

Examining the Moderating Role of e-marketing: Creative Leadership as a Source of Intrapreneurship within Marketing Department

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Abstract. The current study aimed to examine the moderating role of e-marketing: creative leadership (competency perspective, behavioral perspective, relational perspective and transformational perspective) as a source of intrapreneurship within marketing department. Quantitative methodology was adopted and a questionnaire was distributed on a sample of (111) marketing employees in Jordanian telecom organizations (Zain, Umniah and Orange). SPSS was adopted to screen and analyze gathered primary data, and study proved that creative leadership is a direct source of intrapreneurship in organizations and that e-marketing mediates this relationship by looking at e-marketing tools and methods and how it is based on unconventional foundations in marketing. The study also proved that the most influential sub-variables on the relationship between creative leadership and intrapreneurship is the transformational perspective, which has proven useful in stimulating creativity among educators and pushing them towards brainstorming, innovation in order to reach creativity. It aims to identify the necessary elements that are required for a successful e-marketing strategy and provides an understanding of what factors must be in place for an organization to thrive in its use of e-marketing. The research looks at ways in which marketers can create an environment that supports their creativity, encourages experimentation and novel ideas, and offers the opportunity to transform customer relationships. The theoretical and practical implications of study are that intrapreneurship within marketing departments can be driven and inspired by creative leadership. This means that marketing departments can benefit greatly from leaders that are innovative in their approach, able to think outside of the box and come up with new ideas to solve challenges faced by the department. Such leaders can spur innovation and new ideas that promote intrapreneurship in the organization, leading to better performance and improved efficiency in the marketing department. Study recommended deepening the partnership between leaders and working individuals by focusing on developing innovative leaders, further recommendations were presented in the study.

Keywords: Intrapreneurship, Intrapreneur, E-Marketing, Telecom, Competencies, Leadership, Creative Leadership, Creativity, Innovation

1. Introduction

Today's world is fast-paced, changing, and accelerating in a way that is difficult to describe, and organizations are part of this world and are not an exception, but rather they are the first source of competitiveness in what they have built sharply and fiercely in order to obtain the largest number of customers, but this goal will only be through marketing creativity, through which this organization will be able to optimally satisfy the desires of its customers and consumers of its goods (Mkhize and Ellis 2020).

E-marketing is one of the outlets through which organizations innovate, as organizations invent a lot of opportunities and creative ideas that lead them to a stronger competitive advantage and the ability to confront a business world characterized by confusion and lack of clarity (Mugiono et al, 2021). Creativity cannot be achieved without creative individuals, and a state of creativity and innovation cannot be achieved without a clear and consistent source of creative ideas and innovative trends with a positive impact (Ali and Anwar, 2021).

Leadership is one of the most important practices within the organization, as it directs and leads individuals towards achieving a common goal, and it is the first motive in order to ensure that individuals working with the organization's strategic and practical objectives are familiar with, understand and attempt to achieve them through their performance (Staub et al, 2019; Mainemelis et al, 2015).

Leadership is included within one of the most important departments in the organization, which is the marketing department, where many tasks depend on this department in order to ensure that the organizational goals are reached in a correct and beneficial manner for the organization (Şekerdil and Güneş, 2020). And leadership within the marketing department focuses on making great use of the customer database, in addition to ensuring the participation of the largest number of workers in achieving marketing plans (Luu, & Huynh, 2021; Salamti, 2020). The more effective the leadership is, the greater its positive impact on the organization and the more easily it is able to reach organizational goals.

Generally speaking, creative leadership can be a source of intrapreneurship in marketing by encouraging a culture of creativity, encouraging employees to take risks, allowing employees to take ownership of projects, and providing resources and support to make innovative ideas a reality. Creative leaders value innovation, allowing employees to think outside the box and come up with new and creative solutions to marketing problems. They not only motivate people to come up with ideas, but also reward them for their efforts, building a culture of innovation and intrapreneurship that can help guide a company or project in the right direction. Creative leaders can also mentor and coach employees to make sure their ideas reach fruition and support them as they work towards their goals. Finally, creative leaders can provide resources, funding, and access to industry professionals that can make it possible for innovative ideas to come to life.

From here, the current study aspires to clarify the role of creative leadership as a source of intrapreneurship within the marketing department in all Jordanian telecom companies by looking at e-marketing as a modified role. The creative leadership variables, which included Competency Perspective, Behavioral Perspective, Relational Perspective and Transformational Perspective, will be used to apply to an appropriate sample of marketing employees in Jordanian telecom companies (Zain, Umniah and Orange).

2. Literature Review

2.1. Leadership

Researchers and scholars did not agree on a specific definition of leadership, but each of them saw it from their own point of view and due to the many definitions about leadership, many types emerged from it, including transformational leadership, free leadership, creative leadership and many others (Gardner et al, 2020). In general, leadership can be seen as the individual's ability to influence others

and direct them towards achieving a common goal away from personal interests and ambitions, that is, it is the responsibility of one of the organization's members to achieve actual, tangible results related to the organization's strategy and goals through the presence of the necessary tools such as the human element (Rudolph et al, 2020).

