



## Research Article

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Received: 28 January 2024 / Accepted: 28 April 2024 / Published: 5 May 2024

# Examining the Role of Employee Social Intrapreneurial Behavioural and Job Satisfaction as Mediators of Employee Commitment

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DOI: <https://doi.org/10.36941/ajis-2024-0078>

## Abstract

*This study investigates the series of mediating effects of employee social intrapreneurial behaviour and job satisfaction on innovative organizational culture and employee commitment. This research aims to explore the relationship between an innovative organizational culture, employee intrapreneurial behaviour, employee job satisfaction, and employee job commitment in the manufacturing sector of Kuwait, a developed economy. Literature reviews analyses core concepts and their associated domains to discover gaps in existing research by examining definitions, dimensions, and relevance. The examination of relevant research identified significant knowledge deficiencies. The framework examines employee social intrapreneurial behaviour by incorporating several aspects such as idea generation, idea promotion, and idea realization. The current study utilized quantitative research methods. The researcher utilized SPSS version 28 to analyses the numerical data collected through a questionnaire to meet the study questions. The questionnaire was distributed using both computerized and self-administered ways to increase the response rate. We have obtained an extensive list of contact names for all manufacturing companies in Kuwait. The study is based on three primary theories: Self Determination Theory, Social Exchange Theory, and Theory of Planned Behaviour. This study aims to develop a new formula to promote a culture of social innovation. The research findings suggest that Employee Social Intrapreneurial Behaviour (ESIB) has a notable influence on manufacturing enterprises in Kuwait. Employee social intrapreneurial behaviour and job satisfaction were shown to have a mediating impact on innovative organizational culture and employee commitment. The research's theoretical framework enhances managers' understanding of the significance of intrapreneurship and how organizations can facilitate its development at both individual and organizational levels.*

**Keywords:** Employee Social Intrapreneurial Behaviour; Innovative Organizational culture; Manufacturing; Kuwait

## 1. Introduction

According to [1], innovation is the process of developing a new or improved device, product, method, or system based on an invention, which can be in the form of an idea, sketch, or model. Freeman offers a definition of innovation as: In economics, an innovation is usually defined by the first commercial transaction using a new product, process, system, or gadget. The term "innovation" is commonly used to refer to the complete innovation process. Innovation research has expanded its scope from products, services, and processes to include technological, market, organizational, environmental, and social innovations.

While technological innovation has been thoroughly examined, social innovation has not received the same level of attention in study [2], [3]. The current knowledge on the social innovation process and the necessary skill for social innovation is insufficient, lacking both theoretical and empirical studies [4]. [5] defines social innovation as a new and unique approach to addressing a social issue that is more efficient, effective, or fair than current techniques. This technique primarily benefits the broader society rather than individual interests. [4] suggest that academics view social innovation as a novel method for addressing enduring issues. The employee can be instrumental in fostering creativity and social innovation within the organization.

Intrapreneurs can turn ideas into significant results, showing that their responsibility goes beyond just coming up with ideas. They can actively engage in and promote business ventures, product innovation, and strategic renewal efforts [6]; [7]. This study attempts to investigate the relationship between four variables: creative organizational culture, employee social intrapreneurial behaviour, job satisfaction, and employee commitment. A novel concept called Employee Social Intrapreneurial Behaviour (ESIB) is introduced to enhance the understanding of employees' innovative behaviours with a social emphasis. A complete examination of the new variable introduced in this study (ESIB) is provided in an additional publication by [8] to offer a comprehensive overview. The researcher conducted a survey using a questionnaire containing 30 data items. The survey was designed to gather data in the areas of Innovative Organizational Culture (IOC), Job Satisfaction (JS), Employee Commitment (EC), and Employee Social Intrapreneurial Behaviours (ESIB). The survey aimed to assess the attitudes and opinions of participants on a certain subject. The questionnaire included sections with Likert scale questions. The data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) in SPSS version 28. This study aims to examine how employee social intrapreneurial behaviour and employee work satisfaction impact employee commitment within an innovative organizational culture. This inquiry specifically focuses on the manufacturing industry in Kuwait. A thorough review and analysis of the current literature pertaining to the factors being studied were carried out to accomplish this goal.

This approach sought to improve comprehension of the fundamental concepts, leading to the establishment of the subsequent research objectives. To assess the relevance of employee social intrapreneurial behaviours in the manufacturing sector of Kuwait. To examine how an employee's social intrapreneurial behaviour affects their commitment to the organization. To evaluate the impact of employee job satisfaction on employee commitment. This study aims to examine how employee intrapreneurial behaviour and employee job satisfaction mediate the relationship between innovative organizational culture and employee commitment. Examine the viewpoints of employees regarding social intrapreneurship in small, medium, and large organizations in Kuwait. The variables incorporated in this study hold significance for Kuwait due to the subsequent rationales. The significance of an innovative organizational culture in Kuwait is multifaceted. In the context of a dynamic global market, it is imperative for firms to consistently adjust and engage in innovative practices to maintain their competitiveness. An innovative culture fosters a mindset among employees that promotes divergent thinking, generates novel concepts, and embraces risk-taking to propel growth and achieve success. Moreover, the presence of an innovative organizational culture has the potential to allure highly skilled individuals to organizations in Kuwait. Employees are more inclined to be actively involved and content in a work environment that cultivates innovation and

motivates them to contribute novel concepts. This can assist organizations in attracting and retaining highly skilled and talented employees within the local area. Employee Social intrapreneurial activity holds significant importance within the cultural framework of Kuwait. Community, partnerships, and teamwork are highly esteemed in Kuwaiti society. Organizations can harness the cultural values and harness the collective intelligence to foster innovation and positive change within the enterprise by promoting social intrapreneurial activity. Moreover, the practice of social intrapreneurial conduct in Kuwait has the potential to assist firms in addressing social challenges and effecting a beneficial influence on society. Organizations can enhance their community and cultivate a favourable reputation among customers, partners, and stakeholders by enabling employees to undertake social projects within the firm.

In general, cultivating a culture of innovation within firms and encouraging social intrapreneurial conduct in Kuwait has the potential to enhance competitiveness, employee engagement, and social impact, so serving as a crucial catalyst for success among organizations operating in the region.

Employee satisfaction and commitment are deemed vital for the prosperity of a firm in Kuwaiti culture. The Kuwaiti society places significant importance on the principles of loyalty, respect, and integrity, which are seen in the prevailing views towards work and employment. The significance of employee satisfaction in Kuwait is in its positive correlation with increased productivity, creativity, and motivation among employees, hence facilitating the attainment of organizational objectives. Content employees are also more inclined to remain with the firm for an extended period, hence diminishing turnover rates and the accompanying expenses. In Kuwaiti culture, employee commitment holds equal significance, as loyal and dedicated employees are regarded as great resources for the firm. In the context of Kuwait, it is anticipated that employees will exhibit a high level of commitment towards their work and the business, hence showcasing loyalty and a robust work ethic. The commitment has the potential to result in increased levels of production, efficiency, and overall achievement for the firm.

In the Kuwaiti cultural setting, the significance of employee satisfaction and commitment cannot be overstated, as they play a pivotal role in fostering a favourable work atmosphere, enhancing employee morale, and ultimately, driving organizational success. Organizations in Kuwait can cultivate a robust and devoted staff that is committed to attaining the organization's objectives by prioritizing employee satisfaction and commitment.

The research objectives will be achieved by investigating the following three areas of study: How can different types of Kuwaiti enterprises promote social intrapreneurial behaviour among workers from various generations? What is the influence of employee social intrapreneurial behaviour and employee job satisfaction on employee commitment in an innovative organizational culture? What do employees think about the correlation between employee social intrapreneurial behaviour and employee happiness with work regarding employee commitment? This study is the first in Kuwait to investigate the correlation between Employee Social Intrapreneurial Behaviour, employee job satisfaction as a mediator, and innovative organizational culture about employee commitment. Kuwait is acknowledged as a wealthy nation with a well-developed welfare state that supports its residents. This has led to a significant increase in the per capita income of the people of Kuwait. Kuwait's economy is distinguished by its wealth and dependence on petroleum resources. Kuwait is widely acknowledged as one of the wealthiest countries in the world. Kuwait has nine distinct industrial sectors according to the 2019 industrial statistical report: 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.

The manufacturing sector is of paramount importance in Kuwait's economic progress due to various factors: plays a crucial role in fostering economic diversification in Kuwait, thereby mitigating its dependence on oil-generated income and fostering a more equitable and robust economic

framework; plays a significant role in job creation by providing work possibilities for the local population, so contributing to the reduction of unemployment rates and the enhancement of the overall quality of life.

