

# Uncertain Supply Chain Management

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## The effect of emotional intelligence, and fostering creativity on entrepreneurship business administration: mediating role of innovation and intrinsic motivation

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### ABSTRACT

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The study focuses on the intricate nature of emotional intelligence (EMI), Fostering creativity (FC), intrinsic motivation (IM), innovation (IN) and entrepreneurship (E) under the context of corporate management in a country. Based on a sample of 359 actively engaged respondents and using Partial Least Squares Structural Equation Modeling, the study reveals significant positive associations: emotional intelligence includes entrepreneurship, Fostering creativity contains entrepreneurship, innovation, emotional intelligence appears intrinsic motivation, in Fostering creativity appear intrinsic motivation, emotional intelligence includes innovation, in Fostering creativity is innovation, intrinsic motivation includes entrepreneurship, in innovation is entrepreneurship. The results demonstrate a chain mediation: emotional intelligence influences entrepreneurship, intrinsic motivation is involved, and innovation serves as the intermediary. In the same way, it is fertile in creativity to begin entrepreneurship, whereas intrinsic motivation and innovation are mediating factors considering this fact. Accordingly, these findings have a huge impact on the development of effective public health policies and the nature of ecosystems research in future. For organizations in Jordan, a result based on these results will help in the development of a constructive atmosphere which will be inclined towards entrepreneurs by working on emotional intelligence, creativity, intrinsic motivation and innovation. The research puts in place a theoretical framework which is complemented by the granular perspective of these psychological and entrepreneurial factors.

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## 1. Introduction

In the rapidly changing business administration field, the combination of psychological and entrepreneurial factors is a subject that academics have explored (Aparisi-Torrijo & Ribes-Giner, 2022). At the core of the study are important concepts such as emotional intelligence, innovation, intrinsic motivation, creativity, and entrepreneurship (Dixit & Moid, 2015). This nexus portrays the complex interplay that consolidates the organizational dynamics and molds the course of the business success. Unveiling the main factors that form each construct gives birth to a complex network of features that jointly create vitality and flexibility of any organization. In this stratified environment, emotional intelligence, as Goleman (1995) defined it, plays a crucial role. It offers the skill of identifying, processing, and controlling one's own feelings, just as well as the feelings of others. Nowadays, the role of emotional intelligence in leadership, team dynamics, and company culture becomes clear in the business management context (Yeke, 2023). Leaders who show a high degree of emotional intelligence skillfully deal with interpersonal relationships and encourage a cooperative atmosphere that is favorable for original thinking and

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entrepreneurship. Innovation, a driving force behind organizational growth and adaptability, is the introduction of new ideas, products, or processes. It is the lifeblood that drives companies forward in a competitive environment (Gruber & Trachik, 2023). Innovations can range from incremental improvements to ground-breaking changes and shape the identity of an organization and its offerings. In business management, the ability to foster a culture of innovation is closely linked to effective leadership, strategic vision, and the promotion of creative thinking among team members (Arsawan et al., 2022). Intrinsic motivation proves to be a powerful force that fosters creativity and entrepreneurial endeavors. Intrinsic motivation is based on the inner urge to engage out of self-satisfaction and encourages passion and commitment. In a business context, intrinsically motivated people are more likely to persevere through challenges, take the initiative, and make a meaningful contribution to creative processes. The overarching objective of encouraging intrinsic motivation in the workforce is to create a setting where people are genuinely passionate about their work. Creativity, often hailed as the cornerstone of innovation, embodies the ability to generate new and valuable ideas (Chen et al., 2022). It transcends conventional thinking, challenges established norms, and fosters a climate of exploration and experimentation. In the context of business management, creativity manifests itself in product development, problem solving, and the identification of new market opportunities (Ismaeel et al., 2023). Companies that emphasize and extract the most from the creative capacity of their employees enjoy better chances of flexible response to the market uncertainty and outnumber the rivals (Guaman-Quintanilla et al., 2023). Innovations in business or reception to economic opportunities manifests entrepreneurship which is active and addresses risks. Founders can do that within the framework of a company or their own business. They employ both their creativity and critical thinking to deal with the unpredictability and to seize any opportunities. Inside of a wider field of management of business, entrepreneurship mentality contributes essentially new factors into the work processes as well as develops an attitude of independence, resilience, and flexibility (Bodolica & Spraggon, 2021). An absolute necessity in formulating business management tactics that promote a conducive environment within the company sits in exploring the highly intricate but somewhat delicate web of emotional intelligence, innovation, intrinsic motivation, creativity, and entrepreneurship. As organizations attain the position of understanding how all these components are dependent and must be coordinated adequately, they are more likely to be effective in maneuvering through the complex and complex business environment (Volberda et al., 2021; Alsakarneh et al., 2023). The example of this is the leader exhibiting the high level of emotional intelligence being able to build organizational culture that taps authority from inner sources and triggering creative thinking, hence the generation of new ideas and entrepreneurship. The present study is an attempt to enlighten the readers regarding the complex linkage between emotional intelligence, innovation, and intrinsic motivation. creativity and entrepreneurship.

The research significance comes from the part where the moderator roles of innovation and intrinsic motivation are examined in the relationship between emotional intelligence, creativity, and entrepreneurship. Through this, it pinpoints a gap in the current research because it explores the complex factors influencing entrepreneurial endeavors. The study will be a guide for scholars and experts by clarifying the mediators that bring out emotional intelligence and creativity into entrepreneurship performance. Examining the connections between emotional intelligence, creativity and entrepreneurship and the part played by innovation and internal motivation in this fluid context of a very challenging and constantly changing corporate arena is very important nowadays. Nowadays, there is an increasing interest of companies in building a culture which facilitates creativity and entrepreneurship. The purpose of this research is contributing to the accumulation of scientific information on how to improve business' innovation abilities and entrepreneurial ventures. The research begins with an introductory section that will tackle the basics on emotional intelligence, innovation, intrinsic motivation, creativity, and entrepreneurship. The review of literature offers an in-depth analysis and integration of all the articles on the research topic that has been studied. A theoretical postulation is then formulated to provide the conceptual base. The section methodology offers an extensive description of the research strategy and the methods that were used for data collection in the study. The results are organized in the Findings section and then followed by a discussion that analyzes the data and gives an interpretation of it. The part explaining the implications discusses both practical and theoretical implications, and the conclusion is written to summarize the major conclusions of the study.

