

# The Effect of Organizational Climate on Employee Performance Mediating by Intrapreneurial Behaviours: Case Study

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## Abstract

Nowadays every business needs people who are innovators and project drivers. This research attempts to answer “What is the effect of organizational climate on employee performance mediating by intrapreneurial behaviours in higher education sector in Egypt?”. The research proposed a framework based on an exhaustive literature review to identify the variables for successful implementation. The data was collected using questionnaire was designed based on the literature review and distributed to 426 respondents. A Structural Equation Modelling (SEM) was adopted to examine the causal relationships. The findings of this research reveal that organizational climate have a positive influence on employee performance. As well, organizational climate has a positive influence on intrapreneurial behaviours. And the direct effect between intrapreneurial behaviours and employee performance is statistically significant. However, the results of the mediation effect indicate that there is partial mediation effect of the intrapreneurial behaviours between organizational climate and employee performance. This study can be considered as a first study in the MENA countries especially Egypt that is concerned with such topic, so it is important to mention that this work may provide useful information and practical guidance for successful implementation in the higher education sector. It may also be considered a reference value for the other sectors in order to develop the economic environment that meet the policies adapted by the government and what is stated in Egypt’s vision strategy 2030.

**Keywords:** intrapreneurial behaviours, organizational climate, employee performance

## 1.Introduction

Today’s organizations are operating in a very dynamic and highly competitive environment. To remain significant in the market, organizations have to attract and retain suitable people as well as supporting them to improve their performance. Employee performance is mostly outcomes achieved and accomplishments made at work (Anitha, 2014). Wise management has established rewards in their organization in the quest of increasing employee performance so as to ensure timely and quality service (Njanja et al., 2013).

The entrepreneurs within an organization are lately discussed on many researches, those highly valuable executives and team members who perhaps will never become a company owner, but who have learned to apply the crucial principles of entrepreneurship to the roles they play in an organization (William, 2013). Heinonen and Korvela (2014) pointed that the basis of intrapreneurial behaviour was recognizing an opportunity, exploiting it and giving that exploiting an opportunity in a new way that deviates from previous practice will succeed and support the realization of the organization's goals (Taştan and Güçel, 2014). These employees are "intrapreneurs" because they are not into their own business, but they are working within your company, thus the "intra" part (William, 2013). Intrapreneurship is defined to mean an intrapreneurial way of action in an existing organization (Heinonen and Korvela, 2014). Innovation has been found to be essential to the success of an organization, individual creativity and innovativeness are the answer to organizational level innovation, and so organizational climate can have a positive effect on creativity and innovation in organizations (Shanker et al., 2017). Innovation is the use of new technical and administrative knowledge to offer a new product or service to customers (Cania, 2014).

Organizational climate is the form of the existing conditions and nature of organizational life observed by the employees (Taştan and Güçel, 2014). Organizational climate as supportive environment is believed to enable intrapreneurial behaviour among the workforce to flourish (Noor et al., 2011). Gaspary et al (2018) reveals that innovation strongly depends on an organizational design that supports people's creativity and freedom to employ new ideas; they reached their first goal by describing the characteristics that make the company's work environment horizontal to foster innovation and the specific management practices that support people to innovate on an ongoing basis. Syed et al. (2019) stated that recognition means valuing and considers employees contributions, companies face the question of how to recognize and reward their employees, so it has always been the basis of effective management, as the competition for talent becomes stronger; the ways in which organizations value their people becomes progressively more important, the reward system in an innovative organization is anticipated to reward intrapreneurial factors such as risk taking, willingness to change, long-term focus, also encourage openness, sharing of information, group achievements, further define the importance of a "culture of pride" that expects, rewards high levels of achievement and assumes that investments in people pay off. Positive relationship is defined between recognition tendency to risk and to experiment with innovative proposals and ideas (Montes et al., 2003). Thus, it seems likely that people with high organizational identification are motivated to go beyond their designated role and get involved in intrapreneurial activities. Additionally, increased identification can play an essential role in augmenting organizational efficiency and effectiveness (Chughtai and Buckley, 2010).

In order to fill the knowledge gap and achieve the aim, four objectives were formulated namely:

1. To examine the relationship between organizational climate and employee performance.
2. To investigate the relationship between organizational climate and intrapreneurial behaviours.
3. To examine the relationship between intrapreneurial behaviours and employee performance.

4. To investigate the mediation role of intrapreneurial behaviours between organizational climate and employee performance.