The process of manufacturing enhances the value of raw materials and natural resources, so enabling Kuwait to engage in the exportation of products with higher value-added attributes. This, in turn, contributes to the country's enhanced competitiveness within the global market.

The process of technology transfer involves the introduction of new technologies and skills by the manufacturing industry, resulting in potential spillover effects throughout other sectors of the economy. This, in turn, can contribute to heightened levels of innovation and productivity. The implementation of sustainable manufacturing techniques in Kuwait has the potential to effectively mitigate its environmental impact and make a significant contribution towards the preservation of natural resources in the long run; plays a crucial role in Kuwait's economic development and well-being, necessitating assistance and promotion to optimize its potential advantages for the nation.

## 2. Literature Review

The process of innovation is complex and not linear. In the context of an organization, innovation is a fluid process that is shaped by several internal and external factors [9] This differentiation in the process of innovation distinguishes one organization from another corporation involved in innovation. [10] posits that a definitive differentiation may be established between invention and innovation. An invention is the act of conceiving or producing a novel or enhanced device, product, process, or system, usually in the form of an idea, drawing, or prototype. Conversely, according to Freeman's definition, innovation pertains to the economic dimension and encompasses the initial commercial transaction linked to the introduction of a novel product, process, system, or device. A universally agreed upon definition for the term 'social innovation' is currently absent. [11] defines social invention as the implementation of a new law, organization, or approach that changes the way individuals or groups interact with themselves or each other, either individually or collectively. [12] define social innovation as a complex process that entails the introduction of new products, processes, or programs that significantly affect the fundamental routines, resource allocation, authority dynamics, or belief systems within the social system where the innovation occurs. Several studies in the domains of management and business have concentrated on the concept of intrapreneurship [13], [14]. The phrases intrapreneurship, corporate entrepreneurship, corporate venturing, and entrepreneurial activities are used interchangeably in certain academic works, such as [15] and [16]. [6] and [7] claim that intrapreneurs have the capacity to transform abstract ideas into concrete results, suggesting that their job goes beyond just coming up with ideas. Hence, individuals possess the capacity to actively engage in and promote entrepreneurial initiatives, the creation of creative goods, and the execution of strategic objectives. Various definitions of entrepreneurship can be found in the literature [17] However, the following description succinctly and accurately captures the core of independent entrepreneurship: "The act of creating something new that is valuable by investing the necessary time and effort, while taking on financial, psychological, and social risks, and subsequently enjoying the rewards of financial gain, personal satisfaction, and independence" [18]. According to [16], [19], [14], and [20], companies are actively pursuing innovative strategies to gain a competitive advantage in the current turbulent and uncertain business environment. This environment is marked by economic downturns and rapid technological progress. Companies aim to identify and exploit opportunities while effectively managing change. [21] acknowledges that intrapreneurship is a strategy that allows organizations to adopt a proactive stance, consistently refine their business concept, recognize, and respond to shifts in consumer expectations and demands, and implement innovative approaches to gain a competitive advantage.

[22] proposed the concept of creative behaviour in employees, which refers to their capacity to create and execute unique and useful ideas within the organizational context. Employee innovative

behaviour is the process by which individuals convert ideas into tangible outcomes through their activities and behaviours [23]. Employee innovative behaviour refers to the various individual acts that contribute to the creation, introduction, and implementation of beneficial new ideas at different levels within an organization [24]. [25] proposed a different way of understanding imaginative behaviour, putting forth a modified definition. The author defines creative work behaviour as the intentional steps individuals take to introduce novel and useful ideas, processes, products, or procedures within their work role, group, or organization. Employees are essential contributors to innovation in most organizations, as indicated by scholarly study. The notion being discussed is a complex work behaviour that encompasses the generation, promotion, and execution of innovative ideas within the framework of a work position, team, or company.

[26] defined intrapreneurial activity, or "intrapreneuring", as a strategy to improve organizational agility to meet client demands. This entails the execution of daily advancements, motivated by the aspiration to exceed current constraints, or provide services in a more economically efficient way. [27] proposes that employees should adopt proactive roles as "innovators" and "differentiators" rather than passively accepting evolving duties and outcomes. In their study, [28] found that individuals involved in intrapreneurial activities utilize opportunistic techniques to introduce new logics into organizations. These individuals also utilize small adjustments to initiate substantial changes throughout the entire organization. Alternatively, intrapreneurship is defined by various academic viewpoints as proactive work-related behaviours displayed by individual employees, which facilitate the conversion of ideas into economic success [28]; [26]. Social intrapreneurship is a facet of corporate social responsibility (CSR) that focuses on increasing the level of social responsibility within established organizations [30]; [31]. Furthermore, social intrapreneurial activities are distinguished by the implementation of innovative categorizations to find opportunities through autonomous strategic actions [32]. This involves the execution of initiatives that strive to accomplish social and environmental goals, while also considering the financial responsibilities of organizations. [33] defines this attitude as the combined efforts of all employees to actively engage in new business initiatives within the organization. Social intrapreneurship, unlike the broader concept of corporate social responsibility (CSR), requires the use of entrepreneurial initiative and innovation as the main driving forces. It goes beyond the current societal involvement of organizations by recognizing opportunities to create future products or services that successfully address social or environmental challenges [34].

The objective of our research is to examine the social structure within which intrapreneurs function, with a specific emphasis on the areas that are of interest to us. Social intrapreneurship is a unique combination of concepts that encompasses the social, internal, and entrepreneurial aspects of the phrase. Social intrapreneurship is distinguished by a profound dedication to social responsibility, as it strives to tackle social or environmental issues that surpass the boundaries of individual or private organizational concerns [31]. Moreover, this phenomenon takes place within a well-established organization, requiring an analysis of how social intrapreneurial initiatives can improve core organizational objectives and shape the future direction of these organizations [35]. Furthermore, it passes through an entrepreneurial phase where potential prospects are recognized and investigated to create future goods and services [36]. The incorporation of social responsibility, organizational structure, and entrepreneurial activity in this setting is enabled by employees and is distinguished by its voluntary and non-uniform nature [37].

### 2.1 Examining Intrapreneurial Behaviour from Multiple Theoretical Perspectives

The study is grounded in three main theories: Self Determination Theory, Social Exchange Theory, and Theory of Planned Behaviour. The objective of this study is to provide a new formula for fostering a culture of social innovation. This will be accomplished by conducting an analysis of three hypotheses, which will be evaluated in sequential order. The chronological sequence has been partitioned into three discrete parts.

The initial step is characterized using Self Determination Theory, referred to as the Encouragement phase. Self-Determination Theory (SDT) posits that every individual possesses an innate drive to develop and utilize their inherent skills, which are present from birth. According to the theory, the desire to be a proactive participant is driven by what is known as the "Why's of Behaviour" [38]. The "Why's of Behaviour" can be explained by two primary factors: (a) the degree to which individuals can satisfy their inherent psychological needs for autonomy, competence, and relatedness while participating in behaviour, and (b) the form of self-regulation that influences their motivation to engage in such behaviour, which can be either autonomous or controlled self-regulation. Self-Determination Theory (SDT) posits that entrepreneurial motivation may be categorized into two distinct regulatory styles: autonomous regulation, which is driven by internal factors, and controlled regulation, which is influenced by external factors. Moreover, the psychological effects arising from externally controlled entrepreneurial motivation will differ depending on the degree to which the external regulatory factors are internalized. Internalization refers to the cognitive process by which individuals recognize and endorse extrinsic regulations of their behaviour. This process is strongly linked to mental well-being, which includes feelings of satisfaction and levels of engagement [38]. [38] propose that a fully socialized individual will willingly engage in specific behaviour, irrespective of the initial trigger. By gradually incorporating and accepting the ideas and norms that dictate behaviour, individuals are likely to have a heightened sense of eagerness and self-motivation. According to this theory, the study's analysis indicates that employees who demonstrate a willingness to provide socially innovative ideas with the goal of improving the quality of services/products or upgrading work practices are actively supported and welcomed.

