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1 Intrapreneurship and its Impact on Organizational Performance;
2 Facilitated through Organizational Factors: An Empirical Study
3 of Palestinian Banks

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7 **Abstract**

8 The purpose of this study is to look at the relationship between intrapreneurship dimensions
9 and organizational factors, as well as the effects they can have on the performance of
10 Palestinian banks in the West Bank. Furthermore, this research concentrated on both financial
11 and non-financial performance. Based on data collected from 7 West Bank Palestinian banks
12 and 344 individual replies, preliminary findings revealed that intrapreneurship dimensions have
13 statistically significant effects on organizational performance to diverse degrees and at varying
14 impact strengths. Proactiveness, innovation, and offensive competitiveness appeared to be the
15 most influential dimensions. Furthermore, organizational factors moderate the association
16 between intrapreneurship and organizational success while also having a considerable
17 beneficial impact on organizational performance. The study advocated for developing
18 intrapreneurship within Palestinian banks with an emphasis on performance improvement.

20 *Index terms*— intrapreneurship; entrepreneurship; creativity; innovation; organizational performance;
21 organizational factors; palestinian banks.

22 1 I. Introduction

23 Modern business environments have become more complex and dynamic due to the strong competition generated
24 by globalization, rapid development of production technology, quality of services in terms of service requests, and
25 rapid communications.

26 Business organizations have realized that their survival and continuity necessitate the adoption of new practices
27 in order to maintain product quality and customer satisfaction, therefore enhancing competitiveness on both local
28 and global levels.

29 These new realities have compelled organizations to closely monitor entrepreneurial trends to better withstand
30 market challenges in hostile and competitive environments. As a result of these challenges, companies must now
31 strive for excellence by leveraging creativity, innovation, and modernization to achieve better performance (Miller,
32 1983).

33 Intrapreneurship refers to entrepreneurial activities implemented within an existing organization of any size
34 that lead to innovative products and services, as well as sustain entrepreneurial activities in highly competitive
35 environments (R. D. Hisrich & Peters, 2002; Miller, 1983). The concept founder, (Aina & Solikin, 2020), describe
36 intrapreneurship as a revolutionary system that accelerates innovation within organizations through utilizing
37 the talents of staff entrepreneurs, they emphasize that entrepreneur employees are empowered when given the
38 freedom of creativity within existing organizations, therefore this necessitates that these organizations to create
39 a climate that stimulates and incentivizes creativity and innovation.

40 Intrapreneurship is a revolutionary initiative that helps improve organizational performance by capitalizing
41 on the entrepreneurial talent of employees when faced with complex and competitive circumstances (Åmo &
42 Kolvereid, 2005). In ??1983), Danny Miller proposed a definition stating that a pioneering company that enters
43 the marketplace through its innovations and acquisition of risky projects is typically the first to create proactive

44 innovations to be superior to competitors (Miller, 1983). Therefore, intrapreneurship is integral to the success
45 and growth of any organization. Miller regarded the three key dimensions of intrapreneurship to be creativity,
46 risktaking, and proactiveness (Covin & Wales, 2012).

47 Building on Miller's pre-research (1983), Lumpkin and Dess (1996) proposed that intrapreneurship could be
48 visualized as a multidimensional phenomenon and suggested two additional dimensions: aggressive competition
49 and autonomy in addition to the initial proposed dimensions (G Thomas Lumpkin & Dess, 2001).

50 The purpose of this study is to assess the impact of intrapreneurship dimensions on the organizational
51 performance of Palestinian banks operating in the West Bank. It also aims to determine the impact of
52 organizational factors on the relationship M between intrapreneurship and organizational performance.

53 This study will provide the relevant literature review, research methodology, and accordingly, the hypotheses
54 related to the research model will be developed and then statistical analysis and research results will be added.
55 Finally, conclusions, recommendations and suggestions for future research will be presented based on the findings.

56 2 II. Literature Review

57 The term organizational intrapreneurship encompasses a group of best practices that allow innovative individuals
58 privileges within their organization that serve to channel their spirit of initiative by providing a supportive
59 environment that enables them to generate creative ideas that lead to innovations which the organization and its
60 stakeholders may benefit from (Pinchot, 2010).

61 Creativity is a main factor for organizational development and the basis for remaining in the market.
62 Organizational creativity is defined as "the capability to generate new and useful ideas that concern products,
63 services, processes, managerial practices as well as competitive strategies which is treated as a main vehicle of
64 organizational development and the basis for staying in the market and innovative success" (Olszak & Kisielnicki,
65 2016). According to (Beheshtifar & Kamani-Fard, 2013) were defined it as "create a new product, service,
66 idea, presenting modern work methods related to the organizational structure and the administrative process to
67 individuals who work together in a complex social system".

68 In accordance to the aforementioned, researchers argue that organizational creativity is the process of
69 establishing or developing existing ideas to obtain new ideas that lead to improving the current work, or a
70 new work that did not exist beforehand on the product or service level.

71 These creativities may be at the individual level or at a group level within the organization. The impact of
72 creativity in organizations can range from making slight improvements in performance to bringing substantive
73 development; these improvements may include new products, methods in technology, organizational structures,
74 management systems, new plans and programs for working individuals (Robbins, 1993).

75 Researchers have defined Proactiveness in various forms, some shed light on the advantages of being the
76 primary mover in the market as the best strategy to exploit asymmetric market opportunities and face threats
77 in the environment.

