

The Mediating Role of Creativity in the Influence of the Entrepreneurial Mindset on Corporate Entrepreneurship

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Entrepreneurship is one of our economy's most significant component and a skill that is taken into account when starting a business or even when striving to be an excellent worker. The purpose of this research is to evaluate the role that creativity in the northern Jordanian banks plays in the relationship between the entrepreneurial mindset and corporate entrepreneurship. The sample consists of 363 bank employees from various departments. They were conveniently selected and analysed by Structural Equation Modeling (SEM). Results showed that creativity has a positive and significant impact on the relationship between the entrepreneurial mindset and corporate entrepreneurship. The results also showed that the entrepreneurial mindset had a significant and positive impact on corporate entrepreneurship. According to the research results it was recommended that: All bank employees need to work on an entrepreneurial strategy at their various levels and roles in positions of responsibility in the fundamental concepts, associated with methods of the entrepreneurial mindset in terms of enhancing their operations to provide their clients with a successful and modern service.

Key words: *Entrepreneurial mindset, Corporate entrepreneurship, Creativity, Jordanian Banks*



Introduction

Entrepreneurs play a crucial and effective role in turning the economic wheel of the country and developing the economy by creating job opportunities and innovating products and services that successively make the planet a far better place. Since being an entrepreneur requires you to think outside the box and put forth new ideas to build a successful business, that's the entrepreneurial challenge (McGrath & MacMillan, 2000).

An entrepreneurial mindset entails that one must be creative, communicative and highly motivated to succeed, yet able to endure risks and failures. This concept alone cannot achieve the last aspect of entrepreneurship which is success. Success needs the entrepreneur to possess unique characteristics to integrate ideas and exploit them to realise prosperous and effective work; so an entrepreneur must have a mixture of skills and traits to realise success (Chinoye & Akinlabi, 2014). Among the prerequisites of being an entrepreneur is that you must express creativity every day, you have to undertake creative methods to enhance your work and make changes (Reed & Stoltz, 2011).

The definition of entrepreneurship extends beyond an organisation's ownership to a way of thinking: of approaching problems, facing the world, and making one's decisions while having a sense of innate, personal ownership and accountability, thus magnifying the value of entrepreneurial skills (Rucker & Galinsky, 2016). This broadening of the idea of entrepreneurship has been called the entrepreneurial mindset. The entrepreneurial mindset initiative has created a tremendous interest in technical schools (e.g. engineering, business and Pharmacy) where students and faculty are starting to recognise that knowledge strictly pertaining to one's discipline is not enough by itself to make one successful (Schakett, Schertzer & Kleine, 2015).

Most entrepreneurs are naturally creative thinkers; otherwise, they're not going to be inspired to perform the innovative leap to make their own business; thus we should all learn to be more creative and make use of our inherent talents (AL Safadi, 2016; Almaaitah et al., 2020).

The best entrepreneurs are persuasive individuals. The power of persuasion can assist you to negotiate, close a purchase, or register a lower cost on your inventory. Not to mention that entrepreneurs tend to be inspiring leaders and excellent bosses. An entrepreneurial mindset may be a specific set of beliefs, knowledge and thought processes that drive entrepreneurial behaviour (Pollard & Wilson, 2014).

Corporate Entrepreneurship, also known as Internal Entrepreneurship, is the concept of supporting employees to think and act like entrepreneurs within the boundaries of an existing organisational structure (Hussein & Çağlar, 2019). Employees with the proper vision and skills are encouraged to spot opportunities and develop ideas that result in new and innovative products or services or maybe new business lines (Alsafadi, Altahat, 2021). The importance



of such practices is highlighted by the fact that innovations tend to be driven by employees, instead of implemented by management. Corporate entrepreneurship programs should produce ideas that are industry-shaking in nature, not smaller incremental changes (Corbett et al., 2013).

Innovation is the lifeblood of a corporation. Without it, the corporation will die. But many large organisations are struggling to innovate successfully thanks to their structures, bureaucracy and culture. Implementing an Entrepreneurship Program provides companies with a scientific method to increase their innovation capabilities, and therefore the benefits are often huge (Romero et al., 2009).