The second stage employs the Social Exchange Theory and is referred to as "Fostering a Culture of Innovation and Collaboration." The academic discussion regarding social exchange was initially formed by the prominent investigation carried out by [39]. SET (Social Exchange Theory) posits that employees in an organization may experience feelings of satisfaction and duty towards their supervisors, colleagues, or the organization when they have received support and derived advantages from their interactions with the organization [39]. Social Exchange Theory can be used as a framework to understand the potential consequences that can occur when strong workplace ties are deeply embedded inside the organization. By applying the principles of Social Exchange Theory, organizations benefit from implementing effective workplace practices that promote an environment conducive to cultivating individuals who demonstrate dedication to the organization. Individuals with a greater degree of organizational commitment are more likely to demonstrate committed behaviour compared to those with lower degrees of commitment. The idea posits that the study offers an interpretation indicating a connection between individuals demonstrating intrapreneurial behaviours and the existence of an innovative organizational culture. The employees have a strong enthusiasm for actively engaging in the social innovation process by intently listening and contributing their ideas. The study suggests that when employees have support from both their peers and the organization, they can go through a transforming process, which enables them to become agents of social innovation within the organizational setting. During this phase, a collaborative atmosphere is established, where employees are actively involved. By exchanging their socially innovative ideas, they reach a consensus to execute the most advantageous proposal for all members and the organization.

The final stage of the approach involves the use of the Theory of Planned Behaviour and is referred to as Habit Development. The theory of planned behaviour, proposed by [40], is an extension of the theory of reasoned action. The purpose of this expansion was to overcome the limitations of the original model in explaining behaviours that individuals have limited control over. Like the fundamental idea of reasoned action, the theory of planned behaviour lays considerable importance on the individual's intention to participate in a certain behaviour. Intentions are often regarded to understand the motivational factors that influence behaviour. They function as indications of individuals' level of determination and the amount of effort they plan to exert to engage in a specific

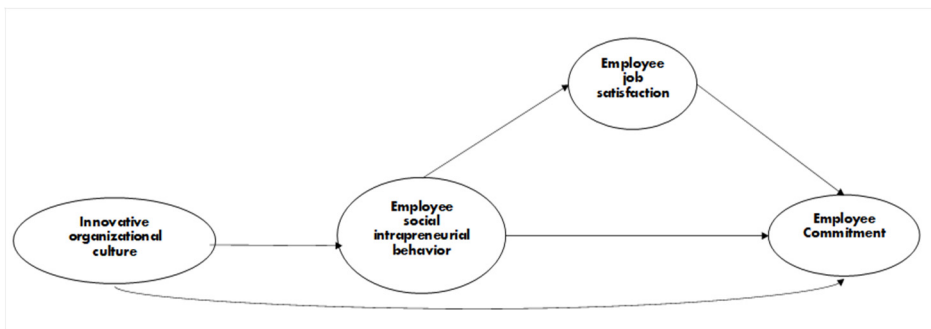
behaviour. Typically, there is a direct relationship between the level of determination to participate in an action and the probability of successfully completing it. [41] have elucidated the connection between perception, attitude, and behaviour in the theory of planned behaviour. Based on their research, it is crucial to develop attitude and intention before engaging in any behaviour. [42], there is empirical evidence indicating that attitudes have the potential to progressively translate into observable behaviours. [43] found a linkage between good perceptions and attitudes and positive behaviours, while negative perceptions and attitudes were associated with negative behaviours. According to the theoretical framework, the study suggests that employees who exhibit intrapreneurial behaviour and have a shared perspective are likely to consistently conduct social innovative behaviour. Moreover, it is evident that employees are prone to experiencing satisfaction when they actively engage in social intrapreneurial activities. Consequently, this is anticipated to result in higher levels of outcomes, particularly in relation to their dedication to both their employment and their institution. Figure 1 shows the researchers' conceptual framework.

**Table 1:** A three-part model for encouraging employees to think creatively and act entrepreneurially.  
\*A framework proposed by authors

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,	Fostering a culture of innovation and collaboration	A communal mindset where employees are
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.

### 2.2 Research background and Hypotheses

This study aims to examine the correlation between the independent variable of Innovative Organizational Culture and the dependent variable of Employee Commitment. The claimed correlation is suggested to be mediated by two variables, namely Employee Social Intrapreneurial Behavior (ESIB) and Employee Job Satisfaction. This study incorporates a pioneering concept known as "Employee Social Intrapreneurial Behavior (ESIB)" proposed by [8] into its framework. Figure 2 illustrates the conceptual framework provided in this study.



**Figure 2:** Conceptual Model

### 2.2.1 Explaining the concept of an innovative organizational culture.

The role of organizational culture in shaping long-term innovation and financial performance has been recognized [44]. The development of a culture that fosters innovation is highly significant within the framework of organizational culture [45]. The notion of innovation culture has been defined through diverse perspectives and understandings. A culture that fosters innovation involves behaviors that prioritize creativity, risk-taking, autonomy, collaboration, value-seeking, solution-oriented thinking, effective communication, trust, respect, and timely decision-making. [46] argue that a culture that promotes innovation plays a crucial role in enabling the creation and implementation of new ideas, which in turn has a significant impact on the results. [47] study provides empirical data supporting the notion that innovativeness has a positive influence on performance. Hence, the inventive performance of a corporation is significantly influenced by its creative culture [45]; [48]. In a professional setting, creativity often appears through certain behaviors such as acquiring knowledge, sharing information, and engaging in experimental activities. Organizations utilize innovation as a strategic method to surmount obstacles and adjust to the swift rate of technological progress. The innovation sources for multiple organizations originate from their group of professionals who hold an intrapreneurial profile [49] and demonstrate entrepreneurial tendencies.[50] found that individuals working in organizations that cultivate a supportive atmosphere and view failures and errors as valuable learning experiences are more likely to exhibit entrepreneurial behavior. In contrast, those employed in organizations that penalize mistakes and failures are less inclined towards entrepreneurial behavior. Culture plays a crucial part in facilitating the accomplishment of new advancements. To bring about a cultural shift, organizations need to build and integrate the fundamental components of an innovative culture.

An innovative culture is a set of rules and guidelines that encourage and support a natural tendency towards innovation inside an organization. This culture promotes and motivates employees at all levels of the organization to participate in innovative activities. The characteristics of a creative culture are unique and extraordinary. The traits consist of visionary leaders, skilled managers, cooperative teams, and competent people within an organization. Furthermore, creating favorable organizational circumstances and building varied and straightforward external relationships are crucial for fostering creativity. These characteristics are derived from the ability to generate new ideas and engage in exploration, including abilities such as careful observation, inquisitiveness, building connections, conducting experiments, and collaborating with others. To cultivate a forward-thinking organizational culture, it is crucial to augment and expand these skills throughout the entire organization [44]. An in-depth understanding of the relationship between an innovative organizational culture and intrapreneurial behavior can be achieved by analyzing it from the viewpoint of social exchange theory, as proposed by [51]. When an organization embraces an innovative organizational culture, it promotes both extensive and restricted mutual exchange. The utilization of the restricted reciprocity idea derived from the social exchange theory can elucidate the mechanism by which an innovative corporate culture fosters the manifestation of social intrapreneurial activity among employees. The reciprocal response is seen in their heightened involvement in creative actions, which can be attributed to the existence of an organizational culture that promotes innovation. Therefore, we argue that the degree to which employees view an innovative organizational culture has a beneficial impact on their involvement in social intrapreneurial activities. As a result, employees are more inclined to demonstrate social intrapreneurial behavior.

Thus, the hypothesis has been formulated:

H<sub>1</sub>: There is a significant relationship between an innovative organizational culture (IOC) and employee social intrapreneurial behaviors (ESIB).



### 2.2.2 Explaining the concept of Employee social intrapreneurial behavior (ESIB)

The hierarchical structure of employees within organizations has experienced a significant metamorphosis over the course of history. [52] states that employees have been given more autonomy and accountability, resulting in a transition towards decentralized decision-making processes. The word "intrapreneur" was coined by Gifford Pinchot in 1978, as acknowledged by [53], within the framework of organizational entrepreneurship. [54] defines intrapreneurship as a concept that accelerates innovation within organizations by harnessing the entrepreneurial skills of employees.

Intrapreneurship, as defined by [55], is the deliberate and independent actions taken by employees to capitalize on new economic opportunities within an organization. Creative work behavior refers to the active involvement of employees in generating, developing, and executing innovative ideas that improve organizational performance. The research conducted by [56], [57], and [58] corroborate the viewpoint that employees, despite their lower position in the organizational hierarchy, have enough independence to participate in innovative practices such as generating original ideas, utilizing unconventional methods to address intricate problems, and operating within the organizational framework. [27] proposes that employees should take on the responsibilities of "innovators" and "differentiators" instead of passively accepting evolving duties and outcomes.