The next section presents the theoretical grounding of the effect of organizational climate on employee performance and the effect intrapreneurial behaviours, to ground the proposed approach in the knowledge gaps. Section 3 introduces the proposed framework and the data. Section 4 reports and illustrates the findings and tests the hypotheses. In the sections that follow on, the discussion and conclusion about the validity and generalisability of the findings and the implications to the theory and management.

## 2. Theoretical Background and research hypothesis development

### 2.1 Organizational Climate

Organizational climate has a great influence on people performance through its impact on individual motivation and job satisfaction. Organizational climate is a set of individual, organizational and environmental nature and features which gives characteristics to the organization by sorting out from others, perceived by people and has an effect on their behaviors (Berberoglu, 2018). Organizational climate of an organization are the type of the existing conditions and nature of organizational life perceived by the employees (Taştan and Güçel, 2014).

### 2.2 Organizational Climate effect on employee performance

Sambandam and Chockalingam (2019) proved that there is significant relationship between dimensions of organizational climate and employee performance. Hirlak et al. (2018) proved that dimensions of organizational climate affect employee performances. Githinji (2017) proved that there is a positive relation between organization climate and employee performance, since organizational climate for career advancement and job satisfaction should employ practices such as job security and quality of work by ensuring availability of work tools, safe and healthy work environments.

Duggan (2018) stated that organizational structures can slow up or promote performance, depending on how effectively the supervisory relationships and work flow influence productivity. The organization structure is the division of work and division of authority in organizations (Andersen and Jonsson, 2006), and the co-ordination of the people activities so they are heading towards the goals and objectives of the organization (Maduennyi et al., 2015). The level of job satisfaction and effectiveness of every individual depends upon suitable organization structure; since organization structure is the approved pattern of work-related behaviour that are purposely established for the achievement of organizational goals (Olajide, 2015), so Olajide succeeded in proving positive relation between organizational structural support and job satisfaction. The structure of an organization puts the hierarchy for responsibility and creates the different levels of communication within an organization. The way in which an organizational structure is arranged and administered can have a direct effect on company productivity and performance. When you are monitoring employee output, consider how the different issues with organizational structure can affect efficiency (George, 2018).

Harrison (2018) stated that people need to feel appreciated from others which are a powerful source of motivation, at workplace; there are many low-cost and no-cost ways to recognize

the good work of employees at all levels. Research studies regularly point out the improvements gained from recognition, employee recognition is important for satisfied and productive employees. Organizations in today's climate determine the reasonable balance between people commitment and performance of the organization. The reward and recognition programs supply the most reliant factor in keeping peoples' self-esteem high and passionate (Danish and Usman, 2010). Danish and Usman (2010) proved that the recognition is correlated positively and significantly with work motivation and satisfaction. Organizational effectiveness is the concept of how effectual an organization is in accomplishing the results the organization aims to generate (Malik, et al, 2011). Organizational effectiveness refers to locating targets and attaining them expertly in spirited and energetic surroundings (Beugré, 2001). Recognition boosts employee engagement, which then increases productivity; inspired employees do their best to increase productivity.

Organizational identification refers to the psychological attachment between an employee and his or her work organization, researchers studied the indications that lead that higher identification leads to better performance, lower absenteeism and turnover rates, more extra-role behaviours, greater job satisfaction, increased motivation and improved health and physical wellbeing (Van Dick et al., 2005). Furthermore, because the well-being of the organization is in the interest of the people, lack of identification with the organization or work group may cause discrepancies in goals and motivation, so leading to reduced motivation and job satisfaction. Certainly, a strong link between organizational and work group identification, on one hand, and job satisfaction on the other, has been supported (Van Dick et al., 2008). Consequently, it is expected that this bond or self-definition influences peoples' attitude toward their job, and more specifically their job satisfaction. Therefore, organizational identification is positively related to job satisfaction (Karanika et al., 2015). Walumbwa et al. 2011 proved that there is direct relationship between organizational identification and effective performance. Also, Halilu et al, (2017) did support that employee organizational identification has a positive significant determinant of employee productivity.

**H1:** Organization climate affects employee performance.

### **Organizational Climate effect on intrapreneurial behaviour**

Taştan and Güçel (2014) Proved significant and positive relationship between perceived organizational climate and intrapreneurial behaviour, but the intrapreneurial behaviour in Taştan and Güçel most of them were not behaviour but traits as proven by (Farrukh et al., 2016). Organizational climate as supportive environment is believed to enable intrapreneurial behaviour among the workforce to flourish (Noor et al., 2011). Noor et al., (2011) proved that positive organizational climate will have a significant positive effect on intrapreneurial behaviour.

