1.15	0.734	0.918

Table 6.6 : Item Reliability Statistics for Employee Commitment (EC).

	Mean	SD	Item-rest correlation	If item dropped Cronbach's α
EC1	3.66	0.966	0.596	0.850
EC2	3.42	1.181	0.593	0.850
EC3	3.46	1.103	0.614	0.848
EC4	3.39	1.111	0.613	0.848
EC5	3.51	1.133	0.666	0.843
EC6	3.28	1.241	0.574	0.853
EC7	3.88	1.014	0.613	0.848
EC8	3.83	0.991	0.559	0.853
EC9	3.37	1.151	0.537	0.856

Table 6.7 : Item Reliability Statistics Employee Social Intrapreneurial Behaviors (ESIB).

				If item dropped
	Mean	**SD**	**Item-rest correlation**	**Cronbach's α**
ESIB1	3.69	1.026	0.699	0.889
ESIB2	3.80	0.977	0.657	0.892
ESIB3	3.78	0.958	0.683	0.890
ESIB4	3.79	0.919	0.679	0.891
ESIB5	3.53	1.088	0.592	0.898
ESIB6	3.58	1.059	0.659	0.892
ESIB7	3.68	0.996	0.726	0.887
ESIB8	3.69	0.879	0.726	0.888
ESIB9	3.69	0.980	0.651	0.893

6.4. Correlation Analysis

A Pearson correlation analysis was utilized to investigate the association between the study constructs. The values of correlation coefficient ranged between -1 to +1, with -1 indicates perfect negative and +1 indicates perfect positive correlation. According to Ratner (2009), correlation coefficients that range from 0 to 0.3 indicate a weak correlation, those that fall between 0.3 and 0.7 indicate a moderate correlation, and those that fall between 0.7 and 1.0 indicate a very strong linear association. Table 6.8 displays the results of the Pearson correlation analysis. The finding shows that all the constructs are significantly correlated ($p<0.05$).

Table 6.8 : Correlation matrix.

IOC			JS		AL		EC		ESIB
IOC	—								
JS	0.650	***	—						
AL	0.723	***	0.640	***	—				
EC	0.603	***	0.651	***	0.643	***	—		
ESIB	0.608	***	0.543	***	0.566	***	0.690	***	—

Note. * p < .05, ** p < .01, *** p < .001

6.5. SEM for the Conceptual Proposed Framework

Structural equation modeling (SEM) is a statistical technique that is used to examine the relationships between latent variables (also known as constructs or factors) and their observed indicators. SEM can be used to test a variety of research hypotheses, including mediation, moderation, and structural relationships. PLS-SEM is particularly well-suited for research problems where the goal is to predict a latent variable from other latent variables. It is a two- step procedure that begins by assessing the outer measurement model, which is the relationship between the latent variables and their observed indicators. The second step involves evaluating the inner model, which is the structural model that specifies the relationships between the latent variables. The node diagram in Figure 6.1 shows the basic PLS model. The node diagram in Figure 6.2 shows the PLS model after removing items having low loading (<0.6).

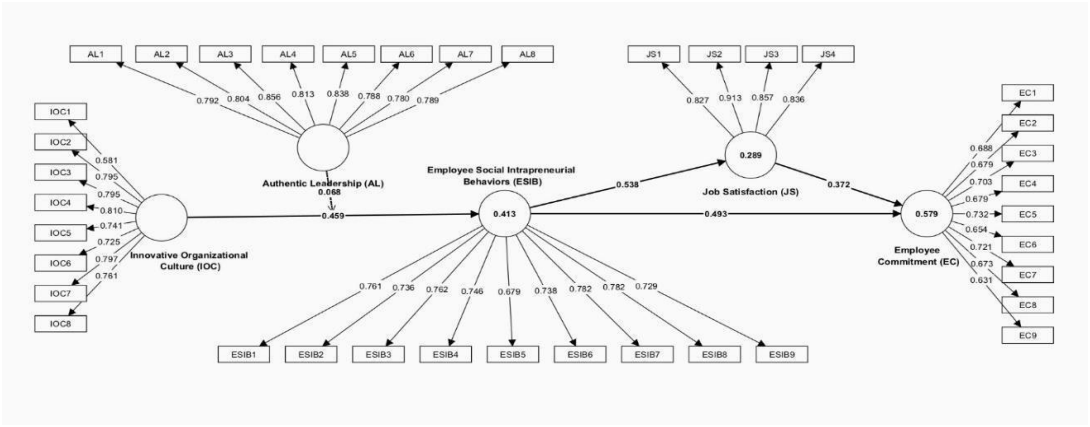

Figure 6. 1 : Node diagram for the PLS-PM model with loading and path estimates.

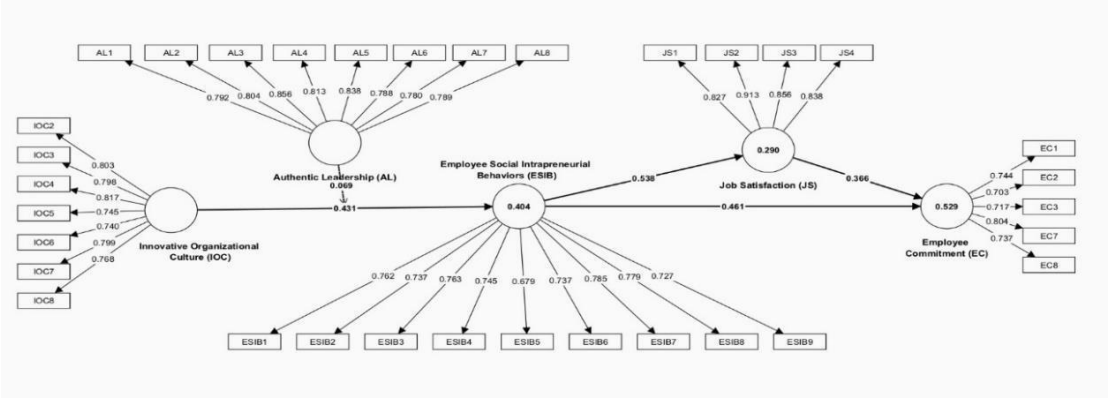

Figure 6.2 : Node diagram for the PLS-PM model after removing items having low loading

6.6. Measurement Model Assessment

The measurement model, also known as the outer model, is a crucial component of Partial Least Squares Structural Equation Modeling (PLS-SEM) path modeling. It focuses on the measurement of latent variables, which are constructs that cannot be directly observed but are inferred from observed indicators or variables. In the measurement model, each latent construct is composed of multiple observed indicators or variables. The measurement model assessment elucidates the connections between constructs and the indicators used to represent them (Henseler & Sarstedt, 2013; Hair , 2014). The first assessment in structural equation modelling was the measurement model assessment, which included the examination of the indicator reliability, construct reliability, convergent validity, and discriminant validity of the study constructs.

6.7. Indicator Reliability

The term "indicator reliability" refers to the extent to which a particular indicator or measurement represents the construct that it is designed to measure in a consistent and accurate manner. Reliability is an essential attribute of any indicator that is employed. Examining the loadings of the items is the standard procedure for conducting the assessment of indicator reliability in a measurement model (Hair, 2011). According to Garson (2016), loadings can have values anywhere from 0 to 1, with larger values signifying higher levels of reliability. High outer loadings suggest that the construct's indicators are reliable (Zijlmans, 2017). When the loading value is less than 0.6, the indicator variable should be discarded from the study (Field, 2005). In the present

study, the outer loadings for the items are greater than 0.60, confirming the reliability of the indicators.

6.8. Construct Reliability

When multiple observed variables are integrated into a single latent variable, it raises concerns not only about the reliability of the items themselves, but also about the degree to which the underlying construct is free of random errors. When combining multiple observed variables into a latent variable, it is important to assess the reliability of both the items and the underlying construct. There are two approaches commonly used to assess construct reliability in structural equation modeling: composite reliability and Cronbach's alpha. Composite reliability tends to overestimate reliability, while Cronbach's alpha tends to underestimate it (Hair, 2017). Additionally, Cronbach's alpha values tend to increase with the number of indicators (Field, 2013). Therefore, it is recommended by researchers (Hair ,2017) to report both Cronbach's alpha and composite reliability results. To determine the reliability of a construct, it is generally accepted that the reliability value should be greater than 0.7. In the present study, the values of Cronbach's alpha and composite reliability scores exceed 0.70 (Table 6.9), indicating that the constructs are reliable.

