

The Mediating Role of Organizational Citizenship Behavior on the Relationship Between Entrepreneurial Leadership and Employees' Creativity: New Evidence from PLS-SEM Method

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المستخلص

أجريت المنافسة الشديدة الصناعات والشركات على أن تميز نفسها عن منافسيها من خلال الاستثمار في موظفيها ، الذين يُنظر إليهم على أنهم أحد الأصول الأكثر قيمة في أي شركة. الغرض من هذا البحث هو التحقق في العلاقة بين القيادة الريادية وإبداع الموظفين ودراسة الدور الوسيط لسلوك المواطنة التنظيمية في هذه العلاقة. باستخدام تصميم البحث الكمي ، تم جمع البيانات من ٤٠٠ موظف في البنوك الأجنبية في مصر. تم تحليل نتائج البحث باستخدام تقنية نمذجة المعادلة الهيكلية. أشارت النتائج إلى أن القيادة الريادية لها تأثير كبير على إبداع الموظفين ، علاوة على ذلك ، يتوسط سلوك المواطنة التنظيمية هذه العلاقة. يكشف هذا البحث عن الدور المهم للقيادة الريادية في تعزيز إبداع الموظفين في البنوك الأجنبية في مصر. يساهم هذا البحث بطريقة جديدة في نظرية القيادة الريادية من خلال تقديم صورة أكثر تفصيلاً للعمليات المختلفة لتأثير القيادة الريادية على إبداع الموظفين. تهدف هذه الدراسة إلى فحص دور قادة ريادة الأعمال في تعزيز إبداع الموظف من خلال زيادة سلوك المواطنة التنظيمية للموظفين. وتشير نتائج هذه الدراسة إلى أن القائد الريادي يمكن أن يساعد في تحفيز إبداع الموظف من خلال سلوك المواطنة التنظيمية. علاوة على ذلك ، فإنه يوفر فهماً أعمق لمفهوم القيادة الريادية وآثاره الإدارية والنظرية.

الكلمات الرئيسية: القيادة الريادية ، إبداع الموظفين ، سلوك المواطنة التنظيمية.

Abstract

Today, intense competition across industries has compelled businesses to differentiate themselves from their rivals by investing in their staff, who are regarded as one of the most valuable assets of any corporation. The purpose of this research is to investigate the relationship between Entrepreneurial Leadership (EL) and Employees' Creativity (EC) and examine the mediating role of Organizational Citizenship Behavior (OCB) in this relationship. Using quantitative research design, data were collected from 400 employees of foreign banks in Egypt. The results of the research were analyzed using a structural equation modeling technique. The findings indicated that entrepreneurial leadership has a significant impact on employees' creativity. Moreover, Organizational Citizenship Behavior mediates this relationship. This research uncovers the important role of entrepreneurial leadership in driving employee Creativity in foreign banks in Egypt. This research contributes to entrepreneurial leadership theory in a novel way by offering a more detailed picture of the varying processes that transmit the impact of entrepreneurial leadership on employees' creativity. This study is to examine the role of entrepreneurial leaders in fostering employee creativity through OCB. The findings of this study suggest that entrepreneurial leaders can help stimulate employee creativity through their organizational citizenship behavior. Furthermore, it provides a deeper understanding of the concept of entrepreneurial

leadership and its managerial and theoretical implications.

Keywords: Entrepreneurial leadership, Employees' Creativity, Organizational Citizenship Behavior.

1. Introduction

The rapid emergence and evolution of new technologies and the increasing competition in the market have created a dynamic environment that requires organizations to continuously innovate. This is the reason why continuous innovation is the most important factor that businesses can consider when it comes to becoming more competitive. According to (Zhou and Shalley, 2003), creativity is the process of coming up with new and useful ideas for the workplace. Creativity is different from innovation, as the former refers to the creation of new ideas, while the latter refers to the execution of such ideas. For businesses, creativity is a critical factor that they should consider when it comes to establishing and operating their operations. Scholars have been conducting studies on the antecedents of creativity. One of the most common factors that has been identified as a contributing factor to employee creativity is leadership.

The study of (Gupta et al., 2004) revealed that different leadership styles can affect the creativity of workers. Since leadership is regarded as a key factor that may impact employee creativity, scholars have been examining the effects of different leadership

styles on this issue. According to (Renko et al., 2015), the concept of entrepreneurial leadership, a leader can motivate and direct his followers to achieve goals that are related to the exploitation of opportunities within an organization. The lack of confidence and failure in the outcome of creative efforts are some of the barriers that prevent organizations from advancing their innovation and creativity. To overcome these obstacles, organizations must develop effective entrepreneurial leaders who can inspire their employees and encourage them to take on new roles and responsibilities. Despite the claims that transformational leadership can be the best way to develop employee creativity, conflicting studies have revealed conflicting findings regarding the effectiveness of this type of leadership. (Mehmood, Jian, Akram and Tariq, 2021). entrepreneurial leadership is a style that enables leaders to motivate and direct their followers to achieve goals. However, it is also a challenge to promote creativity in organizations due to the expectations of failure and uncertainty surrounding the results.

The main reason for selecting foreign banks in Egypt as an application area is the continuous growth of foreign banks in Egypt. they have recently succeeded in attracting many clients. This is due to the advantages they offer that differ from all other banks, as many foreign banks were able to achieve positive growth rates. And it gained the trust of all its customers, so it succeeded in spreading widely in all regions and governorates. According to Central Bank of Egypt (2021), The number of

foreign banks has been increasing throughout the past years.

To effectively promote innovation and creativity, organizations should seek out and hire entrepreneurial leaders. These individuals should motivate and support their employees to explore and capitalize on the opportunities that exist in their organizations. Unfortunately, the exact mechanisms by which these leaders can develop their employees' creativity has not yet been explored. Moreover, one of the most critical factors that organizations can consider when it comes to achieving their goals is organizational citizenship behavior. This discipline has been regarded as a growing field in management research. In 1930s, Chester Bernard introduced the concept of organizational citizenship behavior, which is a type of voluntary service that employees perform for their organizations without expectation of any reward. This type of behavior allows employees to perform their duties without feeling like they have to perform any obligation. Having strong leadership behaviors is crucial in any organization to increase its organizational citizenship behavior (OCB). Moreover, an effective leader can help increase the exchange of ideas and improve the organizational citizenship behavior (Taskiran,2019). Consequently, an important

question arises: How to stimulate Creativity among employees in foreign banks in Egypt? The available literature investigating the relationship between Entrepreneurial Leadership and employees' creativity and the mediating effect of organizational citizenship

behavior (OCB) in the relationship is limited. Consequently, the purpose of this research is to investigate the relationship between Entrepreneurial Leadership and Employees' creativity. also, the mediating effect of Organizational Citizenship Behavior in the relationship between Entrepreneurial Leadership.