It is important to understand that as a corporation, you're not creating entrepreneurs, because they're already present within the organisation. What you ought to do is get to understand them, then support and encourage them (Hitt ,et,al,2011).

Creativity is among the characteristics every leader and entrepreneur needs. In fact, people rarely praise entrepreneurs for his or her creativity in problem-solving processes. Creativity removes the bounds of an investor's mental abilities and skills. Creativity is often associated with a scarcity of self-control and is believed to cause chaos, whereas leadership is all about control and order.

This research was conducted at Jordanian banks. This is because banks are a sector that often searches for creativity and innovation so as to present and create new job opportunities, using internal entrepreneurship or corporate entrepreneurship; studying this relationship between creativity and both entrepreneurship mindset and corporate entrepreneurship is part of this study's goals. This study is predicted to be able to contribute to a companies' efforts in using creativity to link between an entrepreneurial mindset and corporate entrepreneurship in the banking sector and achieving competitiveness among other companies.

Literature Review

Entrepreneurial Mindset

Entrepreneurship theories have historically concentrated on defining the personality or behavioural features of an entrepreneurial attitude (Duening, 2010). Initially, it was assumed that this mindset was intrinsic to entrepreneurs, and as such the first researchers in the field of entrepreneurship acted according to the belief that certain personality traits were possessed by entrepreneurs that distinguished them from non-entrepreneurs (Duening, 2010). The entrepreneurial mindset is a certain way of thinking, and is about the way you face challenges and mistakes and solve problems. It comes right down to the underlying need to improve your skill-set and to act and re-evaluate (Thompson, 2004). An entrepreneurial mindset is what you would need to propel yourself forward. This mindset can wane because



it becomes embedded within the daily grind of entrepreneurship. But by making an attempt to embody this mindset, you would be setting yourself up to face daily challenges and grow your knowledge (Pihie & Sani, 2009).

Much of an entrepreneurial mindset involves a steadfast commitment to a really narrow vision. This drive allows the business to enforce the required steps to understand this vision (Dunlap A 2008). The problem is that the stress of the day can get in your way, creating an area during which your vision regresses. This leaves room for frustration and doubt, which may cause stagnation or worse (Faltin, 2007). If you would like to develop an entrepreneurial mindset, then you've got to act as an entrepreneur ; you've got to plan on becoming a far better version of yourself. This implies the need to feed your mind by reading on a day- to- day basis and to learn new skills. There are countless books about successful entrepreneurs , and the more you read such books, the more thinking you'll like them, too (Krauss et al, 2005). Scholars assume that successful future strategists will employ an entrepreneurial mindset that entails the power to feel, act, and mobilise quickly, even under uncertain circumstances (Ireland et al, 2003). To some extent, an accurate understanding of the elements that influence attitudes towards entrepreneurship and entrepreneurial intent can accelerate the effective development of those initiatives. Intentions are consistent predictors of entrepreneurship; hence, it's necessary to know the factors associated with entrepreneurial intentions (Krueger et al., 2000). The entrepreneurial mindset refers to the way of deliberating about business and its opportunities that captures the advantages of uncertainty (Dhliwayo & Vuuren, 2007).

Corporate Entrepreneurship

Corporate entrepreneurship is a series of practices to develop the ability of a company to innovate, take a gamble, and take advantage of the opportunities allocated in the market. Corporate entrepreneurship is aimed at new business institutions, new business-focused market allocations, or both (Zahra, 1991). Also, Corporate Entrepreneurship is the company's drive for innovation, strategic renewal, and venturing and business creation (Zahra, 1996).

Corporate entrepreneurship has been used as a leadership and strategy style, as companies and institutions have adopted it to affect turbulent and recurring events within the market so as to survive and compete (Christensen, 2004).

Scholars have sought to define the sector of corporate entrepreneurship over the past few decades and there have been differing views on the scope of corporate entrepreneurship initially because it had not been found to be sufficiently distinct from the common phenomenon of innovation or new development in companies (Corbett et al., 2013).