## **2. Literature Review and Hypothesis Development**

The existing body of literature explains the role of emotional intelligence for the development of creativity, intrinsic motivation, innovation and entrepreneurship. Nevertheless, an obvious gap is in the interpretation of the interdependencies and interactions of these factors. Research in this field is lacking in the aspect of providing conclusive evidence of the mediating role of intrinsic motivation in bringing together emotional intelligence, creativity, and entrepreneurship in business studies. The inadequacies in the existing literature call for a holistic view that integrates various aspects like emotional intelligence, creative abilities, intrinsic motivation, innovation, and entrepreneurship. The aim of this paper is to fill the gaps through a more detailed investigation of the complex links that determine entrepreneurial results within a corporate setting.

### *2.1 Entrepreneurship in Business Administration*

Management of an enterprise stands on the base of entrepreneurship which represents the organic connection of different conceptual notions like creativity, innovation, risk-taking and profit-making to the context of an enterprise (Thurik & Wenekers, 2004). Through entrepreneurship, success comes to someone who is able to identify promising opportunities, develop tactics and realize them with the aim of reaching goals by surmounting the barrier and unfulfilled needs.

Entrepreneurial mindset is one of the pivot factors that causes the growth of the economy, the creator of employment opportunities and one of the catalysts of the organization's expansion (Lazear, 2004). The significance of entrepreneurship in the field of business management is of utmost importance, particularly in the context of dynamic and constantly evolving markets (Nicolaidis, 2011). The proficient management of these markets necessitates a comprehensive comprehension of entrepreneurship, whereby triumph is contingent upon the adept recognition of prospects, the judicious distribution of resources, and the capacity to adjust to evolving conditions (Teece, 2016). Joseph Schumpeter, a renowned economist, highlighted the fundamental significance of entrepreneurship in propelling economic progress in his influential publication of 1934. The author's analysis sheds light on the significant influence entrepreneurs possess, not only as proprietors of businesses, but also as individuals who shape entire industries and make valuable contributions to the larger economic environment.

### *2.2 Emotional Intelligence in Business Administration*

Nowadays the role and importance of emotional intelligence (EMI) in business management becomes highlighted because of this fact that it is one of the essential points of the leadership style and the organizational culture. The EMI used by Daniel Goleman as a term in 1995 means the competence of identifying, understanding, and managing one's own emotions as well as those of others. The idea of Emotional Intelligence (EMI) in organizational leadership shows high emotional awareness of the leaders who possess great emotional management skills of their team as mentioned by Klare et al. (2014). The persons with a higher level of emotional intelligence demonstrate an array of interpersonal and communication skills, and their ability to empathize with others is superior as well. These competencies in a way strengthen the efficiency and efficacy of the team through the fostering of positive team dynamics and organizational success (Farh et al., 2012). Emotional intelligence in business is not confined to individual effectiveness but influences several aspects of leadership effectiveness, workers' satisfaction, and company performance (Berman & West, 2008). One study in 2001 by Cherniss and Goleman called attention to the vital function performed by emotionally intelligent leaders in building the positive environment at work. This working atmosphere which includes cooperation, imagination, and innovativeness becomes the ground for both organizational advancement and innovation. In short, managers' and leaders' building up and using emotional intelligence not only means leaders' effectiveness but also means the whole organization's well-being and success (Alhawamdeh et al., 2023).

### *2.3 Fostering Creativity in Business Administration*

Managerial creativity is not just a nice quality to have but is highly required today by the businesses that are operating in an environment with the constantly changing business environment (Glassman & Opengart, 2016). Creativity, given a general meaning as generating novel and useful ideas, is the best asset of innovations in the field of products, services, and processes. In the area of business management, leadership for creativity must be about setting a cultural environment, which will deepen collaboration, communication, and thinking outside the box. Organizations that foster and reward creativity often have an edge over their competitors because they come up with creative solutions that meet the needs of their potential customers. T Josephine Amabile's (1998) Component Theory of Creativity provides a comprehensive overview of the creative process. It focuses on the importance of internal motivation, the practical skills which are linked to the work done, and the social environment in relation to the development of creativity and its growth in individuals and groups. Creating good products and services requires special skills. These skills help to bring creative ideas into the real world. The social environment that underpins cooperation and support develops to be a huge market for the exchange and put together of different ideas (Camarinha-Matos et al., 2009). Understanding these factors that promote creativity in companies better and then focusing on them intently becomes a must for firms which seek to be innovative and grow (Mitchell & Walinga, 2017). Through nurturing a mind-set that endorses and celebrates originality, businesses are not only capable of coping with change but can also be the precursors in forming and spearheading the dynamic business environment.

### *2.4 Innovation in Business Administration*

In the realm of business, innovation is a potent and dynamic force that exerts revolutionary effects on the operational, competitive, and ultimately successful aspects of organizations within the constantly evolving global context. In its essence, innovation refers to the generation and use of original concepts, procedures, goods, or services that result in advantageous transformation and confer a competitive edge (Prahalad & Ramaswamy, 2003). In the contemporary landscape of the corporate sector, innovation is widely recognized as a fundamental catalyst for fostering expansion and ensuring long-term viability. According to Dereli (2015), organizations that prioritize innovation are more adept at responding to shifts in the market, maintaining a competitive edge, and addressing evolving client demands. The innovation component consists largely of not only the process of creation of a product, but also bringing out the right marketing concept, optimizing the operations and shaping a likeable corporate culture. The adaptation to the fast-paced digital revolution has significantly accelerated the rate of improvement in business strategies, while technology and data analytics have disrupted the previously existing operational practices. With the arrival of technologies like AI, machine learning, and internet of things, there is a proliferation of innovative strategies for refining efficacy, fine-tuning customization, and automation. This has led to the significant upgrades of supply chain management and consumer engagement systems which have a history of being achievements (Brynjolfsson & McAfee, 2011). Efficient passage by corporate culture to the generation of an environment which promotes experimentation, creativity and an impalpable process of continuous development is a necessary condition of achieving

innovative excellence in business management. This can be described as “breaking the status quo” and questioning established norms (Von Krogh et al., 2000 p.25). The process of formalizing creativity into organizational processes is the next step. However, business innovation is undoubtedly indispensable in organizations that are striving to not only stay afloat but achieve resounding success in the turbulence of a contemporary and dynamic business environment (Davenport et al., 2007). Through the power of innovative solutions, organizations are able to strengthen the foundation of their businesses, gain new advantages and recover from setbacks more skillfully and deeply.

