

Examining Employee Social Intrapreneurial Behaviour (ESIB) in Kuwait: Pilot Study

Ardita Malaj^{1*}, Ahmad R. Alsaber², Bedour Alboloushi³, Anwaar Alkandari⁴

¹ College of Business Studies, Arab Open University, Riyadh, Saudi Arabia. a.malaj@arabou.edu.sa

² College of Business and Economics, American University of Kuwait, 15 Salam Al Mubarak St, Salmiya Kuwait. aalsaber@auk.edu.kw

³ Business Management Department, Kuwait College of Science and Technology, Kuwait. b.alboloushi@kcst.edu.kw

⁴ Business and Management Department, Kuwait Technical College, Kuwait. a.alkandari@ktech.edu.kw

ARTICLE INFO

Received: 28 Dec 2024

Revised: 18 Feb 2025

Accepted: 26 Feb 2025

ABSTRACT

Organizations worldwide, particularly in Kuwait, are concerned with implementing a progressive workplace culture and fostering social innovation behaviours. The main aim of this research is to examine and establish a thorough comprehension of the relationship between an inventive organizational culture, employee intrapreneurial behaviour, authentic leadership, employee job satisfaction, and employee job commitment in the manufacturing sector of Kuwait, which is a developed economy. Literature reviews analyse the core concepts and their related areas by scrutinizing their definitions, dimensions, and importance to uncover any deficiencies in existing research. The examination of relevant research uncovered major gaps in understanding. This study examines the reliability and validity of a newly developed questionnaire designed to identify the appropriate applications for a large-scale investigation. A preliminary investigation was carried out, determining a sample size of 36 respondents selected randomly from a pool of 223 samples. SPSS was utilized to calculate the percentages of the demographic characteristics for the participants, assess the credibility of the measurements, evaluate the internal consistency, validate all agreements, and determine Pearson's correlation. The study's results indicated that the majority of participants were male (66.7%), aged between 35 and 44 (38.9%), and possessed a bachelor's degree (58.3%). Approximately 94.4% of the participants were employed full-time. 72.2% of the participants are employed in the electrical, computer, and ICT sector, whilst 8.3% work in the metal industry. Out of all the departments, the human resource department had the highest level of engagement, making up 13.9% of the total. Most participants (36.1%) possessed intermediate or advanced levels of experience, whilst 21% were classified as entry-level. Furthermore, 8.3% of individuals were categorized as first-level management, 22.2% were categorized as middle management, and 16.7% were categorized as executive or senior management. Around 19.4% of the participants have over a decade of professional experience. The Pearson's correlation coefficient for all 5 components varies between 0.4009 to 0.7183. The results indicate that all elements of the questionnaire were effectively verified, with a Cronbach alpha factor predominantly exceeding 0.6, which is the criterion commonly accepted by researchers. Therefore, the work on the larger scope of testing and analysis could continue.

Keywords: Pilot Study; ESIB; Innovative Organizational Culture; Kuwait; Validation

INTRODUCTION

The primary aim of this study is to examine and establish a thorough comprehension of the relationship between an innovative organizational culture, employee intrapreneurial behaviour, authentic leadership, employee job satisfaction, and employee job commitment within the manufacturing sector of Kuwait, a developed economy. Literature reviews analyse the definitions, dimensions, and relevance of fundamental concepts and their linked domains to discover any deficiencies in current research. The examination of relevant research uncovered significant deficiencies in understanding. This study is founded upon a pilot study. Pilot studies refer to smaller-scale versions of a full-scale study, also known as feasibility studies, and involve the specific pre-testing of a research instrument, such as a questionnaire or interview schedule. Conducting a pilot study is crucial as it enhances the accuracy of the research instrument [1]. The process entails gathering data from a smaller subset that aligns with the primary data collection endeavour [2]. [3] assert that doing a pilot study serves the purpose of assessing the efficacy of a research

instrument. Pilot research serves several purposes. As an illustration, it detects errors and deficiencies in the instrument [4]. According to [5], it aids in the initial assessment of the instrument's reliability and validity. Regarding the questionnaire, conducting a pilot study can assist in addressing various concerns related to the wording of the questionnaire [6], the comprehension and clarity of the questionnaire [7], the sufficiency of instructions or directions [8], the layout and visual appeal of the questionnaire, as well as the timing and length of the questionnaire [7]. In brief, pilot testing is advantageous since it enhances the instrument [8] and contributes to the instrument's reliability and validity [5]. Hence, the inclusion of pilot testing in this work holds significant value in terms of research findings.

LITERATURE REVIEW

2.1 Intrapreneurship, ESIB and other factors

The concept of intrapreneurship has attracted significant scholarly attention since its introduction in the early 1980s. The concept of "intrapreneurship" has been subject to diverse interpretations among scholars. Notably, [9], [10], and [11] have all directed their attention towards the entrepreneurial endeavours undertaken by existing employees within organizations of varying scales. [12] and [13] have defined intrapreneurship as the act of participating in entrepreneurial endeavours within a pre-existing organization. A multitude of definitions pertaining to intrapreneurship have been proposed in academic literature. The definitions have some shared properties. Intrapreneurs can be defined as those who have a proactive disposition and demonstrate a pronounced propensity for acting. These individuals exhibit a proactive disposition and display the ability to take initiative without any external reinforcement.

People frequently avoid obtaining consent and may ignore disagreement and other negative reactions from their environment regarding their ideas. Moreover, their proactive behaviour is focused on seeking an opportunity, regardless of the resources they currently have. Intrapreneurs consistently exhibit a capacity to manage difficulty and surmount barriers. Within the context of organizations, intrapreneurs often partake in initiatives that can be described as "novel" or "innovative," indicating that their behaviours and activities deviate from the established standards. As per [14] findings, it is recommended that employees do not merely adopt changes in employment and products in a passive manner. Instead, they should actively embrace the roles of "innovators" and "differentiators." Individuals are expected to have the ability to adapt to and impact the ever-changing business environment [15], which leads to the creation of creative ideas for products or processes.

The present study is implementing the concept of Employee Social Intrapreneurial Behaviour (ESIB) as proposed by [16]. Employee social intrapreneurial behaviour [16] refers as:

"Is a behaviour 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."

Organizations may choose to embrace intrapreneurship as a strategic goal to enhance their ability to innovate, rejuvenate, and revitalize ([17]; [18]). Moreover, the incorporation of intrapreneurship within organizational settings has the capacity to augment their competitive edge and create supplementary value in intricate socioeconomic environments ([19]; [20]). [21] and [22] have conducted research that substantiates the notion that firms must establish a work environment that fosters creativity and talent among individuals. These professionals continually strive for proactive and innovative solutions, as well as enhanced chances inside the firm. [23] suggest that incorporating intrapreneurship into a business can led to enhanced financial performance, increased competitiveness, and the cultivation of new skills. Efficient resource utilization, continual analysis of internal and external environments, and the introduction of innovative methods are key factors in achieving this objective. Organizations can achieve development and success by implementing a proactive approach and leveraging chances to influence improvements in their systems.

The assumption that intrapreneurship plays a vital role in the attainment of competitive advantage has been supported by several research studies undertaken by [24], [25], and [26]. The application of intrapreneurship within firms has been shown to contribute to the achievement of a competitive advantage, as evidenced by several prior studies undertaken by [10], [27], [28].

According to a study by [29], employees are more inclined to exhibit entrepreneurial behaviour when they are part of an organization that fosters a supportive environment and perceives failures and errors as valuable learning

opportunities, as opposed to organizations that impose penalties for such conduct. The proposition suggests that individuals have the capacity to demonstrate proactive behaviour when they are fully engaged in an organizational culture that places a high value on innovation. In such a culture, both management and colleagues help and cultivate an atmosphere where failure and errors are not seen with apprehension. In a study conducted by [30], 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. According to [31], it is contended that authentic leaders have the obligation of acknowledging the proficiency of their subordinates and aiding for their growth, all the while cultivating a collective sense of purpose or mission.