Leadership is based on a specific individual directing the behavior of a group of individuals towards achieving a goal, this goal is usually related to the organization in which they work and its adopted strategy, and this is done by trying to change human nature by relying on the personal forces of the leader, which vary between Innate personality traits and those traits acquired from the surrounding environment (Bennis and Thomas, 2007).

2.2. Creative Leadership

As was mentioned previously, as a result of the large number of studies, definitions and analyzes related to leadership, many different types emerged from it, which differed in their features, advantages and disadvantages (Ye and Tan, 2021; Hawi et al., 2015). Zhang et al (2020) indicate that it is rare that there is one type of leadership that is suitable for all organizations and all departments, but for every organization and the nature of work there is a type of leadership that is the most appropriate and most efficient for it, and the ability to know the nature of business is what determines the most appropriate and appropriate type of leadership she has. Gheerawo et al (2020) saw that the type of work in which the organization is engaged is what determines the quality of leadership that should be followed in it, while Hernaus et al (2021) found that the most appropriate style or type of leadership depends on the type of individuals Employees in the organization and the goals they must achieve.

One of the types of leadership that has emerged recently and significantly in the business world is the creative leadership, however, as is the case in other types of leadership, there is no agreement on a specific definition of creative leadership, but in general, the creative leadership is usually referred to as the leadership that – constantly - to motivate employees and access their talents and internal capabilities in order to ensure that they respond to commands of the leadership with transparency and clarity (Mitra and O'Regan, 2019). Ince (2021) found that the creative leader is the leader who is able to collect different ideas in origin and orientation and turn them into a source of creativity by regulating the relationship between him and these ideas and the individuals working with him in the same team.

2.3. Creative Leadership Skills

Successful leaders take creative approaches to support their organization's path to reach its goals (Priowidodo, 2021). They are able to understand business climate changes, build trusting relationships with working individuals, understand the importance of customer relationships, and have strong intuition and high intellectual flexibility (Santos, 2021).

2.4. Theories of Creative Leadership

There are many theories that have been associated with creative leadership, including what Seong (2021) indicated that creative leadership exists in individuals in two parts, the first is the cognitive part and includes commitment, the ability to excel in reaching solutions and flexibility in thinking, that is, mental flexibility, And the other part is the part related to the personality, such as the individual being objective, the willingness to take risks and the presence of an internal motivation to work, achieve and find solutions.

Kariuki (2020) referred to two theories related to creative leadership, which are **Path-Goal Theory** and **Leader-Member Exchange Theory** as following:

Path-Goal Theory

As for the path-goal theory, it is related to the adoption of several types of leadership in order to reach the desired goals through subordinates depending on the environmental and personal factors in business leadership, and by referring to the factors that actually exist in the context of the organization's work and the possibility of achieving them by adopting a specific leadership style. Amalia et al (2020),

Deshwal and Ali (2020), Scott et al (2021) and Santos (2022) indicate that creative leadership based on path-goal theory is usually characterized by many features, including:

- **Supportive leadership**

It focuses on relationships, recognizing the needs of the team and putting the interests of the team first and is the most appropriate theory when the work within the team is repetitive and stressful

- **Steering leadership**

It directs individuals towards achieving goals by assigning clear tasks and transparent and clear working methods, and it is most appropriate in the event that the work within the team is not organized or complex

- **Participatory leadership**

This type of creative leadership focuses on reciprocal participation, specifically in the event that team members have work experience and decision-making ability.

- **Achievement-oriented leadership**

This type of creative leadership sets challenging goals for the team based on confidence in the capabilities of individuals in it and is based on motivation and challenge

Leader-Member Exchange Theory

This theory first appeared in the 70s of the last century, and focused on the relationship between leaders and working individuals, and it appears in three stages (Elramalli, 2020; Zheng et al, 2021; Singh and Rangnekar, 2020; McLaughlin and Kunk-Czaplicki, 2020):

- **Role Taking**

At this stage, the leader works on evaluating the capabilities and skills of individuals and determines the importance and usefulness of each individual to the team in a manner based on respect and appreciation.

- **Role Making**

Here, the leader builds a relationship of trust and respect between individuals and the idea of the team is fully established, and who is trustworthy is considered within the group, while those who fail to build trust are outside the group, and this stage is usually chaotic and unorganized

- **Routinization**

This stage when individuals realize that they are within the team and the work moves to be routine through their perceptions of the goals that the leader previously explained, where the leadership begins here by developing the employees' skills and abilities, each according to his ability and ability.