6.9. Convergent Validity

Convergent validity refers to the extent to which indicators within the same construct are positively related. To assess convergent validity, the Average Variance Extracted (AVE) is used. AVE represents the amount of variance captured by the construct relative to measurement error. Higher AVE values indicate that a larger proportion of the variance in the indicators is explained by the construct, suggesting stronger convergent validity. According to Fornell and Larcker (1981), a construct demonstrates convergent validity when the AVE value is at least 0.5. In the present study, the AVE values for all the constructs are greater than 0.5, except for the construct employee commitment, for which the value of AVE is 0.5 (Table 6.9). The finding indicates that the convergent validity for each measure is satisfactory.

6.10. Common Method Bias

Common method bias can be a potential issue in research when using a single source, self- reporting, and cross-sectional design. When multiple constructs are measured, there is an increased likelihood of experiencing common method bias because technique-specific variance can influence the bias of observed relationships. This means that the observed relationships may be distorted due to the common method bias (Schaller, 2015). To address the issue of common method bias, one approach suggested by Podsakoff (2003) is to enhance respondent motivation. By increasing motivation, researchers can encourage more thoughtful and insightful responses from participants, which can help mitigate the potential bias introduced by the common method. Another way to assess and mitigate common method bias is through the examination of collinearity. Kock (2015) proposes that Variance Inflation Factor (VIF) values greater than 3.3 may indicate severe collinearity and common method bias. Collinearity refers to the high correlation between predictor variables, which can lead to inflated standard errors and unreliable estimates. Therefore, it is important to assess collinearity and ensure that VIF values are below the threshold to minimize the impact of common method bias. In the present study(i.e. Table 6.9), the VIF values for the research constructs is less than 3.3 or close to 3.3. These values indicate that there is no severe collinearity and suggest the absence of common method bias.

Table 6.9 : Outer Model Summary Table for the PLS-SEM Model.

Construct	Items	loading	VIF	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Authentic Leadership (AL)	AL1	0.792	2.166	0.924	0.93	0.938	0.653
	AL2	0.804	2.442				
	AL3	0.856	2.872				
	AL4	0.813	2.495				
	AL5	0.838	2.773				
	AL6	0.788	2.276				
	AL7	0.78	2.153				
	AL8	0.789	2.254				
Employee Social Intrapreneurial Behaviors (ESIB)	ESIB1	0.762	2.033	0.901	0.901	0.919	0.558
	ESIB2	0.737	2.02				
	ESIB3	0.763	2.032				
	ESIB4	0.745	1.891				
	ESIB5	0.679	1.606				
	ESIB6	0.737	1.98				
	ESIB7	0.785	2.206				
	ESIB8	0.779	2.391				
	ESIB9	0.727	1.923				

Table 6.9 (continued) : Outer Model Summary Table for the PLS-SEM Model.

Innovative Organizational Culture (IOC)	IOC2	0.803	2.319	0.894	0.895	0.917	0.611
	IOC3	0.798	2.251				
	IOC4	0.817	2.253				
	IOC5	0.745	1.897				
	IOC6	0.74	1.824				
	IOC7	0.799	2.171				
	IOC8	0.768	1.921				
Employee Commitment (EC)	EC1	0.744	1.603	0.795	0.798	0.859	0.55
	EC2	0.703	1.58				
	EC3	0.717	1.652				
	EC7	0.804	1.906				
	EC8	0.737	1.637				
Job Satisfaction (JS)	JS1	0.827	2.089	0.881	0.885	0.918	0.738
	JS2	0.913	3.427				
	JS3	0.856	2.489				
	JS4	0.838	1.912				

6.11. Discriminant Validity

Discriminant validity refers to the extent to which each latent variable in the model is distinct from the other latent variables. In other words, it assesses whether the construct is measuring a unique concept and is not highly correlated with other constructs in the model (Hair, 2017). To evaluate the discriminant validity of the model, several methods were employed

6.12. Cross loading

One method used to assess discriminant validity is cross loadings. Cross loadings involve examining the correlations between each indicator and its corresponding construct, as well as the correlations between each indicator and other constructs in the model. If the construct has a higher correlation with its own indicators than it does with the indicators of another construct, it indicates discriminant validity (Hair, 2017). Table

6.10 reports the results of the cross loading. The loadings of each measurement item that was included in this study were considerably greater against their respective designated construct as compared to the other constructs, thus shows discriminant validity.

Table 6.10 : Loadings and Cross loadings for the Model.

	Authentic Leadership	**Employee Commitment**	**Employee Social Intrapreneurial Behavior**	**Innovation Organizational Culture**	**Job Satisfaction**
AL1	**0.792**	0.533	0.568	0.671	0.573
AL2	**0.804**	0.470	0.433	0.627	0.488
AL3	**0.856**	0.552	0.495	0.587	0.539
AL4	**0.813**	0.543	0.390	0.519	0.513
AL5	**0.838**	0.497	0.415	0.530	0.473
AL6	**0.788**	0.451	0.388	0.523	0.489
AL7	**0.781**	0.512	0.429	0.515	0.524
AL8	**0.789**	0.531	0.444	0.564	0.474
EC1	0.449	**0.688**	0.450	0.426	0.502
EC2	0.406	**0.679**	0.383	0.339	0.485

Table 6.10 (continued) : Loadings and Cross loadings for the Model.

	Authentic Leadership	**Employee Commitment**	**Employee Social Intrapreneurial Behavior**	**Innovation Organizational Culture**	**Job Satisfaction**
EC3	0.530	**0.703**	0.478	0.524	0.411
EC4	0.415	**0.679**	0.454	0.327	0.408
EC5	0.376	**0.732**	0.534	0.353	0.386
EC6	0.408	**0.654**	0.423	0.294	0.394
EC7	0.428	**0.721**	0.524	0.500	0.445
EC8	0.452	**0.673**	0.586	0.465	0.440
EC9	0.451	**0.631**	0.409	0.419	0.458
ESIB1	0.441	0.550	**0.763**	0.434	0.377
ESIB2	0.418	0.544	**0.736**	0.433	0.430
ESIB3	0.364	0.577	**0.764**	0.460	0.402
ESIB4	0.423	0.545	**0.747**	0.455	0.384
ESIB5	0.477	0.468	**0.677**	0.523	0.411
ESIB6	0.456	0.516	**0.736**	0.464	0.485
ESIB7	0.408	0.479	**0.782**	0.421	0.379

Table 6.10 (continued) : Loadings and Cross loadings for the Model.

	Authentic Leadership	**Employee Commitment**	**Employee Social Intrapreneurial Behavior**	**Innovation Organizational Culture**	**Job Satisfaction**
ESIB8	0.403	0.488	**0.782**	0.413	0.344
ESIB9	0.360	0.476	**0.728**	0.397	0.385
IOC2	0.626	0.443	0.484	**0.803**	0.558
IOC3	0.482	0.516	0.485	**0.798**	0.477
IOC4	0.535	0.541	0.509	**0.817**	0.510
IOC5	0.489	0.422	0.457	**0.745**	0.440
IOC6	0.538	0.447	0.442	**0.740**	0.482
IOC7	0.581	0.395	0.455	**0.799**	0.547
IOC8	0.640	0.493	0.431	**0.768**	0.511
JS1	0.566	0.523	0.403	0.569	**0.827**
JS2	0.529	0.541	0.480	0.592	**0.913**
JS3	0.497	0.536	0.423	0.525	**0.857**
JS4	0.582	0.584	0.526	0.527	**0.836**
EC6	0.408	0.423	0.294	**0.652**	0.426

Table 6.10 (continued) : Loadings and Cross loadings for the Model.