According to [32], empirical evidence suggests that employees who exhibit a strong sense of commitment to their respective organizations are more likely to produce inventive resolutions that satisfactorily align with consumer demands and thoughts. By emphasizes the paramount necessity of commitment in cultivating innovative behaviour by establishing strong relationships.

Job satisfaction is correlated with an individual's general disposition towards their work, as well as the perceived disparity between the remuneration received and the anticipated remuneration. The concept that there is a positive relationship between employee satisfaction and productivity is commonly acknowledged among leaders [33]. According to [34], a positive association has been seen between creativity and job satisfaction, with job satisfaction playing a significant role in fostering innovation and facilitating knowledge development.

2.2 Kuwait and Intrapreneurial behaviour

The purpose of this research is to examine the contextual elements in Kuwait. As such, it will be the first study of its kind in Kuwait to examine the relationship between employee commitment, creative organizational culture, employee work satisfaction as a mediator, and employee social intrapreneurial behaviour. The substantial wealth of Kuwait is widely recognized and ascribed to the establishment of an all-encompassing welfare state that provides numerous advantages to its populace. The occurrence has resulted in a substantial augmentation in the per capita income of the Kuwaiti population. Kuwait's economy is characterized by its robustness and abundance of petroleum resources. Kuwait is frequently recognized as one of the most affluent nations on a global scale. Food production, textile, garment, and leather manufacturing, the 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 are the nine distinct industrial sectors of Kuwait, according to the [35].

Encouraging employee intrapreneurial behaviour in Kuwait can greatly benefit the economy. Intrapreneurship is the act of employees behaving like entrepreneurs within a larger firm. This involves demonstrating innovation, creativity, and initiative to create new ideas, products, or processes. Promoting intrapreneurship among employees in Kuwait can have numerous advantages: Innovation and creativity: Intrapreneurial individuals can introduce novel concepts and inventive resolutions, hence propelling the advancement of novel items, services, or procedures. This innovation has the potential to bolster the competitiveness of Kuwaiti enterprises in both the domestic and international markets.

Enhancing business growth and competitiveness in Kuwait can be achieved by enabling people to assume responsibility for their ideas and projects, hence cultivating a culture of ongoing enhancement and flexibility inside firms. This can lead to heightened productivity, efficacy, and competitiveness in the international market. Job creation: Intrapreneurial endeavours frequently result in the generation of fresh employment prospects as firms broaden their activities to accommodate pioneering undertakings. This has the potential to decrease unemployment rates and promote economic growth in Kuwait. expertise transfer and skill development are common in intrapreneurial activities, which sometimes need personnel from other departments or backgrounds to collaborate and share expertise. The exchange of ideas and talents can improve the overall competence and expertise inside firms, hence promoting economic development. Developing a strong business ecosystem in Kuwait can be facilitated by the success of intrapreneurship. As employees acquire expertise and self-assurance in creating inventive ideas within firms, they may be more inclined to independently pursue entrepreneurial endeavours, resulting in the establishment of new startups and businesses. Nevertheless, cultivating intrapreneurial conduct necessitates a nurturing company culture that appreciates innovation, willingness to take risks, and independence. Kuwaiti organizations should

allocate resources towards training programs, mentorship efforts, and incentive structures to cultivate intrapreneurial potential inside their workforce. Encouraging intrapreneurial behaviour among employees in Kuwait has the capacity to stimulate economic growth, improve competitiveness, and cultivate a culture of innovation and entrepreneurship in the country.

RESEARCH OBJECTIVES AND QUESTIONS

The present study aims to investigate the following research question:

RQ1: How might diverse Kuwaiti businesses encourage socially responsible intrapreneurial behaviour among employees of varying generations?

RQ2: In an innovative organizational culture, what is the impact of employee social intrapreneurial behaviour and employee job satisfaction on employee commitment?

The present study aims to investigate the following objectives:

RO1: To evaluate the social intrapreneurial suitability of employees in Kuwait's manufacturing sector.

RO2: Investigate the mediating role of employee job satisfaction and employee intrapreneurial activity in the relationship between innovative organizational culture and employee commitment.

RESEARCH METHODOLOGY

The current investigation employed a quantitative approach and utilised a representative sample to assess the mediating role of employee social intrapreneurial behaviour in the connection between employee work satisfaction and innovative organisational culture and employee commitment.

The primary methodology employed in this research is the utilization of a closed-ended questionnaire to gather quantitative data. After administering a questionnaire to collect quantitative data, the researcher utilized SPSS version 28 to analyse the gathered information to address the research inquiries. Multiple variables were considered during the development of the questionnaire items for this study. The questions were formulated to ensure lucidity and allow for only a single accurate response. Moreover, the study failed to offer clear recommendations or directives to the participants regarding their decision-making procedure. Furthermore, special care was taken to avoid formulating the questions in a negative manner, as the inclusion of negative language in a question could potentially cause misunderstanding among the participants and hence lead to erroneous responses. The survey instrument comprised of rating inquiries. To enhance responder clarity and improve response rate and quality, the study employed a questionnaire that had a Likert-style rating scale consisting of five points. Participants were provided with five options to express their level of agreement or disagreement with each statement: strongly disagree, disagree, neither agree nor disagree, agree, and highly agree. The present study utilizes a stochastic sampling strategy, commonly employed in conjunction with survey techniques. This methodology reduces the influence of bias and increases the likelihood of wider applicability, as previously elucidated.

The questionnaire for this study was constructed based on a thorough literature analysis of questionnaires previously developed by [36], [37], [38], [39], and [40], [16]. The questionnaire items underwent a methodical three-step development approach. In the preliminary stage, the items underwent a process of review and filtration process using pre-existing validated questionnaires. All items that aligned with the study's aims were included without any alterations. In the subsequent stage, the components that had a strong correlation with the research objectives underwent revision. In the subsequent phase, the researcher devised additional items to augment the questionnaire to obtain the requisite information. The comprehensive questionnaire, which includes a range of inquiries, can be in Appendix 1.

METHODS OF ASSESSMENT

This part provides a description of the analysis methodologies employed, starting with an examination of the demographic characteristics of the respondents and an elucidation of the pertinent organizations.

5.1 Respondents' Background Information

Table 1 presents the demographic characteristics of the participants, encompassing their specialization, age, years of experience, kind and sector of business, qualifications, professional field, and level of expertise in medium-sized

enterprises in Kuwait. The demographic features of the study sample, comprising 36 participants, are presented in Table 1. The findings of the study indicated that a majority of the participants were male (66.7%), fell within the age range of 35 to 44 (38.9%), and earned a bachelor's degree (58.3%). Approximately 94.4 percent of the participants were engaged in full-time employment. The largest proportion of participants (72.2%) are employed in the electrical, computer, and ICT sector, with the metal industry following closely behind (8.3%). Out of the several departments that were represented, the human resource department had the highest level of engagement, accounting for 13.9% of the total. Most participants (36.1%) possessed intermediate or experienced levels of experience, whereas 21% were classified as entry-level. Additionally, 8.3% were categorized as first-level management, 22.2% were categorized as middle management, and 16.7% were categorized as executive or senior management. A significant proportion of the participants, specifically 19.4%, possessed over a decade of professional experience.

