



THE MEDIATING EFFECT OF COMPETITIVENESS ON THE RELATIONSHIP BETWEEN INTRAPRENEURIAL SKILLS OF MANAGER AND CORPORATE SUSTAINABILITY OF COMMERCIAL BANKS IN DAVAO REGION

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ABSTRACT

The aim of this study was to determine the mediating role of competitiveness on the relationship between intrapreneurial skills of manager and corporate sustainability. A descriptive correlation design was used to assess the relationship of these variables using Pearson r and Regression Technique. The findings of the study revealed that the levels of intrapreneurial skills of manager, corporate sustainability and competitiveness among commercial banks are all very high and the relationship between intrapreneurial skills of manager and corporate sustainability; intrapreneurial skills of manager and competitiveness and competitiveness and corporate sustainability are all significant. The final result showed partial mediation of competitiveness on the relationship between intrapreneurial skills of manager and corporate sustainability.

KEYWORDS: *business management, intrapreneurial skills, corporate sustainability, competitiveness, Philippines*

INTRODUCTION

The environment and climate change are the most complicated issues that the world is facing today, so change is needed for survival and continuous effort for sustainable development. In uncontrolled circumstances, banking activities could unintentionally produce unfortunate negative environmental and social impacts. This scenario prompted every company to their involvement in sustainability practices. Moreover, the changing pattern of the global environment has also made the corporate accountable for their impact on the communities and environment they operate, both economic and non-economic, like climate change, community health, and corporate sustainability (Sharma & Henriques, 2015).

Banks have almost certainly never been less popular as they are vital and critical to every business transaction. Unfortunately, one question that does not seem to have been asked, however, is whether any of this would make banking more sustainable. The prescriptions for avoiding a repeat of the crisis aim for more financial sustainability within the financial system, avoiding bank busts and market mayhem. If they do not survive, they can't contribute in any way, but this has little to do with economic sustainability; this would leave the financial sector still facing the challenge of how to contribute meaningfully to sustainable development instead of returning to (unsustainable) business as usual when the crisis is finally behind us. It is not so easy for bank multinationals such as Citibank and HSBC to have multi-faceted international operations and clients across the global economy. Abandoning large chunks of their business with negative social and environmental side-effects would have a much worse impact on their employees and the global economy (Oyewo & Badejo, 2014; Yadav, 2016).

This corporate sustainability prompted every firm to transform into a competitive organization, forcing them to change how they think about their products or services, technologies, processes, and business models. Thus, it takes intrapreneurial skills to create an environment wherein employees can pursue new ways of doing things that will help them compete in the industry they belong to while maintaining the condition in which humans and nature exist in productive harmony. Intrapreneurship as a source of innovation plays an essential role in corporate sustainability and improving the financial and market performance of the company as they continue to operate and



conduct business. Intrapreneurs take direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation. It involves when an individual within an established company innovates and creates a business process of wealth creation and acquisition (Epstein, 2010; Singh, 2015).

To ensure sustainability not only for banks but for all companies operating in the country, firms must comply with sustainable development policy; the nation enacted several legislations that prompted the firms' operating within the region to comply. Bank of Philippine Island conducts its business from Luzon, Visayas, and eventually in Mindanao, particularly in Davao City states that sustainability efforts have long been embedded in their company's culture from the earliest days of its business operation through incorporating environmental and social sustainability policy. Integrating corporate social responsibility in their business model goes beyond social involvement. They further state that they believe in creating value by piloting and practicing social innovations that empower communities to grow and trine sustainability (Ayala, 2011).

RESEARCH QUESTION

This study aimed to assess the mediating effect of company competitiveness on the relationship between the intrapreneurial skill of the manager and corporate sustainability among commercial banks in the Davao Region. More particularly, this study was conducted to assess the following:

1. What is the level of intrapreneurial skills of managers among commercial banks in the Davao Region in terms of:
 - 1.1 management support;
 - 1.2 preconditions for taking initiatives;
 - 1.3 rewarding and feedback;
 - 1.4 shared vision;
 - 1.5 empowerment;
 - 1.6 individual intrapreneurship;
 - 1.7 open communication, and
 - 1.8 willingness and teamwork
2. To measure the level of corporate sustainability among commercial banks in Davao Region in terms of:
 - 2.1 economic sustainability;
 - 2.2 social sustainability, and
 - 2.3 environmental sustainability
3. To determine the significant relationships between:
 - 3.1 Intrapreneurial skill of the manager and corporate sustainability;
 - 3.2 Competitiveness and corporate sustainability, and
 - 3.3 Intrapreneurial skill of manager and competitiveness.
4. To determine the mediating effect of competitiveness on the relationship between intrapreneurial skills of a manager and corporate sustainability among commercial banks in the Davao Region.

HYPOTHESIS

The following hypotheses were tested at a 0.05 level of significance.

1. There is no significant relationship between the intrapreneurial skill of a manager and corporate sustainability.
2. There is no significant relationship between competitiveness and corporate sustainability.
3. There is no significant relationship between the intrapreneurial skills of managers and competitiveness.
4. Competitiveness has no mediating effect on the relationship between the intrapreneurial skills of the manager and corporate sustainability.

CONCEPTUAL FRAMEWORK

Shown in Figure 1 is the conceptual framework of the study. The independent variable is the intrapreneurial skills of the manager, which are indicated by management support, preconditions for taking initiatives, rewarding and feedback, shared vision, empowerment, individual intrapreneurship, open communication, clear division of labor and willingness and teamwork; (Heinonen & Toivonen, 2008), the mediating variable is company competitiveness (Mahmood & Hanafi, 2013) and the dependent variable is corporate sustainability which is indicated by economic sustainability, social sustainability and environmental sustainability (Merseyside & Plan, 2012).