	Authentic Leadership	**Employee Commitment**	**Employee Social Intrapreneurial Behavior**	**Innovation Organizational Culture**	**Job Satisfaction**
EC7	0.428	0.524	0.500	**0.716**	0.475
EC8	0.452	0.586	0.465	**0.665**	0.460
EC9	0.451	0.410	0.419	**0.651**	0.655
JS1	0.566	0.404	0.569	0.522	**0.785**
JS2	0.529	0.481	0.592	0.544	**0.884**
JS3	0.497	0.424	0.525	0.537	**0.825**
JS4	0.582	0.526	0.527	0.587	**0.838**

6.13. Fornell and Larker's criterion

Another method to assess the discriminant validity of the model is Fornell and Larcker criterion. This criterion examines the relationship between the square root of the average variance extracted (AVE) and the correlation between latent constructs (Hair, 2014). The AVE represents the amount of variance captured by the construct's indicators, and it is expected that a construct should be able to explain more variance in its own indicators than in the indicators of other constructs. In this study, the square root of each construct's AVE was compared to the correlations with other latent constructs. This finding indicates that Fornell and Larcker's criterion has been satisfied, as the square roots of AVE for each construct are higher than the correlations with other constructs (i.e., Table 6.11). This suggests that each construct can better explain the variance in its own indicators compared to the variance in the indicators of other constructs. The satisfaction of Fornell and Larcker's criterion provides evidence for the discriminant validity of the model. It demonstrates that each latent construct is distinct and measures a unique concept.

Table 6.11 : Fornell-Larcker Criterion Results.

	AL	ESIB	EC	IOC	JS
AL	0.808				
ESIB	0.560	0.747			
EC	0.610	0.659	0.742		
IOC	0.709	0.598	0.610	0.782	
JS	0.635	0.538	0.615	0.644	0.859

The other way to assess the discriminant validity across groups is by calculating its heterotrait-monotrait (HTMT) ratio of correlation. Based on a Monte Carlo simulationresearch, Henseleret al. (2015) advocate for using the HTMT ratio as a more accurateway to evaluate discriminant validity. Comparisons with the cross-loadings criterion and the Fornell-Larcker criterion, HTMT ratio achieves higher rates of specificity andsensitivity. Values of the HTMT close to 1 suggest a lack of discriminant validity. For discriminant validity, Kline (2015) proposed a limit of

0.85. In Table 6.12, the HTMT values obtained from the assessment are presented. None of the constructs have values greater than 0.85, indicating that discriminant validity is demonstrated for all constructs. This suggests that the indicators within each construct are more strongly correlated with each other than with indicators from other constructs.

Table 6. 12 : HTMT Ration Results.

	AL	**EC**	**ESIB**	**IOC**	**JS**
AL					
EC	0.710				
ESIB	0.602	0.780			
IOC	0.775	0.675	0.663		
JS	0.697	0.731	0.597	0.727	

6.14. Structural Model Assessment

The next phase, after the measurement model has been validated, is to build the structural model. Bootstrapping is a methodology that can be employed to achieve this objective (Hair ,2017). The technique of bootstrapping involves the estimation of model uncertainty and stability through the process of resampling data with replacement. The utilization of bootstrapping techniques might be advantageous in the context of partial least squares (PLS) regression analysis when confronted with limited sample sizes or substantial variability in the data.

The structural model is evaluated by examining the links between latent variables. This involves the estimation of the path coefficients, which reflect the strength and direction of the associations between latent variables. The results were analyzed using a significance level of 5%. Table 6.13 displays the outcomes of the bootstrapping procedure conducted on the Partial Least Squares Structural Equation Modelling (PLS- SEM) analysis.

A significant relationship was observed between Authentic Leadership (AL) and Employee Social Intrapreneurial Behaviors (ESIB) (β =0.284; t=2.894; p<0.05); as a

result, proposed hypothesis is accepted. A significant relationship was observed between Employee Social Intrapreneurial Behaviors (ESIB) and Employee Commitment (EC) (β =0.493; t=7.400; p<0.05); as a result, proposed hypothesis is accepted.

A significant relationship was observed between Employee Social Intrapreneurial Behaviors (ESIB) and Job Satisfaction (JS), (β =0.538; t=8.293; p<0.05); as a result, proposed hypothesis is accepted.

A significant relationship was observed between Innovative Organizational Culture (IOC) and Employee Social Intrapreneurial Behaviors (ESIB) (β =0.431; t=4.857; p<0.05); as a result, proposed hypothesis is accepted.

A significant relationship was observed between Job Satisfaction (JS) and Employee Commitment (EC) (β =0.373; t=6.014; p<0.05); as a result, proposed hypothesis is accepted. The moderation effect of Authentic Leadership (AL) on Innovative Organizational Culture (IOC) and Employee Social Intrapreneurial Behaviors (ESIB) was not significant (β =0.068;t=1.188; p>0.05); as a result, the proposed hypothesis is rejected.

Table 6.13 : Bootstrap Results for the Inner Model Regression Paths.

Path	**Original sample (O)**	**Standard deviation (STDEV)**	**T statistics (|O/STDEV|)**	**P values**	**Decision**
AL -> ESIB	0.284	0.098	2.894	0.004	Supported
ESIB -> EC	0.493	0.067	7.400	0.000	Supported
ESIB -> JS	0.538	0.065	8.293	0.000	Supported
IOC -> ESIB	0.431	0.089	4.857	0.000	Supported
JS -> EC	0.373	0.062	6.014	0.000	Supported
AL x IOC -> ESIB	0.068	0.058	1.188	0.235	Not Supported

Mediation analysis is a method used to explore and evaluate how independent variables indirectly influence a dependent variable through one or more mediator variables. Its primary goal is to investigate whether the relationship between the independent variable and the dependent variable is partially or completely mediated by the mediator variable. This analysis helps determine to what extent the impact of the independent variable is transmitted through the mediator variable to affect the dependent variable.

There are various approaches to assess mediation, with bootstrapping being a contemporary and widely used method (Rijnhart,2021; Madhavan, 2018). In the current research, we investigated the potential mediating effects of Job Satisfaction (JS) and Employee Social Intrapreneurial Behaviors (ESIB) on the exogenous and endogenous study variables. The outcomes of the mediation analysis are shown in Table 6.14. A significant mediation effect of Employee Social Intrapreneurial Behaviors (ESIB) was observed between Authentic Leadership (AL) and Job Satisfaction (JS) (β=0.153; t=2.542; $p<0.05$); as a result, the proposed hypothesis is accepted. A significant mediation effect of Employee Social Intrapreneurial Behaviors (ESIB) was observed between Innovative Organizational Culture (IOC) and Job Satisfaction (JS) (β=0.232; t=4.106; $p<0.05$); as a result, the proposed hypothesis is accepted.

A significant mediation effect of Employee Social Intrapreneurial Behaviors (ESIB) was observed between Authentic Leadership (AL) and Employee Commitment (EC) (β=0.140; t=2.809; $p<0.05$); as a result, the proposed hypothesis is accepted.

A significant mediation effect of Employee Social Intrapreneurial Behaviors (ESIB) and Job Satisfaction (JS) was observed between Innovative Organizational Culture (IOC) and Employee Commitment (EC) (β=0.086; t=3.360; $p<0.05$); as a result, the proposed hypothesis is accepted.

A significant mediation effect of Employee Social Intrapreneurial Behaviors (ESIB) was observed between Innovative Organizational Culture (IOC) and Employee Commitment (EC)(β=0.213; t=3.741; $p<0.05$); as a result, the proposed hypothesis is accepted. A significant mediation effect of Job Satisfaction (JS) was observed between Employee Social Intrapreneurial Behaviors (ESIB) and Employee Commitment (EC)

(β=0.200; t=0.045; $p<0.05$); as a result, the proposed hypothesis is accepted.

A significant mediation effect of Employee Social Intrapreneurial Behaviors (ESIB) and Job Satisfaction (JS) was observed between Authentic Leadership (AL) and Employee Commitment (EC) (β=0.057; t=2.149; p<0.05); as a result, the proposed hypothesis is accepted.