Table 1. Demographics

	Overall (N=36)
Gender	
male	24 (66.7%)
female	12 (33.3%)
Age	
18-24	1 (2.8%)
25-34	12 (33.3%)
35-44	14 (38.9%)
45-54	5 (13.9%)
55-65	4 (11.1%)
Education	
high school	4 (11.1%)
bachelor	21 (58.3%)
Master	2 (5.6%)
Ph.D	8 (22.2%)
Trade school	1 (2.8%)
Current employment statement	
full time	34 (94.4%)
part time	1 (2.8%)
other	1 (2.8%)
Industry	
Food Industry	2 (5.6%)
Textile Industry	1 (2.8%)
Metal Industry	3 (8.3%)
Chemical Industry	2 (5.6%)
Machinery Industry	2 (5.6%)
Electrical, Computer & ICT Industry	26 (72.2%)
Organization located	
Middle East	36 (100.0%)
Department	
Human Resources Department	5 (13.9%)
Marketing Department	4 (11.1%)
R&D Department	3 (8.3%)
Production Department	2 (5.6%)
Finance Department	4 (11.1%)
Maintenance Department	3 (8.3%)
Other	15 (41.7%)
Current position	
Executive or Senior Management	6 (16.7%)
Middle Management	8 (22.2%)
First-Level Management	6 (16.7%)
Intermediate or experienced	13 (36.1%)
Entry-Level	3 (8.3%)
Working duration	
less than 6 months	1 (2.8%)
6-11 months	3 (8.3%)
1-2 years	3 (8.3%)

	Overall (N=36)
3-4 years	3 (8.3%)
5-9 years	6 (16.7%)
10-14 years	7 (19.4%)
15-19 years	6 (16.7%)
20 years or more	7 (19.4%)

5.2 The validity of Internal Consistency and Stability of the Tool

This study utilizes a probability sampling technique, commonly integrated with survey techniques. The probability-sampling procedure can be divided into four distinct phases. The first phase involves identifying a suitable sampling frame that aligns with the research question(s) and objectives. The second phase entails selecting an appropriate sample size. The third phase involves selecting the most suitable technique and sample. Lastly, the fourth phase involves verifying that the model accurately represents the population.

5.2.1 Testing for instrument Reliability and Validity

The reliability index is a statistical metric that assesses the degree to which a given dataset accurately measures its intended construct. The assessment of the precision and accuracy of measurement tools employed to evaluate a certain construct is an often-employed practice. Reliability measurements facilitate the identification of potential issues with measurement tools by researchers. Cronbach's alpha coefficient is a highly prevalent dependability index. The coefficient in question quantifies the degree of internal consistency exhibited by a set of items designed to assess a shared construct. The Cronbach's alpha coefficient is a statistical measure that ranges from 0 to 1, where a higher number signifies a greater degree of internal consistency. The reliability and validity of a questionnaire can be established when the Cronbach's alpha coefficient exceeds 0.7.

The questionnaire included in the pilot study underwent a reliability test. The reliability results of the entire questionnaire in the pilot study are presented in Table 2.

5.2.1.1 Internal Consistency Validity

a. First Construction

According to Table 1, the internal consistency of the questionnaire was assessed by computing the Pearson correlation coefficient between the statements of each of the five constructs and the overall score for the constructs to which the statement pertains. This analysis was conducted using the SPSS (Statistical Package) software.

A preliminary assessment was conducted on the first construct "Innovative Organizational Culture," as illustrated in Table 2. Based on the data shown in Table 2, the initial construct comprises eight dimensions. The correlation coefficients were computed at a significance level of 5%. However, the two-tailed results were shown to be statistically significant at a significantly lower significance level than 5%. However, the correlation with the maximum value of 0.8936 was found in IOC2 ($p < 1.0$), while the correlation with a value of 0.691 ($p < 1.0$) was also observed. Based on the raw data of the responses, it was seen that IOC2 had a greater mean value compared to IOC1. This finding indicates that there was a higher level of comprehension about IOC2, which pertains to the aspects of creativity, in comparison to IOC1, which pertains to the dimensions of risk tolerance. This suggests that creativity holds greater significance within an innovative organizational culture.

b. Second Construction

A subsequent evaluation was carried out on the second construct, referred to as "Job Satisfaction," as depicted in Table 2. The second construct consists of four dimensions, as indicated by the data presented in Table 2. At a significance level of 5%, the correlation coefficients were calculated. Nevertheless, the statistical significance of the two-tailed results was observed at a significance level that was much lower than 5%. In JS2, a correlation with a maximum value of 0.9698 ($p < 1.0$) was detected, along with a correlation of 0.8647 ($p < 1.0$). The analysis of the raw data reveals that JS2 had a higher mean value in comparison to JS4. The results of this study suggest that individuals exhibited a greater degree of understanding regarding JS2, which relates to the dimensions of "I like my job in this organization," as opposed to JS4, which relates to the dimensions of "I find real enjoyment in my work." This implies that the alignment with the organization is more important to an employee than simply having a positive attitude towards the job itself.

c. Third Construction

A subsequent evaluation was carried out on the third construct, referred to as "Authentic Leadership," as depicted in Table 2. The third construct consists of eight dimensions, as indicated by the data presented in Table 2. At a significance level of 5%, the correlation coefficients were calculated. Nevertheless, the statistical significance of the two-tailed results was observed at a significance level that was much lower than 5%. In AL5, a correlation with a maximum value of 0.9119 ($p < 1.0$) was detected, along with a correlation of 0.8298 ($p < 1.0$). Analysis of the raw data revealed that AL5 had a higher average value in comparison to AL2. This observation suggests that there was a greater degree of understanding regarding AL5, which relates to the elements of "Our leader demonstrates beliefs that are consistent with actions," as opposed to AL2, which relates to the dimensions of "Our leader accurately describes how others view his or her capabilities." This implies that employees place more importance on their view of the leader's alignment between their words and deeds within the organization, rather than solely focusing on the leader's demonstration of leadership abilities.

d. Fourth Construction

A comprehensive evaluation was carried out on the notion of "Employee Commitment," as depicted in Table 2. The data presented in Table 2 indicates that the four construct consists of a total of nine dimensions. At a significance level of 5%, the correlation coefficients were calculated. Nevertheless, the statistical significance of the two-tailed results was observed at a significance level that was much lower than 5%. EC4 had the highest correlation value of 0.8345 ($p < 1.0$), whereas EC2 also showed a correlation value of 0.5642 ($p < 1.0$). The analysis of the raw data reveals that EC4 had a higher mean value in comparison to EC9. The results of this study suggest that individuals exhibited a greater level of understanding regarding EC4, which relates to the elements of "I keep working for the company because I am aware that if I leave, I will lose the general benefits and prestige that I have accumulated so far." This contrasts with EC9, which pertains to the dimensions of "I believe I owe a lot to the organization." This implies that employees place more importance on their impression of the benefits they receive from being a part of a specific organization rather than feeling indebted to the organization. Continuance commitment is showing to have a higher significance rather than the normative commitment.

e. Fifth Construction

Table 2 presents the results of a five-item evaluation conducted on the construct of "Employee Social Intrapreneurial Behaviour." The fifth construct consists of nine dimensions, as indicated by the data presented in Table 2. At a significance level of 5%, the correlation coefficients were calculated. Nevertheless, the statistical significance of the two-tailed results was observed at a significance level that was much lower than 5%. Nevertheless, the greatest correlation of 0.9197 was detected in ESIB4 ($p < 1.0$), and a correlation of 0.6553 ($p < 1.0$) was also noted. The analysis of the raw data reveals that ESIB4 had a higher mean value in comparison to ESIB5. The results suggest that there was a greater understanding of ESIB4, which relates to "I mobilize support for innovative ideas that will be meaningful to the workplace or society", compared to ESIB5, which relates to "I acquire approval for innovative ideas to improve existing products or services so that they might be more beneficial to society". This implies that employees place more importance on their perception of receiving support from the organization rather than seeking approval from the organization.