2. Literature Review

2.1 Entrepreneurial leadership

Entrepreneurial leadership the notion of entrepreneurship entails a certain style of leadership (Lippitt, 1987). (Karmarkar et al., 2014) defined an "entrepreneurial leader" as one who has an appropriate "entrepreneurial" perspective and the precise capacity to keep up with rapidly changing markets and seize opportunities to gain benefits before and more quickly over others. Entrepreneurial leadership is a distinctive leadership style that focuses on encouraging heterogeneous talents to function more creatively and innovatively in collaborative processes in order to generate a cohesive strategy and original outcomes in response to an evolving business environment. Therefore, businesses must be able to quantify and manage entrepreneurial leadership (Musa and Fontana, 2016). Regarding the notion and nature of entrepreneurial leadership, there is no consensus (Harrison, Leitch, and McAdam, 2018). The combination of entrepreneurial behaviours and effective leadership strategies promotes

entrepreneurial leadership (Renko et al., 2012). The ability to inspire others to manage resources strategically, with an emphasis on opportunity- and advantage-seeking behaviours, is a necessity for this leadership style (Slevin and Covin, 2006). Entrepreneurial Leadership is a process that involves direct involvement in the creation of value for the organization's stakeholders through the combination of a novel idea and a portfolio of resources. This type of leadership encourages individuals to explore and capitalize on opportunities that are available to them. (Renko et al., 2012, 2015). Also, it motivates individuals to achieve the strategic values outlined in the leader's vision

As per Chen (2007), entrepreneurial leadership is described by risk-taking, proactivity, and creativity. Entrepreneurial leadership is a type of leadership that comes up with creative ways to motivate the followers (Gupta et al., 2004). Uncertainty requires entrepreneurial leadership. Entrepreneurs in different industries, company ideas, and cultures can establish a leadership style that helps them survive in few resources. Entrepreneurs lead owner-managed businesses by offering support through their entrepreneurial vision (Witt, 1998). Entrepreneurs lead by motivating and encouraging others and setting a good example. Small businesses frequently have one key decision maker. Entrepreneurs' daily behaviors shape the business culture.

Entrepreneurial leadership is a relatively new concept applied to today's dynamic organizations. Due to its importance in promoting corporate competitiveness, success, and development, academics and practitioners have studied this form of leadership (Imran, Aldaas,2020)By focusing on innovation and opportunity recognition, entrepreneurial leaders produce creative ideas to tackle their business's difficulties and lead the innovation process and opportunity recognition in their organization (Chen, 2007; Karol, 2015; Freeman and Siegfried, 2015; Musa and Fontana, 2017; Kim et al., 2017; Bagheri, 2017; Bagheri and Harrison,2020; Imran and Aldaas, 2020; Omeihe et al., 2020)

Entrepreneurial leadership theory demands a precise understanding of its components (Leitch and Volery, 2017). In contrast, Entrepreneurial leadership is

based on the assumption that the leader must execute an emerging and evolving organisational task, as opposed to a carefully planned one, and discover an emergent transaction set that was not initially anticipated (Gupta et al., 2004; Wang et al., 2012). Consequently, under the pressure of significant ambiguity and uncertainty, there may be a growing necessity for entrepreneurial leadership (Chen, 2007).

An entrepreneur's characteristics are typically defined by their entrepreneurial mindset. This is a fundamentally different way of thinking and behaving that's different from one's naturally traits and personality. It also has a pattern of objective behaviors that are

acquired through multiple experiences. (Cai, Lysova, Khapova and Bossink,2019). Therefore, the primary task for entrepreneurial leadership is to inspire followers to engage in entrepreneurially creative endeavors (Lajin and Zainol, 2015). Leadership that is entrepreneurial mobilizes the capacity to meet entrepreneurial issues.

Despite the increasing interest in the concept of entrepreneurial leadership, a full understanding of its various facets is still lacking. This is due to the lack of agreement among researchers. (Swiercz and Lydon, 2002; Gupta et al., 2004; Cope and Kempster, 2010; Volery and Leitch, 2017). Some scholars, such as Lydon and Swiercz, 1998 and Nicholson, 2002 focused on the concept of entrepreneurial leadership by focusing on the characteristics of the leader. Others, such as Chen, Fernald, and Gupta, 2004, focused on the leader's specific capabilities and roles. Others, such as Volery and Leitch, 2017, emphasized the importance of the leader's unique traits. (Renko et al., 2015; Harrison et al., 2018.) Although most scholars agree that the concept of entrepreneurial leadership is multi-dimensional, they can't agree on the exact construct's dimensionality. For instance, while most studies on the subject use a unidimensional approach, empirical research has also heavily used a unidimensional measure. This lack of consistency among researchers has led to the lack of sufficient evidence supporting the concept. (Gupta et al., 2004). We understand little about how entrepreneurial leaders

encourage the entrepreneurial behavior of staff and control the entrepreneurial processes of their businesses (Gupta et al., 2004; Chen, 2007; Volery and Leitch, 2017). Therefore, according to the previous literature review, the following hypothesis is formulated:

H1: Entrepreneurial Leadership is Positively related to Employees' Creativity.

2.2 Entrepreneurial Leadership Dimensions

According to previous studies, entrepreneurial leaders have certain characteristics that they can use to develop their skills and inspire their employees. These include the ability to support innovations, provide meaning to opportunities, and motivate and achieve. According to Lischeron and Cunningham (1991), entrepreneurial leadership involves establishing clear objectives, establishing effective human resource frameworks, and ensuring that the organization is capable of handling its various responsibilities. Recently, In 2015, Renko and colleagues stated that the concept of entrepreneurial leadership (EL) is a framework that aims to guide and inspire group members to achieve their corporate goals.

Chen (2007) indicates that EL contributes to the success and effectiveness of a leader's task accomplishment. Macmillan and McGrath (2000) proposed that the competitive constraints and growing unpredictability of a worldwide, dynamic market necessitate a new sort of leader.

Indicators of entrepreneurial leadership include being able to persuade subordinates that they can achieve goals and objectives, describing an organization's vision in an appealing way, promising that their efforts will produce positive outcomes, and being able to deal with changes in the environment which, in the end, improve the performance of the organization (Lajin and Zainol, 2015).

Three primary ways are used by experts to define entrepreneurial leadership (Bagheri and Pihie, 2013). They begin by distinguishing entrepreneurial leaders from other leaders based on their nature and character. Second, they investigate the contextual elements and context in which leaders of organizations are able to apply entrepreneurial principles and tactics to their duties and responsibilities. Thirdly, they witness a social process characterized by entrepreneurial.

The formal legitimacy of an entrepreneur's position can be derived from various factors such as the leader's status, the organization's resources, and his or her leadership skills. However, this type of leadership can also be different from traditional leadership in that it focuses on individual competencies instead of a hierarchical structure.(Andresen and Skodvin, 2006). According to Hansson and Mntsted, in 2008, entrepreneurial leaders are more capable of analyzing and identifying opportunities due to the flow of information. This type of leadership can also lead to the development of entrepreneurial vision, which is characterized by the use of

strategy and risk-taking. According to Young, in 1991, entrepreneurial leaders can operate in any organization and can effectively manage their teams. They can also lead and manage their own resources.

The psychological perspective, the behavioral perspective, and the skill-based approach are the three major perspectives on entrepreneurial leadership as scholars maintain, according to Harrison et al. (2018). Most studies on entrepreneurial leadership focus on identifying the characteristics of these individuals. In 2004, Gupta et al. identified 19 traits that were related to entrepreneurial leadership. In 2007, Darling and Beebe identified communication-related attributes as well. Despite the criticisms of these studies, they still believe that leaders are born. In 2008, Ashley and Surie defined entrepreneurship as the ability to maintain creativity and flexibility in situations that are constantly challenging. They also believe that entrepreneurial leaders play a vital role in the development of new ideas and the direction of their organizations. (Sawaeen, F. and Ali, 2020; Renko et al., 2015; Harrison et al., 2018;). Other researchers have also focused on the capabilities of entrepreneurial leaders to seize opportunities and manage complex environmental, social, and business issues.