Intrapreneurship

It is known that everyone is familiar with the concept of entrepreneurship, which first appeared in France in the early 18th century, and since that time it has become the first reference for many successful and creative personalities in the business world (Butler, 2020a). Among the most important entrepreneurs in the world, what comes to mind when the word entrepreneurship is mentioned, including Bill Gates, Oprah Winfrey and Elon Musk (Butlerb, 2020).

With the development of time and the world of business, the word Intrapreneurship appeared, which refers to the initiative of one of the individuals working in an organization to take responsibility for a decision or a specific step to convert an idea into a service or product, for example, in order to bring more profits within the organization's structure (Alam et al, 2020). Guven (2020) presented a simplified and clear definition of the principle of intrapreneurship, which he referred to as entrepreneurship within an already existing and operating organization.

It is worth noting that Gifford Pinchot was the first to use the term intrapreneurship in the business world - Slamti (2020) - an American businessman, author and inventor who referred to the term intrapreneurship in a 1978 paper titled "Intra-Corporate Entrepreneurship". Pinchot highlighted in his paper the individuals who work within specific organizations and have the ability and flexibility to be creative, take risks and drive to present an innovative idea and turn it into an actual reality.

The term intrapreneurship is more than just creative business ideas, but rather it is the ability to take responsibility and risk in order to achieve a profitable idea and turn it into reality, or as Pinchot pointed out in his 1985 book that “*intrapreneurs are the dreamers who do*” (Pinchot, 1987: p. 14). On the other hand, Steve Jobs contributed to coining the term and turning it into a business principle when he discussed his "Macintosh" idea born from the womb of Apple that intrapreneurship is the creative ideas that appear in the garage of a large organization (Blomstorm, 2018; Okun et al, 2020).

2.5. Most Famous Intrapreneurship Initiatives

Apple Macintosh "Mac"

One of the most famous intrapreneurship initiatives was previously mentioned, which is the Apple Macintosh. In the mid-80's, Steve Jobs secluded with 20 engineers in order to develop what is known today as the Apple Macintosh, or Mac. This group - under the leadership of Jobs - worked without supervision from leaders or managers of Apple organization and used its creativity, capabilities and leadership to create the most famous computer systems today (Weinstein, 2018).

Post-It- Notes

The idea of Post it is one of the easiest and simplest intrapreneurship initiatives that today has become an integral part of any office employee's diary, as Spencer Silver of M3 has invented a non-rigid adhesive capable of sticking somewhere inside books and on hard surfaces (Blomstorm, 2018).

Sony PlayStation

Sony Playstation One of the most important global phenomena that faced a lot of resistance and rejection when Ken Kutaragi of Sony took the initiative to work with a team from the Nintendo organization in order to create one of the most popular video games today, the Sony PlayStation. Nintendo rejected the idea and later Sony Entertainment By adopting it, this idea became Nintendo's greatest regret that Sony PlayStation became the most profitable division of the organization (Krippendorff, 2019).

2.6. Intrapreneurship from a Creative Leadership Perspective

The term Intrapreneurship appeared when organizations began to realize their need to be more creative, as a method or direction in order to maintain their market share, be more competitive, and improve their chances of developing their creativity (Farrukh et al, 2021; Morais et al, 2021; Huynh, 2021). Creativity is mainly related to intrapreneurship, as was previously explained, intrapreneurship is based on stimulating creativity among working individuals (Rambakus et al, 2020; Saboor et al, 2020; Özsungur et al, 2020)). One of the most obvious examples of the importance of creativity in intrapreneurship is what the giant Google did when it issued a law allowing individuals working in it to deduct 20% of the organization's work time in order to spend on projects that interest or motivate them and reach a creative idea that inspires them and benefits the organization (Batra, 2018; Usman et al, 2021; Gerards et al, 2020; Dung and Giang, 2021).

Creative leadership is one of the most important elements that must be available in an environment that supports intrapreneurship, as it allows individuals to exploit their ideas and creative inclinations to solve new things of benefit to the organization (Eva et al, 2019; Lee et al, 2020). Pittz and Hertz (2018) indicate that creative leadership greatly contributes to facilitating the path for creative individuals to become intrapreneurs.

Blanka et al (2022); Wang (2020); Walsh et al (2020); Corres et al (2020); Swanson et al (2020) and Tarker (2019) see that the availability of a set of dimensions in creative leadership has the effect of facilitating the organization's path to reach intrapreneurship initiatives, and among these dimensions:

- **Competency Perspective**

When the creative leadership is competent, it is able to capture the creativity points of individuals and focus on them and refine them in order to bring them out in a better image. In addition, the competent perspective gives leaders confidence by relying on the mindset of an extraordinary leader,

especially when combined with other characteristics such as personal skills, communication, negotiation, and emotional intelligence.

- **Behavioral Perspective**

This aspect of the dimensions of creative leadership deals with the idea of the behaviors of creative leaders and how their behaviors can be the focus of individuals' attention, leading to the transmission of these positive behaviors to working individuals.