Table 2. Reliability of questionnaire dimensions and Validation of the internal consistency

Innovative Organizational Culture (IOC) Cronbach's α = 0.942				
Item	Mean	SD	Validation of the internal consistency Item-rest correlation	If item dropped Cronbach's α
IOC1	3.333	1.265	0.691	0.9404
IOC2	2.944	1.351	0.8936	0.9263
IOC3	3.417	1.317	0.7898	0.9338
IOC4	3.361	1.246	0.8234	0.9316
IOC5	3.5	1.183	0.7711	0.9353
IOC6	3.194	1.327	0.6926	0.9406
IOC7	3.111	1.389	0.8483	0.9296
IOC8	2.833	1.342	0.8181	0.9318
Job Satisfaction (JS) Cronbach's α = 0.963				

Item	Mean	SD	<i>Validation of the internal consistency</i> Item-rest correlation	If item dropped
				Cronbach's α
JS1	3.441	1.236	0.9099	0.9513
JS2	3.647	1.346	0.9698	0.933
JS3	3.794	1.225	0.8959	0.9553
JS4	3.471	1.331	0.8647	0.9647
Authentic Leadership (AL) Cronbach's α = 0.968				
Item	Mean	SD	<i>Validation of the internal consistency</i> Item-rest correlation	If item dropped
				Cronbach's α
AL1	2.829	1.403	0.8699	0.9621
AL2	2.743	1.379	0.8298	0.9643
AL3	2.743	1.314	0.8927	0.961
AL4	2.6	1.479	0.8661	0.9624
AL5	2.686	1.409	0.9119	0.9596
AL6	2.857	1.438	0.8381	0.9639
AL7	2.914	1.422	0.8454	0.9635
AL8	2.743	1.421	0.9008	0.9603
Employee Commitment (EC) Cronbach's α = 0.914				
Item	Mean	SD	<i>Validation of the internal consistency</i> Item-rest correlation	If item dropped
				Cronbach's α
EC1	3.722	1.1367	0.7228	0.9025
EC2	3.389	1.3581	0.6627	0.9066
EC3	3.056	1.5108	0.702	0.9047
EC4	3.639	1.1251	0.8345	0.8955
EC5	3.556	1.1574	0.7316	0.9018
EC6	3.028	1.4038	0.6819	0.9054
EC7	3.889	1.1656	0.8061	0.8969
EC8	3.806	0.9804	0.6899	0.9056
EC9	3.222	1.3961	0.5642	0.9142
Employee Social Intrapreneurial Behaviour (ESIB) Cronbach's α = 0.949				
Item	Mean	SD	<i>Validation of the internal consistency</i> Item-rest correlation	If item dropped
				Cronbach's α
ESIB1	3.611	1.248	0.7468	0.9458
ESIB2	3.833	1.108	0.9039	0.9377
ESIB3	3.889	1.036	0.7069	0.9475
ESIB4	3.75	1.156	0.9197	0.9366
ESIB5	3.333	1.394	0.6553	0.9524
ESIB6	3.5	1.32	0.7569	0.9456
ESIB7	3.694	1.167	0.8816	0.9385
ESIB8	3.722	1.111	0.8928	0.9383
ESIB9	3.861	1.099	0.7869	0.9436

5.2.1.2 Reliability for all constructs

To ascertain the ample validity and reliability of the data instrument, a pre-test and pilot study were conducted throughout its developmental phase ([41]; [42]). The researchers employed the face-validity approach to administer a pre-test in this study. A survey was conducted among business school instructors from several universities in Kuwait, such as the American University of Kuwait and the American University of the Middle East. The objective of this assessment was to assess three key aspects: (1) the quality of the questionnaire items; (2) the clarity and appropriateness of the language employed; and (3) the relevance of the items to the characteristics being evaluated. Once the translated surveys are finished, we distribute them to professors who possess considerable expertise in the field of study. The intellectual individuals have proficiency in both Arabic and English languages. These universities have established affiliations with notable academic establishments, including the American University of Kuwait and the American University of Middle East.

The researchers shown a keen inclination to participate in a deliberation regarding the remarks and concepts proposed by the faculty members. The proposals were subsequently implemented with a high level of rigor and precision. Following this, a preliminary investigation was conducted, involving a cohort of 36 individuals. The participants were asked to provide their feedback and comments regarding any challenges they encountered during the completion of the questionnaire. The participants' feedback revealed that the questionnaire has a well-structured format and uses clear and understandable language. Furthermore, it was determined that the expected duration needed to complete the questionnaire was suitable, with an average of roughly twenty minutes. Furthermore, the investigator performed an analysis of Cronbach's alpha on the data obtained from the pilot study to evaluate the internal consistency reliability of the assessment. The utilization of Cronbach's alpha as a coefficient to assess internal consistency is prevalent in the literature [43]. The analysis was conducted utilizing the PSS database. The computed Cronbach's alpha fluctuated between 1, denoting exceptional internal consistency, and 0, signifying inadequate internal consistency. Based on [44] findings, the instrument would be considered stable and reliable if its value above 0.7.

Table 3. Reliability of the four instruments of the questionnaire.

Variables	Cronbach's Alpha
IOC	0.942
JS	0.963
AL	0.968
EC	0.914
ESIB	0.949

According to the table 3, it is evident that the overall reliability of all the constructions is outstanding as indicated by the stability coefficients ranging from 0.914 (lowest) to 0.968 (highest) for each construct. The results suggest that the questionnaire is highly reliable and can be relied in the practical implementation of the study, as it adheres to the Nalny scale, which requires a minimum stability score of 0.7.

5.3 Pearson's Correlation

A Pearson correlation analysis was employed to examine the relationship between the constructs under investigation. The correlation coefficients exhibited a range of values from -1 to +1, where -1 signifies a complete negative correlation and +1 signifies a complete positive correlation. [45] Ratner (2009) states that correlation values ranging from 0 to 0.3 suggest a weak correlation, those between 0.3 and 0.7 indicate a moderate correlation, and those between 0.7 and 1.0 show a very strong linear association. The Pearson correlation analysis findings are presented in Table 4. All the constructs exhibit a substantial correlation ($p < 0.05$).

A correlation is a numerical representation that establishes a linear relationship between two variables. Pearson correlation coefficients vary from 1 to +1, where a value of 0 indicates the absence of correlation. Positive correlation refers to a direct association between two variables, whereas negative correlation indicates an inverse relationship between two variables. Correlation can be classified into two types: (1) positive correlation, which occurs when two variables increase or decrease together, and (2) negative correlation, which occurs when the two variables oppose each other. The correlation coefficient is a statistical measure that varies from 1 to 1. A positive correlation is the highest at +1, a negative correlation is the largest at 1, and a correlation of zero indicates no influence. The correlation's strength was determined using the Pearson statistical classification: 0.00–0.19 (very weak), 0.20–0.39 (weak), 0.40–0.59 (moderate), 0.60–0.79 (strong), and 0.80–1.00 (very strong). According to [47], the correlation values under consideration in this study range from 0.30 to 1.00.

Table 4 presents the Pearson's correlation coefficient associated with five components. This test aims to determine the correlation between each element and any of the four factors, finding either a positive or negative correlation. The findings indicate a positive association, suggesting that any given component has the potential to further enhance all other aspects. Nevertheless, this improvement does not possess equivalent levels of prowess. The results indicate a strong positive correlation between Employee Commitment (EC) and Innovative Organizational Culture (IOC) at a coefficient of 0.7167. Similarly, there is a strong positive association between Employee Social Intrapreneurial Behaviour (ESIB) and Employee Commitment (EC) at a coefficient of 0.7183. The correlation between ESIB (Employee Social Intrapreneurial Behaviour) and JS (Job Satisfaction) had the weakest strength, with a coefficient of 0.4009.

Table 4. Correlation Matrix between dimensions

	IOC		JS		AL		EC		ESIB
IOC	—								
JS	0.6432	***	—						
AL	0.6562	***	0.6040	***	—				
EC	0.7167	***	0.6867	***	0.6784	***	—		
ESIB	0.6138	***	0.4009	*	0.5987	***	0.7183	***	—

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

Many factors contribute to the association between employee commitment and innovative organizational culture: The presence of shared values and goals among employees has been found to positively influence their contribution towards cultivating an innovative culture within a firm. They ensure that their actions are in line with the goals of the organization and are driven to make innovative contributions. The presence of empowerment and autonomy inside organizations has been found to positively influence the development of an innovative culture. When employees experience a sense of trust and empowerment, they are more inclined to engage in the exploration of novel ideas and risk-taking. A culture that fosters open communication, cooperation, and knowledge sharing plays a crucial role in facilitating innovation. The establishment of an environment where employees are at ease in expressing their ideas and engaging in collaborative efforts cultivates a culture of innovation, wherein a multitude of perspectives can converge to develop novel solutions. Recognition and reward systems serve to emphasize the significance of innovation inside the firm by acknowledging and benefiting individuals for their innovative efforts. This practice serves to foster a culture of ongoing innovation among employees and strengthens their dedication to the organization. Leadership support and role modelling are essential factors in influencing the culture of a business. The active endorsement and promotion of innovation by leaders establishes a favourable precedent for employees to emulate. Leaders that advocate for innovation establish a conducive atmosphere where people are incentivized to engage in innovation and actively share their ideas. Research has shown that organizations that allocate resources towards employee development and offer avenues for learning and advancement are more likely to cultivate a workforce that is characterized by innovation. Employees who are provided with access to training and development programs can augment their skills and knowledge, hence fostering creativity inside the organization. The relationship between employee commitment and an innovative organizational culture is ultimately influenced by a confluence of elements that cultivate a conducive atmosphere wherein individuals are inspired and empowered to engage in creative practices.