Despite the growing interest in the concept of entrepreneurial leadership, there is still a lack of consensus as to what it means. This discipline has been hindered by the lack of effective tools and

techniques to analyze the characteristics and behaviors of leaders. Some studies also look into the actions of leaders. (Darling et al., 2007, ; Flamholtz, 2011). Leaders who are aspiring to be entrepreneurs need to develop a vision and a plan for their operations. In 2004, Gupta and colleagues created a theoretical framework for developing entrepreneurial leadership.

The characteristics of an entrepreneur are usually related to their personal skills and functional competencies. These allow them to build an innovative vision and motivate their followers to adopt new ideas. Unfortunately, most studies on the subject lack empirical evidence. (Freeman, 2014; Karol, 2015; Lippitt, 1987).

Scaling entrepreneurship Few studies have tried to measure entrepreneurial leadership (Gupta et al., 2004; Hejazi et al., 2012; Renko et al., 2015;). Hejazi et al. (2012) created a scale to measure entrepreneurial leadership based on strategy, communication, motivation, and personal variables. This scale did not account for important aspects of entrepreneurial leadership, such as the capacity to guide innovation and discover new opportunities (Surie and Ashley, 2008; Renko et al., 2015;). The field of entrepreneurial leadership research has traditionally ignored or neglected important contextual aspects in favor of focusing on the leader (Harrison et al., 2018). Few studies build a measurement approach and empirically analyze the dimensions of entrepreneurial leadership based on theory (Fontana and Musa, 2017; Gupta et al., 2004; Huang et al.,

2014; Kim et al., 2017; Thornberry, 2006). The Gupta et al. (2004) study focused on a small number of entrepreneurial leadership indicators which included learning orientation, opportunity recognition, and risk taking (Gupta et al., 2004; Huang et al., 2014; Renko et al., 2015).

3. Organizational Citizenship Behavior (OCB)

Since the term's introduction in the late 1980s, Organizational Citizenship Behavior (OCB) has experienced minor definitional changes, but the core concept has remained unchanged. The concept Organizational Citizenship Behavior (OCB) refers to the actions or initiatives that employees can take spontaneously and without any commitment from the organization. Although it may not be explicitly acknowledged or rewarded, it can be considered a positive contribution to the performance of the workers. Usually, OCB is not recognized or rewarded by the organization. However, it can be reflected in the performance evaluations or supervisor ratings. Thus, OCB It can also help companies improve their profitability by encouraging the efficient use of their resources. According to Organ, in 1997, OCB is often associated with contextual performance, which refers to the performance that occurs when a task is performed in a certain environment. Although the concept of OCB is commonly used to describe the compensation that employees receive for their participation in organized community activities, it also reflects the flexible nature of their roles in the modern workplace. For

many people, the concept of going above and beyond to help those in need is a popular one. Good example of OCB include offering to assist a new employee with adapting to his or her role and the workplace, a colleague who may be struggling to meet deadlines, or offering to switch shifts. Importantly, OCB also includes organizational-related

behaviors such as uncompensated overtime work or volunteering to arrange office-wide events.

It has long been acknowledged that the willingness of employees to put some effort far beyond formal requirements prescribed by their employment is an essential element of effective organizational effectiveness. For instance, more than half a century ago, Barnard (1938) argued that its willingness of employees to give cooperative efforts towards the organization was essential for the effective achievement of organizational objectives. Barnard highlighted that not only must efforts be exerted to fulfil duties that promote toward the organization's aims, but also to preserve the organization itself. Individuals vary in their numerous contributions towards the "cooperative system," and these behavioral disparities could be explained by differences in capability. Considering the cooperative system, Katz & Kahn's (1966) article elaborated on this argument. Across every organization, they asserted, the system would fail without the "numerous acts of collaboration" displayed by the workforce.

In addition, they observed that the incentives that promote such spontaneous, informally contribution differ to those that promote task proficiency. Individual behavior, as per Organ (1988) in OCB, is discretionary. This behavior is not immediately or openly rewarded by the official reward system, but it contributes to the efficient operation of the organization as a whole. Katz's (1964) considered the concept of employees' out-of-role behavior. Katz observed that employees voluntarily commit additional efforts to the accomplishment of organizational goals.

Organ developed his OCB model using both Barnard's (1938) and Katz's (1964) theories. Supervisors are not permitted to demand or force subordinates to undertake OCB. Similarly, the employees cannot or do not anticipate official compensation for these discretionary actions. However, as Organ (1997) notes, managers routinely

consider and reward OCB demonstrated by subordinates in both direct and indirect ways (e.g. Preferential treatment, performance ratings, promotions, etc.). Another crucial argument, especially in Organ's (1988) seminal work on OCB, is that these behaviors are frequently internally motivated, originating from and being maintained by an individual's inherent need for a sense of accomplishment, competence, or affiliation. Organ (1988) stated that OCB differs from related concepts (such as "organizational commitment") proposed by organizational academics. While OCB may be empirically related to organizational commitment

(Cohen & Vigoda, 2000), it is critical to note that OCB refers to a specific class of employee behaviors, whereas organizational commitment is mostly an attitude-based concept (Mowday et al., 1979). Van Dyne et al. (1995) suggested the larger concept of "extra-role behavior" (ERB), described as "discretionary action that helps the organization and/or is designed to benefit the organization and goes beyond established role expectations" (p. 218). Organ (1997) noted that this term lacks clarity because one's "work function" depends on the role sender's expectations and communication. Therefore, the concept of behavior should be independent to its origins. Borman and Motowidlo 2001 introduced an additional OCB construct, contextual performance, that leads to organizational effectiveness by influencing the organizational, social, and psychological context that drives task activities and processes. "Contextual performance" refers to employee behaviors that lie outside the scope of "task performance" Their classification of citizenship behavior includes persevering with passion and extra effort to complete own work activities well, offering to perform task activities not technically part of own employment, helping and cooperating with others, and following organizational rules and procedures. Van Scotter and Motowidlo (1996) suggested separating contextual performance into "interpersonal facilitation" and "work devotion," comparable to Organ's interpersonally and organizationally oriented elements. Organ (1997) claimed that "contextual behaviors" gave

a more reasonable description of OCB. Contextual behaviors support the technological core's organizational, social, and psychological surroundings (Borman & Motowidlo, 1993). This definition excludes discretion, rewards, and actor intent. This concept believes behaviors support "the organizational, social, and psychological environment" rather than the "technical core." No actor's motive or antecedents are assumed. A degree of subjectivity will exist around the technical core's hazy line. Ambiguity will prevail. The distinction between in-role/extra-role or desirable discretionary work actions is challenging. Consequently, after this, the two structures are identical. Organ (1997) suggests future studies use OCB. Podsakoff, Mackenzie, Paine, and Bachrach (2000) found a key shortcoming in OCB research. The authors stated that the literature has concentrated more on OCB and other notions than on defining citizenship behavior itself. Podsakoff et al. (2000) highlighted that unless more attention is paid to the conception of OCB and its metrics, we risk producing research with little long-term value. The following section discusses OCB's dimensions to better conceptualize it. Accordingly, from the above mentioned literature, the following hypothesis is postulated:

H2: Entrepreneurial Leadership has a positive relationship with Organizational Citizenship Behavior.