78 Proactive companies tend to be leaders (G Tom Lumpkin & Dess, 1996), these companies take initiative and
79 seize opportunities by anticipating and meeting market requirements before they are exploited by others (Zahra
80 & Garvis, 2000). If a company finds an opportunity in the market and was the first to act, accordingly, it can
81 generate significant profits and establish brand recognition (G Tom Lumpkin & Dess, 1996). Proactive companies
82 act according to future needs and are actively looking for new opportunities, thereby allowing being the first in
83 the market (Nazdrol, Breen, & Josiassen, 2011).

84 Risk taking is a key feature of entrepreneurship and intrapreneurship (R. D. Hisrich & Peters, 2002). It
85 involves a desire to seek risky opportunities with a high probability of loss in order to achieve high potential
86 returns (Morris et al., 2008). The term "entrepreneur" refers to individuals who bear the risk of either profit
87 or loss (Antoncic & Hisrich, 2003; ?? Tom Lumpkin & Dess, 1996). Researchers believe that what drives an
88 entrepreneur towards the tendency to take risks is the strong desire to succeed and achieve the greatest possible
89 return. Despite the strong relationship between risks and the rest of intrapreneurship's dimensions, researchers
90 in the past considered it a distinctive dimension of intrapreneurship (Antoncic & Hisrich, 2003).

91 Researchers believe that the offensive competition dimension -also called aggressive competition-is unavoidable
92 between people and organizations with conflicting interests. Offensive competition by definition (Lyon, Lumpkin,
93 & Dess, 2000), is the tendency for organizations to take a hostile attitude towards their competitors, and using
94 an Additionally, intrapreneurship includes the process by which individuals identify and exploit new business
95 opportunities within their organization or generate new ventures under the auspices of their existing organization,
96 in the interest of serving their companies and the supply chain service with or without formal support (Pinchot,
97 2010). While intrapreneurship is included in entrepreneurship (Åmo & Kolvereid, 2005;Antoncic & Hisrich,
98 2001;Honig, 2001), there are quite a few differences between the former and the latter. First, in contrast
99 to entrepreneurs, intrapreneurs take decisions fraught with risk using company resources instead of their own
100 (Antoncic & Hisrich, 2001;Morris, Kuratko, & Covin, 2008). Second, intrapreneurship is organized among staff
101 within their organizations, while the focus of entrepreneurship is external (Antoncic & Hisrich, 2001). Third,
102 intrapreneurs are working to develop implicit knowledge in new organizations rather than using the visible
103 knowledge that other companies use. In other words, intrapreneurs work within organizations that already
104 have their own policies, language, procedures, standards, and operating processes (Åmo & Kolvereid, 2005).

105 Despite the fact that intrapreneurship and entrepreneurship have differences, they also have similarities because
106 intrapreneurship is considered entrepreneurship within organizations (Antoncic & Hisrich, 2001).

107 extremely competitive approach in serious attempts to overcome them. Corporations adopt this strategy in
108 an effort to protect their competitive standing in the market.

109 The autonomy dimension on the other hand, refers to the ability of making decisions independently and moving
110 forward with a task through an individual or a team with the goal of creating a new project, concept, or vision that
111 increases value and achieves competitive advantages without any restrictions or barriers (G Thomas Lumpkin,
112 Cogliser, & Schneider, 2009; G Tom Lumpkin & Dess, 1996). It is associated with the offensive dimension. As
113 individuals under psychological, administrative or material pressures cannot have the creative energy. Therefore,
114 reducing organizational constraints and negative influences will allow for creative ideas to be implemented in
115 the form of innovations that gain competitive advantages for the organization, and therefore workers continue to
116 maintain the intellectual creativity that can be supported through learning and refinement, which increases the
117 organization's ability to search for and take advantage of new opportunities (Usta & Unsar, 2015).

118 Interest in studying the relationship between intrapreneurship and organizational performance has increased
119 during the past three decades due to the effect of intrapreneurial activity on established organizations and
120 improving their performance, which increases the welfare of the country. Studies show that intrapreneurial
121 actions are associated with growth and profitability in business organizations (Antoncic & Hisrich, 2001; Zahra
122 & Covin, 1995). Although the impact of intrapreneurship on organizational performance can be weak in the
123 early years, it gradually increases in later years. Generally speaking, companies that take part in entrepreneurial
124 activities acquire higher levels of expansion, survival, development and profitability compared to companies that
125 do not attempt to undertake any of these activities. Thus, the level of intrapreneurship within companies is
126 directly proportional to organizational growth and profitability (Covin & Miles, 1999; Zahra, 1993).

127 Determining the impact of intrapreneurship on organizational performance is not an easy task due to the
128 complex dimensions of organizational performance. Scientists also revealed that the use of financial performance
129 measures alone is not a sufficient assessment for overall performance. Therefore, scientists suggest the use
130 of multiple performance indicators in organizational performance measurement due to the different variable
131 positive and negative impacts entrepreneurial activities may have on different performance dimensions (Lumpkin
132 & Dess, 1996; Zahra et al., 2002). As a result, scholars stress the importance of a true organizational performance
133 evaluation that includes various organizational procedures such as marketing, production, human resources,
134 research and development, employee satisfaction, customer satisfaction, reputation, innovation, market share
135 and profitability (Anthony A Atkinson, John H Waterhouse, & Robert B Wells, 1997; Knight, 1997). Through
136 integrating financial and non-financial metrics into the organizational performance appraisal system, managers are
137 able to better appraise their performance and make the appropriate decisions. This study focused on financial and
138 non-financial performances including innovation, customer satisfaction, market share, and social responsibility.
139 Daft (Daft, 2000) [(2000) defines organizational performance "as the ability of an organization to achieve its
140 goals efficiently and effectively with optimal use of resources, as well as the extent of the organization's effective
141 management and the value it provides to clients and stakeholders". Researchers believe that the modern vision
142 for measuring performance is related to the extent to which the organization's goals are achieved and its ability
143 to renew, develop, innovate and satisfy its customers and expand its market share along with its commitment to
144 serving its community.