The relationship between employee social intrapreneurial behaviour and employee commitment can be attributed to a plethora of interconnected factors: Social intrapreneurial behaviour refers to the proactive efforts made by employees to tackle social or environmental issues within the organization, driven by a sense of purpose and impact. The sense of purpose and satisfaction at work is enhanced when individuals are involved in activities that are in line with their values and contribute to a larger social or environmental benefit. Having a clear sense of purpose might result in increased levels of commitment to the company.

Organizations that foster and endorse social intrapreneurial behaviour frequently exhibit values that prioritize social responsibility and sustainability. When employees observe their organization actively advocating for these principles, it enhances their commitment by emphasizing the congruence between their individual values and those of the organization.

Growth and development opportunities: Participating in social intrapreneurial behaviour frequently necessitates employees to acquire new abilities, cooperate with others, and assume leadership positions. Organizations that offer employees opportunities to enhance their skills and knowledge in these domains exhibit a commitment to their employees' career progression. Investing in staff development cultivates a feeling of allegiance and commitment among employees.

A favourable workplace environment is characterized by its willingness to foster social intrapreneurship, emphasizing the importance of creativity, collaboration, and innovation. The provision of support and encouragement to employees in their pursuit of social intrapreneurial activities fosters a positive work atmosphere that cultivates

motivation and encourages individuals to exert their utmost efforts. This phenomenon, in turn, enhances their commitment to the organization.

The implementation of recognition and reward systems serves to promote the significance of social intrapreneurial behaviours within a firm by acknowledging and incentivizing employees for their contributions. The recognition and appreciation of employees' achievements have a positive impact on their sense of affiliation and commitment to the organization.

Leaders that advocate for social intrapreneurship and set a positive example are essential in cultivating a culture of commitment within the firm. Observing their bosses' endorsement of social intrapreneurial endeavours motivates employees to emulate such efforts and strengthens their dedication to the organization's objectives.

In general, the relationship between employee social intrapreneurial behaviour and employee commitment is based on a combination of elements that promote a supportive and values-based company culture, where employees feel empowered to have a positive influence.

There are several reasons why the association between social intrapreneurial behaviour on the part of employees and their level of job satisfaction might not be as strong as other correlations: **Priorities Aren't Always in Harmony:** Social intrapreneurial behaviours may support the company's vision and mission, but they may have nothing to do with the work that makes workers satisfied on the job. Challenges, helpful coworkers, and possibilities for promotion are all examples of work-related factors that may contribute to employee satisfaction. **Measuring Difficulty:** Because of its complexity, measuring social intrapreneurial behaviour and job satisfaction can be difficult. Some examples of social intrapreneurial conduct include coming up with ideas for and carrying out initiatives to improve the company's social or environmental climate. Contrarily, social intrapreneurship is just one of many aspects that might affect an employee's job satisfaction, which includes their overall feelings and attitudes toward their employment.

Personal Dissimilarities: Social intrapreneurial activities could not pique the interest of all employees or inspire them to participate. Job satisfaction is quite situational, as it depends on the individual's tastes, character quirks, and other subjective factors. Social intrapreneurial projects may be fulfilling for some workers, but for others, it may not be as important as other parts of their workplace. **Support and Recognition from Within the Organization:** Workers may not attribute social intrapreneurial activities to a substantial boost to their job satisfaction if they do not feel sufficiently supported or acknowledged by their employer. Social intrapreneurial endeavours may go unrecognized, have little chances for collaboration, or be underfunded, all of which can reduce their perceived impact on job satisfaction. **Various Other Elements:** Many things affect the satisfaction an employee is in their job, including as their pay, the company's culture, and the level of assistance they receive from upper management. The relative significance of social intrapreneurial behaviour to other elements that contribute to job satisfaction may differ from one person to the next and from one set of circumstances to another.

In conclusion, the relative importance of social intrapreneurship compared to other factors impacting job satisfaction, the difficulty of measuring these constructs, and individual differences among employees may all contribute to the weaker strength of the correlation between employee social intrapreneurial behaviour and job satisfaction.

The findings are consistent with the research undertaken by that confirm that an employee's understanding of the organizational culture might impact the productivity and effectiveness of the social interaction network in the workplace. Essentially, to establish an innovative behaviour, it is crucial to cultivate an organizational culture that fosters innovation in the workplace. It is crucial to determine the specific laws, regulations, organizational principles, and management practices that will promote and facilitate the enhancement of workplace connections and international business. In addition, prior research on the Social Exchange Theory (SET) often suggests that trust needs to be established in the workplace before social exchange connections can be formed [47].

Researchers commonly assert that a supportive organizational culture enhances employees' intellectual capital, hence generating favourable economic outcomes. The economic implications of these factors may include increased employee engagement and enhanced innovation, resulting in improved organizational efficiency and effectiveness [48]. The ineffectiveness of cultural mediation and policies has been attributed to ambiguous policies, weak communication, and inadequate leadership [49].

The results align with the inquiry into the correlation between commitment and intrapreneurial conduct conducted by [50]. A positive correlation was identified by the researchers between normative and emotional commitment and overall commitment. Additionally, they identified an inverse correlation between the degree of dedication to persistence and the magnitude of intrapreneurial conduct. An important correlation can be observed between the intrapreneurial behaviour of employees and their level of identification with the organization, which signifies their perception of affiliation. A correlation was discovered by [51] between the development of innovative talents and affective commitment, a component of organizational empowerment. There are several plausible explanations that could explain the observed conclusion. A lack of commitment among employees may result from a potential misalignment of values with those of the organization. Furthermore, it is worth noting that certain policies within an organization may impede employees from becoming more committed and from generating innovative contributions to the institution. The establishment of robust connections is a critical function of commitment in fostering innovative behaviour [52]. Scholarly investigations have indicated that employees who exhibit a profound sense of loyalty towards their respective organizations are more likely to produce inventive resolutions that satisfactorily fulfil the requirements and anticipations of clientele [32].

The following articles might be utilized to elucidate the weak correlation between employee social intrapreneurial activity and job satisfaction. The studies conducted by [53] and [54] revealed a positive correlation between work happiness and IWB among employees in bigger service-based organizations. However, [55] observed a negative link between job satisfaction and IWB specifically within the setting of small and medium-sized enterprises (SMEs). The lack of clarity in the results can be partially attributed to the possibility that employees who possess elevated levels of job satisfaction may exhibit hesitancy in implementing IWB due to their reluctance to alter their contented circumstances or their desire to evade conflicts with colleagues who are resistant to change [56]. The presence of contradictions in the findings indicates the necessity for additional study to establish the relationship between satisfaction and IWB, as well as to comprehend the specific circumstances in which job satisfaction may be linked to IWB ([53]; [55]).

DATA ETHICS

The acknowledgment and resolution of ethical considerations are integral components of doing research, requiring researchers to have a comprehensive understanding of and include these factors throughout the entirety of the study [57]. It is important for authors to exhibit a cognizance of ethical considerations, which include the necessity to refrain from engaging in plagiarism and to acquire informed consent from participants prior to their participation in the study [58]. The researcher must assess the variables of accessibility, ethical considerations, and the population's level of understanding on the research subject. [59] highlights a contrast between the process of data gathering from individuals and the collection of data from employees inside organizational settings. Furthermore, it is crucial for the researcher to strictly comply with all ethical obligations to safeguard the rights of all individuals engaged [58]. The research study followed established research guidelines that encompassed principles of integrity, avoidance of plagiarism, avoidance of conflicts of interest, appropriate data processing, ethical procedures, and adherence to health and safety measures.