- **Relational Perspective**

This approach to creative leadership stems from the principle of relationship between individuals in the organization and its leadership, as creative leadership must be comprehensive in relationships through empowerment, goal setting, and reliance on ethical behaviors in dealing. That is, creative leaders take into account the opinions of working individuals, build trust between them and their subordinates, and benefit from their experiences and skills in order to reach creativity in leadership. Thus, when creative leadership is able to create positive relationships with working individuals, it actually gives them motivation towards achievement and innovation.

- **Transformational Perspective**

Transformational leadership has been referred to in many previous studies by linking it to creativity such as Slamti (2020) and Giang and Luu (2021), where researchers linked transformational leadership and creativity on the grounds that transformational leadership is a leadership approach that causes positive change in the organization's community and it leads to the transformation of followers into leaders.

Thus, through a transformational orientation, leadership can be creative by encouraging innovation and creativity, striving for success, raising morale, providing needed support and increasing team confidence based on a common goal between leaders and subordinates.

2.7. Electronic Marketing (E-Marketing)

E-marketing appeared in harmony with the technological development taking place in the business world, and moved in the business environment between an idea adopted by the organization as a means to increase its market share and competitive precedence, and an alternative method for traditional marketing, up to a stage where e-marketing became the most prevalent marketing method among organizations in the business world (Dora and Saudi, 2020; Hashem& Hasoneh, 2021).

Sidek et al (2020) defined e-marketing as a comprehensive marketing plan that relies on modern technological technologies and electronic means of communication in order to reach a target audience and to market a service or product. As for Waheed and Jianhua (2018), e-marketing is viewed as a case in which the organization relies on strategies that differ from traditional direct marketing using social media and various electronic marketing platforms.

E-marketing has spread for several considerations, including its low cost compared to the usual e-marketing methods, and it has proven its ability to reach the target audience with less time and effort (Chuang, 2018). In addition, e-marketing has become famous on the grounds that it has the ability to create attractive and purposeful content and Able to reach potential customers in a smooth, easy and hassle-free manner (Purwanti, 2021).

Creativity and e-marketing met by linking the latter with technology, as many organizations showed higher creative capabilities when adopting electronic marketing methods compared to those regular means of marketing, which made e-marketing the strongest and most powerful catalyst for creativity (Ullal et al, 2021). Depositing in e-marketing comes through the availability of many options to innovate and create ideas that may be the motive towards promoting a product. In addition, e-marketing is based on the creative state of the individual considering that the available tools and devices will not be able to do the work alone, but rather they need to a creative idea who is able to direct it towards the right choices (Lies, 2019).

2.8. Related Studies

In the study by Şekerdil and Güneş (2020), the purpose was to determine the impact of leadership style and organization culture on internal entrepreneurship in the organization. In order to achieve the goal of the study, the relationship between internal entrepreneurship and the culture of the organization was looked at with reference to the leadership styles adopted by leaders within the organization. The researcher relied on the quantitative approach through the application on a sample of (154) employees in small and medium organizations in Izmir - Turkey. By analyzing the primary data based on factor and correlation analysis to measure the relationship between the variables, the study proved that leadership and its dimensions had an impact on the organization's culture, which directly affected intrapreneurship in organizations.

The study of Slamti (2020) examined the impact of leadership in supporting the idea of internal entrepreneurship in organizations, specifically transformational leadership. Intrapreneurship in organizations, regardless of their size or the field in which it is specialized, as transformational leadership maximized the sense of belonging among individuals working in organizations, as it works to stimulate employees' skills and potential, which leads to reaching a stage of rush towards internal entrepreneurship.

Study by Staub et al (2019) attempted to determine the impact of supportive leadership in increasing the demand for intrapreneurship within the micro and small printing presses in Istanbul. The quantitative approach was relied on by collecting data from 16 small and micro-organizations with the participation of (136) employees, and the study came to the conclusion that supportive leadership has a significant impact on innovation and creativity, and this leads to a rush towards internal entrepreneurship in organizations.

The study by Giang and Luu (2021) aimed to show the impact of transformational leadership in all its dimensions on intrapreneurship in family-run organizations. The quantitative approach was adopted by applying it to a sample of (246) individuals in (118) small and medium organizations in the field of import and export that are owned by families in Vietnam. The study came to the conclusion that transformational leadership has a significant impact on the rush of individuals towards intrapreneurship in organizations, but this rush was on the part of individuals who do not belong to the family that runs the organization.