3.1 Dimensions of Organizational Citizenship behavior

Many scholars have different viewpoints on what OCB is and how it works. Academics created various classifications to classify various citizenship practises (Bateman & Organ, 1983; Smith, Organ, & Near, 1983; Williams & Anderson, 1991; Van Dyne, Graham, & Dienesch, 1994). Since Bateman and Organ developed the term "Organizational Citizenship Behavior" (OCB) in 1983, scientists have identified thirty different types of OCB. (Podasakoff, MacKenzie, Pain, and Bachrach, 2000). In 1983, Smith, Organ, and Near did a factor analysis on a 16-item measure of OCB and found two factors: a. altruism and b. generalized compliance (also called conscientiousness). Organ later disassembled it to create a five-factor model. It had the following five dimensions:

- a. Altruism involves helping an individual with a work-related task, like helping a colleague with a heavy workload.
- b. Courtesy involves creating choices that aim to prevent problems at work, like telling coworkers in advance when you make a change that can also hurt them.
- c. Conscientiousness requires going above and beyond the requirements of an organization's role (Chen, Law, & Wong 2005). It requires to follow company rules and procedures when no one is looking.
- d. Sportsmanship is the willingness of employees to work in less-

than-ideal organizational settings without complaining or giving up their own personal goals.

e. Civic virtue is when employees care deeply about organization and are involved in its life (Podsakoff, Organ,& MacKenzie, 2005), such as when they offer one's own improvements ideas in a meeting. Most ideas about OCB focus on the changes between these five dimensions, which Organ proposed (1988).

3.2 Organizational Citizenship Behavior and leadership style

The majority of previous research on OCB has focused on its predicted variables (LePine et al., 2002). The organizational leadership philosophy is one of the characteristics that can influence organizational citizenship behavior (OCB). The social exchange theory (Homans, 1958), which focuses on the interaction between the leader and the followers, can explain this relationship. This theory states that,

under certain circumstances, people are eager to repay those who have helped them in the past; the behavior that can enable such repayment is OCB. In other words, OCB is not a direct obligation between a leader and a follower, but rather the consequence of mutual trust (Wan, 2016). The most of research findings on OCB have met their intended goals and confirmed a correlation between leadership styles and followers' OCB. This relationship is defended by the fact that followers frequently exhibit the behavioral responses that leaders insist upon by their own actions (Walumbwa et al., 2010). Thus, it appears that leadership techniques, despite of their different forms and entities, can have an effect on OCB. Few research have proven a correlation between OCB and entrepreneurship. According to Lopez-Domnguez et al. (2013), an organizational climate that provides adequate material and social resources to sustain change and innovation is likely to encourage change- based OCB. Additionally, entrepreneurial leaders drive organizational change (Lippitt, 1987) and encourage innovation through the strategic resource management (Ireland et al., 2003). Zehir et al. (2012) observed a positive correlation between corporate entrepreneurship and OCB. Continuous emotional commitment serves as the relationship's mediator. Even though the relationship between entrepreneurial leadership and OCB has not been studied, according to Thornberry (2006), entrepreneurial leadership style is similar to transformational leadership in certain ways.

According to Zehir et al. (2012), entrepreneurial leadership has an effect on OCB. Entrepreneurial leadership, according to Rutherford and Holt (2007), focuses on introducing and enhancing innovative initiatives. OCB is associated with innovative and proactive behavior (Podsakoff et al., 2000). This study's findings confirm Robbins's (2006) assertion that employees who are content with their leadership would speak highly about the organization, assist coworkers, and outperform expectations. In addition, satisfied employees are more compliant with duty call because they desire to recreate their positive experiences.

4. Employee creativity

Employees that are actively involved in their work are in high demand as the working environment becomes more dynamic and competitive. This involvement may show as the potential to develop ideas, products, procedures, and appropriate approaches. Therefore, it is essential for employees to be unique in their involvement. Creativity is often viewed as an important factor in achieving a long-term competitive advantage. Creativity in the workplace refers to the production of novel and useful ideas regarding services, products, or procedures (Zhou and Shalley, 2003). Although the terms innovation and creativity are often used interchangeably, they refer to

different things. For instance, creativity is the process of coming up with new ideas, while innovation is the process of bringing these ideas to life. Creativity is very important for any company, as it can help them develop new ideas and improve their performance. To determine its origins, academics have been working on establishing a comprehensive understanding of its nature. (Shalley et al., 2004; Zhou and Hoever, 2014). In light of the understanding of leadership as a key contextual determinant that strongly affect employee creativity (Shalley and Gilson, 2004; Qu et al., 2015), researchers have investigated the effects of different leadership styles on employee creativity (Li and Zhang, 2016; Jaiswal and Dhar, 2017; Xu et al., 2017; Yang et al., 2017; Ma and Jiang, 2018). According to Amabile and Schneider, 1987 the interactions between people and the environment can influence the creativity of workers. This is because the characteristics of an employee can influence the level of creativity that they exhibit. In addition to job characteristics, other factors such as the relationships with coworkers and supervisors can also contribute to the creativity of employees (Shalley et al., 2004).

Moreover, Zhang and Zhou (2014) argued, on the basis of an interactional perspective, that the leadership style of an organization's leaders is a prominent work context factor that influences employee creativity. According to a study conducted by Brynman, 2013 a high level of employee creativity can be attributed to the unique characteristics of employees, such as their ability to access critical information and resources. This suggests that effective leadership style can help employees develop their creativity. This study argues that high task interdependence is more consistent with leadership styles that empower workers, delegate authority, and include workers in decision-making.

Despite the claims that transformational leadership can lead to the development of new ideas, studies have shown that it can be very inefficient to lead an organization in this manner. Scholars have developed a new theory that focuses on entrepreneurial leadership. This new approach to leadership combines the literature on entrepreneurship and leadership (Volery, 2017). Entrepreneurial leadership is a leadership style in which the leader possesses the skills necessary to motivate and lead followers in achieving organizational goals, particularly detecting and maximizing on entrepreneurial opportunities (Renko et al., 2015). Despite this, the greatest impediments to the expansion of creativity in enterprises are the fear of failure and uncertainty regarding the outcomes of creative

endeavors. Thus, firms that are ambitious and wish to enhance their creativity and innovations must seek out entrepreneurial leaders that encourage and drive staff to identify and achieve creative commercial gains (Huang et al., 2014). It has not been confirmed if entrepreneurial leaders promote employee creativity. Therefore, we hypothesized that :

H3: Organizational Citizenship Behavior has a significant impact on Employees' Creativity.

H4: Organizational citizenship behavior mediates the relationship between Entrepreneurial Leadership and Employees' Creativity.

The proposed Research model is show in Figure (1)

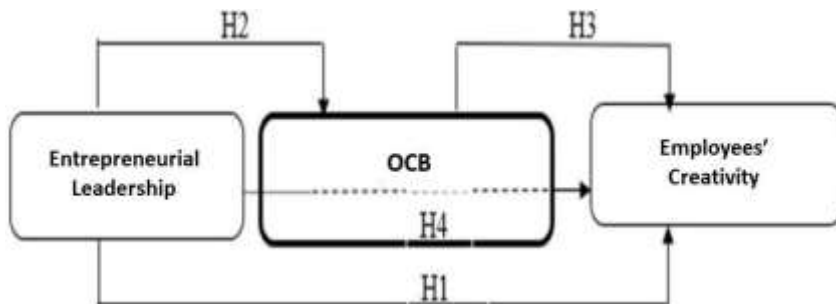


Figure 1: Research Conceptual Model

3. Research Methodology

3.1 Data Collection & Sample Design

The Main objective of this research is to investigate the relationship between Entrepreneurial Leadership and Employees Creativity also, the mediating effect of Organizational Citizenship Behavior in this relationship. non-probability quota sampling technique, in which a predetermined proportion of respondents are sampled from different foreign banks in Egypt. Data collection was carried through distributing an online questionnaire designed using google forms which has a superior advantage of being cost-efficient and has shorter time frame compared to traditional hand-written questionnaires. A total of 450 questionnaires were distributed and only 400 questionnaires were used after screening and deleting invalid questionnaires.