The objective of our research is to examine the social structure within which intrapreneurship function, with a specific emphasis on areas that are of interest to us. Social intrapreneurship is a unique combination of concepts that encompasses the social, internal, and entrepreneurial aspects of the phrase. Social entrepreneurs have certain characteristics that set them apart from traditional entrepreneurs. These attributes encompass a willingness to take risks, a strong feeling of independence, and a capacity to handle uncertainty. Furthermore, social entrepreneurs have characteristics such as empathy, a sense of moral duty, and the backing of social networks, all of which are essential for their achievements. Empathy is the fundamental inclination of a social entrepreneur, directed towards a certain set of individuals that face persecution within society. The difficult situations people encounter evoke a caring desire to ease their difficulties.

Social intrapreneurship is distinguished by a profound dedication to social responsibility, as it strives to tackle social or environmental issues that surpass the boundaries of individual or private organizational interests [31]. An extensive analysis was undertaken to gain understanding of the key factors that could drive employees to participate in Employee Social Intrapreneurial Behavior. [8] introduced a novel idea called Employee Social Intrapreneurial Behavior (ESIB).

According to [8] 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."*

In our article, we will utilize the variable introduced by [8] and examine its correlation with the other variables included in our model. The study evaluated the concept of inventive behavior by incorporating three aspects, which were derived from a prior examination conducted by [59] and initially proposed by [60]. The framework comprises three components: idea generation, concept promotion, and idea realization. The study discovered that the coefficients of the three aspects of inventive behavior surpassed the threshold of 0.85. This study investigates the creative actions of employees in a social environment. Consequently, the evaluation scales used are tailored to the particular emphasis of the study. During the initial phase, individuals in the workforce recognize a problem and then generate unique ideas or solutions, which might be either implemented or possess originality. Afterwards, these professionals strive to efficiently communicate their suggested solutions and concepts. During the last stage, the employees gain a thorough understanding of the concept or solution by developing a novel model and subsequently implementing it into practice for a particular

task, team, or the entire organization [61].

### 2.2.3 *Examining the concept of employee job satisfaction.*

Job satisfaction, according to [62], is an individual's subjective emotional state that arises from the belief that their job allows them to achieve their primary employment goals. Several factors can impact workers, such as the quality of their relationships with managers, coworkers, and customers; the level of personal fulfillment they derive from their job; the job's reputation in the community; financial incentives; and the physical and social aspects of the workplace. Since contentment in one's work life is a psychological concept, it naturally includes these three aspects of outlook. The parts of this issue cover mental, emotional, and behavioral components. Workers who report high levels of job satisfaction often attribute it to factors such as fair treatment from management, pleasant working circumstances, and a level playing field. How strongly and positively an employee feels about their work is what the affective dimension is trying to convey. [63] states that the behavioral dimension is related to an employee's propensity to stay with their current employer. Companies that want to attract and retain talented workers must understand the importance of encouraging employees' imaginations, providing funding for creative projects, and offering emotional and mental support. To foster an environment amenable to innovation, it is crucial to get rid of practices and policies that hinder creativity in all areas. The level of job satisfaction significantly impacts the overall effectiveness and productivity of an organization. This concerns the degree of job satisfaction that an individual experiences. Job satisfaction, a means of evaluating attitudes, requires the expansion of job activities to increase its attractiveness, desirability, and productivity. This is accomplished by implementing both intrinsic and extrinsic rewards programs, which are provided by management to recruit highly skilled personnel to join the organization, ensure their ongoing presence, and motivate staff to reach a high level of performance.

Job satisfaction, as defined by [64], refers to the sensation of enjoyable or positive emotions that result from evaluating one's job or job-related experiences. This concept is widely used in organizational research [65]. Job satisfaction refers to the extent to which surveys measure employees' feelings or subjective evaluations of their occupations [65].

Research conducted by [66] and [67] demonstrates a positive correlation between job satisfaction and intrapreneurship within a company. [68] found that there is a direct relationship between innovative behavior and job happiness. More precisely, when individuals can generate innovative ideas within an organization, it leads to a higher level of job satisfaction. Consequently, this has noteworthy ramifications for various facets of organizational effectiveness. [69] conducted a study which showed that job satisfaction significantly influenced innovative behavior. [70] asserts that there is a substantial correlation between job satisfaction and employee innovation. We believe that the same reasoning can be used to the article utilized in this ESIB article as well.

Thus, the hypothesis has been formulated:

H2: There is a significant relationship between Employee Social Intrapreneurial Behaviors (ESIB) and Employee Job Satisfaction (EJS).

### 2.2.4 *Examining the concept of employee commitment.*

Organizational commitment refers to the overall alignment between individual employees and their work organizations. [71], introduced the concept of organizational commitment, defining it as a "contract". Meyer and Allen, along with O'Relley and Chatman, expanded on Becker's work by acknowledging the shift from a singular approach to a multidimensional viewpoint on commitment. [72] assert Commitment refers to the psychological bond that an individual forms with an organization, as evidenced by their ability to fully accept and adapt to the organization's traits and viewpoints. The commitment paradigm established by Allen and Meyer consists of three unique components, namely affective, continuance, and normative. The affective component, also known as

emotional commitment, describes a scenario where a person demonstrates loyalty to an organization due to their innate enjoyment of the task. The worker-organization relationship is characterized by a strong sense of intimacy, and the worker harbors favorable sentiments about their employment inside the organization.

The continuation component, as described by [73], refers to the expenses incurred when an individual decides to depart from an organization. The scenario depicts an employee's commitment to the organization, which stems from their comprehension of the potential advantages and disadvantages linked to their departure. Upon evaluating the economic advantages, workers conclude that it is more beneficial to stay employed within the organization rather than pursuing other opportunities elsewhere [71],[74]. Essentially, employees understand that the resources and possibilities they presently have or expect to have within the organization, such as education, compensation, career advancement, and perks, will not be available if they choose to work somewhere else. Therefore, considering the economic value, employees may experience a dearth of extrinsic advantages outside the company. The normative component, or moral duty, refers to the situation where an individual shows commitment purely because it is their obligation to do so. Commitment is a crucial element in taking responsibility for specified activities.

Employees believe that being part of the organization requires them to be committed to achieving the organization's goals. Therefore, the individuals in question have the intention to continue to fulfill the pledge or agreement that they have officially made. The employee is driven to meet the commitments and assurances made to them by the organization [74]. Loyalty can be explained by either personal value judgements that shape behavior or social standards that are applicable to the organizational context and consistent with the surrounding environment [76].

Previous studies indicate a direct relationship between organizational commitment and the perceived levels of innovativeness, proactiveness, and risk-taking inside a company [67]. The study done by [77] investigated the relationship between commitment and intrapreneurial behavior. The researchers found a favorable link between emotional and normative commitment and overall commitment. Nevertheless, they also noted a detrimental association between the level of dedication to continuing a task and the display of intrapreneurial behavior. An observed association exists between employees' intrapreneurial behavior and their identification with the organization, which pertains to their sense of belonging to the organization. There are other potential variables that could elucidate the observed outcome. One potential explanation is that staff may not share the same values and principles as the organization, resulting in a deficiency of dedication. Furthermore, specific organizational policies may hinder employees' capacity to elevate their dedication levels and offer innovative contributions to the organization. The value of commitment is crucial in promoting innovative behavior through strong connections. Regarding organizational commitment, it has been noted that individuals who are very dedicated to their organizations tend to provide new solutions that effectively meet the needs and desires of customers [78]. The study conducted by [79] revealed a negative link between employee dedication and intrapreneurship. This suggests that as individuals in the organization have a stronger emotional bond and a feeling of being part of the group, their ability to successfully utilize their creative skills and generate new ideas for their work settings decreases. Existing research has produced conflicting findings about the correlation between employee commitment and intrapreneurial activities. This study investigates the influence of Employee Social Intrapreneurial Behavior (ESIB) on employee commitment, presenting ESIB as a distinct and novel concept. According to [39] social exchange theory, if an employee receives positive answers from their organization, they are likely to respond with positive behaviors in return. Based on the earlier explanation of Self-Determination Theory, it is recommended that employees who consistently provide social creative ideas to improve the quality of services/products or enhance work practices should be actively encouraged and dedicated. For instance, those who receive aid from the organization exhibit cooperative traits, such as displaying earnest endeavor and participating in careful deliberation. [80], [81] have examined the dynamic relationship between the organization and the individual.

Thus, the hypothesis has been formulated:

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

Job satisfaction has regularly been found to be a strong indicator of job commitment, since it is linked to improved job performance, lower rates of absenteeism, and reduced turnover. Job satisfaction is the favorable emotional condition that a person feels towards their employment [82]. [83] posits that job satisfaction is recognized as a component of organizational commitment. Furthermore, [84], [85], and [86] have clearly stated that work satisfaction can be used to predict organizational commitment.