145 Innovation, is one of the main dimensions of intrapreneurship, which is defined as the practical application
146 of creative ideas, has emerged through transforming creative ideas into products or services that add value to
147 the organization and achieve competitive advantages to the evolution of performance, it is commonly known
148 as the implementation of creative ideas to find a solution to a problem (Argabright, McGuire, & King, 2012).
149 Most researchers believe that innovation is the core point of intrapreneurship. As well, as viewing intrapreneurs
150 as creators and generators of ideas. Innovation can be implemented in several areas of the enterprise including
151 products, services, processes, marketing innovation and so on. According to (Pearce & Carland, 1996), many
152 researchers have emphasized the relationship between intrapreneurship and innovation by defining innovation
153 as "the process of developing new products and new markets" So that innovation and creativity are critical
154 talents necessary for the success of improving performance. However, being creative does not necessarily imply
155 entrepreneurship. This is because creativity may not affect organizational performance (Åmo & Kolvereid, 2005).
156 Therefore, creativity is an essential component of intrapreneurship but is not the only one.

157 The second dimension of organizational performance is Customer Satisfaction. (Kotler & Keller, 2012) affirms
158 the importance of the customer's sense of satisfaction and happiness when purchasing a product or receiving a
159 service that exceeds expectations.

160 Intrapreneurship is more likely to apply a customer focus culture through the constant renewal and innovation
161 of products and services, which ultimately leads to greater customer value. This can be achieved by collecting
162 market information and monitoring developments so that customers' needs are continuously identified and met.
163 (Luo, Zhou, & Liu, 2005) emphasized that intrapreneurship needs to monitor client trends, competitors and
164 market opportunities more carefully; it must also have a faster response to market fluctuations, thereby allowing
165 companies to take advantage of new opportunities. The development of organizational performance is directly
166 related to customer satisfaction and their orientations. Therefore, entrepreneurial companies will focus heavily
167 on customers' needs, which leads to an increase in customer satisfaction with the company.

168 In reference to market share, which refers to the ratio of an organization's sales in relation to the total volume of
169 sales in a particular market or production sector (Kotler & Keller, 2012). Good market share is obtained through
170 superior performance, innovation, and high-quality service (Simon, Bilstein, & Luby, 2006). Furthermore, social
171 responsibility, as defined by the World Business Council for Sustainable Development (WBCSD), is the obligation
172 employers have to contribute to sustainable development by working with their employees, families and the local
173 and international community to improve people's lives in a way that serves the levels of trade and development
174 (Fox, Ward, & Howard, 2002).

175 In the empirical literature, it is indicated that organizational factors are key pillars for examining the
176 relationship between intrapreneurship and organizational performance. (Covin & Slevin, 1991) reported that
177 the internal environment of an organization has moderating influence on the intrapreneurship and business
178 performance relationship. Zahra, Hayton and Salvato study (Zahra, Hayton, & Salvato, 2004) revealed that
179 organizational factors influence the intrapreneurial behavior of an organization, supporting or discouraging
180 factors according to the condition in which these factors are positive or negative. As for management support,
181 reinforcing intrapreneurial behavior by encouraging creative ideas, developing accumulated experiences, and
182 providing resources to put these ideas into practice to reach successful innovations (Hornsby, Kuratko, & Zahra,
183 2002). Management plays a prominent role in nurturing entrepreneurs by supporting and encouraging innovation.
184 Hornsby, Kuratko, Holt and Wales added that organizations that do not encourage pioneers through management
185 support, would fail to innovate, which will ultimately negatively affect their performance (Hornsby, Kuratko, Holt,
186 & Wales, 2013), while (Halme, Lindeman, & Linna, 2012) added that in order to avoid creative obstruction in
187 the organization, support to developing an intrapreneurial environment and culture must exist. Referring to
188 organizational culture as one of the organizational factors, Lumpkin and Dess (G Tom Lumpkin & Dess, 1996)
189 supported the view that organizational culture has a strong influence on the relationship between intrapreneurship
190 and business performance. (Hornsby et al., 2002; Donald F Kuratko, Montagno, & Hornsby, 1990) found five
191 internal factors in favor of intrapreneurial orientation: rewards, administrative support, resources availability
192 (including time), organizational structure, and risk-taking. While Kuratko and Welsch (D. F. Kuratko &
193 Welsch, 2004) found that, the organizational factors that have a significant impact on the relationship between
194 intrapreneurship and business performance are management support, organizational structure, resources and
195 rewards. Antoncic and Hisrich (Antoncic & Hisrich, 2004) reinforced the above findings and emphasized
196 that internal factors such as administrative support and effective reward system are important in terms of
197 intrapreneurship and organizational performance. Therefore, the current study will address organizational factors,
198 such as Management Support, Organizational Structure, Rewards Reinforcement, Resources Availability and
199 Organizational Culture as measures to assess their impact on intrapreneurship within the organization and as a
200 consequence on the Organizational performance. (Covin & Slevin, 1991) defined the organizational structure by
201 the arrangement of workflows, communications, and power relations within the organization. Consequently, the
202 organizational structure is an internal divisions and coordination mechanisms between all of them that aim to
203 ensure oversight and supervision within the organization, cooperation between workers in different units, and the
204 most prominent aspects of formal organization are the organizational structure, instructions and procedures
205 used in the organization (Jones, 2013). Therefore, organizational factors must be designed in an effective
206 way that motivates employees to engage in creative behavior and encourage intrapreneurship to work towards
207 organizational goals and performance development (R. Hisrich, Peters, & Shepherd, 2013). (Altinay & Altinay,
208 2004) study showed that there is a positive relationship between the decentralized structure and intrapreneurship,
209 as it increases the independence of employees, which encourages employees to be creative and innovate new
210 projects, goods and services, thus develop performance. In addition, the decentralized and informal structure
211 helps increase information sharing among employees with their management. This promotes innovation and
212 a better relationship between the supervisors and coworkers and leads to an increase in employee satisfaction;
213 therefore, intrapreneurial organizational culture enhances employee satisfaction.