Demographic Variable and category		Frequency	Percentage
Gender	Male	212	53%
	Female	188	47%
Age	18 - 24	120	30%
	25 - 44	12	3%
	45 - 54	148	37%
	55+	120	30%
Education	Bachelor's Degree	252	63%
	Master's Degree	80	20%
	Doctorate	68	17%
Work experience	Non-manager	80	20%
	Lower-level manager / Supervisor	40	20%
	Middle level manager	120	40%
	Upper level and top manager	160	20%

Table 1: Respondents' profile

As shown here in table 1, (53%) of the respondents were male and (47%) of the respondents were female, the majority of respondents were female. also, (37%)lie in age group (45-54). The majority of the respondents their education level were bachelor's degree (63%). Respondents' work experience, the majority (40%) were middle level. Instrument Measures

All constructs used in this research were adapted from previous literature. Entrepreneurial Leadership was measured using 8 items adapted from Renko et al. (2015) developed this measure based on prior conceptual and empirical studies on entrepreneurial leadership. Employee Creativity was measured using Zhou and George's (2001) scale was used to

measure employee creativity, which consisted of 8 items. Organizational Citizenship Behavior measure adapted from by Podsakoff, Mackenzie, Moorman, and Fetter (1990). The measure uses 22 items to describe five dimensions of organizational citizenship behavior. These dimensions are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. All scales in the model were measured with multiple-items on a 5-point Likert-type scale, ranging from “1 (strongly disagree)” to “5 (strongly agree)”. Table 2 Shows the measurement variables and its source. Before distributing the questionnaires, PilotStudy of 40 respondents was conducted to test the validity and reliability of the measurement of the three variables, to guarantee that the questions are easily understood, and the questionnaire statements are clear and solved in reasonable time to all respondents. The feedback got from the respondents and their comments and suggestions were used to modify the questionnaire and accordingly few questions were modified, and others were omitted.

Table 2 shows the measurement variables and its source.

<i>Variables</i>	<i>Measurement items</i>	<i>Sources</i>
Entrepreneurial leadership	"[.../ My Manager Often comes up with radical improvement ideas for the products/services we are selling."	<i>Renko et al.</i> (2015)
	"[.../ My Manager Often comes up with ideas of completely new products/services that we could sell."	
	"[.../ My Manager Has creative solutions to problems."	
	"[.../ My Manager Demonstrates passion for his/her work."	
	"[.../ My Manager Has a vision of the future of our business."	
	"[.../ My Manager Challenges and pushes me to act in a more innovative way."	
	"[.../ My Manager Wants me to challenge the current ways we do business."	
	"[.../ My manager is Taking Risk"	
Employee Creativity	"[.../ I Suggests new ways to achieve goals or objectives."	<i>Zhou and George's</i> (2001)
	"[.../ I Suggests new and practical ideas to improve performance."	
	"[.../ I Suggests new ways to increase quality."	
	"[.../ I am not afraid to take risks."	
	"[.../ Exhibits creativity on the job, when given the opportunity."	
	"[.../ I Develop adequate plans and schedules for the implementation of new ideas."	
	"[.../ I Often has a new and innovative idea to deal with the customers."	
Organizational Citizenship Behavior	"[.../ Comes up with creative solutions to customers' problems."	<i>Podsakoff, MacKenzie, Moorman, and Fetter</i> (1990)
	Altruism items:	
	"[.../ I Help others who have heavy workloads."	
	"[.../ I always ready to lend a helping hand to those around him/her."	
	"[.../ I Help others who have been absent."	
	"[.../ Willingly help others who have work-related problems."	
	"[.../ I Help orient new people even though it is not required."	
	Conscientiousness items:	
	"[.../ Believes in giving an honest day's work for an honest day's pay."	
	"[.../ Attendance at work is above the norm."	
"[.../ Obey company rules and regulations even when no one is watching."		

Sportsmanship items:
"[.../ Consume a lot of time complaining about trivial matters"
"[.../ Always focuses on what's wrong, rather than the positive side"
"[.../ Always finds fault with what the organization is doing"
Courtesy items:
"[.../ Tries to avoid creating problems for co-workers."
"[.../ Consider the impact of his/her actions on co-workers."
"[.../ Does not abuse the rights of others."
"[.../ Takes steps to try to prevent problems with other employees."
"[.../ Is mindful of how his/her behavior affects other people's jobs."
Civic virtue items:
"[.../ Keep abreast of changes in the organization."
"[.../ Attend meetings that are mandatory but are considered important."
"[.../ Attend functions that are not required, but help the company image"
"[.../ Read and keep up organizational with announcement, memos, and so on."

Table 2: Measurement Instruments

4. Measurement Model Assessment

This research applied the Partial Least Squares (PLS) For the analysis of Structural Equation Modeling (SEM) this is to test the hypotheses by using Smart PLS software package. This research tested the Validation of the measurement model, in addition the structural model was assessed. Using Partial Least Squares (PLS) - Structural Equation Modeling (SEM) had many advantages than using the traditional methods. Furthermore, Using Partial Least

Squares (PLS) - Structural Equation Modeling (SEM) avoid measurement errors between variables.

4.1 Reliability and Validity of Measurement

The first aspect of the evaluation of CFA is the factor loadings. According to a study conducted by Charles and Kumar (2014), the minimum factor loadings that can be considered are 0.6. In this study, the various items of the study that are greater than

0.6 show that the observed indicators have sufficient discriminant and convergent validity.

In addition to this, the threshold value for Cronbach Alpha, where the accepted value ought to exceed 0.70 as per Cronbach's Alpha (Leung, Nkhoma & John, 2013). The Cronbach's Alpha of entrepreneurial leadership, organizational citizenship behavior and employees' creativity was computed to be 0.982, 0.974 and 0.962 respectively. The consequence of the composite reliability indicates an acceptable rate and demonstrates the research has an internal consistency. Similarly, the composite reliability of these constructs were computed to be 0.985, 0.977, and 0.968 respectively. All of the constructs that are used in the computation of composite reliability and Cronbach's Alpha are reliable. This is because the threshold that is required for the reliability of the constructs is reliable.

The average variance of latent constructs (AVE) is a function used to test the convergent validity of various constructs. In 2016, Kramberger noted that the average variance of these constructs should be 0.5, it has been stated that the AVE of latent constructs must be 0.5 for the purpose of considering them statistically valid. The AVE of entrepreneurial leadership, organizational citizenship behavior and employees' creativity was calculated to be 0.892, 0.667 and 0.790 respectively. Therefore, the convergent validity of all the constructs has been fulfilled. The results for both the reliability and validity have been presented in the Table 3.