Table 6.14 : Bootstrap Results for the Inner Model Regression Paths (Mediation Analysis)

	Original	**Standard**	**T statistics**		**Decision**
AL -> ESIB	0.153	0.060	2.542	0.011	Supported
IOC -> ESIB	0.232	0.057	4.106	0.000	Supported
AL -> ESIB	0.140	0.050	2.809	0.005	Supported
IOC -> ESIB	0.086	0.026	3.360	0.001	Supported
					Not
IOC -> ESIB	0.213	0.057	3.741	0.000	Supported
ESIB -> JS	0.200	0.045	4.419	0.000	Supported
					Not
AL -> ESIB	0.057	0.026	2.149	0.032	Supported
AL x IOC ->					Not

7. DISCUSSION AND CONCLUSIONS

7.1. Introduction

This chapter provides an examination of the study findings derived from quantitative data, highlighting the ways in which these findings contribute to the existing body of knowledge in the field of study. The relevant results are summarized in relation to the research objectives and questions. This paper outlines the contributions made to the existing body of knowledge and practice, while also identifying the main limits and suggesting possible directions for further research.

7.2. The Status of Employee Social Intrapreneurial Behavior in the Organizations

The study's findings suggest that Employee Social Intrapreneurial Behavior (ESIB) plays an important role within manufacturing companies in Kuwait. This study introduces a novel conceptual framework for understanding social intrapreneurial activity, defining it as a behavior shown by individuals who are engaged within an organization, irrespective of the organizational context. Employees have a sense of appreciation and perceive themselves as integral contributors to the organization's achievements. They generate ideas that have an impact on society, leading to the development of new methods, services, or goods. The survey involved a total of 223 individuals who are now employed in a company in the manufacturing industry in Kuwait. A significant proportion of the sample population (51.1%) falls within the age range of 18-24, which aligns with the categorization of these individuals as members of Generation Z, as indicated in relevant scholarly literature. The other people, in respective order, belong to other generations. Of the total population, 25.1% belong to Generation Y, 13.5% belong to Generation X, and 10.3% belong to the Baby Boomer generation. It is vital to acknowledge more aspects pertaining to the individuals in this research. A total of 69.1% of the participants in this study obtained a bachelor's degree and subsequently joined the workforce directly. Among these participants, 39.9% are currently employed in the Electrical/computer and ICT industry. Furthermore, 29% of these individuals possess intermediate experience, while 21.5% are considered fresh starters in their respective positions. Additionally, 18.8% of the participants have maintained employment at the same company fora duration of 1-2 years, whereas 17.9% have been employed for less than 6 months at their current company. The bulk

of the participants in the study are of Kuwaiti origin, but the other participants exhibit diversity in their backgrounds. Another aspect of the sample is that a significant number of individuals (Kuwaitis) have obtained their education in Western countries.

This section entails a concise depiction of the characteristics of Generation Z and their accomplishments as employees.

7.3. Gen Z Characteristics

When considering Generation Z, it is crucial to highlight certain key aspects. Individuals belonging to Generation Z have been exclusively born into a society that is increasingly characterized by a wide range of digital technology. Consequently, they are commonly referred to as the IT or Digital X (DY) generation. Generation Z, the cohort that started their entry into the workforce during the initial years of the 21st century, is distinguished by its propensity for rapid transformations. The selection of the name "zappers" or "switcher, hopper" was not arbitrary. Individuals in contemporary society exhibit a notably accelerated lifestyle compared to their forebears, and when confronted with unfavorable circumstances, such as unsatisfactory employment, they demonstrate a proclivity for expeditious adaptation. In contrast to preceding generations, Gen Z embody a distinct realm characterized by the advent of modern technology, information technology (IT), and the online sphere. These advancements have coincided with their maturation, thereby integrating into their personal identities.

Gen Z engages in social interactions in both the physical and digital realms simultaneously. It is inherent for individuals to engage in their daily communication, emotional and social interactions, innovative thinking, and socializing through the utilization of the internet, mobile phones, and other digital devices. These activities are conducted among peers and then shared with a vast and diverse audience.

Gen Z possesses the capacity to effectively handle multiple tasks concurrently, while also efficiently accessing desired information from diverse sources. In relation to the self- development of individuals belonging to generation Z, it is noteworthy to

highlight the paramount importance of their intrinsic motivation to acquire knowledge and their heightened awareness.

7.4. Gen Z as Employees

The phenomenon of frequently switching jobs is inherent to the behavior of individuals belonging to Generation Z. Individuals that exhibit a propensity for job mobility have a resolute commitment to advancing their careers without making concessions. Analogous to the agile movements of a primate traversing between trees, these individuals readily transition between different workplaces whenever they deem it necessary. Consequently, they do not become entrenched inside a single organization, so alleviating concerns regarding a stable income or a designated workspace. Individuals who possess these qualities exhibit bravery, initiative, and a reduced tendency to question their own capabilities and limitations. Individuals with a practical orientation tend to value the autonomy of the individual and thrive in informal, indirect settings. The individuals in question are engaged in the construction of a novel social framework, as they deviate from conventional office work culture by leveraging the internet to carry out their activities from any location worldwide. Moreover, they actively establish virtual communities of their own. Individuals of this category exhibit a greater inclination towards intelligence rather than wisdom, and they exhibit a sense of ease inside the realm of technology. Individuals in question exhibit little proficiency in verbal and emotional expression, yet possess the capacity to actualize their aspirations, even when the associated sacrifices are substantial. The individuals in question will not independently execute their innovative concepts, but instead, they will work collectively to contribute to the betterment of society. A significant majority of young individuals, over 97 percent, perceive the safeguarding of the environment as a matter of importance. Moreover, a substantial proportion, around 74 percent, actively engage in eco-friendly practices such as recycling, selective rubbish collection, and the procurement of energy-efficient light bulbs. When faced with the decision of selecting between two employment opportunities, individuals tend to exhibit a preference for the organization that demonstrates a conscious corporate social responsibility (CSR) approach and adopts an environmentally concerned mindset (Ridderstrale, 2004).

Given the existence of multiple studies that validate the divergence in attitude and value system between Generation Z and preceding generations across various dimensions, it is vital to acknowledge their distinctive attributes as employees (Profession.hu, 2015).

In conclusion, the study has discovered a significant potential within the workforce of the organizations under examination. Examining the relationship between innovative organizational culture; authentic leadership; employee social intrapreneurial behavior; Employee job satisfaction; employee commitment.

This study encompasses several objectives, with objectives 2-6 being briefly summarized as follows: The objective of this study is to examine the impact of employee social intrapreneurial behavior on employee commitment. To evaluate the possible impact of employee job satisfaction on employee commitment, a comprehensive analysis is required. The purpose of this study is to examine the potential impact of authentic leadership style on the relationship between an innovative organizational culture and employee social intrapreneurial behavior. Additionally, this study aims to investigate the sequential influence of employee intrapreneurial behavior and employee job satisfaction as mediators in the relationship between innovative organizational culture and employee commitment. The researchers in this study set out to find out how workers at different sizes of Kuwaiti businesses felt about the idea of social intrapreneurship. To address the research objectives, a Structural Equation Modelling (SEM) analysis was used to evaluate the hypotheses.

According to hypothesis 1, there exists a positive and significant association between an innovative organizational culture and employee social intrapreneurial behaviors. The findings indicate that the hypothesis has been accepted and that the suggested link holds statistical significance ($\beta = 0.431$; $t = 4.857$; $p < 0.05$).

There are two potential explanations that can be put out to argue for this relationship, which are as follows: Firstly, according to the social exchange theory, employees establish a reciprocal relationship inside the organizational context. The organization and its employees provide the requisite confidence to foster robust cooperation. In a culture characterized by innovation, entrepreneurial employees have a strong sense of identification and belonging. Secondly, the predominant demographic within the organizations involved in this study consists of individuals belonging to the generation Z cohort. Seemiller and Grace (2018) argue that this generation actively pursues flexibility, creativity, and a diverse range of job experiences' GenZ individuals are recognized for their passion towards innovation and their preference for working in organizations that prioritize social innovation for the enhancement of society.