The authors commenced connection with the human resources manager of each firm via email to collect the required data. The primary objective of this correspondence was to furnish a thorough elucidation of the research's aims, methodologies, and procedures.

The authors demonstrated adherence to additional ethical guidelines, which included avoiding harm or endangerment to others, obtaining informed consent from both organizations and participants, providing clear explanations and information about the research, refraining from offering advice or corrections to participants, protecting the confidentiality and anonymity of participants by avoiding the collection of unnecessary or irrelevant data, and refraining from collecting personally identifiable information such as names, home addresses, and phone numbers. In addition, corporations safeguard their assets by abstaining from revealing their identity in the research. In addition, the execution of data protection protocols entailed the retention of obtained data within university premises that conform to specified university protocols. Moreover, precautions were implemented to ensure that the data would be appropriately disposed of inside a timely manner following the completion of all study stages, in conjunction with the supervisory team. The researchers demonstrated adherence to norms of academic honesty by providing accurate and clear descriptions of their findings, while also acknowledging the contributions made by other

scholars in the field. Furthermore, a succinct summary of the research findings is presented to the participants and stakeholders.

CONTRIBUTIONS

Given the increasing societal awareness and implementation of social practices in many nations, it is crucial to acknowledge the significance of this pilot study.

A creative organizational culture is essential for industrial businesses in Kuwait, as it is globally. The following explanation will provide the reasons: **Competitive Advantage:** In the context of a worldwide market, industrial enterprises must maintain a position of superiority over their rivals. Innovation enables companies to create novel products, procedures, and technology that set them apart from rivals and entice customers. **Flexibility:** The manufacturing industry in Kuwait, like others, encounters shifting market requirements, regulations, and technologies. A culture that promotes innovation facilitates the ability of businesses to adapt, allowing them to promptly address these changes and maintain their relevance in the market. Innovation frequently results in enhancements in efficiency and production. Manufacturing businesses can enhance their profitability by continuously pursuing more efficient methods, which enable them to streamline processes, minimize waste, and improve resource use. Enhancing employee morale, engagement, and retention can be achieved through fostering a culture of innovation. Employees are more prone to experiencing a sense of worth and drive when they are provided with chances to offer ideas, creatively solve challenges, and witness the implementation of their discoveries. **Risk management:** Innovation can enable industrial businesses to expand their product offers and sources of revenue, hence decreasing dependence on a particular product or market. Diversification can help reduce the risks associated with market volatility or geopolitical crises. Enhancing customer satisfaction can be achieved by offering innovative products and services that effectively cater to the changing demands and preferences of customers. Manufacturing businesses can improve customer happiness and loyalty by providing creative solutions, resulting in repeat business and positive word-of-mouth recommendations. Economic growth in Kuwait can be enhanced by fostering a culture of innovation within the manufacturing sector. Innovative manufacturing groups have a crucial role in stimulating economic development by promoting entrepreneurship, attracting investment, and generating high-value employment opportunities. In the article by [60], it is also stated that encouraging entrepreneurship in engineering can result in the formation of innovative technology companies and businesses, which can contribute to economic expansion and job creation.

Sustainability is of growing significance in the modern world. Implementing innovative manufacturing techniques can contribute to the reduction of environmental harm by promoting energy efficiency, minimizing waste, and fostering the creation of eco-friendly products and processes. Essentially, manufacturing businesses in Kuwait need an innovative organizational culture to succeed in a competitive global market, adjust to changes, enhance efficiency, involve people, handle risks, meet customer expectations, contribute to economic growth, and support sustainability.

Employee social intrapreneurial behaviour is the term used to describe individuals in a firm who demonstrate entrepreneurial characteristics by recognizing and tackling social or environmental issues within their workplace or community. Within the framework of industrial firms in Kuwait, it is crucial to promote such conduct for the following reasons:

Social Impact: Kuwait, like numerous other nations, confronts diverse social and environmental difficulties. Employees that actively participate in social intrapreneurship might recognize these challenges within their firm or local community and create inventive strategies to tackle them. This can result in favourable social consequences, such as better community interactions, increased employee satisfaction, and a heightened awareness of business social obligations.

Social intrapreneurship fosters innovation and problem-solving by empowering employees to think imaginatively and devise novel strategies for tackling social or environmental issues. This cultivates a milieu of ingenuity within the firm, wherein people are empowered to see issues and execute remedies, ultimately resulting in enhanced efficiency, production, and competitiveness.

Promoting social intrapreneurial activity can enhance employee engagement and job satisfaction. When employees see that their firm actively encourages and facilitates their endeavours to create a beneficial influence that extends

beyond conventional commercial objectives, they are more inclined to have a sense of satisfaction and motivation in their job.

Talent Acquisition and Retention: In the current labour market, workers, particularly millennials and Gen Z, actively pursue significance and a sense of purpose in their jobs, going beyond just monetary rewards. Manufacturing businesses that actively encourage social intrapreneurship are likely to recruit and keep highly skilled individuals who are deeply committed to creating a positive impact on society. Manufacturing companies in Kuwait can improve their brand reputation by showcasing their dedication to social and environmental responsibility. Consumers are showing a growing preference for organizations that value sustainability and social impact, resulting in increased brand loyalty and a positive public perception.

Risk management involves taking proactive measures to address social and environmental concerns to reduce the risks associated with unfavourable publicity, regulatory non-compliance, or community backlash. Manufacturing businesses can showcase their dedication to ethical business practices and enhance their ability to withstand any dangers by actively participating in social intrapreneurship. Engaging in social intrapreneurship can enhance the rapport with government agencies and local communities in Kuwait, hence strengthening government and community interactions. Manufacturing businesses can cultivate positive relationships with stakeholders and potentially gain advantageous regulatory treatment and economic prospects by actively participating in social and environmental projects.

Encouraging employee social intrapreneurship in manufacturing organizations in Kuwait is crucial for promoting social change, stimulating creativity, increasing employee involvement, attracting, and retaining skilled individuals, establishing a positive brand image, mitigating risks, and cultivating strong relationships with stakeholders.

Manufacturing businesses can provide mutual benefits for their business and society by enabling employees to tackle social and environmental issues. By introducing a novel model that integrates multiple variables to assess the influence of employee social intrapreneurial behaviour and job satisfaction as intermediaries in the connection between innovative organizational culture and employee commitment, this study makes a substantial contribution to the field.

The proposed framework aims to elucidate the significance of implementing a cutting-edge organizational culture in the Kuwait environment, as well as the necessity of fostering employee social intrapreneurial behaviour within the organization.

CONCLUSIONS

Authors' attention is currently being drawn more closely to subjects concerning social action within organizations, particularly regarding the study of employee behaviour. To ascertain the reasoning behind the construction of a questionnaire that will be utilized in a large-scale study and the pertinent analysis, this research examines the reliability as well as validity of a constructed questionnaire. The correlation between employee social entrepreneurial behaviour, innovative organizational culture, authentic leadership, employee job satisfaction, and employee commitment has been emphasized in the literature.

The pilot study sample was chosen by the number of questionnaires collected to assess the parameters. There was a total of 223 questionnaires, and only 36 of them were selected at random. SPSS was utilized to calculate the percentages of the demographic attributes for the respondents, assess the face validity and internal-consistency validity, validate all constructs, and determine Pearson's correlation. The study's findings revealed that most participants were male (66.7%), aged between 35 and 44 (38.9%), and held a bachelor's degree (58.3%). Approximately 94.4 percent of the participants were employed on a full-time basis. 72.2% of the participants work in the electrical, computer, and ICT sector, while 8.3% are employed in the metal industry. Among the several departments present, the human resource department exhibited the highest degree of participation, constituting 13.9% of the overall total. Most participants (36.1%) had intermediate or advanced levels of experience, while 21% were categorized as entry-level. In addition, 8.3% of individuals were classified as first-level management, 22.2% were classified as middle management, and 16.7% were classified as executive or senior management. Approximately 19.4% of the participants had more than ten years of professional experience. The Pearson's correlation coefficient for all 5 components ranges from a minimum of 0.4009 to a maximum of 0.7183.