### *2.5 Intrinsic Motivation in Business Administration*

For a business administrator who has intrinsic motivation, it is the natural ambition and love of work where a person does not work because of benefits but ineluctably obtains happiness from what it is doing for its own (Ke et al., 2012). The unlikeliness of intrinsic motivation which is more inclined to work satisfaction and personal satisfaction than for extrinsic rewards as payment is another significant factor (Kunz & Pfaff, 2002). When it comes to business management, building up intrinsic motivation is important for developing a highly productive and engaged workforce (Masvaure, 2012). Employees who are intrinsically motivated tend to find their jobs fulfilling that thus promotes creativity, job satisfaction leading to better performance overall. Essential in enhancing intrinsic motivation, managers must link autonomy, mastery and purpose into making employees' work environment conducive towards them (Thomas, 2009; Mahmood et al., 2020). Providing opportunities for skill development, masterly and allowing workers choices related to a larger sense of mission will foster intrinsic motivation among workers. Innovation and problem solving within organizations can be significantly propelled by this type of inner drive (Jackson, 2015). Often, when dealing with challenges in the organization those employees driven from inside usually approach it with excitement and ingenuity.

### *2.6 Effect of Emotional Intelligence and Fostering Creativity on Entrepreneurship*

The founding ideas of successful enterprises hinge on emotions. That is why entrepreneurs are recognized at different stages of the business life cycle (Zakarevičius & Župerka, 2010). Because emotionally intelligent entrepreneurs have greater capacity to handle risks and uncertainty linked with embarking on and developing firms (Zakarevičius & Župerka, 2010). In his research in 2008 Baron presented that resilience, adaptability, and interpersonal skills are some of the traits found among emotionally intelligent entrepreneurs which are vital when it comes to success in any entrepreneurial venture. Emotional intelligence is therefore a desired quality within entrepreneurship which involves having an ability to recognize your own feelings besides making appropriate decisions based on them. This might be in a decision-making context such as managing teams or nurturing relationships (Jafri et al., 2016). Entrepreneurs displaying high emotional intelligence are prone not only to enjoying personal gains by becoming extremely effective individuals but also to establishing strong and lasting bases for their organizations. Interconnection between creativity and entrepreneurship takes us to the fact that inventive thinking is fundamental for the possibility to find opportunities. The difference between an average entrepreneur and a successful one is that creativity is a tool they use for updating and improving the market, detecting weak points of businesses and confidently building huge industry position and value (Rodrigues, et al., 2020).

**H<sub>1</sub>:** *Emotional intelligence and fostering creativity positively influence entrepreneurship.*

### *2.7 The Effect of Emotional Intelligence on Intrinsic Motivation and Innovation*

Jena and Goyal (2022) focus on the application of emotional intelligence in fostering an individual's inner motivational aspects and innovation capabilities by expanding the psychological awareness related to intrinsic success in creative business endeavors. As individuals grow their emotional intelligence, they draw capability for themselves and others to be boldly inspired, which in turn develops workspace that is conducive to innovation development. As suggested, inspiring and fostering autonomy, mastery, and goal setting are achieved through emotionally intelligent leaders. Emotional intelligence in Organizations is a strong emotional intelligence aspect that can be used to mitigate several factors which slow down innovation in organizations (Oluwafemi & Ametepe, 2023). Emotion processing, enabling individuals to be the best cognitive systems and having the chance to innovate new ideas for the creativity culture (Aithal & Aithal, 2023). Overall, emotional intelligence undoubtedly has the catalyst function, which helps to create the psychological situations which facilitate creativity and innovative problem solving in the organizations, which become the interrelated process of emotional intelligence, intrinsic motivation and Innovation.

**H<sub>2</sub>:** *Emotional intelligence positively influences intrinsic motivation and innovation.*

### *2.8 The Effect of Fostering Creativity on Intrinsic Motivation and Innovation*

The differentiation between fostering creativity, intrinsic motivation, and innovation is demonstrated by studies investigating the effects of the three on each other (Karimi et al., 2022). A creative organizational culture, whose central tenets are intrinsic motivation and autonomy, serves to bolster innovative thinking and effective problem solving among individuals (Rupprecht, 2022; Alsakarneh et al., 2022). In this way, according to Amabile (1998), an environment that fosters creativity will raise the

level of internal motivation since one finds satisfaction in engaging oneself in creating something new. Fostering creativity goes beyond encouraging individual ideas; it entails creating spaces for collaboration where different ideas can be exchanged or blended with others' (Durnali et al., 2023). Such environments promote autonomy while permitting people to freely explore and co-create the creative process. These are contexts within which fostering creativity allows intrinsic motivation and innovation to work synergistically leading to even more satisfaction from creative tasks as well as greater possibilities for innovative solutions through a cooperative form of creative process (Koch et al., 2023). By stimulating individual drives, fostering creativity not only spurs off personal motivations but also sets up a collaborative innovation ecosystem in organizations.

**H<sub>3</sub>:** *Fostering creativity positively influences intrinsic motivation and innovation.*

### 2.9 The Effect of Intrinsic Motivation and Innovation on Entrepreneurship

The relationship between intrinsic motivation and innovation has significant implications for performance. It sheds light on the intellectual and creative development that motivates people to identify and pursue entrepreneurial opportunities (Asefa & Kant, 2022). Intrinsic motivation, based on intrinsic satisfaction and job enthusiasm, is the driving force for perseverance and flexibility necessary for productivity (Kant & Asefa, 2022). Innovation resulting from creative thinking and effective problem solving is key to business success (Boyce, 2023). Entrepreneurs who incorporate intrinsic motivation into their innovation processes are more likely to have exceptional value perspectives, expose themselves to the marketplace, and face challenges with unwavering determination and commitment (Mosey et al., 2022). The combination of intrinsic motivation and innovation is a powerful combination that not only determines the potential for business efficiencies but also affects the uniqueness and variability of these industries in the dynamic business environment (Di Vaio & colleagues, 2022). Specifically, the relationship between intrinsic motivation and innovation appears to be a cornerstone of entrepreneurial success and highlights the importance of passionate creativity in entrepreneurial journeys (Suen et al., 2022). Thus, this study proposes that:

**H<sub>4</sub>:** *Intrinsic motivation and innovation positively influence entrepreneurship.*

### 2.10 Intrinsic Motivation and Innovation as Mediators

Intrinsic motivation and innovation function as mediators in the difficult relationship among emotional intelligence, fostering creativity, and entrepreneurship, appearing as critical channels through which the outcomes of emotional intelligence and creativity are translated into entrepreneurial outcomes (Santiago-Torner, 2023). The fascinating mediating factors emphasize in close sync the propitious integration of the psychological and creative dimensions of entrepreneurial success as depicted in Suharto et al., 2022. The role played by intrinsic motivation and innovation is the mediation between emotional intelligence and creative thinking about their influence on entrepreneurship. The insights are gained into the complexity of mechanisms through which the above elements affect entrepreneurship, therefore. These second-order factors do not have an immediate impact but mediate the entrepreneurial environment in a considerable manner (Stephens & Wolf, 2023). This is where the understanding of the roles of these processes lies. This is what is central to an organization that is out to look deeper into entrepreneurship as a natural environment that is conducive to such. The recognition of the pivotal role of intrinsic motivation and innovation in turning the emotional intelligence and creative aspirations into entrepreneurial success equips organizations with strategies that do not only involve the establishment of environments that not only nurture mediators but there comes the issue of enhancement of their influence on the entrepreneurial journey (Xu et al., 2022). This study therefore proposes that: This study therefore proposes that:

**H<sub>5</sub>:** *Intrinsic motivation and innovation mediate the effect of emotional intelligence and fostering creativity on entrepreneurship.*

This study offers a systematic framework for doing empirical research and adds to the existing theoretical debate within the topic. The study model depicted in Fig. 1 is derived from the literature discussed above.

## 3. Methodology

The study's research design employs a quantitative methodology to systematically examine the associations among emotional intelligence, creativity enhancement, and entrepreneurship. Additionally, the study seeks to explore the mediating influence of innovation and intrinsic drive. The present architecture facilitates the acquisition of quantitative data, enabling a meticulous examination of the intricate relationship between the variables being studied. The research encompasses those who are actively involved in business management within the context of Jordan. Sample consisting of 359 business managers in Jordan who are doing their business according to the circumstances of Jordan are the main subjects of the study. In this study the sample is diverse and represents a vast cross-section, and thus was sourced through stratified random sampling. It has the professionals from the managerial, entrepreneurs and executives' class, which have three years of experience or more in their various fields. Such a huge sample size is held to be sufficient to carry out incisive statistical analysis, hence being confident that the result is generalizable to the universe of people in charge of businesses in Jordan. The researchers used a structured survey instrument, which has been developed with the purpose of getting data to help determine the five major aspects of human

thinking. That is emotional intelligence, creativity, entrepreneurship, innovation, and intrinsic motivation. The research was performed electronically to ensure availability and the ability for the participants to engage in the research comfortably. Pretesting of the survey tool was done to assess the questionnaire's effectiveness to fully capture the cultural contexts and to confirm the content's clarity. Modeling on a Partial Least Squares Structural Equation (PLS-SEM) was chosen as the tool which enables data analysis. PLS-SEM relies mainly on the causal model with a wide variety of variables including also both direct and mediating impacts. The study began with the systems analysis that was intended to determine the associations between emotional intelligence, creative empowerment, entrepreneurship, innovation, and internal motivation. A mediation analysis was conducted to examine the mediating role of innovation and intrinsic motivation in the proposed framework. Using PLS-SEM makes sure that it is reliable when dealing with non-normal data and gives a full picture of the complicated connections between variables in Jordanian business management.