The intrapreneurial skills of a manager, as indicated, are defined as follows; *Management support* is the degree to which the management exercises encouragement towards workers' ideas and activities in line with promoting business success. *The precondition for taking initiatives* is setting a prior condition to stimulate the inner creativity of employees to improve business and organizational processes. *Rewarding and feedback* provide incentives and recognition to the workforce for their performance and acknowledge their contribution to the attainment of goals. *The shared vision* is a climate where employees' vision aligns with the company's vision. *Empowerment* is the process of increasing the capability of an individual to make choices and transform those into desired outcomes. *Individual intrapreneurship* is the management practice that allows the workforce to integrate risk-taking into business processes. *Open communication* is access to organizational information. *Clear division of*

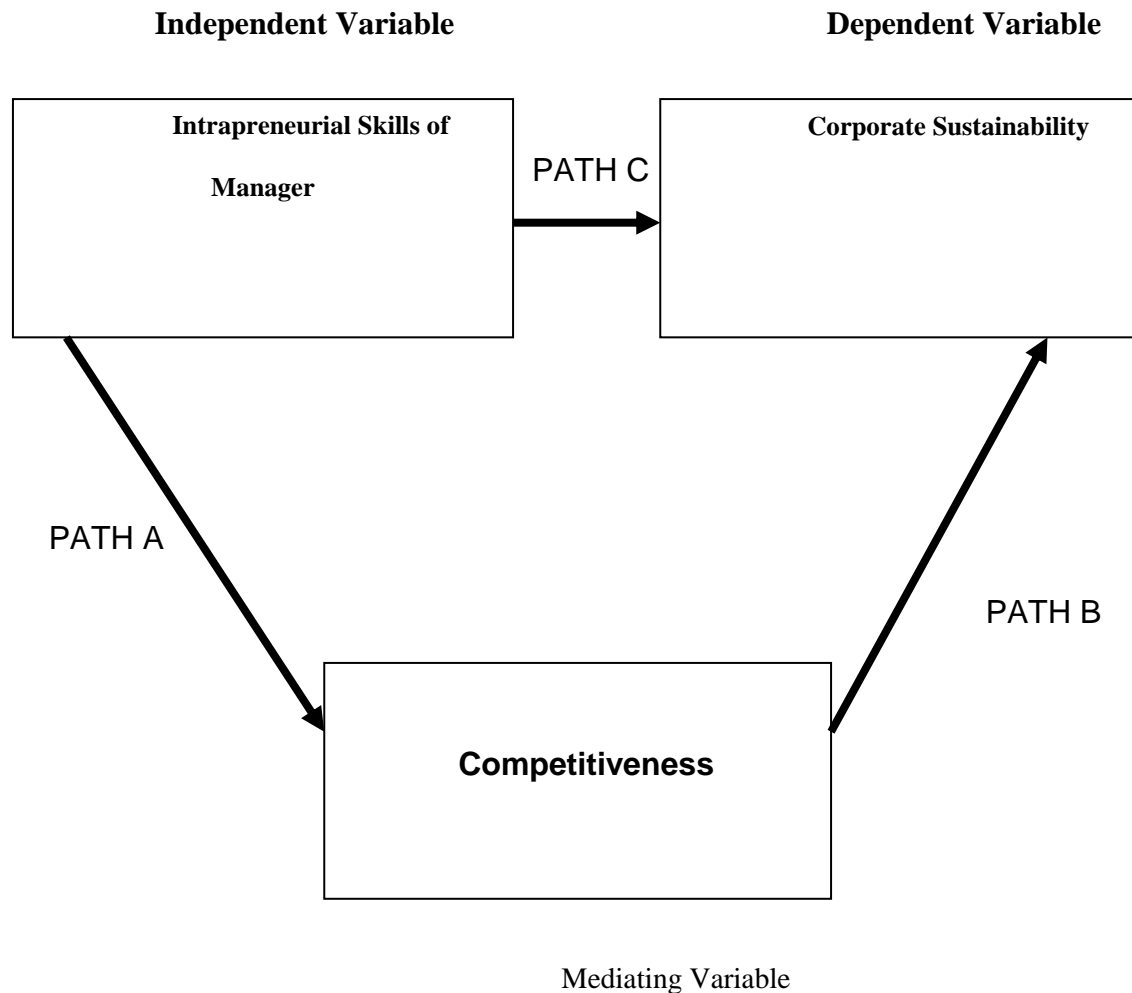


Figure 1. Conceptual Framework of the Study

labor is a business process in which workers are assigned clearly to a specified task To increase efficiency. *Willingness and teamwork* are the willingness to work together to achieve predetermined goals and the eagerness to cooperate in working on a particular task.

Further, the dependent variable in this study is corporate sustainability (Mahmood & Hanafi, 2013), which is indicated by economic, social, and environmental sustainability. Corporate sustainability, as indicated, is defined as follows; *economic sustainability* involves using various company assets efficiently to allow it to continue functioning profitability over time. *Social sustainability* is creating a diverse and equitable society that successfully meets the basic social needs of the workforce. *Environmental sustainability* involves making a decision and taking actions that are in the interest of protecting the natural world with particular emphasis on preserving the capability of the environment to support human life.



DEFINITION OF TERMS

The following terms were defined operationally to establish an everyday basis for understanding and interpretation of ideas.

Intrapreneurial Skill. It pertains to a manager's skill to take direct responsibility for turning an idea into a profitable finished product or service through assertive risk-taking and innovation.

Corporate Sustainability. A business approach that creates long-term consumer and employee value by creating a green strategy aimed toward the natural environment and considering every dimension of how a business operates in the social, cultural, and economic environment,

Competitiveness. It refers to companies' initiatives and pursuits which give them the edge over its rival in terms of differentiated products, market sensing, and market responsiveness.

METHOD

Research Design

The design of this study was quantitative non-experimental research utilizing the descriptive-correlational technique. It investigated the relationship between variables- intrapreneurial skills of managers, corporate sustainability, and competitiveness, using a survey questionnaire as a tool for gathering the primary data (Oh, 1993 & Ruggiero, 2005). Further, this study investigated the relationship between intrapreneurial skills of a manager and corporate sustainability; the relationship between intrapreneurial skills of a manager and competitiveness; and the mediating effect of competitiveness on the relationship between intrapreneurial skills of a manager and corporate sustainability among commercial banks in Davao Region. This study was also descriptive; pertinent data were gathered through the use of a questionnaire and were subjected to appropriate statistical treatment.

Descriptive research involves collecting data to test and answer the question on the hypotheses concerning the current status of the subject study. Descriptive research determines and supports the way things are. Descriptive data are usually collected through a questionnaire survey, interviews, or observation (Barnes & Turner, 2001 & Raines, 2000).

