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The mediating impact of entrepreneurs among administrative entrepreneurship, imitative entrepreneurship and acquisitive entrepreneurship on creativity

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A B S T R A C T

This paper aimed to verify the relationship between Administrative Entrepreneurship, Imitative Entrepreneurship, and Acquisitive Entrepreneurship on Small business entrepreneurship with the intermediate role of Entrepreneurs. 310 questionnaires were obtained from Small business entrepreneurship in Jordan. The researchers used five points Likert scale questionnaires adapted from the literature. The results of the PLS-SEM indicated that the Acquisitive Entrepreneurship and Imitative Entrepreneurship had a significant impact on the creativity of the Small business entrepreneurship, while Administrative Entrepreneurship demonstrated an unimportant relationship with creativity. The results also highlight that Entrepreneurs mediated the relationship between Imitative Entrepreneurship and employee creativity, however, no mediation effect was found on Administrative Entrepreneurship and Acquisitive Entrepreneurship with creativity.

1. Introduction

The process of differentiation and uniqueness depends on the difference, diversification, harmonization and new methods by following new models and customs. Entrepreneur is not identical with what others do, but rather a unique new work. He is the person who tries to integrate the available resources in harmony to create a value-added job. He takes the spirit of initiative and movement and tries to seize opportunities to fill the shortage or gaps on the markets by developing and formulating a new vision for doing business. Any person who has a small business and project expects the desire to work in an integrated manner without counting the number of working hours and is willing to work hard to achieve his goals even if this it is at the expense of his family and sickness (Christensen, 2004). There is a positive relationship between the extent of commitment and the level of work success. Negligence, negligence and indifference lead to the failure to achieve the goals, even if there is a planning and organizing process, but they must have innovation, sacrifice and commitment with them (Hill & Collins, 2000). Entrepreneurship affects the economy, so companies must increase their entrepreneurial activities to generate high incomes, as they contribute to increase productivity, create new productions, and achieve competitiveness between countries (Wennekers & Thurik, 1999). Entrepreneurs must change their approach because of technological development and the strength of competition between companies, especially in recent years (Thornberry, 2001). Entrepreneurs should objectively review the organizational behavior of success and the essential characteristics of the organization's performance through thinking, planning and strategic planning (AL Safad, 2016).

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2. Literature Review

2.1 Entrepreneurs

Entrepreneurship explores opportunities, analyzes, evaluates and exploits these opportunities for benefit through phenomena and related processes. The outcome of this process will be either products or the provision of unique and new services or together, as they help in the competitive advantage and new technological challenges and thus focus on the value of the product within the market (Shane & Venkataraman, 2000). From here, opportunities should be exploited by offering the product to the market in order to earn a financial return and build effective systems for the company. Entrepreneurs can take the time to help make some appropriate decisions and take advantage of the opportunities, which enables them to collect information before entering the market, as this period of time represents an opportunity for businessmen to achieve benefits and enhance the company's brand (March, 1991). Entrepreneurs face uncertainty about the value of the new product, so they must commit to, and take precaution and caution against, several factors surrounding them to achieve success, as these products must meet the needs of the market and customers and not act on the assumption (Slater, 1993). Technology contributes greatly to the speed in obtaining the product, and this in turn also helps business leaders quickly make a decision that in turn achieves profits and gains for the company without being exposed to losses, meaning that entrepreneurs take advantage of the opportunity (Cowley, 2002). From here it is necessary to take advantage of new products and develop them as they have advantages that affect the profitability of the company and do not forget the time period in order to support this product and take the appropriate decision, especially if there are imitators for this product (Chrisman &McMullan, 2000).

2.2 Administrative Entrepreneurship

The entrepreneurial activity aims to provide advantages and achieve the ability and competitive advantage since it is an activity that includes techniques and administrative functions in order to be able to face the challenges and future situations, which may lead to more effective outcomes (lambright, 1994). Examples of entrepreneurship include comprehensive quality management, participatory management or unanimous management and job redesign as they contribute to raising organizational efficiency and make the company a name and can compete in the market (Bosma, 2013). Administrative entrepreneurship is the company's traditional approach to conduct research and development in order to develop products and develop or improve technologies, and it can also be considered as sharing all efforts by management and employees together to achieve this (Koellinger, 2008). The leadership method helps by influencing the behavior of administrative entrepreneurship in enhancing behavioral attitudes among entrepreneurs and employees (Hussein & Çağlar, 2019).

2.3 Imitative Entrepreneurship

An educated person has broadly two career options. One is called wage or salary employment, wherein people are employed in government service, public and private sectors and get fixed wage or salary. The other career option is entrepreneurial employment under which people set up their new ventures. Wage employment does not generate resources and is organized within the existing wealth. Wage employment is self-saturating (Fritsch, 2008). What distinguishes her most is that she does not rely on tradition because entrepreneurs embrace successful innovations and are completely excluded to embrace new innovations. But they can imitate the technological techniques that others have devised and work to develop (Schollhammer, 1982). These types of entrepreneurs are very suitable for developed regions as they keep pace with developments and progress that are taking place in the world and global markets now (DeTienne, 2010). Economic and social behavior are essential components of entrepreneurship, as they contribute to the continuity of entrepreneurship when political, social and economic conditions are ideal and free from restrictions, so entrepreneurship will succeed and entrepreneurs can innovate on time (Hessels, 2011).