According to Hypothesis 2, the relationship between innovative organizational culture and employee social intrapreneurial behaviors is moderated authentic leadership. The results of the study demonstrate that the hypothesis that was suggested has been rejected, indicating that the believed relationship lacks statistical significance (β =0.068; t=1.188; p>0.05).

There are two possible explanations that can be suggested to support this correlation, which are as follows: Firstly, it has been observed that the motivational elements at work for individuals belonging to Generation Z differ from those of earlier generations and are characterized by a greater emphasis on intrinsic motivations (Mahmoud, Fuxman, Mohr, Reisel, & Grigoriou, 2020). The study conducted by Racolţa, Paina, and Irini (2021) in Romania revealed that a cohort of workers is actively seeking transparency and innovation within the realm of workplace. According to Bako (2018), there are notable distinctions between Generation Z and preceding generations in terms of their attitudes towards risk-taking leadership, willingness to make sacrifices, propensity to engage in conflicts, and promotion of diversity. In their study, Petrucci and Rivera (2018) highlighted the necessity of digital leadership, which entails motivating employees to engage with them and offer digital feedback. This form of leadership is now considered a crucial aspect of managerial responsibilities. Secondly, Furthermore, regarding Goleman's Situational Leadership Theory. Goleman's methodology integrates the five components of emotional intelligence to develop a comprehensive framework consisting of six distinct situational leadership styles. The Goleman Leadership Styles is a significant and essential resource that leaders should consult to gain a comprehensive understanding. Various leadership approaches are required for different situations. To ensure that the leader is perceived as genuinely effective by their followers and to foster a more conducive working environment where colleagues are engaged and able to fully use their expertise. Just as management can be learned, leadership can also be acquired via education and experience. Leadership encompasses the management of individuals, who possess diverse emotional states, exhibit distinct characteristics, and occasionally provide challenges. To effectively cultivate motivation among individuals, particularly at crucial periods of time, leaders must possess the ability to adeptly manage both interpersonal relationships and their own emotional states.

Emotions constitute the most crucial component in this situation. Emotions are a fundamental component of human nature and hence serve as a vital element in the realm of employment. Emotional Intelligence, as defined by Goleman (1998), pertains to the ability to identify, and comprehend one's own emotions as well as the emotions of others, to inspire oneself, and to effectively regulate emotions within interpersonal interactions. According to Goleman (2004), the concept of emotional intelligence (EI) has been found to significantly contribute to the outstanding performance of individuals, exceeding both technical skills and IQ. Goleman further asserts that EI has been demonstrated to be twice as influential as these other factors in relation to job performance at all levels. The present study proposes that, instead of employing the Authentic leadership style, the facts indicate that the Coaching Leadership Style may be more suitable among the six situational leadership styles proposed by Goleman (2000).

According to Goleman (2000), the coaching leadership style is characterized by the following distinct features: Leaders serve as counsellors to their employees, aiding and support in addressing personal matters. Additionally, they assist individuals in establishing long-term development objectives, considering the broader vision and organizational growth. Human capital development is an integral component of the overall process. The company experiences enhanced growth and development when its employees engage in personal and professional growth alongside it. The implementation of a coaching style within the organization fosters a conducive working environment by promoting effective communication from the outset. Leaders who adopt coaching styles tend to create opportunities for experimentation and accept short-term failures, recognizing their potential contribution towards achieving long-term objectives. Consequently, individuals have a sense of freedom and confidence in pursuing their own methods, given to the enhanced level of flexibility.

According to the findings of the present study, most participants belong to the generation Z cohort. In terms of their characteristics, it was observed that the influence of the moderator, which is Authentic Leadership, did not align with their requirements. This finding is consistent with the study conducted by Machová, Zsigmond, Lazányi, and Krepszová (2020), which demonstrated that Generation Z exhibits a higher demand for emotional intelligence compared to earlier generations.

According to Hypothesis 3, there is a statistically significant relationship between Employee Social Intrapreneurial Behaviors (ESIB) and Employee commitment (EC). The findings indicate that the hypothesis has been accepted and that the suggested link holds statistical significance (β =0.493; t=7.400; p<0.05).

These findings can be explained by referring to Ajzen's (1991) Theory of Planned Behavior. Employees that demonstrate intrapreneurial activity and possess a collective mindset are more inclined to display enduring social innovative behavior, thereby establishing it as a shared norm within the organizational context. The Theory of Planned Behavior (TPB), as developed by Ajzen (1991), claims that an individual's behavioral intention is determined by three primary factors: (1) attitude towards the behavior, (2) subjective norms, and (3) perceived behavioral control. The Theory of Planned Behavior (TPB) has been commonly utilized by social psychologists as a framework for studying behavioral intentions (Fielding, 2008). Research has shown that the theory of planned behavior (TPB) has the capacity to shed light on individuals' desire to engage in planned environmental actions (Tam, 2019). The Theory of Planned Behavior (TPB) has been employed in several studies to gain a deeper comprehension of the factors that drive employees' intentions to adopt environmentally friendly practices (Greaves, 2013). In a study conducted by Yuriev (2020), it was observed that the Theory of Planned Behavior (TPB) accounted for 79% and 37.7% of the variability in predicting employees' intentions to go to work using alternative modes of transportation and to propose eco-friendly proposals pertaining to the workplace, respectively.

In their study, Greaves (2013) discovered that the constructs of the Theory of Planned Behavior (TPB) contributed to an important percentage of the variability, ranging from 46%to 61%, in employee intentions to participate in three distinct environmental behaviors. These behaviors included turning off personal computers whenever employees were absent from their desks for an hour or more, utilizing videoconferencing as an alternative to travel for meetings, and actively engaging in recycling practices to maximize waste reduction. Furthermore, the TPB constructs were found to act as mediators, influencing the relationship between specific antecedent beliefs and employee intentions to engage in these environmentally friendly behaviors.

According to Hypothesis 4, there is a statistically significant relationship between Employee Social Intrapreneurial Behaviors (ESIB) and Employee Job Satisfaction (EJS). The findings indicate that the hypothesis has been accepted and that the suggested link holds statistical significance (β =0.538; t=8.293; p<0.05). According to *Hypothesis 5*, the relationship between Employee social intrapreneurial behavior and Employee Commitment is mediated by Employee job satisfaction. The findings indicate that the hypothesis has been accepted and that the suggested link holds statistical significance (β=0.200; t=0.045; p<0.05).

According to Hypothesis 6, that the mediating factors of Employee Social Intrapreneurial Behavior (ESIB) and Job Satisfaction (JS) play a role in the relationship between Innovative Organizational Culture (IOC) and Employee Commitment (EC). The findings indicate that the hypothesis has been accepted and that the suggested link holds statistical significance (β=0.086; t=3.360; p<0.05).

The above findings can be explained by referring to the trilogy framework discussed in chapter three. To start the discussion on Self-Determination Theory, it is important to note that employees tend to experience feelings of autonomy and competence when they actively engage in innovative ideas. As most of the sample included on this study are part of Gen Z cohort, individuals within this group demonstrate attributes such as courage, proactivity, and diminished tendency to investigate their own skills and limitations. As per the findings of Deci and Ryan (1990), an individual who has undergone complete socialization in a specific behavior will demonstrate self-initiated involvement in that behavior, regardless of the initial trigger.

The Social Exchange Theory posits that individuals working within an organization may experience feelings of gratitude and a sense of obligation towards their leaders, colleagues, or the organization as a whole, because of receiving support and deriving benefits from their interactions with the organization (Blau, 1964). Working in an environment that promotes an innovative culture will encourage individuals to demonstrate greater commitment. Innovative organizations are distinguished by their focus on employee-centric approaches. By establishing a collective mindset environment, in which employees assume a central role. By engaging in the exchange of socially innovative ideas, the individuals involved reach a consensus to collectively adopt the most advantageous proposal for both the members and the organization's final stage of this process can be elucidated by including the Theory of Planned

Behavior. According to the literature, employees exhibit behaviors are intended. The concept that an individual's success in achieving planned behaviors is dependent on both their motivation (intention) and their capacity (behavioral control). This study posits that employees who exhibit intrapreneurial behavior and possess a shared mindset are inclined to exhibit sustained social innovative behavior. Moreover, it is evident that employees are predisposed to experience satisfaction through their active engagement in social intrapreneurial endeavors. Consequently, it is anticipated that this will result in enhanced outcomes, particularly with regards to individuals' commitment to their job and the whole organization.