Entrepreneurship has been divided into three components: innovation, venturing, and strategic renewal. Innovation refers to “a company's commitment to making and presenting products, production processes, and organisational systems.” Venturing means the corporate will enter a new business by expanding its operations in existing or new markets. Strategic renewal relates to the revitalisation of the company's operations by changing its scope of business, its competitive approach, or both (Zahra, et al. 2015).

The concept of corporate entrepreneurship is restricted to making new projects within the organisation or company. The Corporate Entrepreneurship concept involves the struggle of huge firms to renew themselves while implementing new sets of resources (Burgelman, 1984). Entrepreneurial companies are unlike companies that approach risk cautiously and are thus less innovative than the entrepreneurial company which is risky, proactive and innovative in entrepreneurship (Kazanjian, Drazin & Glynn, 2001)..

In the competitive markets at this time, corporate entrepreneurship has become a crucial and necessary matter for companies to compete or obtain competitive advantages (Kuratko, Ireland & Hornsby, 2001). The importance of Corporate Entrepreneurship for companies, such as Bank sectors, lies in the fact that it is an instrument for enhancing performance and effectiveness and therefore the ability for companies to adapt within the market.

The establishment of Corporate Entrepreneurship results in the development of the aspects of Entrepreneurial Innovation. Meanwhile, employees believing in the value of organised administration in large organisations, stated that concepts like innovation, creativity and entrepreneurship are, in fact, null and void (Pawar & Eastman, 1997).

Creativity

Creativity is characterised as discovering and incorporating new ideas into the company, and then implementing them to fulfill various aims and objectives and achieve a rate of production higher than that of the industry and better than any other competitor's rate (Henriksen, Mishra, & Mehta, 2015). Creativity has always been at the core of business, but it isn't yet high on the management's agenda. By providing the power to make something new and appropriate, creativity is important for entrepreneurs that start new businesses, and supports the simplest companies after they reach the worldwide scale. But perhaps because creativity was seen as unmanageable, out of reach and intangible or because specialising in it produces a less immediate payoff in improving execution, it had been not the main target of most managers (Alsafadi, et al., 2020).

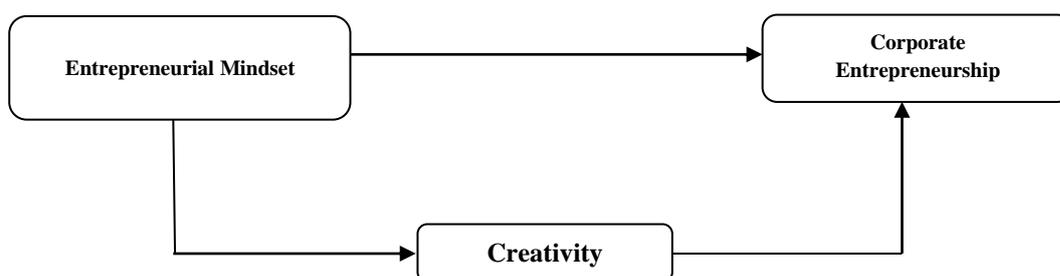
The increasing changes within the market leading to increased competition within the traditional small and medium markets, have led to the necessity for increased creativity and innovation and, therefore, creativity and innovation programs in bank sectors. Effective creativity and integration of innovation, results in increased competitiveness, and includes

intervention programs with supportive measures, instead of relying solely on natural progress or forced creativity under strict time pressures (Amabile, Hadley & Kramer, 2002). Many enterprises are founded on one logical technology innovation, resulting in the planning and manufacture of a replacement product. Often times, the owners / managers are the creators of the original thought and engineers, scientists, and computer engineers embrace "traditional thinking" instead of developing "exploration competencies" in reference to innovation (Wolpert, 2002).