Multiple studies have been undertaken to investigate the correlation between job satisfaction and organizational commitment [87]. Organizations have increasingly emphasized job satisfaction and commitment as important areas of focus, particularly since the 1980s. This is shown in the research conducted by [88], [89], and [90].

[91]is his study unveiled a significant link between job satisfaction and organizational commitment. Various research has established a substantial correlation between job satisfaction and organizational commitment [92]; Furthermore, empirical data indicates that job satisfaction can act as a causal element in the development of organizational commitment [93]. Furthermore, it is crucial to recognize that these demands are frequently shaped by cultural factors. [94] identified a substantial association between job satisfaction and organizational commitment.[95] conducted a study to examine the relationship between job satisfaction and organizational commitment. The study's findings indicate a substantial correlation between job satisfaction and organizational commitment, with job satisfaction identified as a predictive determinant of commitment. In a study conducted by [7], the objective was to investigate the impact of work satisfaction on organizational commitment. The study findings have demonstrated a clear correlation between job satisfaction and dedication to the organization. In a study conducted by [96], the objective was to assess the relationship between job satisfaction and organizational commitment within the Fire and Rescue Department of Malaysia. The study findings showed a noteworthy correlation between job satisfaction, which includes both intrinsic and extrinsic elements, and the degree of individuals' commitment to their organization.

An important task is to analyze the relationship between job satisfaction and IWB, which can improve our comprehension of the best organizational performance [97]). Research conducted by [66] and [67] demonstrates a positive correlation between job satisfaction and intrapreneurship inside an organization. Prior research has established the importance of intrinsic motivation in the context of IWB, as evidenced by the studies conducted by [98]and [99]. Hence, it is expected that work satisfaction plays a crucial role in IWB, as both criteria are intricately linked to intrinsic motivation.

[68] found that there is a direct relationship between innovative behavior and job happiness. More precisely, when individuals can generate innovative ideas within an organization, it leads to a higher level of job satisfaction. Consequently, this has noteworthy consequences for various facets of organizational effectiveness. [69] study showed a significant impact of job satisfaction on innovative behavior. [70] contends that job satisfaction exerts a substantial influence on employee innovation.

An innovative environment might potentially impact an employee's self-determination, particularly in terms of autonomy, competence, and relatedness. In addition, engaging in activities that enhance employees' autonomy, competence, and relatedness might have an additional influence on their job satisfaction and commitment. This relationship has been substantiated by other studies [100]. According to self-determination theory (SDT), the existence of an innovative atmosphere is associated with employees' feeling of self-determination, as they see autonomy and competence when participating in new ideas [101]. Furthermore, employees with elevated degrees of self-determination are more likely to demonstrate increased job satisfaction [102]. Therefore, the presence of a more advantageous innovation environment is anticipated to lead to increased emotional commitment among employees.

The objective of this study is to establish a relationship between the behavior of employees involved in social intrapreneurship and their levels of job satisfaction and employee commitment, based on existing academic literature. Similarly, a significant association was shown between the satisfaction employees have with their jobs and their level of devotion to the organization. Employee job satisfaction (EJS) and Employee Social Intrapreneurial Behavior (ESIB) possess the essential qualities required to function as a mediator. A mediator is a variable that acts as a middleman via which an independent variable can influence a dependent variable [103].

To summarize, it is expected that Employee Job Satisfaction (EJS) will be the only factor that influences the relationship between Employee Social Intrapreneurial Behavior (ESIB) and Employee Commitment (EC). The coexistence of Employee Social Intrapreneurial Behavior (ESIB) and Employee Job Satisfaction serves as an intermediary element in the relationship between Innovative Organizational Culture and Employee Commitment.

Thus, the hypothesis has been formulated:

H4: There is a significant relationship between Employee Job Satisfaction (EJS) and Employee Commitment (EC).

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. Materials and Methods

#### 3.1 Instruments and measurements

A survey was conducted using a questionnaire comprising of 30 data items. The authors initially established the primary constructs that they deemed significant for inclusion in this research, given their relevance to the Kuwait context. The questionnaire was devised to collect data in three categories: Innovative Organizational Culture (IOC), Job Satisfaction (JS), Employee Commitment (EC), and Employee Social Intrapreneurial Behaviors (ESIB). The initial part functioned as an introductory phase, outlining the objective of the study, acquiring agreement from participants, and guaranteeing the confidentiality of their responses. The second part encompassed the participants' sociodemographic attributes, such as gender, education level, age bracket, occupation, income, primary reason of trip, and frequency of hotel accommodations. The third part outlined the metrics used to assess the variables in the study. This research implemented all methodologies used in earlier studies, while also introducing a new measurement approach with slight adjustments to suit its unique setting. A scale consisting of eight dimensions was established by [104] to assess Innovative organizational culture. Job Satisfaction was measured using a 4-item scale adapted from [105]. The measurement of Employee Commitment utilized a 9-item scale adapted from the study of [106]. The Employee Social Intrapreneurial Behavior was measured using a 9-item scale that was adapted from [8] and [59]. The constructs were assessed using a five-point Likert scale, where 1 indicates a strong disagreement and 5 indicates a strong agreement. The questionnaire's items were developed in a three-stage approach. Items were screened from preexisting validated questionnaires at the first stage. The elements that aligned with the study's aims were preserved in their original forms. In the second stage, the parts that were most in line with the aims of the study were altered. To get more specific data, we developed additional survey questions in the third stage.

#### 3.2 Participants and Procedures

The present investigation employed quantitative research methodologies. Following the distribution of a questionnaire to gather numerical data, the researcher used SPSS version 28 to analyze the data and address the research inquiries. The questionnaire was disseminated by a combination of

computerized and self-administered methods to optimize the rate of response. We have acquired a comprehensive compilation of contact names for all manufacturing enterprises in Kuwait. A letter soliciting informed permission was delivered to the designated liaison at each company. The letter provided a clear explanation of the research's objective, methods, significance, and nature. It also included information about confidentiality and anonymity. The declared purpose was to acquire clearance for disseminating the questionnaire. Data collection began on August 20, 2023, and ended on January 30, 2024. We conducted a survey by distributing a questionnaire that consisted of 30 data items. The survey was designed expressly to gather data in five separate domains: Innovative Organizational Culture (IOC), Job Satisfaction (JS), Employee Commitment (EC), and Employee Social Intrapreneurial Behaviors (ESIB). The survey aimed to assess the attitudes and opinions of the participants towards a specific topic issue. The sample includes 223 people. 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%). Approximately 49% of the participants were engaged in full-time employment. Most of the participants are employed in the electrical, computer, and ICT industry (39.9%) followed by the food industry (27.4%). The departments with the highest levels of engagement were production (12.6% of the total) and human resources (13.9%), among others. Most participants (29.1%) possessed intermediate or advanced skills, while 21% were at a beginner level. Additionally, 19% were at the first-level management, 17% were at the middle management, and 14% were at the executive or senior management level. 18.8% of the participants had job experience ranging from 1 to 2 years. Table 1 shows the demographic features of the study sample.

**Table 1:** Demographic Characteristics

Gender	Overall (N=223)	%
Male	148	(66.4%)
Female	75	(33.6%)
<b>Age</b>		
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%)
<b>Education</b>		
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%)

### 3.3 Data Analysis Procedure

The present work utilized SEM-PLS path modelling in the Smart PLS 4 program to evaluate the proposed model. Partial Least Squares Structural Equation Modelling (PLS-SEM) is a sophisticated methodology that expands upon conventional multivariate analytic techniques such as regression, factor analysis, and discriminant analysis. This tool enables researchers to concurrently investigate multiple relationships between independent and dependent variables. The survey data was analyzed using SmartPLS 4 in the present study, employing PLS-SEM. This approach aids in generating a route model that visually represents the relationships between variables. The utilization of this structural equation model offers a potent instrument for examining the relationships between observable variables and underlying constructs. The SEM study was conducted, consisting of two primary stages: the examination of the measurement model and the evaluation of the structural model. The measurement model assessment involved evaluating the reliability and validity using a range of statistical metrics, including Cronbach's

alpha, composite reliability, cross-loadings, and other indicators provided by the SmartPLS software. This stage guaranteed that the measurement tools utilized in the study were sturdy and effectively recorded the underlying concepts being investigated. After conducting the measurement model assessment, the subsequent phase involves assessing the structural model, in which the given hypotheses are tested. This entailed examining the connections between variables. This two-step process facilitated a thorough comprehension of the interconnections among the variables under investigation and enabled the derivation of significant findings.