Gasparly et al (2018) reveals that innovation strongly depends on an organizational design that supports people's creativity and freedom to employ new ideas; they reached their first goal by describing the characteristics that make the company's work environment horizontal to foster innovation and the specific management practices that support people to innovate on an ongoing basis. According to organizational support theory, employees who are given valued resources (e.g., pay raises, developmental training opportunities) develop their



perceived organizational support (POS) and feel obligated to try hard to repay the organization by helping it reach its objectives (Neves and Eisenberger, 2014), so Neves and Eisenberger found that there is positive relationship between perceived organizational support and risk taking behaviours. Organization structure acts as an important influence on the extract of the desired risk-taking behaviour in banks, risk taking can be viewed as the sensibility to problems such as moral hazard, conflict of interest and adverse selection that are precipitated due to the decision context and availability of information (Roy, 2008).

People show intrapreneurial behaviours as a cause to their identification with the organization and how much they are structurally supported and recognized by the organization (Taştan and Güçel, 2014), so Taştan and Güçel suggested that enhancing intrapreneurial behaviours by supportive and innovative organizational climates should be seen as an essential process among strategic planning approaches of the organizations. Noor et al. (2011) stated that top management should be aware of the fact that they should focus more on empowerment, provide necessary support and act positively to the innovative activities as well as encourage risk taking initiatives among the employees, as well, encouraging employees to behave intrapreneurially. Initiative and creativity change the world; they promote the awareness of innovative ideas in various industries and add to constant development. Personal initiative might be linked with a high degree of effort and stress, in time leading to strain and reduced well-being. Both the positive and negative pathways should be stronger for micro entrepreneurs than for employees (Mensmann and Frese, 2018).

Organizational identification (OI) has become an essential concept in the area of organizational behavior and is attracting increasing attention in management research more generally. The reason for this is that OI is seen as an important psychological state reflecting the bond that exists between the people and the organization and, so, potentially capable of explaining and predicting many important attitudes and behaviors in the workplace (Martin, 2005). Taştan and Güçel (2014) proved the significant relationship between perceived organizational identification and intrapreneurial behaviour, also Moriano et al. (2014) investigated the influence of transformational leadership and organizational identification on intrapreneurship and proved that organizational identification will be positively related to intrapreneurial behaviour, so it seems likely that people with high organizational identification are motivated to go beyond their designated role and get involved in intrapreneurial activities. Lipponen et al. (2008) proved that the important factors of personal values and organizational identification to the individual level factors (e.g. self-efficacy), job characteristics (e.g. autonomy) and organizational level factors (e.g. support) on innovative behaviour. Moriano et al. (2014) defined risk taking as daring to go into the unknown areas of the organization, without any acquaintance of the outcome, since Moriano proved that there are positive relationship between organizational identification and intrapreneurial behaviour and since risk taking is one of the intrapreneurial behaviours that were investigated by Moriano et al. (2014) so there are positive relationship between organizational identification and risk taking behaviour. Vondey (2010) investigated the relationship between servant leadership and Organizational Citizenship Behaviour (OCB) and that person-organization fit and organizational identification moderate that relationship, also individual initiative was one of the OCB behaviours he was investigating, Michelle Vondey proved that the link between servant leadership and OCB will be stronger for followers who were identified with the organization. Organizational identification makes people more competitive with other

organizations, which makes it more likely that they will employ in voice behaviour because it may help to improve the competitive position of their organization, so Fuller et al. (2006) proved that Organizational identification will mediate the relationship between prestige and voice behaviour and the relationship between respect and voice behaviour. Dongbo et al. (2015) found that organizational identification has a significant positive correlation with voice behaviour; similarly, Wen et al. (2015) proved that Organizational identification mediates the relations between organizational socialization and self-job-concerned voice.

**H2:** Organization climate affects intrapreneurial behaviour.

### **Intrapreneurial behaviour:**

Intrapreneurship is mainly, proactive work-related initiatives of individual employees. More expressly, intrapreneurship at the individual level involves networking behaviour, out of the box thinking, initiative, taking charge, championing, and some degree of risk taking. Thus, intrapreneurs are the knights behind product development or improvement and/or market penetration. These employees have similar drives and characteristics as entrepreneurs. They are innovative, motivated to succeed, enjoy overcoming challenges and have a philosophy of continuous learning (Morianio et al, 2014).