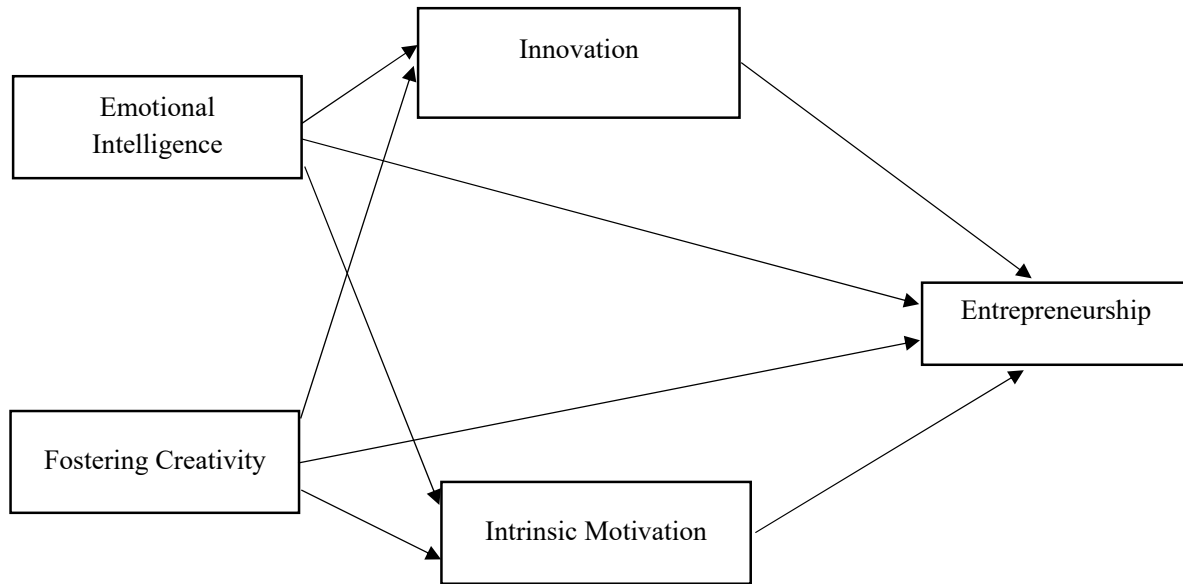


Fig. 1. Research Model

## 4. Results

### 4.1 Measurement Model

Table 1 shows the measurement model for the constructs of the study, including entrepreneurship, emotional intelligence, fostering creativity, intrinsic motivation, and innovation. The interpretations are based on the factor loadings, Cronbach's alpha, composite reliability, average variance extracted (AVE), and variance inflation factor (VIF). All the factor loadings for the entrepreneurship items (E1 to E5) are significant, with values ranging from 0.774 to 0.883. This means that there is a strong link between the variables that were measured and the latent construct. The values for Cronbach's alpha (0.884) and the composite reliability ( $\rho_a$ : 0.886,  $\rho_c$ : 0.916) are well above the recommended threshold of 0.7, indicating high internal consistency and reliability. The average variance extracted (AVE) is 0.686, which indicates that the items explain a considerable proportion of the variance in the construct of entrepreneurship. The VIF values for all items are below 3, indicating that there is no multicollinearity between the entrepreneurship items. The emotional intelligence questions (EMI1 to EMI6) have strong factor loadings of 0.678 to 0.883, which means they have a strong connection with the hidden construct. High values for Cronbach's alpha (0.885) and the composite reliability ( $\rho_a$ : 0.89,  $\rho_c$ : 0.913) indicate high internal consistency and reliability. The AVE is 0.638, which indicates that the emotional intelligence items explain a considerable proportion of the variance of the construct. The VIF values are less than 3, which means there are not any major issues with multicollinearity. The items encouraging creativity (FC1 to FC7) have strong factor loadings ranging from 0.607 to 0.831, which shows a strong connection with the latent construct. The high values of Cronbach's alpha (0.875) and the composite reliability ( $\rho_a$ : 0.875,  $\rho_c$ : 0.904) indicate strong internal consistency. The AVE is 0.576, which indicates that the items explain a considerable proportion of the variance in the construct of creativity promotion. The VIF values are below 3, which indicates that there is no significant multicollinearity between the items on fostering creativity. The items on intrinsic motivation (IM1–IM6) have strong factor loadings ranging from 0.650 to 0.892, which means they have a strong connection with the latent construct. High values for Cronbach's alpha (0.897) and the composite reliability ( $\rho_a$ : 0.919,  $\rho_c$ : 0.656) indicate strong internal consistency. The AVE is 0.656, which indicates that the items explain a considerable proportion of the variance in the construct of intrinsic motivation. The VIF values are below 3, which indicates that there are no significant

problems with multicollinearity. The innovation items (IN1 to IN5) have strong factor loadings ranging from 0.728 to 0.888, indicating a robust relationship with the latent construct. High values for Cronbach's alpha (0.889) and the composite reliability (rho\_a: 0.889, rho\_c: 0.918) indicate a strong internal consistency. The AVE is 0.693, which indicates that the items explain a considerable proportion of the variance of the innovation construct. The VIF values are below 3, which indicates that there is no significant multicollinearity between the innovation items (Kyriazos, & Poga, 2023). The measurement model thus exhibits high reliability and validity for each construct, with robust factor loadings and acceptable psychometric properties, supporting the quality of the measurement instruments used in the study (Sinclair, et al., 2022; Cheung, et al., 2023).

**Table 1**  
Measurement Model

Constructs	Factor Loading	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	VIF
<b>Entrepreneurship</b>		<b>0.884</b>	<b>0.886</b>	<b>0.916</b>	<b>0.686</b>	
E1	0.774					1.802
E2	0.883					2.131
E3	0.875					2.998
E4	0.821					2.201
E5	0.781					1.897
<b>Emotional Intelligence</b>		<b>0.885</b>	<b>0.89</b>	<b>0.913</b>	<b>0.638</b>	
EMI1	0.808					2.243
EMI2	0.883					2.909
EMI3	0.853					2.999
EMI4	0.817					2.368
EMI5	0.735					1.772
EMI6	0.678					1.403
<b>Fostering Creativity</b>		<b>0.875</b>	<b>0.875</b>	<b>0.904</b>	<b>0.576</b>	
FC1	0.752					1.93
FC2	0.803					2.103
FC3	0.777					2.414
FC4	0.831					2.792
FC5	0.816					2.683
FC6	0.702					1.67
FC7	0.607					1.488
<b>Intrinsic Motivation</b>		<b>0.892</b>	<b>0.897</b>	<b>0.919</b>	<b>0.656</b>	
IM1	0.860					1.119
IM2	0.864					2.473
IM3	0.889					1.680
IM4	0.863					2.939
IM5	0.701					1.626
IM6	0.650					1.318
<b>Innovation</b>		<b>0.888</b>	<b>0.889</b>	<b>0.918</b>	<b>0.693</b>	
IN1	0.857					2.541
IN2	0.826					2.579
IN3	0.880					1.414
IN4	0.863					2.618
IN5	0.728					1.446

#### 4.2 Discriminant Validity

Table 2 shows the results of the Heterotrait-Monotrait (HTMT) discriminant validity analysis, which analyses the discriminant validity between different constructs (EI: Emotional Intelligence, EMI: Entrepreneurship, FC: Fostering Creativity, IM: Intrinsic Motivation, IN: Innovation). The values represent the square root of the average variance extracted (AVE) for each construct. Correlations within the constructs: The diagonal values represent the square root of the AVE for each construct. These numbers represent the typical variance share among the items in each construct. They should be higher than the correlations between the different constructs so that discriminant validity can be demonstrated. The values outside the diagonals represent the correlations between the different constructs. For discriminant validity, these correlations between the constructs should be lower than the square root of the AVE for the respective construct. In this table, all off-diagonal values are lower than the diagonal values, which indicates satisfactory discriminant validity. There is a weak correlation between EMI (emotional intelligence) and E (entrepreneurship).

The cost is 0.589, that's less than the rectangular root of the AVE for EMI (0.885), displaying that the 2 standards are not identical. Table 2 confirms that each construct can be appropriately outstanding from the others and fulfils the criteria for discriminant validity. This suggests that the size version successfully captures the version of each assembly and backs up the accuracy of the observed measuring gear (Rasoolimanesh, 2022; Rönkkö & Cho, 2022).

**Table 2**  
Heterotrait-Monotrait (HTMT) Discriminant Validity

	EI	EMI	FC	IM	IN
EI					
EMI	0.589				
FC	0.751	0.604			
IM	0.782	0.738	0.773		
IN	0.823	0.802	0.792	0.822	

The Fornell-Larcker criteria are presented in table 3 to determine the discriminant validity of the measurement model. In the table each construct on the diagonal has an average variance extracted AVE value and its values in relation to other constructs outside of this dimension are shown. Each item of each construct has a certain variance captured by its diagonal values square root AVE. For discriminant validity values must be higher than correlations between the constructs. Values outside the diagonal represent the relationships between the different constructs. Accordingly, the correlations between the constructs must be less than the square root of AVE for the given construct. The value of EMI (emotional intelligence) is 0.692, which is less than the square root of the AVE for EI (0.828). This confirms that the constructs are different from each other. Table 3 confirms the discriminant validity of the measurement model. The variances within constructs (diagonal values) are higher than the correlations between constructs (off-diagonal values), suggesting that each construct picks up more variance from its own items than it shares with other constructs. This provides confidence in the distinctiveness of the constructs in the study (Rasoolimanesh, 2022; Cheung et al., 2023).