Entrepreneurial Mindset, Corporate Entrepreneurship and Creativity

The technologies presented by entrepreneurs are the driving force behind the revival of competition. They also pose a challenge to existing operations and encourage continuous economic development. In order to face this challenge and rejuvenate their competitiveness, existing companies must improve and sustain internal entrepreneurial activities (Miller, Friesen, 1985). The creativity criteria (skills, experience, knowledge, learning and workplace participation) with further debate and exploration of these principles in creative thinking and strategies are grouped by the company performance along with innovation (Beghetto 2016). Evidence shows that the organisation's lack of awareness and learning discouraged the company from becoming innovative and prevented workers from communicating, and this will still be an obstacle to developing new organisations and negotiating the ideas available (Ito, Baumer, Bittanti, Cody, Stephenson, Horst, & Perkel, 2019).

The literature-supported variables of this research were based on a theoretical background shown in the previous section. As will be discussed in this study, this research investigated the mediating role of creativity on the influence of Entrepreneurial Mindset on Corporate Entrepreneurship.



Therefore, in light of the previous literature mentioned and in pursuit of this study's goals, the following was hypothesised:

H1: Entrepreneurial Mindset has a Positive Impact on Corporate Entrepreneurship

H2: Entrepreneurial Mindset has a Positive Impact on Creativity

H3: Creativity has a Positive Impact on Corporate Entrepreneurship

H4: Creativity Mediates the Relationship between Entrepreneurial Mindset and Corporate Entrepreneurship

Materials and Methods

Instrument development:

This cross-sectional study includes three variables; one independent variable (Entrepreneurial Mindset), one dependent variable (Corporate Entrepreneurship) and one mediator variable (Creativity). Banks are the main component of finance, and are organisations which, because of the services and instruments offered by them to clients, are susceptible to entrepreneurial thinking. The researcher used the descriptive analytical method, which befits the nature of the current research, as a data collection and analysis method to identify and describe the studied phenomenon. The researcher used a questionnaire as the data collection tool for this study. The measurement of Entrepreneurial Mindset from Childhood Education International (2020), which consisted of 12 items, was adopted for the purposes of this study. Also adopted were Dyduch's (2018) measurement of Corporate Entrepreneurship consisting of 8 items as well as Millar's (2002) measurement of creativity consisting of 8 items. Moreover, a "five-point Likert-style" scale, which ranges from "Strongly Disagree" to "Strongly Agree" was used in the questionnaire.

Data collection and analysis

Data was collected personally from the participants of the survey study. Some of the questionnaires were collected on the same day and some on the next day, because some workers were busy and did not have enough time to fill this survey. For each employee, a survey package was prepared containing a cover letter from the researchers requesting their participation, a brief description of the intent of the study, the relevance of the study for their bank, and the approval of the Ministry of Finance in Jordan. The Structural Equation Modeling (SEM) method was applied, including path analysis, confirmatory factor analysis, Composite Reliability (CR) and Average Variance Extract (AVE). AMOS (Analysis of Moment Structures) is the statistical software that was used for SEM. CR and AVE were performed for validity testing. The discriminant validity, for evaluating common methods bias, was also used. Discriminant validity was guaranteed by ensuring confidentiality to reduce common method bias as suggested by Podsakoff, MacKenzie & Podsakoff, (2003).

Population and sample

The target population of the sample consisted of the workers of the bank branches in Jordan's northern region in Irbid (*Arab Bank PLC, Arab Banking Corporation (Jordan), Bank of Jordan PLC, Cairo Amman Bank, Capital Bank of Jordan, Jordan Commercial Bank, Jordan Kuwait Bank, Jordan Ahli Bank PLC, The Housing Bank for Trade & Finance, Arab Jordan Investment Bank, Investbank, Societe Generale de Banque /Jordanie, Bank al Etihad, Islamic International Arab Bank PLC, Jordan Islamic Bank, Safwa Islamic Bank, Standard Chartered, Egyptian Arab Land Bank, Citibank, N.A., Rafidain Bank, National Bank of*

Kuwait, BLOM Bank, Bank Audi SAL and AL - Rajhi Bank) (Central Bank of Jordan, 2021). The total number of staff in these bank branches was 1400. 380 questionnaires were distributed by the researchers to the bank workers, after they were selected through convenience sampling. After 372 questionnaires were obtained, 9 were not valid for analysis and review, so 363 questionnaires were included in the survey.