214 According to (Hitt, Ireland, & Hoskisson, 2007) definition, "Organizational Culture is a complex set of basic
215 ideologies, symbols and values that are shared among workers and through which the organization does its work".
216 As for the innovative culture, it is one of the most important factors in achieving sustainable

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218 Volume XXIII Issue II Version I Year 2023 () A competitive advantage by influencing employee behavior towards
219 creative business and thus encouraging intrapreneurship (Gursoy & Guven, 2016). (Covin & Slevin, 1991)
220 emphasized that entrepreneurs should be rewarded in proportion to the amount of effort and risks they may incur
221 in creating new products or services. In addition to the organizational structure and rewards, entrepreneurs also
222 need financial resources to start implementing their ideas (Hornsby et al., 2002). Therefore, the organization must
223 provide the resources necessary to carry out innovative activities, including tangible and intangible resources, as
224 well as provide the time needed to conduct intrapreneurial activities (Hornsby et al., 2002).

225 In larger and more complex organizations, and with increasing challenges in working for innovative in-
226 trapreneurs, management must empower employees by facilitating access to information, sharing their knowledge,
227 and giving them responsibility while promoting accountability (Amabile & Khair, 2008). For this study,
228 Palestinian Banks have been selected as they form the backbone of the country's economy and its development,
229 and experience a highly competitive and dynamic environment. Banks in Palestine are struggling to maximize

230 profits and utilize various intrapreneurial initiatives to obtain superior performance and provide innovate products
231 and high-quality services. Many obstacles prevent from having competitive advantages that are satisfactory
232 to existing customers, and simultaneously attracts new customers. The importance of this study lies in its
233 highlighting of how creating business cultures and environments that supports creativity and innovation can help
234 Palestinian banks in the West Bank overcome the risks, challenges, and competition from foreign banks and
235 thereby improving their continuity and profitability. This will help organizations with their performances, as
236 well as their market positions within a competitive environment fraught with risks.

237 The organizational performance. Their different from other elements studied by researches that are more
238 similar to the characteristics of human resources or organizational factors. This study is unique because it
239 addresses the banking sector directly, which is considered an important component of the Palestinian economy.
240 This study focused on the internal entrepreneurship characteristics that Palestinian banks enjoy, as well as how
241 these organizational factors influence the relationship Vis a Vis intrapreneurship and organizational performance.

242 Furthermore, the aforementioned arguments underscored the conceptual and empirical findings regarding the
243 influence of intrapreneurship dimensions on organizational performance, as well as the organizational factors that
244 explain this relationship, the following hypotheses is formed.

245 4 IV. Hypotheses

246 5 Hypothesis 1 and its sub-hypotheses

247 H01: There is no statistically significant effect of intrapreneurship dimensions (creativity, proactiveness, risk
248 taking, offensive competition and autonomy) on the combined organizational performance elements (Innovation,
249 customer satisfaction, market share, and social responsibility) for Palestinian banks in the West Bank.

250 ? H01-1: There is no statistically significant effect of creativity on the combined organizational performance
251 elements (Innovation, customer satisfaction, market share, and social responsibility) for Palestinian banks in the
252 West Bank.

253 ? H01-2: There is no statistically significant effect of proactiveness on the combined organizational performance
254 elements (Innovation, customer satisfaction, market share, and social responsibility) for Palestinian banks in the
255 West Bank. ? H01-3: There is no statistically significant effect of risk taking on the combined organizational
256 performance elements (Innovation, customer satisfaction, market share, and social responsibility) for Palestinian
257 banks in the West Bank. ? H01-4: There is no statistically significant effect of offensive competition on
258 the combined organizational performance elements (Innovation, customer satisfaction, market share, and social
259 responsibility) for Palestinian banks in the West Bank.

260 ? H01-5: There is no statistically significant effect of autonomy on the combined organizational performance
261 elements (Innovation, customer

262 6 III. What Distinguishes the Current Study?

263 This study adopted five dimensions of intrapreneurship that have the greatest influence on the satisfaction, market
264 share, and social responsibility) for Palestinian banks in the West Bank. Hypothesis 2 and its sub-hypotheses
265 H02: There is no statistically significant effect organizational factors in West Bank Palestinian banks in V.
266 Study Model The study model as shown in (Figure 1) represents a logical link between the independent variable
267 represented in intrapreneurship dimensions and organizational performance elements as a dependent variable, as
268 well as the intermediate variable represented in organizational factors was shown through the conceptual model.