#### 4. Results

##### 4.1 Psychometric Characteristics of the Measurement Model

Prior to conducting the hypothesis testing, a measuring model (outer model) was constructed and evaluated. PLS-SEM employs a distinct structural equation modelling (SEM) approach compared to CB-SEM, resulting in the unavailability or non-recommendation of commonly used fit indices in CB-SEM [107]. In the context of research studies, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) are significant metrics utilized to assess the reliability and validity of constructs. Cronbach's alpha quantifies the internal consistency of a collection of items designed to assess a common construct. The measure assesses the degree of correlation among the items inside a scale or questionnaire. A Cronbach's alpha rating that is high generally signifies that the items have a high level of reliability and offer a consistent means of measuring the construct. The measure of composite reliability (CR) is an additional indicator used to assess the internal consistency of a collection of questions. The method is akin to Cronbach's alpha, but it considers not only the covariance of the items but also their factor loadings. Cronbach's alpha coefficient (CR) offers a more precise assessment of the reliability of a construct when the items exhibit high factor loadings. The Average Variance Extracted (AVE) is a statistical metric used to assess the convergent validity of a model. It quantifies the extent to which the items inside a model accurately measure the same underlying idea. The Average Variance Extracted (AVE) examines the extent to which the construct captures variance in relation to measurement error. A greater average variance extracted (AVE) value indicates a stronger correlation between the items within a construct compared to other constructs in the study. These methods are implemented in a research project to guarantee the integrity of the data and the accuracy of the findings. Researchers can utilize these statistical measures to evaluate the dependability and accuracy of the constructs they are assessing, detect any problematic items, and implement necessary modifications. Researchers can enhance the reliability and validity of their findings by employing Cronbach's alpha, internal consistency (CR), and average variance extracted (AVE). According to [107], the evaluation of a model fitted in PLS-SEM can be done by considering the following criteria: "factor loadings" ( $\lambda$ ), "Cronbach's alpha" ( $\alpha$ ), and "composite reliability" (CR) should all be above 0.70 to ensure "internal reliability", while "average variance extracted" (AVE) should be higher than 0.50 to establish "convergent validity" (CV). In terms of "discriminant validity" (DV), the average variance extracted (AVE) of each factor must exceed the squared inter-construct correlations. As seen in Table 2, the coefficient of variation (CV) for our outer model is satisfactory.

**Table 2.** The measurement- model statistics

Construct	Items	loading	VIF	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Social Intrapreneurial Behaviors (ESIB)	ESIB <sub>1</sub>	0.762	2.033	0.901	0.901	0.919	0.558
	ESIB <sub>2</sub>	0.737	2.020				
	ESIB <sub>3</sub>	0.763	2.032				
	ESIB <sub>4</sub>	0.745	1.891				
	ESIB <sub>5</sub>	0.679	1.606				
	ESIB <sub>6</sub>	0.737	1.980				

Construct	Items	loading	VIF	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
	ESIB7	0.785	2.206				
	ESIB8	0.779	2.391				
	ESIB9	0.727	1.923				
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				
EC2		0.703	1.580				
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				

Cross loadings are a technique commonly employed to evaluate discriminant validity. Cross loadings entail assessing the correlations between each indicator and its respective construct, as well as the correlations between each indicator and other constructs in the model. Discriminant validity is indicated when a construct shows a stronger connection with its own indicators compared to the indicators of another construct [108]. The results of the cross loading are presented in Table 3. The loadings of each measuring item included in this study exhibited significantly higher values with their respective designated construct compared to the other constructs, indicating discriminant validity.

**Table 3.** Loadings and Cross-Loadings for the Model

	Employee Commitment (EC)	Employee Social Intrapreneurial Behaviours (ESIB)	Innovative Organizational Culture (IOC)	Job Satisfaction (JS)
EC1	0.744	0.450	0.426	0.502
EC2	0.703	0.382	0.339	0.485
EC3	0.717	0.479	0.524	0.411
EC7	0.804	0.525	0.500	0.445
EC8	0.737	0.587	0.465	0.440
ESIB1	0.545	0.762	0.434	0.377
ESIB2	0.522	0.737	0.433	0.430
ESIB3	0.554	0.765	0.460	0.402
ESIB4	0.504	0.745	0.455	0.384
ESIB5	0.436	0.678	0.523	0.411
ESIB6	0.473	0.737	0.464	0.485
ESIB7	0.502	0.785	0.421	0.380
ESIB8	0.428	0.779	0.413	0.344
ESIB9	0.443	0.728	0.397	0.385
IOC2	0.438	0.484	0.803	0.558
IOC3	0.524	0.486	0.798	0.477
IOC4	0.574	0.509	0.817	0.510
IOC5	0.454	0.457	0.745	0.440
IOC6	0.451	0.442	0.740	0.482
IOC7	0.410	0.455	0.799	0.547
IOC8	0.478	0.432	0.768	0.511
JS1	0.504	0.404	0.569	0.827
JS2	0.526	0.480	0.592	0.913
JS3	0.503	0.423	0.525	0.856
JS4	0.570	0.527	0.527	0.838



Fornell and Larcker's criterion is an alternative approach to evaluate the discriminant validity of the model. This criterion evaluates the connection between latent constructs by considering the link between the square root of the average variance extracted (AVE) and the correlation itself [109]. The AVE, or Average Variance Extracted, quantifies the extent to which a construct's indicators capture variance. It is anticipated that a construct should be capable of explaining more variance in its own indicators compared to the indicators of other constructs. The investigation involved comparing the square root of the average variance extracted (AVE) for each construct with its relationships with other latent components. The results suggest that Fornell and Larcker's criterion has been met, as the square roots of the Average Variance Extracted (AVE) for each construct are greater than the correlations with other constructs (Table 4). This implies that each construct has a greater ability to account for the variability in its own indicators compared to the variability in the indicators of other constructs. The fulfilment of Fornell and Larcker's criterion serves as proof for the distinctiveness of the model. This illustrates that every underlying construct is separate and assesses a distinct concept.

**Table 4.** Fornell–Larcker criterion matrix.

	Employee Social Intrapreneurial Behaviours (ESIB)	Employee Commitment (EC)	Innovative Organizational Culture (IOC)	Job Satisfaction (JS)
Employee Social Intrapreneurial Behaviours (ESIB)	0.747			
Employee Commitment (EC)	0.659	0.742		
Innovative Organizational Culture (IOC)	0.598	0.610	0.782	
Job Satisfaction (JS)	0.538	0.615	0.644	0.859

An alternative method for evaluating the discriminant validity between groups is to compute the heterotrait-monotrait (HTMT) ratio of correlation. [110] propose the use of the HTMT ratio, as determined by a Monte Carlo simulation study, as a more precise method for assessing discriminant validity. When compared to the cross-loadings criterion and the Fornell-Larcker criterion, the HTMT ratio demonstrates superior levels of specificity and sensitivity. HTMT values approaching 1 indicate a deficiency in discriminant validity. [111] suggested a threshold of 0.85 for assessing discriminant validity. The HTMT values obtained from the assessment are provided in Table 5. All constructs exhibit values below 0.85, confirming the presence of discriminant validity for all constructs. This implies that the indicators within each construct exhibit a higher degree of correlation with one another compared to the indicators from other constructs.

**Table 5.** HTMT Ration Results

	Employee Social Intrapreneurial Behaviours (ESIB)	Employee Commitment (EC)	Innovative Organizational Culture (IOC)
Employee Social Intrapreneurial Behaviours (ESIB)			
Employee Commitment (EC)	0.769		
Innovative Organizational Culture (IOC)	0.663	0.720	
Job Satisfaction (JS)	0.597	0.733	0.727

#### 4.2 Analysis of Structural Model and Hypothesis Testing

Common method bias may arise as a potential concern in research when employing a solitary source, self-reporting, and cross-sectional design. Measuring numerous constructs increases the chances of

encountering common method bias, as the variance particular to each methodology can affect the bias of observed associations. Consequently, the observed associations could be skewed because of the prevalent technique bias [112]. To mitigate the problem of common method bias, [113] proposed a strategy of augmenting respondent motivation. By enhancing incentive, researchers can stimulate participants to provide more deliberate and perceptive responses, so reducing the possible bias caused by the typical approach. An alternative approach to evaluate and reduce the impact of common technique bias is by analyzing collinearity. [114] suggests that VIF values exceeding 5 may indicate the presence of significant collinearity and common technique bias. Collinearity is the condition where predictor variables have a strong correlation, resulting in increased standard errors and incorrect estimations. Hence, it is crucial to evaluate collinearity and verify that the Variance Inflation Factor (VIF) values are below the specified threshold to mitigate the influence of common method bias. The VIF values for the research constructs in the current study are below 5. The values displayed in table 1 indicate the lack of significant collinearity and imply the absence of any shared technique bias.