Given previous literature, and launching from main aim of current study, it was meant to examine how creative leadership can influence intrapreneurship within marketing departments through the moderating role of e-marketing. Following figure highlighted the relationship between variables:

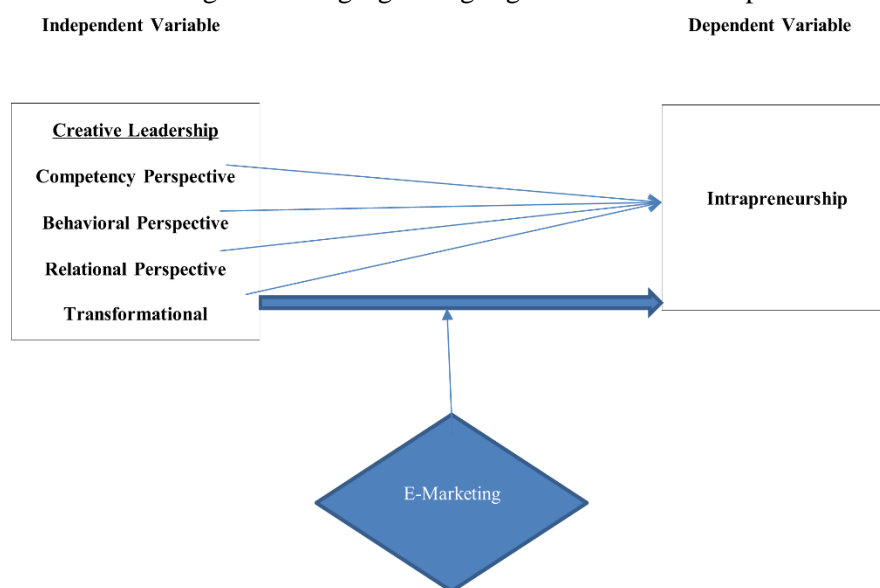


Fig. 1: Study Model (Mainemelis et al, 2015)

From the model above, the following set of hypotheses was developed:

H1: Creative leadership has a statistically positive influence on intrapreneurship within marketing department in telecommunication organizations in Jordan

H2: E-Marketing moderates the relationship between Creative leadership and intrapreneurship within marketing department in telecommunication organizations in Jordan

3. Research Methodology

3.1. Methodological Approach

The researcher adopted - in order to achieve the goal of the study - the quantitative approach. This approach is based on the idea of collecting primary data that is digitally analyzed through certain digital software. This software produces digital data indicating the results of the study. After that, the digital data is translated into actual sentences that explain the phenomenon that is being studied and indicates the intended results to be reached.

3.2. Study Tool

The study tool was the questionnaire, and the questionnaire consisted of two parts, the first dealt with the demographic information of the sample members, while the second part provided paragraphs related to the study variables based on the five-year Likert scale (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree. The questionnaire was uploaded to Google Forms for a period of 8 weeks in order to collect data from the study sample, after that the Excel file with the raw data was pulled and unloaded on the analysis software for data analysis. After 8 weeks of presenting the online questionnaire to the sample members, (111) out of (150) individuals responded, which suggested that the response rate was 74%, which is a statistically acceptable percentage.

3.3. Population and Sampling

The study population consisted of all individuals working in Jordanian telecommunication organizations (Umniah, Zain and Orange). A convenient sample of (150) employees within the marketing department was selected and the questionnaire was distributed electronically to them.

3.4. Statistical Processing

The researcher used SPSS v. 23rd in order to handle collected primary data; Cronbach's Alpha was used which is an effective tool for measuring the internal consistency of a psychometric test and the reliability of a measure or set of measures. It can be used to check for redundancies and if the test is measuring what it was designed to measure. It can also identify if there are items that are potentially invalid or outlying that should be removed from the measurement.

Ultimately, it ensures that the final construct that was measured is valid and reliable. Alpha scored 0.883 which was higher than 0.60 indicating the consistency of study tool. Other statistical tests included mean and standard deviation, percentage and frequency, in addition to multiple regression test which allowed the researcher to measure the impact of multiple independent variables on a single dependent variable.

Multiple regression helps researchers to explain the variance in the dependent variable based on changes in the independent variables. It also helps researchers to identify relationships between multiple variables, account for confounding variables, and make predictions about future outcomes. With multiple regression tests, researchers can also compare different models to find the best-fitting equation for their data.

4. Results and Discussion

4.1. Demographic Statistics

As shown in Table 1 below, the frequencies and percentages of the individuals participating in the study were calculated. The results showed that most of the individuals who responded to the questionnaire were males, making up 71.2% of the sample, and most of them were holders of a master's degree with a percentage of 49.5%, followed by a certificate holders PhD with a percentage of 43.2%. In terms of

experience, the analysis found that the highest percentage of individuals participating in the study were those with more than 14 years of experience with a rate of 44.1%, followed by those with 6-9 years of experience with 22.5% and those with 10.13 years of experience with 21.6%.