### **Intrapreneurial behaviour effect on employee performance:**

The intrapreneurial behaviour of people has become of strategic importance for the performance of organizations (Neessen et al., 2019). Felício et al. (2012) proved that intrapreneurship positively influences the financial performance, the productivity of organizations, the growth and improvement of organizations. Shanker et al (2017) stated that innovation is necessary for improved organizational performance which means that organizations which focus on innovative employees are more successful at securing a larger market share which can lead to high income and profitability, so Shanker et al (2017) concluded that innovative work behaviour is positively related to performance, also Kreiser et al. (2013) found that innovativeness has a positive relationship with firm performance in SMEs. Job satisfaction is perceived as people work values and a positive sense of satisfaction as a result of work values that they have articulated (Cingöz and Kaplan, 2015).

However, Lee et al. (2011) stated that the relationship between organizational climate for innovation and job satisfaction is moderated by innovation orientation, such that the higher the people's innovation orientation, the stronger the relationship between the organizational climate for innovation and job satisfaction, Developing people innovative behaviour is directly related with the effectiveness and productiveness (Cingöz and Kaplan, 2015), Shanker et al. (2017) have found a statistically significant relationship between employee innovation and effectiveness, so innovative behaviour of people is of great significant to effectiveness and survival (Pieterse et al., 2010), also Llopis et al. (2013) supported the idea of innovative behaviours should be strongly encouraged across all levels of the organization, since behaviours have positive influence in effectiveness. Innovative behaviour shows the willingness of people searching for better options to improve productivity (Cingöz and Kaplan, 2015).

Kreiser et al. (2013) found that excessive risk-taking behaviour has a negative relationship with firm performance in SMEs, however Lutfihak et al. (2010) proved that the greater the tolerance for risk taking in organizations, the higher their innovative performance, so that conservative and risk-averse attitudes of the managers will cause the lack of confidence by the peoples' intrapreneurial potential; and their disappointment will reduce innovative approaches, high gain risk-taker leadership positively impact on performance and sustainability (Maladzhi, 2015). Kuratko et al. (2005) defined risk-taking as the willingness to assign significant levels of resources to chase entrepreneurial opportunities with an expectable chance of failure; intrapreneurials should accept and learn from failures, so Kuratko stated that Job satisfaction is positively related to entrepreneurial actions. Vidal and Chiva (2009) proved that emotionally intelligent persons lean to work in conditions that conciliate their emotional and social abilities (teamwork, risk taking, dialogue, and participation) increases performance (job satisfaction and productivity). The focal point of Llopis et al. (2013) research was on the relationship between risk taking and innovation performance, from both a managerial and an employee perspective, this study also provides empirical evidence that employee's perceived risk-taking climate enhances innovation performance and proved that such behaviours mostly have positive influence in effectiveness. Risk taking behaviour is defined as not always follow the protocols but values impulsiveness (Maladzhi, 2015), Maladzhi proved that risk taker behaviour has strong impact on performance (productivity and profitability), also Bloom and Reenen (2011) proved that human resources management when encouraging employee risk taking this practice has a positive impact on productivity.

Bowling et al. (2010) discussed that Job satisfaction will be positively related with organizational citizen behaviour, initiative behaviour was part of the OCBs discussed in this study, also Bakker and Leiter (2010) proved that individual initiative has positive effect on job satisfaction. Hosseini and Shahmandi (2014) research aim was to investigate individual initiative, self-control, and risk tolerance effects on job satisfaction in the personnel of the Social Security Organization and they found positive effect of these behaviours on job satisfaction. Proactive and initiative behaviours can be a high-leverage concept rather than just another management trend and can result in increased organizational effectiveness (Crant, 2000), "our studies have supported the concept that personal initiative has positive outcomes for the person exhibit and that personal initiative contributes to the overall effectiveness of an organization" (Fay and Frese, 2001). Employee engagement initiative and the productivity have direct relation (Patro, 2013), also Glaser et al. (2016) proved that personal initiative behaviour improved the productivity of people thus have an effect on organization productiveness, Konrad and Mangel (2000) stated that work-life initiatives have positive impact on workforce productivity and therefore on organizational productivity.