Population and Sample

The respondents of this study were the managers and heads of departments of selected commercial banks in the Davao Region. At 5 percent level of significance, the maximum number of the sample population is 131 banks based on Slovin's Formula. Further, this study used a stratified purposive sampling method (Coyne, 1997) from the identified commercial banks. The researcher got three respondents from each bank, with a maximum of 400 respondents. The names of the respondents and their companies were not presented in this study to protect their identity and confidentiality.

Research Instruments

The study utilized a three-part questionnaire. The first part questionnaire on the intrapersonal skills of managers taken from Heinonen and Toivonen (2008) was adapted and modified. This part has four items of management support, four things of precondition for taking initiatives, four items of rewarding and feedback, two items of shared vision, five items of empowerment, nine items of individual intrapreneurship, three items of open communication, three items of clear division of labor, and three items of willingness and teamwork. The second part of the questionnaire on corporate sustainability was taken from Merseyside and Plan (2012) and was adopted and modified; the second part has five items for economic sustainability, nine for environmental sustainability, and four for social sustainability. The third part of the competitiveness questionnaire was taken from Mahmood and Hanafi (2013) and was adopted and modified; the questionnaire for competitiveness has eleven items. Each item in the questionnaire for intrapreneurial skills of manager, corporate sustainability, and competitiveness is rated on a five-point scale from 1 as strongly disagree to numeral 5 as strongly agree. The higher the scores in part one, the higher the intrapreneurial skills of the manager (Heinonen & Toivonen, 2008); the higher the scores in part two, the higher the corporate sustainability (Merseyside & Plan 2012); and the higher the scores in part three, the greater the competitiveness, (Mahmood & Hanafi, 2013).

The survey questionnaire was pre-tested to determine the Cronbach alpha before the validators of the study validated it. Cronbach's alpha, the most extensive measurement method, was used to determine the validity and reliability of the scales of this survey questionnaire. Santos (1999) states that a score between 0.80 and 0.90 is



considered very good. The Cronbach alpha of this survey instrument used is 0.87, indicating that the device is reliable and valid.

The research instrument used in this study and a modified questionnaire was adopted. The said instrument was submitted to the panel members for finality and validation before the actual conduct of the survey. Based on the result, the average validation rating is 3.9. The questionnaire determined the mediating effect of competitiveness on the relationship between the intrapreneurial skills of a manager and the corporate sustainability of commercial banks in the Davao Region.

This study adopted five points Likert scale for a straightforward interpretation of the respondents. The parameter limits the extent of mediating effect of competitiveness on the relationship between the intrapreneurial skills of managers and the corporate sustainability of commercial banks in the Davao Region.

Statistical Tool

Descriptive statistics (means and standard deviation) were used to determine the level of intrapreneurial skills of a manager and the level of corporate sustainability to answer objectives one and two.

Pearson r. This was used to determine the significant relationship between the intrapreneurial skills of a manager and corporate sustainability, competitiveness and corporate sustainability, and intrapreneurial skills of a manager and competitiveness to answer objective three.

The Regression Technique. This was used to determine the significance of the relationship of variables and the mediating effect of intrapreneurial skills of a manager and corporate sustainability for objective four. The Med-graph using the Sobel z-test was also used to prove the mediation and strengthen the result.

RESULT

Level of Intrapreneurial Skills of Manager among Commercial Banks in Davao Region

Table 1 shows managers' level of intrapreneurial skills among commercial banks in the Davao Region. The overall mean of the level of intrapreneurial skills of a manager is 4.36 and a standard deviation of 0.39 with a descriptive level of very high. As presented, the *Shared Vision* has the highest mean of 4.54, with a standard deviation of 0.49 and a descriptive level of very high. Followed by *empowerment* with a mean of 4.41 and a standard deviation of 0.47 and revealing a descriptive level of very high.

Table 1
Level of Intrapreneurial Skills of Manager

| Indicator | SD | Mean | Descriptive Level |
|--------------------------------------|-------------|-------------|-------------------|
| Management support | 0.49 | 4.36 | Very High |
| Preconditions for taking initiatives | 0.56 | 4.29 | Very High |
| Rewarding and feedback | 0.56 | 4.30 | Very High |
| Shared vision | 0.49 | 4.54 | Very High |
| Empowerment | 0.47 | 4.41 | Very High |
| Individual intrapreneurship | 0.48 | 4.34 | Very High |
| Open communication | 0.52 | 4.32 | Very High |
| Clear division of labor | 0.53 | 4.37 | Very High |
| Willingness and teamwork | 0.50 | 4.32 | Very High |
| Overall | 0.39 | 4.36 | Very High |

Clear Division of Labor also revealed a mean of 4.37, with a standard deviation of 0.53 and a descriptive level of very high; *Management Support*, on the other hand, shows a mean of 4.36, with a standard deviation of 0.49 and a descriptive level of very high. *Individual Intrapreneurship* shows a mean of 4.34, with a standard deviation of 0.48, showing a descriptive level of very high; *Open Communication and Willingness and Teamwork* obtained the same



mean of 4.32, with a standard deviation of 0.52 and 0.50, respectively and is also interpreted as very high. A mean of 4.30 for *Rewarding and Feedback* with a standard deviation of 0.56 and a descriptive level of very high. A mean of 4.29, with a standard deviation of 0.56 interpreted as very high for *Precondition for Taking initiative*.

Level of Corporate Sustainability among Commercial Banks in Davao Region

Table 2 shows the corporate sustainability level among Davao Region commercial banks. The level of *corporate sustainability* indicates an overall mean of 4.27 with a standard deviation of 0.45 and a descriptive level of very high. Among the three corporate sustainability indicators, *Economic Sustainability* has the highest mean of 4.60 with a standard deviation of 0.42, which is interpreted as very high. *Social Sustainability* shows a mean of 4.12 with a standard deviation of 0.49; a 4.09 mean with a standard deviation of 0.63 for *Environmental Sustainability*; both indicators have the same descriptive level of high.