All questionnaire elements were effectively validated, as evidenced by the majority of respondents (Table 2), who obtained an alpha Cronbach factor greater than 0.6, the threshold accepted by the majority of researchers. The research and analysis on a larger scale could therefore continue. An indication of the research's limitations is the hasty collection of sufficient data. Another limitation of the study was its design, which was constrained by the manufacturing sector's current difficulties. Since January 2022, the manufacturing sector in Kuwait has been confronted with a range of developments that have presented both prospects and obstacles. Opportunities that exist: Government Efforts: To reduce the country's reliance on oil for economic growth, the Kuwaiti government has prioritized initiatives to expand the manufacturing sector. The objective of endeavours such as Kuwait Vision 2035 is to foster economic expansion and generate fresh prospects for sectors including manufacturing.

Due to its strategic location in the Gulf region, Kuwait serves as a commercial and trade centre. This affords manufacturing organizations the chance to enter regional markets and engage in global supply chains. Investment Incentives: To entice foreign investment in the manufacturing sector, the government of Kuwait has implemented investment incentives. To foster business expansion and growth, these incentives comprise land grants, tax rebates, and streamlined regulatory procedures. Infrastructure development initiatives, including the establishment of logistics facilities and industrial parks, facilitate the expansion of the manufacturing sector by furnishing essential facilities and resources that streamline business operations.

The following are challenges: Despite concerted efforts to achieve economic diversification, Kuwait continues to be significantly predicated on hydrocarbon revenue. The manufacturing sector, among others, may be influenced by government expenditures and investments in response to crude price fluctuations. Due to its comparatively modest population, Kuwait's domestic market for manufactured products is restricted in size. To attain scale and profitability, manufacturing organizations might find it necessary to concentrate on exporting their products to neighbouring countries. Skills Shortage: Certain sectors of the manufacturing industry may experience a dearth of skilled labour, which could impede development and productivity. Developing a skilled workforce through investments in education and training programs could be one approach taken to resolve this difficulty. Some manufacturing organizations operating in Kuwait might encounter difficulties pertaining to bureaucratic processes, excessive red tape, and regulatory impediments. By streamlining administrative procedures and enhancing the business climate, it may be possible to mitigate these obstacles and entice additional investment. The manufacturing sector in Kuwait encounters competition from both domestic and foreign entities. Organizations must prioritize elements including product quality, innovation, and operational efficiency to maintain their competitive edge.

Infrastructure Limitations: Notwithstanding Kuwait's investments in infrastructure development, manufacturing operations may continue to be impacted by constraints pertaining to transportation, utilities, and logistics, which could significantly affect their efficacy and cost-effectiveness. Although the manufacturing sector in Kuwait presents prospects for expansion and progress, it is imperative for organizations to effectively manage a multitude of obstacles in order to achieve success in the market. To prosper in Kuwait, manufacturing organizations must prioritize strategic planning, innovation, and the ability to adapt to shifting market conditions.

Appendix 1

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

	1-Strongly Disagree	2-Disagree	3-No Idea	4-Agree	5-Strongly Agree
Risk tolerance					
Creativity					
Trust					
Empowerment					
Flexibility					
Diversity					
Continuous development					
Proactivity					

	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 my work.					

	1-strongly disagree	2-disagree	3-no idea	4-agree	5-strongly agree
Self-awareness					
Our leader seeks feedback to improve interactions with us.					
Our leader accurately describes how others view his or her capabilities.					
Rational transparency					
Our leader says exactly what he or she means.					
Our leader is willing to admit mistakes when they are made.					
Internalized moral perspective					
Our leader demonstrates beliefs that are consistent with actions.					
Our leader makes decisions based on his/her core beliefs.					
Balanced processing					
Our leader solicits views that challenge his or her deeply held positions.					
Our leader listens carefully to different points of view before coming to conclusions.					

	1-strongly disagree	2-disagree	3-no idea	4-agree	5-strongly agree
<i>Affective commitment</i>					
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>Continuance commitment</i>					
I keep working for the company because I am aware that if I leave, I will lose the general 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>Normative commitment</i>					
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.					

	1-strongly disagree	2-disagree	3-no idea	4-agree	5-strongly agree
<i>Idea generation</i>					
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 solutions to problems to improve the workplace or society.					
<i>Idea promotion</i>					
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>Idea realization</i>					

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 systemic way.					
I evaluate the utility of innovate ideas that can actively contribute to the development of new technologies/processes, techniques, or products that will improve the efficiency of society.					

REFERENCES

- [1] Zikmund, William G. 2003. Business Research Methods/William G. Zikmund. Nashville: South-Western Publishing
- [2] Zikmund, William G. 1984. Business Research Methods. Cengage: Thomson Learning.
- [3] Abbott, Bruce Barrington, and Kenneth S. Bordens. 2011. Research Design and Methods: A Process Approach, 8th ed. New York: McGraw-Hill Education.
- [4] Cooper, Donald R., and Pamela S. Schindler. 2011. Business Research Methods, 11th ed. New York: McGraw Hill.
- [5] Ghauri, Pervez, and Kjell Grønhaug. 2010. Research Methods in Business Studies, 4th ed. Berlin: Prentice Hall Europe.
- [6] Lee, Nick, and Ian Lings. 2010. Doing Business Research: A Guide to Theory and Practice. By Nick Lee and Ian Lings. Library and Information Science Research 3: 231.
- [7] Saunders, By Mark, and Paul Tosey. 2012. The Layers of Research Design. Rapport: The Magazine for NLP Professionals 4: 58–59.
- [8] Bryman, Alan. 2008. Social Research Method, 3rd ed. Oxford University Press: Oxford.
- [9] Burgers, J. H. and Covin, J. G. (2016). The contingent effects of differentiation and integration on corporate entrepreneurship. Strategic Management Journal, 37(3), pp. 521-540.
- [10] Baruah, B. and Ward, A. (2014). Metamorphosis of intrapreneurship as an effective organizational strategy. International Entrepreneurship and Management Journal, 11(4), pp. 811-822.
- [11] Douglas, E. J. and Fitzsimmons, J. R. (2012). Intrapreneurial intentions versus entrepreneurial intentions: distinct constructs with different antecedents. Small Business Economics, 41(1), pp.115-132.
- [12] Antoncic, B. and Hisrich, R. D. (2001). Intrapreneurship: Construct refinement and cross-cultural validation. Journal of business venturing, 16(5), pp. 495- 527.
- [13] Woo, H. R. (2018). Personality traits and intrapreneurship: the mediating effect of career adaptability. Career Development International, 23(2), pp. 145- 162.
- [14] Bowen, D. E. (2016). The changing role of employees in service theory and practice: An interdisciplinary view. Human Resource Management Review, 26, 4-13. doi:10.1016/j.hrmmr.2015.09.002
- [15] Teece, D. J. (2007). Explicating dynamic capabilities: the nature and micro foundations of (sustainable) enterprise performance. Strategic Management Journal, 28(13), pp. 1319-1350.
- [16] Malaj A, Zaim S, Bayyurt N, Tarim M. ESIB's Antecedents: An Analytic Hierarchy Process Application in the Manufacturing Industry in Albania. Sustainability. 2023; 15(18):13838. <https://doi.org/10.3390/su151813838>
- [17] Urbano, D. and Turró, A. (2013). Conditioning factors for corporate entrepreneurship: an in(ex)ternal approach. International Entrepreneurship and Management Journal, 9(3), pp. 379-396.
- [18] Hizarci-Payne, A. K. (2020). Intrapreneurship. Encyclopedia of Sustainable Management.
- [19] Parker, S. C. (2011). Intrapreneurship or entrepreneurship? Journal of Business Venturing, 26(1), pp. 19-34.
- [20] Lages, M., Marques, C. S., Ferreira, J. J. M. and Ferreira, F. A. F. (2016). Intrapreneurship and firm entrepreneurial orientation: insights from the health care service industry. International Entrepreneurship and Management Journal, 13(3), pp. 837-854.