Table 1. Demographic Results

| | f | % |
|--------------------------|-----|-------|
| Gender | | |
| Male | 79 | 71.2 |
| Female | 32 | 28.8 |
| Educational Level | | |
| BA | 8 | 7.2 |
| MA | 55 | 49.5 |
| PhD | 48 | 43.2 |
| Experience | | |
| 2-5 | 13 | 11.7 |
| 6-9 | 25 | 22.5 |
| 10-13 | 24 | 21.6 |
| +14 | 49 | 44.1 |
| Total | 111 | 100.0 |

4.2. Questionnaire Analysis

Table 2 below calculated means and standard deviations of questionnaire statements as according to respondents' answers based on Liker 5 scale (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree. Looking at Table 2, it was found that the average of the questionnaire items was above 3.00, which mean that the responses were positive being higher than the average tool scale. Among the paragraphs with the highest response was *"Competent leaders have creative leadership skills"*, which scored 4.26/5.00. From another point of view, the lowest item scored a mean that reached 3.59/5.00 and it was *"Creative leadership is a main foundation for intrapreneurship"*, but it was considered a positive result as being higher than the average tool scale 3.00.

Table 2. Descriptive Statistics

| | Mean | Std. Deviation |
|---|------|----------------|
| Creative Leadership | | |
| Competency Perspective | | |
| Technical competency allows for creativity | 3.86 | 1.039 |
| Competent leaders communicate effectively with their followers | 3.93 | 1.176 |
| Competent leaders are always able to properly handle developmental needs | 4.16 | .865 |
| With competency, leaders are able to preserve interactions with their followers | 4.14 | .909 |
| Competent leaders have creative leadership skills | 4.26 | .846 |
| Competent leaders are aware of temporal complexity | 3.89 | 1.051 |
| Behavioral Perspective | | |
| Creative leaders always present support to their followers | 4.02 | .968 |
| Creative leaders are able to foster intrinsic motivation | 4.04 | .977 |
| Creative leaders present psychological safety and positive moods | 4.13 | 1.000 |
| creative leaders provide idea support, work support, and social support | 3.94 | .971 |
| With creativity, leaders are able to present specific supportive practices | 4.14 | .994 |

| | | |
|--|------|-------|
| Creative leaders monitor on timely bases and creative in assigning goals | 4.20 | 1.038 |
| Creative leaders believe in empowerment | 3.81 | 1.151 |
| Relational Perspective | | |
| Creative leadership understands the importance of workplace leadership | 4.04 | 1.106 |
| Creative leadership supports intrinsic motivation and cognitive style | 3.61 | 1.051 |
| Creative leaders have the best motivational orientation | 3.71 | 1.136 |
| With creative leadership; creative performance is enhanced | 3.96 | .884 |
| Creative leadership supports creative work involvement | 3.89 | .914 |
| Transformational Perspective | | |
| Creative leadership is mostly transformational in its nature | 4.26 | .825 |
| Transformational perspective is based on empowerment and sharing of knowledge | 3.89 | .971 |
| Transformational leaders create creative employees | 4.03 | .875 |
| Better performance is accompanied by creative leadership | 4.07 | .887 |
| Transformational leadership connects followers to organizational mission and vision | 4.16 | .876 |
| Intrapreneurship | | |
| Creative leadership supports creativity, change, innovation, or/and intrapreneurship | 4.08 | .941 |
| With creative performance, chances of intrapreneurship increase | 4.23 | .827 |
| Creativity leads to innovation which supports intrapreneurship | 3.95 | 1.387 |
| Creative leadership is a main foundation for intrapreneurship | 3.59 | 1.430 |
| Creative leaders support enterprise activities and performance within an organization | 3.79 | 1.369 |
| Creative leadership develop rganizational elements that can contribute to intrapreneurship | 3.76 | 1.020 |
| Creative leaders supports open communication and formal control of intrapreneurship activities | 3.74 | .988 |
| Creative work environment is the best launch for intrapreneurship | 3.98 | .874 |
| E-Marketing | | |
| Depending on technology requires innovative minds | 3.89 | .947 |
| Tech can't work with conventional methods | 4.10 | .738 |
| A creative leader can manipulate technology into organizational benefits | 3.97 | 1.171 |
| e-marketing is based on creative approach to market items and services | 3.81 | 1.217 |
| It is best if technology was gathered with innovation in marketing | 3.87 | 1.229 |
| Technology can make wonders if creativity was there | 3.93 | 1.173 |

4.3. Variables' Statistics

The mean and standard deviation of the sub-variables were calculated in the study – table 3 - which included the dimensions of creative leadership (Competency Perspective, Behavioral Perspective, Relational Perspective and Transformational Perspective). Through the analysis, it was found that

"competency perspective" variable scored the highest mean, up to 4.046/5.00, followed directly by "behavioral perspective" variable with an average of 4.045/5.00. As for the rest of the variables, all of them were received with a positive curve, as they recorded an average higher than the mean of the tool scale 3.00, which is statistically acceptable.