Once the measurement model has been validated, the subsequent step is to construct the structural model. Bootstrapping is a mechanism that can be used to accomplish this goal [108]. Bootstrapping is a method that involves estimating the uncertainty and stability of a model by repeatedly sampling data with replacement. Using bootstrapping techniques might be beneficial when conducting partial least squares (PLS) regression analysis with small sample sizes or significant variability in the data.

The evaluation of the structural model involves analyzing the connections between latent variables. This entails the estimation of the route coefficients, which indicate the magnitude and direction of the relationships between latent variables. The results were evaluated with a significant threshold of 5%. Table 6 presents the results of the bootstrapping process performed on the Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis.

**Table 6.** Bootstrap Results for the Inner Model Regression Paths

Path	Original sample (O)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Decision
ESIB -> EC	0.462	0.073	6.351	<0.001	Supported
ESIB -> JS	0.538	0.065	8.322	<0.001	Supported
IOC -> ESIB	0.598	0.053	11.326	<0.001	Supported
JS -> EC	0.366	0.068	5.382	<0.001	Supported

A significant relationship was observed between Employee Intrapreneurial Behavior (ESIB) and Employee Commitment (EC) ( $\beta = 0.462$ ;  $t = 6.351$ ;  $p < 0.05$ ); as a result, proposed hypothesis is accepted.

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

A significant relationship was observed between Employee Social Intrapreneurial Behaviors (ESIB) and Job Satisfaction (JS), ( $\beta = 0.538$ ;  $t = 8.322$ ;  $p < 0.05$ ); as a result, proposed hypothesis is accepted.

A significant relationship was observed between Innovative Organizational Culture (IOC) and Employee Social Intrapreneurial Behaviors (ESIB) ( $\beta = 0.598$ ;  $t = 11.326$ ;  $p < 0.05$ ); as a result, proposed hypothesis is accepted.

A significant relationship was observed between Job Satisfaction (JS) and Employee Commitment (EC) ( $\beta = 0.366$ ;  $t = 5.382$ ;  $p < 0.05$ ); as a result, proposed hypothesis is accepted.

Mediation analysis is a technique employed to investigate and assess the indirect impact of independent variables on a dependent variable by means of one or more mediator variables. The main objective is to examine if the connection between the independent variable and the dependent

variable is influenced, either partially or entirely, by the mediator variable. This analysis assesses the degree to which the influence of the independent variable is passed through the mediator variable to impact the dependent variable.

Mediation can be assessed using several ways, and one popular and modern method is bootstrapping [115], [116]. In our present study, we examined how Job Satisfaction (JS) and Employee Social Intrapreneurial Behaviors (ESIB) may influence the study variables, both from external sources and internal factors. Table 7 and Figure 3 display the results of the mediation analysis.

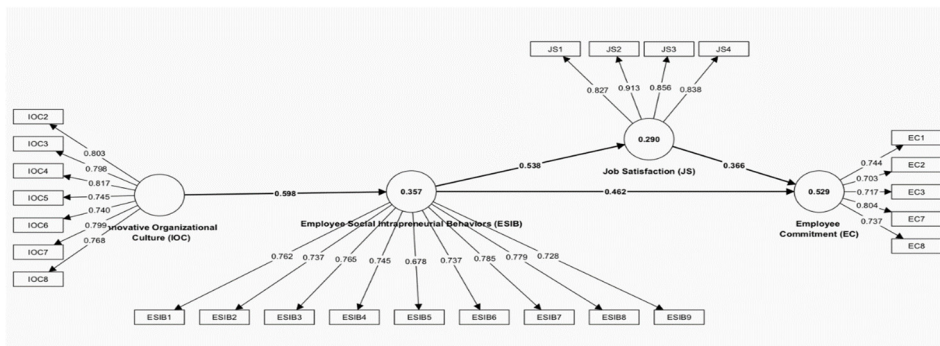
**Table 7.** Bootstrap Results for the Inner Model Regression Paths (Mediation Analysis)

Path	Original sample (O)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Decision
IOC -> ESIB -> JS -> EC	0.118	0.032	3.632	<0.001	Supported
IOC -> ESIB -> EC	0.276	0.055	4.991	<0.001	Supported
ESIB -> JS -> EC	0.197	0.048	4.108	<0.001	Supported

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) ( $\beta=0.118$ ;  $t=3.632$ ;  $p<0.05$ ); 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) ( $\beta=0.276$ ;  $t=4.991$ ;  $p<0.05$ ); 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) ( $\beta=0.197$ ;  $t=4.108$ ;  $p<0.05$ ); as a result, the proposed hypothesis is accepted.



**Figure 3.** Node diagram for the PLS-PM model after removing items having low loading.

### 5. Discussion and Conclusions, Future Research Directions

The findings of the research indicate that Employee Social Intrapreneurial Behavior (ESIB) has a significant impact on manufacturing companies in Kuwait. This study presents an innovative conceptual framework for comprehending social intrapreneurial activity, which is defined as a behavior exhibited by persons who are actively involved within an organization, regardless of the organizational context. Employees possess a feeling of gratitude and view themselves as essential contributors to the organization's accomplishments. They generate innovative ideas that significantly influence society, resulting in the advancement of novel methodologies, services, or products. A total of 223 persons currently engaged in a manufacturing company in Kuwait participated in the study.

51.1% of the sample population, which corresponds to a substantial fraction, belongs to the age group of 18-24. This age range is consistent with the classification of these individuals as members of Generation Z, as stated in relevant academic literature. The remaining individuals, in their respective sequence, pertain to different generations. 25.1% of the entire population comprises Generation Y, 13.5% comprises Generation X, and 10.3% comprises the Baby Boomer generation. It is crucial to recognize additional facets of the folks in this study. 69.1% of the individuals in this survey achieved a bachelor's degree and immediately entered the workforce. Out of these individuals, 39.9% are presently working in the Electrical/computer and ICT sectors. In addition, 29% of these workers have intermediate experience, while 21.5% are considered beginners in their respective jobs. In addition, 18.8% of the participants have remained working at the same company for a period of 1-2 years, while 17.9% have been employed for less than 6 months at their current company. Most participants in the study are of Kuwaiti descent, while the other participants display diversity in their ethnic backgrounds. Furthermore, it is noteworthy that a considerable proportion of persons (specifically Kuwaitis) have acquired their education in Western nations. This section provides a succinct portrayal of the attributes of Generation Z and their achievements in the workplace.

Gen Z possesses distinct characteristics as employees. The propensity for frequent job changes is intrinsic to the behavior of persons belonging to Generation Z. Individuals that demonstrate a tendency for job mobility possess a strong dedication to enhancing their professions without compromising. Like the agile motions of a chimpanzee moving between trees, these folks easily switch between different workplaces whenever they find it essential. As a result, they do not become deeply rooted inside a particular organization, therefore addressing worries about a consistent income or a dedicated workspace. Individuals who possess these attributes demonstrate courage, proactivity, and a diminished inclination to doubt their own talents and boundaries. Individuals that have a pragmatic mindset typically prioritize individual autonomy and excel in casual, indirect environments. The folks in question are involved in establishing a new social structure by departing from traditional office work culture and utilizing the internet to do their tasks from any global location. Furthermore, they actively create virtual communities of their own. Individuals in this category demonstrate a stronger predisposition towards intelligence rather than wisdom, and they possess a natural comfort within the domain of technology. The individuals in question demonstrate limited skill in verbal and emotional communication, but they can achieve their goals, even if it requires significant sacrifices. The people in question will collaborate to collectively implement their unique ideas for the improvement of society. Over 97 percent of young individuals consider environmental protection to be highly significant. In addition, a significant percentage, approximately 74 percent, regularly participate in environmentally friendly behaviors such as recycling, sorting waste, and purchasing energy-efficient light bulbs. When choosing between two job offers, people often favor the company that shows a deliberate commitment to corporate social responsibility (CSR) and has a strong environmental focus [117].

Considering the presence of several studies that confirm the discrepancy in attitude and value. When comparing Generation Z to previous generations in different aspects, it is important to recognize their unique characteristics as workers.