Study Results and Discussion

The correlations, averages and standard deviations for each domain of analysis are presented below in Table 1.

Table 1. Standard deviation, correlations and means among variables.

Variables	1	2	3	M	SD
1. Entrepreneurial Mindset	1	0.431**	0.364**	4.12	0.562
2. Corporate Entrepreneurship	0.431**	1	0.712**	3.90	0.522
3. Creativity	0.364**	0.712**	1	3.82	0.580

N = 363, ** pearson correlations are significant at $p < 0.001$.

In Table 1, as shown above, are the standard deviation, correlations and means among the variables. As was expected, Entrepreneurial Mindset was positively correlated with Corporate Entrepreneurship ($r = 0.431$), and positively correlated with Creativity ($r = 0.364$). Furthermore, Corporate Entrepreneurship was positively correlated with Creativity ($r = 0.712$). Based on this result, H1, H2, and H3 were supported.

The composite reliability (CR) and average variance extract (AVE) Cronbach's α for each of the variables were presented in Table 2 below.

Table 2. Cronbach's α , CR, and AVE for each variable.

Variables	Entrepreneurial Mindset	Corporate Entrepreneurship	Creativity
Cronbach's α	0.951	0.868	0.923
Composite reliability (CR)	0.938	0.875	0.881
Average variance extract (AVE)	0.631	0.510	0.610

The reliability of Cronbach's alpha (α) was tested in Table 2 above, and the results showed that (α) was above the threshold (0.60). The convergent validity of the measuring mode was also tested, and composite reliability (CR) of the scale objects was found to be above the threshold (0.70) (Hair, Anderson, Tatham & Black, 1998). Additionally, the average variance extract (AVE) was also more than the threshold (0.50) (Fornell & Larcker, 1981).

The Confirmatory Factor Analysis (CFA) for each field of research and scale is presented below in table 3.

Table 3 Confirmatory Factor Analysis (CFA)

Constructs	Code of Item	Loading	M	SD
<i>Entrepreneurial Mindset</i> (Childhood Education International, 2020).	Q1- <i>CREATIVITY AND INNOVATION</i>	0.948	4.18	.668
	Q2- <i>RESILIENCE</i>	0.940	4.15	.681
	Q3- <i>LEARNING FROM MISTAKES</i>	0.861	4.20	.672
	Q4- <i>COMFORT WITH UNCERTAINTY</i>	0.695	4.14	.675
	Q5- <i>CRITICAL THINKING</i>	0.856	4.14	.707
	Q6- <i>COMMUNICATION</i>	0.740	4.04	.750
	Q7- <i>COLLABORATION</i>	0.860	4.02	.673
	Q8- <i>FUTURE ORIENTATION</i>	0.585	4.06	.720
	Q9- <i>OPPORTUNITY RECOGNITION</i>	0.728	4.00	.700
	Q10- <i>INITIATIVE AND SELF RELIANCE</i>	0.821	4.08	.674
	Q11- <i>ADAPTABILITY</i>	0.818	4.03	.695
	Q12- <i>HUMANISTIC OUTLOOK</i>	0.781	4.14	.687
Constructs	Code of Item	Loading	M	SD
<i>Corporate Entrepreneurship</i> (Dyduch., 2018)	Q1- <i>PROACTIVENESS</i>	0.602	4.01	.787
	Q2- <i>INNOVATIVENESS</i>	0.922	3.93	.674
	Q3- <i>INTRAPRENEURSHIP</i>	0.704	3.94	.666
	Q4- <i>RISK TAKING</i>	0.583	3.84	.695
	Q5- <i>FLEXIBLE RESOURCE ORIENTATION</i>	0.805	3.90	.653
	Q6- <i>PRESSURE ON EFFECTIVENESS</i>	0.590	3.91	.696
	Q7- <i>REWARD PHILOSOPHY</i>	0.721	3.83	.684
	Q8- <i>TIME AVAILABILITY AND ORGANISING.</i>	0.661	3.81.	.677
Constructs	Code of Item	Loading	M	SD
<i>Creativity</i> (Millar, 2002)	Q1- <i>FLUENCY: THE CAPABILITY TO CREATE A NUMBER OF FIGURAL IMAGES</i>	0.832	3.85	.642
	Q2- <i>ORIGINALITY: ABILITY TO GENERATE UNUSUAL OR SPECIAL RESPONSES</i>	0.847	3.91	.688
	Q3- <i>ELABORATION : THE CAPACITY TO GENERATE AND DEVELOP IDEAS</i>	0.757	3.85	.711
	Q4- <i>ABSTRACTNESS OF TITLES: A TITLE GOES BEYOND CONCRETE MARKING FOR THE FIGURE</i>	0.733	3.81	.755
	Q5- <i>RESISTANCE TO PREMATURE CLOSURE: AN ABILITY TO RETAIN A 'OPEN MIND' WHERE UNFINISHED FIGURES ARE NOT COVERED BY THE SHORTEST PATH, BUT BY IRREGULAR LINES OR NOT AT ALL</i>	0.766	3.82	.721