Table 2
Level of Corporate Sustainability

| Indicator | SD | Mean | Descriptive Level |
|------------------------------|-------------|-------------|-------------------|
| Economic sustainability | 0.42 | 4.60 | Very High |
| Social Sustainability | 0.49 | 4.12 | High |
| Environmental Sustainability | 0.63 | 4.09 | High |
| Overall | 0.45 | 4.27 | Very High |

Level of Competitiveness among Commercial Banks in Davao Region

Table 3 shows the level of competitiveness among commercial banks in the Davao Region. The level of competitiveness shows an overall mean of 4.28 with a standard deviation of 0.53, which indicates a very high descriptive level. Most of the items indicate a very high descriptive level except for one item that indicates a high descriptive level. The item on being quick to respond to clients' complaints has a mean of 4.48 with a standard deviation of 0.58, which indicates a very high descriptive level. Next is the item on making an effort for product and service changes to overcome clients' dissatisfaction with existing products and services indicated with a mean of 4.39 and a standard deviation of 0.58 with a descriptive level of very high.

Table 3
Level of Competitiveness

| Item | SD | Mean | Descriptive Level |
|------------------------------------------------------------------------------------------------------------------|------|------|-------------------|
| 1. Products/services are complex for competitors to copy. | 0.98 | 3.84 | High |
| 2. Response to competitive moves in the marketplace is good. | 0.67 | 4.28 | Very High |
| 3. The ability to track changes in clients' needs and wants is good. | 0.63 | 4.37 | Very High |
| 4. Being quick to respond to clients' complaints. | 0.58 | 4.48 | Very High |
| 5. Collection of strategic information about clients and competitors for use with strategic planning being good. | 0.57 | 4.36 | Very High |
| 6. The speed of disseminating information in-house about competitors is good. | 0.61 | 4.30 | Very High |



| | | | |
|-----------------------------------------------------------------------------------------------------------------------|-------------|-------------|------------------|
| 7. Analysis of client's satisfaction with the product being good. | 0.58 | 4.31 | Very High |
| 8. Making an effort for product/service changes to overcome clients' dissatisfaction with existing products/services. | 0.62 | 4.39 | Very High |
| 9. Products/services have a significant advantage over competitors. | 0.70 | 4.24 | Very High |
| 10. Product/service designs are unique. | 0.77 | 4.21 | Very High |
| 11. Being quick to respond in meeting changes to clients' needs and wants. | 0.63 | 4.35 | Very High |
| Overall | 0.53 | 4.28 | Very High |

In addition, the item on the ability to track changes in clients' needs and wants to indicate a mean of 4.37 with a standard deviation of 0.63 with a description of very high. The item followed this on a collection of strategic information about clients and competitors for use with strategic planning indicated a mean of 4.36 and a standard deviation of 0.57 with a descriptive level of very high. The item of being quick to respond in meeting changes to clients' needs and wants shows a mean of 4.35 with a standard deviation of 0.63, indicating a very high descriptive level. Another item is an analysis of clients' satisfaction with the product shows a mean of 4.31 and a standard deviation of 0.58, which indicates a very high descriptive level.

Further, the next item of speed in disseminating information in-house about competitors indicated a mean of 4.30 and a standard deviation of 0.61 with a descriptive level of very high. The item of responses to competitive moves in the marketplace showed a mean of 4.28 and a standard deviation of 0.67, with a descriptive level of very high. The item on products and services having a significant advantage over competitors indicated a mean of 4.24, with a standard deviation of 0.70 and a descriptive level of very high. The item on unique product and service designs has a mean of 4.21 and a standard deviation of 0.77, with a descriptive level of very high. The item being difficult for a competitor to copy is the only item that indicated a mean of 3.84 and a standard deviation of 0.98, implying a high descriptive level.

Correlation between Intrapreneurial Skills of Manager and Corporate Sustainability

Table 4 displays the data on the correlations between entrepreneurial skills and corporate sustainability among commercial banks in the Davao Region. As shown in the table, management support concerning economic, social, and environmental sustainability has r-values of 0.451, 0.358, 0.305, and 0.449, respectively, and p-values of less than 0.01. The overall r-value is 0.449 with a p-value that is also less than 0.01; hence, it indicates a significant relationship exists. Management support is related to economic, social, and environmental sustainability. Further, it is also inferred that management support is related to corporate sustainability. Regarding preconditions for taking initiatives, the computed r-values for economic, social, and environmental sustainability are 0.343, 0.411, and 0.288, respectively, with an overall r-value of 0.424.

Since the r-values are less than 0.01, the null hypothesis of no significant relationship is rejected, and thus a significant relationship existed between preconditions for taking initiatives and corporate sustainability. Regarding rewarding and feedback, the r-values for economic, social, and environmental sustainability are 0.416, 0.518, and 0.410, respectively, with an overall r-value of 0.424. Results show that the probability values are less than 0.01. This warrants the rejection of the null hypothesis of no significant difference. Hence, rewards and feedback are related to corporate sustainability. Regarding shared vision, the r-values are 0.437, 0.474, and 0.236, with an overall r-value of 0.454.



Table 4
Correlations between Intrapreneurial Skill and Corporate Sustainability

| Intrapreneurial Skills | Corporate Sustainability | | | |
|--------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| | Economic | Social | Environmental | Overall |
| Management support | .451* (.000) | .358* (.000) | .305* (.000) | .449* (.000) |
| Preconditions for taking initiatives | .343* (.000) | .411* (.000) | .288* (.000) | .424* (.000) |
| Rewarding and feedback | .416* (.000) | .518* (.000) | .410* (.000) | .553* (.000) |
| Shared vision | .437* (.000) | .474* (.000) | .236* (.000) | .454* (.000) |
| Empowerment | .468* (.000) | .458* (.000) | .345* (.000) | .513* (.000) |
| Individual intrapreneurship | .480* (.000) | .487* (.000) | .246* (.000) | .479* (.000) |
| Open communication | .450* (.000) | .541* (.000) | .438* (.000) | .587* (.000) |
| Clear division of labor | .536* (.000) | .470* (.000) | .364* (.000) | .551* (.000) |
| Willingness and teamwork | .430* (.000) | .506* (.000) | .287* (.000) | .491* (.000) |
| Overall | .579* (.000) | .612* (.000) | .425* (.000) | .652* (.000) |

Since all the p-values are less than 0.01, this means that the null hypothesis was rejected. Therefore, there is a significant relationship between shared vision and corporate sustainability.