Construct	Indicator	Factor Loading	AVE	CR	Cronbach's Alpha
Entrepreneurial Leadership	EL1	0.959	0.892	0.985	0.982
	EL2	0.959			
	EL3	0.879			
	EL4	0.970			
	EL5	0.952			
	EL6	0.954			
	EL7	0.927			
	EL8	0.950			
Organizational Citizenship Behavior	OCB1	0.881	0.667	0.985	0.982
	OCB2	0.854			
	OCB3	0.880			
	OCB4	0.889			
	OCB5	0.888			
	OCB6	0.774			
	OCB7	0.861			

Organizational Citizenship Behavior	OCB8	0.895	0.667	0.977	0. 9 7 4				
	OCB9	0.810							
	OCB10	0.880							
	OCB11	0.684							
	OCB12	0.740							
	OCB13	0.614							
	OCB14	0.871							
	OCB15	0.866							
	OCB16	0.725							
	OCB17	0.810							
	OCB18	0.827							
	OCB19	0.947							
	OCB20	0.903							
	OCB21	0.928							
	OCB22	0.726							
	Employees' Creativity	EC1				0.906	0.790	0.968	0. 9 6 2
		EC2				0.844			
		EC3				0.909			
		EC4				0.880			
		EC5				0.923			
		EC6				0.915			
		EC7				0.936			
EC8		0.788							

Table 3: Construct Reliability and Validity Measures

The most popular method used in determining Discriminant validity of the CFA analysis which has been tested in this study using Heterotrait-Monotrait ratio of correlations (HTMT) and Fornell - Larcker criterion and cross loadings (Fornell & Larcker,

1981 and Chin, 1998). It indicates that square root of AVE of each variable is greater than the correlation for each construct. As shown in table 4 , the square root of AVE is greater than the correlation of other latent variable which indicates that the discriminant validity of each variable is satisfactory.

	Employees' Creativity	Entrepreneurial Leadership	Organizational Citizenship Behavior
Employees' Creativity	0.889		
Entrepreneurial Leadership	0.680	0.944	
Organizational Citizenship Behavior	0.695	0.616	0.873

Table 4: Discriminant Validity of Construct (Fornell & Larcker Criterion) According to the study conducted by Zheng et al., the HTMT ratio should not exceed

0.85 and is acceptable at less than 0.9. The data presented in table 5 shows that none of the values exceeds the limit of 0.9. The highest computed value was 0.873, which is still lower than the reference value of 0.9. The model is considered valid and the data is collected and analyzed according to the prescribed statistical methods.

	Employees' Creativity	Entrepreneurial Leadership
Employees' Creativity		
Entrepreneurial Leadership	0.684	
Organizational Citizenship Behavior	0.703	0.873

Table 5: Discriminant Validity (Heterotrait & Monotrait Ratio (HTMT))

4.2 Structure Model Assessment

Table 6 provides the result of the variance inflation factor (VIF) for all explanatory variables. The mean VIF is 1.697, which is much less than the threshold value of 10. The VIF for each variable is also very low indicating that the explanatory variables included in the regressions are not significantly correlated with each other. In other words, there is no reason to suspect serious multicollinearity.

Construct's relation	VIF
EL > EC	1.366
EL > OCB	1.000
OCB > EC	2.725
Mean of VIF	1.697

Table 6: Variance Inflation Factor

The coefficient of determination R-square, adjusted R-squared explains the explanatory power of the endogenous latent variables while Predictive Relevance (Q^2) is used to assess the structural model predictive relevance. Table 6 shows the explained variance of Employees' Creativity was computed to be 48.4% which reduced to 44.6% after the adjustment. On the other hand, the explained variance of Organizational Citizenship Behavior was computed to be 92.2% which was reduced on adjustment to 92%. According to Chin (1998), a value of Q^2 greater than zero indicates there is a predictive power (Hier et al., 2011). Table 5 presents the Q -square values. The results indicate that all Q -square values are above zero.

Variables	R Square	R Square Adjusted	Q Square
Employees' Creativity	0.484	0.446	44300
Organizational Citizenship Behavior	0.922	0.920	44570

Table 7: Testing Quality of the Model

The effect size measures the different effects of each independent variable have on the endogenous construct. Therefore, the higher the value of the f^2 , the higher the

effect size. Table 7 shows that the values of the effect size f^2 . The result indicates that Entrepreneurial Leadership (EL) and Organizational Citizenship Behavior (OCB) have strong effect on Employees' Creativity (EC) and the Entrepreneurial Leadership has strong effect on Organizational Citizenship Behavior. Thus, the estimated model is acceptable.

Construct's relation	f^2
EL > EC	4
	4
	6
	9
	0
EL > OCB	3
	4
	6
	9
	0
OCB > EC	4
	4
	0
	5
	4

Table 8: The Effect Size

The structural model was then analyzed. Through the PLS-SEM algorithm, the path coefficient size was examined, and the procedure was performed to check the significance of the relation between the dependent variable and the independent variable. The analysis of the relationship

between the two independent variables was focused on the first model. A mediating variable of stress was introduced in the second

model, and analysis of the relationship between EL was examined. The relationship between OCB and EC were then tested.

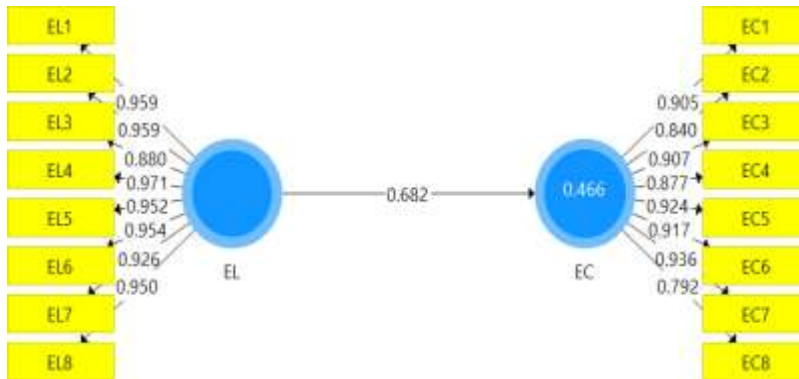


Figure 2 : PLS-Sem Algorithm Direct Relationship

The results of this research were evaluated using the PLS-SEM algorithm and the bootstrapping procedure. They showed that EL had a positive impact on EC. Table 9 shows that the result proposed that there was a significant relationship between EL and EC of employees with respect to H_1 ($\beta = 0.682$; $t = 3.289$; $p < 0.05$); therefore, H_1 is supported.

Hypotheses	Path Coefficient	Stand Error	T-Statistics	P-Value	Decision
$H_1: EL > EC$	0.682	0.207	3.289	0.001	significant

Table 9: Results of Hypotheses Testing (Direct Relationship)

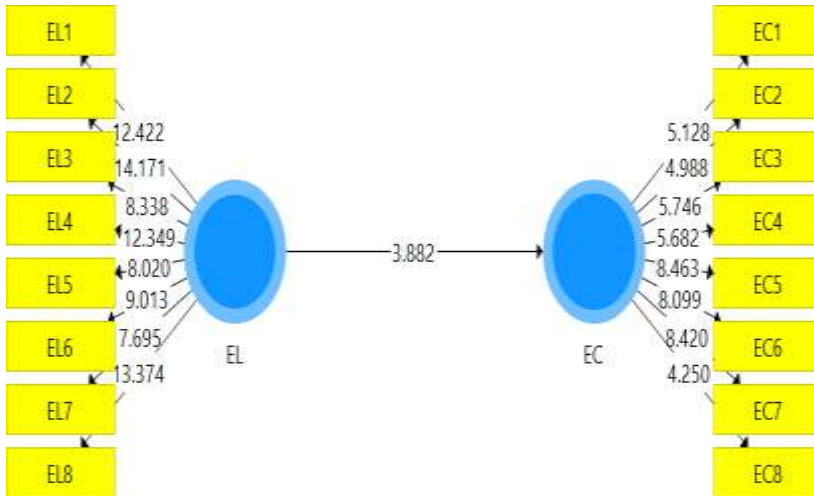


Figure 3: PLS-SEM Bootstrapping Direct Relationship

The second model introduced the concept of the mediating variable. The relationship between the two components, namely the EL and the OCB, was examined. The path coefficients between both entities were positive, as shown in Figure 3. The results of the analysis revealed that the relationship between the EC and the OCB was significantly positive.