Q6- <i>CREATIVE STRENGTH</i> : (EMOTIONAL EXPRESSIVENESS, MOVEMENT, OR ACTION, EXPRESSIVENESS OF TITLES AND STORYTELLING ARTICULATENESS).	0.756	3.74	.755
Q7- <i>CREATIVE STRENGTH</i> : (SYNTHESIS OF INCOMPLETE FIGURES, UNUSUAL VISUALISATION, INTERNAL VISUALISATION AND SYNTHESIS OF LINES OR CIRCLES)	0.741	3.81	.763
Q8- <i>CREATIVE STRENGTH</i> : (EXTENDING OR BREAKING BOUNDARIES, COLOURFULNESS OF IMAGERY, HUMOUR, FANTASY AND RICHNESS OF IMAGERY)	0.784	3.81	.725

In addition, Table 3 above displays the confirmatory factor analysis (CFA) that has been tested for loading factor analysis (Browne & Cudeck, 1993). The factor loadings ranged from 0.583 to 0.948, and all findings showed that all factor loadings were significant and acceptable in Table above.

Table 4 below is a presentation of the Goodness of fit for each area of study and scale for the proposed model.

Table 4. Goodness of fit for the proposed model.

Measurement Model	Structural Model	CutOff Points	
	$\chi^2 = 751.624$	$\chi^2 = 751.624$	
Degree of freedom	Df = 319, $p = 0.000$	Df = 319, $p = 0.000$	
Goodness of fit	GFI = 0.845	GFI = 0.865	“1 = perfect fit (Tanaka & Huba,1985)”
Comparative fit index	CFI = 0.942	CFI = 0.942	“1 = perfect fit (McDonald & Marsh, 1990)”
Root mean square error of approximation	RMSEA = 0.060	RMSEA = 0.060	“Good fit < 0.08 (Browne & Cudeck ,1993)”
Normed fit index	NFI = 0.905	NFI = 0.905	“1 = perfect fit (Bentler & Bonett, 1980)”
Standardised Root Mean Square Residual	SRMR = 0.0475	SRMR = .0475	“Good fit < 0.08 (Hu & Bentler, 1990)”
Common method bias	CMP = 0.41		“Does not affect study’s data < 0.50 (Podsakoff , MacKenzie & Podsakoff, 2003)”
Relative χ^2 =CMIN/df	CMIN/df = 2.355	CMIN/df = 2.355	“Good fit between 1 and 5 (Marsh & Hocevar, 1985)”

The study tested the proposed hypotheses using CFA and SEM to certify the "goodness of fit" of the proposed model with the AMOS software. As it can be seen above, the structural model and measurement model were evaluated after applying the goodness of fit in Table 4 (Anderson & Gerbing, 1988). Entrepreneurial Mindset, Corporate Entrepreneurship and Creativity, are the three latent variables used in the measurement model, and include 28 indicators (12 items for Entrepreneurial Mindset, 8 items for Corporate Entrepreneurship, and 8 items for Creativity). Table 4 indicates that a good fit was expressed in the measurement model.