**Table 3**  
Fornell-Larcker criterion

	EI	EMI	FC	IM	IN
E	<b>0.828</b>				
EMI	0.692	<b>0.799</b>			
FC	0.559	0.630	<b>0.759</b>		
IM	0.610	0.684	0.565	<b>0.810</b>	
IN	0.650	0.646	0.678	0.739	<b>0.833</b>

## 5. Discussion

Table 4 shows the results of the path analysis, which provides an insight into the relationships between the different constructs (EMI: Emotional Intelligence, FC: Fostering Creativity, IM: Intrinsic Motivation, IN: Innovation, E: Entrepreneurship) in the context of Jordanian entrepreneurship. Table 4 contains path coefficients, standard deviations, T-statistics, P-values and support decisions for the hypothesized paths. The path coefficient is 0.444, with a T-statistic of 11.995 and a P-value of 0.000, indicating a significant positive relationship between Emotional Intelligence (EMI) and Entrepreneurship (E). The findings indicate that there is a positive correlation between emotional intelligence and entrepreneurial engagement among the business community of Jordan. The paper underlines a marked link between Emotional Intelligence (EI) and Entrepreneurship (E) in The Jordanian business leadership field, reflecting the vital part emotional intelligence has in supporting entrepreneurial activities. It signifies that entrepreneurship involves a host of emotion-laden matters which people with high self-awareness perform better in the face of the changing dynamics of the business world. Emotional intelligence specifically tailored to the ability of an individual to independently understand his/her own emotions, as well as those of others. Understanding the role of heightened emotional intelligence in entrepreneurship helps to understand why success of businesses is closely related to adapting, interpersonal skills and sound decision makers in this environment. One of the greatest positive traits of an entrepreneur is to come with solutions and maneuver their way through obstacles, build favorable partnerships, and make wise decisions, all of which contribute to their success. In conclusion, giving emotional intelligence to the persons related to business administration in Jordan may have positive implications towards their set up, and continuance of entrepreneurial enterprises. This statement pinpointing emotional intelligence as well as seed and development as a vital part of the entrepreneurial ecosystem help organizations and investors back good prognosis of start-ups. Social support will modernize the Jordanian business setting that would encourage an environment in which the emotional intelligence of individuals can be used to create innovations, spot opportunities, and handle emerging business issues.

Moreover, the path coefficient is 0.207 (T-statistic: 4.54, P-value: 0.000), showing a strong and positive relationship between the growth of Creative activities (FC) and Entrepreneurship (E). The way is highlighted; thus, creativity is cherished, and considered as one of the essential prerequisites of any successful entrepreneurial endeavor in the Jordanian business setting. The crucial positive relationship that was noted between fostering Creativity (FC) and entrepreneurship (E) point to the fact



that creativity in corporate culture is the key factor that may allow Jordanian business administrators to be more successful. One of the ways of maintaining Creativity is where a creative environment is encouraged, where one thinks in new ways, communicates freely, and discusses from different spectrums. In the entrepreneurial context, where coming up with new ideas and responding to the ever-increasing need for adaptation of the market conditions is a major concern, the creativity factor becomes a primary element for success. This result indicates that companies that ardently pursue the creativity of society and make it part of their culture are likely to be more beneficial and supportive to any entrepreneurial ventures. Being in a kind of environment which encourages creativity may, therefore, result in entrepreneurs being more capable of identifying and capitalizing on business opportunities, introducing innovative solutions to market, and overcoming challenges in a way which is far more creative and adaptive. In fact, the Jordanian economy stakeholders and policy makers including enterprises and organizations should come up with methods and steps to boost a creative incubus. We may do this by nurturing a culture that appreciates experimentation but also endures failure as part of a creative process and fosters collaboration that stimulates the innovative thinking of the business sector which finally results in the emergence of an entrepreneurial landscape for the business internal system.

Furthermore, the path coefficient is 0.25, with a T-statistic of 6.098 and P-value of 0.000, showing that an association was significant and positive between the level of Emotional Intelligence (EMI) and Intrinsic Motivation (IM). All the evidence shows that emotional intelligence is the fuel of personal principles which attract individuals towards entrepreneurial activities. Detecting an outstanding relationship between Emotional Intelligence (EI) and Intrinsic Motivation (IM) by the emerging field of business studies in Jordan is highly tantalizing since it reveals vital aspects that should not be neglected. As implied, persons who have a higher level of emotional intelligence demonstrate more indicators for intrinsic motivation, the internal drive to engage in stimulating activities that bring about self-satisfaction, as opposed to holding an inclination towards being externally rewarded. Emotional intelligence, in its broader sense, revolves around the skill to recognize, understand, and manage your own emotions as well as those of others in an interpersonal setting. It was found that the extrinsic motivation possessed by individuals who are emotionally intelligent is higher. The persons with higher emotional intelligence tend to have more purpose, passion, and personal fulfilment in their career practices. Such findings summon up the reason for developing so called emotional intelligence since building intrinsic motivation of employees among workers is one of the fundamental strategies for organizations and leaders in Jordan. Leaders who put emotional intelligence into gear are likely to see that there is a relationship between the motivation of team members, who are intrinsic, and the team's performance. Thus, secondly, it eventually contributes to the feeling of great satisfaction from work, effective performance and creativity, and prolonged participation in activities which are supported solely by the pleasure ingrained in work itself. As a result of the fact that emotional intelligence contributes to people being more proactive and resilient, employment requires more motivated personalities in the revolutionizing working environment of Jordanian business administration.

Similarly, the study indicates that the direct effect between fostering Creativity (FC) and intrinsic motivation (Ms) differs with a path coefficient of 0.595. Alongside this is the 'F statistic' of 14.393 and as seen by the P-value of 0.000; these numbers give strong proof that there is a significant and positive impact of FC on IM. The path evolves and accentuates the importance of the movement of youth craving for the environment of creativity which is one of the fundamental factors of motivation that those in entrepreneurship actively look for. A greater positive relationship that exists between the fostering of Creativity (FC) and the intrinsic motivation (IM) within a Jordanian context of corporate management highlights the symbiosis of a creative organizational culture and the intrinsic motivation needed to gain satisfaction by engaging in self-motivation. The fostering of Creativity demands a place which is able to accommodate creative thinking, experimentation and a seeing broadly of ideas. The link between intrinsic motivation and a wittingly stimulating atmosphere shows that individuals who are part of such a work environment are more likely to find meaning of life with their tasks which implies that they are more satisfied at their workplaces. So the application would lie in the point that in order to enhance intrinsic motivation of the workers in the organizations in Jordan, they would need to pay special attention to introducing and promoting a creative atmosphere at the workplace. Through stimulating individuals to engage in extra-curricular activities, availing the setting for teamwork, a praise and decoration culture for creative inputs, companies will build an intrinsic motivation culture. This pearling connection between promoting creativity and intrinsic motivation can create an enthusiastic and fulfilling workforce which then has positive impacts on overall productivity and economy in an ever-changing digital world.