Based on the findings, we may state the following conclusion:

Ultimately, the study has identified a noteworthy capacity within the workforce of the organizations being analyzed. Analyzing the correlation between an innovative organizational culture, employee social intrapreneurial behavior, employee work happiness, and employee commitment. This study aims to analyse the influence of employee social intrapreneurial behavior on employee commitment. An extensive analysis is necessary to assess the potential influence of job satisfaction on employee commitment. This study seeks to examine the sequential impact of employee intrapreneurial behavior and employee job satisfaction as mediators in the relationship between innovative organizational culture and employee commitment. The objective of this study was to investigate the perceptions of employees in various sizes of Kuwaiti enterprises about the concept of social intrapreneurship. To fulfil the research objectives, a Structural Equation Modelling

(SEM) analysis was employed to assess 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 ( $\beta = 0.598$ ;  $t = 11.326$ ;  $p < 0.05$ ).

Two possible explanations can be proposed to support this association, as follows: Firstly, employees form a reciprocal relationship inside the organizational setting, as suggested by the social exchange theory. The organization and its personnel provide the necessary assurance to cultivate strong collaboration. Within a culture distinguished by originality and creativity, employees who possess entrepreneurial qualities exhibit a profound sense of affiliation and inclusion. Furthermore, the primary demographic within the organizations participating in this study comprises individuals who are part of the generation Z cohort. Generation Z actively seeks freedom, inventiveness, and a wide variety of professional experiences. GenZ individuals are known for their enthusiasm for innovation and their inclination to work in organizations that prioritize social innovation for the betterment of society.

According to Hypothesis 2, 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 ( $\beta = 0.538$ ;  $t = 8.322$ ;  $p < 0.05$ ).

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 ( $\beta = 0.493$ ;  $t = 7.400$ ;  $p < 0.05$ ).

The explanation for these findings might be attributed to [41] Theory of Planned Behavior. Employees that exhibit intrapreneurial behavior and possess a collaborative attitude are more likely to consistently demonstrate innovative behavior that benefits society, therefore establishing it as a common expectation within the organization. The Theory of Planned Behavior (TPB), formulated by [41], posits that an individual's behavioral intention is influenced by three key factors: (1) their attitude towards the behavior, (2) subjective norms, and (3) perceived behavioral control. Social psychologists frequently employ the Theory of Planned Behavior (TPB) as a conceptual framework to investigate behavioral intentions [118]. The theory of planned behavior (TPB) can provide insights into individuals' inclination to participate in deliberate environmental actions. Several studies have utilized the Theory of Planned Behavior (TPB) to better understand the elements that influence employees' intentions to embrace environmentally friendly behaviors [119]. A study conducted by [120] found that the Theory of Planned Behavior (TPB) explained 79% and 37.7% of the variation in predicting employees' intentions to commute using alternative modes of transportation and to suggest environmentally friendly proposals for the workplace, respectively.

[119] found that the dimensions of the Theory of Planned Behavior (TPB) accounted for a significant proportion of the variability, ranging from 46% to 61%, in employee intentions to engage in three different environmental behaviors. The observed behaviors encompassed actions such as powering down personal computers when staff were away from their workstations for an hour or more, employing videoconferencing as a substitute for in-person meetings, and actively participating in recycling initiatives to optimize waste reduction.

According to Hypothesis 4, there is a statistically significant relationship between Employee Job Satisfaction (EJS) and Employee Commitment (EC). The findings indicate that the hypothesis has been accepted and that the suggested link holds statistical significance ( $\beta = 0.366$ ;  $t = 5.382$ ;  $p < 0.05$ ).

According to Hypothesis 5, 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 ( $\beta = 0.538$ ;  $t = 8.322$ ;  $p < 0.05$ ).

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 ( $\beta=0.118$ ;  $t=3.632$ ;  $p<0.05$ ).

### 5.1 Contribution to knowledge

This study's distinctiveness was analyzed from several perspectives. This study adds value, enriches the field, and makes substantial contributions to the current body of knowledge. This study intended to improve the measurement of intrapreneurial behavior by refining and developing a new instrument. The topic being studied is known as Employee Social Intrapreneurial Behavior.

This study enhances the current knowledge on intrapreneurship by examining the combination of two scales: [60] and [59] scales. Furthermore, it offers an additional element pertaining to the social aspect of intrapreneurship. This study examined employees' social intrapreneurial behaviors by incorporating the three dimensions of idea development, idea promotion, and idea realization, as first suggested by [60] and then modified by [59].

This study proposes a new model that combines many variables to analyze how employee social intrapreneurial behavior and job satisfaction mediate the relationship between innovative organizational culture and employee commitment. This study is the first empirical inquiry known to the researcher concerning the association between these terms. This study utilized quantitative data to evaluate the efficacy of the model, with a specific emphasis on the manufacturing industry in Kuwait. The study showed a significant and positive impact of employee social intrapreneurial behavior, with job satisfaction acting as a mediator variable.

This study focuses on analyzing the consecutive impact of employee social intrapreneurial behaviors and employee job satisfaction as mediator factors. This study has added value to the current knowledge by investigating the importance of Generation Z as the main workforce in the manufacturing industry in Kuwait.

Previous research was constrained in its breadth and context, as it only concentrated on analyzing country classifications. There is insufficient extensive research on employee intrapreneurial behavior, especially about the social behavior of employees in Middle Eastern countries. This study examined the importance of employee social intrapreneurial behavior in Kuwait's sophisticated economy.

This study offers empirical evidence that supports the theoretical frameworks of Self Determination Theory, Social Exchange Theory, and The Planned Behavior Theory, as discussed in the third chapter of this thesis. This study created a three-part sequential framework to describe how a creative organizational culture is formed and its effects on employee behavior, particularly in relation to intrapreneurship. By actively engaging in the cultivation of a shared inventive attitude that can become ingrained as a regular practice over time.

### 5.2 Contribution to practice

The study details possible contributions to the manufacturing industry in Kuwait. The current research focused on improving an innovative method for evaluating employee social intrapreneurial behavior, specifically tailored for use in the manufacturing sector in Kuwait. Manufacturing organizations can use the proposed method to assess the extent of employee social intrapreneurial behavior. These organizations can identify the most and least crucial variables and dimensions, and then improve their position regarding employee social intrapreneurial behavior. Enhancing employees' intrapreneurial behaviors in the workplace can be accomplished by thoroughly investigating the relationship between employee social intrapreneurial behavior, innovative organizational culture, employee job satisfaction, and employee commitment. This study seeks to improve comprehension of employee social intrapreneurial behavior and its importance for owners

and managerial staff. Intrapreneurial personnel have a vital role in promoting innovation within organizations, leading to a competitive advantage for enterprises [121]. [28] investigated how intrapreneurial skills influence organizational thinking, particularly in the strategic use of opportunistic methods by employees. Their research showed that people with intrapreneurial traits can bring new viewpoints and methods to organizations. These individuals can bring about significant changes to an entire organization by starting with tiny, incremental adjustments. Generation Z is playing a major role in encouraging intrapreneurial behaviors in the workplace. Managers must prioritize employee satisfaction and provide a pleasant work environment tailored to their individual needs. The theoretical framework of the research helps improve managers' comprehension of the importance of intrapreneurship and how organizations might support its growth at individual and organizational levels.

### 5.3 Limitations and Future Research Directions

This research is constrained by its inherent nature and extensive scope. Here are some research recommendations derived from the limitations faced: The current study aims to investigate the relationship between employee social intrapreneurial behavior, innovative organizational culture, job satisfaction, and employee commitment. Future research could utilize the established tool of employee social intrapreneurial behavior to investigate more connections between this behavior and several other parameters. This study investigated how employee intrapreneurial activity mediates the association between employee work satisfaction.

Future research could take a direct approach to study the impact of many elements on the relationship between an innovative organizational culture and employee commitment/employee performance. This study centers on the function of employees in manufacturing organizations to investigate research questions. Additional investigations could focus on the managerial structure and compare the perspectives of managers and employees to evaluate their individual conclusions. The model was empirically tested using the manufacturing sector in Kuwait as the selected scenario. Future study may concentrate on investigating additional industries and doing comparative analysis of the results across various sectors. 223 individuals were surveyed for the study, selected from small, medium, and large organizations using a stratified sampling method. To enhance the generalizability of the results, it has been recommended that future studies increase the sample size for each group. Future research can utilize a mixed research style, using semi-structured interviews with the companies' managerial people. An interesting topic for investigation could pertain to the influence of leadership on the cultivation of social intrapreneurial behaviour among employees across various generations, with a particular focus on Generation Z. Additionally, doing a transnational study encompassing Gulf countries could provide insights into the potential consistency of these findings across these nations.

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