269 7 VI. Methodology a) Sample and Procedure

270 This study is an applied study as well as simultaneously a cross-sectional study according to the timeline. The
271 study's data is based on a sample from the opinions of individuals in a set time. Furthermore, the study is
272 explanatory concerning its purpose, which is to measure the influence of organizational intrapreneurship on the
273 institutional performance of West Bank Palestinian banks, and to highlight the mediator's role in explicating the
274 relationship between the independent and dependent variables. The researcher has chosen the questionnaire to
275 be the study tool, which was divided into two parts; the first part presented the demographic variables, while the
276 second presented the paragraphs of the questionnaire based on the fivepointed Likert scale. The questionnaire
277 was designed out of (65) statements distributed in ten sections.

278 The study sample consisted of (344) individuals from senior, middle and lower management within the seven
279 West Bank Palestinian banks, their total number of employees was (3266). The sample size represented was
280 10.53% of the community size, which was determined through the following formula: To improve the response
281 rate, (400) questionnaires were distributed and (344) questionnaires were returned representing (86%) of the total
282 sample, so it is statistically acceptable.

283 8 VII. Results

284 This section presents the statistical analysis of the collected data. Here, the characteristics of the study sample
285 were presented, and the study hypotheses were tested according to the previously presented model.

9 Variable

Category According to Table ??, (65.4%) of the sample were male, (34.6%) were female. In addition, (32.6%) of the sample were individuals whose age (30 -< 35) with a frequency of (112); followed by individuals whose age was (25 -< 30) by (25.6%) with a frequency of 88. Furthermore, (80.5%) of the sample for those holding a bachelor's degree with a frequency of (277). Those holding a postgraduate degree were (15.4%) with a frequency of (53). As for the positions at the banks, (49.4%) of the sample were working in the lower levels with a frequency of (170), this is followed by the division chief position at (23.5%) and a frequency of (81). Finally, it was found that (28.8%) of the sample had 5 to 10 years of experience with a frequency of (99). On the other hand, those with less than five years of experience made up (28.2%) of the sample at a frequency of (97), the results looked narrow and the differences were not wide. As in Table ??, through the participants' responses, show their positive attitude towards variables, where the mean looks higher than 3.00 as a good indicator of responses.

10 VIII. Reliability Test

The reliability test was examined using Alpha Cronbach to confirm the reliability levels of the scales. The value of the independent variable was (0.91), and the intrapreneurship dimensions were as follows: creativity (? = 0.77), proactiveness (? = 0.79), risk taking (? = 0.82), offensive competition (? = 0.89) and autonomy (? = 0.88). On the other hand, it was found that the value for the dependent variable was (0.93) and (0.92) for the intermediate variable, and the ranges for all paragraphs of the questionnaire ranged between (0.70) and (0.93). In addition, the alpha for each variable was greater than the acceptable percentage of (0.60), which is a reasonable value indicating the consistency that indicated to be used in the (J. F. To ensure the relevance of the data to the regression analysis assumptions which stipulate that there is no high correlation between the independent variables and no overlap between them as illustrated in Table ?? and 4, the Pearson correlation coefficient was calculated between those study variables, and the highest correlation between the sub-variables of the independent variable and the dependent variable was (0.589) and (0.696) respectively. Therefore, the degree of correlation of each dimension with the other dimensions is less than the maximum permitted levels, which is 0.80 (Sekaran & Bougie, 2010). Depending on the results of the data readiness and validity test, we can use regression analysis tests to investigate the hypotheses.

dimension explains (54.5%) of the total variance that occurs in (organizational performance), which is higher than the 50% of cut-off point (Falk & Miller, 1992), when adding (creativity) dimension to the (proactiveness) dimension, both explain the (62.8%) from the total variance in (organizational performance). Furthermore, when simultaneously adding (offensive competition), the explanation was (63.9%) of the total variance that occurs in (organizational performance). Risk taking and autonomy did not add much value in explaining the variation in organizational performance.

Additionally, the different (F) levels in the three cases were respectively: (F = 407.58; F = 285.98; F = 199.60) and all of them are within a significant level (Sig = 0,000) which confirms the regression significance and indicates that the effect of the variables in the three models are a statistically significant effect. In addition, the values of (?) in the (proactiveness), (proactiveness and creativity), then (proactiveness, creativity, and offensive competition) at the different (t) levels are at a significant level (Sig = 0,000, Sig = 0,000, Sig = 0,000). This supports the significance of the regression coefficients, because it is less than the significance level (0.05), which indicates that the effect of these variables in the three models is a statistically significant effect. Consequently, based on these findings, H01 is rejected. Hypothesis 2 Test: Based on the hypotheses supported in theory and represented in the research model (Figure 2) and in assessing the goodness of fit of the models, we began the analysis by validating the internal consistency of the direct and indirect impact for the intermediate variable. Using appropriate fit indices (J.F. Hair, Black, Babin, & Anderson, 2010), we found that the initial formulations have an appropriate fit, where (Chi2 = 237.611) at the level of significance (Sig = 0.000), and its relationship to the level of significance (0.05 ? ?), (GFI= 0.920 and CFI = 0.958), and the two values are closer to the correct one, as for (RMSEA= 0.050) which closes to zero. All of the above confirm the suitability of the model for testing. AMOS program was used to interpret and evaluate the causal effects. Looking at Table ??, the direct standard impact of intrapreneurship on organizational performance value was (0.516), and the direct impact of intrapreneurship on organizational factors value was (0.618). As for the effect of organizational factors on organizational performance, it reached (0.324). Accordingly, the standard indirect effect of intrapreneurship on organizational performance was shown by the presence of organizational factors with a value of (0.200). Consequently, the organizational factors explain (20%) of the overall impact of intrapreneurship on organizational performance. This means that the indirect impact between intrapreneurship dimensions combined on organizational performance is weaker than the direct impact between them, which is (0.516). So the organizational factors as an intermediate variable adjust the direct impact between Independent and dependent variables, and therefore the overall effect of these combined dimensions in organizational performance is (0.716), This means that the combined intrapreneurship dimensions were able to explain (71.6%) of the variance of the organizational performance, while the remainder of this percentage (28.4%) signifies that there are other variables, or they may be due to random error that affect organizational performance. Based on the abovementioned, we reject the second null hypothesis and accepts the alternative hypothesis; consequently, the organizational factors do moderate the relationship between Intrapreneurship and organizational performance. Hypnosis 3 and its Sub-Hypotheses T-test and ANOVA were used to test the hypotheses of differences in opinions of sample groups, and the results were as follows:

11 Sub

According to Table ??, it is observed that there were statistically significant differences in the opinion of the study sample towards the intrapreneurship dimensions of Palestinian banks in the West Bank, attributable to gender, scientific qualification and years of experience. In contrast, there were no statistically significant differences in the opinion of the study sample towards the intrapreneurship dimensions of Palestinian banks in the West Bank, attributable to age and position.

12 IX. Conclusion and Recommendation

This empirical study investigated the impact of the intrapreneurship dimensions (creativity, proactiveness, risk taking, offensive competition and autonomy) on the organizational performance (innovation, customer satisfaction, market share and social responsibility) for Palestinian banks in the West Bank. Furthermore, the study included research on whether the organizational factors (management support, organizational structure, rewards system, resources availability and organizational culture), as intermediate variables, can explain the relationship between intrapreneurship and organizational performance. Most studies on this matter have adopted performance measures that cover only the financial aspect; in this study, both financial and non-financial performance measures were considered. This is because performance measurement systems that lack financial integration do not provide the wholistic information to formulate correct decisions in order to improve organizational performance (A. A. Atkinson, J. H. Waterhouse, & R. B. Wells, 1997; Knight, 1997).

The first hypothesis focused on determining whether intrapreneurship dimensions had a positive effect on the organizational performance of Palestinian banks in the West Bank. The result shows that the multidimensional structure of intrapreneurship has a positive and significant impact on organizational performance but in varying degrees and impacts. Proactiveness, creativity and offensive competition contribute to the interpretation of organizational performance at a percentage of (63.90%) with a direct relationship between these dimensions and organizational performance. This means that in the event of an increase or strengthening of proactivity by one measurement unit, it leads to an increase in organizational performance by (0.370) and vice versa. Additionally, when increasing or strengthening creativity by one measurement unit, it leads to an increase in organizational performance by (0.270) and vice versa. Similarly, in the case of increasing or strengthening offensive competition by one unit, it leads to an increase in organizational performance by (0.104) and vice versa. Consequently, there is a strong positive correlation between intrapreneurship and organizational performance, and proactive, creative and offensive competition play the most important role in improving the Palestinian banks' performance in the West Bank. Therefore, this encourages creativity and innovation in their products and services. This study agrees with (Lekmat & Chelliah, 2014), whereas the results showed a strong positive correlation between intrapreneurship and organizational performance. However, the study differed in that it showed that creativity was considered Regarding the second hypothesis, which was to determine whether the organizational factors as an intermediate variable can explain the relationship between intrapreneurship and organizational performance; the study found that the ratio of direct impact of intrapreneurship on organizational performance was (0.516), and with organizational factors, the indirect effect of entrepreneurship on organizational performance was (0.200), and therefore the overall effect was (0.716), which means that organizational factors have an impact as an independent variable more than being an intermediate variable between independent and dependent variables. This is consistent with the findings of (Antoncic & Hisrich, 2004; D.F. Kuratko & Welsch, 2004) in that organizational factors such as administrative support, organizational structure, resources, and rewards have a significant influence on the relationship between intrapreneurship and organizational performance. It also agrees with (La Nafie et al., 2014) that the internal factors represented in administrative support and the rewards system used in banks have had a significant positive impact on performance and differ with this study in the availability of resources, which has had a negative and negligible effect.

Based on the findings of this study, and the above argument, it can be inferred that intrapreneurship dimensions in organizations generally improve their performance.

Furthermore, the existence of organizational factors at the same importance level as intrapreneurship is crucial to achieve better performance. Therefore, organizations must adopt behaviors to promote internal environmental factors and intrapreneurship to develop an innovative culture to achieve competitive advantage. Whereas some studies confirm that organizational factors and intrapreneurship are still emergent in organizations, this study underlines the importance of the promotion and adoption for sustainability.