Additionally, path coefficient is 0.225, the T-statistic is 8.234 and the P-value is 0.000. Therefore, implying a positive significant relationship between Emotional Intelligence (EMI) and Innovation (IN). The passage is paved, and the section dwells on and concentrates on the role of emotional intelligence in innovative thinking in an entrepreneurial environment. The discovery of the positive relationship between Emotional Intelligence (EMI) and Innovation (IN) in Jordanian business leadership gives evidence that individuals higher on the emotional intelligence scale are more likely to get involved in and be successful in the innovation environment. Emotional intelligence involves the ability to recognize, understand and effectively manage emotions, both in oneself and in others. The positive correlation with innovation implies that emotionally intelligent people possess traits that promote creative problem solving, open communication and adaptability — key elements of an innovative mind-set. In practice, this finding means that organizations in Jordan that want to promote innovation could benefit from promoting and cultivating emotional intelligence in their employees. Leaders with higher emotional intelligence can create a work environment that encourages the free flow of ideas, welcomes diversity of thought and overcomes challenges with a collaborative and adaptive approach. This positive relationship between emotional intelligence and innovation

highlights the potential role of emotional intelligence as a catalyst for cultivating a culture of innovation in the dynamic landscape of Jordanian corporate administration.

Similarly, the path coefficient is 0.714, with a T-statistic of 27.797 and a P-value of 0.000, suggesting a significant positive relationship between Fostering Creativity (FC) and Innovation (IN). The path is supported and emphasizes the central role of fostering creativity in promoting innovative processes in Jordanian business administration. The demonstrated significant positive relationship between fostering creativity (FC) and innovation (IN) in the context of the Jordanian corporate administration highlights the crucial interaction between a creative organizational culture and the generation of new and valuable ideas. To induce creativity we have to be proactive in providing an atmosphere that invites ventures, to communicate openly and to seek the input of people beyond our own thinking. The close relationship with innovativeness indicates that the organizations that encourage creativity are also more likely to become research supervenes for creative thinking and problem-solving. In sum, the implications of this finding are that organizations that seek to catalyze innovation in their operations may do so by designating a specific role to carry out a creative culture building process. Through increased creativity, the establishment of a working environment that releases creative energy and provides collaborative platforms, organizations can develop the spirit of innovation. There are good beneficial effects on the relationship established through nurturing creativity and innovation, which offers creative culture in corporations as a priority for promoting innovation in the hotspots of the economy.

Adding to that, the path coefficient turns out to be 0.156, which is associated with a T-statistic of 3.837 and a P-value of 0.000, which indicates a meaningful positive relationship between intrinsic motivation (IM) and entrepreneurship (E). The supported path has the higher intrinsic motivation level to the move towards being entrepreneurial in the contextual conditions of the Jordan Entrepreneurial landscape. The striking positive correlation between driving forces intrinsic to entrepreneurship (E) with that of motivation intrinsic (IM) when in the context of the Jordan business system strikes a large success among individuals in recognizing and pursuing entrepreneurial opportunities. The word "intrinsic motivation" can be broken down into two parts: "intrinsic" meaning existing within, and "motivation" as the internal drive. Indigenous people consist of individuals whose ancestors were the first inhabitants in a particular area. The positive connection between job satisfaction and entrepreneurship further suggests that people with high internal motivation could be the potential leaders of an enterprise industry. Practically speaking, this implication implies that organizations in Jordan who are trying to create an entrepreneurial culture should grasp how intrinsic motivation is linked to and they should practice this in their activities. Making it that way and offering opportunities for individuals to contribute and grow will be a source of the trigger for any emerging entrepreneurship. Such a link between the intrinsic motivation and the entrepreneurship underlines the value of the promotion of the inner driven force and the inner motivation as the key factors that can help to develop the entrepreneurial mentality among the Jordanian population in the economy that changes quickly nowadays.

However, the last path coefficient is 0.122, the T-statistics is 2.949; the P-value is 0.003, this means this relationship between IN and E has a significant positive. The trail highlights the role of business creation and advancing the trend of entrepreneurial activity in Jordanian economy. The most essential positive relationship detected is between innovation (IN) and entrepreneurship (E) which proves the crucial element of innovative thinking among successful entrepreneurs in the context of Jordanian entrepreneurship. The notion of innovation which is considered as creativity with the introduction of ideas and sets of knowledge or even technology is directly related to entrepreneurship, suggesting that the organizations and individuals that promote a culture of innovation would be more likely to be entrepreneurs. This research result translates into the fact that creative thinking in Jordanian organizations can play "a vital role" to transform itself into a nation of entrepreneurs. The companies or companies that are first to fix on and support the advent of creative thinking are there won and therefore will compete effectively by identifying and taking advantage of business opportunities. The link between innovation and entrepreneurship predominates the blend of creativity and entrepreneurial values in the changes of Jordanian corporate governance patterns. Those organizations who want to develop a corporate culture of entrepreneurship can do so by tactfully weaving innovation into their organizational culture, processes, and strategy.

**Table 4**  
Path Analysis Results

Path Analysis	Original sample (O)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Decision
EMI → E	0.444	0.037	11.995	0.000	Supported
FC → E	0.207	0.046	4.54	0.000	Supported
EMI → IM	0.25	0.041	6.098	0.000	Supported
FC → IM	0.595	0.041	14.393	0.000	Supported
EMI → IN	0.225	0.027	8.234	0.000	Supported
FC → IN	0.714	0.026	27.797	0.000	Supported
IM → E	0.156	0.041	3.837	0.000	Supported
IN → E	0.122	0.041	2.949	0.003	Supported