In terms of empowerment, the r-values are 0.468, 0.458, and 0.345, respectively, with an overall r-value of 0.513. It is also shown that the p-values are less than 0.01. Thus, the obtained r-values are significant. This indicates that there is a significant relationship between empowerment and corporate sustainability. Individual intrapreneurship concerning economic, social, and environmental sustainability has r-values of 0.480, 0.487, and 0.246, respectively, with an overall r-value of 0.479. This allows the rejection of the null hypothesis of no relationship. Thus, there is a significant relationship between individual intrapreneurship and corporate sustainability.

Open communication concerning economic, social, and environmental sustainability has r-values of 0.450, 0.541, and 0.438, respectively, with an overall r-value of 0.587. This allows the rejection of the null hypothesis of no relationship. Thus, there is a significant relationship between open communication and corporate sustainability. The remaining intrapreneurial skills like clear division of labor and willingness and teamwork are also related to corporate sustainability since the probability value is less than 0.01. The overall result also reveals that intrapreneurial skills are significantly related to corporate sustainability's economic, social, and environmental



aspects since the computed p-values are less than 0.01. This signifies that, on the whole, intrapreneurial skill is significantly related to corporate sustainability.

Correlation between Competitiveness and Corporate Sustainability

Shown in Table 5 is the relationship between competitiveness and corporate sustainability. The components of corporate sustainability are economic sustainability, social sustainability, and environmental sustainability.

Regarding economic sustainability concerning competitiveness, the computed r-value is 0.471, with a probability value of less than 0.01. Thus, the null hypothesis of there is no significant relation was rejected. This means that there is a significant relationship between competitiveness and economic sustainability. On the social aspect of sustainability, the computed r-value is 0.431 with a probability value less than 0.01. This also suggests the rejection of the null hypothesis of there is no significant relationship since there is a significant relationship existed between these variables.

Further, the computed r-value for environmental sustainability concerning competitiveness is 0.517 and has a probability value of less than 0.01. Again, this warrants the rejection of the null hypothesis of there is no significant relationship between environmental sustainability and competitiveness. Further, this indicates a significant relationship between environmental sustainability and competitiveness. The overall result revealed that the computed r-value is 0.591 with a probability value of less than 0.01. Hence, a significant relationship exists between corporate sustainability and competitiveness, as indicated and shown by the table.

Table 5
Correlations between Competitiveness and Corporate Stability

| Corporate Stability | Competitiveness |
|------------------------------|------------------------|
| Economic sustainability | .471* (.000) |
| Social Sustainability | .431* (.000) |
| Environmental Sustainability | .517* (.000) |
| Overall | .591* (.000) |

Correlation between Intrapreneurial Skills and Competitiveness

Table 6 shows the correlation between the Intrapreneurial Skills of Managers and Competitiveness among commercial banks in the Davao Region. The test on the significant relationship between intrapreneurial skills and competitiveness is reflected in Table 6. As displayed, there are nine intrapreneurial skills components: management support, preconditions for taking initiatives, rewards and feedback, shared vision, empowerment, individual intrapreneurship, open communication, clear division of labor and willingness, and teamwork. Between management support and competitiveness, the computed r-values of 0.434 with p-value of less than 0.01; allows rejection of the null hypothesis of no significant relationship, which means that there is a significant relationship existed between management support as one of the components of



Table 6
Correlation between Intrapreneurial Skills and Competitiveness

| Intrapreneurial Skills | Competitiveness |
|--------------------------------------|------------------------|
| Management support | .434* (.000) |
| Preconditions for taking initiatives | .245* (.000) |
| Rewarding and feedback | .398* (.000) |
| Shared vision | .431* (.000) |
| Empowerment | .501* (.000) |
| Individual intrapreneurship | .474* (.000) |
| Open communication | .501* (.000) |
| Clear division of labor | .526* (.000) |
| Willingness and teamwork | .445* (.000) |
| Overall | .569* (.000) |

intrapreneurial skills. Regarding preconditions for taking initiatives, the computed r-value is 0.245, and the probability value is less than 0.01. This allows the rejection of the null hypothesis and thus concludes that there is a significant relationship between preconditions for taking initiatives and competitiveness. Between rewarding and feedback, the computed r-value of 0.398 and the probability value of less than 0.01. This indicates a significant result and concludes a significant relationship between the two variables.

Regarding shared vision concerning competitiveness, the computed r-value is 0.431, with a probability value of less than 0.01. Therefore, a significant relationship exists between shared vision and competitiveness. On the aspect of empowerment, the computed r-value is 0.501, with a probability value of less than 0.01. Therefore, there is a significant relationship that exists between empowerment and competitiveness. Regarding individual intrapreneurship, the computed r-value is 0.474, and the probability value is less than 0.01. This allows the rejection of the null hypothesis and thus concludes that there is a significant relationship between individual intrapreneurship and competitiveness.

On the aspect of open communication, the computed r-value is 0.501 and a probability value of less than 0.01. This allows the rejection of the null hypothesis and thus concludes that there is a significant relationship between open communication and competitiveness. On the aspect of clear division of labor, the computed r-value indicates 0.526 and a probability value of less than 0.01. This allows the rejection of the null hypothesis and thus concludes that there is a significant relationship between the clear division of labor and competitiveness. On the aspect of willingness and teamwork, the computed r-value is 0.445 and a probability value of less than 0.01. This allows the rejection of the null hypothesis and thus concludes that there is a significant relationship between willingness, teamwork, and competitiveness. This means that there is a significant relationship between the



indicators of intrapreneurial skills of managers and competitiveness. As indicated in the table, the result shows that the overall computed r-value is 0.569, with an overall computed probability value of less than 0.01. This implies the rejection of the null hypothesis that there is no relationship between the intrapreneurial skills of a manager and competitiveness. Thus, it indicates a significant relationship exists between intrapreneurial skills and competitiveness.

Data Entry for the Different Paths (MedGraph)

Shown in Table 7 is the regression analysis of the mediating effect of competitiveness on the relationship between the intrapreneurship skills of a manager and corporate sustainability. The data in this table were used as input to the medgraph in Figure 1. Three steps must be met for a third variable to act as a mediator. In Table 7, these are categorized as Steps 1 to 3. Step 4 is the final step. In Step 1 (Path c), intrapreneurial skills as the independent variable (IV) significantly predicts corporate sustainability, the dependent variable (DV). In step 2 (Path a), intrapreneurial skills (IV) significantly predicts competitiveness, the mediator.