Table 3. Variables' Statistics

| | Mean | Std. Deviation |
|------------------------------|---------------|----------------|
| Competency Perspective | 4.0465 | .67800 |
| Behavioral Perspective | 4.0450 | .84273 |
| Relational Perspective | 3.8468 | .63929 |
| Transformational Perspective | 4.0937 | .66103 |
| Creative Leadership | 4.0129 | .50652 |
| Intrapreneurship | 3.8930 | .71824 |
| E-marketing | 3.9294 | .86560 |

Hypotheses Testing

Study was based on two main hypotheses in which a direct relationship was assumed between creative leadership and intrapreneurship, and a moderating role of e-marketing that involves the previously mentioned relationship. Multiple regression was employed to test presented hypotheses as follows:

H1: Creative leadership has a statistically positive influence on intrapreneurship within marketing department in telecommunication organizations in Jordan

Table 4. Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | R | R Square |
|-------|------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------|----------|
| | | B | Std. Error | Beta | | | | |
| 1 | (Constant) | 1.143 | .462 | | 2.473 | .015 | .649 ^a | .421 |
| | Competency perspective | .303 | .092 | .202 | 2.027 | .008 | | |
| | Behavioral perspective | .278 | .077 | .391 | 3.002 | .000 | | |
| | Relational perspective | .313 | .117 | .400 | 4.965 | .000 | | |
| | Transformational perspective | .640 | .105 | .589 | 6.118 | .000 | | |

In order to test the aforementioned hypothesis, multiple regression was performed. The value of $r = 0.649$ indicated a strong link between the creative leadership and intrapreneurship. In addition, it was discovered that creative leadership account for **42.1%** of the variance of intrapreneurship, which was significant. Furthermore, it was discovered that the F value was statistically significant at the 0.05 level, indicating that "Creative leadership has a statistically positive influence on intrapreneurship within marketing department in telecommunication organizations in Jordan."

Furthermore, it was discovered that the t value for each variable was statistically significant at the 0.05 level, which means:

- Competency perspective has a statistically positive influence on intrapreneurship within marketing department in telecommunication organizations in Jordan
- Behavioral perspective has a statistically positive influence on intrapreneurship within marketing department in telecommunication organizations in Jordan
- Relational perspective has a statistically positive influence on intrapreneurship within marketing department in telecommunication organizations in Jordan
- Transformational perspective has a statistically positive influence on intrapreneurship within marketing department in telecommunication organizations in Jordan.

Transformational perspective and intrapreneurship have the greatest influence on one another, as well.

H2. E-Marketing moderates the relationship between Creative leadership and intrapreneurship within marketing department in telecommunication organizations in Jordan

Table 5. Coefficients

| Model | | Unstandardized Coefficients | | Standardized | t | Sig. | R | R Square |
|-------|------------|-----------------------------|------------|--------------|--------|------|-------------------|----------|
| | | B | Std. Error | Beta | | | | |
| 1 | (Constant) | 2.175 | .524 | | 4.153 | .000 | .302 ^a | .091 |
| | creative | .428 | .129 | .302 | 3.307 | .001 | | |
| 2 | (Constant) | .612 | .474 | | 1.290 | .200 | .635 ^b | .403 |
| | creative | .362 | .106 | .256 | 3.425 | .001 | | |
| | Emarketing | .465 | .062 | .560 | 7.510 | .000 | | |
| 3 | (Constant) | 2.612 | .538 | | 4.852 | .000 | .740 ^c | .547 |
| | creative | -.177 | .131 | -.125 | -1.351 | .180 | | |
| | Emarketing | -.015 | .098 | -.018 | -.153 | .879 | | |
| | mod | .132 | .023 | .812 | 5.836 | .000 | | |

Table 5 showed that there was a statistically significant influence of Creative leadership on intrapreneurship, with a value of (R2 = 0.091, p0.5). In the **second phase**, e-marketing variable was introduced, and it was discovered that it added R2 = 31.2% of the overall interpretation factor, which was a considerable amount. In the **third phase**, the interaction between e-marketing and creative leadership variable was introduced, and it was discovered that it added R2 = 14.4% of the total interpretation factor, which was a substantial number. Based on such results, it can be said that "E-Marketing moderates the relationship between creative leadership and intrapreneurship within marketing department in telecommunication organizations in Jordan".

4.3. Discussion

The current study aimed to look at creative leadership (competency perspective, behavioral perspective, relational perspective and transformational perspective) as a source of intrapreneurship within the total of Jordanian telecom organizations (Zain, Umniah and Orange) by examining the moderating role of e-marketing. The quantitative approach was adopted by distributing a questionnaire to a sample of (111) employees within the marketing department in the aforementioned organizations. SPSS was adopted to analyze primary data, study reached following findings:

- Main hypotheses of study were accepted and it appeared that creative leadership can be a source of intrapreneurship through the moderating role of e-marketing.
- Respondents of study showed a good level of awareness regarding variables of study including creative leadership and the concept of intrapreneurship as all of statements scored higher than mean of scale.
- All of creative leadership sub-variables appeared to be influential on intrapreneurship (competency perspective, behavioral perspective, relational perspective and transformational perspective); however, it appeared that "transformational perspective" was the highest in influence in terms of increasing creativity that leads to initiatives of individuals to be intrapreneurs. The sub-variable scored B= 0.589 followed directly by "relational perspective" with B= 0.400.