7.5. Research Findings Summary

This study aimed to explore the relationship between five variables in the manufacturing sector of Kuwait's developed economy. The variables under investigation were innovative organizational culture, authentic leadership, employee social intrapreneurial behavior, job satisfaction, and employee commitment.

The study aimed to investigate four specific research questions, which are outlined as follows:

To examine the applicability of employee social intrapreneurial behaviors within the manufacturing industries of Kuwait.

To investigate the influence of employee social intrapreneurial behavior on employee commitment.

To assess the potential influence of employee work satisfaction on employee commitment. To ascertain the potential influence of the authentic leadership style on the association between an innovative organizational culture and employee social intrapreneurial behavior.

To investigate the sequential influence of employee intrapreneurial behavior and employee job satisfaction as mediators in the relationship between innovative organizational culture and employee commitment.

To analyze the employees' perspectives on the notions of social intrapreneurial small, medium, and large organizations in Kuwait.

To achieve the research aims and get answers to the research inquiries, quantitative data were collected using a questionnaire and then analyzed using SPSS software. The

data was obtained solely from the manufacturing industry in Kuwait. In Table 17 is a summary of the hypothesis developed in the research.

7.6. Research Contributions

This study offers a range of contributions to both theoretical understanding and practical application. The main contributions can be summarized as follows.

Table 7.1 : Hypothesis Development Framework.

Hypothesis	**Results**	**Decision**
Hypothesis 1: Innovative organizational culture (IOC)has a significant relationship with Employee social intrapreneurial behaviors (ESIB).	The direct effect of Innovative Organizational Culture (IOC) on Employee Social Intrapreneurial Behavior (ESIB) was found to be statistically significant (β =0.431; t=4.857; p<0.05)	**Accepted**
Hypothesis 2: Innovative organizational culture (IOC) and Employee social intrapreneurial behaviors(ESIB) is moderated by Authentic leadership (AL).	The moderation effect of Authentic Leadership (AL) on the relationship between Innovative Organizational Culture (IOC) and Employee Social Intrapreneurial Behavior (ESIB) was found to be statistically insignificant (β =0.068; t=1.188;p>0.05)	**Rejected**
Hypothesis 3: There is a significant relationship between Employee Social Intrapreneurial Behaviors (ESIB) and Employee commitment (EC)	The direct effect of Employee Social Intrapreneurial Behavior (ESIB) on Employee Commitment (EC) was found to be statistically significant (β =0.493; t=7.400; p<0.05)	**Accepted**
Hypothesis	Results	**Decision**

Table 7.1 (continued) : Hypothesis Development Framework.

Hypothesis 4: There is a significant relationship between Employee Social Intrapreneurial Behaviors (ESIB) and Employee Job Satisfaction (EJS)	The direct effect of Employee Social Intrapreneurial Behavior (ESIB) on Job Satisfaction (JS) was found to be statistically significant (β =0.538; t=8.293; $p<0.05$)	**Accepted**
Hypothesis 5: The relationship between Employee social intrapreneurial behaviors (ESIB) and Employee Commitment (EC) is mediated by Employee job satisfaction (EJS).	The mediating effect of Job Satisfaction (JS)on Employee Social Intrapreneurial Behavior (ESIB) and Employee Commitment (EC) was found to be statistically significant (β=0.200; t=0.045; $p<0.05$)	**Accepted**
Hypothesis 6: Employee Social Intrapreneurial Behavior (ESIB) and Job Satisfaction (JS) mediates the relationship between Innovative Organizational Culture (IOC) and Employee Commitment (EC)	The mediating effect of Employee Social Intrapreneurial Behavior (ESIB) and Job Satisfaction (JS) on Innovative Organizational Culture (IOC) and Employee Commitment (EC) was found to be statistically significant (β=0.086; t=3.360; $p<0.05$)	**Accepted**

7.7. Contribution to Knowledge

After conducting a thorough examination of pertinent scholarly works, the gaps in knowledge were identified. Consequently, the hypotheses were formulated. Quantitative data pertaining to the manufacturing sector in Kuwait were obtained and afterwards evaluated to test the hypotheses. Following this, the research objectives were successfully attained, and the questions were satisfactorily addressed.

The uniqueness of this study was examined from several angles. Consequently, this study enhances the existing body of knowledge by providing additional value,

enriching the field, and making significant contributions in the following ways:

This study aimed to enhance and advance the measurement of intrapreneurial behavior through the refinement and development of a novel instrument. The phenomenon under investigation is referred to as Employee Social Intrapreneurial Behavior. The definition of it is as follows:

"Is a behavior displayed by personnel employed within an organization, regardless of the type of organization. Employees feel appreciated and a part of the organization's success. They generate societal ideas for new procedures, services, or products."

This study contributes to the existing body of information on intrapreneurship by investigating the integration of two scales, respectively Janssen's (2000) and Kim, Koo, and Han's (2021) scales. Additionally, it introduces an extra component related to the social aspect of intrapreneurship. This study investigated the social intrapreneurial behaviors of employees by integrating the three dimensions of idea generation, idea promotion, and idea realization, as proposed by Janssen (2000) and subsequently revised by Kim, Koo, and Han (2021).

This research makes a noteworthy addition by proposing a novel model that integrates many variables to assess the mediator effect of employee social intrapreneurial behavior and job satisfaction on the relationship between innovative organizational culture and employee commitment. This study represents the very first empirical investigation, as far as the researcher's knowledge extends, into the association between these concepts. In addition, this study employed quantitative data to assess the model's effectiveness, specifically focusing on the manufacturing sector in Kuwait. The results of the study indicated a noteworthy and favorable influence of employee social intrapreneurial behavior, with job satisfaction performing as a mediator variable.

The contribution of this study is in examining the sequential influence of both employee social intrapreneurial behaviors and employee job satisfaction as mediator variables. This study has made a valuable contribution to the existing body of information by examining the role and significance of Generation Z as the primary workforce within the manufacturing sector in Kuwait.

The previous research was limited in scope and context, as they focused solely on examining categories of countries. There is a lack of comprehensive research on employee intrapreneurial behavior, particularly in the context of social behavior exhibited by employees in Middle Eastern countries. This study investigated the significance of employee social intrapreneurial behavior within the developed economy of Kuwait.

This study provides empirical evidence that aligns with the theoretical frameworks of Self Determination Theory, Social Exchange Theory, and The Planned Behavior Theory, as addressed in the third chapter of this thesis. This study developed a three-part sequential framework to explain the process by which an innovative organizational culture is established and its subsequent impact on employee behavior, specifically in terms of intrapreneurship. By actively participating in the development of a common innovative mindset that can be internalized as a habitual practice over a period.

One intriguing finding of this study was the lack of any substantial impact of the authentic leadership style as a moderator variable. This result aligns with the research undertaken by Machová, Zsigmond, Lazányi, and Krepszová (2020), which provided evidence that Generation Z displays a greater inclination towards emotional intelligence in comparison to preceding generations. According to Goleman's Situational Leadership Theory, it can be argued that a leader who employs the Coaching leadership style may be better suitable for managing Gen Z employees.

This work also makes a noteworthy contribution by developing a unique instrument.

The questionnaire utilized in this study was created through a three-step process. The initial step was to examine and improve the elements of validated surveys. The individuals that aligned with the objectives of the study were utilized in their original form. During the second phase, the items that were aligned with the research goals were revised. During the third phase, the researcher developed additional items related to the dimension of "employee social intrapreneurial behavior" to enhance the questionnaire and facilitate the collection of necessary data. The ultimate questionnaire comprises a collection of dimensions and items that have not previously been utilized to assess Employee social intrapreneurial behavior. The reliability and validity of the instrument were established through a variety of ways, as outlined in section 5.