Guzman and Espejo (2018) have discovered that people who employ in voice behaviour experience have some benefits, such as higher performance evaluations and higher job satisfaction and that people voice behaviour in work units has been related with a higher level of task performance. Yang et al. (2018) proved that voice behaviour has a positive effect on task performance and contextual performance when organizational engagement and creativity worked as mediators. Miao et al. (2020) proved that there is great significant positive relation between voice and innovation behaviour of employees and performance. Jha et al. (2019) discussed that voice behaviour should be encouraged for it is essential in pointing out

probable technical complications may be found in work area and the ideas that may be vital for better performance. Nikolaou et al. (2008) stated that reluctance to share information, speak up, and provide feedback likely have negative effects on peoples' trust, loyalty, morale and motivation, also found that Job satisfaction, self-esteem, group size and self-management were all positively related to voice behaviour. People voice as a type of communication and expression of ideas and suggestion about the work-related issues could act as a motivational factor, which leads to job satisfaction, so there is a significant positive relationship between employee voice and job satisfaction (Alfayad and Arif, 2017), Guzman and Espejo (2018) as well stated that researchers have discovered that people who employ voice behaviour receives benefits, such as higher performance evaluations, higher job satisfaction, salary raise and promotions. Jha et al. (2019) discussed in their paper the impact of people voice on effectiveness, so people voice behaviour is vital to the effectiveness and therefore proved that there is a positive relationship between people voice and effectiveness, also Wazir and Khan (2018) in their article they proved that employee voice is positively related to effectiveness. Jha et al. (2019) stated that employee voice has a valuable impact on the quality and productivity of the organization, Liang and Tang (2010) proposed that the negative influence of organizational silence will lead to low productivity, de-motivation and high turnover rate, Sabahat et al. (2016) found that organizations that allow people to express their opinions and provide opportunities to them to speak up about issues noticed by the people concerning their organizations and jobs, their suggestions about practices to increase productivity and efficiency across the organization.

**H3:** Intrapreneurial behaviour affects employee performance.

The researcher found that there are not enough recent studies that focus on organizational climate, employee performance together and the intrapreneurial behaviours as mediators, also recent studies does not include the same variables discussed in this current research and their effect on each other, concerning organizational climate dimensions such as organizational structure, organizational identification and organizational recognition, also variables concerning intrapreneurial behaviours for instance innovation behaviour, initiative behaviour, risk taking behaviour and voice behaviour, in addition employee performance variables as Job satisfaction, effectiveness and productivity.

**H4:** The effect of organizational climate on employee performance mediating by intrapreneurial behaviour.

### 3. The Methodology and Model

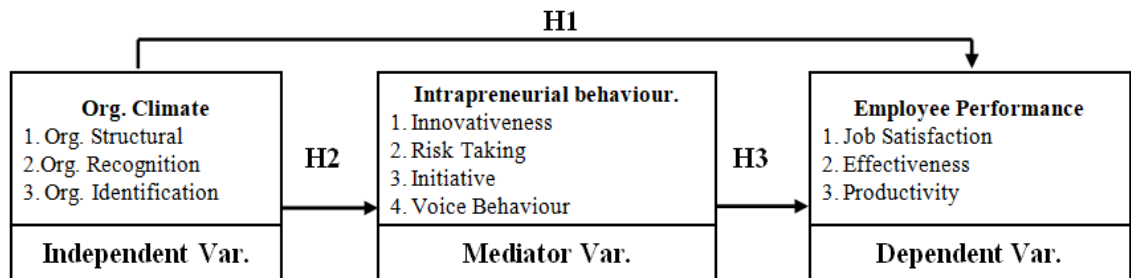
This study embraces the quantitative research approach; that allowed deeper understanding of the work environment that intrapreneurials need to improve their performance, also to examine and analyse the topic and examine the research questions, quantitative research method guarantee reliability by critical analysis (Choy, 2014), also because the research data is usually in the form of precise numbers that have been collected in clear defined steps characterized by a methodology of formulating hypotheses that are tested through controlled statistical analysis. In this study, the survey was used as a form of quantitative approach type. Using the case study method conducting research as it includes a deep dive and thorough understanding of the data collection methods and analysing the data, also record keeping



method that makes use of the already existing reliable documents and similar sources of information as the data source (Ibrahim, 2016; Moore, 2017).