Table 7
Data Entry for the Different Paths

| Independent Variable (IV) | Intrapreneurial Skills |
|----------------------------------------------------------------------------------|--------------------------|
| Dependent Variable (DV) | Corporate Sustainability |
| Mediating Variable (MV) | Competitiveness |
| STEPS | |
| 1. Path C (IV and DV) | |
| Corporate Sustainability Regressed on Intrapreneurial Skills | |
| B (Unstandardized regression coefficient) | .686 |
| <i>e</i> (Standard error) | .040 |
| Significance | .000 |
| 2. Path B (MV and DV) | |
| Corporate Sustainability Regressed on Competitiveness | |
| B (Unstandardized regression coefficient) | .460 |
| <i>e</i> (Standard Error) | .031 |
| Significance | .000 |
| 3. Path A (IV and MV) | |
| Competitiveness Regressed on Intrapreneurial Skills | |
| B (Unstandardized regression coefficient) | .769 |
| <i>e</i> (Standard Error) | .056 |
| Significance | .000 |
| 4. Combined Influence of IV and MV on DV | |
| Corporate Sustainability Regressed on Competitiveness and Intrapreneurial Skills | |
| Competitiveness: | |
| B (Unstandardized regression coefficient) | .253 |
| SE (Standard Error) | .034 |
| Beta (Standardized regression coefficient) | .325 |
| Part Correlation | .268 |
| Intrapreneurial Skills: | |
| Beta (Standardized regression coefficient) | .467 |
| Part Correlation | .384 |
| Total R Square | .497 |

(MV). In step 3, competitiveness (MV) significantly predicts corporate



sustainability. In step 4, the combined effect of intrapreneurial skills and competitiveness on corporate sustainability is significant.

The mentioned steps (paths a, b, and c) are significant; hence, further mediation analysis through medgraph is warranted, involving the Sobel test to assess the significance of the mediation effect. If the effect of the IV on the DV becomes non-significant at the final step in the analysis, complete mediation will be achieved. It means all of the effects are mediated by the mediating variable. Only partial mediation is obtained if the regression coefficient is substantially reduced at the final step but remains significant. It means the MV mediates part of the IV, but other parts are either direct or mediated by other variables not included in the model. In this particular case, the effect of the IV (intrapreneurial skills) on DV (corporate sustainability) is significantly lessened after controlling MV (competitiveness). Therefore, only partial mediation took place since the effect is still significant.

The result of the mediation computation is shown in Figure 3. The Sobel z-value of 6.542382 yielded a p-value less than 0.01; hence, significant partial mediation occurred. The association between intrapreneurial skills (IV) and corporate sustainability (DV) has been significantly reduced by including the mediating variable, competitiveness. It could be seen in the graph that .652 is reduced to .467 in the subsequent regression.

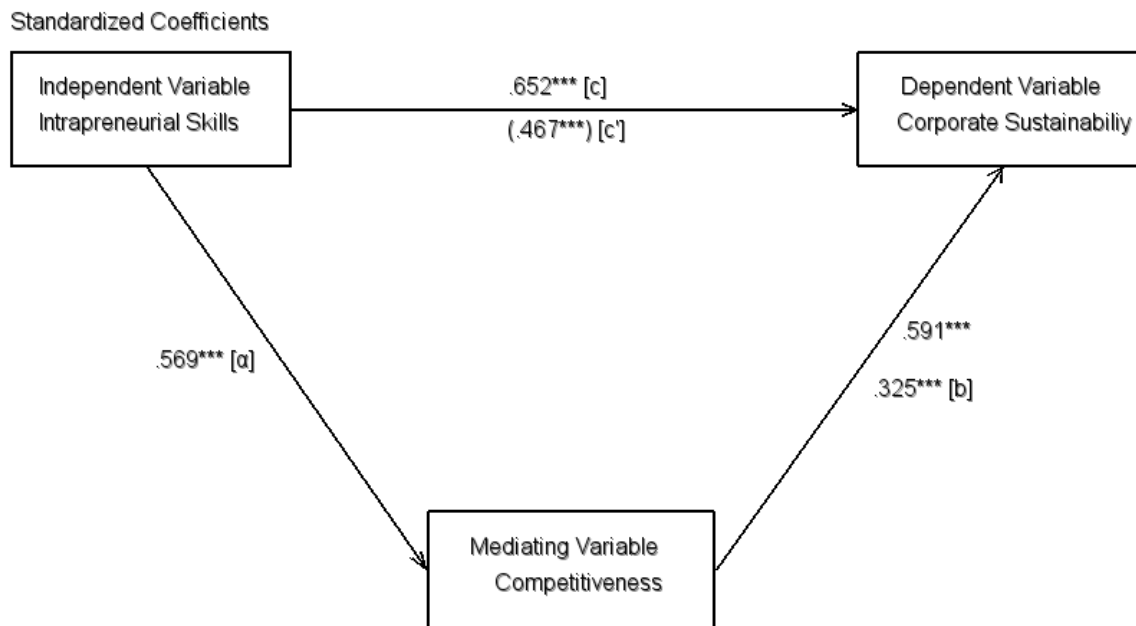
The 95% confidence interval conclusively tells that significant mediation has occurred. It yielded a small standard error (se) of .02974 obtained by subtracting the lower limit (.13627) from the upper limit (.2584) and dividing the difference by 3.92 (constant).

The small se measures the precision of the coefficient estimate; the smaller the standard error, the more precise the assessment. The effect size (.283) measures how much of the effect of intrapreneurial skills (IV) on corporate sustainability (DV) can be attributed to the indirect path (IV to MV to DV). The total effect (.652) is the raw correlation between intrapreneurial skills (IV) and corporate sustainability (DV). The direct effect (.467) is the size of the correlation between intrapreneurial skills (IV) and corporate sustainability (DV) with competitiveness (MV) included in the regression.