2.4 Acquisitive Entrepreneurship

Learning from experiences and competencies and benefiting from them is the leadership of the acquired business. When we learn from them, if we gain from their expertise and competence and realize the benefits, that positively affects the project or company (Wennberg, 2008). Acquisition does not mean failure, because failure motivates and develops them, resorting to try and acquire knowledge and experience, as this contributes to develop entrepreneurship and achieve technical and technical capabilities. Acquisition means gaining knowledge of the skill of developing information and its ability to compete in future markets (Peters, 2009). Enterprise techniques may well get a new organizations innovational efficiency by means of diverse channels (ALSafadi, 2016; Ernita et al., 2020).

2.5 Creativity

Creativity as new and helpful ideas is associated with finding specific issues or aggregation and reinstalling noted patterns of information in distinctive forms, power isn't restricted to the technical facet as a result of it doesn't embrace the event of products and connected processes and market preparation however additionally goes on the far side machines and instrumentality, producing strategies and enhancements in organization and also the results of coaching and job satisfaction

(Martinaityte, 2014; Oshagbemi, 2000; Doan & Phan, 2020). According to what we have discussed Fig. 1 represents the proposed study of the paper.

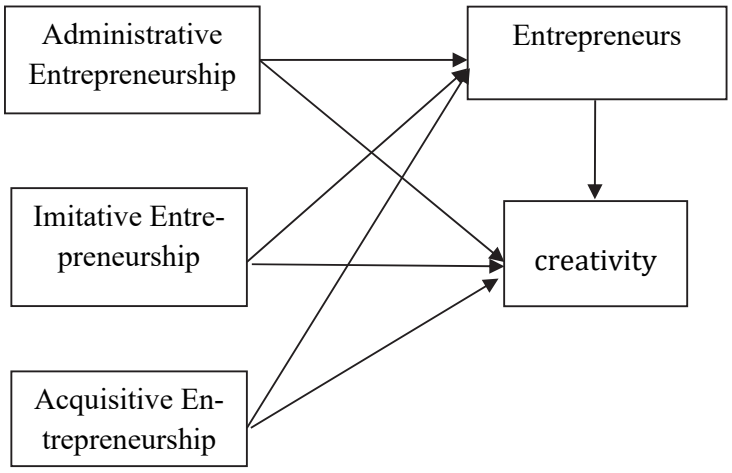

Fig. 1. The proposed method

3. Methodology

The purpose of this analysis is to spot the link between Administrative Entrepreneurship, Imitative Entrepreneurship, Acquisitive Entrepreneurship and power with a mediating role of Entrepreneurs. The study designs a questionnaire and distributes it among 396 experts of small business entrepreneurship. The questionnaire was designed in a five-point Likert scale to gather information. The questionnaires were designed based on different studies. Entrepreneurs from Bates (2005), Headd (2003) and Wennberg et al. (2010), Administrative Entrepreneurship from Lambright (1994) and Bosma (2013), Imitative Entrepreneurship from Fritsch (2008), Schollhammer (1982) and DeTienne (2010). Acquisitive Entrepreneurship was adopted from Wennberg (2008), Peters (2009). Creativity was adapted from Gabora (2011), Weisberg and Hass (2007). The information collected were analyzed using the PLS-SEM modeling technique (Wong, 2011). PLS-SEM outperforms alternative applied math strategies in some ways since there is no limitations on sample size, and is effective for constructing the applied math model along-side prediction, and accuracy in estimation, soft modeling assumptions, lack of necessities for traditional information, and is especially applicable within the case of mediation (Henseler et al., 2009).

4. Results and Discussion

According to Table 1, the response rate reached 78.20 %. The response rate represents the descriptive statistics of the respondents, where 310 questionnaires were retrieved out of 396.

Table 1
Descriptive Statistics

Characteristic	Category	Frequency	Percentage
Gender	M	245	79
	F	65	21
Age	18-31 years	15	04.8
	31-45 years	193	62.3
	45-51 years	57	18.3
	Above 51 Years	45	14.6
Education	Master degree	82	26.5
	PhD	228	73.5

Descriptive statistical results show that 79% of the respondents to this study were male, and that most of the respondents (62.3%) belonged to the age group 31-45 and hold PhD (73.5%). There were 91 questions, distributed as follows Administrative Entrepreneurship (37,) Imitative Entrepreneurship (19), Acquisitive Entrepreneurship (9) Entrepreneurs (15), creativity (11). The results are indicated in Table 2, CR, AVE, Cronbach's Alpha, Due to good internal consistency and average contrast variation, there is convergent reliability due to the fact that all values were greater than 0.70.