As a result, a pioneering business strategy must be utilized so that businesses are able to exploit opportunities provided by the environment and deal with threats posed by hostile environments. Other important recommendations include:

? Giving a greater area of independence to workers in Palestinian banks participating in banking activities and services, and integrate that within the organizational culture in order to facilitate entrepreneurial behaviors, without condoning internal control. ? Supporting the creative ideas of workers in Palestinian banks, which leads to turning these ideas into successful innovations that contribute to improving organizational performance. This can be done through channels of communication between workers in different organizations that allow the flow and exchange of ideas without restrictions, and create communication channels that allow creative ideas to flow easily to managers, without any obstacles, and to be the first mover in developing clear business plans that help to seize opportunities and invest them efficiently before competitor banks seize them. ? Reinforcing

410 innovation in Palestinian banks through access to the latest technological developments and innovations achieved
411 by international banks especially in the field of electronic banking. ? The study is able to contribute significantly
412 to the intrapreneurship research literature, by helping researchers and academics had better understand the
413 relationship between intrapreneurship, organizational performance and organizational factors to support banking
414 industries. Therefore, I recommend conducting the following future studies:

415 ? Conduct similar studies on other organizations to show the differences between the entrepreneurial
416 orientations in various economic sectors, as well as the difference of entrepreneurial orientations between the public
417 and private sectors, to address the following points: ? Integrate other factors such as organizational learning
418 and management flexibility, as internal organizational factors, and studying their impact on intrapreneurship and
419 organizational performance. ? Study the impact of external factors on the relation between intrapreneurship and
420 organizational performance ? Promote collaboration between universities and other scientific institutions with
organizations in the private sector in order to exploit creative ideas. ¹

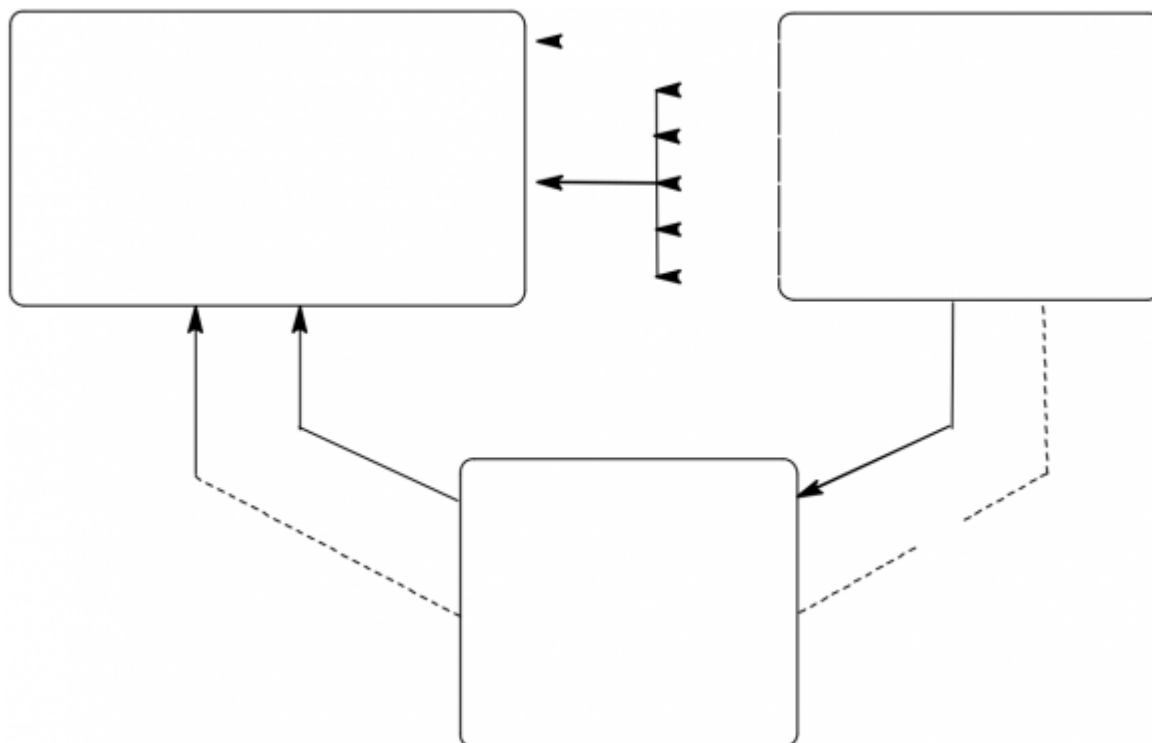
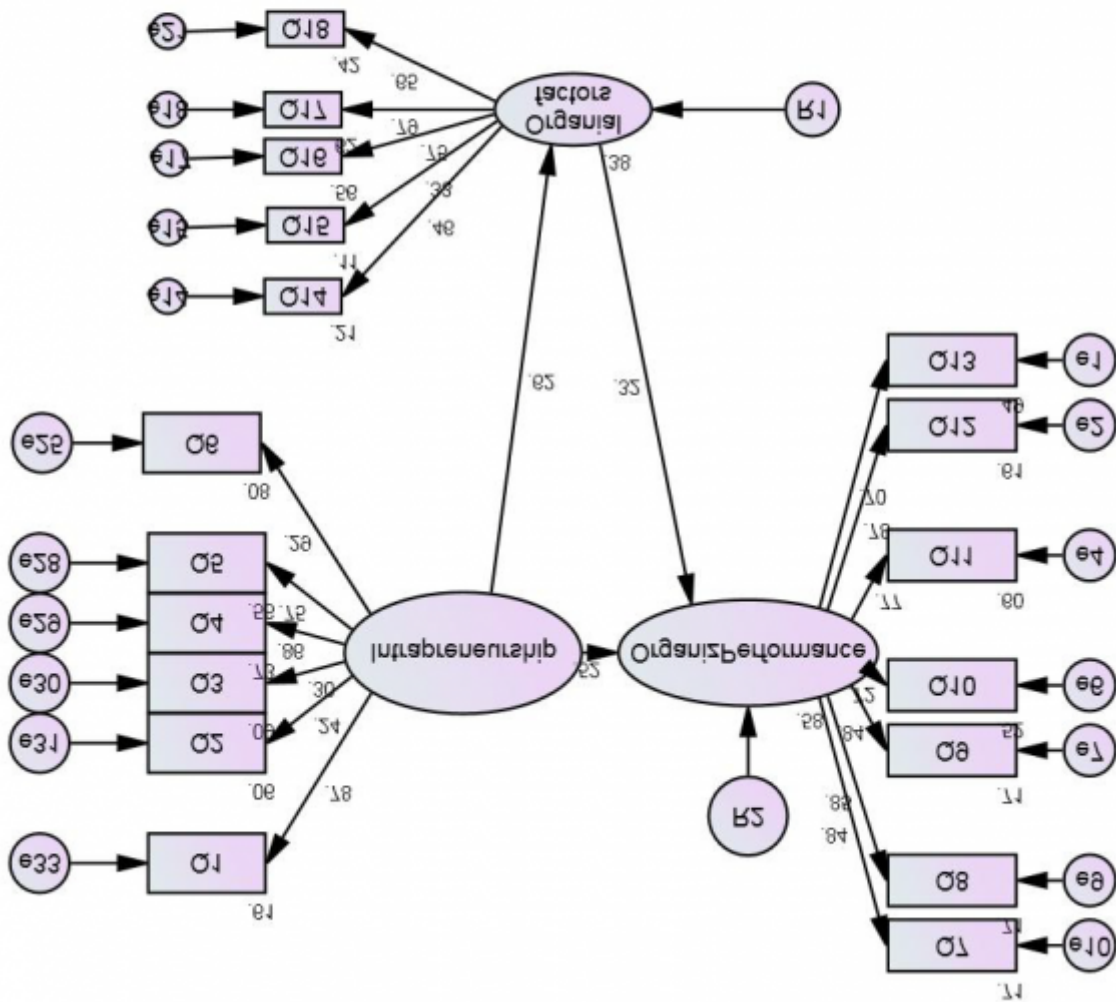