- [21] Palazzeschi, L., Bucci, O. and Fabio, A. D., 2018. High Entrepreneurship, Leadership, and Professionalism (HELP): A New Resource for Workers in the 21st Century. *Front Psychol*, 9 p.1480.
- [22] Pandey, J., Gupta, M. and Hassan, Y. (2020). Intrapreneurship to engage employees: role of psychological capital. *Management Decision*, 59(6), pp. 1525- 1545.
- [23] Aina, Q. and Solikin, I. (2020). Entrepreneurship and intrapreneurship: How supporting corporate performance. *Review of Integrative Business and Economics Research*, 9, pp. 288-297.
- [24] Zeebaree, M. R. Y. and Siron, R. B. (2017). The impact of entrepreneurial orientation on competitive advantage moderated by financing support in SMEs. *International Review of Management and Marketing*, 7(1), pp. 43-52
- [25] Mahmood, A. and Arslan, A. (2020). Ahead of the Curve: Leveraging Antecedents of Corporate Entrepreneurship to Pull Off Competitive Advantage. *Front Psychol*, 11 p. 531886.
- [26] Kiyabo, K., Isaga, N. (2020). Entrepreneurial orientation, competitive advantage, and SMEs' performance: application of firm growth and personal wealth measures. *J Innov Entrep* 9, 12. <https://doi.org/10.1186/s13731-020-00123-7>
- [27] Umrani, W. A., Kura, K. M. and Ahmed, U. (2018). Corporate entrepreneurship and business performance. *PSU Research Review*, 2(1), pp. 59-80.
- [28] Blanka, C. (2019). An individual-level perspective on intrapreneurship: a review and ways forward. *Review of Managerial Science*, 13(5), pp. 919-961.
- [29] Caniëls, M.C.J., Baaten, S.M.J. (2019). How a Learning-Oriented Organizational Climate is Linked to Different Proactive Behaviors: The Role of Employee Resilience. *Soc Indic Res* 143, 561–577. <https://doi.org/10.1007/s11205-018-1996-y>
- [30] Azanza, G., Moriano, J.A., & Molero, F. (2013). Authentic leadership and organizational culture as drivers of employees' job Satisfaction. *Journal of Work and Organizational Psychology* 29, 45-50. <https://doi.org/10.5093/tr2013a7>
- [31] Ausar, K., Kang, H. J. A., and Kim, J. S. (2016). The effects of authentic leadership and organizational commitment on turnover intention. *Leadersh. Organ. Dev. J.* 37, 181–199. doi:10.1108/LODJ-05-2014-0090
- [32] Nguyen, T., Nguyen, K., & Do, T. (2019). Knowledge sharing and innovative work behavior: The case of Vietnam. *Uncertain Supply Chain Management*, 7(4), 619-634.
- [33] Rafida, T., & Julham, T. (2020). Relationship Following Training and Achievement Motivation with Work Satisfaction Learning Citizens in Mandir Institution Courses and Training of Tanjung Balai City. *Budapest International Research and Critics Institute-Journal (BIRCI- Journal)*, 3(1), 598-604.
- [34] Davis, M.A. (2009), "Understanding the relationship between mood and creativity: a meta- analysis", *Organizational Behavior and Human Decision Processes*, Vol. 108 No. 1, pp. 25-38.
- [35] Information and Statistical Section, Kuwait, 2019
- [36] Kashan, A. J., Wiewiora, A., & Mohannak, K. (2021). Unpacking organizational culture for innovation in Australian mining industry. *Resources Policy*, 73, 102149.
- [37] Goetz, N., & Wald, A. (2022). Similar but different? The influence of job satisfaction, organizational commitment and person-job fit on individual performance in the continuum between permanent and temporary organizations. *International Journal of Project Management*, 40(3), 251- 261.
- [38] Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory- based measure. *Journal of management*, 34(1), 89-126.
- [39] Triguero-Sánchez, R., Peña-Vinces, J., & Ferreira, J. J. M. (2022). The effect of collectivism-based organizational culture on employee commitment in public organizations. *Socio-Economic Planning Sciences*, 101335
- [40] Kim, M., Koo, D. W., and Han, H. S. (2021). Innovative behaviors motivations among frontline employees: the mediating role of knowledge management. *Int. J. Hosp. Manag.* 99:103062. doi: 10.1016/j.ijhm.2021.103062
- [41] Saunders, M., Lewis, P. and Thornhill, A. (2009). *Research Methods for Business Students*, (5th edition), Pearson education.
- [42] Cooper, D. R. and Schindler, P. S. (2014). *Business Research Methods*, © The McGraw–Hill Companies. New York.
- [43] Kline, R. B. (2015). *Principles and practice of structural equation modeling*, Guilford publications.
- [44] Field, A. (2013). *Discovering Statistics Using IBM SPSS Statistics* (4th ed.). (M. Carmichael, Ed.) London: SAGE.

-
- [45] Ratner, B. (2009). The correlation coefficient: Its values range between+ 1/– 1, or do they?. *Journal of targeting, measurement and analysis for marketing*, 17(2), 139-142.
 - [46] Emmert-Streib F, Dehmer M. Understanding Statistical Hypothesis Testing: The Logic of Statistical Inference. *Machine Learning and Knowledge Extraction*. 2019; 1(3):945-961. <https://doi.org/10.3390/make1030054>
 - [47] Blau, P. M. (1964). *Exchange and power in social life*. New York: John Wiley & Sons.
 - [48] Lemon,M.; Sahota, P.S. Organizational culture as a knowledge repository for increased innovative capacity. *Technovation* 2004, 24, 483–498.
 - [49] Sarros, J.C.; Cooper, B.K.; Santora, J.C. Building a climate for innovation through transformational leadership and organizational culture. *J. Leadersh. Organ. Stud.* 2008, 15, 145–158.
 - [50] Farrukh, M., Chong, W. Y., Mansori, S., & Ramzani, S. R. (2017). Intrapreneurial behaviour: the role of organizational commitment. *World Journal of Entrepreneurship Management and Sustainable Development*, 13(3), 243–256.
 - [51] Hosseininia, G. H., Moghaddas Farimani, S., & Jalalvand, M. (2019). Identification of agricultural entrepreneurship opportunities (case study: the Global county, Kerman province). *Journal of Studies in Entrepreneurship and Sustainable Agricultural Development*, 6(1), 53- 68.
 - [52] Susomrith, P., & Amankwaa, A. (2019). Relationship between job embeddedness and innovative work behaviors. *Management Decision*, 58(5), 864-878.
 - [53] Bysted, R. (2013), “Innovative employee behaviors”, *European Journal of Innovation Management*, Vol. 16 No. 3, pp. 268-284.
 - [54] Niu, H.J. (2014), “Is innovation behavior congenital? Enhancing job satisfaction as a moderator”, *Personnel Review*, Vol. 43 No. 2, pp. 288-302.
 - [55] Coetzer, A., Inma, J., Poisat, P., Redmond, J. and Standing, C. (2018), “Job embeddedness and employee enactment of innovation-related work behaviors”, *International Journal of Manpower*, Vol. 39 No. 2, pp. 222-239.
 - [56] Janssen, O. (2003), “Innovative behavior and job involvement at the price of conflict and less”, *Journal of Occupational and Organizational Psychology*, Vol. 76, pp. 347-364.
 - [57] Bell, E., Bryman, A. and Harley, B. 2018. *Business research methods*, Oxford University press. Belousova, O. and Gailly, B., 2013. Corporate entrepreneurship in a dispersed setting: actors, behaviors, and process. *International Entrepreneurship and Management Journal*, 9(3), pp. 361- 377.
 - [58] Myers, M. D. (2019). *Qualitative research in business and management*, Sage.
 - [59] Saunders, M., Lewis, P. and Thornhill, A. (2009). *Research Methods for Business Students*, (5thedition), Pearson education.
 - [60] Fostering Entrepreneurial Mindset in Students: A Modular Framework for Integrating Entrepreneurship Education into Engineering Capstone Projects. (2024). *Journal of Educational and Social Research*, 14(1), 32. <https://doi.org/10.36941/jesr-2024-0004>