7.8. Contribution to Practice

The study outlines various potential contributions to the manufacturing industry

Kuwait stated as follows:

The present study aimed to enhance and advance an innovative tool for assessing employee social intrapreneurial behavior, designed to be employed within the manufacturing industry in Kuwait. The proposed tool can be utilized by manufacturing organizations to evaluate their level of employee social intrapreneurial behavior. These organizations have an opportunity to discover the most and least important factors and dimensions, and afterwards enhance their situation in relation to employee social intrapreneurial behavior. The improved development and cultivating of intrapreneurial behaviors exhibited by employees in the workplace can be achieved through a comprehensive exploration of the correlation between employee social intrapreneurial behavior, innovative organizational culture, authentic leadership, employee job satisfaction, and employee commitment.

This study aims to enhance the understanding of employee social intrapreneurial behavior and its significance for owners and managerial staff. The presence of intrapreneurial individuals within organizations has a crucial role in fostering innovation, which in turn contributes to the firms' ability to gain a competitive edge (Guerrero and Peña-Legazkue, 2013). In their study, Heinze and Weber (2016) examined the impact of intrapreneurial qualities on organizational thinking, specifically focusing on the strategic utilization of opportunistic strategies by employees. Their findings indicated that individuals with intrapreneurial qualities can contribute novel perspectives and approaches within organizations. These individuals have the capacity to instigate substantial changes throughout an entire organization by initially implementing small, gradual modifications.

The Generation Z cohort is significantly contributing to the promotion of intrapreneurial behaviors within the workplace. It is imperative for managers to prioritize the satisfaction of their employees and provide an enjoyable place to work that corresponds to their specific needs.

The research's theoretical framework can enhance managers' understanding of the significance of intrapreneurship and how organizations may facilitate its development at both individual and organizational levels.

7.9. Research Limitation and Avenues for Future Research

There are limits in this research due to its nature and breadth. Here are some suggestions for further research that are based on the constraints encountered: The present study aimed to examine the correlation among employee social intrapreneurial behavior, innovative organizational culture, authentic leadership, job satisfaction, and employee commitment. Future research has the potential to apply the established instrument of employee social intrapreneurial behavior to explore additional associations between employee social intrapreneurial behavior and several other criteria factors.

The present study examined the mediating effect of employee intrapreneurial activity on the relationship between employee job satisfaction.

Future research could adopt a direct approach to investigate the influence of the factors and explore their effects on the correlation between an innovative organizational culture and employee commitment/employee performance.

This study focuses on the of employee's role within manufacturing organizations to address the research inquiries. Further inquiries may center on the managerial hierarchy and juxtapose the viewpoints of managers and employees to assess their respective findings. The empirical testing of the model was conducted using the manufacturing sector in Kuwait as the chosen scenario. Future research endeavors may focus on exploring more industries and doing comparative analyses of the findings across these sectors.

A total of 223 participants were surveyed for the study; they were drawn from a stratified selection of small, medium, and big organizations. To further improve the generalizability of the findings, future research has been suggested to expand the sample size for each category.

Future studies can employ a mixed research methodology, using semi-structured interviews with the managerial personnel of the companies.

Future research might investigate the impact of the Coaching leadership style on employee intrapreneurial behavior within the specific context of Kuwait

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APPENDICES

Appendix I: Final Questionnaire

Appendix II: Informed Consent Letter - Human Resources Letter

Appendix III: Arabic Survey

Appendix I: Final Questionnaire

Dear Sir/Madam,

I am a PhD student at the Istanbul Technical University /Turkey, supervised by Prof. Dr.Nizamettin Bayyurt and Prof. Dr. Selim Zaim.

My PhD research title is “Examining the role of employee social intrapreneurial behavior and job satisfaction as a mediators of employee commitment”.

To facilitate the achievement of the research objectives and as a component of the data collection and analysis process, this questionnaire will be employed to investigate the constructs of "Employee Social Intrapreneurial Behavior," "Innovative Organizational Culture," "Authentic Leadership," "Employee Job Satisfaction," and "Employee Commitment “within the manufacturing industry of Kuwait. The process is estimated to require approximately15-20 minutes of your valuable time.

Hence, I kindly request your participation as a member of your organization by providing your honest feedback to this questionnaire.

Kindly be reminded that your participation in this study is voluntary, and your identity will remain anonymous. The data collected will be exclusively utilized by the researchers alone for the purpose of study.

What gender do you identify you as?

- Woman
- Man

What is your age?

a. 18-24

b. 25-34

c. 35-44

d. 45-54

e. 55-65

What is the highest level of education you have completed?

- High School
- Bachelor's Degree
- Master's Degree
- Ph.D. or higher
- Trade School
- Other

What is your current employment status?

- Employed Full-Time
- Employed Part-Time
- Other

What industry does your organization operate?

- Food Industry
- Textile Industry
- Metal Industry
- Chemical Industry
- Leather Industry
- Machinery Industry
- Electrical, Computer & ICT Industry

Where is your organization located?

- Europe
- Middle East
- Western Balkan

Which department do you work in?

- Human Resources Department
- Marketing Department
- R&D Department
- Production Department
- Finance Department
- Sales Department
- Maintenance Department
- Manufacturing Department
- Other

What is your current position in the organization?

- Executive or Senior Management
- Middle Management
- First-Level Management
- Intermediate or experienced
- Entry-Level

How long have you worked at this organization?

- less than 6 months
- 6-11 months
- 1-2 years
- 3-4 years
- 5-9 years
- 10-14 years
- 15-19 years
- 20 years or more

Please circle a score from the scale below which most closely corresponds with how you see your organization.

1	2	3	4	5
I strongly disagree with how my organization is described	I disagree with how my organization is described	I have no idea with how my organization is described	I agree with how my organization is described	I strongly agree with how my organization is described

Q.10

	1-strongly disagree	2-disagree	3-no idea	4-agree	5-strongly agree
Risk tolerance					
Creativity					
Trust					
Empowerment					
Flexibility					
Diversity					
Continuous Development					
Proactivity					

Q.11

	1-Strongly disagree	2-Disagree	3-No idea	4-Agree	5-Strongly agree
I am satisfied with my job in this organization.					
I like my job in this organization.					
I like working in this organization.					
I find real enjoyment in mywork.					

Q.12

	1-strongly disagree	2-disagree	3-no idea	4- agree	5-strongly agree
Our leadership seeks feedback to improve interaction with us.					
Our leadership accurately describes how others view his or her capabilities.					
Our leadership says exactly what he or she means.					
Our leadership is willing to admit mistakes when they are made.					
Our leadership demonstrates belief that are consistent with actions.					
Our leadership make decision based on his/her core					

eliefs.					
Our leadership solicits view that challenge his or her deeply held position.					
Our leadership listens carefully to different points of view before coming to conclusio n.					

Q.13

	1-strongly disagree	2-disagree	3-no idea	4-agree	5-strongly agree
I am very dedicated to the organization.					
I have an emotional attachment to this organization.					
I perceive the problems of the organization to be my own.					
I am aware that if I leave, I will lose benefits and prestige that I have accumulated so far.					
I have invested an excessive amount of myself in this organization to imagine leaving.					
I keep working for the company because I understand that if I leave, I will miss out on opportunities for professional progress.					
I am very loyal to the organization.					
I am aware of, understand, and identify with the company's needs, objectives, and values.					
I believe I owe a lot to the organization.					

Q.14

	1-strongly disagree	2-disagree	3-no idea	4-agree	5-strongly agree
I create new ideas for improvements with social content to improve society's quality of life.					
I search out new working methods, techniques, or instrument to improve the workplace or society.					
I generate original solution solutions to problems to improve the workplace or society.					
I mobilize support for innovative ideas that will be meaningful to the workplace or society.					
I acquire approval for innovative ideas to improve existing products or services so that they might be more beneficial to society.					
By sharing my ideas, I inspire important organizational members to pursue ideas that are fresh and creative.					
I transform innovative ideas into useful applications that might improve the workplace or societal quality life.					
I introduce social innovative ideas into the work environment in a systematic way.					
I evaluate the utility of innovative ideas that can actively contribute to the development of new technologies/ processes/techniques or products that will improve the efficiency of society.					