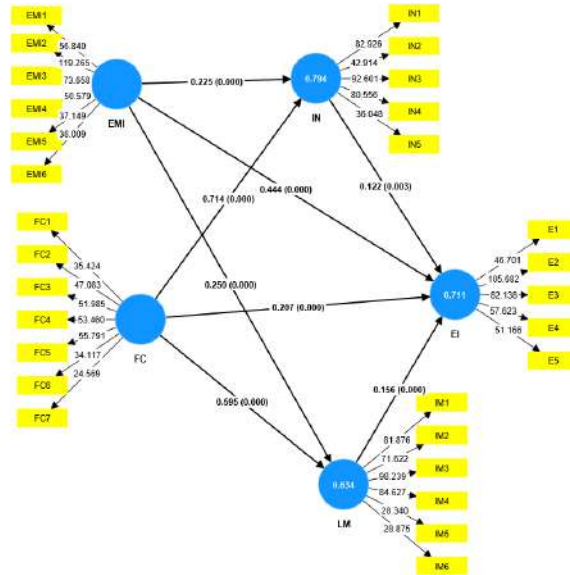


Fig. 2. Graphical Result

6. Mediation Analysis Results

Table 5 underscores the indirect effects and their significance demonstrating that EI causes EO by creating a sequential mediation through IM and IN. The T-statistics and p-values highlight the statistical significance of these mediator pathways, showcasing the importance of education and social welfare programs in reducing poverty. The research results are that the EMI way is the process that partially unveils the complex relationship between Emotional Intelligence and Entrepreneurship by the sequential mediation of Intrinsic Motivation and Innovation. Similarly, it seems that within the path to being an entrepreneur, fostering creativity changes these attributes through intermediate transmission routes of internal orientation and innovation. The outcomes of this study reveal that, within Business Management in Jordan, there is a huge role of emotional intelligence and creative talents that widely contribute to entrepreneurial activities. The accomplishment of this will be achieved by engaging in the enrichment of intrinsic motivation through which will be the production of innovation ideas and activities. Thus, more importantly, the discovery illustrates the intrinsic relationship between psychological and cognitive constructs in entrepreneurship as well as provides guidelines that can be used by organizations in their agenda to create more sustainable entrepreneurial activities. It is thus revealed that EM and I are related to the other factors such as IM and IN which make them the middlemen between EM and IE. Examining the Emotional Intelligence-Motivation-Innovation (EMI) line of inquiry, a feature of this route is the fact that people with higher levels of emotional intelligence tend to be more proactive in business ventures. This factor could be attributed to their strong determination operating as their inherent internal motivation, which is followed by extension of creative thinking. Thus, it also means that emotional intelligence is a key trait, besides just supporting leadership skills and interpersonal capabilities of the entrepreneurs, but also motivates internal commitment and drives innovation, which eventually leads to success. Humanization (FC) phase of the research shows a clear link between nurturing creativity and entrepreneurship where the two variables can be mediated intrinsic motivation and innovations. The last piece of this culture puzzle is the ability to create a process that supports original idea creation since it has been discovered that employees who are driven from inside are more ready to participate in innovative ventures and in turn yield successful entrepreneurial outcomes. Besides, we must take into account that the suggestions we made fully illustrate how emotional intelligence and promotion of creativity are related to entrepreneurship. While providing insights into the psychological and creative systems by which the achievement of entrepreneurial goals is realized who work in the management of Jordanian companies.

Table 5  
Mediation Analysis Results

	Original sample (O)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
EMI→IM→IN→EI	0.066	0.014	4.82	0.000
FC→IM→IN→EI	0.18	0.034	5.285	0.000

7. Implications

The thread of the study can be followed by the corporate management in Jordan. Beginning with the fact that emotional intelligence (EMI) significantly, positively correlates with entrepreneurship (E) is crucial to impart such skill to leaders and future entrepreneurs. Companies may want to engage in emotionally intelligent training that would help teams to improve

their interactions, leadership, and business performance. On the other hand, accepting the advantage of the connection of fostering creativity with entrepreneurs in E is a significant point for the importance of the establishment of a creative business culture. Organizations can fuel the idea of creativity by providing opportunities to imagine, supporting the daring, and critically appreciating the other actors' creative efforts. The focus on the development of more entrepreneurial mind-sets amongst the staff as well as creation of an atmosphere that supports the birth of new challengers and is known for success of existing projects and opportunities is paramount for this strategy. The concept that emotional intelligence (MI) and intrinsic motivation (IM) are positively interlinked shows that the development of emotional intelligence may further the level of motivation. Employers can accomplish entrepreneurship settings through utilization of emotional intelligence and some strategies that will boost positive feedback, raise the level of happiness and make people motivated. Furthermore, we contribute to the refinement of the theoretical frameworks by our current research findings. The step-by-step mediation paths which have been discovered give a comprehensive understanding of the notion that emotional intelligence is closely intertwined with creativity, intrinsic motivation, and innovativeness in the mixed world of an entrepreneur. The findings improve current theoretical frameworks by emphasizing the precise mechanisms by which these variables affect the success of entrepreneurial endeavors. Additionally, the study offers empirical support for the expanding body of research on the connection between entrepreneurship, creativity, and emotional intelligence—particularly in the context of Jordanian entrepreneurship. The findings contribute to the theoretical grounding of the role of emotional intelligence and creativity in fostering entrepreneurial behavior and pave the way for future research and theoretical refinement in this area.

## 8. Conclusion

This study provides important insights into the relationships between emotional intelligence (EMI), fostering creativity (FC), intrinsic motivation (IM), innovation (IN), and entrepreneurship (E) in the context of Jordanian business administration. The study identifies and validates significant positive relationships between EMI and E, FC and E, EMI and IM, FC and IM, EMI and IN, FC and IN, IM and E, and IN and E. In particular, the analysis emphasizes the sequential mediation of intrinsic motivation and innovation in explaining the relationship between emotional intelligence and entrepreneurship, as well as the impact of fostering creativity on entrepreneurship through the mediating processes of intrinsic motivation and innovation. Despite the contributions of this study, certain limitations must be acknowledged. The cross-sectional nature of the research design limits the establishment of causality. Furthermore, the focus of the study on the Jordanian business world may limit the generalizability of the findings to other cultural or industrial contexts. The use of self-reporting carries the risk of response bias, and the complexity of human behavior may include factors that were not captured in the study. Future research efforts can build on the foundation of this study by employing longitudinal designs to examine the temporal dynamics of the identified relationships. Extending the study to different cultural and industrial contexts would improve the generalizability of the results. Further investigation of the mediating role of intrinsic motivation and innovation in the relationships between emotional intelligence, creativity enhancement and entrepreneurship could provide more nuanced insights. In addition, comparative studies between different countries or regions could reveal differences in the impact of these psychological and entrepreneurial factors. Research on the moderating effects of contextual factors such as organizational culture or leadership style could deepen our understanding of the interplay between emotional intelligence, creativity, and entrepreneurial outcomes. In addition, the inclusion of qualitative methods, such as interviews or case studies, could provide deeper insights into the subjective experiences of individuals in an entrepreneurial context.

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