The idea of e-marketing is based on the use of technology in marketing, that is, technological tools such as devices, computers and systems are used to carry out marketing campaigns in order to achieve the required profitability. The current study proved that creative leadership is able to create intrapreneurship tendencies in individuals by stimulating their creativity and pushing them to give their

best, given that everything that is technological is considered unconventional and needs creativity, and this is what agrees with both Slamti (2020) and Luu, and Huynh (2021).

The aim of the study was initially to look at creative leadership as a source of intrapreneurship, and this has been proven, then, the researcher, through this assumption, implicitly approved the idea that creative leadership leads subordinates to creativity, this creativity guides them to invent new ideas and turn them into A reality that serves the organization and serves them, as in the business environment, creativity and innovation go hand in hand, considering that both refer to creating something new, useful and profitable.

Therefore, it can be said that the intrapreneur must enjoy both innovation and creativity, and therefore must have a source in order to reach creativity and innovation, this source is usually the leadership under which this intrapreneur falls, where the creative leader helps team members create skills They have vitality and the production of new and unique ideas, and the transformation of an abstract idea into an actual tangible thing through continuous modification and improvement, this was agreed on by Şekerdil and Güneş (2020) and Staub et al (2019).

In addition to that, the study was able to reach results that creative leadership is essential for successful e-marketing, as creativity is required to develop engaging content and campaigns that can capture the attention of potential customers, create a memorable customer experience, and drive more sales. Creative leadership sets the dynamic for e-marketing, inspiring the team to come up with innovative ideas that leverage data to create effective campaigns. Creative leadership in e-marketing also sets an example in terms of balancing creativity with data-driven decision making, inspiring teams to bridge the gap between creative and analytic thinking.

In the current study, dimensions of creative leadership were adopted, which included (competency perspective, behavioral perspective, relational perspective and transformational perspective) and upon analysis, the study proved that all of these dimensions have a positive impact on individuals' attitudes towards working with innovation and creativity in the field of e-marketing. In the comparison between the ratios of the impact of these dimensions, the study found that the strongest and most influential was the transformational orientation in leadership, that is, the creative transformational leader is the most able to motivate individuals to be Intrapreneurs compared to other orientations, and this was proven in the study of Slamti (2020) and Luu, and Huynh (2021).

In their study, the researchers pointed to the idea that transformational leadership is a creative leadership, a leadership that leads to innovation and creativity, and a leadership that facilitates the intrapreneurship process in the organization and leads to trends in many creative fields. These claims may be true, as when we look at the skills and capabilities of transformational leadership, we see that it depends a lot on creativity, innovation and empowerment, as it delves into the personalities of working individuals and tries to reach their skills and creativity points and pushes them to reach a better presentation of what they have and able to do.

Creative Leadership and Intrapreneurship are closely related in the business world. Creative Leadership is an approach to managing and leading people that focuses on team engagement, innovation, and problem solving. Intrapreneurship is an approach to innovation and problem solving within a business organization that focuses on creativity, innovation and risk taking. Creative Leadership and Intrapreneurship share a common focus on innovation, problem solving and creativity. They also complement each other in the sense that Creative Leadership provides direction, while Intrapreneurship provides the tools and strategies for implementation.

5. Conclusion and Recommendations

E-marketing is based on providing the best, most efficient and cost-effective, through creative leadership, marketers are able to innovate and improve many creative ideas in the marketing field, as e-marketing offers many advantages to working individuals that push them towards creativity.

When leadership is correct, creativity can be found among employees regardless of their personalities, behaviors and orientations, but creative ideas are not just flashes that come to the individual and be able to distinguish them and thus employ them in the right place, but that there must be a capable leadership Distinguish creativity in different personalities and behaviors of individuals. In general, the study found that creativity is an important and essential thing in the business world, and creative leadership is the leadership best able to understand the organization's strategy and vision and the goals it is trying to achieve, which stem from the development of the working individual leading to the development of a mechanism to achieve goals.

Based on above results and conclusion, current study recommended:

1. Deepening the partnership between leaders and working individuals by focusing on developing innovative leaders
2. Experimenting with new business models that fit the climate changes in the business world
3. Moving from the stage of brainstorming, proposing and planning creative ideas to the stage of actual implementation on the ground
4. Managing success and failure by looking at problems as new opportunities for development
5. Take risks, leaders need to be brave and make new and difficult decisions

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