Table 2
CR, AVE, & Cronbach Alpha

Variable	Number of Items	Cronbach's Alpha	CR	AVE
AE	37	0.73	0.72	0.93
IE	19	0.95	0.91	0.89
ACE	9	0.92	0.96	0.76
E	15	0.89	0.93	0.75
Creativity	11	0.91	0.89	0.82

Table 3
Path Analysis

	E	**D E** SBE **Creativity**	**Total Effect SBE Creativity**
AE	0.123**	-0.053	-0.014
IE	0.416**	0.539**	0.654**
ACE	0.237**	0.082**	0.147**
E		0.271**	
R^2	0.43	0.63	0.67

*Note: *,**, and *** represents significance at 1%, 5%, and 10% respectively*

Table 4
The summary of the direct and indirect effects

	TE		DE		IE	
Variable	B	P-value	B	P-value	B	P-value
0.17	0.037	0.29	-0.051	0.14	-0.014	AE
0.00	0.116	0.00	0.539	0.00	0.654	IE
0.23	0.067	0.00	0.082	0.00	0.147	ACE

The results of the first path analysis, where Imitative Entrepreneurship, Administrative Entrepreneurship, Entrepreneurs, and Acquisitive Entrepreneurship were regressed together, show the value of R^2 (63%). In other words, all these variables including Imitative Entrepreneurship, Administrative Entrepreneurship, Entrepreneurs, Acquisitive Entrepreneurship, describe SBE creativity by 63%. Further analysis highlighted a significant positive relationship between Imitative Entrepreneurship (β=0.539 & *p-value=0.02*), Entrepreneurs (β=0.271 & *p-value=0.01*) and OCB (β=0.082 *p-value=0.01*) and SBE creativity. For instance, one-unit increase (decrease) in Imitative Entrepreneurship would increase (decrease) in the SBE creativity by 53.9%. We also found positive and significant relationship between Imitative Entrepreneurship, Administrative Entrepreneurship, E and SBE creativity. However, Administrative Entrepreneurship has shown an insignificant relationship with SBE creativity. These studies also found an insignificant relationship between Acquisitive Entrepreneurship and creativity. This is because entrepreneurs are afraid of innovation, creativity and the use of modern technologies because of the conditions the world is going through. They are not ready to take on new risks for global markets, as they are going through very difficult circumstances. This also indicates that entrepreneurs do not have the ability to predict the next future at this stage. All of this will make them traditional in their work and technology and thus this will affect creativity. The results of PLS-SEM path -2 reported an R^2 value of 43%, suggesting that Imitative Entrepreneurship, Administrative Entrepreneurship and Acquisitive Entrepreneurship are explaining 43% variation in Entrepreneurs. More precisely, path-2 results have revealed a positive and significant relationship between Administrative Entrepreneurship, (β=0.123 & P=0.02), Imitative Entrepreneurship (β=0.416 & P=0.01), Acquisitive Entrepreneurship (β=0.123 & P=0.02), Imitative Entrepreneurship (β=0.416 & P=0.01), Acquisitive Entrepreneurship (β=0.237 & P=0.02) and Entrepreneurs. The value of R2 for path-3 is greater than Path-1 & 2, where, Administrative Entrepreneurship, Imitative Entrepreneurship, and Acquisitive Entrepreneurship were regressed with the mediation of Entrepreneurs on SBE creativity. However, Entrepreneurs only mediates the relationship between Imitative Entrepreneurship and SBE creativity. From here, the researchers have concluded that the Administrative Entrepreneurship had no effect or ability on the SBE creativity. From here, the researchers have also concluded that the Administrative Entrepreneurship had no effect or ability on the Acquisitive Entrepreneurship to make entrepreneurs ready for future decisions due to imitation and fear of risks within the company. Fig. 2 presents the summary of the results.

5. Conclusion

This study will be very important and useful for small business entrepreneurship in order to develop and improve creativity among entrepreneurs. It also contributes to the development of managerial and counterfeit entrepreneurship and entrepreneurship acquired and their impact on creativity. This study will contribute to knowing the factors, dimensions and steps that develop the creativity of entrepreneurs. This study will also contribute to the role that entrepreneurs play through these pioneers and their impact on creativity.

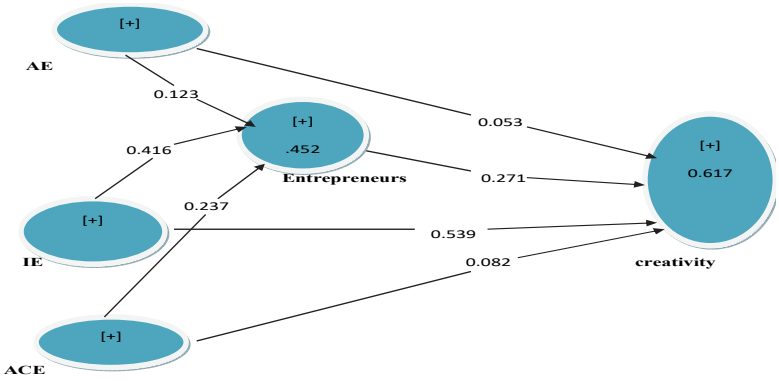

Fig. 2. The results of PLS-SEM

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