**3.1. Research Framework**

**Figure 1: Research framework**



**3.2 Data collection**

The survey was drawn up on the basis of the literature review in order to guarantee its validity and reliability. The survey consists of 4 sections first 18 multiple choice questions for organizational climate, second 20 multiple choice questions for intrapreneurial behaviours, third 15 multiple choice questions for employee performance to which the respondents were asked to answer using a 5-point likert scale and finally 3 demographic questions (gender, age and years of work in this educational institute) which acts as controller of the survey. The questionnaire was developed in English and then translated in to Arabic, the questionnaire was put into Google form and was distributed in both languages using the method of social media (Whatsapp and Messenger applications), this method was the most suitable method because of the circumstances of Covid-19 pandemic; also, this method is generally cost-effective, time-efficient and can be very easy to access. Respondents can also answer at leisure time, without the pressure to respond immediately, responses may be more accurate. The disadvantage, however, are those respondents can easily ignore the questionnaire. The research questionnaire was distributed among 750 respondents, 514 questionnaires representing 68.5% were returned, and 88 questionnaires representing 11.7% were incomplete or ineligible or refusals and 236 (31.5%) were not reached. There were 426 acceptable responses, a response rate 56.8%, which is highly adequate for the nature of this study. In this Research Paper, the Amos 25 software package was used to perform the structural equation modelling (SEM) to investigate the inter- relationships between the four constructs of the hypothesized model. The SEM is a statistical technique that allows assessment of both direct and indirect effects of each variable on the other variables. Hypotheses Testing Following a confirmatory factor analysis, the valuation of the structural model through testing of the hypotheses underlying the research model is conducted.

**4. Results and Findings**

Composite Reliability (CR) is used to measure the reliability of a construct in the measurement model. CR is a more presenting way of overall reliability and it determines the consistency of the construct itself (Hair et al., 2019). Table (1) shows the CR of organizational structural support = 0.911, organizational identification =0.827, organizational

recognition =0.885, innovativeness =0.900, initiative =0.897, risk taking= 0.894, voice behaviour =0.873, job satisfaction =0.828, effectiveness =0.851 and productivity =0.810. So, it clearly identified that in measurement model all construct have good reliability.

Measurement items have standardized loading estimates of 0.5 or higher (ranging from 0.810 to 0.911 at the alpha level of 0.05, indicating the convergent validity of the measurement model. Discriminate validity shows the degree to which a construct is actually different from other constructs. (Hair et al., 2019). All Variances Extracted (AVE) should always be above 0.50 (Hair et al., 2019). Table 1 show that AVE of the particular constructs. Overall, these measurement results are satisfactory and suggest that it is appropriate to proceed with the evaluation of the structural model.

**Table (1): Model Validity Measures**

Variables	CR	AVE
Organizational Structural Support	0.911	0.630
Organizational Identification	0.827	0.545
Organizational Recognition	0.885	0.607
Risk Taking	0.894	0.631
Voice Behaviour	0.873	0.579
Job Satisfaction	0.828	0.616
Effectiveness	0.851	0.656
Productivity	0.810	0.586
Innovativeness	0.900	0.693
Initiative	0.897	0.636

Table (2) provides a measurement model result - CFA

**Table 2: Measurement Model Result**

Goodness of Fit Measures	Name of index	Model Result	Remark
Chi-Square	$\chi^2$	1932.585	Accepted
Degrees of Freedom	DF	810	Accepted
Chi-Square/ Degrees of Freedom	$\chi^2 / DF$	2.386	Accepted
Comparative Fit Index	CFI	0.917	Accepted
Tucker Lewis Index	TLI	0.908	Accepted
Root Mean Square Error of Approximation	RMSEA	0.057	Accepted

**Measurement Model Summary:** the ten factors were subjected to CFA using the AMOS software. DF was 810 (it should be more than 0),  $\chi^2 / DF$  has a value of 2.386, that is less than 3.0 (it should be less than or equal 3). The RMSEA was .057 (it should be less than 0.08). The TLI index was .908 which is very close to 1.0 (a value of 1.0 indicates perfect fit). The CFI was .917. All indices are close to a value of 1.0 in CFA, indicating that the measurement models provide good support for the factor structure determined through the CFA in Table (2).