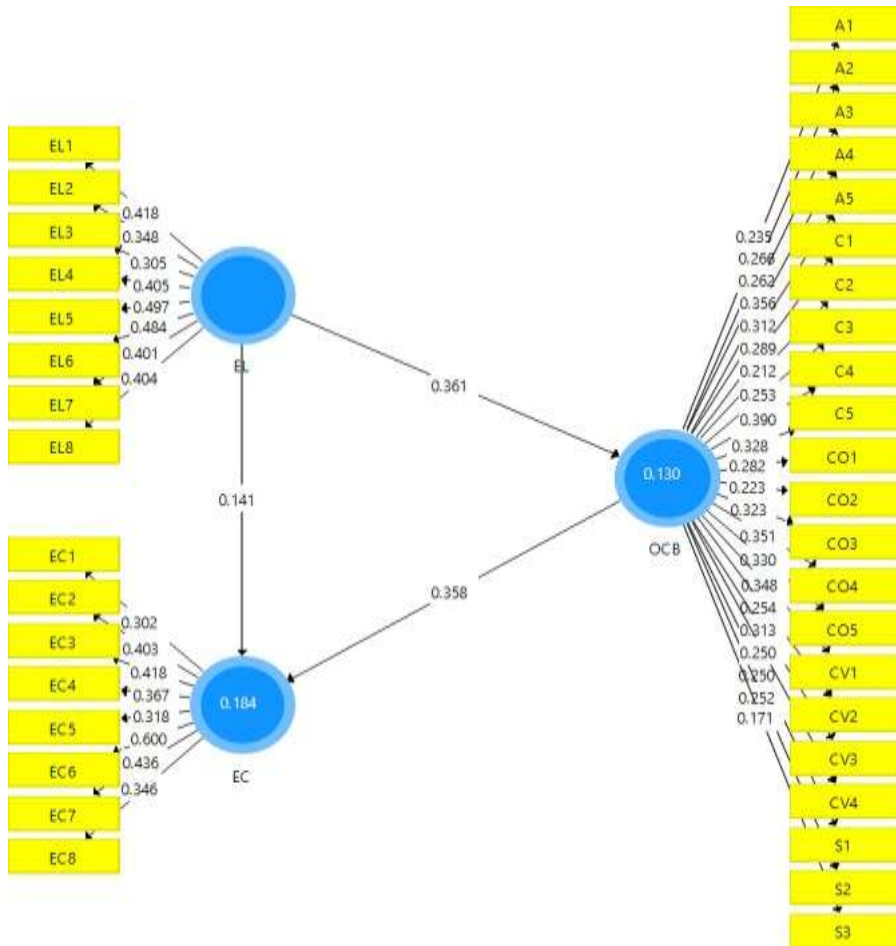


Figure 4: PLS-SEM Algorithm Mediation

In order to determine the indirect effects of an external variable on an endogenous variable, a mediation analysis was performed. The method used was the Sobel test, which is a causal steps strategy. After the addition of the mediating construct, the results

were analyzed. (Tavakoli, 2013) stress in model 2, the bootstrapping result of 5,000 sub-samples was used to multiply path a and path b. To assess the t-value, the product of the two significant paths (paths a & b) was divided by the product of the standard error of two paths ($a*b/Sab$). Figure 5 shows the PLS bootstrapping for the proposed model in this study.

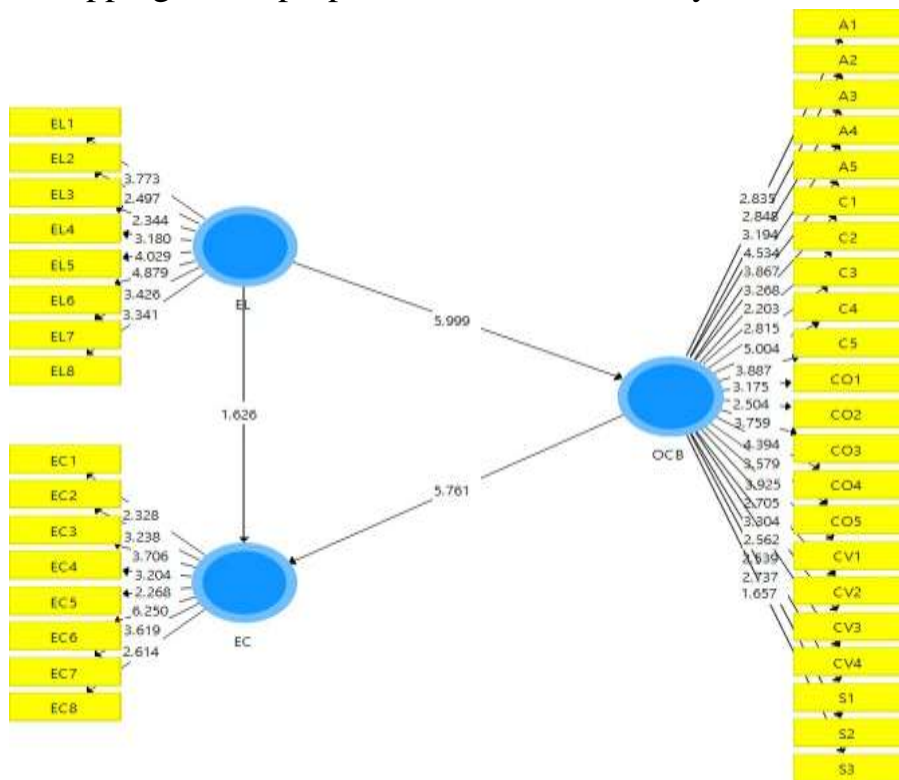


Figure 5: PLS-SEM Bootstrapping Mediation

Table 10 shows that the result suggested that there was a significant relationship between EL and OCB with respect to

H_2 ($\beta = 0.682$; $t = 3.289$; $p < 0.05$); therefore, H_2 is supported. Similarly, OCB has a significant and positive significant link with EC H_3 ($\beta = 0.361$; $t = 5.999$; $p < 0.05$); and the OCB mediated the relationship between EL and EC H_4 ($\beta = 0.545$; $t = 5.761$; $p < 0.05$);

Hypotheses	Path Coefficient	Stand Error	T-Statistics	P-Value	Decision
$H_2: EL > OCB$	0.141	0.087	1.626	0.042	significant
$H_3: OCB > EC$	0.361	0.060	5.999	0.001	significant
$H_4: EL > OCB > EC$	0.358	0.062	5.761	0.001	significant

Table 10: Results Of Hypotheses Testing (Mediation Test)

5. Discussion

The objective of this research is to investigate the relationship between Entrepreneurial Leadership and Employees' Creativity and examine the mediating effect of Organizational Citizenship Behavior in this relationship. In other words, this research analyze how Entrepreneurial Leadership affects the employees' creativity. Moreover, the mediating effect of Organizational Citizenship Behavior in the relationship between Entrepreneurial Leadership and Employees' Creativity also was investigated.