Figure 1:

421

Standardized estimates:
 chi-square: 237.071
 df: 135
 ratio: 1.800
 p-value: .000
 GFI: .850
 RMSEA: .020



1

Figure 2: Figure 1 :

No1

Prof. certificates	1	0.3	
Total	344	100	
Dept., Manager	40	11.6	
Branch Manager	53	15.4	
Position Division Chief	81	23.5	
Employees	170	49.4	
Total 0 to <	344	97	E = margin of 100.0 error (significance 5%)
5 to < 10	99	28.8	25
Experience 0 to < 15 15 to < 20 20 and more Total	88 31	25.6 9 8.4	Volume XXIII Issue II Version I
	29	100	
	344		

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Figure 3: Table No . 1 :

No2

Mgt. Support	344	3.95	0.80
Org'al Structure	344	3.80	0.83
Rewards System	344	3.76	0.93
Resources Availability	344	4.02	0.76
Org'al Culture	344	3.90	0.77
Org'al Factors	344	3.89	0.82
Variable	N	Mean	Std. Deviation
Creativity	344	3.92	0.76
Proactivity	344	4.09	0.73
Risk Taking	344	3.74	0.85
Offensive Competition	344	3.85	0.86
Autonomy	344	3.81	0.88
Intrapreneurship	344	3.88	0.0.82
Innovation	344	3.99	0.80
Customer Satisfaction	344	4.14	0.79
Market Share	344	4.13	0.81
Social Responsibility	344	4.13	0.77
Performance	344	4.10	0.79

Figure 4: Table No . 2 :

a) Data Analysis and Hypotheses Tests

Table No. 3: Pearson Correlation Matrix for Independent Variables

Variables	Creativity	Proactivity	Risk Taking	Offensive Competition
Creativity	1			
Proactivity	.687	1		
Risk Taking	.371	.390	1	
Offensive Competition	.536	.579	.589	1
Autonomy	.256	.261	.443	.459

Table No. 4: Pearson Correlation Matrix for Dependent Variables

Variables	Innovation	Customer Satisfaction	Market Share	Social Responsibility
Innovation	1			
Customer Satisfaction	.602	1		
Market Share	.515	.696	1	
Social Responsibility	.463	.547	.621	1

Figure 5:

No5

Figure 6: Table No . 5 :

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Global Journal of Management and Business Research	-Hypotheses 01-1	Intrapreneurship H-01	Dimensions ANOVA	
			R	.51
			0.721	
			R	
			2	
			DF	
	01 -2	iveness	0.7454	407.58
			1	
	01-3	Risktaking	0.3411	
			1	
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Figure 7:

Table No. 9: Summary of the Test Results
Hypotheses Variable Differences

Year	Independent Variables	Model	Organizational Performance ANOVA	Dependent Variable Level
2023		03-1	Gender	Creativity And Risk Taking, Offensive Reject Pr
32		03-2	Age	_____
Vol- ume XXIII		03-3	Educational	All Dimensions Except
Is- sue II		03-4		
Ver- sion I ()		03-5		
A				

GlobalIntrapreneurship 0.71 Organizational 0.66 .44 .50 Factors R R Sub-Hypotheses Test for Hypothesis 2:
 Jour-
 nal
 of
 Man-
 age-
 ment
 and
 Busi-
 ness
 Re-
 search

Intrapreneurship and the organizational factors; F value of (346.88) is significant at (0.05) level. Therefore, there is a statistically significant influence of Intrapreneurship on Organizational Factors elements combined. Based on these findings, H02-1 is rejected.

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