The indirect effect is the amount of the original correlation between the IV and the DV that now goes through the mediator to the DV ($a*b$), where "a" refers to the path between IV and MV and "b" refers to the path between the MV and the DV. The ratio index is computed by dividing the indirect effect by the total effect, in this case, 0.185 by 0.652. It seems that about 28.3 percent of the total effect of the IV on the DV goes through the MV, and about 71.7 percent of the total effect is either direct or mediated by other variables not included in the model.

Results

| Significance of Mediation | | Significant |
|-------------------------------------|----------|------------------|
| Sobel z-value | 6.542382 | $p = < 0.000001$ |
| 95% Symmetrical Confidence Interval | | |
| Lower | .13627 | |
| Upper | .25284 | |
| Unstandardized indirect effect | | |
| a*b | .19456 | |
| Se | .02974 | |
| Effect size Measures | | |
| <u>Standardized Coefficients</u> | | |
| Total: | .652 | |
| Direct: | .467 | |
| Indirect: | .185 | |
| Indirect to Total Ratio: | .283 | |



NOTE: The numerical values in the parentheses are beta weights taken from the second regression and the other values are zero order correlations.

Figure 3. MedGraph

DISCUSSION

The Level of Intrapreneurial Skills of Manager among Commercial Banks in Davao Region

Based on the result of the study, the intrapreneurial skills of manager overall descriptive level is very high; it manifests that most managerial staff of banks shows a very high degree of intrapreneurship in their organization. As indicated, employees are familiar with the company's vision; the result conforms with the concept of Boyatzis and Soler (2012) and Abbasi Zamani-Miandashti (2013), who stated that a company's shared vision manifests when a personal vision of employees coheres with the purpose of the organization.

In addition, *empowerment* indicates a very high descriptive level; as indicated, employees of commercial banks had given sufficient authority and responsibility for their assigned tasks. This agrees with the idea of Allen, Lehmann-Willenbrock, and Sand (2016) and Vasugi *et al.* (2011) that intrapreneurial skills that allow autonomy and empowerment require individual capacity for self-reflection and self-governance. The employee will also enjoy ample autonomy to do the job entrusted to them and be able to develop a working system for them. Moreover, *clear division of labor* is also essential in intrapreneurial skills, showing a very high descriptive level. This indicates that clear division of work without sacrificing teamwork is carried out in most commercial banks' managerial staff, and prevention of overlapping authority and responsibility is always considered. The idea supports the assumption of Bell, Kennebrew, and Blyden (2015) that proper division of labor is necessary so that work can be completed efficiently.

Likewise, *management support* is also counted on as it shows a very high descriptive level, management trust, encouragement of developing new ideas, and inspiring employees are essential as these promote employees' pride and confidence as they continue to work for the attainment of the organization's goal. The findings jibe with the idea of Yina and Fei (2013) that intrapreneurship will likely emerge from an employee when management support is felt. Furthermore, individual intrapreneurship also indicated a very high descriptive level; this reveals innovativeness, creativity, tolerance with uncertainty, willingness to make a decision, and pride and confidence in their work were present among the managerial staff of commercial banks. This result conforms with the concept of Chigamba, Rungani, and Mudenda (2014) that individual intrapreneur plays an essential role in business expansion.



In addition, open communication and willingness to teamwork also posted a very high descriptive level. It provides a picture that most managerial employees of commercial banks value open communication and willingness to teamwork as a significant factor that allows them to work smoothly in the organization and provides an understanding of everyone's responsibility, as stated by Akintunde (2013) and Kuz (2010).

Rewarding and feedback on their work performance shows a very high descriptive level, plays a critical avenue to know their performance and allows the company to assess the employees. Rewarding and feedback are excellent measures to encourage employees to be efficient and practical simultaneously, as noted by Shields, Plimmer & Robinsons (2015). Lastly, a precondition for taking initiatives indicates a very high descriptive level; this shows that employee innovativeness, looking at change as an opportunity, and valuing individual work methods were practiced by most employees in the managerial level of commercial banks as claimed by Zhao, Bai, and Zhao (2014). These results are consistent with the study of several authors (Duarte *et al.*, 2012), which states that intrapreneurial skills play an essential role in the expansion of corporate business, and an intrapreneur concentrates on improving organizations' financial and market performance of an enterprise through innovation.

Level of Corporate Sustainability among Commercial Banks in Davao Region

The overall level of corporate sustainability indicated a very high level among the indicators; economic sustainability shows a very high descriptive level. This result indicates that though corporate sustainability was anchored on the principle of increasing the triple bottom line, most commercial banks have concentrated on one bottom only: economic sustainability, which largely determines the organization's profit. On the other hand, social and environmental sustainability shows a descriptive level of high, which specifies that most commercial banks' efforts towards sustainability put less attention on the additional factor of the triple bottom line, which is people (social sustainability) and planet (environmental sustainability). As commercial banks continue to operate, like most other business firms, profit plays the virtual drive for the operation, as supported by various authors; Ebeleke (2014) and Windolp, 2014).

Level of Competitiveness among commercial banks in Davao Region

The level of competitiveness among commercial banks indicated an overall descriptive level of very high. Competitiveness for most business organizations is essential as this will determine their quest towards continuity of operation and to remain in the industry they belong to. The result of the study shows that most commercial banks in the Davao region are competitive and can efficiently address the changing needs of their clientele; they offer relatively complex services for their competitor to copy. They are quick in responding to clients' complaints and ensure satisfaction to every banking public. Considering this, competitiveness is best attained if the bank can offer satisfaction among clients, and it is worth considering as satisfied clients inform potential clients of its experience and can encourage them to patronize the services of the entity; this result was based on the pronouncement of several authors; Dunning (2013) and Wright (2010).

Correlation between Intrapreneurial Skills of Manager and Corporate Sustainability

The overall correlation between intrapreneurial skills of a manager and corporate sustainability reveals that intrapreneurial skill is significantly related to economic, social, and environmental sustainability. This signifies that, as a whole intrapreneurial skill of a manager is significantly related to corporate sustainability and therefore rejects the null hypothesis of there is no significant relationship between the intrapreneurial skill of a manager and corporate sustainability. Considering this, it takes intrapreneurial skills equipped with management support, a precondition for taking initiatives, provided with rewards and feedback, have shared vision, empowered, individual intrapreneurship, provided with open communication, clear division of labor, and the willingness and teamwork to maneuver the corporate sustainability as mentioned by various authors in their study (Heinonen & Toivonen, 2008).