The research findings revealed that Entrepreneurial Leadership has significant effect on employees' creativity. As a result, the first hypothesis is accepted. The research findings declared that the entrepreneurial leadership style has a positive effect on employees'

creativity. This is due to the support and the motivational factors of the entrepreneurial leadership style that influences positively the employees' creativity. Another possible explanation is that the Entrepreneurial leaders not only motivating, directing their employees but also, they can predict the future needs of their business and well identify the organizational goals to their employees. Another clarification is the entrepreneurial leaders are known quite well how to ensure that their employees possess the entrepreneurial abilities in order to explore new creative and innovative ideas. Furthermore, the entrepreneurial leaders usually risk takers and have a creative visionary (Fontana and Musa, 2017) which influence their employees positively to be more creative and innovative in their ideas. The results came in line with previous studies (Mehmood, Jian, Akram, and Tariq, 2021)

This research also examined the effect of Entrepreneurial Leadership on Organizational Citizenship Behavior. The results reveled that there is a positive relationship between organizational Citizenship Behavior and Entrepreneurial Leadership. Thus, the Second research hypothesis is accepted. One possible

explanation is that Organizational Citizenship Behavior consider one of the important factors in improving Employee organizational performance. Consequently, the entrepreneurial leadership impact positively and significantly organizational citizenship behavior and this is result supported by (Zehir et al. ,2012) as they proved that entrepreneurial leadership had an effect on organizational citizenship behavior. Also, the research findings are supported by (Supriyanto, Ekowati, Wekke, and Idris, 2018)

Likewise, the results stated that Organizational Citizenship Behavior has a significant impact on Employees' Creativity. Consequently, the third research hypothesis is accepted. This result indicates that Employees who demonstrate organizational citizenship behavior this is will impact their creativity positively. This finding came in line with many previous studies (Malingumu, Stouten, Euwema, and Babyegeya,2016) furthermore, (Cilla, 2011) revealed that organizational citizenship behavior is a key factor in building a climate for creativity. This is not only for employees but also, for whole organization. Moreover, Yaakobi, and Weisberg, 2020 asserted that organizational citizenship behavior is positively impact not only employees' creativity but also, support organizations in providing a creativity climate. Furthermore, This Research enhanced the current literature by examining the mediating effect of Organizational Citizenship Behavior on the relationship between Entrepreneurial Leadership and Employees' Creativity. the results revealed that

Organizational Citizenship Behavior mediates the relationship between Entrepreneurial Leadership and Employees' Creativity. According to Podsakoff et al., in 2009, Organizational Citizenship Behavior (OCB) can influence employee creativity. It can also help boost workers' performance and add value to the organization. This recommends that employees who are loyal to their employers are more likely to contribute to the company's success. This is proved by a study

conducted by Xerri & Brunetto, 2013 asserted that employees who exhibit positive organizational citizenship behavior toward their work are more likely to display creative behaviors in order to help their fellow workers come up with effective solutions to their problems. In addition, employees who demonstrate high organizational citizenship behavior to their employers are more likely to come up with creative ideas for addressing their workplace issues.

6. Conclusions and Recommendations

Today's business world requires that managers have the necessary leadership qualities to maintain their organizations' growth and sustainability. They should also be able to take risks and explore new opportunities. Having these characteristics can help business managers develop effective strategies and manage their employees efficiently. The rapid emergence and evolution of new markets and technologies has created a spirit of continuous creativity within organizations that can help them sustain their

competitive edge. This is the reason why many organizations are constantly looking for new ways to improve their operations. Due to the increasing importance of creativity in organizations, the need for effective strategies and procedures has been acknowledged by foreign banks. This study aims to develop a framework that will help boost employee creativity and encourage them to develop their individual creativity. Not only by the suitable leadership style but also, by increasing their citizenship behavior which will increase their creativity. This research attempt to investigate the relationship between Entrepreneurial Leadership and Employees' Creativity. And examining the mediating effect of Organizational Citizenship Behavior. It could be concluded that this research is contributed to literature by being the first to test the mediation effect of the organizational citizenship behavior on the relationship between entrepreneurial leadership and employees' creativity. The research indicated that entrepreneurial leadership has a

positive and significant impact on employees' creativity. Leaders with entrepreneurial characteristics such as integrity and risk awareness and more confident followers are known to influence their employees and inspire them to be more creative. Furthermore, the research brought into light new base for cultivating employee creativity through the enhancing their citizenship behavior. This method can be used to encourage and inspire creativity among employees. It also shows that entrepreneurial leadership can help workers develop their creativity. The research results also suggest that organizational citizenship behavior mediates the effect of entrepreneurial leadership on employees' creativity. Employees' altruism, civic virtue and conscientiousness fully mediate the effect of entrepreneurial leadership on employees' creativity, there is a lack of literature regarding the mediating effect of organization citizenship behavior on the relationship between entrepreneurial leadership and employees' creativity. In summary, entrepreneurial leaders promote employees' positive behaviors and increase their creativity at workplace. Also, the citizenship behavior of employees increases their creativity, These include helping co-workers, participating in organizational activities, and actively taking on tasks outside their specific job definition, as well as developing new suggestions and creative ideas.

7. Theoretical and Practical Implications

The research provides valuable theoretical and practical implications for practice and theory. It also adds to the literature about the mediating effect of organizational citizenship behavior on the relationship between entrepreneurial leadership and employees' creativity in foreign banks in Egypt. From a theoretical perspective, the research confirms the results of prior studies that found positive effects of entrepreneurial leadership on employees' creativity. In addition, this research suggests that the Employees' altruism, civic virtue and conscientiousness can have

a significant impact on employees' creativity. Although many studies have examined the relationship between creativity and entrepreneurial leadership, little is known about the role of the organizational citizenship behavior (OCB) in this relationship. This research aims to integrate these three key constructs into a conceptual model. In particular, the mediating role of OCB in the relationship between EL and EC remains underexplored in the literature.

Therefore, this study addressed significant research gaps by testing the relevant variables' mediating effects. From the practical side the research also revealed that entrepreneurial leaders can influence their employees in various ways. that can improve their performance and increase their creativity. The findings of this research also provide valuable practical

implications to entrepreneurial leaders. They can help them develop effective and creative ways to motivate their employees. First, they suggest that leaders should give their subordinates the freedom to decide what actions they want to take. Second, they should seek out other people's ideas and visions in order to make informed decisions. thirdly, they suggest that leaders should admit their mistakes and encourage their followers to do so. Fourth, leaders should establish multi-source feedback channels that allow them to receive anonymous advice from their peers, superiors, and followers.

They should also take the time to recognize their subordinates' values and beliefs and ensure that job requirements are in line with these principles. Fifth, managers should become more aware of their moral weaknesses, as external influences can affect them. Finally, Leaders should also motivate and guide their followers in order to improve their productivity and creativity, as well as better their organizations. Various programs and activities can be organized from the organization side to promote entrepreneurial leaders such as training, coaching, and mentoring.

Human resources management department should also be improved to encourage creativity and organizational citizenship behavior among employees. This can be done through the establishment of mechanisms that monitor and recognize employee's efforts and creativity.

The systems that are related to compensation, rewarding and promotion should be aligned with the values of the organization. This can be done through the context of the interactions between employees and leaders. In addition to the culture of the company, these interventions should also consider the role of entrepreneurial leadership and enhancing citizenship behavior between all employees of the organization.

8. Limitations and Future Studies

Although The research contributes to the literature but has some limitations that may be considered for further research. First, it relies on a sample that is only composed of employees from foreign banks in Egypt, which may not allow the findings to be generalized in other sectors. Future studies are needed in public sector also, a comparative study between private and public banks may be needed to test the difference in two different sectors. Moreover, one of the main limitations of this study was the convenience sampling method. This method limits the scope of the study and prevents it from being able to provide a more accurate and comprehensive analysis. In addition, Further studies

are needed to analyze the negative effects of various factors on employees' creativity, such as burnout, stress, and turnover. These studies could also test different leadership style such as Authentic Leadership and Ethical leadership. Furthermore, demographic variables such as age, gender may be uses as a moderator in future research.

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