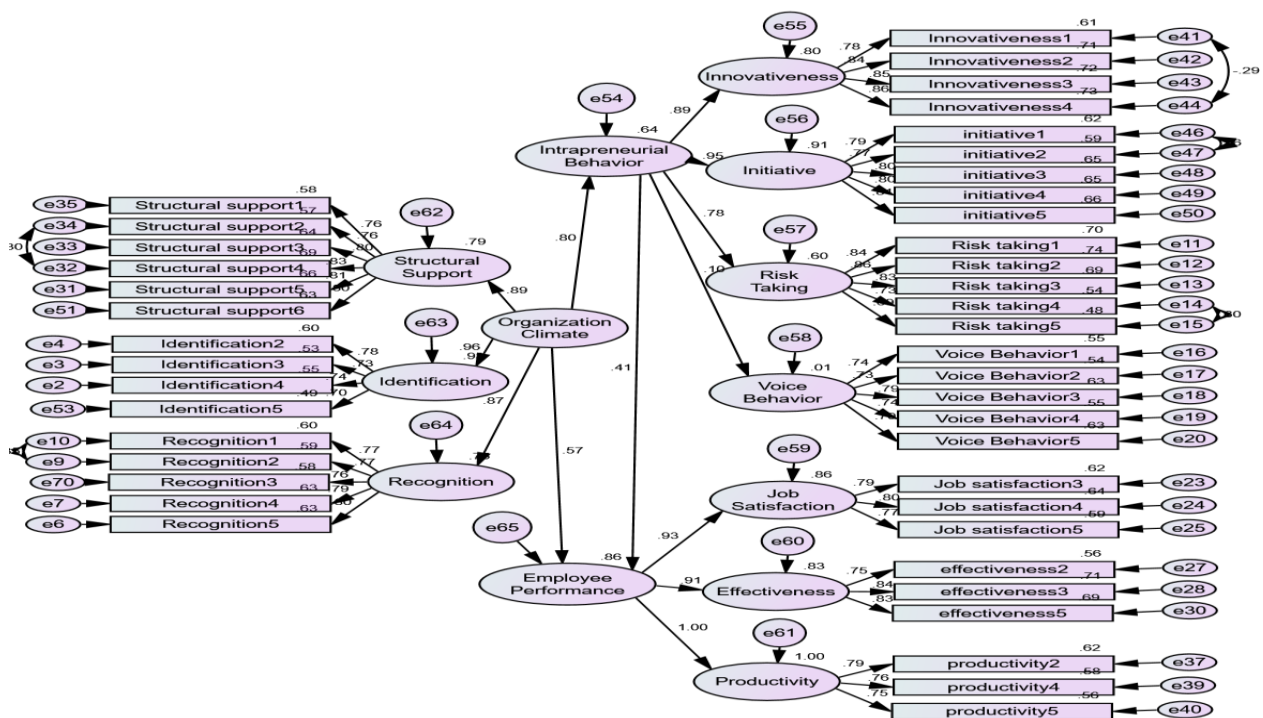
**The Structural Model Validity - Final Result**

Table (3) provides a structural model (final Result)

**Table 3: Structural model - Final Result**

Goodness of Fit Measures	Name of index	Model Result	Remark
Chi-Square	$\chi^2$	2082.026	Accepted
Degrees of Freedom	DF	842	Accepted
Chi-Square/ Degrees of Freedom	$\chi^2$ /DF	2.473	Accepted
Comparative Fit <sup>2</sup> Index	CFI	.909	Accepted
Tucker Lewis Index	TLI	0.902	Accepted
Root Mean <sup>2</sup> Square Error of Approximation	RMSEA	0.059	Accepted

**Structural Model Summary:** The results of structural model using the AMOS software, shows that DF was 842 (it should be more than 0),  $\chi^2$ /DF has a value of 2.473, that is less than 3 (it should be less than or equal 2.0 or 3). The RMSEA was .059 (it should be less than 0.08). The TLI index was .902 which is very close to 1.0 (a value of 1.0 indicates perfect fit). The CFI was .909. All indices are close to a value of 1.0 in CFA, indicating that the measurement models provide good support for the factor structure determined through the CFA as reported in Table (3).



**Figure 2: Structural Model**

**Direct, Indirect (Mediating) Effects and Moderating Effects**

According to Hair et al. (2019), the relationships between the latent variables indicate that the significance and strength of each of the hypothesized effects developed for this research model accurately, capturing a well model fit for the model. Overall, the fitness of a model measurement exceeded the common acceptable level.

**a) Direct Effects**

Results reveal that the individual tests of significance of the relationship between the variables. It reveals that, as expected Organization climate have a positive influence on employee performance ( $\beta = 0.520$ , CR (Critical Ratio) = 8.150,  $CR > 1.96$ ,  $p = 0.000$ ,  $p < 0.05$ ). Therefore, (**H1**: Organization climate affect employee performance) is supported.

These results support the findings of Andersen and Jonsson (2006), Riggle et al. (2009), Chughtai and Buckley (2010), Danish and Usman (2010), Lutfihak et al. (2010), Walumbwa et al. (2011), Manzoor (2012), Elnaga and Imran (2013). Olajide (2015), Shabbir (2016), Halilu et al. (2017), Syed et al. (2019) and Tuna et al. (2019).