After checking that the structural model showed a good fit as well, the proposed model was evaluated and demonstrated a good fit. The results in table 4 indicated a good fit for the data using the "partially mediated model". And when we applied the "fully mediated model, it did not achieve any demonstrated improvement in fit beyond the "partially mediated model" despite still being a good fit for the data, which shows that Entrepreneurial Mindset has a significant and positive correlation with Corporate Entrepreneurship when applying the "partially mediated model". Since the "partially mediated model" is a better fitting model for analysing these data in accordance with the technique of Baron & Kenny (1986) in particular.

Table 5 below shows the total, direct and indirect effects of the research variables for each Field of research.

Table 5. Total, direct, and indirect effects of the research variables.

“Exogenous Variables”	“Endogenous Variables”	Total Effect	Direct Effect	Indirect Effect
Entrepreneurial Mindset	Corporate Entrepreneurship	0.446	0.146	0.300
Entrepreneurial Mindset	Creativity	0.391	0.391	0.000
Creativity	Corporate Entrepreneurship	0.763	0.763	0.000

These findings shown in Table 5 indicated that the path coefficient between the Entrepreneurial Mindset and Corporate Entrepreneurship ($b = -0.431, p \leq 0.001$) was positive and significant. and explains R^2 (Corporate Entrepreneurship) = 18% of the variance, therefore H1 is supported. The results also showed that the Entrepreneurial Mindset influenced Creativity ($b = 0.391, p \leq 0.001$) and explains R^2 (Creativity) = 12% of the variance, thus, H2 obtained support. The influence of Creativity on Corporate Entrepreneurship ($b = -0.763, p \leq 0.001$) was positive and significant, so H3 as predicted received support, and explains R^2 (Corporate Entrepreneurship) = 50% of the variance, thus H3 received massive support.

As for H4, which hypothesised that the relationship between the Entrepreneurial Mindset and employee Corporate Entrepreneurship is mediated by creativity, when creativity (the

mediator variable) was introduced to the model, the impact of Entrepreneurial Mindset on corporate entrepreneurship increased while still being significant and positive. There was an indirect, significant impact on the relationship between the Entrepreneurial Mindset and Corporate Entrepreneurship ($b = 0.300$, $p \leq 0.001$). So H4 Received support, as the total effect of the relationship between the Entrepreneurial Mindset and Corporate Entrepreneurship was significant ($b = 0.446$, $p \leq 0.001$), thus the “partially-mediated model” received clear support according to Baron & Kenny’s (1986) technique.

Conclusion

The Entrepreneurial Mindset has a positive impact on Corporate Entrepreneurship and Creativity and Creativity in turn has a positive impact on Corporate Entrepreneurship and also mediates the relationship between the Entrepreneurial Mindset and Corporate Entrepreneurship, which leads to a significant correlation between the Entrepreneurial Mindset and all the other studied variables. Implementing an entrepreneurial mindset and ethical leadership in the workplace is one of the most significant criteria for the long-term competitiveness and sustainability of the achievement of organisational goals (Altahat, 2018). The Entrepreneurial Mindset and Corporate Entrepreneurship are modern concepts and techniques which are related to the technological and economic revolution in business, and had a large impact on the bank sector with its ability to provide bank services to citizens and the business community, Therefore, this study aimed at presenting a solution that could boost Corporate Entrepreneurship through creativity in combination with the Entrepreneurial Mindset. The study argues that Entrepreneurial Mentality gives workers an opportunity to communicate and collaborate with customers, helping to strengthen bank services and gain resilience and critical thinking, which also helps them to solve any problems that arise while providing their services using creativity. Creativity seeks to inspire the workforce and allow the parties concerned to identify opportunities by making public sector workers more adaptable in their decisions. It should be noted that the organisations which apply the corporate entrepreneurship phenomenon seek to achieve proactiveness, innovativeness and entrepreneurship.

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