Appendix II: Informed Consent Letter - Human Resources Letter

To whom it may concern,

I am a PhD student at Istanbul Technical University. I am currently undertaking research on " Examining the role of employee social intrapreneurial behavior and job satisfaction as a mediators of employee commitment in the context of innovative organizational culture: An application in manufacturing industry" as part of my final thesis.

I would appreciate cooperation from your company to conduct a short employee survey, I would like to share a link to the HR Mangeri. The link contains some questions related to the variables included in my thesis. This questionnaire will be completed by the employees.

My goal is to come up with a comprehensive study that would be very useful for the organization. The primary goal of this study is to examine the factors that may influence employees to engage in innovative but environmentally conscious behaviors. This includes implementing innovative techniques in the workplace, creating new products or services, or making any other improvements that will benefit both the organization and society. The following components are included in the analysis of this research: leadership style, employee satisfaction, employee commitment, and an innovative organizational culture. This study will be beneficial to the organizations themselves because by analyzing leadership styles, the organization can employ them, having an organization that has a primary focus on being innovative, and most importantly, having a happy and satisfied staff that can foster them to be committed. Being innovative while respecting societal constraints is a significant challenge for corporations; combining the two can be valuable for the organization and society.

The results can be helpful for HR in motivating employees to share their ideas and create a healthy work environment, where the major focus is on being innovative and socially minded. Rest assured that such information will be kept confidential and used solely for academic purposes. The questionnaire is anonymous and follows all GDPR rules.

A copy of my finished work will be provided to you at the soonest possible time it is available. The results of my study are expected to help you narrow down the aspects that need to be strengthened or modified to provide better service to the organization.

Thank you very much.

Sincerely yours,

Ardita MALAJ PhD Student

Istanbul Technical University

You may check the questions in the following link:

https://forms.office.com/r/ceTvarDuhK

Appendix III: Arabic Survey

الجنس*

ذكر

أنثى

العمر*

24-18

34-25

44-35

54-45

65-55

المستوى التعليمي*

الثانوية

درجة البكالوريس

درجة الماجستير

درجة الدكتوراه او أعلى

مدرسة تجارية

أخرى

الوظيفة الحالية:*

موظف بدوام كامل

موظف بدوام جزئي

أخرى

المجال الصناعي للمنظمة*

الصناعات الغذائية

صناعة المنسوجات

صناعة المعادن

الصناعة الكيماوية

صناعة الجلود

صناعة اآلالت

صناعة الكهرباء والحاسوب والكترونيات المعلومات واالتصاالت

موقع المنظمة*

أوروبا

الشرق االوسط

غرب البلقان

اإلدارة التي تعمل بها في المنظمة*

إدارة الموارد البشرية

إدارة التسويق

إدارة البحث والتطوير

إدارة االنتاج

إدارة المالية

إدارة المبيعات

إدارة الصيانة

إدارة التوزيع

أخرى

منصبك الحالي في المنظمة*

اإلدارة التنفيذية أو العليا

اإلدارة المركزية

إدارة المستوى ألاول

مشرف أو خبير

مبتدئ

مدة العمل التي قضيتها في المنظمة*

أشهر6أقل من

شهر11 إلى 6من

ر

" ًرا-2

1سنة 3-4

سنوات

5-9 سنوات

9- 14سنة

15-19سنة

20 سنة أو أكثر

يرجى اختيار الدرجة من المقياس أدناه والتي تتفق بشكل وثيق مع الطريقة التي ترى بها المنظمة التي تعمل بها

	غير موافق بشدة	غير موافق	إلى حد ما	موافق	موافق بشدة
تحمل المخاطر					
اإلبداع					
الثقة					
التمكين					
المرونة					
التنوع					

	غير موافق بشدة	غير موافق	إلى حد ما	موافق	موافق بشدة
التطوير المستمر					
المساءلة					

يرجى وضع دائرة حول النتيجة من المقياس أدناه والتي تتوافق بشكل وثيق مع الطريقة التي ترى بها المنظمة التي تعمل بها.

	غير موافق بشدة	غير موافق	إلى حد ما	موافق	موافق بشدة
أنا راض عن عملي في هذه المنظمة.					
أنا أحب عملي في هذه المنظمة.					
أنا أحب العمل في هذه المنظمة.					
أجد متعة حقيقية في عملي.					

يرجى وضع دائرة حول النتيجة من المقياس أدناه والتي تتوافق بشكل وثيق مع الطريقة التي ترى بها المنظمة التي تعمل بها.

	غير موافق بشدة	غير موافق	إلى حد ما	موافق	موافق بشدة
تسعى قيادتنا للحصول على ردود الفعل لتحسين التفاعل معنا.					
تعرف قيادتنا بدقة كيف ينظر الآخر إلى قدراته/قدراتها.					
قيادتنا تقول بالضبط ما يعنيه/تعنيه.					
قيادتنا على استعداد للاعتراف بالأخطاء عند ارتكابها.					
تظهر قيادتنا الإيمان الذي يتوافق مع الإجراءات.					
تتخذ قيادتنا القرار بناءً على معتقداته/معتقداتها الأساسية.					
تطلب قيادتنا وجهة نظر تتحدى موقفه/موقفها					

	غير موافق بشدة	غير موافق	إلى حد ما	موافق	موافق بشدة
الراسخ بعمق.					
نستمع بعناية إلى وجهات النظر المختلفة قبل أن نتوصل إلى استنتاج.					

يرجى وضع دائرة حول النتيجة من المقياس أدناه والتي تتوافق بشكل وثيق مع الطريقة التي ترى بها المنظمة التي تعمل بها.

	غير موافق بشدة	غير موافق	إلى حد ما	موافق	موافق بشدة
أنا مكرس جدا للمنظمة.					
لدي ارتباط عاطفي بهذه المنظمة.					
أدرك أن مشاكل المنظمة هي مشاكلي.					
أدرك أنني إذا غادرت نسوف أفقد المزايا والمكافاة التي تراكمت لدي حتى الآن.					
قد استثمرت الكثير من نفسي في هذه المنظمة لذا ألتخيل المغادرة.					
أواصل العمل في الشركة ألنني أدرك أنه إذا غادرت نسوف أفقد فرصًا للتقدم المهني.					
أنا مخلص جدا للمنظمة.					
أنا على دراية باحتياجات الشركة وأهدافها وقيمها وأفهمها والتعرف عليها.					
أعتقد أنني مدين بالكثير للمنظمة.					

يرجى وضع دائرة حول النتيجة من المقياس أدناه والتي تتوافق بشكل وثيق مع الطريقة التي ترى بها المنظمة التي تعمل بها.

	غير موافق بشدة	غير موافق	إلى حد ما	موافق	موافق بشدة
أقوم بإنشاء أفكار جديدة للتحسينات مع المحتوى االجتماعي لتحسين نوعية حياة المجتمع.					
أبحث عن أساليب أو تقنيات أو أدوات عمل جديدة لتحسين					

	غير موافق بشدة	غير موافق	إلى حد ما	موافق	موافق بشدة
مكان العمل أو المجتمع.					
أقوم بإيجاد حلول أصلية للمشاكل لتحسين مكان العمل أو المجتمع.					
أحشد الدعم لأفكار المبتكرة التي ستكون مفيدة لمكان العمل أو المجتمع.					
أحصل على الموافقة على الأفكار المبتكرة لتحسين المنتجات أو الخدمات الحالية حتى تكون أكثر فائدة للمجتمع					
من خلال مشاركة أفكاري أقوم بإلهام أعضاء المنظمة المهمين لمتابعة الأفكار الجديدة والإبداعية.					
أقوم بتحويل الأفكار المبتكرة إلى تطبيقات مفيدة قد تحسن مكان العمل أو نوعية الحياة المجتمعية.					
أدخل الأفكار االجتماعية المبتكرة في بيئة العمل بطريقة منهجية.					
أقوم بتقييم فائدة الأفكار المبتكرة التي يمكن أن تساهم بشكل تطوير تنزيلات / عمليات / تنزيلات أو منتجات جديدة من شأنها تحسين كفاءة المجتمع.					

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PUBLICATIONS, PRESENTATIONS ON THE THESIS:

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