Moreover, pertaining to **H2**: Organization climate affect intrapreneurial behaviour is supported as the result shows that ( $\beta = 0.788$ , CR (Critical Ratio) = 12.583,  $CR > 1.96$ ,  $p = 0.000$ ,  $p < 0.05$ ), as it predicts that "Organization climate effect on intrapreneurial behaviour".

These results of H2 are in line with those of previous studies of Onne (2005), Fuller et al. (2006), Roy (2008), Liu et al. (2010), Kopelmanm et al. (2011), De Mello et al. (2012), Neves and Eisenberger (2014), Dongbo et al. (2015), Valsania et al. (2016), Andiyasari et al. (2017), Gaspary et al. (2018), Mensmann and Frese (2018) and Çemberci et al. (2018).

The result shows that **H3**: Intrapreneurial behaviour affect employee performance. ( $\beta = 0.452$ , CR (Critical Ratio) = 7.205,  $CR > 1.96$ ,  $p = 0.000$ ,  $p < 0.05$ ) is supported, as it predicts that "Intrapreneurial behaviour effect on employee performance".

This result of H3 ties well with previous studies wherein found in Crant (2000), Kuratko et al. (2005), Chang and Liu (2008), Duygulu and Kurgun (2009), Alipour et al. (2011), Lee et al. (2011), Thomas and Feldman (2012), Mokaya (2012), Bysted (2013), Berglund (2014), Cingöz and Kaplan (2015), Glaser et al. (2016), Alfayad and Arif (2017), Wazir and Khan (2018), Lisbona et al. (2018), Jha et al. (2019), Tang et al. (2019) and Miao et al. (2020).

Results shows that the estimated structural model corroborated the four hypotheses, as organizational climate construct explained 62 % of intrapreneurial behaviour ( $R^2 = 0.620$ ), besides, organizational climate through organizational climate explained 84.5 % of employee performance variance ( $R^2 = 0.845$ ).

**b) Indirect (Mediating) Effect**

The direct effect results confirm that:

- 1- The direct effect between organizational climate and employee performance is statistically significant.
- 2- The direct effect between organizational climate and intrapreneurial behaviour is statistically significant.
- 3- The direct effect between intrapreneurial behaviour and employee performance is statistically significant.

In addition, there is a statistically significant indirect effect of organizational climate on employee performance through intrapreneurial behaviour ( $P = 0.001$ ,  $P < 0.05$ ). The results of the mediation effect indicate that there is partial mediation effect of the intrapreneurial behaviour between the relationship of organizational climate and employee performance.

Therefore, (**H4**: The effect of organizational climate on employee performance mediating by Intrapreneurial behaviour) is supported. These results of **H4** are in line with those of



previous studies of Noor et al. (2011), Sun and Pan (2011), Noor et al. (2012), Tebogo and Renier (2016), Shanker et al. (2017) and Cabana et al. (2018).

The significance of the path coefficients has been analysed' using one-tailed significance ( $p > 0.05$ ). It shows that all the hypothesized paths were supported by the result and significant at 5% significance level.

## 5. Conclusion

In conclusion, the researcher designed the study to contribute to the limited body of knowledge regarding the relationship between the organizational climate, employee performance and intrapreneurial behaviour. Also, the researcher tried to develop a novel, holistic conceptual framework and measured its validation for the relationship between organizational climate and employee performance, mediated by intrapreneurial behaviour for the use of further research. Finally, the study has contributed to a more meaningful understanding of employee intrapreneurial behaviour in a private higher educational institute in Egypt, so this study may provoke the public and private sectors to allocate the finite intrapreneurial employees and brews the organizational climate for the purposes of booming the employee performance.

### 5.1 Research limitations

The study is limited to only one case study which is the AASTMT. The case study is a useful design when not much is known about an issue or phenomenon. As well, the survey was only conducted among Arab Academy employees and lecturers, the top managements were not included in the analysis because this falls outside the scope of the research.

### 5.2 Recommendations for Further Research

Based on the findings of the study the following recommendations:

- At first, the researcher suggests the need for longitudinal study to discover the long-term effects of organizational climate factors that affect intrapreneurial behaviour and employee performance.
- Secondly, the researcher suggests the need for longitudinal study to discover the long-term effects regarding intrapreneurial behaviour factors that affect employee performance.
- Third recommendation for future research is to involve top management and study the effect of intrapreneurial behaviours of the top managers on their leadership performance.
- Finally, it is recommended for further understanding additional research concerning these relations to be conducted on other sectors as banking, industrial, healthcare and agriculture sectors in the MENA countries.

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