Correlation between Competitiveness and Corporate Sustainability

The overall correlation between competitiveness and corporate sustainability indicated a significant relationship between competitiveness and corporate sustainability. Further, it rejected the null hypothesis that there is no significant relationship between intrapreneurship and competitiveness. Moreover, competitiveness post a relationship between corporate sustainability as this triple bottom line determines the firm's competitive advantage. Most clients look for a socially and environmentally responsible business entity where their finances can be entrusted and considered a partner for progress. These Several authors support these findings (Lloret, 2016; Sueyoshi



& Goto, 2014); a gives firms that pay less attention to social sustainability, and environmental sustainability is regarded as irresponsible organizations and unworthy to conduct business.

Correlation between Intrapreneurial Skills of Manager and Competitiveness

The overall result on the correlation between intrapreneurial skills of manager and competitiveness indicated that there is a significant relationship between intrapreneurial skills of manager and competitiveness; this also indicates that the null hypothesis of there is no significant relationship between intrapreneurial skills of manager and competitiveness is rejected since the result shows a significant relationship. Intrapreneurial spirit in the organization is the company's source of competitiveness as innovation, creativity, thinking outside the box, willingness to take risks, and cooperation are recommended skills that assure the organization to address opportunities and threats the business environment could provide. A competitive advantage is the organization's possession which other firms find difficult to copy; among this edge are the human resources. (Badulescu & Cadar 2016; Momaya 2016; Wilhelm & Wilhelm 2012).

The Mediating Effect of Competitiveness on the Relationship Between Intrapreneurial Skills of the Manager and Corporate Sustainability.

The results show that intrapreneurial skills of managers predict corporate sustainability, and thus competitiveness predicts corporate sustainability also, competitiveness predicts intrapreneurial skills of the manager. The result of this study indicates partial mediation; it means part of the IV (Intrapreneurial skills of manager) is mediated by the MV (competitiveness). In this particular case, the effect of the IV (intrapreneurial skills) on DV (corporate sustainability) is significantly lessened after controlling MV (competitiveness). Therefore, only partial mediation took place since the effect is still significant.

The study's result supports the proposition of Atheya and Arora (2015) that competitiveness mediates the relationship between the intrapreneurial skills of a manager and corporate sustainability. Moreover, the study also supports the findings of Stoiskovska, Milenkovska, and Ritovska (2013) when they argue that companies' continuous growth and development are carried out by entrepreneur orientation that is intrapreneurial policy as a factor for their rejuvenation, corporate sustainability, and competitiveness. Furthermore, Nicolaidis and Kosta (2011) also supported the study when they stated that intrapreneurship is an essential element of economic and organizational growth, success, and competitiveness and can be considered a unique advantage for corporate sustainability.

CONCLUSION

The study's result implied that the high intrapreneurial skill of managers among commercial banks in the Davao Region is very high. Furthermore, the corporate sustainability among commercial banks is also very high, and the competitiveness is also. Moreover, there is a significant relationship between the intrapreneurial skills of a manager and corporate sustainability, and the null hypothesis is rejected. Likewise, there is a significant relationship between competitiveness and corporate sustainability among commercial banks, which implies that the null hypothesis is rejected. Similarly, there is a significant relationship between a manager's intrapreneurial skills and competitiveness, which also reveals that the null hypothesis is rejected. Likewise, there is a mediating effect on the relationship between intrapreneurial skills of a manager and corporate sustainability; however, it implies partial mediation only since the independent variable still significantly affects the dependent variable with the inclusion of the mediating variable.

Recommendation

Based on the findings and results of the study, the researcher formulated the following recommendations.

Managers' very high level of intrapreneurial skills suggests that it is remarkable for commercial banks to maintain it. This may be done by providing the employees with ample management support, giving preconditions for taking the initiative, giving rewards and feedback on their performance, employee shared vision, employee empowerment, individual intrapreneurship of employee, open channel for communication, clear division of work and willingness to teamwork to harness and develop more intrapreneurial skills among them.

Moreover, the very high level of corporate sustainability implies that it is worthy for commercial banks to maintain this level by sustaining economic growth across departments, following a system that safeguards and protects assets from fraud, and following a control process to ensure that all business transactions follow the specified guidelines. In addition, the high level of social sustainability can be raised to a very high level by



providing the employees with sufficient support that provides decent living among employees, improvement of employees' health and well-being, education skills and training, and accessibility to social services. Furthermore, a high level of environmental sustainability can also be raised to a very high level by encouraging the employees to reuse, recover and recycle waste, use natural resources, improve air quality and reduce noise pollution and mitigate the negative effect of climate change.

Similarly, a very high level of competitiveness can be maintained through considering the development of a unique product or service, quick response to competitors' activity, ability to track the changing needs of clients, ability to analyze the satisfaction of clients, and ability to address quickly on clients complaint and dissatisfaction. These factors ensure competitive advantage among organizations as they continue to play in the stiffness of rivalry in the business arena.

Moreover, intrapreneurial skills predict corporate sustainability; competitiveness predicts corporate sustainability, and competitiveness predicts intrapreneurial skills. Since intrapreneurial skills are posted as necessary to attain corporate sustainability, competitiveness also implies the necessity for corporate sustainability, and competitiveness is achieved through the intrapreneurial orientation of employees in the organization. These results suggest that commercial banks may strengthen the intrapreneurial orientation among their workforce to ensure corporate sustainability and enhance competitiveness by providing management support, instituting preconditions for taking initiatives, giving employees rewards and feedback on their performance, establishing shared vision among employees, providing a climate of open communication, giving clear division of labor and enhancing the willingness and teamwork.

Since the result of the study indicated that only partial mediation occurs and that the intrapreneurial skill of the manager predicts corporate sustainability, and intrapreneurial skills predict competitiveness, and competitiveness predicts corporate sustainability; a business organization may consider enhancing the intrapreneurial skills of the manager to create corporate sustainability that will further determine their competitiveness. This further implies that intrapreneurial skills, corporate sustainability, and competitiveness have complementary effects on each other. It is somehow worthy for every business organization to consider intrapreneurial orientation in the company for corporate sustainability and competitiveness.

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